Project Monitoring Report (PMR)
June 2022

Peninsula Corridor Electrification Project (PCEP)
San Francisco to San Jose, CA

Peninsula Corridor Joint Powers Board (JPB)/Caltrain
San Mateo, CA

August 1, 2022

PMOC Contract Number: 69319519D000019
Task Order Number: 69319520F300099 (TO99)

OPs Referenced: 01 - Administrative Conditions and Requirements
25 - Recurring Oversight and Related Reports

PMOC Firm: **Kal Krishnan Consulting Services, Inc. (KKCS)**
800 South Figueroa Street, Suite 1210
Los Angeles, CA 90017

PMOC Lead: Michael B. Eidlin
Length of Time Firm Assigned to Project: 7 Years, 0 Months
Length of Time Person Assigned to Project: 7 Years, 0 Months

Table of Contents

1.0 Executive Summary

Kal Krishnan Consulting Services, Inc. (KKCS) is the Federal Transit Administration's (FTA) Project Management Oversight Contractor (PMOC) for the Peninsula Corridor Electrification Project (PCEP). The Peninsula Corridor Joint Powers Board (JPB) is the grantee which operates commuter rail service as Caltrain. The FTA awarded a $647 million Full Funding Grant Agreement (FFGA) to the JPB on May 23, 2017.

1.1 Project Description

The PCEP corridor is approximately 51 miles in length. This Core Capacity Improvement Project (CC) includes two (2) components: infrastructure and rolling stock. The infrastructure component is comprised of the construction of Traction Power Substations (TPSS), the connection of those substations to the local utility system, and the installation of the Overhead Contact System (OCS) over the tracks beginning at the 4th and King Caltrain Station in San Francisco and ending at Tamien Station in San Jose. The infrastructure work also includes modifications to the wayside signal system and grade crossing signals to accommodate the new electrified rail system. In addition, four (4) existing rail tunnels have been enlarged to accommodate the expanded clearance envelope of the electrified vehicles. An alignment map is provided as information in Attachment I.

The rolling stock component includes the procurement of ninety-six (96) Electric Multiple Unit (EMU) rail vehicles to replace approximately 75% of Caltrain's existing diesel rolling stock. The initial EMU order was supplemented in December 2018 when the JPB exercised an option to purchase an additional thirty-seven (37) EMUs; the resulting electrified fleet will consist of nineteen (19) seven-car trainsets. The additional thirty-seven (37) EMUs are not part of the JPB's Core Capacity grant. Caltrain's Central Equipment Maintenance and Operation Facility (CEMOF) is being modified to service the electrified vehicles.

The PCEP is part of a larger JPB initiative known as the Caltrain Modernization Program (CalMod). The CalMod program separately installed a Positive Train Control (PTC) system, which is an advanced signal system that includes federally mandated safety improvements. The PTC system is in operation and received final Federal Railroad Administration (FRA) approval on December 17, 2020.

1.2 Project Status

The FTA, based on the results of a December 2020 Risk Refresh effort, designated the PCEP an "At-Risk" project in a letter dated June 30, 2021. The FTA took this action because the PCEP has experienced significant cost overruns and schedule delays. The FTA requested that the JPB submit a Project Recovery Plan for the PCEP. The plan was originally due by October 8, 2021; however, the FTA has agreed to defer receipt of the plan until the JPB completes a planned Risk Refresh and other project reviews following a change in the PCEP's leadership in September 2021. The JPB submitted its Recovery Plan to the FTA on April 1, 2022. *The FTA and the PMOC have reviewed the draft Recovery Plan and provided comments to the JPB; the JPB expects to submit its final Recovery Plan to the FTA on July 15, 2022.*

The JPB's Board approved an increased budget of $2.44 billion for the PCEP at a Special Board Meeting held on December 6, 2021. The increased budget is based on the successful negotiation of a global settlement with Balfour Beatty Infrastructure, Inc. (BBII), the electrification design-build (D-B) contractor, and a recently completed scrub of the PCEP budget. The increased budget supports completion of the project and delivery of electrified service in 2024. The JPB began reporting against the revised budget in its December 2021 Monthly Progress Report.

The PCEP is currently in construction and progress can be summarized as follows:

- Scope – The scope remains as planned.
- Schedule – The JPB revised its Master Project Schedule (MPS) in June 2021 to reflect a Required Completion Date (RCD) of September 26, 2024, based on the results of the FTA's December 2020 Risk Refresh. The PCEP team, in the course of negotiating the global settlement with BBII, received, reviewed, and accepted BBII's re-baselined schedule for the remaining Electrification contract work. The JPB is revising its Master Project Schedule (MPS), as part of its schedule scrub, to incorporate information from BBII's re-baselined schedule and other project schedule details and is expected to present this updated MPS as part of its Recovery Plan. The JPB did not formally adopt a re-baselined schedule for project completion at its December 6 Special Meeting; however, the $2.44 billion budget adopted by the board is premised on completing the project by September 2024. The JPB proposed a new Required Completion Date of December 31, 2024 in the Recovery Plan submitted to the FTA on April 1, 2022. JPB is currently forecasting commencement of Revenue Service with its new EMUs between April 1 and July 1, 2024.

  Cost – The FFGA budget is $1.931 billion in year of expenditure (YOE) dollars. The JPB revised its budget for the PCEP to $2.264 billion in June 2021 based on the results of the FTA's December 2020 Risk Refresh. This represented an increase of $333 million from the FFGA budget. The JPB completed a "budget scrub" in conjunction with the conclusion of global settlement negotiations with BBII. Based on the results of the global settlement with BBII and its budget scrub, the JPB, developed a revised budget of $2.44 billion. The JPB approved this revised budget at its Special Meeting on December 6, 2021. This new budget reflects an additional increase of $176 million from the post-risk refresh budget and a total increase of $509 million from the FFGA budget. The JPB's revised budget, for FTA reporting purposes (excluding pre-Project Development costs) is $2,393,109,098.

- Significant Project Activities and/or Key Milestones
  - PG&E and Silicon Valley Power have required the PCEP to conduct a Single Phase Study to demonstrate that the electrified rail operations will not degrade service for existing customers. The study has been in progress for over a year but has failed to produce a result that satisfies the power companies. The issue was elevated in early 2021 to senior management at PG&E. *The JPB submitted a final report to PG&E in late May 2022. The JPB reports that it has received a number of administrative comments from PG&E; and expects to finalize the report by June 30, 2022. The JPB states that PG&E will provide 115 kV power to the JPB's Traction Power Substation (TPSS) 2 in San Jose on August 27, 2022 following PG&E's required "clearance" period.*
  - The first major milestone in the Electrification contract is the completion of Segment 4, "Ready for EMU Testing;" this intermediate milestone is not on the PCEP's critical path. The date for completion of this work has continued to slip for a variety of reasons. *The JPB and BBII are now discussing the possible re-definition of this milestone to also include the completion of work in adjacent Segment 3.*
  - *The JPB and its contractor completed a major signal cutover involving 41 signal locations and 17 grade crossings in a seven (7) mile stretch of Segment 2 on May 15, 2022, somewhat earlier than expected. This work was re-scheduled from March 2022 as a result of the March 10, 2022 incident.*
  - The first two (2) Stadler EMUs (TS-3 and 4) arrived undamaged at the JPB on March 20, 2022. *The next pair of trainsets (TS-2 and 5) are now scheduled for delivery in early-*

August 2022. The JPB's EMU consultant began a Post-Delivery Buy America Audit of Stadler US, Inc. (Stadler), the EMU supplier, on June 27, 2022 and expects to submit its Audit Report to the JPB in July 2022.

- A serious incident occurred on the railroad March 10, 2022. A southbound Caltrain passenger train carrying 75 passengers struck a piece of on-track construction equipment that was working on the Electrification project. The driver of the construction vehicle, the Engineer, and two passengers were transported to the hospital. The incident is under investigation by the National Transportation Safety Board (NTSB), the Federal Railroad Administration (FRA), the California Public Utilities Commission (CPUC), and the California Occupational Safety and Health Agency (Cal/OSHA). The JPB, in response to the incident, immediately imposed a temporary stop work period for all contractors. Off-track work resumed on March 23, 2022 and on-track work resumed on March 28, 2022.

1.3 Major Issues and/or Concerns

Summary of Issue/Concern	*Timely Completion of Overhead Contact System (OCS)*
Date Identified	*June 2022*
Status	*BBII, the Electrification contractor, is not installing the remaining components of the OCS at a satisfactory rate. The JPB reports that completion of the OCS may soon become the critical path to completion of the PCEP.*
Project Sponsor Action	*BBII has brought in additional experienced management personnel from the United Kingdom (UK) to help increase productivity. BBII is also bringing in additional specialized equipment from the UK and plans to increase the number of crews installing the OCS equipment. The PCEP has also instituted additional measure to track progress on a weekly basis.*
PMOC Recommendation	*Continue to closely monitor BBII's productivity, timely arrival of the promised resources, and whether the additional resources are having the desired effect. Remove constraints and provide additional resources to improve productivity consistent with ongoing passenger rail operations. Closely review and analyze contractor schedules and prepare shadow schedules to assess potential or actual delays.*

Summary of Issue/Concern	Timely Completion of Signals Design and Installation
Date Identified	2019
Status	*The completion of signals design and installation is on the Critical Path to project completion.* The pace of signals design continues to be slower than desired. Installation of the signal equipment, including cutovers, continues to go smoothly and generally in accordance with the current schedule.
Project Sponsor Action	*The major cutover of 17 locations that was delayed by March 10, 2022 incident was completed on May 15, 2022, somewhat earlier than expected.*
PMOC Recommendation	Continue to work closely with the design teams to increase productivity and continue to look for ways to efficiently group cutovers to reduce the time required.

Summary of Issue/Concern	Management Capacity and Capability
Date Identified	February 2019

Status	*The Program Director is carrying an exceptionally heavy load and is the primary interface with BBI's management team. The Program Director reports that she is the primary author of much of the project's correspondence and documents of significance.* *The Systems Integration lead resigned and the position has been filled by another member of the new management team. The lead scheduler also left the project and the position has been re-filled.* *The independent consultant engaged by the JPB to review its policies and practice, completed a review of the document control system. This appears to be a reduction in the scope as originally described to the PMOC.*
Project Sponsor Action	*Several experienced senior staff members have joined the team in recent months and their experience should be very beneficial. Minor re-alignments continue within the PCEP team. Many PCEP team members continue to work from home part of each week. An integrated CPM schedule has been developed and is being reviewed to remove any redundancies and correct inconsistencies and incorrect logic.*
PMOC Recommendation	*Provide additional qualified assistance for the Program Director.* Continue the increased emphasis on project controls and systems integration and testing activities and assign technical staff to assist in Systems Integration and testing and commissioning coordination and oversight. Take advantage of the opportunity presented by apparent delays in the schedule for achieving Interim Milestone 1 to clarify roles and responsibilities as between the JPB and BBII and within the JPB/PCEP organization, and catch-up required paperwork.

1.4 Status of Key Indicators Dashboard

KEY INDICATORS DASHBOARD (POST-GRANT STATUS)					
Project Sponsor:	Peninsula Corridor Joint Powers Board (JPB)				
Project Name:	Peninsula Corridor Electrification Project (PCEP)				
Date:	*June 30, 2022*				
Project Detail					
Oversight Frequency:	Monthly				
Element	**Status**			**Prior Status (G/Y/R)**	**Issue or Concern**
	G	**Y**	**R**		
PMP		Y		Y	The PMP requires updating to address testing and commissioning. *An updated PMP has been received and is under review.*
MCC	G			G	New resources are being deployed but the reconfiguration of the PCEP team is not complete, however, improvements are noted.
Cost		Y		Y	The approved budget for the PCEP budget is $2.44 billion. This budget includes the cost of the global settlements with BBII and ProVen, and the budget scrub completed by the PCEP team. *The JPB has developed a financial plan to support the new budget, and this plan is being further refined for presentation to the FTA in the Recovery Plan. Delivery of the Recovery Plan has slipped to July 15, 2022.* A recent bond sale provides $150 million in funding.
Schedule	G			G	The Recovery Plan delivered to the FTA on April 1, 2022 proposes a revised Required Completion Date of December 31, 2024. The global settlement concluded with BBII is based on achieving substantial completion by April 1, 2024 and final completion by July 31, 2024. The global settlement includes incentives for earlier initiation of revenue service, earlier completion of signal cutovers and earlier completion of contract work. *Recent concerns related to timely completion of the OCS are troubling, however, BBII is bringing additional resources to the job.*
Quality	G			G	Some uncertainty related to Electrification contractor's Buy America compliance. *Additional documentation is being provided.*

KEY INDICATORS DASHBOARD (POST-GRANT STATUS)					
Safety		🟡		🟡	The serious safety incident that occurred on March 10, 2022 remains under investigation by the NTSB, CPUC, FRA and Cal/OSHA. The performance by the Electrification contractor has improved.
Risk	🟢			🟢	*Final acceptance by PG&E of the single-phase study will eliminate that uncertainty related to initial electrification of the system. The PMOC continues to encourage a risk refresh to validate the assumptions related to the global settlement.*
Legend					
Green	Satisfactory: No Corrective Action necessary.				
Yellow	Caution: Risk/Issues exist. Corrective Action may be necessary.				
Red	Elevated for immediate Corrective Action: Significant risk to the health of the project.				

1.5 Core Accountability Items through May 31, 2022

Project Status: In Construction		Original (FFGA)	Current Forecast [1]	PMOC Assessment of Current Forecast
Cost	Cost Estimate	$1,930,670,934	*$2,393,109,097*	Forecast based on JPB's approved budget, adjusted to remove pre-PD costs.
Contingency	*Allocated Contingency*	$152,913,317	*$60,635,518*	Current contingency usage is being tracked closely and has been modest since the global settlement.
	Unallocated Contingency	$162,620,294	*$27,752,142*	
	Total Contingency	$315,533,611	*$88,387,661*	
Schedule	Required Completion Date	August 22, 2022	December 31, 2024	Current forecast is based on the JPB's Recovery Plan Rev 5 submitted to the FTA on April 1, 2022.

Project Progress		Amount ($)	Percent of Total
Total Expenditures [4]	Actual cost of all eligible expenditures completed to date [5]	*$1,679,523,193*	*70.18%*
Planned Value to Date [2]	Estimated value of work planned to date [3]	$1,925,397,857	80.46%
Actual Value to Date	Actual value of work completed to date [3]	*$1,679,523,193*	*70.18%*

Contracts Status		Amount ($)	Percent
Total Contracts Awarded	Value of all contracts (design, support, construction, equipment) awarded; % of total value to be awarded [6]	*$2,180,701,488*	*94.62%*
Construction Contracts Awarded	Value of construction contracts awarded; % of total construction value to be awarded [5]	*$1,843,812,632*	*99.55%*
Physical Construction Completed	Value of physical construction (infrastructure) completed; % of total construction value completed	*$1,172,114,404*	*63.28%*

Rolling Stock Vehicle Status	Date Awarded	No. Ordered	No. Delivered
Electric Multiple Unit (EMU) commuter rail vehicles	08/2016 (A)	133	*2*
Next Monthly Meeting Date:		*July 27-29, 2022*	
Next Quarterly Review Meeting Date:		*August 18, 2022*	

[1] "Current estimate" is based on the re-baseline budget adopted by JPB Board in December 2021. FFGA Budget is currently pending approval of the FTA Remediation Plan and adoption.
[2] "Planned Value to Date" is based upon the Program Schedule and Estimate (Rev. 4B) that was updated in October 2017 to reflect the FFGA delay.
[3] "Work" is defined as all construction as well as non-construction scopes (all project costs). Excludes unbudgeted upfront cost for PG&E's share of substation improvements prior to PG&E reimbursement.
[4] "Actual Cost" is determined as follows:

Costs: Inception - May 2022	$1,729,104,792
Pre-FFGA Costs	($49,581,599)
Post-FFGA Costs	$1,679,523,193

[5] "Percentage" is calculated based on a project new estimate of $2,393,109,097
[6] "Percentage" is calculated based on Contracts as budgeted in the Re-Baseline Budget excluding remaining forecasted contingency:

Budgeted Contracts (Pre-FFGA) - Re-Baseline Budget	$2,442,690,697
Pre-FFGA Costs	($49,581,599)
Forecasted Remaining Contingency	($88,387,661)
Budgeted Contracts (Post-FFGA)	$2,304,721,437

[7] "Total construction contracts awarded to date (construction & vehicle contracts only)" includes design costs and executed change orders. Does not include Re-Baseline until executed for Contract amendment.
[8] "Percentage" is calculated based on the total of the executed contract value of construction contracts and forecasted (including Re-Baseline items) changes to the contracts:

Executed value of Construction Contracts	$1,843,812,632
Forecasted Construction Contract Changes	$8,342,605
Forecast of Value of Construction Contracts	$1,852,155,237

Grant Information

Dollars in thousands reported as of March 31, 2022; this information updated quarterly.

FAIN (Source)	Funds Committed*	Funds Disbursed	% Disbursed
Local	*$1,146,521*[1]	*$769,478*	*67%*
Federal	*$986,565*[2]	*$698,514*	*71%*
Total	***$2,133,086***	***$1,467,992***	***69%***

*Definitions from Guidelines and Standards for Assessing Local Financial Commitment, FTA, June 2007
[1]Includes $150.0 million in Measure RR Tax-Exempt Bonds
[2]Includes $52.415 million in ARPA Funds received.

2.0 PMOC Observations and Findings

This progress report covers the period from April 4, 2022 through June 30, 2022. The information contained in this report is based on the PMOC's participation in the virtual QPRM No. 20 held on April 26, 2022, on-site monitoring meetings held on June 27, 28 and 29, 2022, virtual project meeting attendance, document reviews, telephone conversations, and general interaction with the project sponsor's personnel.

2.1 Summary of Monitoring Activities

The PMOC continues to monitor the PCEP on a regular basis through the activities described above and prepare routine monitoring reports on the project. The FTA designated the PCEP an at-risk project and the PMOC is monitoring the project on a monthly basis; quarterly oversight will resume once the JPB has satisfied the FTA's concerns related to the risk factors that led to the at-risk designation.

The PMOC's oversight will also address the following activities.

- Monitoring the progress of the PCEP team as it continues to implement the following initiatives put in place by the new CalMod Interim Chief Officer (ICO):

- Implementing changes in the conduct of business, including routine partnering activities, with Balfour Beatty Infrastructure, Inc. (BBII), the Electrification design-build contractor and its sub-contractors and suppliers.
- Continuing minor re-alignments and changes within the PCEP organization.
- Completion of the FTA Recovery Plan and a similar Remediation Plan for the California High Speed Rail Authority (CHSRA). *The JPB plans to submit a final version of its Recovery Plan to the FTA review on July 15, 2022.*

- *The PMOC completed its review of the Recovery Plan that was submitted on April 1, 2022 and provided comments to the JPB.*
- The PMOC initiated a second Buy America review related to materials used by the JPB and its contractors for the infrastructure elements of the PCEP. *The JPB has provided additional documentation which has been reviewed by the PMOC and comments will be forthcoming.*
- *The PMOC will continue to closely monitor the PCEP's schedule, scheduling resources, and schedule management practices, including changes in the performance of BBII and its sub-contractors subsequent to the global settlement.*
- *The PMOC recently received a large volume of additional documents that support the JPB's global settlement with BBII and is beginning its review of these documents. The results of this effort will inform the PMOC's opinion on the reliability of the cost and schedule proposals contained in the JPB's Recovery Plan.*
- *The PMOC expects to resume its preparation of a modified Readiness for Service Review focused on the initial electrification of Segment 4 and the start of testing and commissioning of the first EMU trainset.* This review is being performed under a Programmatic Task Order.

  The timing of this review has continued to slip as the schedule for completion of Interim Milestone 1 is delayed due to the lack of complete documentation and the availability of electric power. The JPB is now forecasting running the first electrified train in November 2022. The JPB is currently considering a BBII proposal to redefine the geographic limits of Interim Milestone 1 to include all of Segment 3. This change would result in a delay to the completion of the Milestone, but is not expected to impact the timing of the initiation of electrified testing of the EMUs.

2.2 Oversight Triggers

The FTA, as noted in Section 1.2 above, has designated the PCEP an At-Risk project because of cost overruns and schedule delays. As a result of the FTA's at-risk designation, the PCEP is now on a monthly oversight schedule until such time as the uncertainties are resolved to the satisfaction of the FTA. The JPB, as noted above, formally adopted a revised budget for the PCEP at its meeting on December 6, 2021; the revised budget is based on project completion and the initiation of electrified rail service in 2024. *The JPB expects to submit its final Recovery Plan for FTA review on July 15, 2022.* The PMOC will continue to monitor and report on the JPB's progress relative to its adopted plans and schedule.

2.3 Project Management Plan (PMP) and Sub-Plans

The JPB delayed updating its PMP for the testing and commissioning phase of the project, as well as its Rail Fleet Management Plan (RFMP) and Quality Management Plan (QMP) because of the change in project leadership. The PCEP's new leadership is aware of the importance of updating these plans and recently stated that it expects to complete updates to the PMP and Quality

Management Plan (QMP) by June 30, 2022. The PMOC will review these materials as they become available.

Mark Clendennen, formerly with Capital Metropolitan Transportation Authority (CapMetro) in Austin, TX has been hired as the new leader of the PCEP Rail Activation Committee (RAC). The RAC continues to work on its Rail Activation Plan (RAP). The RAP must be in place before testing of the new EMUs can begin. The PMOC continues to monitor and support this work. The PMOC also continues its work on a modified OP-54 Readiness for Service review prior to the electrification of Segment 4 and the commencement of EMU testing. These activities continue to slip due to delays in the energization of TPSS-2.

2.4 Management Capacity and Capability

Andy Mutz, formerly with Denver RTD, has been hired as the PCEP Construction Manager. Mark Clendennen, as noted above, has been hired to lead the Rail Activation Committee. Russ Larson has been re-assigned to manage the Systems Integration effort following the departure of Nitant Sethi.

The Interim Chief Officer (ICO) reported that JPB has received a draft report from Triunity, the independent consultant hired to review the PCEP's policies and procedures, following its review of the PCEP's document control system. The JPB refocused Triunity's review on document control because of its importance to the project close-out process. A kick-off meeting for the independent review was held on March 25, 2022.

- ***PMOC Comment:*** *The PCEP Program Director is carrying a very heavy workload and appears to be involved in virtually all aspects of the project. The PMOC is concerned that maintaining this workload is not sustainable over the long run and encourages the JPB and the Program Director to consider actions that could improve the current situation.*

2.5 NEPA Process and Environmental Mitigation

The JPB continues to work with the FTA and the State Historic Preservation Office (SHPO) to extend the Programmatic Agreement that governs the PCEP's related activities. *One Native American tribe has requested consultation after receiving the recent required notification; the JPB has offered to brief the tribal representatives.* The JPB and its contractor continue to follow the requirements and processes contained in the original agreement.

The JPB also continues to monitor the compliance of its construction contractors with the requirements of its FFGA and the supporting environmental documents. Annual surveys are being conducted as required. The PCEP reports that tree pruning, and removal is approximately 75% complete. *The JPB recently issued a Change Order to the Electrification contractor to increase the amount for tree pruning and established a lump sum for all remaining tree pruning work.*

2.6 Project Delivery Method and Procurement

JPB reports all major procurements have been completed as of September 2019.

Consultant Contracts

The JPB awarded contracts in early 2014 for Program Management Consultant Services; EMU Vehicle Consultant Services; and Electrification Services. The JPB awarded a five-year contract to Jacobs Project Management Company (Jacobs) of Oakland, CA in 2019 to support electrification construction, the tunnel notching contract, modifications to the CEMOF, reconstruction of the Santa Clara Drill Track, installation of mini-high block platforms, and other work, as needed.

Electrification Design-Build Contract

JPB is using the Design-Build (D-B) project delivery method for the electrification and related facilities. BBII was selected as the D-B Contractor and was provided NTP in June 2017. Design work is complete on the OCS and nearly complete on the TPS elements of the project. Design continues on the signal related work which is on the PCEP's critical path. The BBII global settlement and its re-baselined schedule prioritizes completion of the signals and supporting work and includes incentives for early completion. Construction activities are underway in all disciplines and all segments of the corridor.

Supervisory Control and Data Acquisition (SCADA) Equipment

The JPB executed a sole-source contract with ARINC, Inc., for the supply of SCADA equipment in September 2017. The SCADA contract is being managed by the Electrification consultant and installation of the SCADA equipment is being performed by BBII under the Electrification contract. The equipment will be used to control the traction power system including the traction power substations (TPS), wayside power cubicles (WPC), and the OCS. SCADA will be integrated with the base operating system for Caltrain Operations and Control, which is the Rail Operations Center System (ROCS). A separate control console will be established for the Power Director. The hardware has been installed in the Central Control Facility (CCF) and the back-up CCF (BCCF) and testing and training activities are in progress. The JPB is negotiating a modification of the SCADA contract to align its completion with the new project schedule.

Tunnel Notching, OCS Installation and Drainage Improvements

A contract was awarded to ProVen Management, Inc. of Oakland, California, for Tunnel Notching and Drainage Improvements on the tunnels in Segment 1 of the PCEP corridor. The contract consists of two (2) main elements: notching of the four (4) tunnels to increase clearance for the new EMU vehicles; and drainage improvements in tunnels 1 and 4 for the benefit of Caltrain operations. The drainage improvements were performed as a Concurrent Non-Project Activity (CNPA) and the work was paid for by Caltrain. The JPB issued a Notice to Proceed to the contractor on October 6, 2018. Installation of the Overhead Contact System (OCS) in the tunnel bores was later added by Change Order. Inspection of the OCS in the tunnel bores has been completed and the contractor has demobilized.

The JPB has negotiated a settlement with ProVen that covers both the Tunnel Notching and CEMOF Modifications contracts. Final testing of the OCS in the tunnel will now be performed by BBII. Close-out of both ProVen contracts is in progress.

Used Electrified Locomotives

The JPB, at its June 7, 2018 meeting, approved contracts to acquire and overhaul two (2) used AM-7 electrified locomotives to perform initial testing of the electrification system. The locomotives arrived at Amtrak's yard in Oakland, CA, on June 6, 2019, and have been in long term storage until needed for testing of the electrified system. The JPB continues to prepare the electric locomotive for use in the initial testing of the electrified OCS in Segment 4. It remains unclear what role the electric locomotive will play in the start-up and testing of the electrified system.

CEMOF Modifications

The JPB awarded a contract to ProVen Management, Inc. in the amount of $6,550,777 to modify the Central Equipment Maintenance and Operations Facility (CEMOF) to accommodate the new EMUs. ProVen was issued a full Notice to Proceed (NTP) on September 16, 2019. The CEMOF contract

was the last of the PCEP's major construction contracts. The JPB, as noted above, has negotiated a settlement with ProVen that covers both the Tunnel Notching and CEMOF Modifications contracts.

Work is nearing completion on the CEMOF and is awaiting delivery of an air compressor and completion of minor punch list items to complete the contract. The parts storage building is currently in use.

PG&E Interconnection Construction

The JPB executed Modification 2 to Supplement 2 of its Master Agreement with PG&E to construct the interconnections between PG&E's two (2) substations and the JPB's two (2) corresponding TPSS. Construction of the interconnection between PG&E's FMC substation in San Jose and the PCEP's TPSS 2 was completed on January 18, 2021. *The energization of this interconnection and TPSS-2 is now scheduled for August 27, 2022, pending execution of the Transmission Load Operating Agreement (TLOA) between the JPB, PG&E and Silicon Valley Power (SVP). The southern section of the Single Phase Study has been completed.*

The interconnection between PG&E's East Grand Substation in South San Francisco and the PCEP's TPSS 1 is complete and awaiting completion, testing and energization of TPSS-1. The northern section of the Single Phase Study must now be completed using the southern section as a template.

Recent Procurements

None currently scheduled.

2.7 Design

BBII is responsible for the Final Design (FD) of the electrification and related facilities under the terms of its D-B contract with the JPB. PGH Wong Engineering, Inc., is the Engineer of Record for the work. All OCS and TPS design work is complete. The following issues remain active at this time:

- The design of the signal system remains active and is on the critical path to project completion. As noted earlier, significant effort was focused on the scheduling of the remaining signal design, signal cutovers, and related civil work during settlement negotiations with BBII. *Completion of the signal design work is scheduled for February 2023.*
- *The JPB has reached an agreement with UPRR regarding protection at the UPRR's Reed Street crossing in Segment 4. The JPB will construct a median at the crossing to prevent gate run-arounds. The plans require approval by the City of Santa Clara and a GO-88B permit from the CPUC.*

  PG&E and Silicon Valley Power have required the PCEP to conduct a Single Phase Study to demonstrate that the electrified rail operations will not degrade service for existing customers. *The final version of the study for the southern portion of the JPB's system, which is required prior to energizing TPSS-2, was delivered to PG&E and SVP on June 30, 2022. TPSS-2 will be energized on August 27, 2022 pending execution of the TLOA with PG&E and SVP. Execution of the TLOA does not require Board approval.*

2.8 Value Engineering and Constructability Reviews

The project sponsor did not undertake a formal VE effort. However, the PCEP team undertook a significant cost reduction effort in late 2014 which identified an estimated $84.3M in potential cost savings achieved by eliminating or deferring certain tasks previously included in the baseline

program. In addition, the procurement process for the Electrification D-B contract included the submission of alternate technical proposals (ATPs) to reduce cost or improve schedule. In addition to those ATPs that were incorporated into the Electrification contract, that contract contains a Value Engineering Change Proposal (VECP) clause whereby any savings that result from an accepted VECP are shared by the contractor and the JPB.

2.9 Real Estate Acquisition and Relocation

The project is being constructed primarily in the existing Caltrain corridor on rights-of-way (ROW) controlled by JPB/Caltrain. The PCEP is acquiring real estate for three (3) primary purposes: (1) for placement of Overhead Contact System (OCS) poles; (2) for the two (2) primary Traction Power Substations (TPSS); and (3) to provide electrical clearance and safety zones for the OCS wires.

Real Estate Activities

The large majority of real estate activities have been completed. The remaining challenges facing real estate are any design changes that would impact already acquired properties and design changes requiring new or re-defined acquisitions. Potholing for OCS foundations is now complete.

- Bayshore Property (Segment 1 South of tunnels) – The parties have reached final agreement on price and construction is underway using permits issued by the owner, pending completion of the transaction. The JPB reports that it has received only minor comments and will be requesting the FTA's concurrence on the transaction in the near future.
- The JPB's real estate department continues to assist Comcast in completing its remaining relocations.
- Staff continues to review electrical safety zones (ESZs) for potential changes due to OCS pole relocations.
- Staff continues to work with PCEP's internal signal team and BBII signal team to determine potential Real Estate interests.

2.10 Third-Party Agreements and Utilities

A significant number of third-party agreements were required to support the PCEP. These agreements are grouped into the following general categories, with status comments as appropriate to each:

Jurisdictional Agreements for Construction and Maintenance

The JPB has executed all agreements except the one with the Town of Atherton (Segment 2), which is no longer being pursued. The Town of Atherton must issue traffic control permits to the contractor, and the Town staff has been cooperative to date.

Jurisdictional Agreements for Exercise of Eminent Domain Powers

The JPB has executed agreements with the Santa Clara Valley Transportation Authority (VTA) and the San Mateo County Transportation District (SamTrans) under which the VTA and SamTrans will exercise eminent domain authority on behalf of the JPB, when such action is required, to acquire the real property rights located in the respective counties for the PCEP. The City and County of San Francisco (CCSF) declined to approve an agreement for use of its eminent domain powers on behalf of the PCEP.

Utility Relocation Agreements

The JPB's right to relocate utilities that exist within its PCEP corridor exists by virtue of the property rights it acquired when it purchased the corridor from the Southern Pacific Transportation Company (SP) in November 1991. The JPB has the right to cause the relocation of both overhead and underground utilities to accommodate its railroad activities upon thirty (30) days' notice to the utilities at the utilities expense. The JPB reports the following status related to third-party utility work:

- *JPB reported in late-May 2022 that Comcast had completed 25 of 33 crossings and the eight (8) remaining locations were all in progress.*

The JPB also has in place or is negotiating specialized agreements with the following entities:

Pacific Gas & Electric (PG&E)

PG&E will supply power from two (2) existing substations to the new PCEP Traction Power System. Both substations must be modified to provide the required power. The JPB has executed a Master Agreement with PG&E as well as Supplements 1 through 5 to that agreement. Supplement 4, which includes the cost of constructing the substation modifications, was fully executed on October 18, 2018. The parties disagreed on the allocation of costs for the work, and following discussions between the parties, PG&E filed an application with the CPUC for a cost allocation plan. The CPUC's Administrative Law Judge announced a decision on May 7, 2020 that adopted a modified order affirming the cost allocation principles agreed to by the JPB and PG&E. *The cost allocation process requires audited costs for PG&E's sub-station improvements. Those costs were expected to be available for inclusion in PG&E's 2023 General Rate Case which was filed in 2021. However, due to delays in construction, only approximately 95% of audited costs are available. PG&E recently petitioned the CPUC to consider including the 95% of costs that have been audited in PG&E's current rate case. That petition was positively received by the CPUC.*

Two agreements between PG&E and the JPB remain to be executed. The first is the Transmission Load Operating Agreement (TLOA); Silicon Valley Power will also be a signatory to the TLOA. This agreement must be in place before PG&E will provide power to the JPB. A major hurdle, completion of the southern section of the Single Phase Study, is now complete, and the JPB expects to execute the TLOA in mid to late-July 2022. The TLOA does not require action by the JPB's Board. The second agreement is a retail power agreement.

PG&E, as reported elsewhere, expects to provide power to the JPB's TPSS #2 on August 27, 2022 subject to prior execution of the TLOA.

California Public Utilities Commission (CPUC)

The CPUC is the FTA's Certified State Safety Oversight Agency (SSOA) for the State of California, and also has responsibility for grade crossing safety in the state. The JPB has worked with both CPUC and the FRA to develop the 2SC solution to provide the required grade crossing warning time after the system is electrified. CPUC and the FRA have been observing the initial cutovers at the signal locations in Segment 4 and have been satisfied with the results to date.

The JPB must file General Order (GO) 88B forms for each modified crossing for approval by the CPUC; these plans are developed in conjunction with the local jurisdictions. *The JPB has thus far submitted applications for twenty (20) crossings, and the CPUC has approved all of those.* The FRA does not approve the crossings, but has both regulatory and enforcement authority if the crossings do not perform as required by its regulations.

Union Pacific Railroad (UPRR)

The JPB has a continuing relationship with the UPRR, which is a tenant and operates service on tracks owned by Caltrain in the PCEP corridor; Caltrain operates service on tracks owned by the UPRR south of the PCEP corridor.

California High Speed Rail Authority (CHSRA)

The California High-Speed Rail Authority (CHSRA) is a funding-partner for the PCEP and proposes to operate in blended service with Caltrain in the PCEP corridor in the future. The JPB has relocated some OCS poles to permit future curve-straightening by the CHSRA without impacting the electrification system. Straightening of some curves will allow the CHSRA to achieve higher operating speeds. All costs associated with the pole relocation work will be paid for by the CHSRA. Representatives of the CHSRA are now participating regularly in a variety of PCEP meetings. The JPB has prepared a Project Remediation Plan for the CHSRA; the plan is a requirement of the funding agreement between the parties. *The plan has been reviewed by the CHSRA and appropriate portions of the plan are being incorporated into the FTA requested Recovery Plan.*

Federal Railroad Administration (FRA)

The FRA has authority over the JPB's rail operations. As noted above and elsewhere in this report, the JPB is coordinating with the FRA on several issues, including technical issues related to the EMUs and implementation of the 2SC issue. The JPB's PTC program has received FRA approval. Issues related to the EMU's are discussed in Section 2.12 of this report. The JPB continues to hold monthly conference calls with the FRA to discuss EMU issues, and another call to discuss any open questions related to the 2SC implementation.

Independent of the PCEP, the JPB filed a test request with the FRA on November 29, 2021 for installation of a Crossing Optimization Project. The project proposes to modify grade crossing controls to improve gate down-time performance. If the test request is approved, the modification of the initial crossings will be performed following the installation and cutover of the 2SC equipment by BBII. *The FRA advertised the JPB's request for public comment in December 2021, however, no decision has yet been published.*

2.11 Construction

The JPB provided the following information on infrastructure construction activity.

- *Testing and commissioning activities continue in Segment 4 in preparation for initial energization of TPSS-2 on August 27, 2022.*
- *The JPB and BBII are discussing the possible re-definition of Interim Milestone 1, Segment 4 Ready for EMU Testing, to include the completion of all work in Segment 3. This approach would result in a fully-electrified corridor 23 miles long at the completion of the re-defined Interim Milestone 1. The resulting 23 miles of electrified track is much longer than the approximately five (5) miles in Segment 4 alone, and is better suited for testing and burn-in of the new EMUs. The target for completion of combined Segments 3 and 4 is April 2023.*

Overhead Contact System (OCS)

Table 1 below shows the status of the major components of the OCS work.

Table 1 – OCS Progress as of July 1, 2022

		OCS Pole Installation				OCS Wire Installation (LF)			
Seg	Work Area	Required	Completed to date	Completed this week	Remaining	Required	Completed to date	Completed this week	Remaining
1	Tunnels	32	32	-	0	0	0	-	0
	A	259	69	10	190	120,311	0	-	120,311
	B	183	114	21	69	164,753	0	-	164,753
2	5	212	205	-	7	136,682	49,369	-	87,313
	4	253	253	-	0	152,449	9,017	-	143,432
	3	140	140	-	0	88,699	5,600	-	83,099
	2	205	181	-	24	118,759	0	-	118,759
	1	161	103	-	58	108,717	0	-	108,717
3	1 & 2	755	755	-	0	429,003	429,003	-	0
4	A & B	387	387	-	0	192,497	192,497	-	0
Total		2587	2,239	31	348	1,511,870	685,486	-	826,384

- *The JPB reports that OCS productivity is not sufficient to meet the project's schedule objectives. BBII has brought in additional management resources and is bringing in additional equipment from Europe to help boost productivity.*
- All OCS foundations are complete.
- Pole erection is complete in Segments 3 and 4 and at the CEMOF. *280 of 2,587 poles remain to be erected in Segments 1 and 2.*
- Wire installation is complete in Segments 3 and 4 and at the CEMOF. *Work continues in Segments 1 and 2 with 826,384 of the total 1.5 million linear feet remaining to be installed. The anticipated completion date for construction and component testing of the OCS system is September 2023.*
- Grounding and bonding of fences, utility manholes and handholes in Segment 4 and at the CEMOF continue.

Traction Power System (TPS)

- Low Voltage testing continued at TPSS-2 including the production of the required test reports which are also needed by PG&E prior to energization. Preliminary punch listing of the various components within TPSS-2 is in progress in preparation for energization of the substation. *The replacement back-up battery power supply for TPSS-2 has been installed in a separate equipment house that satisfies PG&E requirements. A similar solution will be installed at TPSS-1. As noted previously, the date for energizing TPSS-2 is August 27, 2022 subject to execution of the TLOA between the JPB and PG&E.*
  - *It is the PMOC's opinion that these additional delays will have relatively little impact on the overall progress of the PCEP. The PMOC holds this opinion because Milestone 1 does not have the same significance at the present time as it did when the project was planned and the design-build contract was formed. At that time, it was important to have a place to test the EMUs as early as possible while the remaining electrification work was underway. The subsequent delays to both EMU production and electrification construction have reduced the significance of Milestone 1 and barring some further major delay in electrifying TPSS #2, there should be adequate time to receive, accept and burn-in the EMU's in advance of the JPB's anticipated RSD.*

Table 2 below shows the status of the major elements of each of the individual facilities comprising the TPS.

Table 2 - Traction Power Facilities Progress as of July 1, 2022

Facility	Overall Percent Complete
TPS-1 (Segment 2)	96%
TPS-2 (Segment 4)	99%
SWS-1 (Segment 2)	93%
PS-1 (Segment 1)	87%
PS-2 (Segment 1)	87%
PS-3 (Segment 2)	43%
PS-4 (Segment 2)	90%
PS-5 (Segment 3)	93%
PS-6 (Segment 3)	94%
PS-7 (Segment 4)	99%
Wayside Power Cubicles	23/27

Signal System

Design and construction of the signal system is on the critical path to project completion. Once the new signal equipment is in place, the system must be electrically connected or "cut over" to the new equipment. A total of twenty-one (21) cutovers are planned; these involve numerous signals and control points. A control point (CP) is a named location where tracks merge or cross. The JPB expects to complete all remaining signal cutovers in late 2023. Early completion of the signal cutovers is incentivized in the global settlement. Table 3 below shows the status of signal activities.

Table 3 - Signals Progress as of July 1, 2022

	Case		Houses		Kits		Cable Pulled Per		Fiber Splice Per	
	Installed	Total	Installed	Total	Installed	Total	Installed	Total	Installed	Total
Segment 1	18	19	3	6	0	13	0	36	0	22
Segment 2	39	39	30	41	61	68	68	87	40	63
Segment 3	12	20	3	21	0	25	0	45	0	29
Segment 4	8	8	11	11	11	11	19	19	26	26

JPB reported the following signal activity.

- *The JPB and its contractor completed a major signal cutover involving 41 signal locations and 17 grade crossings in a seven (7) mile stretch of Segment 2 on May 15, 2022, somewhat earlier than expected. This work was re-scheduled from March 2022 as a result of the March 10, 2022 incident.*
- *The Segment 2, Phase 5 cutover between MP 20.36 and 23.34 was completed in mid-June 2022. This phase included eight (8) total locations, including two (2) control points, four (4) intermediate signals, and no crossings.*
- *The next planned cutover will be Segment 2, Phase 1, which will include seventeen (17) total locations, two (2) control points, three (3) intermediate signal locations, and three (3) crossings. This work is planned for August 2022.*

- Installation of conduit and foundations for signal and wayside power cubicles (WPC) continues in all Segments.

Supervisory Control and Data Acquisition (SCADA)

- *Systems Acceptance Testing occurred in late-April 2022 and open items are being tracked and completed.*
- The SCADA software has been installed and tested and is operating in production mode.

Concurrent Non-Project Activities:

The JPB has an on-going capital construction program that includes several projects that will share some common elements with the PCEP. These projects have been designated as Concurrent Non-Project Activities (CNPAs), and the project elements that will be constructed for the benefit of the PCEP will be appropriately segregated for cost purposes. *The following CNPA is still active: Installation of additional flip-up seats in EMU bike cars. This work is being funded locally.*

2.12 Vehicle Technology and Procurement

The JPB placed an order for ninety-six (96) new bi-level EMU vehicles to be produced by Stadler US, Inc. and delivered in six-car trainsets. The JPB ordered an additional thirty-seven (37) EMUs in December 2018 using an option in the Stadler contract. The JPB has now ordered an electrified fleet of one hundred thirty-three (133) EMUs configured as nineteen (19) seven-car trainsets. The JPB has remaining options to purchase up to fifty-nine (59) more EMUs at prices based on the date when the option is exercised.

The EMU contract contained an option for Stadler to maintain the vehicles; the JPB did not exercise this option and the vehicles will be maintained by TASI, the JPB's current rail operator. The JPB states that Stadler will provide on-site training and assistance for TASI's personnel for two (2) years following vehicle acceptance.

The EMUs were ordered with two (2) sets of doors, one set at approximately 22" above top of rail, and one at approximately 50.5" above top of rail. Initially, only the lower set of doors will be activated, and a small step will automatically deploy outside the vehicle to reduce the boarding height to the current platforms. The PCEP's Change Management Board, at its September 2019 meeting, approved the JPB's request for a change order to install temporary panels in place of the high-level doors until the trains operate in blended service with the CHSRA. The high-level doors will be placed in storage until they are installed for blended service with the CHSRA. When the EMUs operate in blended service with the CHSRA vehicles, the high-level doors will be operated to provide level boarding at the higher CHSRA platforms at those stations served by both systems. See additional discussion under Regulatory Issues below.

Stadler reported the following progress on the vehicles:

- *The JPB conducted it Post-Delivery Buy America Audit of Stadler on June 27-28, 2022 at its Salt Lake City, UT production facility. The audit report was completed on July 11, 2022. The JPB's auditors found that the domestic content of the various vehicle types being supplied to the JPB ranged from 70%-76%, thus satisfying the 60% domestic content requirement applicable to these EMUs. The auditors also found that the issues identified during the Interim Audit performed in October 2021 had been satisfactorily addressed.*
- *The first two trainsets (TS-3 and TS-4) arrived at the JPB on March 20, 2022. The trainsets are being tested and made ready for live running after power is available. The second pair of trainsets is now expected to be delivered in August 2022. Live running of the first trainset for*

integrated testing of the electrified system in Segment is projected to take place in November 2022.

- *Trainset 1 (TS-1) remained at the Transportation Test Center, Inc. TTCI in Pueblo, CO following the completion of its performance tests earlier this year. TS-1 will be used to conduct Positive Train Control (PTC) brake tests during July and August before being returned to Stadler's Salt Lake City facility for re-conditioning prior to delivery to the JPB.*
- *The car shells for TS-18 are in production Switzerland.*
- *111/133 car shells have been shipped from Stadler – Switzerland and 97 have been received at Stadler's Salt Lake City facility.*
- Stadler reports continuing problems with material availability and supply chain logistics as well as workforce attraction and retention.
- All final design reviews have been completed.

Regulatory Issues

- Test Plan: The Pre-Revenue Service Test Plan was submitted to the FRA on January 20, 2021. The FRA provided comments on the plan, which the JPB addressed and resubmitted the plan to FRA. Submittal of the test plan is not required and no further response from the FRA is expected.

2.13 Project Cost

The FFGA budget for the PCEP is $1.931 billion in year of expenditure (YOE) dollars. The JPB adopted a revised budget of $2.44 billion ($2.39 billion for FTA reporting purposes) on December 6, 2021 and began reporting against the new budget with its December 2021 Monthly Progress Report. A brief summary of the changes and the associated chronology follows.

The JPB revised its budget for the PCEP to $2.264 billion in June 2021 based on the results of the FTA's December 2020 Risk Refresh. This represented an increase of $333 million from the FFGA budget. The JPB completed a "budget scrub" in conjunction with the conclusion of global settlement negotiations with BBII. The JPB, based on the results of the global settlement with BBII and its budget scrub, developed a revised budget of $2.44 billion, $2.39 billion for FTA reporting purposes. The JPB approved this revised budget at its Special Meeting on December 6, 2021. This new budget reflects an additional increase of $129 million from the previous budget and a total increase of $462 million from the FFGA budget. The new budget will be incorporated into the JPB's Recovery Plan.

Table 4 below presents the PCEP costs as of May 31, 2022. The JPB re-forecasts the estimated cost at completion (EAC) monthly.

Table 4 – Project Cost Table at 5-31-2022 ($ millions)[1][2]

Description of Work	FFGA Baseline Budget (A)	Approved Budget (B)	Cost This Month (C)	Cost To Date (D)	Estimate To Complete (E)	Estimate At Completion (F) = (D) + (E)
10 - GUIDEWAY & TRACK ELEMENTS	**$14,256,739**	**$33,031,357**	**$15,428**	**$30,754,976**	**$2,276,381**	**$33,031,357**
10.02 Guideway: At-grade semi-exclusive (allows cross-traffic)	$2,500,000	$2,387,096	$15,428	$319,032	$2,068,064	$2,387,096
10.07 Guideway: Underground tunnel	$8,110,649	$30,644,262	$0	$30,435,945	$208,317	$30,644,262
10.07 Allocated Contingency	$3,646,090	$0	$0	$0	$0	$0
30 - SUPPORT FACILITIES: YARDS, SHOPS, ADMIN. BLDGS	**$2,265,200**	**$11,046,714**	$0	$9,838,721	$1,207,992	**$11,046,714**
30.03 Heavy Maintenance Facility	$1,344,000	$10,846,714	$0	$9,838,721	$1,007,992	$10,846,714
30.03 Allocated Contingency	$421,200	$200,000	$0	$0	$200,000	$200,000
30.05 Yard and Yard Track	$500,000	$0	$0	$0	$0	$0
40 - SITEWORK & SPECIAL CONDITIONS	**$255,072,402**	**$438,895,518**	**$9,501,295**	**$363,590,974**	**$75,304,544**	**$438,895,518**
40.01 Demolition, Clearing, Earthwork	$3,077,685	$10,748,067	$0	$9,425,914	$1,322,153	$10,748,067
40.02 Site Utilities, Utility Relocation	$62,192,517	$103,275,822	$2,709,591	$158,107,161	($54,831,339)	$103,275,822
40.02 Allocated Contingency	$25,862,000	$2,370,765	$0	$0	$2,370,765	$2,370,765
40.03 Haz. mat'l, contam'd soil removal/mitigation, ground water treatments	$2,200,000	$12,042,192	$0	$11,453,082	$589,111	$12,042,192
40.04 Environmental mitigation, e.g. wetlands, historic/archeologic, parks	$32,579,208	$20,989,303	$50,000	$4,444,945	$16,544,358	$20,989,303
40.05 Site structures including retaining walls, sound walls	$568,188	$0	$0	$0	$0	$0
40.06 Pedestrian / bike access and accommodation, landscaping	$804,933	$2,735,000	$0	$605,000	$2,130,000	$2,735,000
40.07 Automobile, bus, van accessways including roads, parking lots	$284,094	$0	$0	$0	$0	$0
40.08 Temporary Facilities and other indirect costs during construction	$107,343,777	$264,550,101	$6,741,704	$179,554,873	$84,995,228	$264,635,814
40.08 Allocated Contingency	$20,160,000	$22,184,268	$0	$0	$22,184,268	$22,098,555
50 - SYSTEMS	**$504,445,419**	**$679,821,865**	**$9,371,257**	**$469,830,902**	**$209,990,963**	**$679,821,865**
50.01 Train control and signals	$97,589,149	$112,481,484	$7,053,522	$97,201,431	$15,280,052	$112,460,517
50.01 Allocated Contingency	$1,651,000	$4,929,034	$0	$0	$4,929,034	$4,950,000
50.02 Traffic signals and crossing protection	$23,879,905	$79,535,691	$1,612,846	$14,843,065	$64,692,626	$79,535,691
50.02 Allocated Contingency	$1,140,000	$439,582	$0	$0	$439,582	$439,582
50.03 Traction power supply: substations	$69,120,009	$127,642,222	$85,921	$108,292,586	$19,349,636	$127,642,222
50.03 Allocated Contingency	$31,755,013	$2,861,411	$0	$0	$2,861,411	$2,861,411
50.04 Traction power distribution: catenary and third rail	$253,683,045	$336,959,079	$618,968	$248,552,698	$89,274,483	$336,916,021
50.04 Allocated Contingency	$18,064,000	$5,976,094	$0	$0	$5,107,992	$6,019,152
50.05 Communications	$5,455,000	$5,589,175	$0	$941,121	$4,648,054	$5,547,000
50.05 Allocated Contingency		$3,107,825	$0	$0	$3,107,825	$3,150,000
50.07 Central Control	$2,090,298	$300,269	$0	$0	$300,269	$300,269
50.07 Allocated Contingency	$18,000	$0	$0	$0	$0	$0
60 - ROW, LAND, EXISTING IMPROVEMENTS	**$35,675,084**	**$33,344,582**	**$84,947**	**$22,092,428**	**$11,252,154**	**$33,344,582**
60.01 Purchase or lease of real estate	$25,927,074	$33,160,590	$84,947	$21,958,437	$11,202,154	$33,160,590
60.01 Allocated Contingency	$8,748,010	$0	$0	$0	$0	$0
60.02 Relocation of existing households and businesses	$1,000,000	$183,992	$0	$133,992	$50,000	$183,992
70 - VEHICLES (96)	**$625,544,147**	**$694,418,557**	**$43,908,705**	**$385,416,841**	**$309,001,715**	**$694,418,557**
70.03 Commuter Rail	$589,167,291	$642,315,746	$39,412,918	$373,639,096	$268,676,650	$642,315,746
70.03 Allocated Contingency	$9,472,924	$15,555,307	$0	$0	$15,555,307	$15,555,307
70.06 Non-revenue vehicles	$8,140,000	$17,239,237	$0	$538,280	$16,700,958	$17,239,237
70.06 Allocated Contingency		$379,335	$0	$0	$379,335	$379,335
70.07 Spare parts	$18,763,931	$18,928,931	$4,495,786	$11,239,466	$7,689,466	$18,928,931
80 - PROFESSIONAL SERVICES (applies to Cats. 10-50)	**$323,793,010**	**$464,899,724**	**$2,013,288**	**$389,302,903**	**$75,596,821**	**$464,899,724**
80.01 Project Development	$130,350	$289,233	$0	$289,233	$0	$289,233
80.02 Engineering (not applicable to Small Starts)	$180,227,311	$241,386,730	$358,723	$231,535,392	$9,851,337	$241,386,730
80.02 Allocated Contingency	$1,866,000	$500,000	$0	$0	$500,000	$500,000
80.03 Project Management for Design and Construction	$72,029,265	$151,617,659	$957,694	$112,666,448	$38,951,211	$151,617,659
80.03 Allocated Contingency	$9,388,080	$0	$0	$0	$0	$0
80.04 Construction Administration & Management	$23,677,949	$50,737,213	$678,233	$33,580,824	$17,156,389	$50,737,213
80.04 Allocated Contingency	$19,537,000	$0	$0	$0	$0	$0
80.05 Professional Liability and other Non-Construction Insurance	$3,500,000	$6,581,851	$0	$4,581,851	$2,000,000	$6,581,851
80.06 Legal; Permits; Review Fees by other agencies, cities, etc.	$7,167,275	$10,183,908	$18,639	$6,594,664	$3,589,244	$10,183,908
80.06 Allocated Contingency	$556,000	$650,000	$0	$0	$650,000	$650,000
80.07 Surveys, Testing, Investigation, Inspection	$3,287,824	$210,957	$0	$54,490	$156,467	$210,957
80.08 Start up	$1,797,957	$392,173	$0	$0	$392,173	$392,173
80.08 Allocated Contingency	$628,000	$2,350,000	$0	$0	$2,350,000	$2,350,000
Subtotal (10 - 80)	**$1,761,052,001**	**$2,355,458,316**	**$64,894,919**	**$1,670,827,746**	**$684,630,571**	**$2,355,458,316**
90 - UNALLOCATED CONTINGENCY	**$162,620,295**	**$27,752,142**	**$0**	**$0**	$27,752,142	**$27,752,142**
Subtotal (10 - 90)	**$1,923,672,296**	**$2,383,210,459**	**$64,894,919**	**$1,670,827,746**	**$712,382,713**	**$2,383,210,459**
100 - FINANCE CHARGES	**$6,998,638**	**$9,898,638**	**$46,627**	**$8,695,448**	**$1,203,190**	**$9,898,638**
Total Project Cost (10 - 100)	**$1,930,670,934**	**$2,393,109,097**	**$64,941,546**	**$1,679,523,193**	**$713,585,904**	**$2,393,109,097**

Notes:
1. Caltrain Capital Overhead includes actuals to date new method ICAP as reported in Budget Scrub.

[1] Totals may not add due to rounding.

PMOC Note: The JPB publicly reports expenditures against a total project budget of $1,980,252,533; this translates to the revised budget of $2,442,690,697. This higher amount includes expenditures prior to the project's entry into the Project Development (PD) phase, which is excluded from the FTA's project budget. Costs incurred prior to the project's entry into the PD phase were removed from the estimate at the FTA's request during its review of the FFGA materials. The revised budget for FTA reporting purposes, if accepted by the FTA, will be $2,393,109,097.

Cost Contingency Status

Table 5 summarizes the project contingency as of May 31, 2022 for the revised project budget.

Table 5 – Contingency Status ($ millions) [1]

Contingency Category	Original Baseline Contingency (YOE)	Revised Contingency Budget (YOE)	Current Contingency (YOE)	% of Construction Complete and % Revised Contingency Remaining[3]
Allocated	$152.9	*$62,1*	*$60.6*	*63.28%*
Unallocated	$162.6	*$27.9*	*$27.8*	
TOTAL	**$315.5**	***$90.0***	***$88.4***	***98.2%***

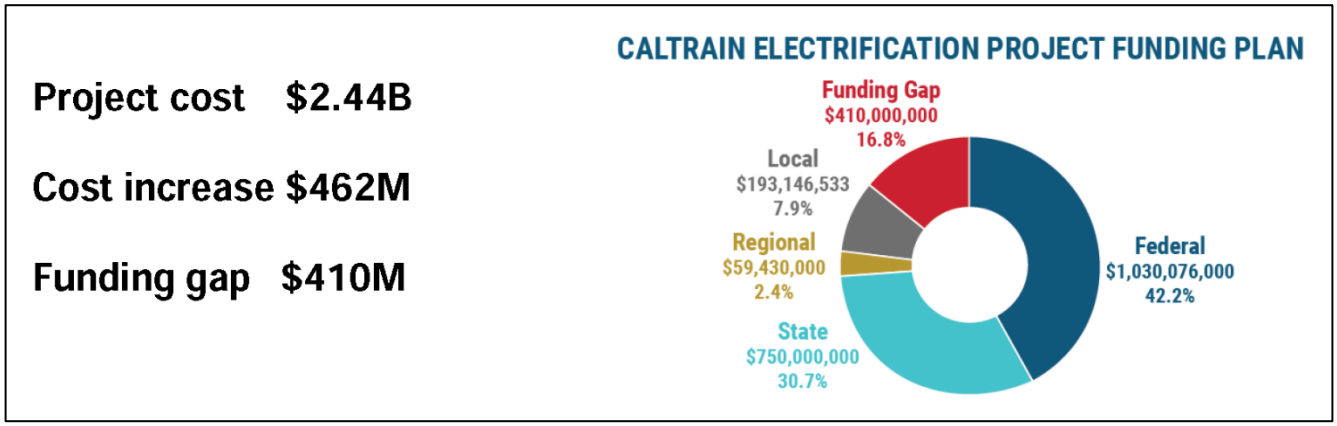
[1] Totals may not add due to rounding. *[3] Data as of May 31, 2022.*
[2] Estimate at Completion

The PCEP cost contingency balances have been updated based upon the $2.44 billion budget. A new cost contingency drawdown curve is being established with new hold-points.

Project Funding

The JPB approved a new budget of $2.44 billion for the PCEP at its Special Meeting on December 6, 2021. That budget must be supported by additional funding beyond the original funding plan described below which applies to the original project cost of $1.930.7 billion. Figure 1 below is a recent version of the proposed funding strategy presented to the JPB in March 2022.

Figure 1 – PCEP Proposed Funding Strategy to Support Budget Increase



The JPB reports that it has formed a special task force to focus on pursuing federal and local grants to close the funding gap. The proposed funding strategy is incomplete at this time and additional details are expected by the time the funding plan is presented to the FTA in the Recovery Plan and to the CHSRA in its Remediation Plan. *The following are updates related to the proposed funding strategy above.*

JPB Bonds Backed by Measure RR Revenues

The Measure RR secured revenue bond issue received bond ratings of AA+ from Standard & Poor's and AAA from Kroll Bond Rating Service. The credit ratings are reflective of the high degree of security provided by the sales tax, and also in the case of Standard & Poor's, reflect some degree of risk provided by the operations of the railroad. The Measure RR bonds were priced on February 15, 2022. Net proceeds for the project are approximately $150.464 million. The bond issue closed and

funded on March 2, 2022. *The JPB is seeking other funding to preserve the Measure RR funds for operating and capital needs.*

Potential California State Legislative Funding

The FY 2023 State budget has been signed into law. It includes $4.2 billion for high-speed rail and $7.65 billion for transit. $900 million is set aside for existing Transit and Intercity Rail Capital Program projects to leverage federal and local fund reserves. The PCEP qualifies under this program.

AB 2197 (Mullin) – Caltrain Electrification Funding. This bill would take $260 million from the state's General Fund to the California State Transportation Agency for the purpose of closing the funding gap for the Caltrain Electrification Project. *The bill did not receive a reading and will not advance this year.*

Original PCEP Funding Plan

The PCEP is relying on several sources of funding to complete the project. The Table in the Executive Summary summarizes the JPB's funding plan, as updated through June 23, 2017. The updated funding plan shows total funding of $1,930.7 billion, including $647 million in Section 5309 funds. The plan also includes federal funding from the Section 5307 Urbanized Area Formula program of $287 million. *The JPB has drawn down a total of $1,467,992 as of March 31, 2022, or 69% of the combined federal and local funds of $2,133,086. This total includes recently received ARPA funds in the amount of $52.415 million.*

The JPB has in-place an interim financing agreement for up to $150 million to provide additional cash flow flexibility to address differences in the timing of contractor invoices and the availability of drawdowns from funding sources.

The State of California awarded the JPB a $164.5 million grant in 2018 under its Transportation and Intercity Rail Capital Program (TIRCP). The grant will fund the purchase of additional EMUs using options included in the base contract with Stadler. The grant also includes targeted funding for 8-car platforms, improves wayside bicycle facilities (bike sharing and bike parking), and installs a broadband communications system that expands onboard Wi-Fi and enhances reliability by creating the capability to conduct remote diagnostics and optimize ongoing operations and maintenance.

Change Orders

Electrification Contract Changes: No activity this period.

EMU Contract Changes: *One Change Order (CO) for $482,365 as an allowance for electric power used during EMU testing at TTCI.*

SCADA Contract: *No activity this period.*

Tunnel Contract Changes: *No activity this period.*

CEMOF Contract Changes: *No activity this period.*

PG&E Contract Changes: No activity this period.

2.14 Project Schedule

The FFGA was executed on May 23, 2017 with a Required Completion Date of August 22, 2022. The JPB, for reasons discussed previously, adopted the PMOC's recommended September 26, 2024 as the revised Required Completion Date (RCD) for the project. The JPB did not formally adopt a particular schedule document when it approved the revised PCEP budget of $2.44 billion at its December 6, 2021 meeting; however, the revised budget is based on completing the project by

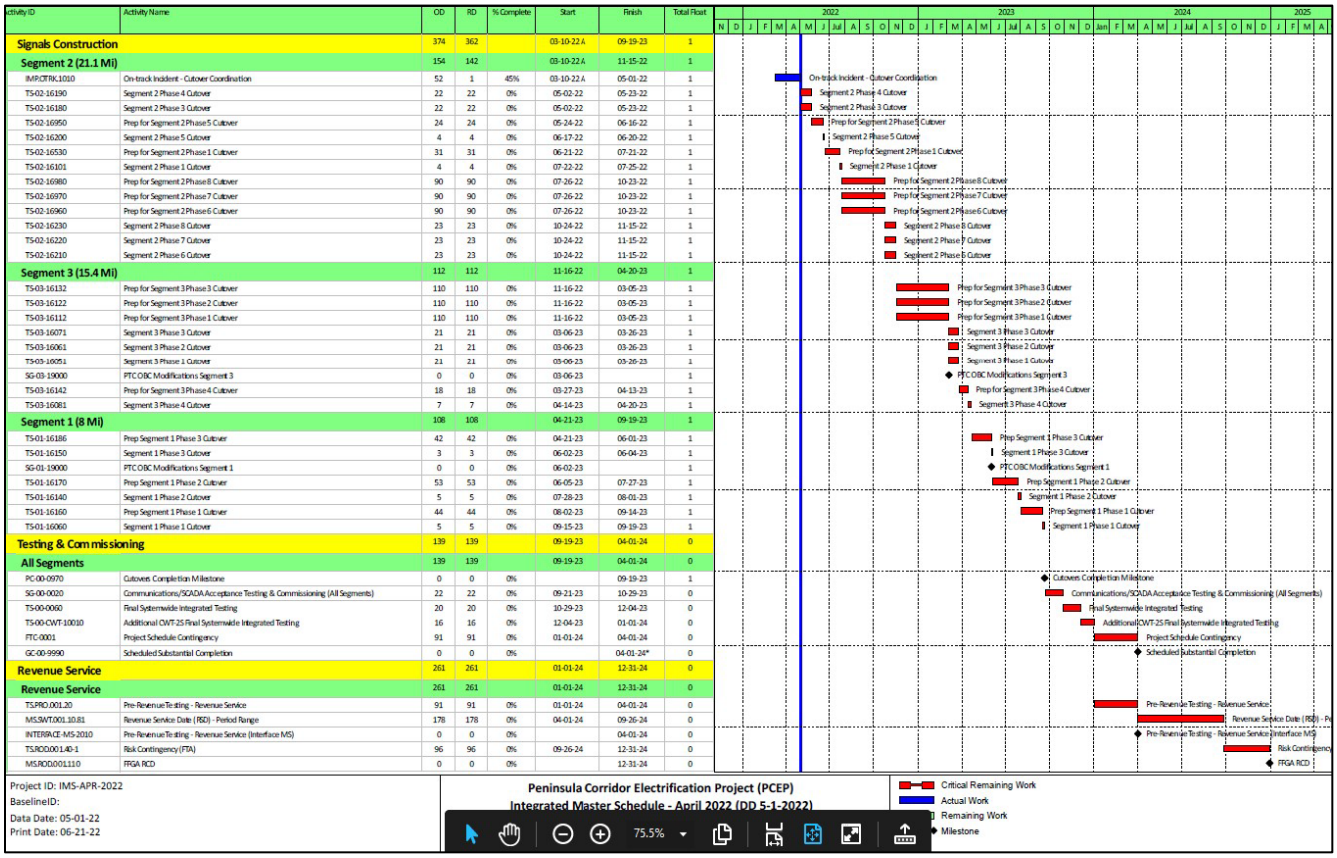
September 26, 2024. The JPB has proposed an FFGA RCD of December 31, 2024 in its Recovery Plan dated April 1, 2022. *The JPB recently requested that BBII reforecast their schedule to reflect combining the completion of Segment 3 and 4 into a revised Interim Milestone 1, and make other adjustments to reflect a more realistic OCS production rate. That effort is underway, however, it is not yet complete. This latest revision is not expected to have any effect on the current substantial completion date or the proposed RCD.*

The JPB's Lead Scheduler left the PCEP on June 2, 2022 and a replacement has been hired. The JPB's regular monthly Master Project Schedule updates have not been produced since March 2022. The latest version is the February 28, 2022 update with a status date of March 1, 2022 and is referred to as MPS C22.02. The PCEP team has recently produced an Integrated Master Schedule (IMS) as recommended by the PMOC. *The schedule is still developing and more refined versions have been produced during the months of February, April, May and June 2022.* Attachment G - Project Milestones / Key Events shows the current projected dates for completion of various significant project activities.

The PCEP team received, reviewed and accepted BBII's re-baselined schedule for the remaining Electrification contract work as part of the Global Settlement process. The PMOC received a copy of an updated P6 schedule titled "PCEP July 2021 RB Schedule Rev 1 (11.23.21)" on December 1, 2021. The transmittal indicates that the file is for the accepted revised baseline schedule for the global settlement. The PCEP team states that the July 2021 version of the BBII schedule was used for re-baselining because that was the version that had been most closely examined by the parties during their negotiation of the signals and other related activities. *The JPB has accepted with comments BBII's January 2022 through May 2022 schedule updates.*

The PCEP team has accepted a re-baselined schedule from Stadler for the completion of the EMU order. Stadler's re-baselined schedule has been converted into P6 format and has been incorporated into the IPS. JPB is currently forecasting commencement of Revenue Service with its new EMUs between April 1 and July 1, 2024.

Figure 2 – Integrated Master Schedule April 2022



Recent Significant Schedule Changes

The following are examples of the significant schedule changes mentioned in the JPB's June 1, 2022 MPS Milestones Analysis.

Electrification

Segment 4 Interim Milestone 1 Completion has slipped 196 days from the August 1, 2021 baseline and is now projected to occur on November 15, 2022.

Completion of the OCS has slipped 179 days from the August 1, 2021 baseline and is now projected to occur on June 2, 2023.

Stadler

The February 2022 progress schedule update incorporated Stadler's proposed revised baseline schedule. The new 14th trainset conditional acceptance is now Sept 4, 2023.

ProVen – CEMOF

Modification work on the CEMOF was completed on July 13, 2022 and the contract is in close-out.

Critical Path

The PCEP is a core capacity project. The core capacity completion objective will be satisfied when the JPB operates a total of fourteen (14) seven-car trainsets in electrified service. The critical path of the project currently runs through the design, installation, and integrated testing of the signal system. *Lower than desired productivity on the OCS has the potential to move that activity onto the critical path. BBII is mobilizing additional personnel and equipment to mitigate this problem.*

Schedule Contingency Status

The JPB currently forecasts achieving full revenue service by April 1, 2024; this forecast provides 274 days of schedule contingency prior to the newly proposed FFGA RCD of December 31, 2024. The JPB's global settlement with BBII includes incentives for early completion of signal cutovers, early substantial completion, and early achievement of revenue service. *The schedule incentives are shown Table 6 below.*

Table 6 – BBII Schedule Performance Incentives

Objective	***Date of Completion***	***Amount***
Achieve Electrified Revenue Service prior to the Final Acceptance Date of July 31, 2024	*On or before 4/30/2024* *Between 5/1 and 5/31/2024* *Between 6/1 and 6/30/2024*	*$3,000,000* *$2,000,000* *$1,000,000*
Achieve Overall Substantial Completion prior to April 30, 2024	*On or before 3/31/2024* *After 2/29 and before 3/31/2024* *After 1/31 and before 2/29/2024* *On or before 1/31/2024*	*$4,100,000* *$30,000/day* *$40,000/day* *$50,000/day* ***Max $8,000,000***
Completion of all 2SC Cutovers in Segment 2	*On or before 11/10/2022*	*$2,000,000*
Completion of 2SC cutovers in all 4 Segments	*On or before 9/30/2023*	*$2,000,000*
Maximum Schedule Incentives Available		***$15,000,000***

Revenue Service Date

The JPB is currently forecasting commencement of revenue service with 14 new EMUs between April 1 and July 1, 2024.

- **PMOC Observations:**
  - The PMOC is pleased that the PCEP team has increased scheduling resources and has produced an integrated master schedule (IMS). The PMOC has provided some initial comments on the IMS and will work closely with the PCEP scheduling team to refine the schedule and to assist in the development of best schedule management practices. These practices include enforcing timely receipt of required updates, prompt review and resolution of contractor schedule issues, regular identification of the controlling operation(s), and the timely development of workarounds and Plan Bs to avoid unpleasant surprises. *The potential change in the PCEP's critical path suggests close attention to the contractor's schedule and the continued use of the techniques described above.*
  - The PMOC observes that the renewed emphasis on partnering between owner and contractor to promptly identify problems and collaborate to find and implement fair and effective solutions appears to be producing positive results. The successful accomplishment of Interim Milestone 1 can be a strong demonstration of the teams' ability to work together.

2.15 Project Risk

The PCEP has been implementing its RIMP (Risk Identification and Mitigation Plan) since its development in 2014. The PCEP's Risk Management Lead conducts weekly updates of a sub-set of the Risk Register and the project's Risk Management Committee generally meets monthly to review those risks proposed for retirement, risks with a major change in severity, and proposed additions to the Risk Register. The JPB has also created a "Watch List" of possible occurrences such as currency fluctuations or labor shortages to better understand the PCEP's risk position. The Watch List is

monitored less frequently because of the lack of activity associated with these risks. The Top Risks, with risk number, are shown in Attachment D. **PMOC Note:** Risks graded 12 or higher are now considered Top Risks. Prior to the recent regrading of the Risk Register, risks graded 18 or higher were considered Top Risks.

The JPB/PCEP leadership team conducted several risk workshops with BBII during the course of negotiating the global settlement. An internal PCEP risk refresh was conducted on September 28, 2021; the quantitative results of that effort have not been released. The ICO also initiated an external peer review of project risk that was conducted on October 26-27, 2021. The PMOC participated in both events. The JPB's most recent internal Risk Refresh Workshop was held on April 1, 2020.

The following are other current risk related activities:

- The global settlement with BBII included the identification of a shared risk pool of 25 specific items plus contingency and one small unidentified item for a total of $50 million. The value of each item is specified. The JPB's risk lead is reviewing these risks and incorporating them as appropriate into the PCEP risk register.
- The Rail Activation risk register and the risks identified by the outside experts during the recent external risk review have been incorporated into the PCEP risk register.

FTA Risk Refresh

The PMOC conducted an FTA-led virtual Risk Refresh workshop on December 8, 10, 15, and 17, 2020. The objective of the Risk Refresh was to confirm the likelihood of the project completing within budget and in accordance with the FFGA schedule. As noted elsewhere in this report, the JPB accepted the PMOC's recommendations for a revised project budget and new Recommended Completion Date for the project. The FTA, as a consequence of the results from the Risk Refresh and the project's history of schedule delays and cost overruns, has designated the PCEP as an "At Risk" project. The FTA requested that the JPB prepare and submit a Recovery Plan for the PCEP by October 8, 2021. The JPB retained a new executive to lead the PCEP and conducted a comprehensive review of the project, including a risk refresh. The JPB requested additional time to prepare the Recovery Plan and the FTA agreed to defer receipt of the Recovery Plan. *The JPB delivered its Draft Recovery Plan to the FTA on April 1, 2022 and no plans to submit its final plan on July 25, 2022..*

- **PMOC Observation:**
  - The PMOC has suggested that the JPB consider holding its next internal risk refresh in early spring 2022. This would allow time for the global settlement to take effect and the parties to demonstrate their mutual commitments. It would also allow the JPB to gauge the effectiveness of the shared risk pool as a deterrent to change orders. *The PCEP's Change Management Board has requested that the JPB run its Monte Carlo cost risk model to assess the adequacy of the current contingency. The PMOC and the FTA support this request.*

2.16 Quality Assurance / Quality Control (QA/QC)

The following specific quality management activities were reported for the PCEP:

Infrastructure Projects

- There is a current focus on quality as a major element of the readiness of Segment 4 for electrified operations. The JPB continues to conduct punch-list inspections of the various constructed works

in Segment 4. In some cases, these inspections have revealed that the work was not yet ready to begin testing, and the contractor is addressing the identified discrepancies.

- Continued review of BBII non-domestic Material Receiving Reports (MRRs) for Buy America compliance including review of the justification and reasoning for purchase of non-domestic items.

EMU Quality

- *There has been some improvement in the preparation of work directives for assembly work in Salt Lake City, however, additional improvement is desired. Clear work directives are particularly important due to the high turnover of personnel.*
- First Article Inspections (FAIs) continue to be finalized and closed out. The FAIs for the individual cars remain open.
- *Stadler was able to perform the three (3) supplier audits that were put on-hold due to COVID-19 restrictions during May and June 2022. The suppliers audited were Voith Turbo Inc, York, PA, All Metals Fabrication, Ogden, UT and Aurora Machine, Rochester, NY. Stadler's Quality Project Manager is working with the suppliers to close out Corrective Action Reports stemming from the findings of these audits.*
  - **PMOC Observations and Recommendations:** The PMOC supports the increased emphasis on Systems Integration, Testing and Commissioning, and quality management. The PMOC shares the JPB's concern that BBII may not have adequate resources to satisfy its contractual requirements related to start-up and testing.
  - The PMOC is continuing to observe the role of the PCEP's quality management team during start-up and testing. The PCEP's new ICO has expressed support for the quality program and its role in testing and start-up and stated that he will be looking for additional resources amongst the JPB's current staff. A field quality auditor was recently added to the PCEP team.

2.17 Safety and Security

The JPB contracts for safety and security consulting services to support the PCEP. The PCEP safety team also provides support as-needed to the JPB, which has an Acting Director Safety/Security.

Two minor incidents occurred recently involving on-track equipment. No injuries were sustained and only minor damage to the equipment. All incidents are investigated by BBII.

The Segment-4 Operating Hazard Analysis (OHA) draft has been completed and the safety team continues to work with TASI to update the document as needed to ensure it accurately captures the potential operational hazards and recommended mitigations associated with the new electrification systems.

BBII reports a significant increase in the theft of copper cables used for track bonding, including cables already installed. The incidence of thefts appears to increase in proximity to homeless encampments near the ROW.

The National Transportation Safety Board (NTSB) continues its investigation of the serious accident occurred on the railroad March 10, 2022. The accident occurred when a southbound Caltrain passenger train struck three pieces of on-track construction equipment that were working on the Electrification project. The driver of the construction vehicle, the Engineer, and two passengers were transported to the hospital. The JPB, in response to the incident, immediately imposed a temporary

stop work period for all contractors. Off-track work resumed on March 23, 2022 and on-track work resumed on March 28, 2022.

The PCEP safety team continues to monitor the safety performance of the various contractors and subcontractors working on the project, including their compliance with Site Specific Work Plans. The safety team continues to monitor public health advisories related to COVID-19 and its new Omicron Variant.

The safety team is currently working on providing training in electrical hazard awareness for the PCEP team and contractors, and through the Fire and Life Safety Committee (FLSC), for first responders in Segment 4, in anticipation of the upcoming electrification of the OCS system in Segment 4. Information is being shared with the public outreach team who will provide appropriate messaging to the general public in advance of the electrification of the various sections of the project.

The safety performance of BBII, the Electrification contractor, has improved and its Recordable Incident Rate is below industry average.

2.18 Americans with Disabilities Act (ADA)

Early in the development of the project, the PMOC raised a question regarding the need for the PCEP to demonstrate Equivalent Facilitation under the Americans with Disabilities Act (ADA) with respect to either the new EMU vehicles or the infrastructure. A conference call was held on November 6, 2015 between members of the PCEP team, FTA Region IX staff and the PMOC, and the FTA's Office of Civil Rights to discuss the issue. The representative of the Office of Civil Rights stated that based on information presented by PCEP's representatives, the project will not need to demonstrate Equivalent Facilitation because the current access to the vehicles will remain unchanged. This is in compliance with the requirements of the ADA.

The new EMU vehicles will be equipped with powered on-board lifts to aid passengers using mobility devices. The JPB requested the FTA's concurrence to reduce the number of on-board lifts from 32 per train set to 16 per train set, and to phase the installation of the lifts. The JPB's proposal calls for initial installation of two (2) lifts per train set, one (1) each in the northernmost car and one (1) in the following car, which will be equipped with an accessible restroom. The remaining four (4) lifts per train set are to be installed prior to the start of blended service with the CHSRA trains. The FTA, following its review of the JPB's proposal and further clarification provided by a conference call, concurred with the JPB's proposed reduction in the total number of passenger lifts per train set. The phased installation of the lifts was also discussed and associated grant timing considerations. Caltrain's Rail Operations Department recently requested the interim removal of the two (2) on-board lifts until such time as the EMUs operate in blended service with the CHSRA trains. The justification for this request is that the space occupied by the on-board lifts will interfere with the movement of passengers using the stairs where the lifts are installed. Further, the accommodation of passengers using mobility devices and wishing to use the restroom can be accomplished by de-boarding the passenger and repositioning the train at any station, a procedure currently in use. The change was approved by the Change Management Board at its September 2019 meeting.

The new EMU vehicles must comply with the FTA's current ADA requirements and the guidance in FTA Circular 4710.1.

The FRA conducted an on-site design review of EMU TS1 at Stadler's assembly facility in Salt Lake City, Utah in July 2020. During the review, the FRA expressed concerns related to possible interference between stored bicycles, passengers seated in the bike cars and access to the emergency egress points in the bike cars. Stadler completed design of the barrier, a Change Order was executed for installation of the barriers, and the barriers are being installed on all trainsets. The FRA observed

the new configuration of the bike cars during its Sample Car Inspection on February 16, 2022 and expressed no concerns or objections to the arrangement.

2.19 Buy America

The JPB provided documentation showing that BBII, the Electrification contractor, is complying with the Buy America Act, and the Action Item related to this issue is closed. The documentation provided by BBII indicates that some foreign materials have been purchased. BBII is of the opinion that this purchase is permitted because the materials are considered sub-components of the traction power system, or if not, compliance is waived because of the small quantities involved. The PMOC has questioned this interpretation and asked the JPB to pursue the matter. The PMOC's Buy America experts have provided additional information and guidance to the JPB's quality team to assist it in its inquiry.

The JPB's vehicle consultant conducted a Post-Delivery Buy America audit on June 28-29, 2022. The audit report was completed July 11, 2022 and is being reviewed the PMOC's sub-consultant. The auditors found that the Stadler EMUs contain an average of 74.3% domestic content per seven-car trainset, which is more than the required 60% for this contract. The auditors also found that Stadler had addressed the several issues raised in the October 2021 Intermediate Audit Report.

2.20 Start-Up, Commissioning, Testing

The JPB and PCEP team have several activities focused on start-up and testing of both the infrastructure elements of the project as well as the EMU vehicles. Each of the three (3) primary contractors is responsible for developing and conducting test and commissioning plans for its work elements. The PCEP team is responsible for the integration of the major elements and the overall start-up of electrified rail operations. The PCEP team did an extended briefing of the FTA and PMOC on its testing and commissioning activities as part of the PMOC's February Virtual Monitoring meetings.

Electrification Contract (OCS, Traction Power, Signals and Communications)

- BBII continues to conduct tests on the completed elements of the OCS, TPS, and Communication systems in Segment 4 in preparation for achieving Interim Milestone 1 which is now scheduled for spring 2022. The signal equipment in Segment 4 was installed and tested in accordance with FRA regulations, as each location was cutover and placed back in operation.
- BBII continues with preparation of test plans and schedules for its work elements, Operations and Maintenance (O&M) manuals, and is participating in the project-wide Systems Integration, Safety and Security Certification Committee, Testing and Commissioning, and Rail Activation meetings.
- BBII has a sub-contracted Safety Certification consultant who is assisting with completion of the required documentation.

EMU Contract

- *Stadler shipped its first two trainsets (TS-3 and TS-4) to the JPB on March 18, 2022 and the vehicles arrived on March 20, 2022. The trainsets were shipped as part of a dedicated special train and arrived without damage.* Stadler's crew will make the trains ready for testing and conduct a series of tests. Approximately one and one-half months is required before the first train will be available for powered testing of Segment 4.

- The FRA conducted a Sample Car Inspection on TS-3 on February 16, 2022 at Stadler's Salt Lake City facility; a small number of minor deficiencies were identified, and all but one was corrected on the day of the inspection. *The one remaining item has since been corrected.*
- Stadler is participating in the project-wide Systems Integration and Safety and Security Certification Committee meetings.

SCADA Contract

- ARINC is finalizing its Operations and Maintenance manuals and training plans for submission to the JPB. A "train the trainer" activity was scheduled for early October 2021, but was postponed when ARINC reported a Covid outbreak among its staff.

Readiness for Electrified Rail Operations

Mark Clendennen has been hired as the PCEP Rail Activation Manager. Mr. Clendennen brings past experience with Denver RTD and Capitol Metro in Austin, TX. PCEP's Rail Activation Committee (RAC) has resumed meetings after a brief hiatus and now meets weekly rather than bi-weekly. The RAC includes representatives from the PCEP's technical consultants and the JPB's Rail Operations group. The Rail Activation Schedule developed by the RAC has been integrated with other project schedules such as Testing and Commissioning and Systems Integration to form a fully integrated MPS.

- **PMOC Observations:** *There have been a number of changes in the PCEP's management team, including new hires and reassignments. Although the team appears to be working well together, the PMOC's opinion is that it is still in the formational stage especially with respect to the various start-up, testing and rail activation activities. The PMOC expects this to improve with the passage of time and particularly following initial energization of the system.*
- The PMOC is conducting a modified Readiness for Service Review related to initial electrification of Segment 4 and testing of the EMUs. This work is being performed under a programmatic Task Order.
- The PMOC continues to monitor the activities of the RAC as well as the other project activities related to start-up and testing and safety certification. The PMOC continues to encourage all parties to communicate openly to avoid confusion. *The PMOC observes that overall coordination between the JPB and BBII is improving under the PCEP's new leadership and through the renewed vigorous partnering effort*.
- Unexpected issues continue to arise as the contractors and the PCEP team move closer to Interim Milestone 1. *The recently created integrated master schedule should provide the PCEP team with an effective tool to manage both planned and unplanned events.*

2.21 Before-and-After Study Reporting

The PMOC verified that the JPB had prepared a Before and After (B&A) Study Plan during its evaluation of the PCEP's readiness to receive an FFGA. The B&A Plan was reviewed by FTA headquarters staff as part of the FFGA preparation process. The PMOC verified that the JPB has archived Before and After Documentation as of the Entry into Engineering (August 12, 2016). The materials were assembled according to the specifications in Appendix A of the Plan for the Before-and-After Study. The PMOC is in the process of verifying that the JPB has archived the required materials for Milestone 2, FFGA award. The PMOC will also follow-up with the JPB to encourage early planning to address the After requirements of the plan.

2.22 Lessons Learned

The PMOC routinely encourages the PCEP team to identify and document lessons learned during the course of the PCEP. The PMOC discovered, during a routine review using ACONEX, the project's document control system, that a Draft Lessons Learned Log and two (2) examples of elaborated lessons learned had already been produced. Further inquiry produced the following information.

The PCEP Risk Manager conducted a series of interviews (not for attribution) with members of the PCEP team in 2018, with the objective of developing a list of Lessons Learned. The interviews produced a log of 35 issues which was distilled into two (2) for elaboration as an example of how the material could be further developed. The two topics that were further developed were Contractor Construction Work Windows and Land Acquisition Lesson Learned.

The Lessons Learned materials described above were reproduced as an attachment to the PMOC's Final Monitoring Report under Task Order 005; the report was submitted in June 2020.

The PCEP team, with encouragement from the PMOC, has undertaken a second round of lessons learned interviews. The interviews are complete and the material has been compiled in the form of a summary table which was shared with the PMOC at QPRM #17 in July 2021. The JPB's Risk Manager reports there is currently no plan to elaborate on the various Lessons.

Attachment A List of Acronyms

Acronyms	List of Terms
2SC	Two Speed Check Grade Crossing Approach Warning System
AAR	Association of American Railroads
ADA	Americans with Disabilities Act
AFTAC	Audio Frequency Train Activated Circuit
APTA	American Public Transportation Association
ARINC	Aeronautical Radio, Incorporated
ATF	Autotransformer Feeder
ATP	Alternate Technical Proposal
BAAQMD	Bay Area Air Quality Management District
BAFO	Best and Final Offer
BART	Bay Area Rapid Transit District
BBII	Balfour-Beatty Infrastructure, Inc.
BCCF	Back-up Central Control Facility
BGSP	Broadway Grade Separation Project
Cal/OSHA	California Office of Occupational Safety and Health
Caltrans	California Department of Transportation
CAR	Corrective Action Request
CBOSS	Communications Based Overlay Signal System
CC	FTA's Core Capacity Improvement Program
CCB	Change Control Board
CCF	Central Control Facility
CCIP	Contractor Controlled Insurance Program
CCSF	City and County of San Francisco
CDR	Construction Discrepancy Report
CDRL	Contract Data Requirements List
CEL	Certified Elements List
CEMOF	Central Equipment Maintenance and Operations Facility
CEQA	California Environmental Quality Act
CGA	Construction Grant Agreement
CHSRA	California High-Speed Rail Authority
CIG	FTA's Capital Investment Grant Process
CIL	Certifiable Items List
CMB	Change Management Board
CM/GC	Construction Manager/General Contractor
CNPA	Concurrent Non-Project Activity
CO	Change Order
CP	Control Point
CPUC	California Public Utilities Commission
CSCG	City/County Staff Coordinating Group
CWT	Constant Warning Time
D-B	Design-Build
DBB	Design-Bid-Build
DBE	Disadvantaged Business Enterprise
DEIR	Draft Environmental Impact Report
DQP	Design Quality Plan
DRB	Disputes Review Board
DSC	Differing Site Condition
DSDC	Design Support During Construction
DVR	Design Variance Request
EA	Environmental Assessment
EAC	Estimate at Completion

Acronyms	List of Terms
EE	Entry into Engineering
EIR	Environmental Impact Report
EIS	Environmental Impact Study
EMI	Electromagnetic Interference
EMU	Electric Multiple Unit Rail Vehicle
ESZ	Electrical Safety Zone
ETB	Electrified Trolley Buses
ETC	Estimate to Complete
FAI	First Article Inspection
FAT	Factory Acceptance Test
FD	Final Design
FEIR	Final Environmental Impact Report
FERC	Federal Energy Regulatory Commission
FFGA	Full Funding Grant Agreement
FLSC	Fire Life Safety Committee
FMOC	Financial Management Oversight Consultant
FMP	Fleet Management Plan
FONSI	Finding of No Significant Impact
FRA	Federal Railroad Administration
FTA	Federal Transit Administration
FWO	First Written Offer
FY	Fiscal Year
GO	General Order (issued by the CPUC)
HSR	High-Speed Rail
HVAC	Heating, Ventilation, and Air Conditioning
ICE	Independent Cost Estimate
ICO	Interim Chief Officer
I-ETMS	Interoperable Electronic Train Management System
IFB	Invitation for Bids
IFC	Issued for Construction
IGA	Inter-Governmental Agreement
IJ	Insulated Joints
Cal ISO	California Independent System Operator
ITCS	Incremental Train Control System
JPB or PCJPB	Peninsula Corridor Joint Powers Board
Jacobs	Jacobs Project Management Company
KKCS	Kal Krishnan Consulting Services, Inc.
LNTP	Limited Notice to Proceed
LONP	Letter of No Prejudice
LPMG	Local Policy Makers Group
MCC	Management Capacity and Capability
MRR	Material Receiving Report
MOU	Memorandum of Understanding
MPS	Master Project Schedule
MRS	Modern Railway Systems
MTC	Metropolitan Transportation Commission
NCR	Non-conformance Report
NEPA	National Environmental Policy Act
NMFS	National Marine Fisheries Service
NTO	Notice to Owner (for Utility Relocation)
NTP	Notice to Proceed
NTSB	National Transportation Safety Board
OCS	Overhead Contact System/Overhead Catenary System
PAP	Palo Alto Power

Acronyms	List of Terms
PCEP	Peninsula Corridor Electrification Program
PCWG	Peninsula Corridor Working Group
PD	Project Development Phase
PG&E	Pacific Gas and Electric
PHA	Preliminary Hazard Assessment
PMOC	Project Management Oversight Contractor
PMP	Project Management Plan
PPE	Personal Protective Equipment
ProVen	ProVen Management, Inc.
PS	Paralleling Station for Traction Power Supply
PTC	Positive Train Control
PTCSP	Positive Train Control Safety Plan (FRA)
PTG	Parsons Transportation Group
QA	Quality Assurance
QAP	Quality Assurance Plan
QC	Quality Control
QMP	Quality Management Plan
QPRM	Quarterly Progress Review Meeting
RAC	Rail Activation Committee
RAMP	Real Estate Acquisition and Management Plan
RAP	Rail Activation Plan
RAS	Rail Activation Schedule
RCD	FFGA Required Completion Date
RE	Resident Engineer
RFA	Request for Amendment
RFI	Request for Information
RFMP	Rail Fleet Management Plan
RFP	Request for Proposal
RIMP	Risk Identification and Mitigation Plan
RON	Resolution of Necessity (for Eminent Domain purposes)
ROCS	Rail Operations Center System
ROW	Right of Way
RSD	Revenue Service Date or Revenue Service Demonstration
RWIC	Roadway Worker in Charge
RWP	Roadway Worker Protection
RWQCB	Regional Water Quality Control Board
SamTrans	San Mateo County Transit District
SAR	Secure Authentication Resolution
SAV	Secure Authentication Version
SCADA	Supervisory Control and Data Acquisition
SCC	Standard Cost Category
SCVTA/VTA	Santa Clara Valley Transportation Authority
SCVWD	Santa Clara Valley Water District
SF	City of San Francisco
SFCTA	San Francisco County Transportation Authority
SFMTA	San Francisco Municipal Transportation Agency
SHPO	State Historic Preservation Office
SJ	City of San Jose
SLC	Salt Lake City
SMCTA	San Mateo County Transportation Authority
SME	Subject Matter Expert
SOGR	State of Good Repair
SONO	Statement of No Objection
SOO	Statement of Objection

Acronyms	List of Terms
SP	Southern Pacific Transportation Company
SSCP	Safety and Security Certification Plan
SSI	Sensitive Security Information
SSMP	Safety and Security Management Plan
SSOA	State Safety Oversight Agency
SSWP	Site Specific Work Plan
SVP	Silicon Valley Power
TAD	Track Access Delay
TASI	Transit America Services, Inc.
TEAM	Transportation Electronic Award Management System
TIA	Time Impact Analysis
TIRCP	Transportation and Intercity Rail Capital Program
TJPA	Transbay Joint Powers Authority
TLOA	Transmission Load Operating Agreement
TPF	Traction Power Facility
TPS	Traction Power System
TPSS	Traction Power Substation
TrAMS	Transportation Award Management System
TTCI	Transportation Technology Center, Inc.
TVA	Threat and Vulnerability Analysis
TVM	Transit Vehicle Manufacturer
UPRR	Union Pacific Railroad
USDOT	U. S. Department of Transportation
USFWS	United States Fish and Wildlife Service
VE	Value Engineering
VECP	Value Engineering Change Proposal
VTA	Santa Clara Valley Transportation Authority
WPC	Wayside Power Cubicle
YOE	Year of Expenditure

Attachment B Safety and Security Checklist

Safety and Security Checklist			
Project Overview			
Project Mode	Commuter Rail		
Project Phase	FFGA – Construction		
Project Delivery Methods	Design-Build, Design-Bid-Build		
Project Plans	**Version**	**Review by FTA**	**Status**
Safety and Security Management Plan (SSMP)	Rev 7	Y	Rev. 6 reviewed June 2020; Rev 7 was approved by PCEP on 6/11/2021 and provided to the PMOC for review.
Safety and Security Certification Plan (SSCP)	Rev 0	N	Under Review
System Safety Program Plan (SSPP)	Rev 7	N	Under Review
System Security Plan or Security and Emergency Preparedness Plan (SEPP)	Rev 0	N	SSP was audited by CPUC in March 2021 with no findings
Construction Safety and Security Plan (CSSP)	V3 Part C of SPs		In Contract Documents

Safety and Security Checklist		
Area of Focus	**Y/N**	**Notes/Status**
Safety and Security Authority		
Is the project sponsor subject to 49 CFR Part 659 state safety oversight requirements?	Y	
Has the state designated an oversight agency as per 49 CFR Part 659.9?	Y	California Public Utilities Commission is SSOA; the FTA certified California's SSOA program on October 23, 2018.
Has the oversight agency reviewed and approved the project sponsor's Security Plan or SSPP as per 49 CFR Part 659.17?	Y	CPUC audited the System Security Plan during March 2021; there were no findings.
Did the oversight agency participate in the last Quarterly Review Meeting?	*Y*	*QPRM No. 20 was held April 26, 2022*
Has the project sponsor submitted its safety certification plan to the oversight agency?	Y	SSCP submitted Rev. 0 which is currently under review.

Safety and Security Checklist		
Area of Focus	**Y/N**	**Notes/Status**
Has the project sponsor implemented security directives issued by the Department of Homeland Security and/or Transportation Security Administration?	Y	No directives have been received at this time. *Caltrain's Safety and Security Department is the direct contact for DHS. The JPB's Information Technology network administrators receive periodic updates on cyber-security risks from the Cybersecurity & Infrastructure Security Agency (CISA) and implement appropriate actions to respond to those risks.*
SSMP Monitoring		
Is the SSMP project-specific, clearly demonstrating the scope of safety and security activities for this	Y	Rev 7 was approved by PCEP on 6/11/2021 and provided to the PMOC for review.
Does the project sponsor review the SSMP and related project plans to determine if updates are necessary?	Y	
Does the project sponsor implement a process through which the Designated Function (DF) for Safety and DF for Security are integrated into the overall project management team? Please specify.	Y	In the SSMP and Section 11.0 of the PMP.
Does the project sponsor maintain a regularly scheduled report on the status of safety and security activities?	Y	Safety & Security activities are reported in the monthly PCEP report.
Has the project sponsor established staffing requirements, procedures and authority for safety and security activities throughout all project phases?	Y	Section 3.0 of SSMP
Does the project sponsor update the safety and security responsibility matrix/organizational chart as necessary?	Y	
Has the project sponsor allocated sufficient resources to oversee or carry out safety and security activities?	Y	
Has the project sponsor developed hazard and vulnerability analysis techniques, including specific types of analysis to be performed during different project phases?	Y	Updated PHA (3/28/22) and TVA (6/28/21) have been prepared and are under review.
Does the project sponsor implement regularly scheduled meetings to track to resolution any identified hazards and/or vulnerabilities?	Y	Yes, in Safety and Certification Committee meetings which started in December 2016 on a project level and through our "Capital Safety Committee" which meets quarterly. In addition, meetings are conducted with the contractor monthly to review project incidents, lessons learned, hazards, vulnerabilities, and mitigations. IndustrySafe is also being used to track safety activities.
Does the project sponsor monitor the progress of safety and security activities throughout all project phases? Please describe briefly.	Y	Yes, through the Safety & Security Certification Committee and the Fire/Life Safety Committee which are ongoing committees throughout the life of the project.

Safety and Security Checklist		
Area of Focus	**Y/N**	**Notes/Status**
Does the project sponsor ensure the conduct of preliminary hazard and vulnerability analyses? Please specify the analyses conducted.	Y	Updated PHA and TVA documents were submitted by the D-B contractor and are under review. The OHA (1/14/22) focused on Milestone 1 is under review.
Has the project sponsor ensured the development of safety design criteria?	Y	
Has the project sponsor ensured the development of security design criteria?	Y	
Has the project sponsor ensured conformance with safety and security requirements in design?	Y	Design Criteria checklists have been developed and reviewed by the Safety & Security Certification Review Committee.
Has the project sponsor verified construction specifications conformance?	Y	All facets of the Electrification construction are underway, OCS, TPS, Signals and Communication.
Has the project sponsor identified safety and security critical tests to be performed prior to passenger operations?	Y	Addressed in SSMP as required by D/B Contractor during construction.
Has the project sponsor verified conformance with safety and security requirements during testing, inspection, and start-up phases?	Y	Addressed in SSMP and SSCP.
Has the project sponsor evaluated change orders, design waivers, or test variances for potential hazards and/or vulnerabilities?	Y	Through the Change Management Board.
Has the project sponsor ensured the performance of safety and security analyses for proposed workarounds?	Y	This is included in the Rail Activation Committee scope during testing/startup activities. BBII's Safety & Security Certification flow chart identifies the process.
Has the project sponsor demonstrated through meetings or other methods the integration of safety and security in the following? • Activation Plan and Procedures • Integrated Test Plan and Procedures • Operations and Maintenance Plan • Emergency Operations Plan	 Y Y N N	A Rail Activation Plan has been prepared and is being refined for initial testing and operation of the new EMUs. The Rail Activation Committee has been meeting regularly since May 2019 and a Rail Activation Schedule has been prepared and an Integrated Test Plan and Procedures developed.
Has the project sponsor issued final safety and security certification?	N	Project is in construction. Required Completion Date is 9-26-2024.
Has the project sponsor issued the final safety and security verification report?	N	Project is in construction. Required Completion Date is 9-26-2024.
Construction Safety		
Does the project sponsor have a documented/implemented Contractor Safety Program with which it expects to comply?	Y	The Design/Build contractors "Construction Safety Program" and "Health and Safety Plan" have been accepted.
Does the project sponsor's contractor(s) have a documented company-wide safety and security program plan?	Y	System Safety Plan submitted and Approved 2/1/2017. An update was provided on 6/28/21.

Safety and Security Checklist		
Area of Focus	**Y/N**	**Notes/Status**
Does the project sponsor's contractor(s) have a site-specific safety and security program plan?	Y	Rev. 2 submitted and Approved 12/9/2016
How do the project sponsor's OSHA statistics compare to the national average for the same type of work?		The overall Reportable Incident Rate for the project from 2017 through March of 2022 is at 1.70. There have been a total of 2,592, 842 hours reported with 22 reportable incidents for a 1.70 RIR.
If the comparison is not favorable, what actions are being taken by the project sponsor to improve its safety record?		The D-B contractor reviews all incidents with its employees at its monthly safety meetings.
Federal Railroad Administration		
If a shared track, has the project sponsor submitted its waiver request application to FRA? (Please identify specific regulations for which waivers are being requested.)	Y	Waivers approved 1/13/2016 for 49 CFR: 49 CFR 238.203, Static end strength; 238.205, Anti- climbing mechanism; and 238.207, link between coupling mechanism and car body.
If a shared corridor, has the project sponsor specified specific measures to address safety concerns?	Y	In Caltrain/TA Services/UP Passenger Train Emergency Preparedness Plan and Caltrain System Safety Program Plan
Is the Collision Hazard Analysis underway?	Y	Car body testing and Collision Analysis has been completed and report sent to FRA.
Other FRA required Hazard Analysis – Fencing, etc.?	TBD	This is an operating ROW, and no service change is expected. Additional right of way fencing is being installed.
Does the project have Quiet Zones?	TBD	This is an operating ROW, and no service change is expected.
Does FRA attend the Quarterly Review Meetings?	*N*	*FRA representatives did not attend QPRM No. 20 on April 26, 2022.*

Attachment C Action Items

The following table presents the open Action Items as of the date this report was prepared. New items are indicated by colored text, items whose status has changed from the prior listing are italicized and completed items have been shaded.

No.	Action Item	Discussion	Agreed Due Date	Responsibility Agency/Name	Status
13.02	JPB to submit a Request for Amendment (RFA) to Caltrain's Positive Train Control Safety Plan (PTCSP) under 49 CFR Sec. 236, Subpart I; the RFA will document the design and performance of its 2SC grade crossing warning system.	FRA is considering a combined RFA for both the 2SC solution and the Crossing Optimization Process. Because both 2SC and Crossing Optimization Projects have FRA approved Test Plans, completion of the RFA(s) is not and will not impact work for either project.	TBD. Awaiting direction from FRA.	Cocke	A draft of the2SC RFA has been submitted to FRA. However, FRA must now determine if there will be two separate RFAs or one combined RFA.
20.01	The JPB to inform Stadler of the importance of a successful Post-Delivery Buy America Audit to confirm that its EMUs comply with the required domestic content.	Stadler did not provide the required documentation in a form that could be used by the auditor during the October 2021 Intermediate Buy America Audit.	*The post-delivery audit occurred June 27-29, 2022. The Post-Delivery Audit Report was submitted on July 14, 2022.*	*Shrestha/Cameron*	*Complete*

Attachment D Top Project Risks

The top two (2) risks have been elevated in the ranking. Risk 314 remained static, Risk 318 was elevated one position, and Risk 241 dropped from the top risk to its current position. Changes from the prior report are indicated by italics.

Risk No.	Risk Category		Risk Description	Status
	Cost	Sched.		
330	X	X	*PG&E interconnection work may not be completed on time resulting in delays to the reimbursement of PG&E Exhibit B Cost Allocation from PG&E.*	*The current schedule for energizing TPSS-2 is August 27, 2022. The CPUC is considering an order that would allow PG&E to include 95% of the reimbursement costs in its current rate case instead of delaying that action.*
340	X	X	*Caltrain's existing fiber network infrastructure does not work as designed, will require fiber repair to be done to enable PCEP signal cutovers. Fiber rework is required due to outdated as-built or redline.*	*Contractor is auditing all remaining fiber splice locations required in order to avoid any snags in pursuing work due to contaminated, or improperly as-built splice closures.*
314	X	X	The contractor may not complete signal and communication design, installation and testing for the Two-speed check (2SC) modifications within budget and schedule.	A new schedule was adopted as part of the global settlement.
318		X	Change of vehicle sub-suppliers results in additional first article inspections at cost to JPB (i.e., COVID, bankruptcy).	The JPB is using its on-site inspector where possible to conduct FAIs. Stadler has not identified additional concerns.
241		X	*Segment 4 may not be fully installed or tested prior to EMU delivery on-site.*	*Ability to complete testing of Segment 4 depends on PG&E's energization of TPSS-2, which is now scheduled for August 27, 2022.*
Top five (5) risks as shown on Risk Register dated 6-24-2022				

Attachment E Awarded Contracts

The current list of contracts numbers over 179. Eighty-four (84) contracts have values over $50,000, and seventy-one (71) have values over $100,000. The total value of awarded contracts is provided in the Core Accountability Table of this report. *The following tabulation is all contracts with current values of $1 million or higher as of May 31, 2022.*

Contractor Name	Cost
BALFOUR BEATTY INFRASTRUCTURE, INC	$ 1,097,149,881
STADLER US INC	$ 555,841,582
PACIFIC GAS & ELECTRIC COMPANY - SA scopes	$ 124,106,400
TRANSITAMERICA SERVICES, INC. - Other scopes	$ 81,807,619
GANNETT FLEMING TRANSIT & RAIL SYSTEMS	$ 67,743,400
PROVEN MANAGEMENT, INC. - Tunnel scope	$ 47,059,352
LTK CONSULTING SERVICES, INC.	$ 36,845,000
URS CORPORATION	$ 36,361,332
JACOBS PROJECT MANAGEMENT CO.	$ 35,500,000
PROVEN MANAGEMENT, INC. - CEMOF scope	$ 9,476,816
JPMORGAN CHASE BANK, N.A.	$ 8,853,865
RAIL SURVEYORS AND ENGINEERS, INC.	$ 8,232,540
B & G TRANSPORTATION GROUP, LLC	$ 6,949,280
ICF JONES & STOKES, INC.	$ 4,927,957
NC 2121 SEC VENTURES LLC	$ 4,394,220
FIRST AMERICAN TITLE COMPANY	$ 4,290,819
ARINC INCORPORATED	$ 4,187,731
HNTB CORPORATION	$ 4,000,860
RREF III-P TOWER PLAZA LLC	$ 3,868,440
STATE OF CALIFORNIA	$ 3,629,200
DCONSULT, LLC.	$ 2,542,143
SHIMMICK/DISNEY JOINT VENTURE	$ 2,400,000
PRICE FORBES & PARTNERS, LTD	$ 2,125,000
NORMAN E. MATTEONI ATTORNEY BAR TRUST	$ 2,016,000
PROVEN MANAGEMENT, INC. - SSF scope	$ 1,866,575
ASSOCIATED RIGHT OF WAY	$ 1,599,586
BENDER ROSETHAL, INC.	$ 1,547,915
WELLS FARGO INSURANCE SERVICES USA, INC	$ 1,493,269
COMPUCOM SYSTEMS, INC.	$ 1,187,887
TRANSITAMERICA SERVICES, INC. - Santa clara drill track	$ 1,186,015

Attachment F Rolling Stock Vehicle Status Report

- **Manufacturer/Model Year/Vehicle Model or Type/Propulsion:** Stadler Bi-level Electric Multiple Unit (EMU) Commuter Rail vehicles (a variant of Stadler's "KISS" product line. The JPB plans to operate the vehicles initially in 7-car trainsets and later expand to 8-car trainsets.
- **Piggyback or Option:** Contract contains an option for up to 96 additional EMUs, with the price varying depending on the date the option is exercised. Option vehicles ordered prior to December 31, 2018 are purchased at the original price.
- **Number of Vehicles:** Initial Order of 96 EMUs to be delivered as 6-car trainsets; current order is 133 EMUs delivered as 7-car trainsets.
- Contract Advertisement Date: August 21, 2015
- Contract Award Date: August 15, 2016
- Price per Vehicle (Initial Order): $26,408,000 per 6-car trainset
- Planned Date of First Vehicle Delivery /Actual: March 20, 2022 (Actual)
- Initial Vehicle Order (Number of Vehicles and Configuration): 96 EMUs delivered as 6-car trainsets
- Number of Option Vehicles Included in Contract: 96
- Buy America Domestic Content Percentage Required: 60%
- Domestic Content Percentage per Pre-award Audit: 79.38%
- **Latest Domestic Content Percentage Reported and Date:** *The Post-Delivery Buy America Audit Report states that the overall average domestic content of a seven (7) car trainset is 74.3%. The domestic content was reported to vary from 70% to 77% for the four (4) different car type variants.*
- Date of Pre-Award Audit: May 25-26, 2016
- Pre-award Audit Report Date: June 21, 2016
- Intermediate Buy America Audit Date: An intermediate review was conducted March 19-21, 2018. Stadler provided a virtual Buy America status update to the JPB's Buy America team on June 22, 2020. The JPB conducted an Intermediate Buy America Audit on October 25-27, 2021; however, the auditors were unable to verify the domestic content because the required information was not provided by Stadler.
- Date of Post-Delivery Audit: *June 27-28, 2022*
- Post-Deliver Audit Report Date: *July 11, 2022*

Attachment G Project Milestones / Key Events

Milestone	Baseline	Grantee Forecast	Summary of Milestone / Event
New Starts/Core Capacity Grant Agreement:	Not in MPS	05/2017 (A)	
Design/Build Notice to Proceed:	12/2015	06/2017 (A)	
Arrival of first EMU in Pueblo, CO	N/A	2/27/2021 (A)	
Arrival of First EMU at JPB	07/2019	4/20/2022(A)	
Final Engineering (FE) Completion:	04/2018	2/28/2023 (P)	
Systems Integration Testing Completed:	01/2019	4/1/2024 (P)	
Segment 4 Complete to Begin EMU Testing:	11/2019	*11/15/2022 (P)*	
Completion of Interconnection from PG&E to TPSS 2	N/A	1/29/2021 (A)	
Design/Build Substantial Completion:	02/2019	4/1/2024 (P)	
Conditional Acceptance of First EMU Trainset:		7/12/2022 (P)	
PG&E Provides Permanent Power:	09/2021	*8/27/2022(P)*	
Pre-Revenue Operation Completed:	05/2020	03/31/2024 (P)	
Revenue Service Date (without Risk Contingency):	12/2021	04/1/2024 (P)	
Revenue Service Date (with Risk Contingency)	N/A	09/26/2024	
FFGA Required Completion Date (RCD):	05/2020	12/31/2024 (P)*	

Note: *JPB's proposed FFGA RCD in its Recovery Plan
Currently, the RSD with contingency is 9/26/2024, the same date that the JPB has been using as the RCD; the JPB has proposed a revised FFGA RCD of 12/31/2024 in its Recovery Plan.

Attachment H Roadmap to Electrified Rail Service

Electrified operations on the Caltrain system will occur in stages. The first stage will be electrification of Segment 4 of the PCEP, including a designated test track. For clarity, Segment 4 is the southerly most segment of the PCEP. Initial electrification will require completion of TPSS 2; completion of the interconnection between PG&E's FMC substation in San Jose and TPSS 2; completion of the OCS system in Segment 4; completion of the signals, communications and SCADA systems in Segment 4; and testing and commissioning of the above components as well as safety certification of the relevant components. Completion of work in Segment 4 is designated as Interim Milestone 1 in the BBII Electrification Design-Build contract. Following electrification of Segment 4 and the test track, local testing of the EMU vehicles will commence following their delivery to the JPB. The first two EMU trainsets arrived at the JPB's CEMOF on March 20, 2022 and are currently being prepared for inspection and static testing. Segment 4 is not yet electrified.

The second stage of electrification will include completion of remaining Segments 1, 2 and 3, and the individual elements of each plus the integrated testing, commissioning, and safety certification of the entire project. Final Completion for purposes of the JPB's Core Capacity FFGA requires fourteen (14) seven-car trainsets in weekday revenue service. The FFGA has a Required Completion Date (RCD) of August 22, 2022; the JPB recently accepted the PMOC's recommended RCD of September 26, 2024, which is based on the results of the December 2020 Risk Refresh. The JPB is currently forecasting commencement of Revenue service with its new EMUs between April 1 and July 1, 2024.

The PCEP has an active Rail Activation Committee (RAC) to coordinate the various activities needed to successfully initiate electrified rail operations. The RAC is currently chaired by Sal Gilardi, one of the two principals of the PCEP's safety contractor. The RAC includes representatives from JPB employees assigned to the PCEP, PCEP's technical consultants, the JPB's Rail Operations group, and more recently from BBII, the Electrification contractor. The RAC continues to refine coordination between the rail activation, systems integration, and testing and commissioning meetings to make the resulting RAC meetings more productive.

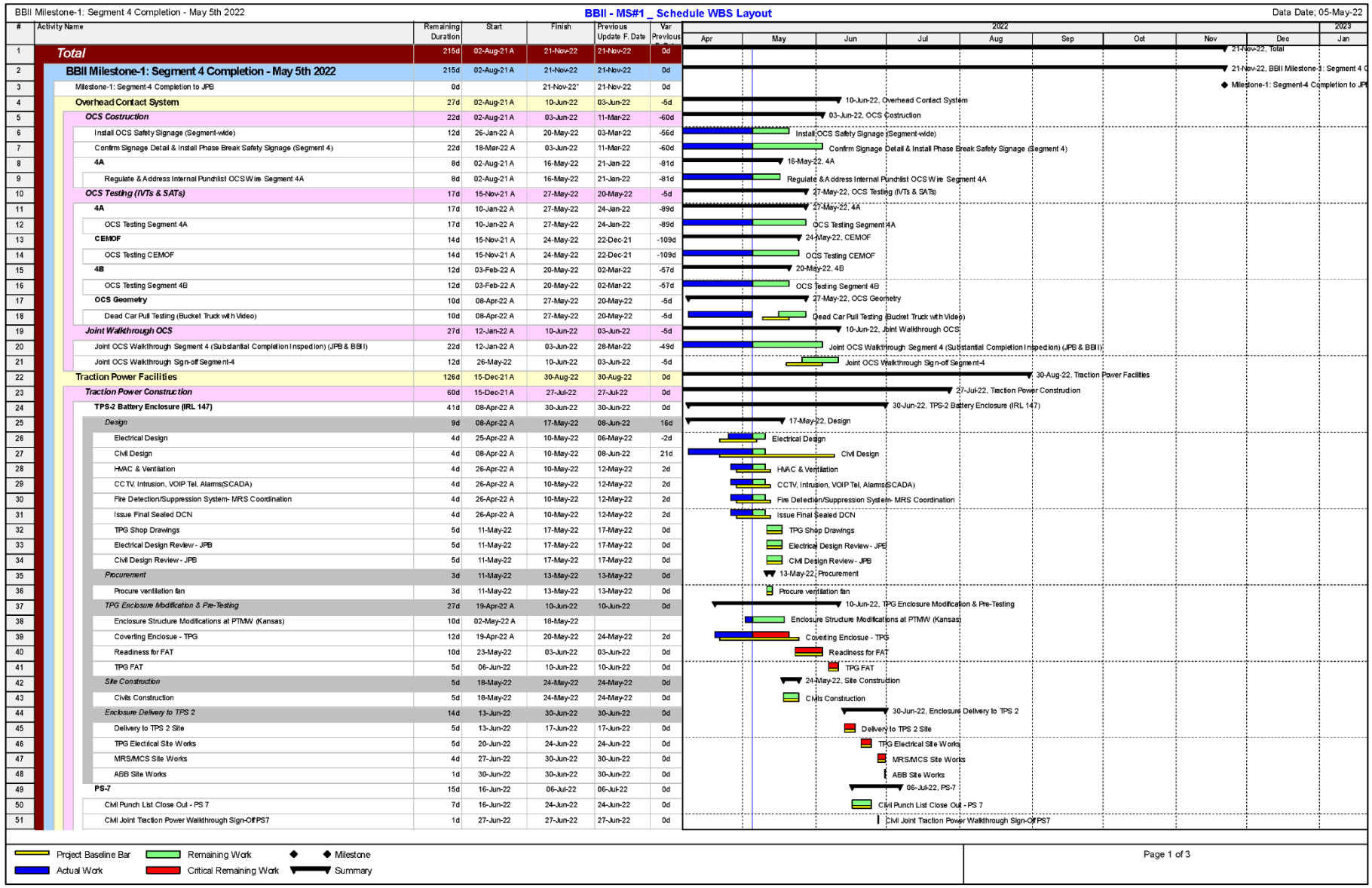
The JPB held a Testing and Commissioning Workshop on December 14, 2021 for all of the electrification and related contractors. The objective of the workshop was to assess the readiness of the project to achieve Interim Milestone 1, Segment 4 Ready for EMU Testing. The workshop was generally regarded as beneficial by the PCEP team.

Mark Clendennen has been hired to lead the Rail Activation Committee. The RAC typically meets on a bi-weekly basis to review assigned action items, upcoming activities and the current schedule, however, no meetings have been held for several weeks. The most recent meeting was held May 12, 2022.

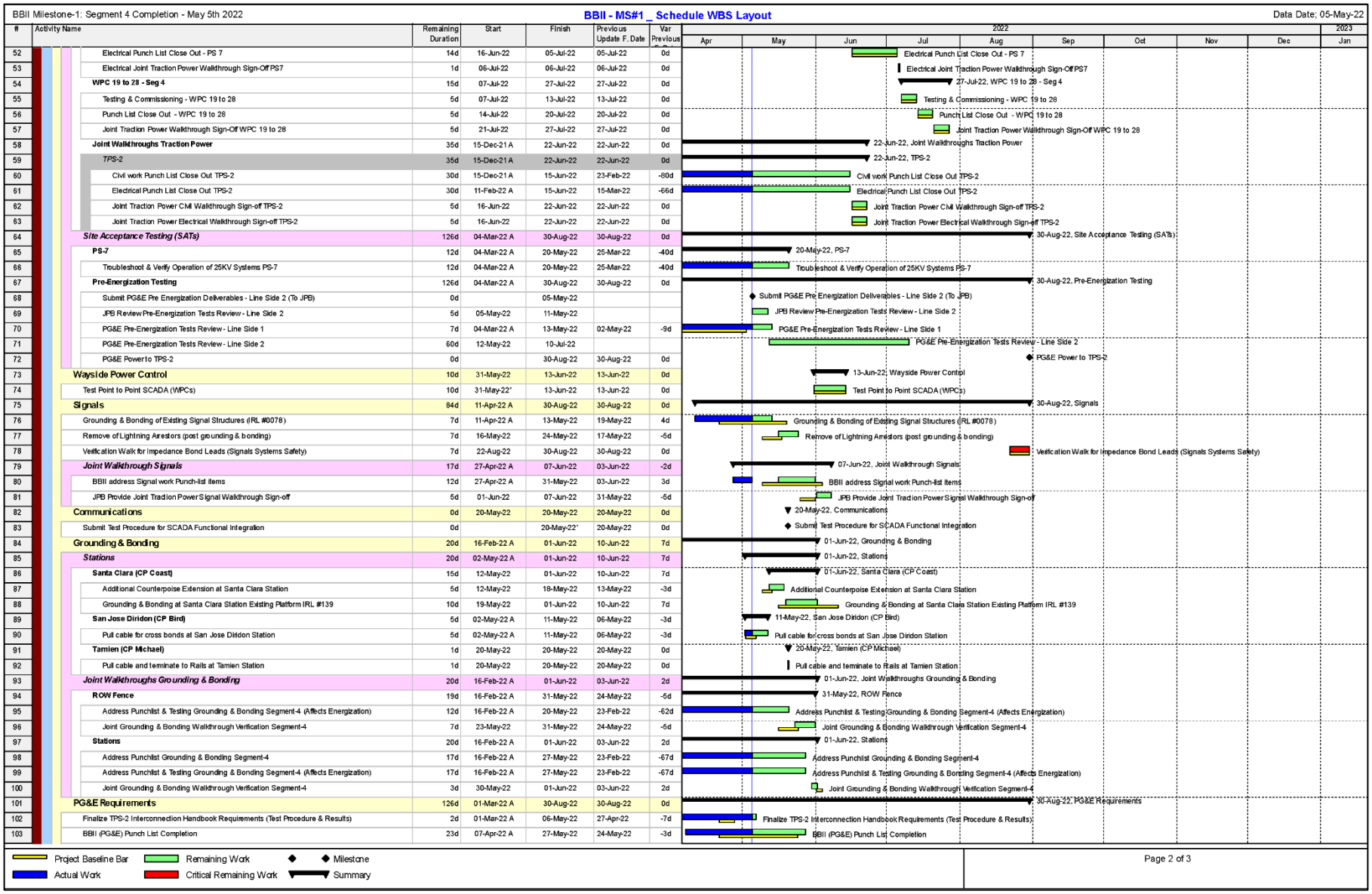
The RAC recently completed a revised and updated Rail Activation Plan with new material focused on the initial electrification of Segment 4. The PMOC received an advance copy of the updated plan for use in its modified OP 54 Readiness for Service Review.

The RAC continues to maintain its Rail Activation Risk Register which has a total of 34 risks. The RAC Risk Register includes 22 active risks, of these, ten (10) are currently reflected in the PCEP Risk Register. The PCEP risk lead has completed incorporating the Rail Activation risks into a consolidated risk register for the PCEP. The RAC was also maintaining a Rail Activation Schedule which was updated regularly; however, that schedule has been incorporated into and integrated with the Master Project Schedule. The RAC uses a Segment 4 Testing and Commissioning Schedule to focus on the Electrification contractor's Milestone 1, Segment 4 Ready for EMU Testing. The objective of this schedule is to capture the key activities required to achieve Milestone 1 and to update the status of those activities to reflect real time circumstances. *A copy of the most recent Segment 4 Testing and Commissioning schedule is shown in Figure H-1.*

Figure H-1 Segment 4 Testing and Commissioning Schedule



#	Activity Name	Remaining Duration	Start	Finish	Previous Update F. Date	Var Previous
1	Total	215d	02-Aug-21 A	21-Nov-22	21-Nov-22	0d
2	BBII Milestone-1: Segment 4 Completion - May 5th 2022	215d	02-Aug-21 A	21-Nov-22	21-Nov-22	0d
3	Milestone-1: Segment-4 Completion to JPB	0d		21-Nov-22*	21-Nov-22	0d
4	Overhead Contact System	27d	02-Aug-21 A	10-Jun-22	03-Jun-22	-5d
5	OCS Costruction	22d	02-Aug-21 A	03-Jun-22	11-Mar-22	-60d
6	Install OCS Safety Signage (Segment-wide)	12d	26-Jan-22 A	20-May-22	03-Mar-22	-56d
7	Confirm Signage Detail & Install Phase Break Safety Signage (Segment 4)	22d	18-Mar-22 A	03-Jun-22	11-Mar-22	-60d
8	4A	8d	02-Aug-21 A	16-May-22	21-Jan-22	-81d
9	Regulate & Address Internal Punchlist OCS Wire Segment 4A	8d	02-Aug-21 A	16-May-22	21-Jan-22	-81d
10	OCS Testing (IVTs & SATs)	17d	15-Nov-21 A	27-May-22	20-May-22	-5d
11	4A	17d	10-Jan-22 A	27-May-22	24-Jan-22	-89d
12	OCS Testing Segment 4A	17d	10-Jan-22 A	27-May-22	24-Jan-22	-89d
13	CEMOF	14d	15-Nov-21 A	24-May-22	22-Dec-21	-109d
14	OCS Testing CEMOF	14d	15-Nov-21 A	24-May-22	22-Dec-21	-109d
15	4B	12d	03-Feb-22 A	20-May-22	02-Mar-22	-57d
16	OCS Testing Segment 4B	12d	03-Feb-22 A	20-May-22	02-Mar-22	-57d
17	OCS Geometry	10d	08-Apr-22 A	27-May-22	20-May-22	-5d
18	Dead Car Pull Testing (Bucket Truck with Video)	10d	08-Apr-22 A	27-May-22	20-May-22	-5d
19	Joint Walkthrough OCS	27d	12-Jan-22 A	10-Jun-22	03-Jun-22	-5d
20	Joint OCS Walkthrough Segment 4 (Substantial Completion Inspection) (JPB & BBII)	22d	12-Jan-22 A	03-Jun-22	28-Mar-22	-49d
21	Joint OCS Walkthrough Sign-off Segment-4	12d	26-May-22	10-Jun-22	03-Jun-22	-5d
22	Traction Power Facilities	126d	15-Dec-21 A	30-Aug-22	30-Aug-22	0d
23	Traction Power Construction	60d	15-Dec-21 A	27-Jul-22	27-Jul-22	0d
24	TPS-2 Battery Enclosure (IRL 147)	41d	08-Apr-22 A	30-Jun-22	30-Jun-22	0d
25	Design	9d	08-Apr-22 A	17-May-22	08-Jun-22	16d
26	Electrical Design	4d	25-Apr-22 A	10-May-22	06-May-22	-2d
27	Civil Design	4d	08-Apr-22 A	10-May-22	08-Jun-22	21d
28	HVAC & Ventilation	4d	26-Apr-22 A	10-May-22	12-May-22	2d
29	CCTV, Intrusion, VOIP Tel, Alarms/SCADA)	4d	26-Apr-22 A	10-May-22	12-May-22	2d
30	Fire Detection/Suppression System- MRS Coordination	4d	26-Apr-22 A	10-May-22	12-May-22	2d
31	Issue Final Sealed DCN	4d	26-Apr-22 A	10-May-22	12-May-22	2d
32	TPG Shop Drawings	5d	11-May-22	17-May-22	17-May-22	0d
33	Electrical Design Review - JPB	5d	11-May-22	17-May-22	17-May-22	0d
34	Civil Design Review - JPB	5d	11-May-22	17-May-22	17-May-22	0d
35	Procurement	3d	11-May-22	13-May-22	13-May-22	0d
36	Procure ventilation fan	3d	11-May-22	13-May-22	13-May-22	0d
37	TPG Enclosure Modification & Pre-Testing	27d	19-Apr-22 A	10-Jun-22	10-Jun-22	0d
38	Enclosure Structure Modifications at PTMW (Kansas)	10d	02-May-22 A	18-May-22		
39	Covering Enclosue - TPG	12d	19-Apr-22 A	20-May-22	24-May-22	2d
40	Readiness for FAT	10d	23-May-22	03-Jun-22	03-Jun-22	0d
41	TPG FAT	5d	06-Jun-22	10-Jun-22	10-Jun-22	0d
42	Site Construction	5d	18-May-22	24-May-22	24-May-22	0d
43	Civils Construction	5d	18-May-22	24-May-22	24-May-22	0d
44	Enclosure Delivery to TPS 2	14d	13-Jun-22	30-Jun-22	30-Jun-22	0d
45	Delivery to TPS 2 Site	5d	13-Jun-22	17-Jun-22	17-Jun-22	0d
46	TPG Electrical Site Works	5d	20-Jun-22	24-Jun-22	24-Jun-22	0d
47	MRS/MCS Site Works	4d	27-Jun-22	30-Jun-22	30-Jun-22	0d
48	ABB Site Works	1d	30-Jun-22	30-Jun-22	30-Jun-22	0d
49	PS-7	15d	16-Jun-22	06-Jul-22	06-Jul-22	0d
50	Civil Punch List Close Out - PS 7	7d	16-Jun-22	24-Jun-22	24-Jun-22	0d
51	Civil Joint Traction Power Walkthrough Sign-Off PS7	1d	27-Jun-22	27-Jun-22	27-Jun-22	0d

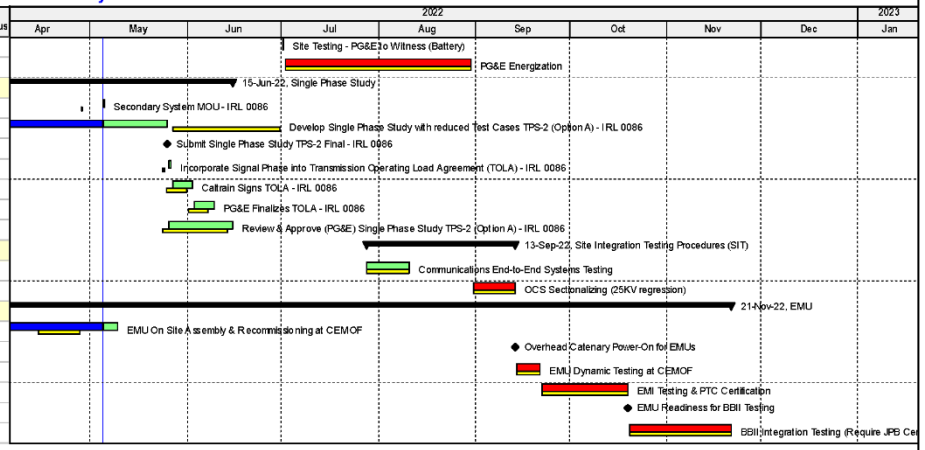

BBII Milestone-1: Segment 4 Completion - May 5th 2022
BBII - MS#1 _ Schedule WBS Layout
Data Date; 05-May-22
| Activity Name | Remaining Duration | Start | Finish | Previous Update F. Date | Var Previous
52 Electrical Punch List Close Out - PS 7 14d 16-Jun-22 05-Jul-22 05-Jul-22 0d
53 Electrical Joint Traction Power Walkthrough Sign-Off PS7 1d 06-Jul-22 06-Jul-22 06-Jul-22 0d
54 WPC 19 to 28 - Seg 4 15d 07-Jul-22 27-Jul-22 27-Jul-22 0d
55 Testing & Commissioning - WPC 19 to 28 5d 07-Jul-22 13-Jul-22 13-Jul-22 0d
56 Punch List Close Out - WPC 19 to 28 5d 14-Jul-22 20-Jul-22 20-Jul-22 0d
57 Joint Traction Power Walkthrough Sign-Off WPC 19 to 28 5d 21-Jul-22 27-Jul-22 27-Jul-22 0d
58 Joint Walkthroughs Traction Power 35d 15-Dec-21 A 22-Jun-22 22-Jun-22 0d
59 TPS-2 35d 15-Dec-21 A 22-Jun-22 22-Jun-22 0d
60 Civil work Punch List Close Out TPS-2 30d 15-Dec-21 A 15-Jun-22 23-Feb-22 -80d
61 Electrical Punch List Close Out TPS-2 30d 11-Feb-22 A 15-Jun-22 15-Mar-22 -66d
62 Joint Traction Power Civil Walkthrough Sign-off TPS-2 5d 16-Jun-22 22-Jun-22 22-Jun-22 0d
63 Joint Traction Power Electrical Walkthrough Sign-off TPS-2 5d 16-Jun-22 22-Jun-22 22-Jun-22 0d
64 Site Acceptance Testing (SATs) 126d 04-Mar-22 A 30-Aug-22 30-Aug-22 0d
65 PS-7 12d 04-Mar-22 A 20-May-22 25-Mar-22 -40d
66 Troubleshoot & Verify Operation of 25KV Systems PS-7 12d 04-Mar-22 A 20-May-22 25-Mar-22 -40d
67 Pre-Energization Testing 126d 04-Mar-22 A 30-Aug-22 30-Aug-22 0d
68 Submit PG&E Pre Energization Deliverables - Line Side 2 (To JPB) 0d 05-May-22
69 JPB Review Pre-Energization Tests Review - Line Side 2 5d 05-May-22 11-May-22
70 PG&E Pre-Energization Tests Review - Line Side 1 7d 04-Mar-22 A 13-May-22 02-May-22 -9d
71 PG&E Pre-Energization Tests Review - Line Side 2 60d 12-May-22 10-Jul-22
72 PG&E Power to TPS-2 0d 30-Aug-22 30-Aug-22 0d
73 Wayside Power Control 10d 31-May-22 13-Jun-22 13-Jun-22 0d
74 Test Point to Point SCADA (WPCs) 10d 31-May-22* 13-Jun-22 13-Jun-22 0d
75 Signals 84d 11-Apr-22 A 30-Aug-22 30-Aug-22 0d
76 Grounding & Bonding of Existing Signal Structures (IRL #0078) 7d 11-Apr-22 A 13-May-22 19-May-22 4d
77 Remove of Lightning Arrestors (post grounding & bonding) 7d 16-May-22 24-May-22 17-May-22 -5d
78 Verification Walk for Impedance Bond Leads (Signals Systems Safety) 7d 22-Aug-22 30-Aug-22 30-Aug-22 0d
79 Joint Walkthrough Signals 17d 27-Apr-22 A 07-Jun-22 03-Jun-22 -2d
80 BBII address Signal work Punch-list items 12d 27-Apr-22 A 31-May-22 03-Jun-22 3d
81 JPB Provide Joint Traction Power Signal Walkthrough Sign-off 5d 01-Jun-22 07-Jun-22 31-May-22 -5d
82 Communications 0d 20-May-22 20-May-22 20-May-22 0d
83 Submit Test Procedure for SCADA Functional Integration 0d 20-May-22* 20-May-22 0d
84 Grounding & Bonding 20d 16-Feb-22 A 01-Jun-22 10-Jun-22 7d
85 Stations 20d 02-May-22 A 01-Jun-22 10-Jun-22 7d
86 Santa Clara (CP Coast) 15d 12-May-22 01-Jun-22 10-Jun-22 7d
87 Additional Counterpoise Extension at Santa Clara Station 5d 12-May-22 18-May-22 13-May-22 -3d
88 Grounding & Bonding at Santa Clara Station Existing Platform IRL #139 10d 19-May-22 01-Jun-22 10-Jun-22 7d
89 San Jose Diridon (CP Bird) 5d 02-May-22 A 11-May-22 06-May-22 -3d
90 Pull cable for cross bonds at San Jose Diridon Station 5d 02-May-22 A 11-May-22 06-May-22 -3d
91 Tamien (CP Michael) 1d 20-May-22 20-May-22 20-May-22 0d
92 Pull cable and terminate to Rails at Tamien Station 1d 20-May-22 20-May-22 20-May-22 0d
93 Joint Walkthroughs Grounding & Bonding 20d 16-Feb-22 A 01-Jun-22 03-Jun-22 2d
94 ROW Fence 19d 16-Feb-22 A 31-May-22 24-May-22 -5d
95 Address Punchlist & Testing Grounding & Bonding Segment-4 (Affects Energization) 12d 16-Feb-22 A 20-May-22 23-Feb-22 -62d
96 Joint Grounding & Bonding Walkthrough Verification Segment-4 7d 23-May-22 31-May-22 24-May-22 -5d
97 Stations 20d 16-Feb-22 A 01-Jun-22 03-Jun-22 2d
98 Address Punchlist Grounding & Bonding Segment-4 17d 16-Feb-22 A 27-May-22 23-Feb-22 -67d
99 Address Punchlist & Testing Grounding & Bonding Segment-4 (Affects Energization) 17d 16-Feb-22 A 27-May-22 23-Feb-22 -67d
100 Joint Grounding & Bonding Walkthrough Verification Segment-4 3d 30-May-22 01-Jun-22 03-Jun-22 2d
101 PG&E Requirements 126d 01-Mar-22 A 30-Aug-22 30-Aug-22 0d
102 Finalize TPS-2 Interconnection Handbook Requirements (Test Procedure & Results) 2d 01-Mar-22 A 06-May-22 27-Apr-22 -7d
103 BBII (PG&E) Punch List Completion 23d 07-Apr-22 A 27-May-22 24-May-22 -3d
2022
Apr May Jun Jul Aug Sep Oct Nov Dec
2023
Jan
Electrical Punch List Close Out - PS 7
Electrical Joint Traction Power Walkthrough Sign-Off PS7
27-Jul-22, WPC 19 to 28 - Seg 4
Testing & Commissioning - WPC 19 to 28
Punch List Close Out - WPC 19 to 28
Joint Traction Power Walkthrough Sign-Off WPC 19 to 28
22-Jun-22, Joint Walkthroughs Traction Power
22-Jun-22, TPS-2
Civil work Punch List Close Out TPS-2
Electrical Punch List Close Out TPS-2
Joint Traction Power Civil Walkthrough Sign-off TPS-2
Joint Traction Power Electrical Walkthrough Sign-off TPS-2
30-Aug-22, Site Acceptance Testing (SATs)
20-May-22, PS-7
Troubleshoot & Verify Operation of 25KV Systems PS-7
30-Aug-22, Pre-Energization Testing
Submit PG&E Pre Energization Deliverables - Line Side 2 (To JPB)
JPB Review Pre-Energization Tests Review - Line Side 2
PG&E Pre-Energization Tests Review - Line Side 1
PG&E Pre-Energization Tests Review - Line Side 2
PG&E Power to TPS-2
13-Jun-22, Wayside Power Control
Test Point to Point SCADA (WPCs)
30-Aug-22, Signals
Grounding & Bonding of Existing Signal Structures (IRL #0078)
Remove of Lightning Arrestors (post grounding & bonding)
Verification Walk for Impedance Bond Leads (Signals Systems Safety)
07-Jun-22, Joint Walkthrough Signals
BBII address Signal work Punch-list items
JPB Provide Joint Traction Power Signal Walkthrough Sign-off
20-May-22, Communications
Submit Test Procedure for SCADA Functional Integration
01-Jun-22, Grounding & Bonding
01-Jun-22, Stations
01-Jun-22, Santa Clara (CP Coast)
Additional Counterpoise Extension at Santa Clara Station
Grounding & Bonding at Santa Clara Station Existing Platform IRL #139
11-May-22, San Jose Diridon (CP Bird)
Pull cable for cross bonds at San Jose Diridon Station
20-May-22, Tamien (CP Michael)
Pull cable and terminate to Rails at Tamien Station
01-Jun-22, Joint Walkthroughs Grounding & Bonding
31-May-22, ROW Fence
Address Punchlist & Testing Grounding & Bonding Segment-4 (Affects Energization)
Joint Grounding & Bonding Walkthrough Verification Segment-4
01-Jun-22, Stations
Address Punchlist Grounding & Bonding Segment-4
Address Punchlist & Testing Grounding & Bonding Segment-4 (Affects Energization)
Joint Grounding & Bonding Walkthrough Verification Segment-4
30-Aug-22, PG&E Requirements
Finalize TPS-2 Interconnection Handbook Requirements (Test Procedure & Results)
BBII (PG&E) Punch List Completion
Project Baseline Bar
Actual Work
Remaining Work
Critical Remaining Work
Milestone
Summary
Page 2 of 3

BBII Milestone-1: Segment 4 Completion - May 5th 2022

BBII - MS#1 _ Schedule WBS Layout

Data Date: 05-May-22

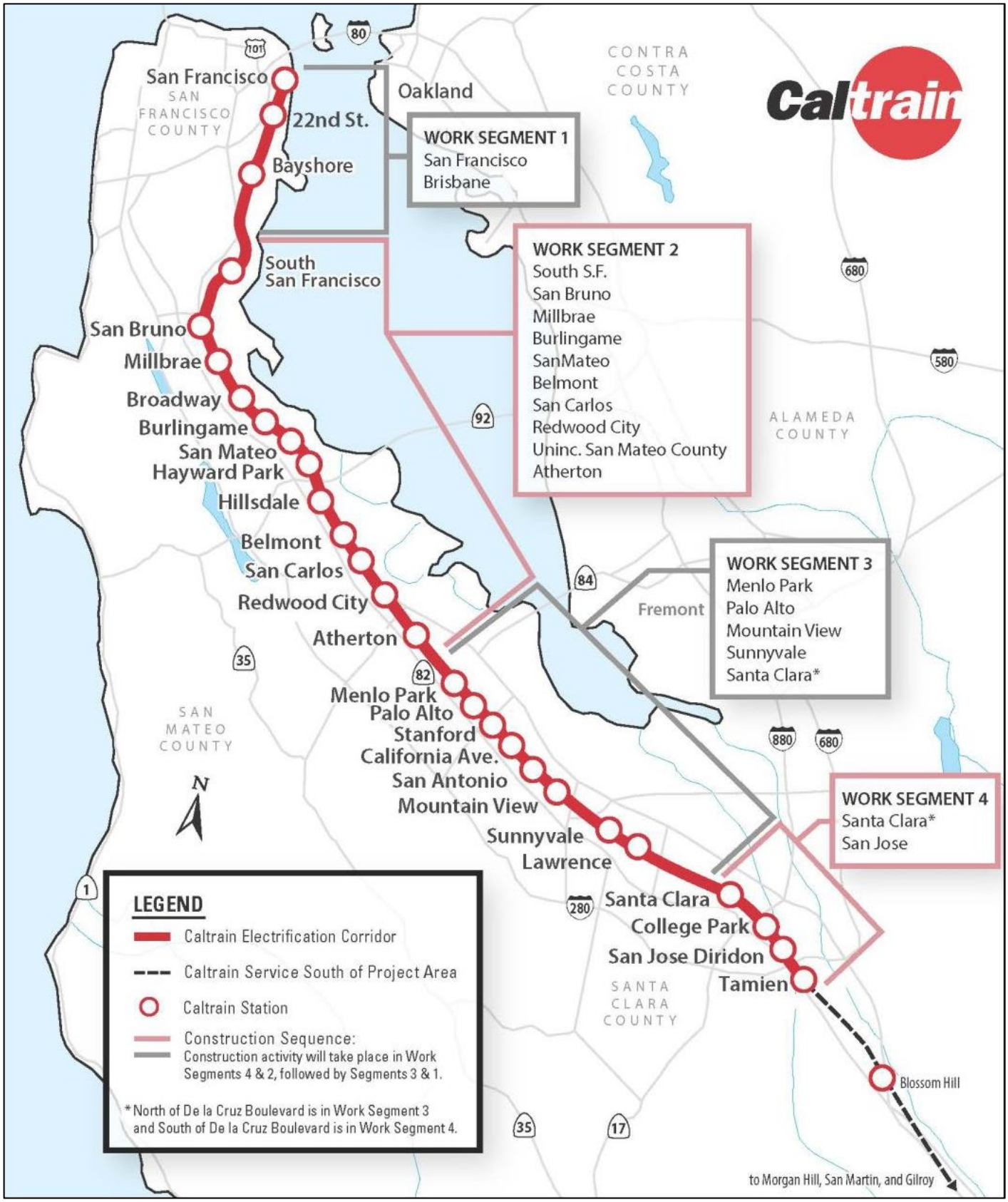
#	Activity Name	Remaining Duration	Start	Finish	Previous Update F. Date	Var Previous
104	Site Testing - PG&E to Witness (Battery)	1d	01-Jul-22	01-Jul-22	01-Jul-22	0d
105	PG&E Energization	60d	02-Jul-22	30-Aug-22	30-Aug-22	0d
106	**Single Phase Study**	30d	04-Mar-22 A	15-Jun-22	30-Jun-22	11d
107	Secondary System MOU - IRL 0086	1d	05-May-22	05-May-22	28-Apr-22	-5d
108	Develop Single Phase Study with reduced Test Cases TPS-2 (Option A) - IRL 0086	15d	04-Mar-22 A	25-May-22	30-Jun-22	26d
109	Submit Single Phase Study TPS-2 Final - IRL 0086	0d		25-May-22	23-May-22	-2d
110	Incorporate Signal Phase into Transmission Operating Load Agreement (TOLA) - IRL 0086	1d	26-May-22	26-May-22	24-May-22	-2d
111	Caltrain Signs TOLA - IRL 0086	5d	27-May-22	02-Jun-22	31-May-22	-2d
112	PG&E Finalizes TOLA - IRL 0086	5d	03-Jun-22	09-Jun-22	07-Jun-22	-2d
113	Review & Approve (PG&E) Single Phase Study TPS-2 (Option A) - IRL 0086	15d	26-May-22	15-Jun-22	13-Jun-22	-2d
114	**Site Integration Testing Procedures (SIT)**	34d	28-Jul-22	13-Sep-22	13-Sep-22	0d
115	Communications End-to-End Systems Testing	10d	28-Jul-22	10-Aug-22	10-Aug-22	0d
116	OCS Sectionalizing (25KV regression)	10d	31-Aug-22	13-Sep-22	13-Sep-22	0d
117	**EMU**	143d	28-Mar-22 A	21-Nov-22	21-Nov-22	0d
118	EMU On Site Assembly & Recommissioning at CEMOF	3d	28-Mar-22 A	09-May-22	27-Apr-22	-8d
119	Overhead Catenary Power-On for EMUs	0d		13-Sep-22	13-Sep-22	0d
120	EMU Dynamic Testing at CEMOF	6d	14-Sep-22	21-Sep-22	21-Sep-22	0d
121	EMI Testing & PTC Certification	20d	22-Sep-22	19-Oct-22	19-Oct-22	0d
122	EMU Readiness for BBII Testing	0d		19-Oct-22	19-Oct-22	0d
123	BBII Integration Testing (Require JPB Certified Train Operator)	23d	20-Oct-22	21-Nov-22	21-Nov-22	0d



Project Baseline Bar | Actual Work | Remaining Work | Critical Remaining Work | Milestone | Summary

Page 3 of 3

Attachment I Project Map



Attachment J PMOC Team

The report was prepared by the Task Order Manager, **Mike Eidlin**, J.D. (KKCS) who has more than 40 years of complex project management experience including over 28 years in transit. Mr. Eidlin possesses a B.S. degree, a graduate Degree of Engineer, and a Juris Doctor degree. He is a licensed attorney in the State of Oregon. He has been working as a PMOC for 17 years.

Brett L. Rekola, **P.E. (KKCS)** contributed to the preparation of the report and provided the Quality Assurance of the report. Mr. Rekola is the Program Manager for KKCS' FTA PMOC prime contract. He is a California professional civil engineer with more than thirty (30) years of experience managing railroad maintenance, planning, and design, construction, and rail operations. He has served as a program manager delivering port/rail/public works projects and programs.

Nancy Voltura (KKCS) assisted with the report. Ms. Voltura has over forty (40) years of Quality Assurance (QA) experience working as a QA Engineer, QA Auditor and QA Manager on large design and construction projects. Ms. Voltura is a trained Apparent Cause Analyst evaluating heavy construction quality issues, is a trained professional QA Auditor and has been a certified Lead QA Auditor per ASME/NQA-1 and N45.2.23 standards.

Kevin Byers, P.S.P. (KKCS) assisted with the report. He is KKCS' Project Scheduling Manager, holds a B.S. degree in Construction Management, and has 29 years' experience in scheduling and claims analysis for railroad and rail transit projects.

Dan Holzman, P.E., (KKCS) assisted with the report and is KKCS' Cost Estimation Manager. Mr. Holzman has a B.S. degree in Environmental Engineering and M.S. degree in Civil Engineering and holds a license as a Professional Engineer in Massachusetts. He has over thirty-eight (38) years of experience in construction and engineering and is a Certified Cost Professional.

The administrative Quality Control review of this report was done by **Janice Johnson, (KKCS)**, who also serves as the Contracts & Terms Manager. Ms. Johnson has a background in English Studies and over twenty (20) years of experience providing quality review checks of PMOC work products.