



JPB Board of Directors  
Meeting of May 7, 2026

**Supplemental Reading File**

# Subject

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

**Informational Items heard by JPB Finance Committee – April 27, 2026**

# Subject

1. Receive Update on GoPass Program
2. Receive Energy Procurement Strategy Update

**JPB Finance Committee Supplemental Reading File – April 27, 2026**

# Subject

1. Receive Contracts and Procurement Quarterly Report on Technology Purchases for Fiscal Year 2026 Quarter Three
2. Receive Quarterly Real Estate Update

**Informational Items heard by JPB Technology, Operations, Planning, and Safety (TOPS) Committee – April 29, 2026**

# Subject

1. Receive Update on 2025 Triennial Customer Survey

**JPB TOPS Committee Supplemental Reading File – April 29, 2026**

# Subject

1. Receive Quarterly On-Call Contracts Portfolio Report
2. Receive Quarterly Report of the Cooperative Purchasing Contract to Mansfield Oil Company for Fuel and Fueling Services Contract No. 25-J-CO-094
3. Receive Update on Guadalupe River Bridge Project

**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: May 2026 Board of Directors Meeting  
Subject: **Receive Update on Battery Electric Multiple Unit (BEMU) Project – March 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 train plug before returning north.

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

## Monthly Update

### 1. Project Schedule 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 March 31, 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 and reinforced, and the analyses redone. This caused a delay in completion of PDR and commencement of final design. Staff will work with 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 03/31/2026</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
Completed Carshells	40	05/01/2026	In Planning	Delayed to 06/2026	Battery carshell delay due to battery carbody redesign. A, C, D carshells on schedule.

<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 03/31/2026</u>	<u>Progress On Track?</u>	<u>Notes</u>
Authorization to Ship to Transportation Test Center (TTC)	45	06/25/2027	In Planning	On Track	
Completion of Testing at 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 March 31, 2026

### Project 100782 BEMU - Budget and Cost (As of March 31, 2026)

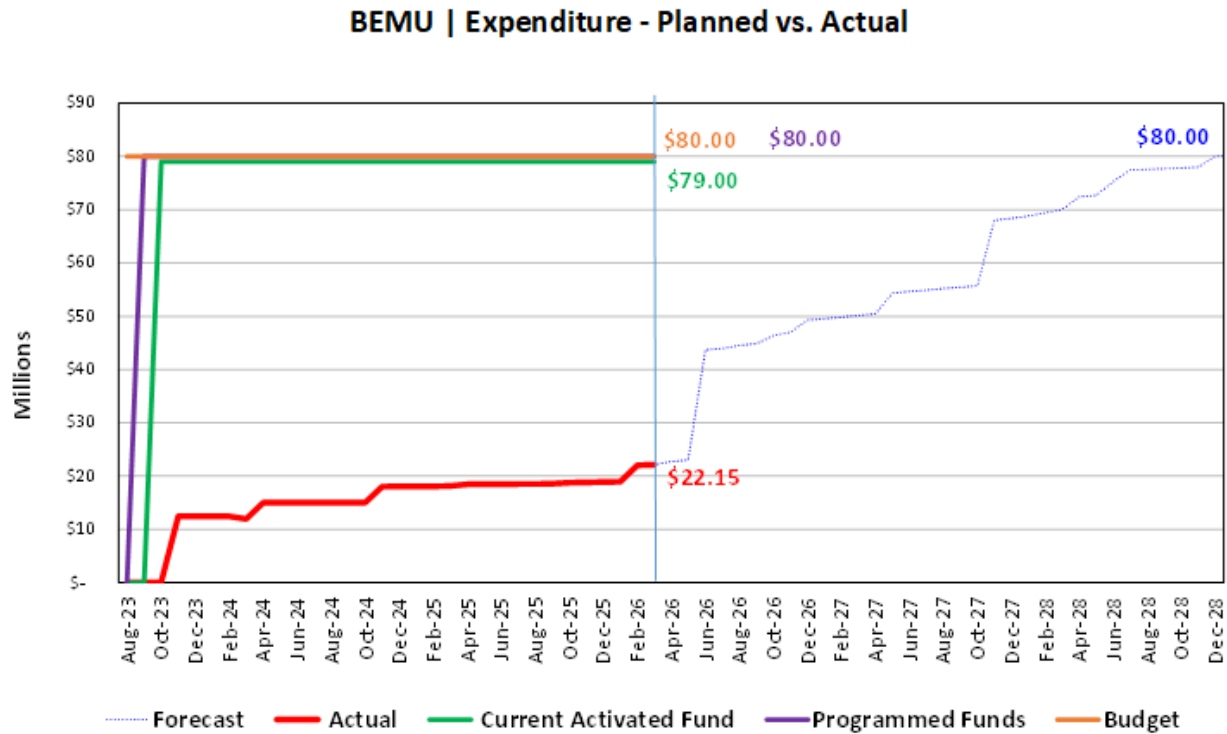
	(A)	(B)	(C)	(D)		(E)	(F) = (C - E)	(G) = (D / E)
Project Cost Analysis	Original Budget (US\$MM)	Approved Changes (Contractor) (US\$MM)	Project Current Budget (US\$MM)	Expended and Accruals To-Date (US\$MM)	To-Go (US\$MM)	Estimated at Completion (EAC) (US\$MM)	Variance at Completion (US\$MM)	% Expended of EAC
Contractor - STADLER	\$ 60.98	\$ 0.56	\$ 61.54	\$ 21.23	\$ 40.30	\$ 61.54	\$ -	34.51%
Other Contracts	\$ 1.31	\$ 0.06	\$ 1.38	\$ 0.06	\$ 1.85	\$ 1.91	\$ (0.54)	3.38%
Program Mngt. & Admin Costs	\$ 9.64		\$ 9.64	\$ 0.79	\$ 8.40	\$ 9.19	\$ 0.46	8.62%
Project Contingency	\$ 7.47	\$ (0.63)	\$ 6.84		\$ 6.21	\$ 6.21	\$ 0.63	0.00%
ICAP	\$ 0.60		\$ 0.60	\$ 0.06	\$ 1.09	\$ 1.15	\$ (0.55)	5.08%
<b>Total BEMU Project</b>	<b>\$ 80.00</b>	<b>\$ -</b>	<b>\$ 80.00</b>	<b>\$ 22.15</b>	<b>\$ 57.85</b>	<b>\$ 80.00</b>	<b>\$ 0.00</b>	<b>27.69%</b>

Note:

- 1). Expended and Accruals To-Date is through March 31, 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:

MARCH 2026



### 4. Major Activities for March 2026:

- Held monthly progress meeting.
- Held on-going technical coordination meetings (biweekly).
- Held on-going safety coordination meetings (monthly).
- Held battery testing meetings.
- Reviewed the monthly progress report and schedule, the BB-car structural test specification, the maintainability program plan, the revised cabling concept, and the revised First Article Inspection (FAI) plan.

### 5. Upcoming Key Activities:

- Prepare for next quarterly Federal Railroad Administration (FRA) meeting.
- Continue reviewing safety submittals (and other submittals as needed).

- Introduce BEMU project to Union Pacific Railroad (at Project Management level) and start coordination efforts.
- Continue meetings and discussions regarding battery testing requirements.

## **6. Change Management:**

- In August 2023, the JPB approved a change order for not to exceed \$60,976,504 to Stadler US Inc., Contract No. 14-PCJPB-P-056 for an option of one four-car Battery Electric Multiple Unit (BEMU) trainset.
- A change 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 battery capacity from the baseline 1.9 megawatt-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 of \$65,000 for PTC radio licenses and PTC control messaging licenses (two licenses) has been issued to Meteorcomm 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 to Nomad in the amount \$242,000 for passenger Wi-Fi materials, installation, testing and service for the BEMU train which was not included in the original scope and budget.
- There is a potential change order for the addition of a cab camera crash-hardened memory module to meet the requirements of an FRA regulation that was released after the BEMU contract was signed.

**7. Risk Management:**

The following are top risks for implementation of 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
3. Potential issues passing certain required battery tests	Work with carbuilder and battery supplier to put contingency plans in place

**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 (quarterly) meeting will be held on April 7, 2026.

**Budget Impact**

There is no impact on the budget.

Prepared By:	Sherry Bullock	Interim Chief, Design and Construction, and CalMod Program Director	04/22/2026
	Greg Cameron	Battery Electric Multiple Units Commercial Project Manager	04/06/2026

**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: May 2026 Board of Directors Meeting

Subject: **Receive Update on Electric Multiple Unit Option Cars (EMU Option 1 and 2) Projects**

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., to procure EMU 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 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 US 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 (CCO) 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 US 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 a total of 18 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; all trainsets have also reached final acceptance (trainsets 18 and 19 reached final acceptance in March 2026).

**Monthly Update**

**1. Project Schedule – Major Milestones for EMU Option 1 project as of March 31, 2026:**

<u>Key Project Activity</u>	<u>Planned Completion (Baseline)</u>	<u>Progress as of 03/31/2026</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	
Authorization to Ship from Contractor’s Facility - Trainset 19	06/22/2025	Completed	Completed	

<u>Key Project Activity</u>	<u>Planned Completion (Baseline)</u>	<u>Progress as of 03/31/2026</u>	<u>Progress On Track?</u>	<u>Notes</u>
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	Completed	
Notice of Final Acceptance - Trainset 19	09/21/2025	03/31/2026	Completed	
Final Milestone: Conditional Acceptance of 19 trainsets	07/21/2025	Completed	Completed	

**2. Project Schedule – Major Milestones for EMU Option 2 project as of March 31, 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 03/31/2026</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	

<u>Key Project Activity</u>	<u>Planned Completion (Baseline)</u>	<u>Planned Completion (Re-Baseline)</u>	<u>Progress as of 03/31/2026</u>	<u>Progress On Track?</u>	<u>Notes</u>
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	08/2026*	07/2026	On Track (per re-baseline)	*The date of 05/2026 in the previous two reports was a typo.
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	
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 March 31, 2026, 2026

#### Project 100400 EMU Option Car 1 - Budget and Cost (As of March 31, 2026)

	(A)	(B)	(C)	(D)	(E) = (G) - (D)	(F)	(G) = (C) - (F)	(H) = (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	\$ 172.80	\$ 6.38	\$ 179.18	\$ 172.88	\$ 6.30	\$ 179.18	\$ 0.00	96.48%
Program Mngt. & Admin Costs	\$ 2.00		\$ 2.00	\$ 0.91	\$ 0.08	\$ 1.00	\$ 1.00	91.58%
Project Contingency	\$ 7.84	\$ (6.77)	\$ 1.07		\$ 2.08	\$ 2.08	\$ (1.02)	0.00%
ICAP	\$ -	\$ 0.38	\$ 0.38	\$ 0.38	\$ 0.00	\$ 0.38	\$ -	99.95%
Potential Changes			\$ -		\$ -	\$ -	\$ -	
Total EMU Option Car 1 Project	\$ 182.64	\$ (0.00)	\$ 182.63	\$ 174.17	\$ 8.46	\$ 182.64	\$ 0.00	95.37%

Note:

- 1). Expended and Accruals To-Date is through March 31, 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 March 31, 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		\$ 183.22	\$ 98.72	\$ 84.50	\$ 183.22	\$ 0.00	53.88%
Other Contracts	\$ -	\$ 0.29	\$ 0.29	\$ 0.29	\$ -	\$ 0.29	\$ -	100.00%
Program Mngt. & Admin Costs	\$ 9.67		\$ 9.67	\$ 4.82	\$ 6.10	\$ 10.92	\$ (1.26)	44.12%
Project Contingency	\$ 26.43	\$ (0.29)	\$ 26.14	\$ -	\$ 24.55	\$ 24.55	\$ 1.60	0.00%
ICAP	\$ 0.68		\$ 0.68	\$ 0.32	\$ 0.70	\$ 1.02	\$ (0.34)	31.42%
Potential Changes			\$ -		\$ -	\$ -	\$ -	
Total EMU Option Car 2 Project	\$ 220.00	\$ -	\$ 220.00	\$ 104.15	\$ 115.85	\$ 220.00	\$ (0.00)	47.34%

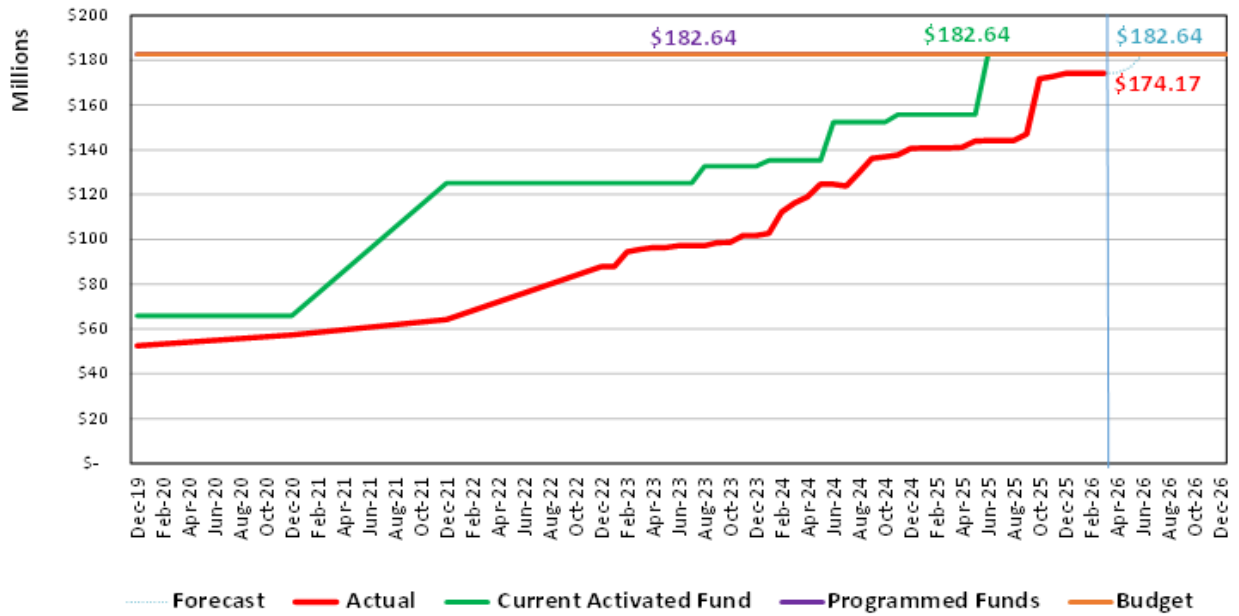
Note:

- 1). Expended and Accruals To-Date is through March 31, 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:

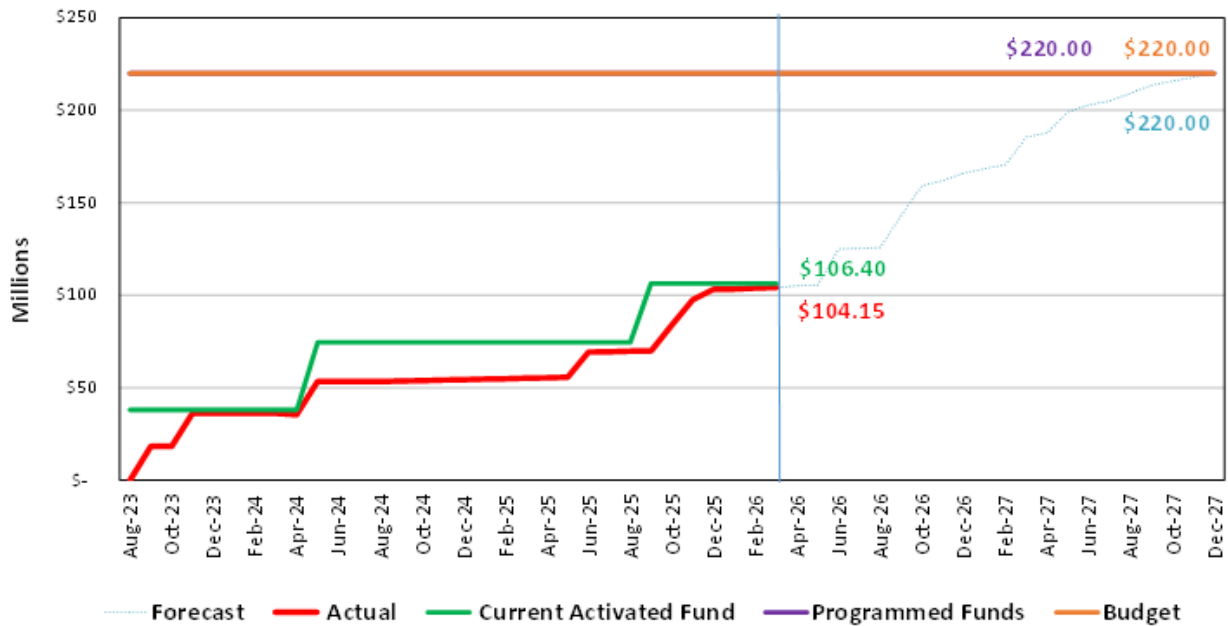
MARCH 2026

EMU Option Cars 1 | Expenditure - Planned vs. Actual



MARCH 2026

EMU Option Cars 2 | Expenditure - Planned vs. Actual



## **5. Major Activities for March 2026:**

- Final acceptance for TS 18 and TS 19
- Car assembly continued for TS 20, TS 21 and TS 22 in Salt Lake City
- Overhead Catenary System (OCS) inspection system (CATVue) commissioning on TS 18 and TS 19
- Kickoff meeting for Automatic Passenger Counter (APC) and Closed-Circuit Television (CCTV) redesign effort

## **6. Upcoming Key Activities:**

- 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 – Stadler Rail Service 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 – 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.

- CCO 056 - OCS Monitoring System is funded by Rail Operations and Maintenance.
  - CCO 059 - Repairs to Trainset 6 is funded by Rail Operations and insurance reimbursement.
  - CCO 062 - DTX Special Track Evaluation is funded by Portal DTX project.
  - CCO 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 \$291,000 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.
- Option 2: Cab camera crash-hardened memory module addition.

**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 rebaselined.</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	04/22/2026
	Greg Cameron	Electric Multiple Units Project Manager	04/06/2026

**Peninsula Corridor Joint Powers Board  
Staff Report**

To: JPB Finance Committee

Through: Michelle Bouchard, Executive Director

From: Li Zhang, Chief, Commercial and Business Development

For: May 2026 JPB Board of Directors Meeting

Subject: **Receive Update on GoPass Program**

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

**Purpose and Recommended Action**

Staff is providing the Finance Committee with an informational update on Peninsula Corridor Joint Powers Board’s (Caltrain’s) GoPass program, covering program performance, ridership and revenue trends, sales, and strategy. No Board of Director (Board) action is required at this time.

**Discussion**

GoPass is Caltrain’s institutional pass program for employers, educational institutions, municipalities, housing developments, and non-profits. The program operates through a legacy “All-In” option priced at \$275 annually, under which all eligible users are required to enroll. Educational institutions can also enroll students at \$99 annually.

In May 2025, the Board authorized a new, additional tiered pricing, which was intended to provide flexibility for organizations whose workforce or enrollment structure may not align with the All-In model. The Board also removed GoPass pricing from the Fare Structure which authorized Caltrain’s Executive Director to adjust pricing, allowing for faster response to organizational needs and market trends. The tiered program allows organizations to enroll a subset of employees, residents, with annual pricing ranging from \$399 to \$549 for businesses and \$349 for municipalities, housing developments, and non-profits. In addition, for educational institutions, if all faculty and staff are enrolled, then undergraduate students and below receive free GoPasses.

Staff is not yet able to measure the impact of the tiered pricing and enrollment structure on program participation, revenue, and customer retention, as it needs sufficient time following new tiered partner enrollment and clean Clipper data, following the issues with the Clipper 2 migration. Staff estimates that a full program analysis will be possible in the first half of 2027.

## **Program Performance**

The GoPass program remains a cornerstone of Caltrain's ridership recovery. Currently, one in five riders utilizes a GoPass—a 25 percent increase over 2022 levels. Survey data reveals that the pass significantly influences behavior: recipients report planning to use Caltrain two additional days per week, primarily for commuting. Furthermore, GoPass holders demonstrate higher engagement than the general rider base, averaging 3.5 days per week compared to 2.5 days for non-holders. These insights underscore the program's importance in driving ridership growth and broadening transit access.

## **Partner Growth and Revenue**

The introduction of tiered pricing has increased overall partner sign-ups. Total partner counts have risen steadily from 44 in 2024 to 60 in 2025, reaching 65 in 2026. Notably, tiered participation doubled in the last year, growing from 8 to 16 partners. Overall, the total number of partners enrolled in GoPass has increased 47 percent since 2024, prior to the tiered option.

As of March, Fiscal Year (FY) 2026 actual revenue stands at 84 percent of budget. The current forecast of \$14.1 million is \$1.1 million, 7.2 percent below the initial budget. Staff noted that the FY26 budget was set at a level approximately \$1.1 million above expected revenue. While staff is taking a conservative approach for FY27 with revenue flat to FY26 budget, there may be a potential revenue growth opportunity with larger businesses prospects.

While the GoPass program is growing, revenue remains concentrated among key institutional anchors:

- Top Six Partners: Account for 90 percent of total revenue.
- Stanford-Affiliated Organizations: Represent 69 percent of total revenue.
- Sector Breakdown: Commercial businesses represent 63 percent of total revenue.

This concentration highlights the stability provided by major institutional relationships while underscoring the importance of diversification and retention efforts.

## **Sales and Enrollment Update**

Year-to-date, seven new companies have enrolled in the GoPass program, contributing approximately \$104,138 in annualized value. These gains were offset by the loss of two companies, representing a minimal reduction of \$7,990.

The current pipeline is robust:

Pending Agreements: One tiered deal is currently in the agreement stage with Yugabyte.

FY27 Prospects: Active discussions are underway with major organizations including Google, Microsoft, Walmart, Intuit, San Mateo County, and Peninsula Clean Energy.

Outreach strategies remain proactive, featuring recent segmented email campaigns to over 350 institutions, ongoing engagement with lapsed partners, and the development of a city partnership roadshow.

### **Strategic Focus Areas**

The program's growth and stability are centered on three core pillars:

#### **1. Retention**

Goal: Maintain an 85 percent or greater retention rate. Staff will strengthen partner relationships through increased communication touchpoints, a feedback survey, and a dedicated partner appreciation event. Additionally, we are focusing on promoting GoPass Perks and increasing program visibility among employees to drive usage and engagement.

#### **2. Sales**

Goal: Expand the footprint to organizations within three miles of Caltrain stations. Key actions include: Strengthening the sales pipeline by leveraging executive relationships and local stakeholders. Refreshing sales collateral with high-impact testimonials and case studies. Launching demand-generation campaigns that utilize San Mateo County Transit Authority (SMCTA) grant incentives to attract new and former partners.

#### **3. Optimization**

Goal: Streamline the value proposition and internal processes. Planned improvements include:

- Updating Standard Operating Procedures (SOPs) across the entire customer lifecycle.
- Enhancing Customer Relationship Management (CRM) workflows and website marketing materials for better efficiency.
- Driving growth by encouraging existing partners to add incremental worksites and employees.

### **Planned Incentive Program**

The proposed SMCTA GoPass Grant Program totaling \$575,000, with a \$75,000 match required from Caltrain, is expected to be finalized in June 2026. The program will offer one-time incentives for organizations within San Mateo County that are new to GoPass or have not participated in the last two years.

The proposed incentive structure includes businesses, municipalities, housing developments, and non-profits:

- All-In Purchases: A 25 percent discount, capped at \$50,000.
- Tiered Purchases: A 20 percent discount, capped at \$20,000.

For educational institutions, the proposed program offers Caltrain reimbursement for free undergraduate and lower-level student passes issued (valued at \$99/year) when GoPasses are purchased for all faculty and staff.

To maximize enrollment, the proposal includes dedicated funding for marketing and consultant support. This will fuel targeted campaigns and local events designed to drive GoPass awareness throughout San Mateo County.

## **Next Steps**

### **Calendar Year (CY) 2026: Execution and Engagement**

For the remainder of the year, staff will focus on high-impact engagement and the launch of the incentive program:

**Incentive Launch:** Advancing the SMCTA grant-funded marketing campaign and tiered incentives.

**Business Development:** Continuing city partnership outreach and maintaining a proactive pipeline for new and lapsed partners.

**Partner Relations:** Launching the annual partner feedback survey and hosting a GoPass partner appreciation event to strengthen institutional relationships.

### **First Half of CY 2027: Analysis and Refinement**

Heading into 2027, the focus will shift toward data-driven program evolution:

**Strategic Analysis:** Conducting a comprehensive review of program utilization and pricing structures.

**Program Refinement:** Preparing detailed reporting to identify opportunities for optimization.

**Board Engagement:** Returning to the Board with an updated GoPass program analysis and formal recommendations for the future.

### **Budget Impact**

This is an informational item. It has no direct impact on the current budget. Revenue and cost projections associated with items described in this report will be incorporated into future budget approval processes as applicable.

Prepared By: Stephanie Yoshimoto      Manager, Business Partnerships      4/15/2026

**Peninsula Corridor Joint Powers Board  
Staff Report**

To: JPB Finance Committee

Through: Michelle Bouchard, Executive Director

From: Li Zhang, Chief, Commercial and Business Development

For: May 2026 JPB Board of Directors Meeting

Subject: **Receive Energy Procurement Strategy Update**

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

**Purpose and Recommended Action**

Staff is providing the Finance Committee with an informational update on Peninsula Corridor Joint Powers Board’s (Caltrain’s) Energy Procurement Strategy (EPS), covering progress on direct cost management, the Low Carbon Fuel Standard (LCFS) program, and distributed energy resource (DER) exploration. No Board of Director (Board) action is required at this time.

**Discussion**

Since the Board authorized Caltrain’s LCFS program application in May 2024 and Caltrain commenced electric revenue service in September 2024, staff has been actively managing energy costs, capturing program revenues, and evaluating longer-term strategic opportunities. This report provides an update across three main topic areas: direct electricity costs, LCFS program participation, and DER exploration.

**1. Direct Cost Updates**

*CCA Green Transportation Programs* - Caltrain is currently enrolled in Peninsula Clean Energy’s (PCE) ECO100 product and San Jose Clean Energy’s (SJCE) Total Green product at the South San Francisco and San Jose traction power substations, respectively. SJCE and PCE established dedicated Green Transportation programs whereby public providers of electrified transportation could procure their premium 100 percent renewable products at little or no additional cost. Both products deliver 100 percent LCFS-certified eligible renewable energy under California’s Renewables Portfolio Standard, consistent with Caltrain Energy Policy. This procurement minimizes the carbon intensity of each kilowatt-hour consumed, directly supporting LCFS credit generation.

*PG&E Demand Totalization* - Following extended negotiations with Pacific Gas and Electric Company (PG&E), Caltrain achieved implementation of totalized demand metering at each traction power station. Under this configuration, PG&E calculates transmission demand charges

based on the combined energy flow across all meters and distribution demand charges based on the combined energy flow across both meters at each substation, rather than summing individual meter peaks. This totalized demand charge configuration is typical for public transportation agencies with electrified traction power. This billing configuration is expected to save Caltrain approximately \$2.5 million annually at the current service levels.

*Regenerative Braking Export Compensation* - Beginning in October 2025, PCE and SJCE began compensating Caltrain for energy exported to the grid generated by regenerative braking from electrified train operations. Compensation is structured like the Net Billing Tariff (NBT), under which exported energy is credited at the utility's avoided-cost rate. This differs from Net Energy Metering (NEM), which credits exports at the full retail rate. NBT's export rate will fluctuate hour by hour with exports in the late afternoon during the summer worth significantly more than midday in winter. While NBT credit values are lower than retail, the program provides ongoing compensation for energy that was previously uncompensated. Keeping in mind the variable nature of these credits, Staff estimates that this compensation is worth approximately \$1 million annually at current service levels and forecasted avoided-cost rates.

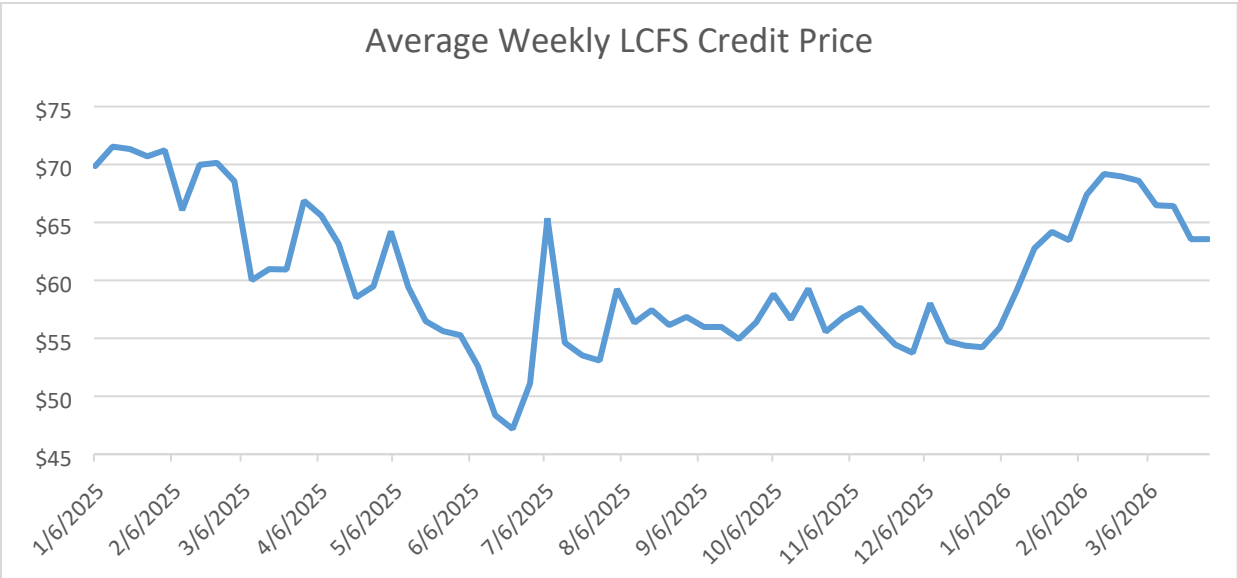
*Wholesale Electricity Market Access* - Staff continues to monitor the feasibility of direct wholesale electricity market access. As previously reported, Caltrain currently lacks the legal authority to purchase power directly in the wholesale market; achieving such access would likely require state legislation, similar to the authority granted to the Bay Area Rapid Transit (BART), or successful participation in the Direct Access lottery. Even if access were secured, wholesale participation would entail material new financial risk, staffing, and compliance obligations. Staff will continue with feasibility assessment but does not recommend pursuing wholesale market access at this time.

## 2. Low Carbon Fuel Standard (LCFS) Update

*Background and Market Conditions* - The LCFS program is designed to decrease the carbon intensity of California's transportation fuel pool and provide an increasing range of low-carbon and renewable alternatives, which reduce petroleum dependency and achieve air quality benefits. It is a market-based program administered by the California Air Resources Board (CARB), and credit prices fluctuate based on compliance demand, credit supply, and regulatory conditions. Caltrain receives credits based on the amount of electricity we use to power transportation operations and the carbon intensity of that electricity. Credits are received in the quarter after the electricity is used. The table shows the credits received quarterly since the launch of electrical service.

Quarter	Credits Generated
2024 Q4	25,635
2025 Q1	25,532
2025 Q2	26,111
2025 Q3	24,852
2025 Q4	24,987

The LCFS credit market has been quite volatile in the past year, creating some variability in the revenues realized. Current prices have settled below \$65 but have gone above \$70 and below \$50 over the past year.



Caltrain sold over 102,000 LCFS credits representing electricity usage between October 1, 2024 and September 30, 2025. These sales generated \$5,926,250 at an average price of \$58 per credit. If the market can sustain the recent upward momentum primarily due to updates to the LCFS regulations intended to tighten the supply of credits, future revenues are expected to increase.

To prudently manage these funds, staff has developed a balanced fiscal framework:

- 50 percent to Operating Relief: Providing immediate support for near-term service needs.
- 50 percent to Capital Reserve Fund: Dedicated to long-term electrification projects.

This 50/50 split ensures that Caltrain can address current operational costs while simultaneously securing the future of its electrified infrastructure.

### 3. Distributed Energy Resource (DER) Exploration

Staff is actively evaluating distributed energy resource opportunities that could reduce Caltrain's electricity costs while improving resiliency and sustainability.

*Traction Power Energy Storage* – Just like most other electricity consumers in California, Caltrain is subject to time-of-use (TOU) rates. TOU rates are intended to incentivize behavioral shifts in electricity consumption by charging customers higher rates during more expensive times for the utility to procure electricity. Unfortunately, Caltrain faces a structural challenge: peak electricity rates coincide directly with peak commute hours. Because operational schedules are driven by passenger demand, Caltrain cannot shift its load to respond to these cost incentives. Staff is investigating energy storage options as the primary means of shaping Caltrain's load profile and thereby reducing costs. The potential benefits of energy storage include reduction of peak demand charges, capture of regenerative braking energy for on-site reuse, enhanced grid resilience, and potential non-fare revenue through grid services participation.

Key hurdles of the energy storage project include high upfront capital costs, complex system interconnection, and ongoing maintenance requirements. To address these, staff issued a Request for Information (RFI) last fall to gauge market interest and evaluate various technologies and partnership models. The RFI results were encouraging, suggesting that a financially and technically viable project is feasible.

Staff is now focused on developing a clear outline for a pilot project. By demonstrating a robust business case and technical fundamentals, Caltrain will be better positioned to secure external funding. Staff expects to present a proposed project and funding plan to the Board in late 2026 or early 2027.

*Solar Generation* - Staff continues to monitor the economics of on-site solar generation. Under the current NBT structure, solar energy exported to the grid is compensated at avoided-cost rates, which is significantly below retail rates, limiting project return on investment. As grid-level solar penetration increases, credit values are expected to decline further. Caltrain will continue to monitor incentive programs, tariff structures, or consumption profiles that could improve the viability of solar investment.

#### **Budget Impact**

This is an informational item. It has no direct impact on the current budget. Revenue and cost projections associated with items described in this report will be incorporated into future budget approval processes as applicable.

Prepared By: John Passmann

Manager of Energy

4/17/2026

**Peninsula Corridor Joint Powers Board  
Staff Report**

To: JPB Finance Committee  
Through: Michelle Bouchard, Executive Director  
From: David Santoro, Chief Administrative Officer  
For: May 2026 JPB Board of Directors Meeting  
Subject: **Receive Contracts and Procurement Quarterly Report on Technology Purchases for Fiscal Year 2026 Quarter Three**

Finance Committee Recommendation

Technology, Operations, Planning, and Safety Committee Recommendation

Advocacy and Major Projects Committee Recommendation

**Purpose and Recommended Action**

Pursuant to Resolution No. 2025-26, the Board of Directors (Board) of the Peninsula Corridor Joint Powers Board (JPB) directed staff to provide a report to the Board on a quarterly basis advising of actions taken pursuant to the authority conferred by this Resolution.

Staff provides the attached Contracts and Procurement Quarterly Report on Technology Purchases for the Second Quarter of Fiscal Year 2026 (Attachment A) to the Board of the JPB for informational purposes only. There is no recommended action.

**Discussion**

Pursuant to Resolution No. 2025-26, the Board authorized the Executive Director or designee to execute contracts and amendments exceeding \$250,000 for:

- a. Technology systems equipment and related services through JPB-approved cooperative purchasing programs and piggyback contracts to meet the JPB's technology equipment and services requirements, pursuant to the terms and conditions of each cooperative purchasing program vendor agreement or piggyback agreement, and to the extent that each cooperative purchasing program, each vendor agreement, and each piggyback contract fully complies with the JPB's statutory procurement authority and procurement policy;
- b. New or additional software licenses or license renewals, maintenance, product support, or related professional services through original equipment manufacturers, product licensors, or their authorized distributors or consultants to permit continued effective use and upkeep of JPB-owned information technology, hardware, and software;
- c. Professional and staff augmentation services for information technology, pursuant to the JPB's procurement authority and policy;

- d. Expansion or modification of previously competitively procured proprietary software from an original provider when the original provider is the only source of such software and/or related services; and
- e. Authorizes the Executive Director or designee to execute contracts that commit the JPB to multi-year service terms that exceed one fiscal year's allocated budget, with the understanding that each subsequent service year will be accounted for in the following fiscal year's resolution's requested budget.

**Budget Impact**

There is no impact on the budget.

Prepared By: Kevin Yin      Director, Contracts and Procurement      03/31/2026

ATTACHMENT A

C&P Quarterly Report of Technology Purchases for Fiscal Year 2026 Quarter Three

JPB

The purchases listed below are for Information Technology Licenses, License Renewals, Maintenance Service, and Professional Services > \$250K

**Resolution #2025-26**  
**Total Board Approved Authority**  
**\$3,000,000**

C&P Quarterly Report of Technology Purchases for First Quarter 2026

July 1, 2025 - September 30, 2025			1st Quarter			
Date	Contract # or PO#	Vendor	Contract or PO Description	Contract Authority Amount Deducted from IT Resolution#2025-26	Total Contract or PO Amount (latest change included)	Remaining Authority
NIL	NIL	NIL	NIL	NIL	NIL	
			<b>Subtotal</b>	\$ -	\$ -	\$ 3,000,000.00

C&P Quarterly Report of Technology Purchases for the Second Quarter 2026

October 1, 2025 - December 31, 2025			2nd Quarter			
Date	Contract # or PO#	Vendor	Contract or PO Description	Contract Authority Amount Deducted from IT Resolution#2025-26	Total Contract or PO Amount (latest change included)	Remaining Authority
NIL	NIL	NIL	NIL	NIL	NIL	
			<b>Subtotal</b>	\$ -	\$ -	\$ 3,000,000.00

C&P Quarterly Report of Technology Purchases for the Third Quarter 2026

January 1, 2026 - March 31, 2026			3rd Quarter			
Date	Contract # or PO#	Vendor	Contract or PO Description	Contract Authority Amount Deducted from IT Resolution#2025-26	Total Contract or PO Amount (latest change included)	Remaining Authority
1/22/2026	24-J-L-025 A1	DLT Solutions LLC	Oracle Aconex Software as a Service (SAAS)	\$417,335.00	\$1,183,451.51	
			<b>Subtotal</b>	\$ 417,335.00	\$ 1,183,451.51	\$ 2,582,665.00

**Peninsula Corridor Joint Powers Board  
Staff Report**

To: JPB Finance Committee  
Through: Michelle Bouchard, Executive Director  
From: Dahlia Chazan, Chief, Caltrain Planning  
For: May 2026 Board of Directors Meeting  
Subject: **Receive Quarterly Real Estate Update**



Finance Committee  
Recommendation



Technology, Operations, Planning,  
and Safety Committee  
Recommendation



Advocacy and Major Projects  
Committee Recommendation

**Purpose and Recommended Action**

This report provides a quarterly update on real estate activities, with a focus on revenue-generating activities. The report is for Fiscal Year 2026 Quarter 3 (FY26 Q3) and is provided for informational purposes only. *Appendix A* provides additional information.

**Discussion**

**Property Leasing**

For FY26, annual contracted revenue from property leasing is estimated at \$1.49 million. Through the first three quarters, contracted rents total approximately \$1.2 million in lease revenue, including \$409,300 in Q3, up 4.3 percent from the prior quarter. This represents approximately 80 percent of projected annual revenue. The largest increase is in the category of Non-Station Commercial Leases, largely driven by the transfer of San Mateo County Transit Authority (SMCTA) properties.

Total leasing revenue includes rent from:

- **Station buildings** such as retail at San Francisco Station;
- **Station parking lots** for commercial parking or active uses such as farmer’s markets; and
- **Leases not at stations** which include use of parcels along the right of way for parking for auto dealerships, leases for areas behind buildings encroaching into the right of way (often parking), storage facilities, cell sites/ utilities, and billboards, etc.

Caltrain has nine station buildings with a total of 27,249 square feet of occupiable space. Of this, approximately 10,451 square feet is used by Transit Services of America, Inc. (TASI) for rail operations, primarily at Diridon Station. The remaining 16,798 square feet is 68 percent occupied, with about 5,300 square feet currently vacant. This reflects an increase in occupancy

61 percent last quarter, driven by the lease of the Menlo Park Depot to Chris Kummer and Associates (CKA) Architects in Q3.

As part of ongoing efforts to lease remaining space, real estate staff are working with potential tenants and operations and maintenance staff are obtaining cost estimates for improvements needed at station buildings with vacancies, including San Carlos Depot and Diridon Station. A new lease for vacant space at the San Francisco station is expected to be executed in April.

### **Transit-Oriented Development (TOD)**

Caltrain currently has five priority TOD sites at San Francisco, Hayward Park, Redwood City, Mountain View, and Diridon Stations. Staff are actively working with the San Francisco Railyards team to advance TOD in partnership with Prologis, which has recently submitted a development application.

Real estate staff are also underway with a TOD Portfolio Analysis, which will evaluate market and development potential across development sites. This work will help prioritize future TOD efforts, identify appropriate timing for each site, and inform the TOD Policy update staff expect to initiate later in calendar year 2026. The goal of this assessment is to inform the planned TOD policy update and establish a strategy for advancing TOD across the corridor.

### **Policy Updates**

A range of real estate policy efforts are underway to clarify goals and requirements, streamline processes, and support increased revenue from Peninsula Corridor Joint Powers Board (JPB)-owned assets. These efforts include updates to the following:

- **Property Conveyance Policy:** Outlines procedures for evaluating third-party use of Caltrain property for non-railroad purposes, such as utilities, community uses, and commercial leases to ensure such uses are consistent with Caltrain's engineering standards and with current and future potential transit uses of the property. Includes review criteria and a fee schedule.
- **Rail Corridor Use Policy:** Identifies which Caltrain-owned properties are required for the railroad's current and future property needs including capital projects, as defined by the Adopted Service Vision (ASV) and other adopted plans and policies. Properties not needed for future rail operations may be considered for TOD or long-term other uses.
- **TOD Policy:** Defines Caltrain's objectives and approach to advancing TOD. Key provisions include a 30 percent affordable housing requirement for each project, prevailing wage compliance, a fair market value objective, and revenue participation.

Following an informational presentation on the Property Conveyance Policy updates in February, staff will return to the TOPS Committee on April 29, 2026 with a recommendation for approval. The Real Estate Comprehensive Use Plan (RCUP) update is anticipated to be completed by August 2026. Following completion of the TOD Portfolio Analysis, staff will begin work on the TOD Policy update.

**Budget Impact**

There is no impact on the budget.

Prepared By:	Nadine Fogarty	Director, Caltrain Real Estate and Transit-Oriented Development	04/13/2026
	Jenny Lin	Manager, Caltrain Real Estate and Transit-Oriented Development	04/13/2026

***Quarterly Real  
Estate and  
Transit-Oriented  
Development  
(TOD) Update***

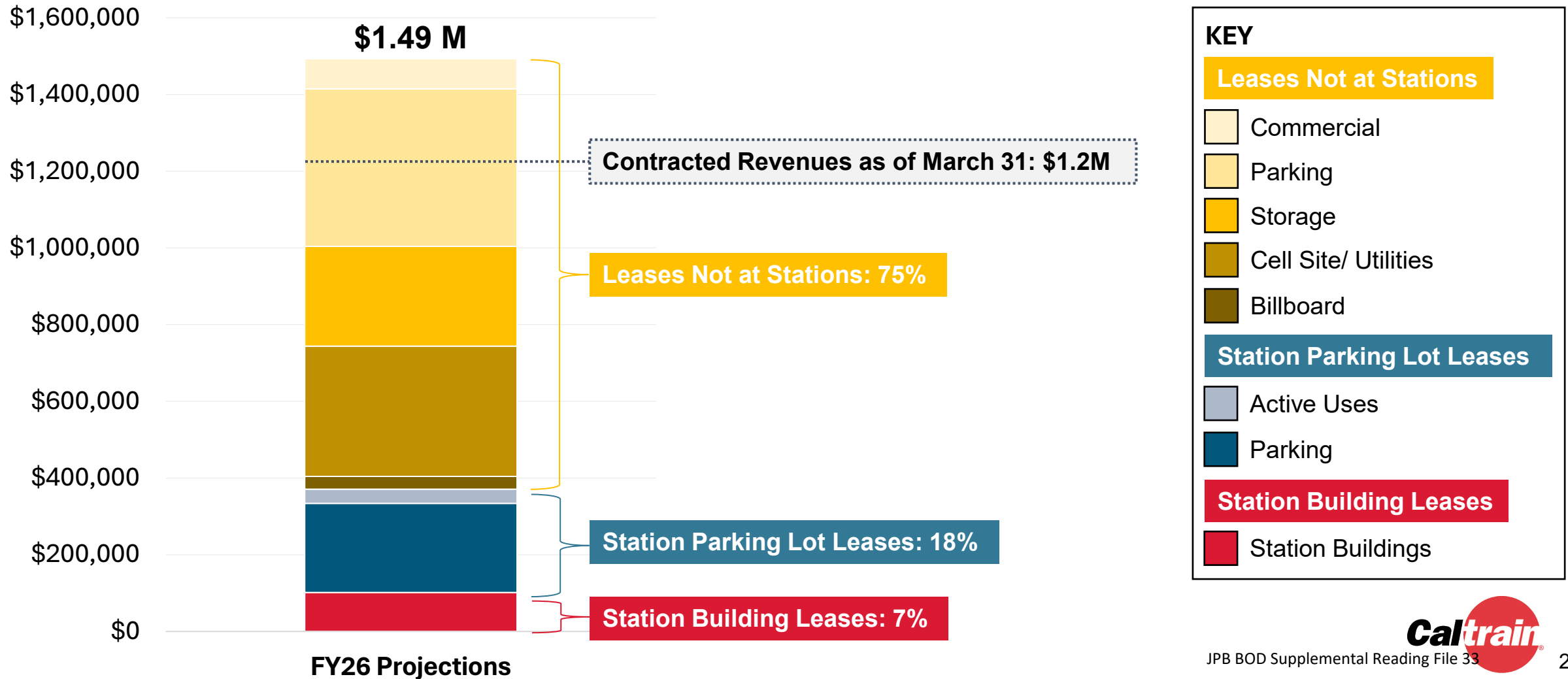
***Appendix A***

**JPB Finance Committee**

**April 27, 2026**



# FY26 Annualized Lease Revenue Estimates



# FY26 Q3 Contracted Lease Revenue

Category	Q3: FY25/26		Change from Q2	
	Amount	Percent	Amount	Percent
<b>Station Buildings</b>	<b>\$31,858</b>	<b>8%</b>	<b>\$807</b>	<b>2.6%</b>
<b>Station Parking Lots</b>	<b>\$63,109</b>	<b>15%</b>	<b>-\$3,472</b>	<b>-5.2%</b>
Parking Uses	\$53,592	13%	-\$3,511	-6.1%
Active Uses	\$9,517	2%	\$39	0.4%
<b>Other</b>	<b>\$314,343</b>	<b>77%</b>	<b>\$19,712</b>	<b>6.7%</b>
Billboard	\$7,141	2%	\$20	0.3%
Cell Sites/ Utilities	\$88,908	22%	\$2,132	2.5%
Storage	\$64,767	16%	-\$1,837	-2.8%
Non-Station Parking	\$99,425	24%	-\$13,774	-12.2%
Non-Station Commercial	\$54,101	13%	\$33,173	158.5%
<b>Total Revenue</b>	<b>\$409,310</b>	<b>100%</b>	<b>\$17,047</b>	<b>4.3%</b>

# FY26 Q3 Station Building Occupancy

Metric	Q3: FY25/26	
	Sq.Ft.	Percent
<b>Total Square Footage</b>	<b>27,249</b>	
<b>TASI/ Operations</b>	<b>10,451</b>	<b>n/a</b>
<b>Remaining Leasable Area</b>	<b>16,798</b>	<b>100%</b>
Occupancy	11,496	68%
Vacancy	5,302	32%

Reduced from 39% vacancy at end of Q2

# Station Building Uses as of March 31, 2026

Station	Current Uses	Total SF [1]	JPB Use	Tenant Occupied SF	Vacant SF
Fourth and King	Rail Ops/Retail Kiosks	4,309	2,164	1,495	650
Millbrae*	Rail Ops/Museum/ Storage/ Vacant 2 <sup>nd</sup> Floor	2,266	355	662	1,249
Burlingame*	Rail Ops/Museum/ Storage/ Electrical/ Vacant	2,920	222	1,703	995
Former Hillsdale Station	Vacant	790	0	0	790
San Carlos*	Vacant	1,412	0	0	1,412
Menlo Park*	CKA Architects	1,328	0	1,328	0
Sunnyvale	Vacant	206	0	0	206
Santa Clara*	Museum	5,120	Shared	5,120	0
Diridon*	Rail Ops/Office/ Café Kiosk	<u>8,898</u>	<u>7,710</u>	<u>1,188</u>	<u>0</u>
<b>Total</b>		<b>27,249</b>	<b>10,451</b>	<b>11,496</b>	<b>5,302</b>

\*Asterisk indicates historic building, subject to covenant.

[1] Does not include circulation, common areas, or other areas that are not independently leasable.

# Current TOD Sites

Site	Stage	Description	Status
Hayward Park	Entitled/ No Developer	<ul style="list-style-type: none"> <li>• 2.7-acres</li> <li>• Entitled for 191 residential units with potential for extension</li> </ul>	<ul style="list-style-type: none"> <li>• Ground lease terminated due to market conditions</li> <li>• Potential for additional density given City General Plan Update</li> <li>• Revisiting strategy and timing</li> </ul>
Diridon	Entitled/ No Developer	<ul style="list-style-type: none"> <li>• 3.1-acre site</li> <li>• Entitled for 1.1M sq. ft. commercial use</li> </ul>	<ul style="list-style-type: none"> <li>• Monitoring market conditions</li> </ul>
Redwood City	Planning	<ul style="list-style-type: none"> <li>• 1.4- acre site zoned for up to 315 residential units</li> <li>• Agreement in place with adjacent developer to swap for improved development parcel</li> </ul>	<ul style="list-style-type: none"> <li>• Property swap to be executed when adjacent commercial is ready to break ground</li> </ul>
San Francisco Railyards	Planning	<ul style="list-style-type: none"> <li>• 20-acre site owned in fee by Prologis and subject to Caltrain perpetual operating easement</li> <li>• Partnership for major mixed-use TOD</li> </ul>	<ul style="list-style-type: none"> <li>• Formal project application by Prologis submitted</li> <li>• Securing consultant to support JPB in negotiations</li> </ul>
Mt. View	Pre-Planning	<ul style="list-style-type: none"> <li>• 3.1-acre site partially subject to VTA easement and ground lease to Mt. View</li> </ul>	<ul style="list-style-type: none"> <li>• Initial discussions held with the City; timing to advance joint strategy TBD</li> </ul>

# Real Estate and TOD Policy Efforts

Policy	FY26				FY27			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Property Conveyance Policy Update								
Rail Corridor Use Policy (RCUP) Update								
TOD Portfolio Analysis								
TOD Policy Update								

FOR MORE INFORMATION

[WWW.CALTRAIN.COM](http://WWW.CALTRAIN.COM)



**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 Communications Officer  
For: May 2026 JPB Board of Directors Meeting  
Subject: **Receive Update on 2025 Triennial Customer Survey**

Finance Committee  
Recommendation

Technology, Operations, Planning,  
and Safety Committee  
Recommendation

Advocacy and Major Projects  
Committee Recommendation

**Purpose and Recommended Action**

The Triennial Customer Survey provides Peninsula Corridor Joint Powers Board (Caltrain) with data to understand current rider demographics, trip characteristics and customer satisfaction ratings. Staff will use the results to guide planning decisions, support Title VI reporting and analyses, and continue improving customer experience.

This presentation is for informational purposes only, and no Board of Directors (Board) recommendation or action is required.

**Discussion**

This update provides the Technology Operations, Planning, and Safety (TOPS) Committee with valuable insights into customer usage patterns, rider demographics and service satisfaction. The presentation will also highlight opportunities to better align services with the needs of our customers.

- Highest-ever overall customer satisfaction, with strong gains since 2022 in on-time performance and satisfaction with new, more frequent schedule.
- Caltrain core ridership is young/middle-aged with a high socioeconomic status, however, 37 percent are low-income and rely on Caltrain for mobility.
- Ridership growth driven by newer, moderate frequency users (riding two to three days per week since 2022) and San Francisco trips.
- Primary use case remains work trips, with heavy reliance on digital channels to access Caltrain info.

- Clipper is Caltrain riders' primary payment method, while use of paper-based tickets continues to decline.
- Caltrain continues to deliver reliable, regional mobility, and high customer satisfaction levels at 4.5 out of 5.

Recommended actions:

- Support ridership growth, service planning, and customer experience initiatives through targeted marketing, GoPass partnerships, schedule development, and improvements to digital communication channels.
- Advance service equity and representation of Caltrain customers through Title VI compliance, the upcoming Fare Study, and capital investment planning.

**Budget Impact**

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

Prepared By: Julian Jest

Manager, Market Research

04/24/2026



JPB Technology, Operations, Planning, and Safety (TOPS) Committee  
Meeting of April 29, 2026

Supplemental Reading File

# Subject

1. Receive Quarterly On-Call Contracts Portfolio Report
2. Receive Quarterly Report of the Cooperative Purchasing Contract to Mansfield Oil Company for Fuel and Fueling Services Contract No. 25-J-CO-094
3. Receive Update on Guadalupe River Bridge Project

**Peninsula Corridor Joint Powers Board  
Staff Report**

To: JPB Technology, Operations, Planning, and Safety (TOPS) Committee  
Through: Michelle Bouchard, Executive Director  
From: Dahlia Chazan, Chief, Rail Planning  
Sherry Bullock, Interim Chief, Design and Construction, and CalMod Program Director  
For: May 2026 JPB Board of Directors Meeting  
Subject: **Receive Quarterly On-Call Contracts Portfolio Report**

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

**Purpose and Recommended Action**

This report is for information only. No Board of Directors (Board) action is required.

**Discussion**

This revamped report is an information item and consolidates eleven quarterly on-call contract staff reports to provide a high-level and transparent overview of total contract capacity, utilization, and work directive activity for the reporting period.

The tables below provide an update of contract activities from January 1, 2026, through March 31, 2026, and reports on the following:

- Table 1 Portfolio Contract Summary: List of on-call contracts, capacity, and work directive (WD) amounts issued to date by vendor
- Table 2 Work Directives and Amendments Issued This Reporting Period: Description and amounts of all the WDs and amendments issued in the reporting period

**Budget Impact**

There is no impact on the budget.

Prepared By:	Tomisha Young	Contract Administrator, Rail Contracts and Budget	4/1/2026
	Connie Tung	Contract Administrator, Rail Contracts and Budget	4/1/2026

**Table 1 Portfolio Contract Summary**

Item #	Contract #	Type	Vendor	Capacity	Issued to Date	Remaining	% Used	% Time Elapsed
1	20-J-P-006	Transportation Planning	Fehr & Peers	\$52,500,000	\$5,166,539	\$4,434,290	92%	100%
			HNTB		\$8,770,685			
			Kimley-Horn		\$16,643,336			
			ARUP		\$2,757,645			
			Mott Mac		\$13,206,710			
			WSP		\$1,520,765			
2	22-J-P-024	Communication and Signal Services	RSE	\$18,000,000	\$12,967,011	\$3,870,118	78%	73%
			STV		\$1,162,871			
			WSP		\$-			
			Xorail		\$-			
3	24-J-P-002	Program Management Oversight	Ghirardelli	\$55,000,000	\$-	\$38,699,103	30%	30%
			Jacobs		\$10,969,172			
			Conсор		\$5,331,725			
4	24-J-P-003	Construction Management	Ghirardelli	\$40,000,000	\$725,243	\$30,476,370	24%	31%
			Gannett Fleming		\$3,521,396			
			WSP		\$5,276,991			
5	24-J-P-010	General Engineering Consultant Design	AECOM	\$50,000,000	\$3,189,151	\$42,428,258	15%	42%
			HDR		\$986,684			
			TY Lin		\$3,395,907			
6	24-J-P-016	Alternative Project Delivery Negotiation	Kelly McNutt	\$3,150,000	\$2,791,895	\$358,105	89%	45%

Item #	Contract #	Type	Vendor	Capacity	Issued to Date	Remaining	% Used	% Time Elapsed
7	24-J-P-030	Management of Soil, Hazardous Waste, And Other Environmental Compliance	Millennium	\$4,000,000	\$789,603	\$3,210,397	20%	38%
8	24-J-P-055	Professional Support	Mott Mac	\$42,000,000	\$667,898	\$38,507,935	8%	32%
			RSE		\$2,477,125			
			WSP		\$347,042			
9	24-J-P-096	Design Review	TranSystems	\$8,000,000	\$24,728	\$7,975,272	0%	15%
10	24-J-P-098	Transportation Planning	Fehr & Peers	\$60,000,000	\$553,171	\$56,217,834	6%	11%
			Kimley-Horn		\$3,014,183			
			Mott Mac		\$214,812			
11	25-J-P-064	Alternative Project Delivery	Kelly McNutt	\$6,228,400	\$284,921	\$5,943,479	5%	15%
<b>Total On-Call Contracts Portfolio</b>				<b>\$338,878,400</b>	<b>\$106,757,239</b>	<b>\$232,121,161</b>	<b>32%</b>	

**Table 2 Work Directives (WD) and Amendments Issued This Reporting Period**

<b>Contract #</b>	<b>WD #</b>	<b>Title and Description</b>	<b>Vendor</b>	<b>Amount</b>
20-J-P-006 Transportation Planning	10704	<b>Rail Operations and Maintenance Planning Manager</b> Consultant services for Rail Operations and Maintenance (O&M) Planning for electrified service. The service request includes one full time Rail O&M Planning Manager to manage all work related to railroad readiness for electrified service. A1 added \$323,000 for additional support and extended to 12/31/25. A2 extended from 12/31/2025 to 2/28/2026. <b>A3 added \$226,000 for additional support and extended from 2/28/2026 to 6/30/2026.</b>	HNTB	<b>\$465,171</b>
	11769	<b>Diridon Station O&amp;M Cost Estimate</b> Support to the development of operations and maintenance (O&M) cost estimates for the Diridon Station Redevelopment Project. More specifically, Caltrain seeks to develop goals and objectives for the development of O&M cost estimates; quantify future O&M costs associated with the Diridon Redevelopment Project, and project cost data inputs to the environmental documentation and funding strategy work scopes for the program.	HNTB	<b>\$71,548</b>
22-J-P-024 Communication and Signal Services	10930	<b>Right-of-Way Survey</b> Consultant to provide field survey support for construction work on our Right-of-Way (ROW) and firmly establish the limits of our property and as necessary assist with as-built data for disputes that arise with adjacent property owners. It is imperative that new ROW fencing is placed on the limits of our property so we can avoid future re-locations.	RSE	<b>\$124,980</b>

<b>Contract #</b>	<b>WD #</b>	<b>Title and Description</b>	<b>Vendor</b>	<b>Amount</b>
22-J-P-024 Communication and Signal Services (Cont.)	12078	<b>2026 Grade Crossing Hazard Assessment</b> Support to collect data at all JPB at grade crossings. The data shall include video data to capture the traffic counts and movements for vehicles, bicycles and pedestrians. The data collection shall also include any physical changes to the grade crossings. The new data will be used to update the Caltrain Grade Crossing Hazard Analysis risks for each crossing.	RSE	<b>\$194,589</b>
	12079	<b>Signal Software and Positive Train Control (PTC) updates for Predictive Arrival/Departure System (PADS) Improvement Project</b> To continue progressing updates to the signal application software updates in support of the PADS Improvement Project, to bring in newly available field status indications to the Rail Operations Control System Front End Processor (ROCS FEP). This work directive (WD) intends to cover all aspects of the necessary lead engineering design, software updates, verification, documentation, PTC subdivision updates, installation and cutover planning, and coordination activities as a member of the capital project team reporting to the Lead Project Engineer.	RSE	<b>\$499,938</b>
24-J-P-002 Program Management Oversight	11424	<b>Senior Project Manager for Mountain View and Rengstorff</b> Senior project management services for the reconstruction phase of the Mountain View Transit Center Project and Rengstorff Avenue Grade separation Project, and other Rail Development projects as required. A1 added \$385,246 for additional support and extended from 5/20/2025 to 5/31/2026. A2 revised end date from 5/31/2026 to 11/30/2025. <b>Closed with \$383,714 balance.</b>	Jacobs	<b>(\$383,714)</b>

Contract #	WD #	Title and Description	Vendor	Amount
24-J-P-002 Program Management Oversight (Cont.)	11782	<b>Senior Project Manager for Middle Avenue Pedestrian Crossing</b> Senior project management services for overall management of the scope, schedule, budget and quality of the project lifecycle from planning to closeout for Middle Avenue Pedestrian Crossing. <b>Canceled</b>	Conzor	<b>(\$493,628)</b>
	12012	<b>CalMod Document Control (DC) Support Services</b> To provide document control support services for the Caltrain Modernization Program.	Jacobs	<b>\$133,331</b>
	11420	<b>Project Controls Analyst</b> Consultant services to provide project controls expertise to support the administration of the capital projects. <b>Canceled.</b>	Jacobs	<b>(\$195,329)</b>
	2411447000	<b>CalMod PCEP Document Control Senior Analyst</b> Document Controls Senior Analyst – Ann Morris to provide consultant services for CalMod/Peninsula Corridor Electrification Project (PCEP). <b>Closed with \$2,451 balance.</b>	Jacobs	<b>(\$2,451)</b>
	11524	<b>Risk Analyst-Estimator</b> Consultant services to support Project Controls group (Manager of Project Estimates) in project risk management and project estimates. <b>A1 extended from 12/31/2025 to 12/31/2026.</b>	Jacobs	<b>\$0</b>
	12103	<b>Central and San Francisquito Offices Document Control Support Services</b> Consultant services to support in records management and document control tasks for the central office and do document control for the San Francisquito Creek Bank Stabilization Project.	Conzor	<b>\$285,917</b>

<b>Contract #</b>	<b>WD #</b>	<b>Title and Description</b>	<b>Vendor</b>	<b>Amount</b>
24-J-P-002 Program Management Oversight (Cont.)	12104	<b>Central and San Francisquito Offices Document Control (DC) Support Services</b> Consultant services to support in records management and document control tasks for the central office and do document control for the San Francisquito Creek Bank Stabilization Project.	Jacobs	<b>\$90,000</b>
24-J-P-003 Construction Management	11398	<b>San Francisquito Bank Stabilization Contract Management (CM) Services</b> To provide construction management services for the San Francisquito Creek Bank Stabilization Project.	Ghirardelli Associates	<b>\$725,243</b>
	11491	<b>Central Control Facility HVAC CM Services</b> Construction management services for Central Control Facility (CCF) Heating, Ventilation, and Air Conditioning (HVAC) Installation project. A3 extended from 7/1/2025 to 12/31/2025. <b>Closed with \$6,163 balance.</b>	WSP USA, Inc.	<b>(\$6,163)</b>
	11395	<b>San Mateo Parking Track Project</b> Construction management services for the administration of a construction contract for the PCJPB San Mateo Replacement Parking Track Project. A1 added \$236,348 for additional support. A2 extended from 7/1/2025 to 6/30/2026. <b>Closed with \$36.35 balance.</b>	WSP USA, Inc.	<b>(\$36)</b>
24-J-P-010 General Engineering Consultant Design	11709	<b>South San Francisco Flood Assessment &amp; Mitigation Project</b> South San Francisco Flood Assessment & Mitigation Project: To provide preliminary engineering services to confirm causes of flooding, quantify hydraulic constraints, and develop feasible long-term mitigation alternatives that minimize operational impacts and lifecycle O&M.	T.Y. Lin	<b>\$192,657</b>

<b>Contract #</b>	<b>WD #</b>	<b>Title and Description</b>	<b>Vendor</b>	<b>Amount</b>
24-J-P-010 General Engineering Consultant Design (Cont.)	11706	<b>Palo Alto Grade Separation Project</b> Palo Alto Grade Separation: To conduct appropriate data collection, development of the Basis of Design Report, refinement of the conceptual designs, and development of 15 percent design plans for the crossing alternatives. <b>A1 added \$18,013 for additional services.</b>	T.Y. Lin	<b>\$18,013</b>
	11707	<b>Rail Network Engineering Support Services</b> To provide technical expertise to Caltrain’s Systems Engineering department, primarily in the area of rail operations-critical back office network and datacenter systems. <b>A1 added \$213,945 for additional services.</b>	AECOM	<b>\$213,945</b>
	11414	<b>Systems Engineering &amp; Integration Tech Support</b> Technical Lead is responsible for supporting Caltrain Systems Engineering (SE) department as an extension of technical team seconded staff, primarily serving as the PADS lead engineer. A1 added \$460,117 for additional services and extended until 03/31/26. <b>A2 added \$108,353 for additional services and extended from 3/31/2026 to 6/30/2026.</b>	AECOM	<b>\$108,353</b>
24-J-P-016 Alternative Project Delivery Negotiation		No WDs issued this reporting period.		
24-J-P-030 Management of Soil, Hazardous Waste, And Other Environmental Compliance	11555	<b>Environmental Engineer/Geologist Consultant Support Services – Operations</b> Provide technical and staff support to JPB Operations in soil management and hazardous waste planning and compliance. A1 added \$122,373 for additional support and extended from 12/31/2024 to 10/31/2025. <b>A2 added \$89,820 for additional support and extended from 10/31/2025 to 12/31/2026.</b>	Millennium Consulting Associates	<b>\$89,820</b>

<b>Contract #</b>	<b>WD #</b>	<b>Title and Description</b>	<b>Vendor</b>	<b>Amount</b>
24-J-P-055 Professional Support	11616	<b>Geographic Information System (GIS) Specialist/GIS Analyst Support Services</b> To support the Engineering Department with location analysis, data integrity, mapping, and right-of-way services used in the day-to-day design and construction of Caltrain projects. A1 extended from 9/30/2025 to 6/30/2026. <b>A2 extended from 6/30/2026 to 12/31/2026 and added \$73,394 for additional services.</b>	WSP	<b>\$73,394</b>
	11615	<b>Manager, Engineering (Traction Power) Support Services</b> Responsible for engineering and oversight aspects of the Agency's traction power and OCS. A1 extended from 5/11/2025 to 11/11/2025 and added \$245,851 for additional support. A2 extended from 11/11/2025 to 2/12/2026 and added \$62,917 for additional support. <b>A3 extended from 2/12/2026 to 4/12/2026 and added \$31,216 for additional services.</b>	Mott MacDonald	<b>\$31,216</b>
	11615	<b>Manager, Engineering (Traction Power) Support Services</b> Responsible for engineering and oversight aspects of the Agency's traction power and Overhead Catenary System (OCS). A1 extended from 5/11/2025 to 11/11/2025 and added \$245,851 for additional support. A2 extended from 11/11/2025 to 2/12/2026 and added \$62,917 for additional support. <b>A4 extended from 4/12/2026 to 6/30/2026 and added \$77,914 for additional support.</b>	Mott MacDonald	<b>\$77,914</b>
24-J-P-096 Design Review		No WDs issued this reporting period.		
24-J-P-098 Transportation Planning	12152	<b>Strategic Planning to Support Caltrain's Plan for the Next Decade</b> To provide consultant support, management and strategic advisory services on Caltrain ridership estimating to support Caltrain's Plan for the Next Decade (Service Vision Update Phase 2)	Fehr & Peers	<b>\$49,606</b>

<b>Contract #</b>	<b>WD #</b>	<b>Title and Description</b>	<b>Vendor</b>	<b>Amount</b>
24-J-P-098 Transportation Planning (Cont.)	11929	<b>Connecting Palo Alto Support</b> Caltrain staff request consultant support for the initiation, project management and general coordination of the Connecting Palo Alto project as it proceeds through 15 percent Design in the project lifecycle. This work will be tied to the Connecting Palo Alto Cooperative Agreement (Agreement) to be executed with the City of Palo Alto (City) and the Santa Clara Valley Transportation Authority (VTA).	Kimley-Horn	<b>\$1,000,000</b>
	11930	<b>Grade Crossing Elimination Program Implementation Feasibility Study</b> Requires consultant to provide program management and strategic advisory support to facilitate the environmental review process for the Diridon Station Program.	Kimley-Horn	<b>\$653,392</b>
	11931	<b>Adoption of the Corridor Crossings Strategy (CCS) Programs by JPB</b> Technical and strategic advisory services for the final adoption of the Corridor Crossings Strategy Programs by the JPB, and the preparation of engagement materials for specific events targeting local officials and corridor partners (Transportation Authorities and cities).	Kimley-Horn	<b>\$124,885</b>
25-J-P-064 Alternative Project Delivery		No WDs issued this reporting period.		

**Peninsula Corridor Joint Powers Board  
Staff Report**

To: JPB Technology, Operations, Planning and Safety (TOPS) Committee

Through: Michelle Bouchard, Executive Director

From: Theodore Burgwyn, Interim Chief Operating Officer

For: May 2026 JPB Board of Directors Meeting

Subject: **Receive Quarterly Report of the Cooperative Purchasing Contract to Mansfield Oil Company for Fuel and Fueling Services Contract No. 25-J-CO-094**

Finance Committee Recommendation

Technology, Operations, Planning, and Safety Committee Recommendation

Advocacy and Major Projects Committee Recommendation

**Purpose and Recommended Action**

This report is for information only. No Board action is required.

**Discussion**

Pursuant to Resolution No. 2025-17, the Board of Directors (Board) awarded a Cooperative Purchasing Contract to Mansfield Oil Company of Gainesville, Inc. to supply Renewable and Standard Red-Dye, Ultra-Low Sulfur Diesel Fuel and Fueling Services consisting of a 27-month term, starting June 2, 2025, through September 30, 2027, for a total estimated amount of \$2,527,274.

This cooperative purchasing contract will provide the Peninsula Corridor Joint Powers Board (PCJPB) with Fuel and Fueling services for the remaining fleet of diesel locomotives to ensure continued, uninterrupted service for Caltrain operations.

This informational item is presented quarterly to the Board and reports on the following:

- Total amount of gallons of fuel purchased since contract inception
- Total cost of fuel since the last reporting period

The tables below provide an update of contract activities from January 1, 2026, through March 31, 2026. Table 1 summarizes the contract capacity status. Table 2 updates the percentage of capacity used against the percent time elapsed. Table 3 shows the Board approved dates and amounts. Table 4 aggregates the amount of fuel in cost and gallons. Table 5 shows the Fuel Net Report status for the quarter.

**Budget Impact**

There is no impact on the budget.

Prepared By: Tomisha Young Contract Administrator, 4/1/2026  
Rail Contracts and Budget

**Table 1**

<b>Contract Summary</b>	<b>Years</b>	<b>Amount</b>
Total Capacity:	2.3	\$2,527,274
Total Fueling Cost:		\$1,105,636
Remaining Exercised Capacity:		\$1,421,638

**Table 2**

<b>Contract Days</b>	<b>Days Elapsed</b>	<b>% Time Elapsed</b>	<b>Capacity Used</b>
850	309	36%	44%

**Table 3**

<b>Contract Information</b>	<b>Start</b>	<b>End</b>	<b>Years</b>	<b>Capacity</b>	<b>Resolution/ Authorized</b>
Base	6/2/2025	9/30/2027	2.3	\$2,527,274	2025-17
<b>Total:</b>			<b>2.3</b>	<b>\$2,527,274</b>	

**Table 4**

<b>Fuel Cost</b>	<b>Total Cost</b>		<b>Total Gallons</b>
<b>Total Fuel Cost</b>	\$1,105,636	<b>Total Fuel Gallons</b>	279,645
<b>Previous Reporting Period</b>	\$796,445	<b>Previous Reporting Period</b>	207,786
<b>Current Reporting Period</b>	\$309,191	<b>Current Reporting Period</b>	71,859

Table 5

### Transaction Analytics

Delivery Start Date / End Date

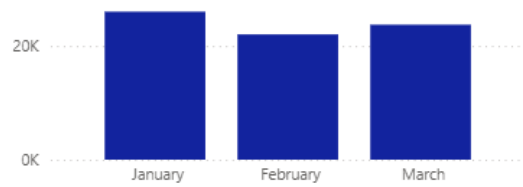
1/1/2026 3/31/2026

- ShipTo
- Select all
- Gilroy Rail Yard
- Transit America Services



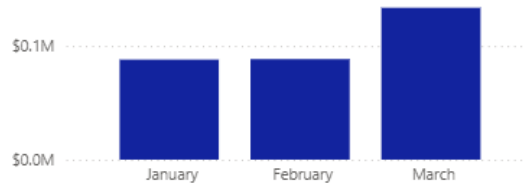
Quantity by Month

Year ● 2026



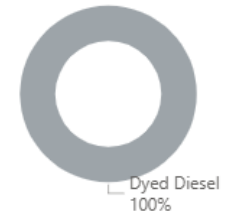
Cost by Month

YEAR\_deliverye... ● 2026

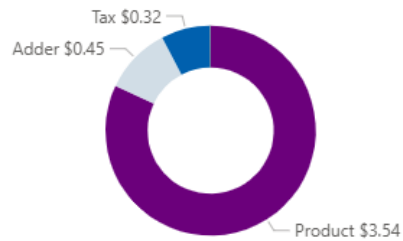


Quantity Distribution : Product Commodity Top 5

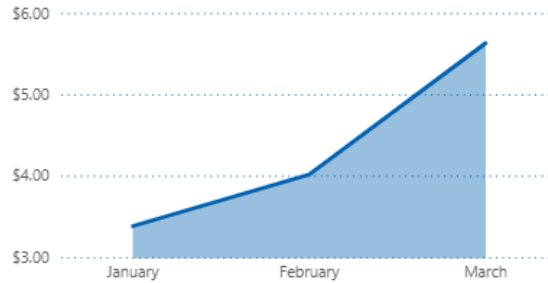
Product Commo...  
● Dyed Diesel



Total Cost Distribution

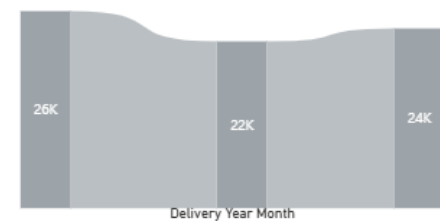


Cost Per Unit by Month



Quantity Trend : Product Commodity Top 5

● Dyed Diesel



# Guadalupe River Bridge Replacement Project (GRBRP)



## Executive Monthly Progress Report

March 31, 2026

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**TABLE OF CONTENTS**

1.0	Executive Summary.....	1-1
1.1	Introduction.....	1-1
1.2	Background and Recent Accomplishments.....	1-1
1.3	Resource Agency Permitting Status.....	1-2
1.4	Project Cost and Budget.....	1-4
1.5	Project Progress and Schedule.....	1-4
1.6	This Month's Accomplishments.....	1-4
1.7	Upcoming Work.....	1-4
1.8	Risk Management.....	1-5
2.0	Safety.....	2-1
3.0	Project Schedule.....	3-1
3.1	Introduction.....	3-1
3.2	Re-Baseline Schedule.....	3-1
3.3	Critical Path Analysis.....	3-2
4.0	Cost and Budget.....	4-1
4.1	Introduction.....	4-1
4.2	Project Budget and Cost.....	4-1
4.3	Contractor's Risk Allowance Pool.....	4-2
4.4	Contract Incentives.....	4-3
4.5	Project Cash Flow and Funding.....	4-3
4.6	Issues.....	4-3
5.0	Change Management.....	5-1
5.1	Introduction.....	5-1
5.2	Construction Change Orders / Risk Allowance Pool.....	5-1
5.3	Issues.....	5-2

## **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 bridge construction during the 2026 dry season, maintaining the overall project completion target of March 2027.

In the month of March 2026, Walsh proceeded with wet season work without delay to any critical milestones. Activities included continuation of MT1 bridge construction and work planning for the 2026 dry season which included construction plans reviews for river diversion implementation, The work planning meetings were held with focus on the risk reductions necessary to complete work during 2<sup>nd</sup> dry season. With the increased bird nesting activities beginning in February, Biologists supporting have increased 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 a service outage between Diridon and Tamien Stations for five discreet weekends during the 2026 dry season. The dates for these five weekends have been confirmed with Caltrain Operations to avoid any special events requiring Caltrain operational support.

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.
- Although the permitting agencies did not complete their reviews by March 25th, 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 9th, 2025
  - A Cooperative Mitigation Agreement is currently being drafted between Midpen and JPB that will be presented to the JPB Board for approval in August 2026 along with a third CEQA Addendum that is needed specifically to capture the Offsite Mitigation offered by the project.
  - In early December 2025, ICF completed the 60% design and submitted for permitting agency review. Final Design is anticipated to be completed by end of April 2026
  - 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 March 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 March 2026, the project cost is on track to be completed within the approved budget.
- Caltran and Walsh have agreed upon risk allowances for 2025 dry season
- To date, there have been \$2,687,375 in drawdowns to the Contractors Risk Allowance.
- Several additional requests for Risk Allowance usage totaling approximately \$368,299 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 March 31, 2026, the overall bridge construction completion is 68% 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 March 2026:

- Construction of MT1 and associated retaining walls continued.
- 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.
- Worked with Walsh Construction to reconcile risk allowance drawdowns resulting from work in the 2025 dry season.
- Various site meetings and workshops to review upcoming dry season construction plans and confirm alignment with current site conditions
- Advanced design work with ICF for the offsite Hick's Creek project design.
- Hosted monthly 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.

**1.8 Risk Management**

As of March 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> </ul>

	<ul style="list-style-type: none"> <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>
<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>

**Guadalupe River Bridge Replacement Project**  
**Monthly Progress Report – March 2026**

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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 March 2026:

Period	Man Hours	Safety Meetings	Inspections	Observations	Close Calls	Incidents
March 2026	2,860	52	72	31	0	1
Cumulative (from June 2025)	63,962	243	437	393	9	22

**Safety Event Synopsis:**

- 03.11.2026: Employee's glove was caught during grout mixing operations. Minor non-recordable injuries to left hand, Employee was treated on site. Standdown was held to address root causes and mitigation.

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.

**Guadalupe River Bridge Replacement Project**  
**Monthly Progress Report – March 2026**

**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 March 31, 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 March 31, 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>	01/23/2026	06/01/2026	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.

**Guadalupe River Bridge Replacement Project**  
**Monthly Progress Report – March 2026**

**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 March 31, 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	\$2,648,306	\$99,882,729	\$71,506,869	\$171,389,598	\$0
<b>GRB TOTAL</b>	<b>\$171,389,598</b>	<b>\$2,648,306</b>	<b>\$99,882,729</b>	<b>\$71,506,869</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	\$1,588,745	\$58,510,329	\$31,276,697	\$89,787,026
Design Services during Construction	\$2,312,930	\$2,312,930	\$109,310	\$1,389,177	\$750,823	\$2,140,000
Environmental Support (Including Compliance, Monitoring, Legal & Permit Fees)	\$14,124,097	\$13,753,300	\$248,529	\$8,922,226	\$4,876,472	\$13,798,698
Offsite Habitat Mitigation (HMMP) - Incl 100% Design	\$12,250,000	\$12,620,798	\$75,000	\$435,376	\$12,032,874	\$12,468,249
Management Oversight & Support	\$23,180,900	\$23,180,900	\$388,142	\$15,531,012	\$7,200,147	\$22,731,159
Others (TASI & Bus Bridge Support, ICAP)	\$16,834,453	\$16,834,453	\$238,580	\$9,818,664	\$6,542,011	\$16,360,675
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	\$8,827,845	\$8,827,845
<b>Grand Total</b>	<b>\$171,389,598</b>	<b>\$171,389,598</b>	<b>\$2,648,306</b>	<b>\$99,882,729</b>	<b>\$71,506,869</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 March 2026**

<b>Risk Allowance Pool Category</b>	<b>Risk Amount</b>	<b>Current Month</b>	<b>Executed to Date</b>	<b>Remaining Balance</b>
Differing Site Conditions	\$390,750.00	\$23,190.17	\$70,438.31	\$320,311.69
Bird Deterrent Mitigation	\$250,000.00	\$0	\$0	\$250,000.00
Permit Requirements	\$1,000,000.00	\$557,461.20	\$813,613.42	\$186,386.58
Track Access Impacts	\$360,000.00	\$0	\$0	\$360,000.00
Water Management	\$250,000.00	\$0	\$0	\$250,000.00
Warehouse Storage	\$297,000.00	\$0	\$66,924.96	\$230,075.04
Isolation Casings	\$600,000.00	\$171,376.80	\$448,550.88	\$151,449.12
Phytophthora Management	\$750,000.00	\$0	\$562,813.22	\$187,186.78
Contingency	\$102,250.00	\$725,034.38	\$725,034.38	\$(622,784.38)
<b>Total</b>	<b>\$4,000,000.00</b>	<b>\$1,477,062.55</b>	<b>\$2,687,375.17</b>	<b>\$1,312,624.83</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 March 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**

	<b>Project Contingency</b>		
	<b>Allocated (A)</b>	<b>Unallocated (B)</b>	<b>Subtotal C = (A+B)</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

**Guadalupe River Bridge Replacement Project**  
**Monthly Progress Report – March 2026**

**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 March 2026.

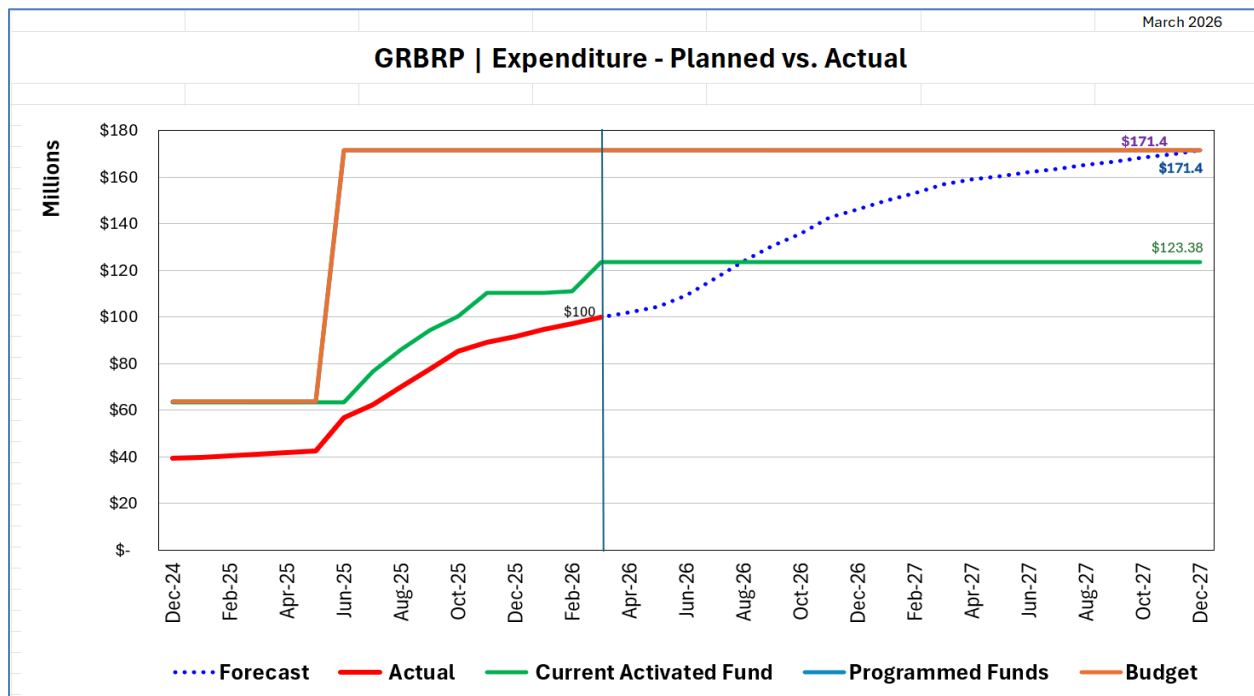
**Table 4-5. Construction Contractor Incentives**

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 March 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
- CCO-033 – Unforeseen Demolition for MT-1 Solid Bent
- CCO-034 - Unanticipated COZEEP Requirements
- CCO-035 - Caltrans Property Fence
- CCO-036 – Phytophthora Management
- CCO-037 - Isolation Casing Changes
- CCO-038 – Offsite Refueling
- CCO-039 - Surface Water Sampling
- CCO-040 - Overnight Maintenance and Watch for Pumps, ATS, and Site

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

- CCO-041 – Offsite Refueling – Nov 2025- Feb 2026
- CCO-043 – Phytophthora Management from Oct 2025 – Feb 2026
- CCO-042 - JPB and Walsh management staff met in March and resolved all previous outstanding risk allowance items for 2025 Construction Dry Season. CCO-042 will be issued to capture the following outstanding risk allowance items :
  - 2025 Dry Season Impact – Measured Mile Analysis compensates the Contractor for all inefficiencies including, but not limited to the following: Schedule delays, Nesting Western Bluebird, Crotch's Bumble Bee Surveys, Winterization Acceleration, Sept and Oct 2025 storm events, and all other costs occurring before 10/15/2025.
  - Additional Environmental related support costs.
  - Excavation and turbidity limits that impacted River Diversion implementation.
  - Removal of unforeseen objects such as a fallen tree and subsurface boulders.
  - Additional ATS and TPH Filters.
  - Standby costs for drilling subcontractor.

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

- Risk allowance usage requested by Walsh in the month of March is \$368,299 and is currently pending review and approval of final costs. The following risk allowance items are currently being reviewed:
  - Double handling of equipment to accommodate Valley Water fueling restrictions during the 2025-2026 wet season.

**Guadalupe River Bridge Replacement Project**  
**Monthly Progress Report – March 2026**

- Bat mitigation measures.
- Ongoing Phytophthora Management Costs during the 2025-2026 wet season.
- Potential Future Risk allowance items include:
  - Double handling of equipment to accommodate Valley Water fueling restrictions in the 2026 dry season.
  - Additional pumps are needed for river diversion.
  - Added ATS system to support dewatering needs in 2026.
  - Bird Deterrent additional scope.
  - Increase in Hazardous Waste Volume.
  - Additional costs for Traffic Control on Hwy 87.
  - Ongoing Phytophthora Management Costs through the end of the project.
- Pending Change Orders:
  - Willow Access Road Construction.

**5.3 Issues**

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

Issues	Actions
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.	<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>
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.	<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>
Valley Water permit conditions and measures required for mitigation for the spread of Phytophthora.	<ul style="list-style-type: none"> <li>● To prevent spread of Phytophthora onto and off of the site, truck washing is required causing impacts to productivity.</li> <li>● To assure full compliance with permits in 2025, JPB directed Walsh to include truck washers and gate guards at each site entrance point. With the 2026 season, there will be additional site access points further increasing the need for more truck washers and gate guards.</li> <li>● To mitigate the cost exposure for this site condition and permit requirement, the JPB staff and contractor are working to develop non-labor intensive methods for phytophthora controls.</li> </ul>