



JPB Board of Directors  
Meeting of April 2, 2026

**Supplemental Reading File**

# Subject

1. Receive Update on Battery Electric Multiple Unit (BEMU) Project – February 2026
2. Receive Update on Electric Multiple Unit Option Cars (EMU Option 1 and 2) Projects – February 2026

**Informational Items heard by JPB Technology, Operations, Planning, and Safety (TOPS) Committee – March 25, 2026**

# Subject

1. Receive Update on Marketing Partnerships and Ridership Growth

**JPB TOPS Committee Supplemental Reading File – March 25, 2026**

# Subject

1. Receive Update on Guadalupe River Bridge Project
2. Receive Update on Stadler Vehicle Issues, Corrective Maintenance, and Future Mitigation Strategies

**Informational Items heard by JPB Advocacy and Major Projects (AMP) Committee – March 25, 2026**

# Subject

1. Receive Update on San Francisco Railyards

**JPB AMP Committee Supplemental Reading File – March 25, 2026**

# Subject

1. Receive Update on Diridon Station Program – Construction authority, Program Director, and California Environmental Quality Act (CEQA) Strategy

**Peninsula Corridor Joint Powers Board  
Staff Report**

To: JPB Board of Directors  
Through: Michelle Bouchard, Executive Director  
From: Sherry Bullock, Interim Chief, Design and Construction, and CalMod Program Director  
For: April 2026 JPB Board of Directors Meeting  
Subject: **Receive Update on Battery Electric Multiple Unit (BEMU) Project – February 2026**



Finance Committee  
Recommendation



Technology, Operations, Planning,  
and Safety Committee  
Recommendation



Advocacy and Major Projects  
Committee Recommendation

**Purpose and Recommended Action**

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

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

**Discussion**

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

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

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

## Monthly Update

### 1. Project Schedule and Milestones

- Battery Electric Multiple Unit (BEMU) project baseline schedule was established on April 22, 2024. The table below shows the status of major Milestones as of February 28, 2026. Preliminary Design Review (PDR) is 100 percent complete.
- PDR Completion was delayed due to carbody redesign - the preliminary Battery B (BB) carbody analyses yielded positive results. Once the design was refined, including increasing the battery capacity (and therefore the battery weight), however, the carbody analyses revealed weaknesses in the structure. To resolve this, equipment had to be rearranged within the BB car, the structure modified/reinforced, and the analyses redone. This caused a delay in completion of PDR and commencement of final design. Staff will work with Stadler USA, Inc. (Stadler) on schedule recovery to minimize impact to BEMU carbody structure production and final assembly. The BEMU delivery schedule and on-site schedule remains unchanged.

<u>Key Project Activity</u>	<u>Notice to Proceed (NTP) + months estimated in Change Order</u>	<u>Planned Completion (Baseline)</u>	<u>Progress as of 02/28/2026</u>	<u>Progress On Track?</u>	<u>Notes</u>
Stadler Notice to Proceed	0	08/25/2023	Completed	Completed	
Approval of Master Program schedule	3	04/22/2024	Completed	Completed	
Conceptual Design Review (CDR)	12	04/18/2025	Completed	Completed	
Preliminary Design Review (PDR)	16	08/15/2025	Completed	Completed	
Final Design Review (FDR)	20	12/12/2025	06/2026	Delayed to 06/2026	Delay due to carbody redesign
Battery First Article Inspection	30	04/10/2026	06/2026	Delayed to 06/2026	Delay due to carbody redesign

<u>Key Project Activity</u>	<u>Notice to Proceed (NTP) + months estimated in Change Order</u>	<u>Planned Completion (Baseline)</u>	<u>Progress as of 02/28/2026</u>	<u>Progress On Track?</u>	<u>Notes</u>
Completed Carshells	40	05/01/2026	In Planning	Delayed to 06/2026	Battery carshell delay due to battery carbody redesign. A, C, and D carshells on schedule.
Authorization to Ship to Transportation Test Center	45	06/25/2027	In Planning	On Track	
Completion of Testing at Transportation Test Center (TTC)	50	12/10/2027	In Planning	On Track	
Conditional Acceptance – BEMU Ready for Revenue Service	55	10/23/2028	In Planning	On Track	
Final Acceptance	60	11/20/2028	In Planning	On Track	

## 2. Cost – Spend versus Budget with Actuals and Accruals through February 28, 2026

Project 100782 BEMU - Budget and Cost (As of February 28, 2026)

	(A)	(B)	(C)	(D)		(E)	(F) = (C - E)	(G) = ( D / E)
Project Cost Analysis	Original Budget (US\$MM)	Approved Changes (Contractor) (US\$MM)	Project Current Budget (US\$MM)	Accruals To-Date (US\$MM)	To-Go (US\$MM)	Estimated at Completion (EAC) (US\$MM)	Variance at Completion (US\$MM)	% Expended of EAC
Contractor - STADLER	\$ 60.98	\$ 0.56	\$ 61.54	\$ 21.23	\$ 40.30	\$ 61.54	\$ -	34.51%
Other Contracts	\$ 1.31	\$ 0.06	\$ 1.38	\$ 0.06	\$ 1.50	\$ 1.56	\$ (0.19)	4.14%
Program Mngt. & Admin Costs	\$ 9.64		\$ 9.64	\$ 0.73	\$ 8.46	\$ 9.19	\$ 0.46	7.90%
Project Contingency	\$ 7.47	\$ (0.63)	\$ 6.84		\$ 6.56	\$ 6.56	\$ 0.28	0.00%
ICAP	\$ 0.60		\$ 0.60	\$ 0.05	\$ 1.10	\$ 1.15	\$ (0.55)	4.60%
<b>Total BEMU Project</b>	<b>\$ 80.00</b>	<b>\$ -</b>	<b>\$ 80.00</b>	<b>\$ 22.08</b>	<b>\$ 57.92</b>	<b>\$ 80.00</b>	<b>\$ (0.00)</b>	<b>27.60%</b>

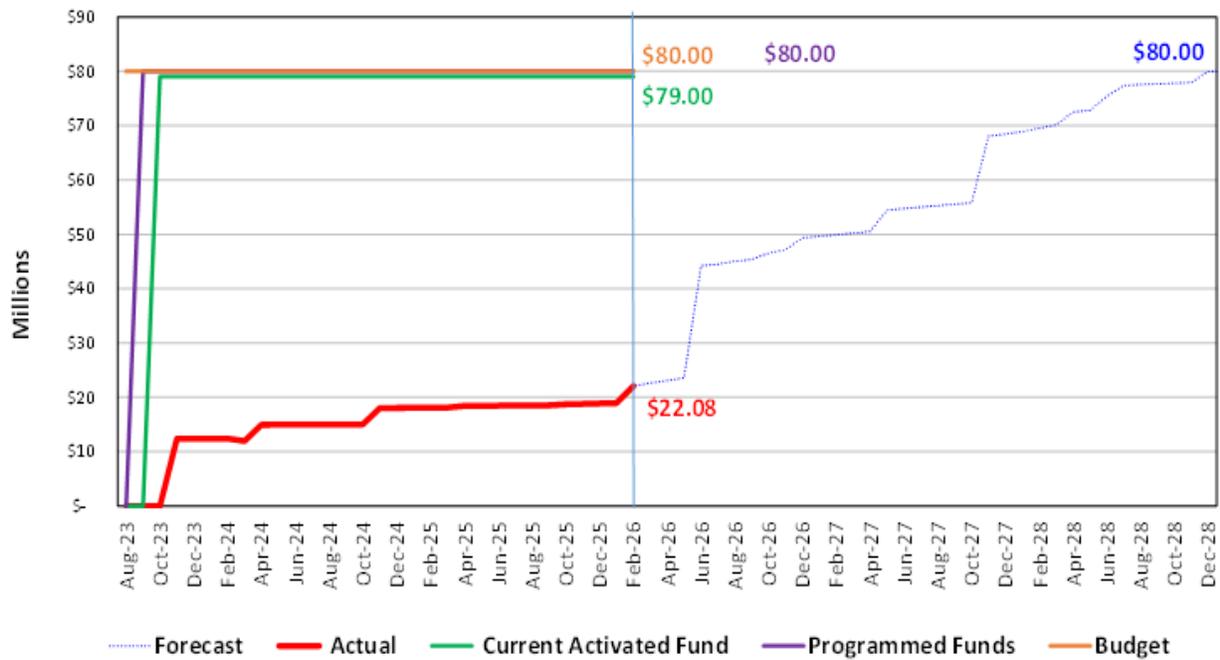
Note:

- 1). Expended and Accruals To-Date is through February 28, 2026;
- 2). Program Mngt. & Admin Costs includes JPB project oversight costs, TASI support and Other Direct Costs for BEMU trainset;
- 3). Other Contracts includes \$1M for Wayside Upgrades;
- 4). ICAP was updated in Dec'25 to reflect the FY26 ICAP rate; the ICAP increase was offset by contingency;

## 3. Cost Curve:

FEBRUARY 2026

### BEMU | Expenditure - Planned vs. Actual



#### **4. Major Activities for February 2026:**

- Held monthly progress meeting.
- Held on-going technical coordination meetings (biweekly).
- Held on-going safety coordination meetings (monthly).
- Reviewed the monthly progress report and schedule, the revised First Article Inspection (FAI) plan, the passenger carshell inspection documentation, the lighting design, and the revised General Arrangement drawings.

#### **5. Upcoming Key Activities:**

- Prepare for next quarterly FRA meeting.
- Continue reviewing safety submittals (and other submittals as needed).
- Introduce BEMU project to UPRR (at Project Management level) and start coordination efforts.
- Review BB-car structural test specification.

#### **6. Change Management:**

- In August 2023, the JPB approved a change order for not to exceed \$60,976,504 to Stadler USA Inc., Contract No. 14-PCJPB-P-056 for an option of one four-car Battery Electric Multiple Unit (BEMU) trainset.
- A change order (CCO #57) was fully executed for BEMU convenience outlets, which were not included in the BEMU train order. The change order amount is \$40,019.18. This change will be covered by the contingency and there is no change to the project budget.
- A change order (CCO #60) in the amount of \$520,500 to increase the traction battery capacity from the baseline 1.9 mega-watt-hours (MWh) requirement to 2.3 MWh was fully executed. This change will be covered by the contingency and there is no change to the project budget.
- A Purchase Order in the amount \$65,000 for Positive Train Control (PTC) radio licenses and PTC control messaging licenses (two licenses) has been issued to Meteorcomm LLC under BEMU project. This change will be covered by the contingency and there is no change to the project budget.

- There is a potential change order \$350,000 for passenger Wi-Fi materials, installation, testing and service for the BEMU train which was not included in the original scope and budget.

**7. Risk Management:**

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

Risk Descriptions	Mitigation Actions
1. Redesign of the battery car body will cause schedule delays	Review schedule with Stadler and perform schedule impact and find ways to keep baseline project completion schedule intact.
2. Potential supply chain issue down the road	Tracking procurement lead time and monitoring closely.

**8. FRA Coordination Status:**

- A meeting with the FRA took place on September 11, 2025, in Washington, DC. The meeting focused on establishing points of contact and introducing the BEMU project to the FRA. Presentations and discussions included the project schedule and progress, the conceptual design, the safety program, and the general plan for meeting applicable FRA requirements (including concurrence with the FRA industry letters regarding alternative fuel vehicles).
- A follow-up meeting will be held in Quarter 1 of 2026.

**Budget Impact**

There is no impact on the budget.

Prepared By:	Sherry Bullock	Interim Chief, Design and Construction, and CalMod Program Director	03/23/2026
	Greg Cameron	Battery Electric Multiple Units Commercial Project Manager	03/06/2026

**Peninsula Corridor Joint Powers Board  
Staff Report**

To: JPB Board of Directors  
Through: Michelle Bouchard, Executive Director  
From: Sherry Bullock, Interim Chief, Design and Construction, and CalMod Program Director  
For: April 2026 JPB Board of Directors Meeting  
Subject: **Receive Update on Electric Multiple Unit Option Cars (EMU Option 1 and 2) Projects – February 2026**

Finance Committee Recommendation       Technology, Operations, Planning, and Safety Committee Recommendation       Advocacy and Major Projects Committee Recommendation

**Purpose and Recommended Action**

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

Staff will provide monthly updates covering Electric Multiple Unit Option Cars (EMU Option 1 and 2)-related activities during the reporting month and a preview of activities anticipated to take place during the current month.

**Discussion**

In 2016, Caltrain executed a contract with Stadler USA, Inc. (Stadler), to procure Electric Multiple Unit trains to serve Caltrain passengers upon completion of the Peninsula Corridor Electrification Project (PCEP), which will electrify the corridor from San Francisco to San Jose. The Stadler contract included two option periods. The option offers Caltrain the opportunity to purchase additional EMU trainsets (TS) at a substantially lower cost than would be available if Caltrain were to undertake a new procurement. In addition to cost savings, the option allows Caltrain to move closer to the goal of a zero-emission corridor while improving service and reliability for Caltrain passengers.

- The EMU Option 1 is a change order (CCO) option train ordered from Caltrain’s EMU contract that adds 37 Option cars to the contract. This comprises of (a): 16 additional cars to be inserted into the Base contract 16, six-car trainsets to provide fully integrated and tested seven-car trainsets and (b): three additional seven-car trainsets. In December 2018, the JPB approved change order for not to exceed \$172,800,047 to Stadler USA Inc., Contract No. 14-PCJPB-P-056 for an option that adds 37 Option cars to the contract.

- The EMU Option 2 is a change order option train ordered from Caltrain’s EMU contract that adds 28 Option cars to the contract. In August 2023, the JPB approved change order for not to exceed \$183,217,581 to Stadler USA Inc., Contract No. 14-PCJPB-P-056 for an option that adds 28 Option cars to the contract. This comprises of four seven-car trainsets.

Stadler is responsible for design, procurement, manufacturing, installation, testing and commissioning of the EMU Option cars as well as mock-ups, spare parts, special tools, test equipment, manuals, training, and related parts and services. Purchasing additional Option Cars will support the Caltrain Business Plan, reduce diesel trips on the JPB's corridor, and enhance seating capacity on the JPB's commuter rail service, all in furtherance of helping the State achieve transportation, safety and climate goals.

Caltrain has commenced fully electrified EMU service since September 2024, currently total of 17 seven-car EMU trainsets have been final accepted. This monthly report will provide status of trainsets 17 through 19 as the remaining Option 1 scope and trainsets 20 through 23 as the remaining Option 2 scope.

Currently all 19 EMUs were on site and conditionally accepted; only trainsets 18 and 19 have not reached final acceptance.

### **Monthly Update**

#### **1. Project Schedule – Major Milestones for EMU Option 1 project as of February 28, 2026:**

<u>Key Project Activity</u>	<u>Planned Completion (Baseline)</u>	<u>Progress as of 02/28/2026</u>	<u>Progress On Track?</u>	<u>Notes</u>
Return of the Executed Change Order	12/22/2018	Completed	Completed	
Approval of Master Program schedule		Completed	Completed	
Submission of Major Systems Purchase Orders		Completed	Completed	
Completion of Carbody – Trainsets 1 thru’ 19	11/20/2022	Completed	Completed	
Authorization to Ship from Contractor’s Facility - Trainsets 1 thru’ 17	08/20/2024	Completed	Completed	
Authorization to Ship from Contractor’s Facility - Trainset 18	04/23/2025	Completed	Completed	

<u>Key Project Activity</u>	<u>Planned Completion (Baseline)</u>	<u>Progress as of 02/28/2026</u>	<u>Progress On Track?</u>	<u>Notes</u>
Authorization to Ship from Contractor's Facility - Trainset 19	06/22/2025	Completed	Completed	
Notice of Conditional Acceptance - Trainsets 1 thru' 17	01/07/2025	Completed	Completed	
Notice of Conditional Acceptance – Trainset 18	05/23/2025	Completed	Completed	
Notice of Conditional Acceptance – Trainset 19	07/21/2025	Completed	Completed	
Notice of Final Acceptance - Trainset 17	03/24/2025	Completed	Completed	
Notice of Final Acceptance - Trainset 18	07/04/2025	03/13/2026	Delayed	Open items are closed. Awaiting paperwork from Stadler.
Notice of Final Acceptance - Trainset 19	09/21/2025	03/31/2026	Delayed	Delayed due to open items
Final Milestone: Conditional Acceptance of 19 trainsets	07/21/2025	Completed	Completed	

**2. Project Schedule – Major Milestones for EMU Option 2 project as of February 28, 2026:**

In 2024, Stadler announced a potential delay due to a force majeure event (flooding) at their aluminum extrusion supplier's facility. This storm event had ceased aluminum global production temporarily. This project was one of many Stadler projects affected by the event. In October 2025, Caltrain received notice from Stadler, and the effect of this force majeure was nine-month delay to shell production; however, through rigorous recovery measures, the impact has now been fully realized and the schedule re-baselined, and production has been stabilized. There was overall six months impact on car shell production, Stadler is implementing aggressive mitigation during final assembly to reduce the overall schedule impact by two and a half months.

<u>Key Project Activity</u>	<u>Planned Completion (Baseline)</u>	<u>Planned Completion (Re-Baseline)</u>	<u>Progress as of 02/28/2026</u>	<u>Progress On Track?</u>	<u>Notes</u>
Return of the Executed Change Order	08/14/2023	08/14/2023	Completed	Completed	
Approval of Master Program Schedule	11/08/2023	11/08/2023	Completed	Completed	
Submission of Major Systems Purchase Orders	05/09/2024	05/09/2024	Completed	Completed	
Completion of EMU Carshells – Trainset 20	12/2024	12/2024	Completed	Completed	
Completion of EMU Carshells – Trainset 21	05/2025	05/2025	Completed	Completed	
Completion of EMU Carshells – Trainset 22	09/12/2025	09/12/2025	Completed	Completed	
Completion of EMU Carshells – Trainset 23	02/2026	02/2026	Completed	Completed	
Authorization to Ship from Contractor’s Facility - Trainset 20	03/2026	05/2026	05/2026	On Track (per re-baseline)	
Authorization to Ship from Contractor’s Facility - Trainset 21	03/2026	08/2026	07/2026	On Track (per re-baseline)	
Authorization to Ship from Contractor’s Facility - Trainset 22	01/2027	06/2027	In Planning	On Track	
Authorization to Ship from Contractor’s Facility - Trainset 23	01/2027	06/2027	In Planning	On Track	
Notice of Conditional Acceptance - Trainset 20	04/2026	10/2026	In Planning	On Track	
Notice of Conditional Acceptance - Trainset 21	04/2026	10/2026	In Planning	On Track	
Notice of Conditional Acceptance - Trainset 22	02/2027	07/2027	In Planning	On Track	

<u>Key Project Activity</u>	<u>Planned Completion (Baseline)</u>	<u>Planned Completion (Re-Baseline)</u>	<u>Progress as of 02/28/2026</u>	<u>Progress On Track?</u>	<u>Notes</u>
Notice of Conditional Acceptance - Trainset 23	02/2027	07/2027	In Planning	On Track	
Notice of Final Acceptance - Trainset 20	05/2026	10/2026	In Planning	On Track	
Notice of Final Acceptance - Trainset 21	05/2026	10/2026	In Planning	On Track	
Notice of Final Acceptance - Trainset 22	03/2027	08/2027	In Planning	On Track	
Notice of Final Acceptance - Trainset 23	03/2027	08/2027	In Planning	On Track	

### 3. Cost – Spend versus Budget with Actuals and Accruals through February 28, 2026

**Project 100400 EMU Option Car 1 - Budget and Cost (As of February 28, 2026)**

	(A)	(B)	(C)	(D)	(E) = (G) - (D)	(F)	(G) = (C) - (F)	(H) = (D) / (F)
	Original Budget (US\$MM)	Approved Changes (Contractor) (US\$MM)	Project Current Budget (US\$MM)	Expended and Accruals To-Date (US\$MM)	To-Go (US\$MM)	Estimated at Completion (EAC) (US\$MM)	Variance at Completion (US\$MM)	% Expended of EAC
Project Cost Analysis								
Contractor - STADLER	\$ 172.80	\$ 6.38	\$ 179.18	\$ 172.83	\$ 6.35	\$ 179.18	\$ 0.00	96.46%
Program Mngt. & Admin Costs	\$ 2.00		\$ 2.00	\$ 0.92	\$ 0.08	\$ 1.00	\$ 1.00	92.31%
Project Contingency	\$ 7.84	\$ (6.80)	\$ 1.04		\$ 2.08	\$ 2.08	\$ (1.05)	0.00%
ICAP	\$ -	\$ 0.38	\$ 0.38	\$ 0.38	\$ 0.00	\$ 0.38	\$ -	99.89%
Potential Changes			\$ -		\$ -	\$ -	\$ -	
Total EMU Option Car 1 Project	\$ 182.64	\$ (0.03)	\$ 182.60	\$ 174.13	\$ 8.51	\$ 182.64	\$ (0.03)	95.34%

Note:

- 1). Expended and Accruals To-Date is through February 28, 2026;
- 2). Program Mngt. & Admin Costs includes JPB project oversight costs, TASI support and Other Direct Costs for EMU Option Car 1 trainsets;

**Project 100778 - EMU Option 2 - Budget and Cost (As of February 28, 2026)**

	(A)	(B)	(C)	(D)	(E) = (F) - (D)	(F)	(G) = (C) - (F)	(G) = (D) / (F)
Project Cost Analysis	Original Budget (US\$MM)	Approved Changes (Contractor) (US\$MM)	Project Current Budget (US\$MM)	Expended and Accruals To-Date (US\$MM)	To-Go (US\$MM)	Estimated at Completion (EAC) (US\$MM)	Variance at Completion (US\$MM)	% Expended of EAC
Contractor - STADLER	\$ 183.22	\$ 0.48	\$ 183.70	\$ 98.72	\$ 84.98	\$ 183.70	\$ 0.00	53.74%
Other Contracts	\$ -	\$ 0.29	\$ 0.29	\$ 0.29	\$ -	\$ 0.29	\$ -	100.00%
Program Mngt. & Admin Costs	\$ 9.67		\$ 9.67	\$ 4.54	\$ 6.38	\$ 10.92	\$ (1.26)	41.58%
Project Contingency	\$ 26.43	\$ (0.77)	\$ 25.66		\$ 24.07	\$ 24.07	\$ 1.60	0.00%
ICAP	\$ 0.68		\$ 0.68	\$ 0.30	\$ 0.72	\$ 1.02	\$ (0.34)	29.21%
Potential Changes			\$ -		\$ -	\$ -	\$ -	
<b>Total EMU Option Car 2 Project</b>	<b>\$ 220.00</b>	<b>\$ -</b>	<b>\$ 220.00</b>	<b>\$ 103.85</b>	<b>\$ 116.15</b>	<b>\$ 220.00</b>	<b>\$ 0.00</b>	<b>47.20%</b>

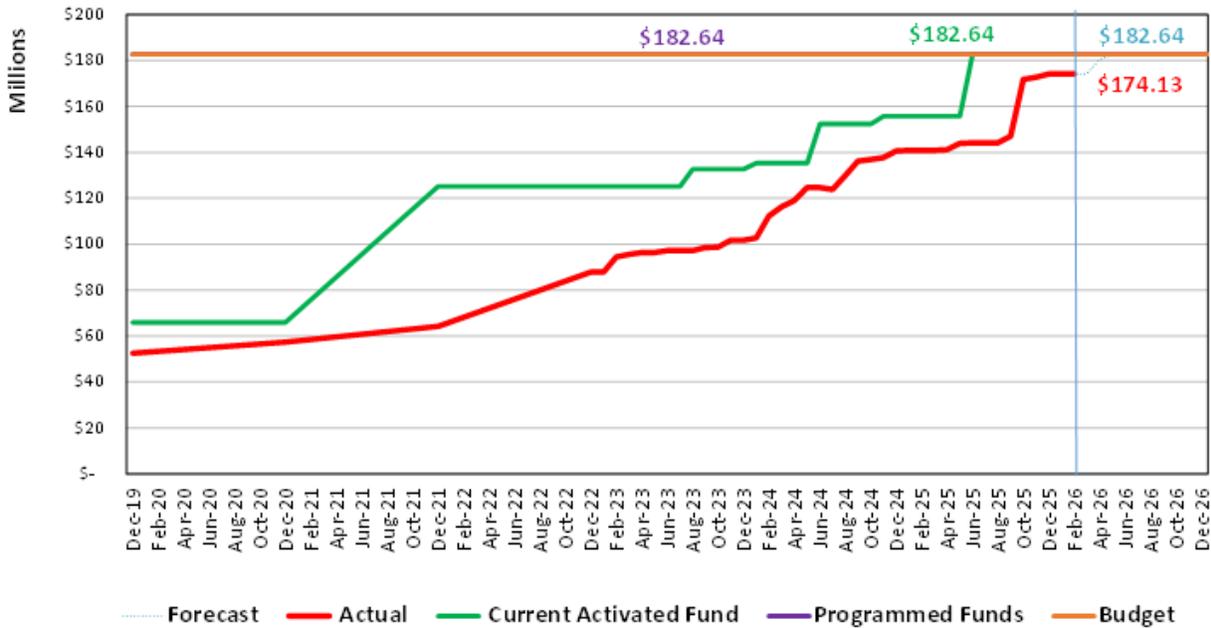
Note:

- 1). Expended and Accruals To-Date is through February 28, 2026;
- 2). Program Mngt. & Admin Costs includes JPB project oversight costs, TASI support and Other Direct Costs for EMU Option Car 2 trainsets;
- 3). ICAP was updated in Dec'25 report to reflect the FY26 ICAP rate; the ICAP increase was offset by contingency;

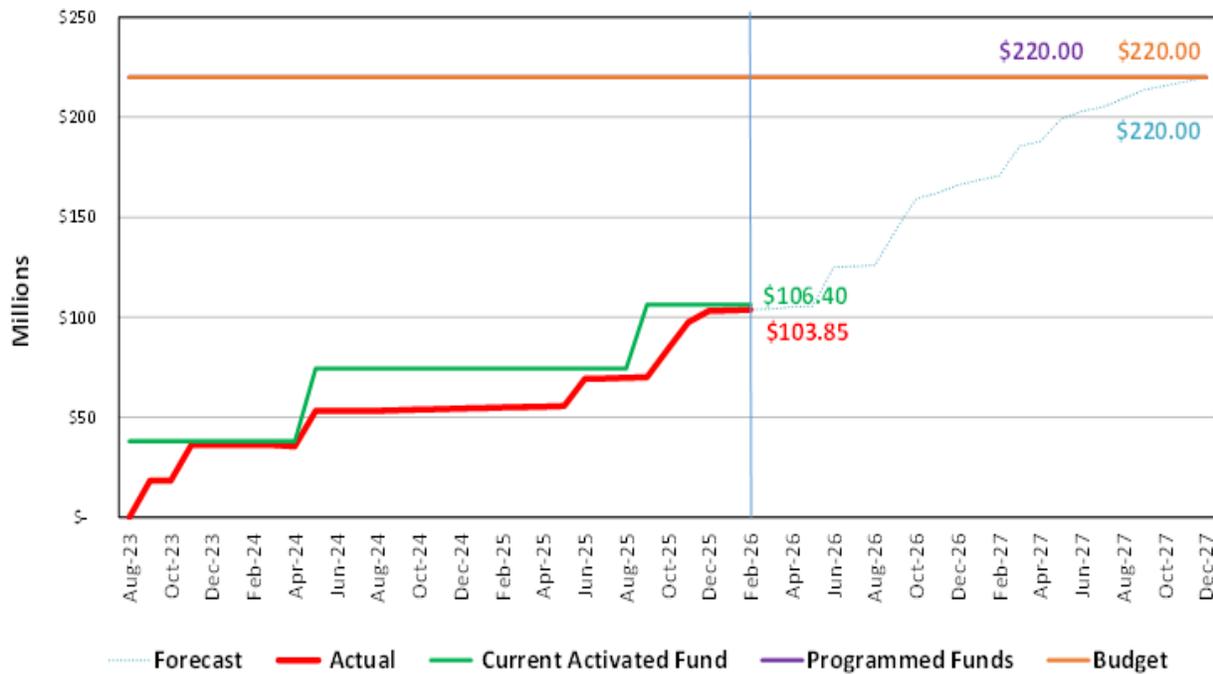
**4. Cost Curve:**

FEBRUARY 2026

**EMU Option Cars 1 | Expenditure - Planned vs. Actual**



### EMU Option Cars 2 | Expenditure - Planned vs. Actual



#### 5. Major Activities for February 2026:

- TS 18 and TS 19 open items closed
- Car assembly continued for TS 20, TS 21, and TS 22 in Salt Lake City
- Overhead Catenary System (OCS) inspection system (CATVue) installed on TS 18
- OCS inspection system (CATVue) validation testing on TS 18 and TS 19

#### 6. Upcoming Key Activities:

- OCS inspection system (CATVue) commissioning
- Continue car assembly for TS 20, 21 and 22
- Close open items related to automatic passenger count system, passenger information systems and Americans with Disabilities Act (ADA)-compliant ramps

## 7. Change Management:

A total of \$6.38 million in change orders have been issued under EMU Option 1 project.

- Performance Bond - \$920,000
- CCO 022 - Add Flip up seats into bike cars - \$1.96 million
- CCO 026 - Update Virtual Reality Experience - \$43,000
- CCO 040 - Special Tools - \$110,000
- CCO 042 - Project Time Extension Milestone 1 - \$2.67 million
- CCO 044 - Passenger Convenience Outlet Current Limit - \$239,000
- CCO 049 - Pre-Revenue Services - SRS EMU Maintenance - \$201,000
- CCO 054 - Bridge Plate Changes - Trainsets 1 through 19 - \$99,000
- CCO 056 - OCS Monitoring System - \$725,700
- CCO 059 - Repairs to Trainset 6 - \$5.14 million
- CCO 062 – San Francisco Downtown Extension (DTX) Special Track Evaluation – \$148,000
- CCO 063 – Wi-Fi Grounding - \$273,000

The above changes were covered by the project contingency and there is no change to the project budget.

- Change Order 056 - OCS Monitoring System is funded by Rail Operations and Maintenance.
  - Change Order 059 - Repairs to Trainset 6 is funded by Rail Operations and insurance reimbursement.
  - Change Order 062 - DTX Special Track Evaluation is funded by Portal DTX project.
  - Change Order 063 - Wi-Fi Grounding is funded 50 percent by Broadband Wireless project, and was executed in November 2025.
- A change notice was issued for passenger Wi-Fi for Option 2 cars.

- A Purchase Order in the amount \$291,00 for PTC (Positive Train Control) radio licenses and PTC control messaging licenses (eight licenses plus one spare) has been issued to Meteorcomm under EMU Option 2 project.

Upcoming Changes:

- Option 1: PTC radio and control messaging licenses estimated at \$194,000 for six licenses.

**8. Risk Management:**

The following are top risks for implementation of EMU Option projects:

Risk Descriptions	Mitigation Actions
<p><b>1.</b> In July 2024, the aluminum extrusion supplier claimed force majeure due to flooding. This delayed the start of some carshell production for Option 2.</p>	<p>Make up a portion of the lost time during final assembly. The schedule was re-baselined.</p>
<p><b>2.</b> Potential supply chain issue down the road</p>	<p>Tracking procurement lead time and monitoring closely. A supplier risk matrix is reviewed monthly.</p>

**9. Federal Railroad Administration (FRA) Coordination Status:**

- None required at this time (option car designs are the same as base EMUs, which is already FRA approved).

**Budget Impact**

There is no impact on the budget. New potential changes will be covered by the Project Contingency.

Prepared By:	Sherry Bullock	Interim Chief, Design and Construction, and CalMod Program Director	03/23/2026
	Greg Cameron	Electric Multiple Units Commercial Project Manager	03/06/2026

**Peninsula Corridor Joint Powers Board  
Staff Report**

To: JPB Technology, Operations, Planning, and Safety (TOPS) Committee  
Through: Michelle Bouchard, Executive Director  
From: Emily Beach, Chief of Communications  
For: April 2026 JPB Board of Directors Meeting  
Subject: **Receive Update on Marketing Partnerships and Ridership Growth**

Finance Committee Recommendation       Technology, Operations, Planning, and Safety Committee Recommendation       Advocacy and Major Projects Committee Recommendation

**Purpose and Recommended Action**

The purpose of this item is to provide the Peninsula Corridor Joint Powers Board (JPB) with an informational update on Caltrain’s marketing strategy and activities supporting ridership growth. The presentation will highlight the role of marketing, partnerships, and targeted campaigns in driving ridership and revenue, as well as provide an update on Ridership Growth Task Force initiatives.

This is an information item; no Board of Directors (Board) action is requested.

**Discussion**

Caltrain continues to position marketing as a strategic tool to support ridership recovery and long-term revenue growth. As part of the agency’s Ridership Growth Strategy, staff have coordinated a cross-departmental initiative focused on marketing and partnerships, city partnership programs, GoPass expansion, and analysis of ridership trends to identify new opportunities for growth.

The marketing program is designed to influence rider behavior by increasing awareness of Caltrain services and encouraging trips during underutilized periods such as weekends and off-peak hours. Marketing efforts also support return-to-office travel demand and expand partnerships that promote transit use at key decision points for travelers.

Despite operating in one of the most expensive advertising markets in the United States, Caltrain’s marketing team has leveraged partnerships and targeted tactics to extend the reach of its campaigns. Through collaborations with external partners, the agency has generated more than \$200,000 in equivalent advertising value through in-kind promotions and cross-marketing initiatives.

Key marketing programs and campaigns implemented over the past year include the ongoing “Go Faster. Go Caltrain.” awareness campaign, event and venue partnerships, themed trains tied to major concerts and sports events, the “Summer of Caltrain” activation series, the \$1 Youth Fare program, and partnerships with organizations such as the San Francisco Giants.

These initiatives, combined with service improvements and electrified rail operations, have contributed to measurable ridership gains across several segments. Notable results include year-over-year increases in ridership to major sporting events and leisure destinations, as well as strong growth in youth ridership and weekend travel.

Partnerships have also become an increasingly important force multiplier for Caltrain’s marketing program. Collaborations with organizations such as the San Francisco Giants and Bay FC have enabled bundled ticket products and high-visibility promotional opportunities through broadcast, in-venue advertising, and co-branded content. These initiatives have helped expand Caltrain’s audience while generating new revenue opportunities; advertising partnerships have already produced more than \$450,000 in direct advertising revenue in 2026 and are projected to exceed \$1 million by the end of Fiscal Year 2027.

Staff will also provide an update on the GoPass program, including outreach to employers, development of updated marketing materials and program tools, and strategies to increase enrollment. To date in 2026, 60 organizations are enrolled in the program, and outreach has been conducted with more than 150 organizations to promote new program options and incentives.

Looking ahead, staff will continue to leverage partnerships, targeted campaigns, and employer programs to support ridership growth. Future efforts will focus on expanding partnerships with major venues such as Chase Center and SAP Center, deepening existing partnerships with organizations such as the San Francisco Giants, and continuing marketing campaigns aimed at increasing weekday ridership.

**Budget Impact**

There is no impact on the budget.

Prepared By: Taylor Huckaby

Deputy Chief, Communications

03/12/2026



JPB Technology, Operations, Planning, and Safety (TOPS) Committee  
Meeting of March 25, 2026

Supplemental Reading File

# Subject

1. Receive Update on Guadalupe River Bridge Project
2. Receive Update on Stadler Vehicle Issues, Corrective Maintenance, and Future Mitigation Strategies

# Guadalupe River Bridge Replacement Project (GRBRP)



## Executive Monthly Progress Report

February 28, 2026

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## **1.0 EXECUTIVE SUMMARY**

### **1.1 Introduction**

Caltrain will extend and replace two bridges over the Guadalupe River in The City of San José (Santa Clara County) just north of Caltrain Tamien Station. The Project is technically and logistically complex due to the age of the existing structures, their geographical location over a river, and the need to obtain and comply with multiple permits issued by various federal, state, and regional agencies.

The Project involves the full replacement of a northbound bridge (Main Track Bridge 1 or "MT-1"), a partial replacement, including seismic improvements, of the southbound bridge (Main Track Bridge 2 or "MT-2") and modifications to the existing Guadalupe River channel. The improvements address the structural deficiencies of the MT-1 bridge and the geomorphic instability of the Guadalupe River channel in the vicinity of the MT-1 and MT-2 bridges to provide for long-term public safety and service reliability. The Project will enhance surrounding aquatic and upland habitats on the Project site, will purchase habitat credits from the Santa Clara Valley Habitat Agency and will partner with the Midpeninsula Regional Open Space District on a restoration project at Hick's Creek to satisfy mitigation requirements resulting from the environmental impact arising from the Project.

### **1.2 Background and Recent Accomplishments**

In 2023, Caltrain completed demolition and extension of the MT2 bridge, relocation of all signaling cables from the MT1 bridge to the new MT2 bridge, relocation of all privately-owned utilities from the MT1 bridge to the new MT2 bridge and placement of the new MT2 bridge into passenger service. Due to constructability issues with the existing environmental permits, the construction work was paused in 2024 while Caltrain worked to amend the environmental permits to align with the revised approach for completing the project.

While the Construction work was paused, Caltrain issued three limited notices to proceed (LNTPs) to Walsh in February 2025. The LNTPs enabled Walsh to begin fabricating materials (e.g., rebar and casings), procure pipes for river diversion, and mobilize workers, subcontractors, and equipment to commence work on June 15, 2025. Caltrain completed a thorough assessment of all aspects of the program including cost, schedule, risks, and organization and completed a global settlement with the Construction Contractor. Caltrain received JPB board approval for the re-baselined project budget and schedule in June of 2025. Upon receipt of the amended permits, Caltrain provided notice to proceed (NTP) to Walsh to resume construction in June 2025.

Walsh successfully completed the 2025 first dry-season work, achieving the MT1 bridge critical work milestone as scheduled. The planned MT2 seismic retrofit foundation work also progressed; however, completion was delayed due to nesting bluebirds within the project limits in June 2025. The remaining MT2 seismic work is planned for completion in the second dry season.

Walsh Construction, in coordination with the Caltrain project team, has evaluated recovery options to address the schedule impacts and enable completion of the remaining work during the 2026 dry season, maintaining the overall project completion target of March 2027.

In the month of February 2026, Walsh proceeded with wet season work without delay to any critical milestones. Activities included continuation of MT1 bridge construction, and surrounding retaining walls. Other work, such as site grading activities and installation of bird deterrent measures on the MT1 bridge structure, were also ongoing throughout February. With the increased bird nesting activities beginning in February, Biologists supporting the project have increased their oversight to assure prevention of bird nesting that could impact construction progress. Walsh also focused efforts on maintaining erosion control and other winterization measures of the inactive areas of the site.

In channel construction work for completion of MT1 and MT2 bridges require de-energization of the OCS and reduced service for up to five discreet weekends during the 2026 dry season.

The remaining work for reconstruction of the MT1 bridge, installation of seismic retrofit piles for the MT2 bridge, widening the Guadalupe River channel, and implementing environmental mitigation in the form of habitat restoration and enhancements as part of HMMP on-site work will continue through the completion date of March 2027.

### **1.3 Resource Agency Permitting Status**

The team worked with the resource agencies and secured revised permits for the Project in time to commence construction on June 15, 2025, the beginning of the 4-month “dry” construction season, followed by limited construction activities in the “wet season” (October 15, 2025 – June 15, 2026) and the 2026 “dry season”. The following permits were received including conditions and mitigation requirements:

- San Francisco Bay Regional Water Quality Control Board (RWQCB) revised 401 Water Quality Certification
- U.S. Army Corps of Engineers (USACE) Section 404 reverification and the existing 408 permit is sufficient for Caltrain to resume bridge construction
- The California Department of Fish and Wildlife (CDFW) 1600 Streambed Alteration Agreement.
- Santa Clara Valley Water District (SCVWD) bridge construction encroachment permits extension and amendment.

To ensure successful completion of the work during the 2026 dry season, the team has conducted multiple constructability, sequencing, and risk-reduction workshops with the contractor and environmental team to carefully evaluate lessons learned from the 2025 dry season and identify opportunities to further minimize environmental impacts while improving schedule certainty.

Through this process, staff identified several refinements to the approved construction approach that are intended to reduce in-water work duration and avoid unnecessary disturbance. Several of these measures will require amendments to the Resource Agency Permits, if approved, as well as CEQA Addendum approval. Upon receiving additional feedback from the Resource Agencies, the following permit modifications have been formally requested:

- Additional access road from Willow St across JPB ROW to:
  - improve site access and flow of materials needed to complete construction.
  - provide permanent access for future maintenance.

- Pruning the floodplain starting in April to mitigate potential bird nesting in the footprint of the river diversion piping to be installed for the dry season.
- Early start of vegetation clearing and staging river diversion pipe in the floodplain on June 1.
- Extended dry season work hours, limited to a few hours after sunset for refueling, material staging and housekeeping activities to help maximize daylight hours to focus on construction productivity.

The Onsite Habitat Mitigation Management Plan (HMMP) was initially provided to agencies for review in July of 2025. The HMMP was then revised substantially due to comments from SCVWD and the regulatory agencies. The HMMP covers details of the proposed on-site mitigation and off-site mitigation required to address impacts of project construction. The following are highlights of recent habitat mitigation efforts:

- On site HMMP package was revised to address all previous comments and re-submitted for agency review on February 20, 2026. JPB requested that the agencies complete their review of the revised document by March 25, 2026.
- Both CDFW and RWQCB have responded positively, indicating they will prioritize their review of the February 2026 HMMP.
- The project team remains optimistic that approval of the HMMP will be acquired in time to begin construction in 2026 dry season.
- JPB will continue to work with SCVWD to acquire approval of the HMMP and Encroachment Permit #2 to perform on-site habitat mitigation within the district's land prior to the 2026 Dry Season Construction start.

Offsite compensatory mitigation was selected through the Santa Clara Valley Habitat Agency (Habitat Agency) and the Mid-Peninsula Open Space District (Midpen).

- JPB will prepare a Project Mitigation Summary Memo detailing the mitigation offered to offset habitat impact due to the project construction. This memo will be distributed to all agency partners.
- JPB is developing a Participating in Special Entity (PSE) agreement through the Habitat Agency to achieve a portion of the required mitigation credits. This agreement will be finalized after the agencies have approved the revised HMMP
- Midpen Board approved the Hick's Creek Mitigation project on July 9<sup>th</sup>.
  - A Cooperative Mitigation Agreement is currently being drafted between Midpen and JPB.
  - In August, JPB executed a contract with ICF to perform design and permitting services for the Hick's Creek Mitigation project. In early December 2025, ICF completed the 60% design and submitted for permitting agency review.
  - Final Design is anticipated to be completed by April 2026
  - A third CEQA Addendum is needed specifically to capture the Offsite Mitigation offered by the project.
  - JPB and FTA will complete a NEPA re-evaluation for Offsite Mitigation.
  - Advertisements for construction contract procurement will begin fall 2026 after acquiring all regulatory permits.

#### **1.4 Project Cost and Budget**

On June 5, 2025, the JPB board approved to amend the Guadalupe River Bridge Replacement Project Budget from \$63,698,593 to \$171,389,598. As of February 2026,

the project is within budget:

- The current project total cost at completion (EAC) is the same as the Board approved budget of \$171.38 million.
- As of February 2026, the project cost is on track to be completed within the approved budget.
- To date, there have been \$1,111,734 in drawdowns to the Contractors Risk Allowance.
- Several requests for Risk Allowance usage totaling approximately \$1.05 million have been submitted by Walsh Construction and are currently under review for final cost approval.
- No drawdowns to the project contingency of \$7.6 million.

## **1.5 Project Progress and Schedule**

After June 2025 NTP was issued, a nesting blue bird within the project delayed the start of water diversion work. However, the project team has been working with the Contractor on resequencing to minimize the critical path impact.

As of February 28, 2026, the overall bridge construction completion is 67% and the current project schedule is still on track with the contractors' substantial completion date of March 2027 for the Guadalupe River Bridge Replacement and Habitat Mitigation work on the Guadalupe Bridge Site. Additional work will be ongoing through 2027 for completion of an offsite habitat mitigation project at the Hick's Ranch site owned by Mid-peninsula Regional Open Space District.

## **1.6 This Month's Accomplishments**

The project team has completed the following notable activities for the month of February 2026:

- Construction of retaining walls continued.
- Continued temporary and final site grading activities.
- Continued to refine design for additional access point along the site perimeter to improve access and mitigate potential site congestion during the 2026 Dry season Construction as well as provide future Caltrain access.
- HMMP design was finalized and submitted for final permit applications.
- Completed installation of temporary bird deterrent measures on MT1 bridge.
- Advanced design work with ICF for the offsite Hick's Creek project design.
- Hosted quarterly update meeting with the Environmental Permitting Agencies, including FTA.

## **1.7 Upcoming Work**

For the next month, the Project team will be focusing on the work below:

- Continue MT1 bridge construction activities that are outside of the channel.
- Continue to work with permitting agencies to obtain permits for HMMP onsite work.
- Work with resource agencies to gain approval of modifications to permits to mitigate construction risks in 2026.
- Continue to work toward Hick's Creek offsite mitigation 100% design.
- Ongoing work to finalize agreement with Mid-Peninsula Regional Open Space District for use of Hick's Ranch for the offsite mitigation project.

- Host monthly status meetings with the Environmental Permitting Agencies.
- Hold quarterly status meeting with Funding Partners.
- Finalize design for additional access to improve efficiency during the 2026 Dry Season Construction.
- Work with Walsh Construction to reconcile risk allowance drawdowns resulting from 2025 work

**1.8 Risk Management**

As of February 2026, the top critical items and related actions are listed below.

**Table 1-1. Key Risks and Actions**

Risk Descriptions	Mitigation Actions
Bird nesting impact to construction work	<ul style="list-style-type: none"> <li>• Bird deterrents are installed on new bridge structures to prevent nesting over the 2025-2026 wet season.</li> <li>• Walsh advanced all contract required tree removals in 2025 dry season to eliminate locations for nesting birds.</li> <li>• Biological monitors increasing site monitoring during bird nesting season to prevent development of new nests.</li> <li>• Working in coordination with Walsh Construction, Construction Management Staff and Caltrain Environmental staff to evaluate modifications to the planned work that will mitigate 2025 nesting bird impacts and reduce schedule risk in 2026 dry season.</li> <li>• Requested permit amendments from Regulatory Agencies to gain approval for advancing pruning activities in potential bird nesting locations that could affect the 2026 dry season work area.</li> </ul>
Work needed to execute construction deviates from what is permitted, specifically the river diversion methods for 2026	<ul style="list-style-type: none"> <li>• Ongoing collaboration with Walsh Construction, Construction Management Staff and Caltrain Environmental staff to hold regular bi-weekly workshops to review site conditions and develop work plans for the 2026 dry season river diversion that incorporate lessons learned from 2025 river diversion implementation.</li> <li>• Work with Walsh Construction to evaluate 2026 river diversion implementation risks and potential mitigations to ensure work can be completed in 2026 dry season work window.</li> <li>• Work with the JPB environmental team to evaluate potential risk mitigations and propose modifications to the regulatory agencies.</li> </ul>
Unforeseen subsurface or structural conditions	<ul style="list-style-type: none"> <li>• Advanced potholing, when possible, to uncover potential utility conflicts and differing structural conditions (MT2)</li> </ul>
Unpredictable Water or weather conditions	<ul style="list-style-type: none"> <li>• River Diversion and Temp Sheet pile for wet season work designs incorporate appropriate capacities to handle expected water levels.</li> <li>• Monitoring forecast to allow time to sufficiently prepare for weather events</li> <li>• Response plan was developed with Construction Contractor to mitigate “over-topping” of river diversion in case of weather event that will affect water levels in river.</li> <li>• Adjusting schedule to pause construction activities to avoid forecasted weather that could result in high flows and impacts to environment.</li> <li>• Develop work plans and implement measures to manage groundwater and other water accumulating behind sheet pile walls to prevent discharges to the river.</li> </ul>

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<p>Delays to approval of onsite HMMP</p>	<ul style="list-style-type: none"> <li>• Worked with permitting agencies to review draft HMMP and capture edits needed in advance of permit needs.</li> <li>• Regularly communicating status and timeline on monthly meetings to allow regulatory agencies to plan in advance for workload.</li> <li>• Engage executive staff level support to contact Permitting agencies who have been unresponsive.</li> <li>• Provided draft HMMP plans to Walsh to confirm baseline schedule assumptions and to prepare for advertisements to subcontractors. To maintain schedule, draft HMMP (90% complete) is being used to advance bidding process. Any changes resulting from agency reviews will be addressed via addendum to the subcontractor.</li> </ul>
<p>Reductions to onsite HMMP require additional mitigation that cannot be achieved with the current Hick's Creek Offsite mitigation project</p>	<ul style="list-style-type: none"> <li>• Working with Santa Clara Valley Water District to find mutually agreeable solutions to include as much mitigation scope on their property as possible.</li> <li>• Evaluating Hick's Creek Offsite mitigation project for additional opportunities to satisfy requirements.</li> <li>• Identified other options for offsite mitigation opportunities, should they be needed.</li> </ul>

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**2.0 SAFETY**

Walsh Construction provides a full-time safety manager on the project who oversees and implements the Health and Safety program for the project. Walsh’s safety manager continues to provide relevant training, host safety meetings, safety related inspections, reporting and managing responses to safety issues. This role will continue for the duration of the project.

Walsh reports the following safety activities for the month of February 2026:

Period	Man Hours	Safety Meetings	Inspections	Observations	Close Calls	Incidents
February 2026	2,766	28	83	12	0	2
Cumulative (from June 2025)	61,102	191	365	362	9	21

**Safety Event Synopsis:**

- 02.17.26: Motor Vehicle Incident (MVI): Walsh Subcontractor involved in an off-site MVI, resulting in property damage only, with no injuries reported (local street).
- 02. 26.26: Motor Vehicle Incident (MVI): Walsh Subcontractor involved in an off-site MVI, no injuries reported (Hwy 87, California Highway Patrol (CHP) report pending)

There are no OSHA reportable incidents and no Caltrain ROW incidents.

**Definitions:**

Incident: Any event occurring on or in the vicinity of the Work Site involving personnel, property or equipment associated with the Work which results in personal injury to any person or damage to any property.

Close Call: Any event resulting in no injury or no damage, but which had potential to result in injury or damage to persons or property.

Observation: The act of watching and recording specific workplace activities, conditions, and behaviors as they occur. The intent is to identify safe and unsafe actions, conditions, and positive safety behaviors, with the goal of preventing incidents before they occur. The process is driven by behaviors, actions and workspace conditions observed by the person(s) conducting the observation.

Inspection: The act of conducting a specific or multiple element job site evaluation of a workplace, equipment, or operational process aimed at identifying potential hazards, ensuring compliance with safety regulations, and promoting a safe working environment. Typically, a checklist based upon regulatory standards is used during the process.

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**3.0 PROJECT SCHEDULE**

**3.1 Introduction**

The JPB has approved project re-baseline schedule as part of project reset with a Substantial Completion date of March 03, 2027, and Final Acceptance of March 31, 2027. The off-site habitat mitigation work will carry through 2027 for completion at Hick’s Ranch site owned by Mid-peninsula Regional Open Space District.

As of February 28, 2026, the overall delay to the critical path is 0 days. The contractor re-sequenced dry season work to minimize schedule impact caused by bird nesting. Bridge Construction will be completed in two dry seasons.

Milestone 1 (MT-1 Installation of Steel Girder Span 2) was completed on time on September 25, 2025.

**3.2 Re-Baseline Schedule**

Guadalupe River Bridge Replacement (GRBR) project re-baseline schedule was established. The following are the status of major Milestones as of February 28, 2026.

Major Milestones	Re-Baseline Date	Forecast Date	Notes
2025 Dry Season Mobilization	06/15/2025	06/15/2025A	Completed
Interim Milestone 1 (Completion of MT1 Steel Girder)	09/27/2025	09/25/2025A	Completed
2025-2026 Wet Season (outside of river channel) <ul style="list-style-type: none"> <li>• MT1 Foundation and Super Structure</li> <li>• MT2 Pier 4 Work</li> </ul>	06/1/2026  01/23/2026	06/01/2026  01/23/2026	Re-baseline date contained significant float for wet season work, allowing for work to be completed by June 1, 2026, prior to the next dry season.  MT1 foundation and superstructure work (Concrete Girders) were completed in January.  MT 2 Pier 4 work will be deferred to later in the season when weather is more favorable.
2026 Dry Season—Milestone 2 (All in-channel work) <ul style="list-style-type: none"> <li>• MT1 Deck &amp; Finishes</li> <li>• MT2 Finishes</li> </ul>	10/15/2026	10/15/2026	
2026-2027 Wet Season-Complete Final Planting – On-Site Mitigation	02/09/2027	02/09/2027	
Substantial Completion	03/03/2027	03/03/2027	
Completion of Off-Site Mitigation	12/27/2027	12/27/2027	

**Table 3-1. Re-baseline Schedule**

### **3.3 Critical Path Analysis**

The critical path goes through MT1 Abutments 1 and 5 works before linking to MT2 Piers 2, 3 and 4 retrofit. The critical path continues through the 2026 dry season and includes completing the remaining MT1 and MT2 bridge work, and final HMMP work.

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**4.0 COST AND BUDGET**

**4.1 Introduction**

The JPB approved a revised Project budget of \$171.38 million. Table 4-1 depicts a summary level of project budget, costs, and estimate at completion based on the latest project cost update as of February 28, 2026.

**4.2 Project Budget and Cost**

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

Description of Work	Current Budget (A) <sup>1</sup>	Cost This Month (B) <sup>2</sup>	Cost To Date (C) <sup>3</sup>	Estimate To Complete (D)	Estimate At Completion (E) = (C) + (D)	Variance at Completion (F) = (A) – (E)
Guadalupe River Bridges Replacement	\$171,389,598	\$2,801,483	\$97,400,556	\$73,989,042	\$171,389,598	\$0
<b>GRB TOTAL</b>	<b>\$171,389,598</b>	<b>\$2,801,483</b>	<b>\$97,400,556</b>	<b>\$73,989,042</b>	<b>\$171,389,598</b>	<b>\$0</b>

<sup>1</sup> Column A "Current Budget" includes re-baseline and executed change orders and awarded contracts.

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

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

Table 4-2 depicts project budget, costs, and estimate at completion summarized by major elements of work. This budget table provides additional details for the project and is broken down by major work elements for the project, minor contracts, environmental, designer, project management oversight, HMMP and other indirect support costs.

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

Description of Work	Re-Baseline Budget	Current Budget	Cost This Month	Cost To Date	Estimate To Complete	Estimate At Completion
	(A)	(B)	(C)	(D)	(E)	(F) = (D) + (E)
Walsh Construction Contract	\$89,787,026	\$89,787,026	\$1,752,562	\$56,921,584	\$32,865,442	\$89,787,026
Design Services during Construction	\$2,312,930	\$2,312,930	\$81,188	\$1,279,867	\$750,133	\$2,030,000
Environmental Support (Including Compliance, Monitoring, Legal & Permit Fees)	\$14,124,097	\$13,753,300	\$254,645	\$8,761,359	\$4,838,396	\$13,599,755
Offsite Habitat Mitigation (HMMP) - Incl 100% Design	\$12,250,000	\$12,620,798	\$75,000	\$404,725	\$12,063,524	\$12,468,249
Management Oversight & Support	\$23,180,900	\$23,180,900	\$387,978	\$15,168,167	\$7,562,323	\$22,730,490
Others (TASI & Bus Bridge Support, ICAP)	\$16,834,453	\$16,834,453	\$250,110	\$9,588,908	\$7,936,376	\$17,525,284
PRIOR COSTS - Planning/Engineering & CalMod Improvements	\$5,275,945	\$5,275,945	\$0	\$5,275,945	\$0	\$5,275,945
Contingency	\$7,624,247	\$7,624,247	\$0	\$0	\$7,972,849	\$7,972,849
<b>Grand Total</b>	<b>\$171,389,598</b>	<b>\$171,389,598</b>	<b>\$2,801,483</b>	<b>\$97,400,556</b>	<b>\$73,989,042</b>	<b>\$171,389,598</b>

**4.3 Contractor’s Risk Allowance Pool**

Caltrain and Walsh continued to implement new mechanisms to support a collaborative approach to project delivery. The parties jointly completed a detailed review of project risks and mitigation strategies, acknowledging that certain risks may materialize under specific conditions. To address this, both parties agreed to establish an allowance pool to cover additional costs related to risk mitigation following the start of construction in June 2025.

As part of the global reset, a \$4 million Risk Allowance Pool was created to proactively and collaboratively manage risks with the contractor. This pool is intended to compensate the contractor for additional costs incurred if identified risks are realized. Table 4-3 summarizes the current month's drawdown from the Risk Allowance Pool, the cumulative drawdown to date, and the remaining balance by risk category.

**Table 4-3. Risk Allowance Pool Status as of February 2026**

Risk Allowance Pool Category	Risk Amount	Current Month	Executed to Date	Remaining Balance
Differing Site Conditions	\$390,750	\$0	\$47,248	\$343,502
Bird Deterrent Mitigation	\$250,000	\$0	\$0	\$250,000
Permit Requirements	\$1,000,000	\$117,282	\$157,574	\$842,426
Track Access Impacts	\$360,000	\$0	\$0	\$360,000
Water Management	\$250,000	\$0	\$0	\$250,000
Warehouse Storage	\$297,000	\$0	\$66,925	\$230,075
Isolation Casings	\$600,000	\$277,174	\$277,174	\$322,826
Phytophthora Management	\$750,000	\$0	\$562,813	\$187,187
Contingency	\$102,250	\$0	\$0	\$102,250
<b>Total</b>	<b>\$4,000,000</b>	<b>\$394,456</b>	<b>\$1,111,734</b>	<b>\$2,888,266</b>

In addition to the established Risk Allowance Pool with Walsh, the re-baseline budget includes a project contingency of \$7.6 million to cover potential changes and unknowns not related to Walsh. As of February 2026, the total project contingency is \$7.6 million. Table 4-4 summarizes the current remaining and forecasted contingency balance as of the latest monthly update.

**Table 4-4. Overall Project Contingency**

	Project Contingency		
	Allocated (A)	Unallocated (B)	Subtotal C = (A+B)
<b>Project Contingency</b>	\$7,624,247	\$0	\$7,624,247
Drawn Contingency	\$0	\$0	\$0
<b>Remaining Contingency</b>	\$7,624,247	\$0	\$7,624,247
Pending Changes	\$0	\$0	\$0
<b>Forecasted Remaining Contingency</b>	\$7,624,247	\$0	\$7,624,247

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**4.4 Contract Incentives**

The Global Re-set included incentives based on Early Interim Milestone Completion. Table 4-5 provides a status of Contractor incentives Budgeted, Awarded, and remaining Balance. There is \$420,000 drawn from contract incentives as of February 2026.

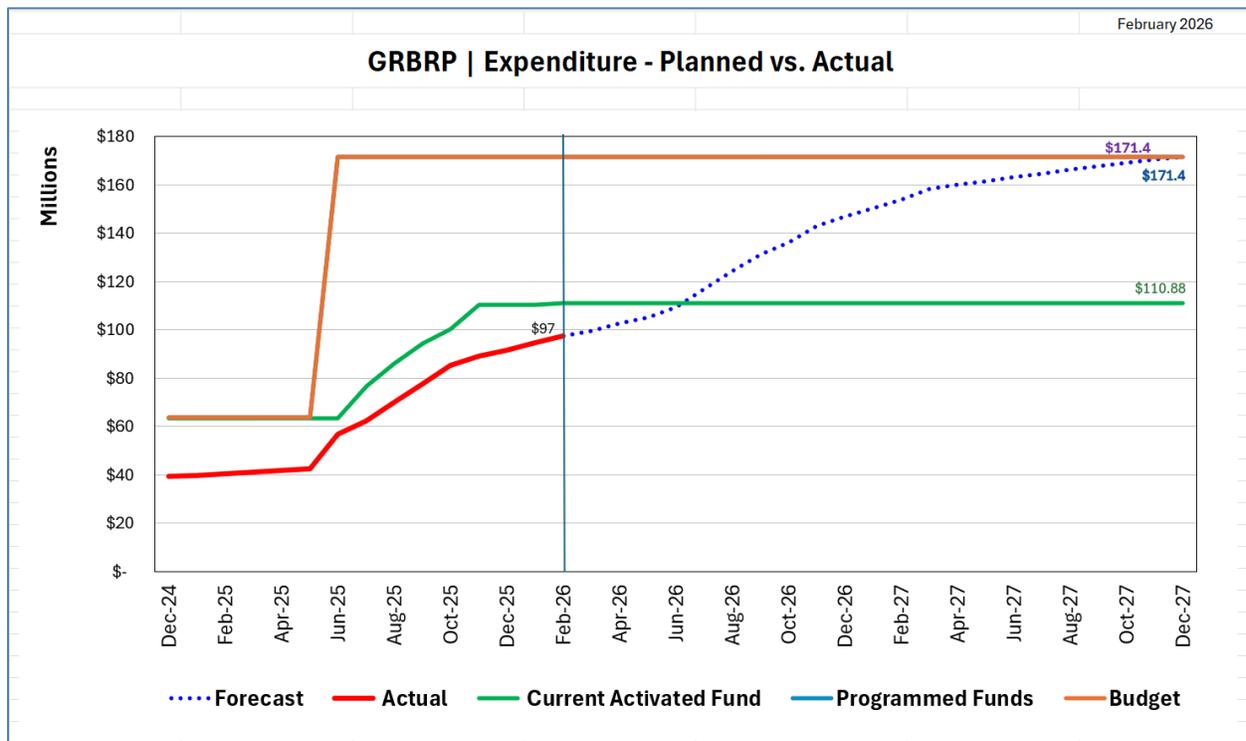
**Table 4-5. Construction Contractor Incentives**

Incentives	Budgeted (A)	Awarded (B)	Projected Remaining to Award (C)	Projected Balance Remaining (D)=(A)-(B)-(C)
<b>Interim Milestone</b>				
Install Steel Girders on MT1 Span 2	\$540,000	\$420,000	\$0	\$120,000
In-Channel Work	\$540,000	\$0	\$540,000	\$540,000
<b>Total Contract Incentive</b>	<b>\$1,080,000</b>	<b>\$420,000</b>	<b>\$540,000</b>	<b>\$660,000</b>

**4.5 Project Cash Flow and Funding**

The remaining project expenditures are cash flowed in Figure 4-1.

**Figure 4.1. Expenditure – Funding Cash Flow**



**4.6 Issues**

**Table 4-7. Cost and Funding Issues Identified, and Actions Taken for February 2026**

Issues	Actions
None	• N/A

## **5.0 CHANGE MANAGEMENT**

### **5.1 Introduction**

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

### **5.2 Construction Change Orders / Risk Allowance Pool**

#### 5.2.1 Executed Risk Allowance or CCO Items

- CCO-030 – Global Re-set Change Order
- CCO-031 - Utility Services (Owner's Field Office)
- CCO-032 - Suspension of DBE Requirements

Risk Allowance:

- CCO-033 – Unforeseen Demolition for MT-1 Solid Bent
- CCO-034 - Unanticipated COZEEP Requirements
- CCO-035 - Caltrans Property Fence
- CCO-036 – Phytophthora Management
- CCO-038 – Offsite Refueling
- CCO-039 - Surface Water Sampling

#### 5.2.2 Approved Risk Allowance or Change Order Items:

- CCO-37 - Isolation Casing Changes

#### 5.2.3 Upcoming Risk Allowance Items or Change Orders

- Risk allowance usage requested by Walsh through the month of February is \$1,047,415 and is currently pending review and approval of final costs.
- Potential Future Risk allowance items include:
  - CIDH pile modifications
  - Removal of Fallen tree in river obstructing installation of river diversion
  - Additional generator for river diversion pumping and double handling of equipment to accommodate Valley Water fueling restrictions
  - Removal of unforeseen buried concrete
  - Additional pumps needed for river diversion
  - Added ATS system to support dewatering needs
  - Bird Deterrent additional scope
  - Bat mitigation measures
  - Costs related to nesting bluebird delay in June
  - Additional compensation due to impacts related to regulatory permit conditions beyond baseline assumptions in 2025 Dry Season
- Pending Change Orders
  - Willow Access Road Construction

**5.3 Issues**

**Table 5-1. Change Management Issues Identified, and Actions Taken for February 2026**

Issues	Actions
<p>River Diversion cofferdams have not sealed completely and are resulting in greater seepage quantities than anticipated. There is no direct impact on critical path work.</p>	<ul style="list-style-type: none"> <li>• Working with the contractor to develop a plan for improvements and in compliance with permits.</li> <li>• Use of risk allowance anticipated to compensate Walsh for work that is beyond the baseline assumptions including additional dewatering pumps and an additional ATS system.</li> <li>• Will hold a “lessons learned” meeting with the contractor and environmental staff to discuss improvements for future work.</li> </ul>
<p>Valley Water added an unexpected permit condition about fueling at the very last minute before construction. No fueling on VW property was not included in previous permits.</p>	<ul style="list-style-type: none"> <li>• Worked with Walsh to develop fueling plans for approval by JPB for fueling non-mobile equipment within JPB ROW.</li> <li>• Monitoring potential impacts on productivity due to fueling restrictions related to mobile equipment and working with the contractor to mitigate where possible.</li> <li>• Use of risk allowance to compensate Walsh for work that is beyond baseline assumptions.</li> </ul>

**Peninsula Corridor Joint Powers Board  
Staff Report**

To: JPB Technology, Operations, Planning, and Safety (TOPS) Committee  
Through: Michelle Bouchard, Executive Director  
From: Ted Burgwyn, Acting Chief Operating Officer  
For: April 2026 JPB Board of Directors Meeting  
Subject: **Receive Update on Stadler Vehicle Issues, Corrective Maintenance, and Future Mitigation Strategies**

Finance Committee Recommendation       Technology, Operations, Planning, and Safety Committee Recommendation       Advocacy and Major Projects Committee Recommendation

**Purpose and Recommended Action**

At the December 2025 meeting of the Peninsula Corridor Joint Powers Board (JPB or Caltrain), Chair Heminger and Director Burt requested a report of issues, corrective maintenance, and future mitigation strategies with respect to multiple Stadler vehicle issues that occurred in the last few months of Calendar Year 2025.

There is no action required by the Board to receive this report.

**Discussion**

During the months of October and November Caltrain experienced a slew of mechanical issues that impacted the availability of the new Electric Multiple Unit (EMU) fleet. This equipment shortage required the cancellation of 35 trains and resulted in seven total days of service disruption. Since these failures impacted a wide range of on-board systems and components, it was difficult to troubleshoot every failure at the same time, which delayed the return of the vehicles to service. Examples of failures (details attached) included power converter faults, Heating, Ventilation, and Air Conditioning (HVAC) failures, compressor issues and problems with the circuit breakers, but the problems that took the longest time to troubleshoot and resolve were with the ethernet system. Because this governs how the braking system normally operates, it was critical to ensure the system was fixed before each train was returned to service. In normal circumstances, Caltrain operates with a healthy “spare” ratio so that individual failures do not impact revenue service; unfortunately, during this period these failures all happened simultaneously, which is what led to train cancellations.

After escalating to Stadler’s executive team, who provided additional field technicians and engineering support, the situation with the fleet has stabilized and upon evaluation of the issues encountered, staff identified the following strategies for correcting and minimizing issues moving forward.

## Real-Time Monitoring and Response

- **Rail Data Service (RDS) Integration (Will Continue):** Key JPB/TransitAmerica Services, Inc. (TASI) personnel utilize the RDS to monitor live status, 24/7 positioning, and sensor data for every critical EMU component.
- **Immediate Alerting (New Feature):** The system has been configured to send instant alerts to mobile devices and email for any ethernet failures, allowing for immediate intervention and reduced downtime.

## Hardware Analysis and Fleet Inspection

- **Failure Analysis (Involving the Manufacturer):** Any component involved in an ethernet failure is returned to the manufacturer for comprehensive analysis. Sending the component back to the manufacturer was an additional step that was taken to troubleshoot the issue.
- **Fleet-Wide Testing (Will Continue):** All train sets undergo inspections and testing for similar parts to confirm that specific failures are not systemic fleet issues. Components involved continue to be monitored on all trains to ensure no re-occurring issue redevelops.

## Training and Documentation (All Updated as Part of Lessons Learned)

- **Specialized Training:** TASI personnel received troubleshooting training focused specifically on ethernet systems.
- **Standardized Guides:** Stadler developed a guide for the Central Control Facility (CCF) regarding brake behavior during ethernet failures and a separate troubleshooting manual to streamline diagnostics while trains are in service.
- **Efficiency Measures:** The Stadler Engineering team is receiving "pre-blue flag" training, allowing them to begin work immediately upon arrival from out of town without administrative delays.

## Software and System Diagnostics (All Updated as Part of Lessons Learned)

- **Enhanced Diagnostics:** Troubleshooting laptops have been upgraded with new software and code specifically designed to identify/resolve ethernet issues.
- **Proactive Flagging:** The RDS system identifies and flags any recurring fault codes (ethernet-related or otherwise) to prevent potential future failures. All recurring faults will be monitored/inspected to ensure they are not a potential fleet wide mechanical issue.

**Budget Impact**

There is no impact on the budget from receiving this report.

Prepared By: Henry Flores      Director, Rail Vehicle Maintenance      03/09/2026

## EMU Failure Type – Details and Resolution

Failure Type	Issue Description (Oct–Nov)	Approx. Repair Time	Representative Incidents	Corrective Actions / Resolution	Outstanding / Next Steps
<b>Ethernet System Failures</b>	Loss of Ethernet comms between control units; defective switches / modules; wiring defects; brake logic dependency	~1–2 months per incident	Trainset (TS) 04 (service stoppage; <b>late Oct 2025</b> , Federal Railroad Administration logs), TS15 (yard Ethernet failure; <b>early Nov 2025</b> ), TS16 (24 volt loss → parking brake; <b>mid-Nov 2025</b> ), TS05 (upload-linked Ethernet faults; <b>late Nov 2025</b> )	Replaced faulty parts, fixed wiring, tested trains before returning to service	Supplier Root Cause Analyses pending; FRA review of logs
<b>Power Converter Faults</b>	Intermittent converter trips / fault indications reducing traction availability	~2–8 hours per incident	Multiple trainsets; recurring events during <b>Oct–Nov 2025</b> shortage	Inspected and replaced parts; updated settings	Supplier analysis and software updates
<b>Compressor Issues</b>	Air supply / compressor faults affecting brakes / doors	~1 day per incident	Isolated Out-of-Service events during <b>Oct–Nov 2025</b>	Repaired or replaced compressors; confirm no leaks	Monitor for repeat issues
<b>Main Circuit Breaker (MCB) Problems</b>	Trips / contact wear	~Same day or next day	Short-duration outages during <b>Oct–Nov 2025</b>	Reset or replaced breakers; cleaned contacts	Monitor for repeat issues

Failure Type	Issue Description (Oct–Nov)	Approx. Repair Time	Representative Incidents	Corrective Actions / Resolution	Outstanding / Next Steps
<b>HVAC Failures</b>	Blower fan failures leading to comfort / operational constraints	~Same day or next day based on material availability	Component substitutions during <b>Oct–Nov 2025</b> to maintain service	Repaired or replaced HVAC units	Field modifications in process (ETC June 2026).
<b>Configuration Control Errors</b>	Incorrect configuration upload caused trainset mis-ID; triggered Ethernet errors during upload	~Same day or next day	TS05 configuration event, manifested on TS18 during upload ( <b>late Nov 2025</b> )	Corrected software and verified train ID	Stadler implemented tighter configuration control for software updates

**Peninsula Corridor Joint Powers Board  
Staff Report**

To: JPB Advocacy and Major Projects (AMP) Committee  
Through: Michelle Bouchard, Executive Director  
From: Dahlia Chazan, Chief, Caltrain Planning  
For: April 2026 JPB Board of Directors Meeting  
Subject: **Receive Update on San Francisco Railyards Project**

Finance Committee  
Recommendation

Technology, Operations, Planning,  
and Safety Committee  
Recommendation

Advocacy and Major Projects  
Committee Recommendation

**Purpose and Recommended Action**

On March 10, 2026, Prologis, Inc. (Prologis) submitted the San Francisco Railyards Project Application to the City and County of San Francisco (CCSF), with input and coordination from Caltrain. The JPB Advocacy and Major Projects (AMP) Committee last received a briefing about the project on September 24, 2025. Prologis will provide the Board with an update about proposed San Francisco Railyards development, sharing additional detail about the proposed vertical development in the Project Application that has been prepared during the time since the September 2025 presentation. Prologis will also outline the next steps and timeline for the entitlement and environmental review processes. This is an update to provide information. The staff is not requesting any action from the AMP Committee or the Board of Directors (Board) at this time.

**Discussion**

In July 2019, Caltrain executed a Memorandum of Understanding (MOU) with Prologis 4th & King, LLC (Prologis) to jointly fund the preparation of a Preliminary Business Case (PBC) for development at the Fourth (4th) Street and King Street Railyards (SF Railyards). The MOU allocated responsibilities for the completion of the PBC and required Prologis to reimburse Caltrain for the technical work required for preparation of the PBC.

The PBC, which was completed in 2024, identified several potentially feasible SF Railyard reconfigurations and development scenarios, which include modernized Caltrain facilities and the ability to deliver Caltrain’s Adopted Service Vision, while providing development opportunities at the site. In October 2024, AMP received a briefing and provided input on the conclusions of the PBC, and in November 2024, the Board authorized the execution of a new Cooperation Agreement with Prologis. In March 2025, Caltrain executed a Cooperation Agreement with Prologis to fund additional technical work to advance conceptual design of the scenarios and coordinate the parties’ efforts in anticipation of Prologis’s submittal of a Project Application to CCSF (which occurred on March 10, 2026), and to support additional work to help Caltrain prepare for a Real Estate Agreement with Prologis.

The Project Application initiates the multi-year process of project definition, environmental review, public benefits, and zoning changes, and leads to consideration of entitlements for approval. For the Railyards project, the anticipated type of entitlement is a Development Agreement, which is a contract between CCSF and Prologis that outlines development rights, public benefits, and implementation plans for large-scale projects.

Caltrain staff will also negotiate a Real Estate Agreement with Prologis, outlining contributions, benefits, and other terms about how the project would be implemented. It is expected of the Real Estate Agreement negotiations to be a multi-year process, running roughly in parallel with the CCSF's Development Agreement. The Real Estate Agreement will be subject to approval by the Board, which will also have a role in environmental review.

**Budget Impact**

There is no direct budget impact associated with this informational update.

Prepared By:      Kansai Uchida      Director, Systemwide Planning      03/11/2026



JPB Advocacy and Major Projects (AMP) Committee  
Meeting of March 25, 2026

Supplemental Reading File

# Subject

1. Receive Update on Diridon Station Program – Construction Authority, Program Director and California Environmental Quality Act (CEQA) Strategy

**Peninsula Corridor Joint Powers Board  
Staff Report**

To: JPB Advocacy and Major Projects (AMP) Committee  
Through: Michelle Bouchard, Executive Director  
From: Marian Lee, Caltrain Diridon Director  
For: April 2026 JPB Board of Directors Meeting  
Subject: **Receive Update on Diridon Station Program – Construction Authority,  
Program Director and California Environmental Quality Act (CEQA) Strategy**

Finance Committee Recommendation       Technology, Operations, Planning,  
and Safety Committee Recommendation       Advocacy and Major Projects  
Committee Recommendation

**Purpose and Recommended Action**

The purpose of this information report is to provide an update on the California Environmental Quality Act (CEQA) exemption strategy, Program Director for the Diridon Station Program, and Construction Authority as shown in the attachments. These documents were previously provided to the Diridon Station Steering Committee in February 2026.

This is an informational item that does not require any action.

**Discussion**

The Staff Memorandums and presentations attached provide an update on CEQA exemption strategy and the agreed upon Program Director for the Diridon Station Program and Construction Authority direction as presented to the Diridon Station Steering Committee in February 2026.

Director:

1. Staff Memorandum: Diridon Station Program – Diridon Program Director Candidate
  - a. Attachment A: Diridon Program Director Candidate – Job Posting
  - b. Attachment A: Diridon Program Director Candidate – Cover Letter/Resume
  - c. Agreed to approve the recommendation for the hiring of the Diridon Program Director, Bill Sirois.

2. Staff Memorandum: Diridon Station Program – Construction Authority
  - a. Agreed to “Reaffirm direction to staff to prepare draft legislation establishing a Construction Authority solely focused on the Diridon Program, with authority to consider other projects only if there is no negative impact to the Diridon Program.”
3. Presentation: Diridon Station Program – Environmental and Legislative Strategy Update
4. Diridon Station Redevelopment Project Quarter 4, 2025 Progress Report

**Budget Impact**

There is no impact on the budget from receiving this update.

Prepared By: Marian Lee

Caltrain Diridon Director

03/11/2026



# Memorandum

**TO:** Diridon Station Steering Committee

**FROM:** Michelle Bouchard, Caltrain Executive Director  
Marian Lee, Caltrain Diridon Director

**DATE:** February 11, 2026

**SUBJECT:** Diridon Program Director Candidate

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## FOR ACTION

### INTRODUCTION:

This is an action item.

Staff recommends approval of hiring William (Bill) Sirois as the Diridon Program Director. The appointed Steering subcommittee members Michael Mulcahy, Margaret Abe-Koga, and Mark Tollefson conducted the final interview and unanimously support this recommendation.

The Diridon Program Steering Committee have identified hiring a Program Director as a priority. Currently, the project is being managed by staff and consultants from five agencies. While partnership and consensus building efforts are strong, the reporting and accountability structure is not, resulting in inefficiencies that cannot be sustained.

The Program Director will report directly to the Steering Committee through the Chair. The Steering Committee will provide policy direction and set program priorities. Caltrain is the hiring agency, and its Executive Director will provide performance management and administrative support.

The Program Directors employment term is for a 3-year period and will be responsible for:

- Leading the program team and being the “face” of the program
- Managing Partner Agency staff and consultants
- Establishing the program workplan, schedule, and budget
- Completing environmental clearance
- Setting up the long-term governance entity and executing agreements with the Diridon Partners
- Transitioning the planning interim organization to the new delivery entity
- Developing and implementing funding and advocacy plans

### DISCUSSION:

Recruitment for this position began in summer 2025. The job was advertised through a comprehensive list of transit industry and general recruitment mediums as well as outreach utilizing the program team members’ professional networks.



Successfully, 44 in-state and out-of-state candidates applied. Several interview panels comprised of representatives from the five agencies selected the best candidates through four rounds of interviews. The interviews scrutinized relevant experience and demonstrated ability in the areas of leadership, team building, and relationship building. Two candidates were recommended to the executive members of the five agencies. After conducting their interview, the panel unanimously selected Mr. Sirois as the best candidate for the job. Reference checks with well-established transit industry professionals expressed a high level of support for Mr. Sirois. Following, the subcommittee of the Steering Committee (appointed by the Steering Committee at its last meeting) met to conduct the final interview. The appointed Steering subcommittee members Michael Mulcahy, Margaret Abe-Koga, and Mark Tollefson conducted the final interview and unanimously support this recommendation.

Mr. Sirois's skills and experience are well suited for this position. Most relevant, his experience at the Denver Regional Transportation District (RTD) over the last 20 years directly aligns with the requirements for this position. His role with the redevelopment of Denver Union Station positions him well to understand the critical issues associated with Diridon Program. He played a key role in multiple aspects of the project, from master developer selection and environmental clearance to leading the strategic goal planning and developer selection for the historic station. In addition, his experience working on successful joint development projects from planning to construction gives him a critical understanding of what it takes to move the Diridon Program forward.

See Attachment A for the job posting, and more information about Mr. Sirois through his job application cover letter and resume.

The approved budget for this position is \$800,000 (year 1), \$824,000 (year 2) and \$848,720 (year 3). This budget accounts for salary plus benefits. A salary package can be executed after Steering Committee action. The offer will need to be competitive and be consistent with Caltrain's hiring practices and within budget.



## Job Posting

San Mateo County  
TRANSIT DISTRICT

### Chief Officer, Diridon Station Redevelopment Program

<b>Class Spec Code</b>	00001124	<b>Established Date</b>	05/01/2025
<b>Last Revised Date</b>	06/10/2025	<b>Salary Range</b>	\$4,708.10 - \$6,591.33 Weekly \$9,416.19 - \$13,182.65 Biweekly \$10,200.88 - \$14,281.21 Semi- Monthly \$20,401.75 - \$28,562.42 Monthly \$244,821.00 - \$342,749.00 Annually
<b>Bargaining Unit</b>	8888	<b>EEO</b>	EEO1- Executive/Senior Level Officials and Managers
<b>Occupational Group</b>	N/A	<b>FLSA</b>	Exempt
<b>Benefit Code</b>	SMCTD Full-Time	<b>Physical Class</b>	BC

#### General

The Chief Officer, Diridon Station Redevelopment Program oversees and directs all activities that support the collaborative program delivery, ensuring efficiency, alignment with strategic goals, and optimal resource utilization of the Diridon Station Redevelopment Program for the PCJPB (Caltrain).

The redevelopment program will transform the historic Caltrain Diridon Station into a major, central transit hub for the city of San Jose, CA, enhancing connectivity for all transit systems. This mega project will expand capacity,

improve accessibility, reduce travel time, and support economic growth by creating a more efficient and integrated transportation network for the community. The Diridon Station Steering Committee is responsible for advancing the program and managing the five partner agencies' collective efforts. The five partner agencies, which appoint members to the Committee, are: Caltrain, City of San Jose, Santa Clara Valley Transportation Authority, California High-Speed Rail Authority, and the Metropolitan Transportation Commission.

The Chief Officer, Diridon Station, is a three (3) year limited term position, unless extended ("Term"), and is responsible for advancing the program and managing all program elements including and related to the station redevelopment project. Upon completion of the Term or sooner, if a new program Construction Authority is established and program management responsibilities are transferred to the Authority before the completion of the three (3) year term, Caltrain and the program partner agencies intend for the person selected for this position to assume the role of the Executive Director of the new Construction Authority, at the discretion of the Authority.

### **Essential Functions & Duties**

- Reports to Caltrain, the lead agency throughout the three-year term, and the Diridon Station Steering Committee. Caltrain is responsible for the day-to-day supervision of Chief Officer's work. The Steering Committee will provide overall policy guidance, which the Chief Officer will implement under the direction of Caltrain.
- Drives progress on the overall program, supports the partner agencies in meeting their organizational commitments to the program, and organizes and manages an integrated team of staff and consultants from the partner agencies.
- Establishes a long-term governance entity and navigates the simultaneous project transition from planning environmental compliance to delivery.
- Oversees environmental review, including developing a funding and financing plan, and completing the planning process.
- Leads the Integrated Program Team and ensures efficient and coordinated use of staff and consultants from partner agencies, directing overall scopes of work
- Supervises staff. Hire, mentor, train, coach, and take appropriate corrective and/or disciplinary action. Ensure EEO policies and procedures are followed. Participate in selection of staff. Coordinate staff training and professional development. Establish performance objectives. Monitor and evaluate employee performance.

### **Examples of Essential Duties**

- Serves as the primary executive liaison for the Diridon Program Steering Committee
- Directs project schedule, workplan, and budget
- Leads meetings, reviews prepared documents for executive distribution, approves official agendas and minutes, management of deadlines and scheduling

- Oversees the initiation and completion of NEPA/CEQA environmental reviews
- Develops and implement the funding and advocacy plan
- Performs all job duties and responsibilities in a safe manner to protect one's self, fellow employees, and the public from injury or harm. Promotes safety awareness and follows safety procedures in an effort to reduce or eliminate accidents.
- Performs other duties as assigned.

### **Minimum Qualifications**

Sufficient experience, training and/or education to demonstrate the knowledge and ability to successfully perform the essential functions of the position. In lieu of a degree, work-related experience that demonstrates the skills and experience necessary to perform this role will be accepted. Development of the required knowledge and abilities is typically obtained through but not limited to:

- Master's degree in engineering, architecture, management, planning, public policy or related field
- Nine (9) years of full-time work experience responsible for architectural, engineering or construction management experience.

### **Preferred Qualifications**

- The ideal candidate will have at least nine (9) years in senior executive leadership demonstrating increasing responsibility and competence in effectively leading the design, planning, and construction of major capital programs related to transit, transportation, real estate, and/or public works. Project management
- Transit policy and planning
- Transit project funding and finance
- Federal, state, regional, and local funding sources and application processes
- Contract procurement methods including alternative delivery methods (e.g., design-bid-build **DBB**, design-build **DB**, Construction Manager/General Contractor CM/GC, and public private partnerships P3
- Risk management
- Experience working within a matrixed staff structure (direct reports, matrixed and or consultants)
- Budget preparation and administration
- Principles and practices of state and federal environmental review
- Knowledge of transportation planning methods, procedures, engineering, and regulations
- Right-of-Way activities including acquisition

**Cover Letter**

July 27, 2025

Hiring Committee  
Diridon Station Redevelopment Program

Dear Hiring Committee:

I am pleased to submit my name for the position of Chief Officer, Diridon Station Redevelopment Program. I am excited about the opportunity and feel my skills and experience are well suited to the position.

My experience at the Regional Transportation District (RTD) over the last 20 years directly aligns with the requirements for this position. My role with Denver Union Station positions me well to understand the critical issues associated with Diridon Station redevelopment. I played a key role in multiple aspects of the project, from master developer selection and environmental clearance to leading the strategic goal planning and developer selection for the historic station. In addition, my extensive experience working on successful joint development projects from planning to construction gives me a critical understanding of what it takes to move the Diridon Station redevelopment forward.

Beyond my experience at RTD, my work in consulting and at the City and County of Denver informs my understanding of important tasks for Diridon Station redevelopment. In consulting, I was involved with multiple environmental clearance projects for major transit corridors in Denver and Fort Collins. At the City and County of Denver, I was directly involved with the entitlement process for Denver Union Station and played a major role in negotiating contributions from major private stakeholders, such as the Colorado Rockies and the Denver Broncos, towards a light rail extension into Denver Union Station.

The Diridon Station Redevelopment Program represents an opportunity to be involved with a signature project towards the end of my career. For me, Denver Union Station was a career defining project. The similarities between Denver Union Station and Diridon Station make me super excited about the potential to play a major role moving this project forward.

Sincerely,



William Sirois

# WILLIAM SIROIS

[REDACTED] | Denver, CO |

## PROFESSIONAL SUMMARY

Skilled transportation professional with over 30 years' experience in transit, land use and transportation policy in both the public and private sectors. Team-oriented with a wide range of project management experience partnering with diverse stakeholders on major projects. Excellent communication skills with extensive experience interacting with elected boards and officials.

## WORK EXPERIENCE

### Senior Manager, Transit Oriented Communities,

### Regional Transportation District, Denver, CO

2005 - present

Manage major planning initiatives and act as RTD's primary liaison with local jurisdictions, the development community and other stakeholders on land use and transit issues. Primary accomplishments/projects include:

- *Denver Union Station (DUS)* – participated in all aspects of the project including the selection of the master developer, environmental clearance, and engineering design. Led the stakeholder outreach for the historic building and was a member of the negotiation team for the redevelopment of the building into a world class hotel and retail destination.
- *Eagle P3 Project* – oversaw the initial grant application to the Federal Transit Administration (FTA), helped write the request for proposals and assisted in the contract negotiation with the selected bidder Denver Transit Partners.
- *Joint Development* – lead multiple joint development projects from planning to construction including Alameda Station, Boulder Junction, Olde Town Arvada and 29<sup>th</sup>/Welton.
- *FasTracks Program Liaison* – assisted with transit project management focused on conflict resolution between RTD Planning, Engineering, and outside stakeholders including local jurisdictions on various issues; assisted with FTA coordination on New Starts grant reporting and grant application process.
- *Rail~Volution (now called Mpact) 2017* – local host for national conference of 1,200 participants from around the world. Oversaw multiple committees for conference planning including fundraising, mobile workshops, local programming and marketing.
- *Grants* – lead RTD's grants team which pursues discretionary federal, state, and regional grant funding for all functions at RTD.
- *Reimagine RTD* – lead the outreach efforts and was part of the project management team for RTD's first long-range and mid-range planning effort in over 20 years.
- *Systemwide Fare Study and Equity Analysis* – managed comprehensive evaluation of RTD's fare structure focused on equity, affordability and simplicity.

**Senior Project Manager, Carter & Burgess, Denver, CO** **2002 - 2005**

Denver office lead on transportation and land use planning projects including station area plans, transit-oriented development. Major projects included:

- *I-70 East Corridor EIS, Denver, Colorado* – task leader for transit planning and stations for high profile Downtown Denver to Denver International Airport (DIA) Corridor Environmental Impact Statement (EIS).
- *Mason Street Transportation Corridor EA/PE, Fort Collins, Colorado* – task leader for station planning and design for one of Colorado’s first BRT projects.

**Program Manager, City and County of Denver, Denver, CO** **1995 - 2002**

Responsible for implementing studies, research, and policy on land use and transportation issues. Major assignments included:

- *Program Manager for City’s Light Rail Station Development Program* – managed program that promoted the tie between transportation and land use by encouraging TOD around existing and proposed light rail stations.
- *DUS/Central Platte Valley Light Rail* – involved with the entitlement process for the 40+ acres surrounding the train station; helped negotiate a public/private funding package to kick start the implementation of light rail connection to DUS.

**Senior Transportation Planner, Minnesota Department of Transportation, Roseville, MN** **1992 – 1995**

Administered and implemented short- and long-range planning activities for the Metropolitan Division including the Transportation System Plan and I-94 HOV Feasibility Study.

**Transportation Planner, BRW, Inc., San Diego, CA** **1991 – 1992**

Conducted a variety of technical studies on transportation projects relating to traffic and travel demand forecasting, environmental impact analyses, corridor studies, and transportation systems planning.

## EDUCATION

Master’s Urban and Regional Planning | University of Iowa | 1991

Bachelor’s Financial Management | University of Northern Iowa | 1989

## PROFESSIONAL AFFILIATIONS

Impact National Steering Committee | 1998 -2002; 2005 to present

Urban Land Institute | 2005 to present

RTD Salaried Employee Pension Trust | 2022 to present

## VOLUNTEERING/ NON-PROFIT WORK

Denver Regional Mobility and Access Council | Board Member

Denver Ronald McDonald House | Volunteer

Freedom Service Dogs of America | Volunteer



**TO:** Diridon Station Steering Committee  
**FROM:** Michael Tree, VTA Director, Diridon  
**DATE:** February 5, 2026  
**SUBJECT:** Long-Term Diridon Governance Framework

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**ACTION ITEM**

**RECOMMENDATION:**

Reaffirm direction to staff to prepare draft legislation establishing a Construction Authority solely focused on the Diridon Program, with authority to consider other regional projects only if there is no negative impact to the Diridon Program.

**BACKGROUND:**

The purpose of this action item is to provide a recommendation for the long-term governance framework of the Diridon Program.

This topic was last presented to the Diridon Steering Committee on May 21, 2025, by Michael Tree, VTA Director, Diridon, and lead for governance, and consultant Amitabh Barthakur of HR&A. HR&A has led the research on long-term governance recommendations for the Diridon Program on behalf of partner agencies.

**DISCUSSION:**

At the May 2025 meeting, Mr. Barthakur presented information about the short-term and long-term governance changes required to advance the Diridon Program more efficiently and effectively. The Program includes the Diridon Station At-Grade Alternative and rail crossing projects outside of station footprint. Aesthetic/sound barriers and TOD components are being further evaluated.

Short-term governance concerns were addressed by clarifying roles and responsibilities amongst the five agency partners which are now reflected in the executed Cooperative Agreement, which is guiding our current work. For the long-term governance structure, the recommendation was to create a Construction Authority through the California Legislature that would be singular

purpose and have the authorities to plan and construct the Diridon Program. The Authority would be dissolved when construction and testing is complete.

Pursuing state legislation to form the Construction Authority would clearly confirm the new authority's powers and allow for independence from the Partner Agencies. Enabling legislation would formalize the entity's mission, authorities, leadership structure, and funding / financing abilities. Additional contractual agreements would be required between Partner Agencies to ensure their needs are met, allow for utilization of agencies' assets, and provide oversight.

At the May 2025 Steering Committee meeting, staff were directed to move forward as per the staff recommendations in the presentation; to finalize the draft enabling legislation, completing the due diligence related to agreement terms between the construction authority, the station owner and operator and partner agencies, identifying legislative sponsors, and determining the appropriate foundational funding request. Staff were also tasked with creating organizational and operating plans for the Construction Authority and developing Co-Op Agreements with member agencies.

#### *Scope of the Construction Authority*

The scope of the Construction Authority has been questioned. Through a December 2024 letter addressed to the Diridon Program policy makers, the Metropolitan Transportation Commission (MTC) Executive Director asked "...whether a delivery authority could have an option to focus on a broader portfolio of projects in the region...". This request was based on the MTC Executive Director's interest to "...address challenges of delivering major projects in the region - to better manage risk throughout project lifecycles - including having the staffing expertise to successfully deliver major projects - and developing funding strategies to prioritize and sequence funding requests among the many entities in the region."

This request had mixed reactions from the project partner executives. There was acknowledgement that the regional challenges were legitimate and needed to be addressed. But turning a Diridon Program Construction Authority into a regional organization with multiple projects would be counter to the fundamental rationale of setting up a single-mission entity. Recognizing the on-going regional challenges of delivering large capital projects, there was receptiveness to the potential to evolve a Diridon Programs Construction Authority to manage other regional projects after the Construction Authority successfully has moved forward on completing its Diridon Program mission.

To benefit from our transit industry knowledge base, the following experts were invited to peer review the Diridon Program. The panel included:

- Michael Allegra, former UTA President and CEO
- Rick Clarke, former RTD Assistant General Manager, former LA Metro Chief Program Management
- Rick Thorpe, former Expo Line Construction Authority CEO

A two-day workshop was held to conduct a comprehensive program risk scan. One component of this discussion focused on setting up a Construction Authority. The reviewers stated that a

single-project focused Construction Authority was the way to go. The success of such an agency depends upon having one priority and no competing interests or distractions. The panel's other key findings related to Construction Authority included:

- It is more than an engineering bubble – it is an advocacy and funding agency
- Everyone invited to the table should have a financial stake in the project
- Board composition should be made up of project champions
- Find Executive Director as soon as possible
- Strong owner and Construction Authority relationships are necessary

Next Steps:

It is anticipated that the Steering Committee would work through draft legislative language at the next three meetings of 2026 in an effort to have it considered by the state legislature in 2027.

**ALTERNATIVES:**

Alternatively, the Steering Committee could set up an ad hoc group of Steering Committee members to review and finalize the draft legislation in an effort to have the state legislator consider the legislation in 2026 through a non-traditional manner.



**DRAFT**  
**Environmental &  
 Legislative Strategy Update**



# Steering Committee Direction (May & Dec. 2025)



- State and Federal environmental review of Diridon Program
- Pursue legislative and technical methods to expedite estimated 4+ year timeframe
- CEQA Streamlining bills

- SB 131 Exemption for High-Speed Rail Stations
  - Concerns related to “Natural and Protected Lands”
  - Historic station covenant and wetlands/creeks
- SB 71 Exemptions of Light Rail or Passenger Rail service
  - Concerns related to encroachments outside of the public right of way
- SB 79, 92, and 130 Housing related
  - Applies to TOD elements only

- SB 131 Exemption for High-Speed Rail Stations
  - Concerns related to “Natural and Protected Lands”
  - Historic station covenant and wetlands/creeks
- **SB 71 Exemptions of Light Rail or Passenger Rail service**
  - **Concerns related to encroachments outside of the public right of way**
- SB 79, 92, and 130 Housing related
  - Applies to TOD elements only

- Drafted language in spirit of 2025 streamlining bills
- Exploring options, including:
  - Tiering off of SB 71 or SB 131 (2025)
  - Naming Diridon Station specifically or providing for locations like it
- Reviewing language and options with State representatives' offices
- Legislative focus: Targeted exemption for core Station/track project
  - Identified existing CEQA statutory exemption for grade separations
  - If successful, CEQA exemption would eliminate roughly 1 year from the process

- Finalize CEQA strategy for the full program of projects (May 2026)
- Advocate with key legislators to advance targeted legislation exempting the Station/track program elements
- Key deadlines:
  - 2/20 – Last day to introduce policy bills
  - May/June – Budget bill drafted
- Steering Committee letter of support, targeted phone calls

# Discussion





## DIRIDON STATION REDEVELOPMENT PROJECT QUARTER 4 2025 PROGRESS REPORT

October - December 2025

*Prepared by: Caltrain, City of San Jose, California High Speed Rail Authority (CHSRA),  
Santa Clara Valley Transportation Authority (VTA) and Metropolitan Transportation  
Commission (MTC)*

*Date: February 11, 2026*

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## SECTION I: INTRODUCTION

The purpose of the quarterly Progress Reports is to document and share information with the Diridon Steering Committee and the public about project progress and use of project funds. Quarterly reporting ensures transparency, accountability, and effective communication. This is the sixth progress report prepared for the Diridon Station Redevelopment Project.

This report documents efforts from October to December (Quarter 4) 2025 of the Business Case Phase II (Pre-Environmental Phase) of the project, which is the final report for this phase of work. This report is also the first report on activities for the Environmental Phase work, which kicked off in Quarter 4.

### Business Case Pre-Environmental Phase Scope and Budget

The scope of the Business Case Pre-Environmental Phase included:

- Advancing two station design alternatives to 10% design
- Conducting Business Case technical analysis
- Selecting one design for further advancement
- Community engagement
- Developing an environmental strategy and procuring a consultant team for the next phase of the project - NEPA and CEQA Environmental Review
- Developing and advancing a long-term governance organization for project delivery
- Developing and implementing a funding and advocacy plan

The scope of work led by the Partner Agencies was as follows:

- Caltrain for program management, station design, Business Case analysis, and environmental strategy
- City of San José for community engagement
- VTA for long-term governance, and funding and advocacy plan

The total budget for this phase of work is \$7.8M. The following table shows the budget for each Partner Agency.

Diridon Business Case Pre-Environmental Phase Total Budget			
Work Scope	Responsible Agency	Approved Budget	Funding Source
Program Management Station Design Business Case Analysis Environmental Strategy	Caltrain	\$6,300,000	Measure B Regional Measure 3
Community Engagement	City of San José	\$500,000	City CIP Fund <sup>(1)</sup>
Long-term Governance Funding and Advocacy Plan	VTA	\$1,000,000	Regional Measure 3
<b>TOTAL</b>		<b>\$7,800,000</b>	

(1) All references to City General fund in previous reports was mislabeled. All future quarterly reports will refer to these funds as the City CIP Fund.

## Environmental Phase Scope and Budget

The scope of the Environmental Phase is:

- Prepare Alternatives Analysis Report
- Additional Engineering for Program of Project elements
- Prepare Project Description
- Notice of Intent/Notice of Preparation
- Technical studies to prepare environmental documentation
- Draft and Final EIS/EIR
- Response to comments on Final EIS/EIR
- Certification/Record of Decision
- Community engagement
- Develop and advance a long-term governance organization for project delivery
- Develop and implement a funding and advocacy plan

The total three-year budget for this phase of work is \$41M. The following table shows the total budget by Task.

<b>Diridon Environmental Phase Total 3-Year Budget (Approved)</b>				
<b>Work Scope</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Total</b>
Program Director	\$ .800M	\$ .824M	\$ .849M	\$2.473M
Agency Partner Staff/Consultant Support	\$ .117M	\$1.460M	\$1.499M	\$3.075M
Environmental, Engineering, 3rd-Party Review	\$11.765M	\$9.094M	\$3.830M	\$24.688M
Long-Term Governance; Funding & Advocacy Plan	\$ .950M	\$ .750M	\$ .750M	\$2.450M
Program Management and Project Controls	\$1.275M	\$1.650M	\$1.650M	\$4.575M
Contingency (10%)	\$1.491M	\$1.378M	\$ .858M	\$3.726M
<b>Total (Rounded)</b>	<b>\$16.4M</b>	<b>\$15.2M</b>	<b>\$9.4M</b>	<b>\$41.0M</b>

The scope of work being led by the Partner Agencies is as follows:

- Caltrain for Program Director, program management and project controls, environmental documentation, engineering, 3rd party review
- City of San José for community engagement
- VTA for long-term governance, and funding and advocacy plan

Quarterly Reports will track the budget and work progress by year and by agency. The following table shows the budget for Year 1.

<b>Work Scope</b>	<b>Responsible Agency</b>	<b>Approved Budget</b>	<b>Funding Source</b>
Program Director Program Management/Project Controls Environmental, Engineering, 3 <sup>rd</sup> Party Review Project Office	Caltrain	\$13,682,360	Measure B Regional Measure 3
Community Engagement	City of San José	\$275,000	Regional Measure 3
Long-term Governance Funding and Advocacy Plan	VTA	\$950,000	Regional Measure 3
Contingency	All	\$1,490,736	Regional Measure 3
<b>TOTAL</b>		<b>\$16,398,096</b>	

## **SECTION 2: QUARTER 4 2025 PROGRESS**

In Quarter 4 2025 (Q4), the Business Case Pre-Environmental Phase closed - budget allocations have concluded, expenses estimated and processed, and remaining balances identified for reallocation and use in the Environmental Phase.

The following work was completed in Q4 2025.

### **Program Management and Project Controls**

- Continued the recruitment of the Program Director
- Obtained agency approvals to execute funding agreements
- Completed program management plan
- Prepared initial milestone schedule for Environmental Phase
- Drafted funding agreements between Caltrain and VTA for Regional Measure 3 (RM3) and Measure B funding
- Completed contract execution with ICF for environmental phase

### **Environmental Phase**

- Conducted kick-off meeting with the ICF team
- Initiated investigating NEPA and CEQA streamlining opportunities

### **Community Engagement**

- Completed project brochure and distributed to Steering Committee

### **Long-Term Governance / Funding and Advocacy Plan**

- Long-Term Governance
  - Continued due diligence on exploring the framework of a future Construction Authority
- Funding and Advocacy Plan
  - Continued to explore funding opportunities regionally and at the state levels (cap and trade, regional tax measure)
  - Conducted 2nd funding workshop with agency partners
- Administrative
  - Executed 1<sup>st</sup> RM3 Funding Agreement between Caltrain and VTA for ICF consultant contract
  - Advanced 2<sup>nd</sup> RM3 Funding Agreement between Caltrain and VTA to fund Program Director, Program Management and staff positions
- Drafted Business Case Pre-Environmental Phase report on Long-Term Governance / Funding and Advocacy

The scope of work for the remaining balance to be reallocated and used in the Environmental Phase has been defined. These new efforts were either requested by the policy makers and executive members or the initial efforts conducted required further analysis. Initial cost estimates have been developed within the remaining funding availability. Reallocation of funding for this work will be requested through VTA and MTC. See Section 4, Part 2 for description of key efforts to be completed in future quarters.

## **SECTION 3: QUARTER 1 2026 LOOK AHEAD**

### **Program Management and Project Controls**

- Hire the Program Director
- Finalize and execute second funding agreement between Caltrain and VTA for Regional Measure 3
- Implement the project management plan

### **Environmental Phase**

- Initiate engineering activities for Program of Project elements
- Initiate technical studies
- Continue efforts to obtain CEQA exemption

### **Carryover Business Case Phase Tasks**

- Complete scopes and contract mechanisms for the additional technical work identified during the Business Case Pre-Environmental Phase.
- Request funding reallocation through VTA and TMC to use unspent funds from Business Case Pre-Environmental Phase.

### **Community Engagement**

- No major activities planned

### **Long-Term Governance / Funding and Advocacy Plan**

- Address construction authority scope
- Reactivate due diligence efforts on the construction authority
- Continue work on the funding and advocacy plan – identify information needed for environmental review
- Deliver final report from Business Case Pre-Environmental Phase

## SECTION 4 PART 1: PRE-ENVIRONMENTAL BUSINESS CASE BUDGET CLOSE-OUT

The following tables detail the estimated budget that closes out the Business Case Pre-Environmental Phase and expenses processed as of December 31, 2025. These tables also detail the percentage of work completed, and percentage of budget expended for each scope of work and each party responsible.

As of December 31, 2025, the remaining budget total is \$897,176. See table below for remaining budget by agency.

Diridon Business Case Pre-Environmental Phase Total Budget				
Work Scope	Responsible Agency	Approved Budget	Amount Spent	Remaining Budget
Program Management Station Design Business Case Analysis Environmental Strategy	Caltrain	\$6,300,000	\$5,772,396	\$526,197
Community Engagement	City of San José	\$500,000	\$422,088	\$77,912
Long-term Governance Funding and Advocacy Plan	VTA	\$1,000,000	\$706,933	\$293,067
<b>TOTAL</b>		<b>\$7,800,000</b>	<b>\$6,901,417</b>	<b>\$897,176</b>

The following sections provide information by agency.

## Caltrain

As of December 31, 2025, Caltrain completed all work in the Business Case Pre-Environmental Phase.

The Mott MacDonald and Environmental Strategy tasks are complete, and invoices fully processed. In Quarter 3, Caltrain reallocated some of the remaining Business Case Pre-Environmental Phase funds to the Lighthouse Public Affairs and Kimley-Horn contracts to complete their scopes of work and close out the Business Case Pre-Environmental Phase. The specific amounts of increase and work scope are shown in the table below.

Following the completion of the work being funded by Business Case Pre-Environmental Phase funds, Caltrain's remaining budget is \$526,197.

Contracts / Work Task	Approved Budget	Budget Adjustment	Contract	Expended Q3	Expended Total	Remaining Budget
<b>Lighthouse Public Affairs<sup>(1)</sup></b> (Program Management)	\$430,000	\$160,276	\$590,276	\$92,024	\$540,108	\$50,168
<b>Mott MacDonald<sup>(2)</sup></b> (Design, Business Case)	\$4,800,000	N/A	\$4,798,593	\$121,580	\$4,712,423	\$86,170
<b>Kimley-Horn<sup>(3)</sup></b> (Program Advisory Support)	\$0	\$301,068	\$301,068	\$301,068	\$301,068	\$0
<b>Environmental Strategy</b>	\$200,000	N/A	\$200,000	\$0	\$200,000	\$0
<b>Third Party Review</b>	\$260,000	N/A	\$0	\$0	\$0	\$260,000
<b>Caltrain Administrative Overhead</b>	\$40,000	NA	\$40,000	\$281	\$18,797	\$21,203
<b>Contingency/Other<sup>(4)</sup></b>	\$570,000	(\$461,344)	\$0	\$0	\$0	\$108,656
<b>Total</b>	\$6,300,000	\$0	\$5,929,937	\$514,953	\$5,772,396	\$526,197

- (1) Funding increased from \$430,000 to 590,276. Work tasks include oversight of Diridon program, management of technical consultant contracts, oversight of the Program Director recruitment, and convening of five partner agencies.
- (2) The Q3 2025 quarterly report stated that Mott MacDonald had \$87,577 remaining at the end of Q3 of 2025. While preparing the Q4 quarterly report, Mott MacDonald revised the amount remaining through Q3 of 2025 to \$86,170, a change of \$1,407.
- (3) Funding was added in the amount of \$301,068. Work tasks include alternatives development report preparation, oversight of Mott MacDonald technical deliverables, support Caltrain Program Director, project controls, and convening of five partner agencies technical directors.
- (4) Invoices for legal services performed in Q4 have not yet been processed. These invoices will be paid in Q1 of 2026 and are anticipated to be less than \$10,000. Once these invoices have been finalized, they are anticipated to be paid out of the contingency. This will be reflected in the Q1 2026 report.

<b>Consultant WD Progress Tracking</b>				
<b>Consultant</b>	<b>Q4 % contract expended</b>	<b>Q4 % work complete</b>	<b>Total % contract expended</b>	<b>Total % work complete</b>
<b>Lighthouse Public Affairs</b> (Program Management)	16%	16%	92%	100%
<b>Mott MacDonald</b> (Design, Business Case)	3%	21%	98%	100%
<b>Kimley-Horn</b> (Program Advisory Support)	100%	100%	100%	100%

## City of San Jose

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During Quarter 3 of 2025, the City completed all Business Case activities within their scope of work. The City has a total of \$77,912 remaining budget. These funds will revert back to the City's CIP Fund and \$39,142 will be reallocated for city work in the Environmental Phase.

Contracts / Work Task	Approved Budget	Contract	Expended Q4	Expended Total	Remaining Budget
<b>Kimley-Horn</b> (Public Engagement)	\$134,750	\$134,750	\$1,690	\$126,088	\$8,662
<b>Winter</b> (Public Engagement)	\$296,000	\$296,000	\$98,817	\$296,000	\$0
<b>Contingency/Other</b>	\$69,250	TBD	\$0	\$0	\$69,250
<b>Total</b>	\$500,000	\$430,750	\$100,507	\$422,088	\$77,912

Consultant WD Progress Tracking				
Consultant	Q4 % contract expended	Q4 % work complete	Total % contract expended	Total % work complete
<b>Kimley-Horn</b> (Public Engagement)	1%	0%	94%	100%
<b>Winter</b> (Public Engagement)	0%	0%	100%	100%

## VTA

During Quarter 4 of 2025, VTA made advances but did not complete its tasks for Business Case Pre-Environmental Phase. Kim Welsh work was completed and the contract closed out. HR&A, Infrastrategies, and Rick Meade Consulting work were not complete. The budget for this phase is closed out but new contracts will be issued and work will continue under the Environmental Phase. VTA has a remaining budget of \$293,067.

Contracts / Work Task	Approved Budget	Budget Adjustment	Contract	Expended Q4	Expended Total	Remaining Budget
Kim Welsh (Governance)	\$105,000	N/A	\$105,000	\$0	\$105,000	\$0
HR&A <sup>(1)</sup> (Governance and Funding)	\$275,390	\$86,750	\$362,140	\$81,755	\$303,938	\$58,202
Infrastrategies <sup>(2)</sup> (Funding)	\$185,000	\$106,000	\$291,000	\$50,900	\$116,152	\$174,848
Rick Meade Consulting <sup>(3)</sup> (Governance)	\$90,000	\$128,750	\$218,750	\$91,882	\$181,843	\$36,907
Unallocated Funding	\$344,610	(\$321,500)	\$0	\$0	\$0	\$23,110
<b>Total</b>	\$1,000,000	\$0	\$976,890	\$224,537	\$706,933	\$293,067

- (1) Funding increased from \$275,290 to \$362,140 in Q3. Work tasks include draft funding plan development, advance enabling legislation, define operational business plan, and partner coordination.
- (2) Funding increased from \$185,000 to \$291,000 in Q3. Work tasks include Review and screen potential federal, state, and local funding sources and financing strategies. Work with partners to develop strategies to support implementation and operations.
- (3) Funding increased from \$90,000 to \$218,750 in Q3. Work tasks include drafting master cooperative agreements, develop master cooperative agreements with primary partners, and develop scope of work agreements.

Consultant WD Progress Tracking				
Consultant	Q4 % contract expended	Q4 % work complete	Total % contract expended	Total % work complete
Kim Welsh (Governance)	0%	0%	100%	100%
HR&A (Governance and Funding)	23%	23%	84%	84%
Infrastrategies (Funding)	17%	17%	40%	40%
Rick Meade Consulting (Governance)	42%	42%	83%	83%

## **SECTION 4 PART 2: BUSINESS CASE PRE-ENVIRONMENTAL PHASE UNSPENT FUNDS**

A total of \$897,176 budget remains from the Business Case Pre-Environmental Phase. \$819,264 is RM3 funding and will be re-allocated to the Environmental phase. Of the city's \$77,912 remaining budget, \$39,142 will be reallocated to the Environmental phase and be used by the city to support the Environmental Phase.

The reallocated funding will be used to address issues identified by executive leadership and the Steering Committee at the end of the Business Case Pre-Environmental Phase. The following list is the work to be completed with reallocated funds. Once the funding is reallocated administratively to the Environmental Phase budget, future quarterly report budgets will be modified and tracked.

- Delivery Options Assessment: Assess potential construction delivery methods benefits/trade-offs/risks to inform future construction strategy
- Project Phasing Strategy: Consider if elements of program could be phased considering available funding and sequencing of work
- Construction Mitigation Assessment: Advance operational assessment to analyze if/how to reduce rail operation disruption including length of construction duration
- Project Benefits Analysis: Further qualitative and quantitative analysis of program benefits related to land use, economics, ridership, market value.
- Ridership Analysis: Ridership forecast updates to support environmental document studies
- Retail Analysis: Further analysis regarding viability and opportunities for design of the retail space to maximize future revenue opportunities
- Operations and Maintenance Cost Estimate: Conduct financial modeling for future operations and maintenance of the Station and program
- Light Rail Construction Mitigation: Assess potential options to mitigate light rail services impacted during station construction

## SECTION 4 PART 3: ENVIRONMENTAL PHASE BUDGET

The following tables show the estimated budget for the Environmental Phase Year 1 and expenses processed as of December 31, 2025.

The tables show the approved budget for each work scope for the Environmental Phase, the amount spent and remaining budget.

Work Scope	Responsible Agency	Approved Budget	Amount Spent	Remaining Budget
Program Director Program Management/Project Controls Environmental/Outreach, Engineering, 3 <sup>rd</sup> Party Review Project Office	Caltrain	<b>\$13,682,360</b>	\$271,083	\$11,475,520
Community Engagement, Engineering Review	City of San José	<b>\$275,000</b>	\$0	\$275,000
Long-term Governance Funding and Advocacy Plan	VTA	<b>\$950,000</b>	\$108,386	\$742,864
Contingency	All	<b>\$1,490,736</b>	\$0	\$1,490,736
<b>TOTAL</b>		<b>\$16,398,096</b>	<b>\$379,469</b>	<b>\$8,422,270</b>

The following sections provide information by each agency responsible for consultant contract/work directive issued to date.

## Caltrain

Caltrain's budget for Year 1 of the Environmental Phase is \$13,682,360.

Lighthouse Public Affairs's contract was increased by \$79,936 over the approved budget to account for the timing of hiring and onboarding of the new Program Director. This additional budget will come from the Contingency pending approval by the project partners. This will be reflected in the progress report for Q1 of 2026.

The breakdown by scope of work and contract is shown in the table below.

Contracts / Work Task	Approved Budget	Budget Adjustments	Contract Amount	Expended Q4	Expended Total	Remaining Budget
<b>Lighthouse Public Affairs</b> (Temporary PM)	\$200,000	\$79,936 <sup>(1)</sup>	\$279,936	\$70,187	\$70,187	\$209,749
<b>ICF<sup>(2)</sup></b> (Environmental & Engineering)	\$10,000,000	N/A	\$21,101,356	\$41,499	\$41,499	\$20,958,501
<b>Kimley-Horn</b> (Program Management)	\$1,000,000	N/A	\$999,512	\$159,397	\$159,397	\$840,115
<b>Program Director</b>	\$800,000	N/A	\$0	\$0	\$0	\$720,064
<b>Tenant Coordination</b>	\$150,000	N/A	\$0	\$0	\$0	\$150,000
<b>PG&amp;E Coordination</b>	\$100,000	N/A	\$0	\$0	\$0	\$100,000
<b>Caltrain Operations &amp; Engineering Review</b>	\$50,000	N/A	\$0	\$0	\$0	\$50,000
<b>Legal Support</b>	\$100,000	N/A	\$0	\$0	\$0	\$100,000
<b>Other Direct Costs</b>	\$50,000	N/A	\$50,000	\$0	\$0	\$50,000
<b>Project Office</b>	\$75,000	N/A	\$0	\$0	\$0	\$75,000
<b>Community Engagement</b>	\$500,000	N/A	\$0	\$0	\$0	\$500,000
<b>Caltrain Administrative Overhead</b>	\$657,360	N/A	\$0	\$0	\$0	\$657,360
<b>Caltrain Total</b>	<b>\$13,682,360</b>	<b>\$79,936<sup>(1)</sup></b>	<b>\$1,829,448</b>	<b>\$271,083</b>	<b>\$271,083</b>	<b>\$3,410,789</b>

- (1) Lighthouse Public Affairs's contract was increased by \$279,936 by Caltrain to account for the timing of hiring and onboarding of the new Program Director. Pending approval by the project partners, these funds will be taken from project contingency. This will be reflected in the progress report for Q1 of 2026.
- (2) ICF's 3-year contract is \$21,000,000. As of 12/31/25, Caltrain issued a limited Notice to Proceed of \$500,000. Caltrain is working with ICF for the full Year 1 allocation.

Caltrain will have multiple funding agreements with VTA/MTC for Regional Measure 3 and Measure B. Executed to date is the agreement for \$24,582,880 for ICF consulting services for 3 years, Caltrain Operations & Engineering Review, Tenant Coordination & Review, PG&E Coordination & Review, and Legal Support. To be executed is the agreement for \$4,363,360 for the Program Director (3 years), Temporary Program Manager, Program Management Support, staff, and Additional Technical Work from the Pre-Environmental Business Case Phase. Additional agreements and/or amendments will be processed for future-year funding. Funding plan totals and budget allocation and expenses will be tracked separately.

<b>Consultant WD Progress Tracking</b>				
<b>Consultant</b>	<b>Q4 % contract expended</b>	<b>Q4 % work complete</b>	<b>Total % contract expended</b>	<b>Total % work complete</b>
<b>Lighthouse Public Affairs</b>	25%	33%	25%	33%
<b>ICF</b>	.2%	.2%	.2%	.2%
<b>Kimley-Horn</b>	16%	16%	16%	16%

**City of San Jose**

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For the Environmental Phase of the Project, the City has an approved budget of \$275,000 for Year 1. No funds have been expended and allocations are being developed. Information will be provided in the next quarterly report.

## VTA

For the Environmental Phase, VTA has a total approved budget of \$950,000. VTA has a funding allocation of \$851,250 for the scopes of work and contracts with HR&A, Rick Meade Consulting and Infrastrategies. Of VTA's total budget, \$98,750 has yet to be contracted. Funds initially approved for Legal Support and Grants Preparation have been reallocated to the Governance and Funding tasks, as shown in the table below.

Contracts / Work Task	Approved Budget	Budget Adjustments	Contract	Expended Q4	Expended Total	Remaining Budget
<b>HR&amp;A</b> (Governance and Funding)	\$300,000	\$250,000	\$260,250	\$68,622	\$68,622	\$191,628
<b>Rick Meade Consulting</b> (Governance)			\$273,750	\$0	\$0	\$273,750
<b>Infrastrategies</b> (Funding)	\$400,000	\$0	\$317,250	\$39,764	\$39,764	\$277,486
<b>Legal Support</b>	\$100,000	(\$100,000)	N/A	\$0	\$0	\$0
<b>Grants Preparation</b>	\$150,000	(\$150,000)	N/A	\$0	\$0	\$0
<b>Total Environmental Phase Allocations</b>	\$950,000	\$0	\$851,250	\$108,386	\$108,386	\$841,614

Consultant WD Progress Tracking				
Consultant	Q4 % contract expended	Q4 % work complete	Total % contract expended	Total % work complete
<b>HR&amp;A</b> (Governance and Funding)	26%	26%	26%	26%
<b>Rick Meade Consulting</b> (Governance)	0%	0%	0%	0%
<b>Infrastrategies</b> (Funding)	13%	13%	13%	13%

## SECTION 5: KEY CHALLENGES

The Partner Agencies collectively continue to monitor and address risks or challenges. The following are identified as key challenges:

- Partner Agencies are discussing whether the Construction Authority should have a sole purpose of delivering the Diridon Program or the possibility of the entity extending beyond the Diridon Program to deliver other major projects in the region. Additional discussions by the executives of the partner agencies are currently taking place to prepare for Steering Committee discussion.
- Identifying funding for the next phase of work – preliminary engineering and operationalization of a construction authority subject to further consideration. Federal funding opportunities continue to be limited with the current federal administration.
- On-boarding new Program Director while maintaining project milestones will introduce some risk of continuity and loss of efficiency. However, creating a streamlined organization with a single point of accountability will vastly improve the overall future advancement of the program.
- Schedule adherence given multiple workstreams advancing simultaneously with Partner Agency input and buy in.

## APPENDIX A: ABOUT THE PROJECT

Diridon Station, a key transit hub at the western edge of Downtown San José, will be expanded and redesigned to address the region's future transit needs. A collaborative partnership between the City of San José (City), Caltrain, the Santa Clara Valley Transportation Authority (VTA), the California High-Speed Rail Authority (CHSRA), and the Metropolitan Transportation Commission (MTC) is underway to plan and build a new station.

Today, Diridon Station provides Caltrain, Altamont Corridor Express (ACE), Capitol Corridor, and Amtrak rail services; supports Union Pacific freight rail; and makes key transit connections with VTA Bus and Light Rail service. The new station will accommodate:

- Increased service levels and connections to the future San José Airport Connector, BART extension, and high-speed rail.
- Projected 100,000 daily trips by the year 2050, due to the introduction of high-speed rail, BART, and increased Caltrain service.
- Up to 12,900 new homes and a total of 14.7 million square feet of office and commercial space which is included in the Diridon Station Area Plan adopted by the City of San José.

The recommended At-Grade Station Project offers quick and seamless connections between all the transit modes that serve the station today and in the future. This includes Caltrain, ACE, Capitol Corridor, and VTA bus and light rail, as well as future high-speed rail and BART. The area around the station prioritizes pedestrians and has ample plaza space on both sides of the tracks.

In approving this station concept, partner agencies have committed to making several other improvements in and around the station, referred to as the Diridon Program of Projects. This includes grade-crossing improvements at Park, San Carlos, Auzerais, and West Virginia streets, as well as improvements to the Santa Clara Street underpass and the intersection at Stockton Avenue and The Alameda. For more information on the At-Grade Station Project and the Diridon Program of Projects, please visit: [DiridonSJ.org](http://DiridonSJ.org).

