San Francisco
County Transportation
Authority

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Memorandum

AGENDA ITEM 4

DATE: September 4, 2026

TO: Transportation Authority Board

FROM: Carl Holmes – Deputy Director for Capital Projects
Anna LaForte – Deputy Director for Policy and Programming

SUBJECT: 9/15/2026 Board Meeting: Allocate $22,500,000 in Prop L Funds, with Conditions, to the Transbay Joint Powers Authority for The Portal Project Engineering Phase Activities Starting October 1, 2026, and Appropriate $3,500,000 in Prop L Funds, with Conditions, for The Portal Project Oversight, Engagement, and Work Program for Initiation of Pre-Construction

RECOMMENDATION ☐ Information ☒ Action

- Allocate $22,500,000 in Prop L Funds, with Conditions, to the Transbay Joint Powers Authority (TJPA) for The Portal Project Engineering Phase Activities Starting October 1, 2026
- Appropriate $3,500,000 in Prop L Funds, with Conditions, for The Portal Project Oversight, Engagement, and Work Program for Initiation of Pre-Construction

☒ Fund Allocation

☒ Fund Programming

☐ Policy/Legislation

☐ Plan/Study

☒ Capital Project Oversight/Delivery

☐ Budget/Finance

☐ Contract/Agreement

☐ Other: ____________

SUMMARY

The Portal project will extend Caltrain from its current terminus at Fourth and King streets to the Salesforce Transit Center and will also serve future California High-Speed Rail operations. TJPA is the lead agency for The Portal and is implementing the project in partnership with the Transportation Authority and other agencies, under the terms of a six-party memorandum of understanding (MOU). In May 2024, the Federal Transit Administration (FTA) approved TJPA's request to advance the project to the Engineering Phase of the FTA Capital Investment Grant (CIG) program. Among other activities, TJPA is currently advancing funding strategies, right-of-way acquisition, and project procurements, including for The Portal progressive-design-build (PDB/40-CT) contract, which will construct the project's tunnel and other heavy civil works. The Portal is a top regional and local rail capital priority, and TJPA is actively seeking state and local funds, to match a $3.38 billion federal commitment and complete the

project funding plan. TJPA has requested $22.5 million in Prop L funds for continued Engineering Phase Activities starting October 1, 2026. The Transportation Authority conducts enhanced oversight of The Portal and engages with TJPA on risk management. We also actively participate as a key partner in the governance structure described in the MOU, while supporting San Francisco Board leadership. The Transportation Authority leads or co-leads certain project development tasks within The Portal's multi-agency work program, including funding strategy and ridership forecasting. We are seeking appropriation of $3.5 million in Prop L funds to enable our continued oversight, engagement, and work program roles on the project.	

BACKGROUND

The Portal project (also known as the Downtown Rail Extension) consists of the construction of a rail subway extension from Caltrain's current terminus at Fourth and King streets to the Salesforce Transit Center in downtown San Francisco. The Portal will fully realize investments in the Transit Center, including the completed underground trainbox. The project will bring Caltrain into the heart of downtown San Francisco and will serve as a critical element of the first phase of the California High-Speed Rail project, linking the Bay Area to the Central Valley and Southern California. The Portal is also planned for compatibility with future rail expansion across the Bay. The project's current schedule, subject to completion of the funding plan, anticipates the start of Caltrain service on the project in 2036.

Project Governance. TJPA is the lead agency for The Portal, with responsibility for the development, environmental clearance, design, procurement, construction, and commissioning of the project. In December 2025, the Transportation Authority Board authorized execution of The Portal Project Implementation MOU among the major stakeholder agencies for The Portal: TJPA, Caltrain, California High-Speed Rail Authority (CHSRA), Metropolitan Transportation Commission (MTC), City and County of San Francisco (CCSF), and the Transportation Authority.

The MOU describes the administrative organizational structure, established by the TJPA Executive Director, for interagency staff-level coordination and engagement in support of project delivery. The Transportation Authority actively participates in this governance structure, including the Executive Working Group (EWG) consisting of executive staff and the Integrated Program Management Team (IPMT) consisting of senior technical staff.

Project Cost. In August 2023, the TJPA Board authorized submittal of the request to FTA to enter the project into the Engineering Phase of the CIG process. This submittal reflected an estimated capital cost for the project of $8.25 billion, inclusive of the cost of the below-grade trainbox constructed as part of the Salesforce Transit Center.

In July 2025, the TJPA Board received an informational presentation that described an indicative update to the project's capital cost estimate. This indicative estimate of $7.57 billion reflected developments since the project's entry to the FTA Engineering Phase, including planned modifications to project configuration, updated escalation assumptions, and other adjustments.

FTA Process. At the time the project was advanced to the Engineering Phase of the FTA project development process in May 2024, the FTA established the CIG funding share of $3.38 billion. In order to secure these funds, TJPA must complete the requirements of the FTA Engineering Phase, including advancing design, securing third-party agreements, updating management plans, and numerous other activities. In particular, the project's capital funding gap must be closed, to demonstrate commitment of all non-CIG funds. Ultimately, FTA will commit CIG funds for the project through a Full Funding Grant Agreement (FFGA) to be executed between TJPA and FTA.

Project Funding. The FTA's funding share of $3.38 billion is the single largest source of funding for The Portal, and the project is a longstanding local and regional priority for funding from the CIG program. The Portal is San Francisco's top rail capital priority. In March 2025, MTC advanced the project to "Level 1" status in the region's Major Project Advancement Policy (MAP) framework.

The project has significant local and regional funding commitments, including from MTC and from a set of dedicated sources tied to land use development near the Salesforce Transit Center. Assuming the updated indicative cost estimate discussed above, the project's remaining funding need is approximately $2.2 billion. This figure is subject to adjustment, including to the extent that the TJPA Board modifies the project's target date for securing the project's FFGA with the FTA.

Of the remaining funding gap, approximately $1.3 billion is planned to come from state sources. In September 2025, state legislation was enacted to extend California's Cap-and-Invest greenhouse gas reduction program, which provides funding for high-speed rail and for the state's Transit Intercity Rail Capital Program (TIRCP), which are both major sources in The Portal's funding plan. On May 18, 2026, TJPA submitted a $750 million TIRCP application to the California State Transportation Agency (CalSTA). On May 27, 2026, MTC unanimously endorsed the project for the full $750 million TIRCP request submitted by TJPA.

On May 29, 2026, the California Air Resources Board (CARB) approved changes to the state's cap-and-invest program, which are expected to adversely impact funding availability for key programs funded by Cap-and-Invest revenues, including TIRCP and high-speed rail. The Transportation Authority joined numerous other agencies and organizations to advocate for the restoration of funding to programs affected by the recent CARB decision, but current Greenhouse Gas Reduction Fund legislative budget proposals for Tier 3 programs, including TIRCP, remain significantly lower than target levels.

Closing the funding gap will also require additional local funding. The state legislature passed AB 2308 (Haney), which would enable a 25-year extension to the Transbay Net Tax Increment district, in order to provide additional financing capacity to support The Portal's funding plan. This bill is now with the Governor for consideration. Other potential additional local funding sources include expanded development-based funding, tolling/pricing revenues, and other future capital funds.

Project Work Program. In concert with the development of the project's 6-party MOU in 2025, The Portal partner agencies prepared and agreed to a multi-year work program of activities in support of securing the FFGA and advancing the project, inclusive of FTA Engineering Phase requirements. As contemplated by the MOU, the work program is updated, to the extent needed, on an annual basis, with the most recent update prepared in Summer 2026. This work program includes advancing the project's construction contracts, including the heavy civil/tunnel 40-CT contract, as well as contracts for systems, station fit-out, and enabling works such as utility relocation. TJPA is also advancing the project's right-of-way (ROW) program in order to acquire property and property rights necessary for the construction and operation of the project.

Within the project's work program, the Transportation Authority is leading or co-leading certain tasks, working in partnership with TJPA and the other partner agencies. This work includes co-leading (with TJPA) the project's capital funding strategy and co-leading (with MTC) the continued development of the multi-agency governance framework contemplated in the MOU. We will be responsible for leading ridership forecasting efforts, at such time as FTA requires these forecasts to be updated in support of seeking the FFGA. We are also supporting the operations and maintenance (O&M) funding strategy task, including co-leading (with Caltrain) the analysis of potential fare charges for trips on the project.

40-CT Procurement and Pre-Construction. In October 2023, TJPA issued a Request for Qualifications (RFQ) for the 40-CT contract. In April 2024, TJPA identified the short-list of qualified teams identified through the RFQ process. In December 2025, the 40-CT procurement process was advanced to the Request for Proposals stage (RFP), with the RFP issued to the qualified short-list. The RFP has been followed by a number of addenda, and the RFP's updated schedule reflects a proposal deadline of September 25, 2026.

The TJPA Board is expected to consider awarding the 40-CT contract in early 2027. Following this milestone, the 40-CT pre-construction phase will be initiated, including advancing the project's design, cost, and pricing in collaboration with the design-build team.

DISCUSSION

Transportation Authority staff recommend the allocation of $22.5 million in Prop L funds to TJPA for continued advancement of The Portal project within the FTA Engineering Phase, specifically for an estimated 12-month period beginning October 1, 2026. We also recommend the appropriation of $3.5 million in Prop L funds to enable the Transportation Authority's continued enhanced oversight, staff-level governance engagement, and task roles within the project's multi-agency work program.

Attachment 1 summarizes the subject funding requests, including information on proposed leveraging of sales tax funds. Attachment 2 includes a brief description of the scopes of work for the two requests. Attachment 3 summarizes the staff recommendations for the Prop L requests, highlighting special conditions and other items of interest. Attachment 5 provides the Allocation Request Forms, with more detailed information on scope, schedule, budget, funding, deliverables, and special conditions, including the Transportation Authority's Enhanced Oversight Protocol for the project.

TJPA 3-Year Work Plan and Funding. The attached Allocation Request Form includes a three-year work plan describing TJPA's planned activities to progress The Portal from FY 2026/27 through FY 2028/29, consistent with the broader multi-agency work program described above. TJPA's 3-year work plan includes project development and pre-construction activities, procurement preparation, advancement of the right-of-way (ROW) program, funding and advocacy tasks, and completion of FTA Engineering Phase requirements, among other activities.

Excluding ROW expenditures, the estimated cost of TJPA's 3-year work plan is $258 million. ROW costs during this period are estimated at $255 million. Funding sources to support this work plan include: Prop L; CCSF Transbay Transit District sources, including Transbay Community Facilities District (CFD) funds; MTC Regional Measure 3 (RM3) funds; and remaining funds from a $60 million state TIRCP project development (TIRCP-PD) grant awarded to TJPA in 2023.

TJPA Prop L Request. TJPA has requested allocation of $22,500,000 in Prop L funds to support continued Engineering Phase activities for The Portal. This amount is less than the level of Prop L funding programmed in FY 2026/27 in the Caltrain Downtown Rail Extension and Pennsylvania Avenue Alignment 5-Year Prioritization Program, adopted by the Board in February 2024. Requested Prop L funds will be used for those activities described in the Allocation Request Form (Attachment 5), including tasks performed by Caltrain as part of The Portal's Integrated Project Delivery Team (IPDT) and tasks performed under TJPA's Program Management/Construction Management (PM/CM) contract.

Transportation Authority Oversight. The Portal is the largest single investment in the Prop L program, with $300 million programmed to the project in the Prop L Strategic Plan.

Transportation Authority staff provide an enhanced level of oversight for The Portal project. This work is coordinated with the federal oversight provided by the FTA and its Project Management Oversight Consultant (PMOC). This oversight is in addition to our participation in the multi-agency governance bodies described in the six-agency Implementation MOU. Our enhanced oversight is conducted on behalf of both the Transportation Authority and CCSF, which has also invested significantly in the Transbay Program since its inception, and whose leadership on the TJPA we support through regular staff briefings.

Parameters for our oversight are described in the Enhanced Oversight Protocol included in Attachment 5. In consultation with TJPA, we substantially revised the Oversight Protocol in early 2026, in conjunction with the immediate previous Prop L allocation for the project approved in February 2026. The protocol and recommended conditions of allocation reflect project risks related to funding uncertainty, increasing program management complexity, and organizational capacity. TJPA and Transportation Authority staff continue to hold risk management reviews and workshops, and TJPA plans to conduct upcoming organizational/peer reviews by third parties,

Appropriation Request. Our oversight and work program activities for The Portal have been funded by sales tax funds since April 2020, most recently with an appropriation of $3.2 million in Prop K funds approved in March 2023.

We are requesting appropriation of $3.5 million in Prop L funds to enable our continued enhanced oversight, staff-level engagement in MOU governance bodies, and work program activities over an approximately 24-month period. Under the current project schedule, this period is anticipated to coincide with the initiation of the 40-CT pre-construction phase, including completion of the 30% design validation stage and substantial advancement of the 60% design stage. We also anticipate the initiation of regular meetings of the project's staff-level Change Control Board, establishment of the Portal Committee of the TJPA Board, actions at the San Francisco Board of Supervisors, advancement of the TJPA/Caltrain Master Cooperative Agreement (MCA), and coordination with MTC and San Francisco's state and federal legislative delegations throughout this period.

Prop L 5-Year Prioritization Program (5YPP) Amendment. The Caltrain Downtown Rail Extension and Pennsylvania Avenue Alignment 5YPP includes $65 million in Prop L funds programmed to TJPA in FY 2026/27 for The Portal. Our request for an appropriation of $3.5 million in Prop L funds for The Portal Project Oversight, Engagement, and Work Program for Initiation of Pre-Construction includes a 5YPP amendment to reprogram $3.5 million in Prop L funds from TJPA to the Transportation Authority for our ongoing project oversight and work program, as described in the attached allocation request form (Attachment 5). We will revisit overall programming to the project as part of future updates to the Prop L Strategic Plan and 5YPPs, which will incorporate updated assumptions including revenue forecasts and financing. The next Prop L Strategic Plan and 5YPP updates are planned to be developed and brought forward for Board consideration in Spring 2028.

FINANCIAL IMPACT

The recommended action would allocate $22.5 million and appropriate $3.5 million in Prop L funds, with conditions. The allocation and appropriation would be subject to the Fiscal Year Cash Flow Distribution Schedules contained in the attached Allocation Request Forms.

Attachment 4 shows the approved FY 2026/27 allocations and appropriations to date, with associated annual cash flow commitments as well as the recommended allocation, appropriation and cash flow amounts that are the subject of this memorandum.

Sufficient funds are included in the FY 2026/27 budget to accommodate the recommended actions. Furthermore, sufficient funds will be included in future year budgets to cover the recommended cash flow distribution for those respective fiscal years.

CAC POSITION

The CAC will consider this item at its September 9, 2026, meeting.

SUPPLEMENTAL MATERIALS

- Attachment 1 – Summary of Requests Received
- Attachment 2 – Project Descriptions
- Attachment 3 – Staff Recommendations
- Attachment 4 – Prop L Allocation Summary: FY 2026/27
- Attachment 5 – Allocation Request Forms (2)

Attachment 1: Summary of Requests Received

Source	EP Line No./ Program [1]	Project Sponsor [2]	Project Name	Current Prop L Request	Total Cost for Requested Phase(s)	Leveraging: Expected Leveraging by EP Line [3]	Leveraging: Actual Leveraging by Project Phase(s)[4]	Phase(s) Requested	District(s)
Prop L	5	TJPA	The Portal Project Engineering Phase Activities Starting October 1, 2026	$ 22,500,000	$ 583,963,000	94%	85%; overall leveraging exceeds 96% for the project	Design	Citywide, District 6
Prop L	5	SFCTA	The Portal - Oversight, Engagement, and Work Program for Initiation of Pre-Construction	$ 3,500,000	$ 3,500,000	94%	0%	Design	Citywide, District 6
			TOTAL	**$ 26,000,000**	**$ 587,463,000**				

Footnotes

[1] "EP Line No./Program" is the Prop L Expenditure Plan line number referenced in the Prop L Strategic Plan (e.g. Caltrain Downtown Extension and Pennsylvania Avenue Alignment).

[2] Acronyms: TJPA (Transbay Joint Powers Authority) and SFCTA (San Francisco County Transportation Authority).

[3] "Expected Leveraging By EP Line" is calculated by dividing the total non-Prop L funds expected to be available for a given Prop L Expenditure Plan line item by the total expected funding for that Prop L Expenditure Plan line item over the 30-year Expenditure Plan period. For example, expected leveraging of 90% indicates that on average non-Prop L funds should cover 90% of the total costs for all projects in that program, and Prop L should cover only 10%.

[4] "Actual Leveraging by Project Phase" is calculated by dividing the total non-Prop L, non-Prop AA, or non-TNC Tax funds in the funding plan by the total cost for the requested phase or phases. If the percentage in the "Actual Leveraging" column is lower than in the "Expected Leveraging" column, the request (indicated by yellow highlighting) is leveraging fewer non-Prop L dollars than assumed in the Expenditure Plan. A project that is well leveraged overall may have lower-than-expected leveraging for an individual or partial phase.

Attachment 2: Brief Project Descriptions[1]

EP Line No./ Program	Project Sponsor	Project Name	Prop L Funds Requested	Project Description
5	TJPA	The Portal Project Engineering Phase Activities Starting October 1, 2026	$22,500,000	The Portal (Downtown Extension or DTX) project will extend Caltrain 1.3 miles from its current terminus at Fourth and King streets to the Salesforce Transit Center at First and Mission streets, with accommodations for future high-speed rail. Requested funds will fund: a portion of Program Management Construction Management (PMCM) contract activities, including program management, project management, construction support servies, project delivery, contract document development, project controls, cost estimating, configuration management, and community outreach; and the full scope of services provided by Caltrain in support of The Portal during this period, per the interagency agreement between TJPA and Caltrain, including program management and delivery, procurement document development, engineering and design, planning support, agency and regulatory coordination, third-party agreement development and coordination, and communications and public relations. The Portal/DTX project is planned to open for revenue service in 2036, subject to funding availability.
5	SFCTA	The Portal - Oversight, Engagement, and Work Program for Initiation of Pre-Construction	$3,500,000	Requested funds will be used for project management, engagement, and coordination, including active participation in the project's 6-agency governance bodies; enhanced oversight of the project consistent with the Enhanced Oversight Protocol; and SFCTA tasks in The Portal project work program, including lead and co-lead efforts (e.g. co-lead with TJPA the project's capital funding strategy, co-lead with Caltrain the analysis of potential fare charges for trips on the project), through Fall 2028.

[1] See Attachment 1 for footnotes.

Attachment 3: Staff Recommendations[1]

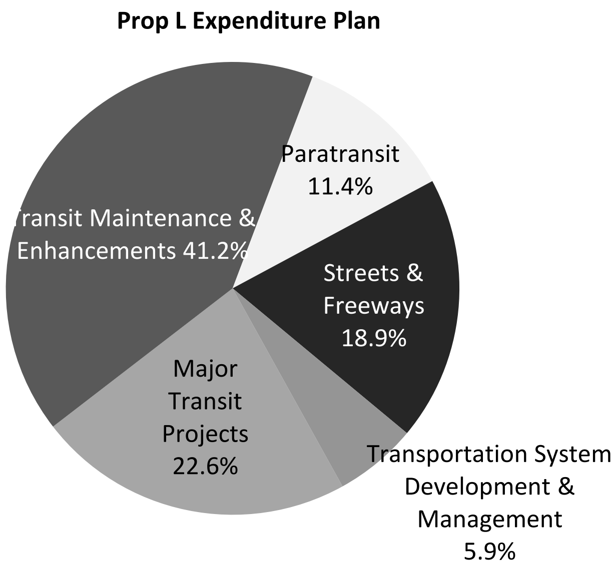
EP Line No./ Program	Project Sponsor	Project Name	Prop L Funds Recommended	Recommendations
5	TJPA	The Portal Project Engineering Phase Activities Starting October 1, 2026	$ 22,500,000	**Special conditions:** Allocation is conditioned on ongoing compliance with the SFCTA Enhanced Oversight Protocol for The Portal (attached to allocation request form). Allocation is conditioned on program readiness to onboard the 40-CT contractor, to be formalized by the TJPA through the Stage Gate process prior to 40-CT contract award (planned February 2027) potentially informed by other reviews (e.g. APTA), including schedule and cost, funding, resources, governance, and program integration activities for interface management impacted by contracts. TJPA shall complete remaining governance implementation milestones, prior to 40-CT contract award including: establishment of The Portal Committee; completion of the Change Control Board (CCB) Charter and related Change Management Plan; and completion of Integrated Management Team (IMT) parameters. IPMT and EWG shall be given reasonable and sufficient time for review and consideration of the CCB Charter and Change Management Plan, with executive approval consistent with governance agreements. On an annual basis, TJPA will consult with SFCTA staff regarding the project's work program, budget/funding, and schedule; TJPA will meet-and-confer on these topics with SFCTA prior to bringing forward the recommended Summary Work Program to the IPMT/IMT and EWG, as described in The Portal Project Implementation MOU, and at a minimum prior to adoption of the agency's annual budget. TJPA shall regularly maintain the Work Program look-ahead for IPMT/IMT and EWG. Prior to any "major change", SFCTA shall be informed and/or consulted by TJPA in advance of decision-making following the IPMT/IMT and EWG process. TJPA, Caltrain, and SFCTA shall continue to jointly develop the project's O&M funding strategy, including work to assess options for the attribution of project revenues and project costs, as part of Master of Cooperative Agreement between TJPA and Caltrain, supported when needed by executive engagement among the 3 agencies. Presentations on The Portal project will be calendared periodically on the SFCTA Board and/or SFCTA CAC meeting agendas, at the discretion of the SFCTA Board Chair. TJPA staff shall be in attendance to present or answer questions from Board/CAC members, if requested.
5	SFCTA	The Portal - Oversight, Engagement, and Work Program for Initiation of Pre-Construction	$ 3,500,000	**Special conditions:** The recommended allocation is contingent upon amendment of the Caltrain Downtown Extension and Pennsylvania Avenue Alignment 5YPP to program funds for this request. See attached 5YPP amendment for details.
		TOTAL	**$ 26,000,000**	

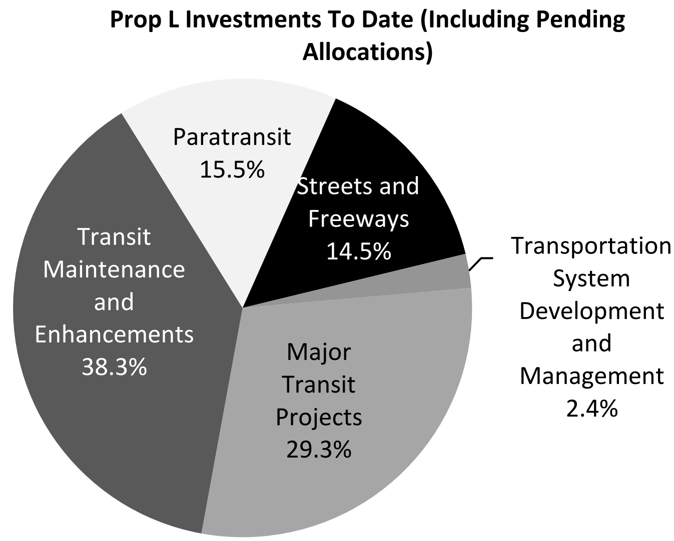
[1] See Attachment 1 for footnotes.

Attachment 4.
Prop L Summary - FY2026/27

PROP L SALES TAX						
FY 2026/27	Total	FY 2026/27	FY 2027/28	FY 2028/29	FY 2029/30	FY2030/31
Prior Allocations	$ 26,061,700	$ 13,707,000	$ 10,954,700	$ 1,400,000	$ -	$ -
Current Request(s)	$ 26,000,000	$ 17,725,000	$ 8,025,000	$ 250,000	$ -	$ -
New Total Allocations	$ 52,061,700	$ 31,432,000	$ 18,979,700	$ 1,650,000	$ -	$ -

The above table shows maximum annual cash flow for all FY 2026/27 allocations and appropriations approved to date, along with the current recommended allocations and appropriation.





Attachment 5

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2026/27
Project Name:	The Portal Project Engineering Phase Activities Starting October 1, 2026
Primary Sponsor:	Transbay Joint Powers Authority

EXPENDITURE PLAN INFORMATION

PROP L Expenditure Plans	Caltrain Downtown Rail Extension and Pennsylvania Alignment
Current PROP L Request:	$22,500,000
Supervisorial Districts	Citywide, District 06

REQUEST

Brief Project Description

Extension of Caltrain 1.3 miles from Fourth and King Street to the Salesforce Transit Center at First and Mission Streets, with accommodations for future high-speed rail.

Detailed Scope, Project Benefits and Community Outreach

TJPA seeks an allocation of $22.5 million in Prop L funding for the period of October 1, 2026, through September 30, 2027, to support: 1) a portion of the Program Management/Construction Management (PMCM) contract activities, including program management, project management, construction support services, project delivery, contract document development, project controls, cost estimating, configuration management, and community outreach; and 2) the full scope of services provided by Caltrain in support of The Portal during this period, per the interagency agreement between TJPA and Caltrain, including program management and delivery, procurement document development, engineering and design, planning support, agency and regulatory coordination, third-party agreement development and coordination, and communications and public relations.

The cost information provided in this application is based on the current TJPA Board-adopted project cost estimate and does not reflect estimated changes presented to the TJPA Board as an indicative cost estimate in July 2025.

Project Location

Fourth and Townsend Streets to the Salesforce Transit Center at First and Mission Streets

Is this project in an Equity Priority Community?	No
Does this project benefit disadvantaged populations?	Yes

Project Phase(s)

Design Engineering (PS&E)

5YPP/STRATEGIC PLAN INFORMATION

Type of Project in the Prop L 5YPP/Prop AA Strategic Plan?	Named Project
Is requested amount greater than the amount programmed in the relevant 5YPP or Strategic Plan?	Less than or Equal to Programmed Amount
PROP L Amount	$22,500,000.00

San Francisco County Transportation Authority
Allocation Request Form

FY of Allocation Action:	FY2026/27
Project Name:	The Portal Project Engineering Phase Activities Starting October 1, 2026
Primary Sponsor:	Transbay Joint Powers Authority

ENVIRONMENTAL CLEARANCE

Environmental Type:	EIR/EIS

PROJECT DELIVERY MILESTONES

Phase	Start		End	
	Quarter	Calendar Year	Quarter	Calendar Year
Planning/Conceptual Engineering (PLAN)				
Environmental Studies (PA&ED)			Oct-Nov-Dec	2019
Right of Way	Apr-May-Jun	2022	Apr-May-Jun	2029
Design Engineering (PS&E)	Oct-Nov-Dec	2021	Jan-Feb-Mar	2029
Advertise Construction	Oct-Nov-Dec	2023		
Start Construction (e.g. Award Contract)	Apr-May-Jun	2029		
Operations (OP)				
Open for Use			Jul-Aug-Sep	2036
Project Completion (means last eligible expenditure)			Oct-Nov-Dec	2037

SCHEDULE DETAILS

The above schedule information reflects updated Master Schedule prepared by TJPA staff in June 2026. The Master Schedule reflects Progressive Design-Build (PDB) procurement approach for the general civil and tunnel contract package, Construction Manager/General Contractor (CMGC) procurement approach for Station Fit-out and Track & Rail Systems contract packages, and Design-Bid-Build (DBB) procurement approach for the advanced works packages for the project. Design Engineering dates in above table reflect design activities through start of Civil & Tunnel construction. Dates for advertisement and contract award are for the PDB contract and authorization for start of Civil & Tunnel construction. The Portal schedule dates are subject to funding availability to proceed to successive project phases. TJPA continues to work with all relevant San Francisco agencies, rail operators, and other stakeholders regarding project coordination throughout The Portal alignment.

San Francisco County Transportation Authority
Allocation Request Form

FY of Allocation Action:	FY2026/27
Project Name:	The Portal Project Engineering Phase Activities Starting October 1, 2026
Primary Sponsor:	Transbay Joint Powers Authority

FUNDING PLAN - FOR CURRENT REQUEST

Fund Source	Planned	Programmed	Allocated	Project Total
PROP L EP-205: Caltrain Downtown Rail Extension and Pennsylvania Alignment	$0	$43,545,000	$21,500,000	$65,045,000
Federal Non-CIG and Other Planned Funds	$25,499,000	$0	$0	$25,499,000
Prop K	$0	$0	$21,500,000	$21,500,000
Rail Operator Contributions	$0	$3,000,000	$3,000,000	$6,000,000
Regional Measure 3	$0	$69,637,000	$0	$69,637,000
State Cap-and-Invest (TIRCP, HSR)	$100,000,000	$0	$0	$100,000,000
TIRCP Project Development	$0	$0	$60,000,000	$60,000,000
Transit Center District Funds	$66,821,000	$0	$169,461,000	$236,282,000
Phases In Current Request Total:	$192,320,000	$116,182,000	$275,461,000	$583,963,000

FUNDING PLAN - ENTIRE PROJECT (ALL PHASES)

Fund Source	Planned	Programmed	Allocated	Project Total
PROP L	$0	$278,500,000	$21,500,000	$300,000,000
Federal CIG Grant	$3,384,000,000	$0	$0	$3,384,000,000
Federal Non-CIG and Other Planned Funds	$1,380,700,000	$0	$0	$1,380,700,000
FRA ARRA + Local Match (Trainbox)	$0	$0	$728,500,000	$728,500,000
Plan Area Funds (e.g., Central SOMA)	$155,000,000	$0	$0	$155,000,000
Prop K	$0	$0	$21,500,000	$21,500,000
Rail Operator Contributions	$0	$3,000,000	$3,000,000	$6,000,000
Regional Measure 3	$0	$224,300,000	$100,700,000	$325,000,000
RTIP Fund Exchange	$0	$17,800,000	$0	$17,800,000
State Cap-and-Invest (TIRCP, HSR)	$1,300,000,000	$0	$0	$1,300,000,000

TIRCP Project Development	$0	$0	$60,000,000	$60,000,000
Transit Center District Funds	$288,039,000	$0	$169,461,000	$457,500,000
Transit District Net Tax Increment	$110,000,000	$0	$0	$110,000,000
Funding Plan for Entire Project Total:	$6,617,739,000	$523,600,000	$1,104,661,000	$8,246,000,000

COST SUMMARY

Phase	Total Cost	PROP L - Current Request	Source of Cost Estimate
Planning/Conceptual Engineering	$0		
Environmental Studies	$0		
Right of Way	$351,641,000		TJPA Cost Estimate
Design Engineering	$583,963,000	$22,500,000	TJPA Cost Estimate
Construction	$7,310,396,000		TJPA Cost Estimate
Operations	$0		
Total:	$8,246,000,000	$22,500,000	

% Complete of Design:	30.0%
As of Date:	07/24/2026
Expected Useful Life:	70 Years

San Francisco County Transportation Authority
Allocation Request Form

FY of Allocation Action:	FY2026/27
Project Name:	The Portal Project Engineering Phase Activities Starting October 1, 2026
Primary Sponsor:	Transbay Joint Powers Authority

SFCTA RECOMMENDATION

Resolution Number:		**Resolution Date:**	
Total PROP L Requested:	$22,500,000	**Total PROP L Recommended**	$22,500,000

SGA Project Number:		**Name:**	The Portal Project Engineering Phase Activities
Sponsor:	Transbay Joint Powers Authority	**Expiration Date:**	09/30/2029
Phase:	Design Engineering	**Fundshare:**	11.14%

Cash Flow Distribution Schedule by Fiscal Year

Fund Source	FY2026/27	FY2027/28	Total
PROP L EP-205	$16,225,000	$6,275,000	$22,500,000

Deliverables

1. TJPA shall submit a Monthly Report through SFCTA's grants portal. The Monthly Report shall be prepared consistent with the requirements of the SFCTA Enhanced Oversight Protocol and the Standard Grant Agreement.

2. On a quarterly basis, TJPA shall provide a forecast of future project expenditures, broken down by detailed project Work Breakdown Structure (WBS) / Standard Cost Category (SCC) codes. This forecast shall be accompanied by a sources-and-uses of funding breakdown at the category/cost center level.

3. Upon completion of each associated task/sub-task, TJPA shall provide the deliverables in the attached PMCM Scope Deliverables Compliance Checklist.

4. Upon completion of the associated task(s), TJPA shall provide the following deliverables: Concept of Operations (prepared by Caltrain); and Track and Systems engineering and design consultant RFP package.

Special Conditions

1. Allocation is conditioned on ongoing compliance with the attached SFCTA Enhanced Oversight Protocol for The Portal.

2. Allocation is conditioned on program readiness to onboard the 40-CT contractor, to be formalized by the TJPA through the Stage Gate process prior to 40-CT contract award (planned February 2027) potentially informed by other reviews (e.g. APTA), including schedule and cost, funding, resources, governance, and program integration activities for interface management impacted by contracts

3. TJPA shall complete remaining governance implementation milestones, prior to 40-CT contract award, including: establishment of The Portal Committee; completion of the Change Control Board (CCB) Charter and related Change Management Plan; and completion of Integrated Management Team (IMT) parameters. IPMT and EWG shall be given reasonable and sufficient time for review and consideration of the CCB Charter and Change Management Plan, with executive approval consistent with governance agreements.

4. On an annual basis, TJPA will consult with SFCTA staff regarding the project's work program, budget/funding, and schedule; TJPA will meet-and-confer on these topics with SFCTA prior to bringing forward the recommended Summary Work Program to the IPMT/IMT and EWG, as described in The Portal Project Implementation MOU, and at a minimum prior to adoption of the agency's annual budget. TJPA shall regularly maintain the Work Program look-ahead for IPMT/IMT and EWG. Prior to any "major change", SFCTA shall be informed and/or consulted by TJPA in advance of decision-making following the IPMT/IMT and EWG process.
5. TJPA, Caltrain, and SFCTA shall continue to jointly develop the project's O&M funding strategy, including work to assess options for the attribution of project revenues and project costs, as part of Master of Cooperative Agreement between TJPA and Caltrain, supported when needed by executive engagement among the three (3) agencies.
6. Presentations on The Portal project will be calendared periodically on the SFCTA Board and/or SFCTA CAC meeting agendas, at the discretion of the SFCTA Board Chair. TJPA staff shall be in attendance to present or answer questions from Board/CAC members, if requested.

Metric	PROP AA	TNC TAX	PROP L
Actual Leveraging - Current Request	No PROP AA	No TNC TAX	85.18%
Actual Leveraging - This Project	No PROP AA	No TNC TAX	96.10%

San Francisco County Transportation Authority
Allocation Request Form

FY of Allocation Action:	FY2026/27
Project Name:	The Portal Project Engineering Phase Activities Starting October 1, 2026
Primary Sponsor:	Transbay Joint Powers Authority

EXPENDITURE PLAN SUMMARY

Current PROP L Request:	$22,500,000

1) The requested sales tax and/or vehicle registration fee revenues will be used to supplement and under no circumstance replace existing local revenues used for transportation purposes.

Initials of sponsor staff member verifying the above statement:

CONTACT INFORMATION

	Project Manager	**Grants Manager**
Name:	Alfonso Rodriguez	Mary Pryor
Title:	DTX Project Director	Financial Consultant
Phone:	(415) 597-4620	(415) 896-6945
Email:	arodriguez@tjpa.org	mary@nwcpartners.com

The Portal, 3-Year Funding Plan
As of 7/24/2026

Cost Category/Sub Category		Portal Scope of Work Tasks	Fund Source	FY 26-27	FY 27-28	FY 28-29	Total
Project Management	TJPA	1.1	CFD	4,008,000	4,288,000	4,589,000	12,885,000
	PMCM & GEC	1.2	CFD	0	6,729,000	1,547,500	8,276,500
			Prior Year Prop L	2,523,000	0	0	2,523,000
			Prop L	8,897,000	6,355,500	13,452,500	28,705,000
Design Engineering	Engineering and Design Services	2	TIRCP Cycle 8	1,144,000	13,810,000	51,195,000	66,149,000
			CFD	0	1,800,000	36,476,000	38,276,000
			Prior Year Prop L	2,858,000	0	0	2,858,000
			Prop L	4,604,000	9,432,000	1,350,000	15,386,000
			RM3	27,355,000	35,580,000	6,702,000	69,637,000
			TIRCP	1,588,000	41,037,000	0	42,625,000
Interagency Coordination	Caltrain	3.1	CFD	0	3,095,000	4,910,000	8,005,000
			Prior Year Prop L	856,000	0	0	856,000
			Prop L	2,724,000	940,000	1,165,000	4,829,000
			TIRCP Cycle 8	0	7,685,000	7,835,000	15,520,000
	City and County of San Francisco	3.2	CFD	950,000	1,381,000	1,135,500	3,466,500
Professional Services		4	CFD	2,288,000	2,357,000	2,428,000	7,073,000
Right-of-Way Acquisition, Relocation, & Professional Services		5	RM3	84,590,000	86,475,000	84,052,000	255,117,000
Construction		6	TIRCP Cycle 8	0	11,998,000	6,333,000	18,331,000
			Prop L	0	1,680,000	1,900,000	3,580,000
			CFD	40,000	1,693,000	7,377,000	9,110,000
Grand Total				**144,425,000**	**236,335,500**	**232,447,500**	**613,208,000**

Prop L Funded Activities for October 1, 2026 through September 30, 2027		
Task	Scope	Prop L Total
Program Management Construction Management		
Task 1	Program Management	$7,338,000
Task 2	Project Management	$2,136,000
Task 3	Construction Management and Construction Support Services	$1,911,000
Task 4	Project Delivery and Contract Development/Compliance	$664,000
Task 5	Configuration Management	$1,133,000
Task 6	Project Controls	$2,499,000
Task 7	Estimating	$1,887,000
Task 8	Community Outreach & Construction Relations	$809,000
	Other Direct Costs	$460,000
PMCM Team Subtotal		$18,837,000
Caltrain		
Task 1	Procurement Document Development/Contractor Engagement	$763,000
Task 2	Engineering and Design/Planning Support	$880,000
Task 3	Agency and Regulatory Coordination	$73,000
Task 4	MCA or/and 4KY Interim Agreements Development/Negotiation	$505,000
Task 5	4KY Delivery	$0
Task 6	The Portal Program Management and Delivery	$959,000
Task 7	Communications, Public Relations	$53,000
	Other Direct Costs	$430,000
Caltrain Team subtotal		$3,663,000
	Total	$22,500,000

The Portal Scope of Work through FY 2027-29 for Prop L Allocation Request (Subject to Funding Availability)

The Scope of Work described in this document is subject to funding availability. On August 26, 2025, the Federal Railroad Administration (FRA) withdrew the CRISI award of $24,6550,000 for Track and Rail Systems Design, which leaves this scope only partially funded, supported solely by the local funds originally pledged as the federal match. In FY 2025-26, the IPDT assessed the available funding and revised the near-term scope of work to focus on de-risking the project with durable work activities. As a result, the focus has been on advancing the procurement for the 40-CT Civil and Tunnel contract through procurement and into preconstruction award in early CY 2027, advancing utility relocation design and the associated design-bid-build contract and general conditions, and building project delivery capacity through strategic on-ramping of experienced project delivery staff.

1 PROJECT MANAGEMENT

1.1 Transbay Joint Powers Authority

In April 2001, the City and County of San Francisco (the City), the Alameda-Contra Costa Transit District, and the Peninsula Corridor Joint Powers Board (Caltrain) executed a Joint Powers Agreement under state law, creating the Transbay Joint Powers Authority (TJPA) for the purpose of planning, building, and operating the Transbay Program's facilities, including a new transit terminal (the Salesforce Transit Center) and the extension of Caltrain into the Center (The Portal). The TJPA was granted "primary jurisdiction with respect to all matters pertaining to the financing, design, development, construction, and operation of the new terminal" (see California Public Resources Code Section 5027.1(a)). The TJPA is responsible for ensuring that the final design, construction, testing, and startup phases of the Program conform to design criteria and are executed in accordance with established schedules, budgets, and agreements with the U.S. Department of Transportation's operating administrations and other funding partners.

1.1.1 Funding and Advocacy

Developing the funding plan for The Portal and securing the necessary commitments from funding partners is paramount for the project's success. This work includes:

- Integrating planning and funding for The Portal with the broader regional, megaregional, and statewide plans and funding programs.
- Working with funding agencies to secure funding commitments, including drafting materials for planning and programming documents, preparing and submitting grant applications, and negotiating with funding agencies for specific funding allocations.
- Identifying new funding sources and developing projections of funding availability.
- Engaging with financial advisors to integrate future funding streams into the project's schedule.
- Coordinating with agency partners to prioritize the project in local and regional funding advocacy efforts.
- Developing and implementing a funding campaign to secure public and private funds.

Working with local and state partner agencies, TJPA will advance a multi-pronged effort to complete the non-Federal Transit Administration (FTA) Capital Investment Grant (CIG) funds needed to unlock those federal dollars. Among the funding opportunities that may be sought are discretionary funds from the Cap and Invest program, Greenhouse Gas Reduction funds as a multi-year award from the same program, extension of the term of the Transbay Redevelopment Plan, commitment of the regional transit funding in the Central SOMA Implementation Strategy to The Portal, among others to be developed. In addition, TJPA and the agency partners will explore support for regional transportation funding mechanisms as well as a statewide program to support transit operations and maintenance funding.

In addition to in-house staff, the TJPA manages a team of consultants with advocacy and finance expertise to conduct this work.

1.1.2 Governance

The TJPA is responsible for managing the governance of The Portal, including implementation of The Portal Governance Blueprint, The Portal Project Implementation Memorandum of Understanding (Implementation MOU), and The Portal Project Administrative Management Agreement (Management Agreement).

The TJPA will continue implementation of the MOU Engineering Phase Work Plan Task 5, Governance Blueprint Implementation. The TJPA, in collaboration with the agency partners, has implemented the following governance-related actions:

- Working with agency partners, the TJPA has made significant progress in establishing a Change Control Board (CCB) charter for The Portal. Work will continue through the summer of 2026.
- The Integrated Program Delivery Team (IPDT) has been initiated including a combined staff comprised of TJPA, Caltrain, and the Program Management/ Construction Management consulting team.
- Documented Stage Gate compliance for the 40-CT Civil and Tunnel progressive design-build (PDB) contract RFP, released to the short-list on December 19, 2025.
- The TJPA has updated the work plan in draft form in support of the agency partners annual budget process, expected to be complete in April 2026.

Going forward, the TJPA will further:

- Hold and manage regular meetings of the CCB to be convened near to but before the commencement of construction.
- Transition from the Integrated Program Management Team (IPMT) to the Integrated Management Team (IMT).
- Establish The Portal Board Committee.

1.1.3 Contract Management

TJPA staff oversees a consultant team that includes program managers, designers, construction managers, security contractors, and others according to the needs of the project. Staff oversees the day-to-day management of design and construction, including all aspects of the work of technical and design consultants, project controls, and project coordination; stakeholder coordination; risk management; budgeting; procurement management; staffing; and construction contracts and claims resolution.

1.1.4 Administration

The TJPA's salaries, benefits, and administrative expenses for The Portal are allocated between the operations and The Portal operating budgets based on the job description for each staff position.

Currently, four positions are fully dedicated to The Portal. Staff positions that serve agency-wide functions, such as executive and finance staff, are split evenly between The Portal and operations budgets.

1.2 Program Management/Construction Management

A consultant Program Management/Construction Management (PMCM) team functions as an extension of the TJPA's staff to assist in the delivery of The Portal. The PMCM team's scope of work includes:

- Project management
- Engineering management
- Construction management and construction support
- Project delivery and contract development/compliance
- Configuration management
- Project controls
- Estimating
- Community outreach and construction relations
- Funding advocacy, grant writing, and financial and progress reporting

The specific work plan through FY28-29 is described in the following subsections.

1.2.1 Cost Mitigation

PMCM staff will conduct one or more facilitated value engineering workshops to identify potential cost reductions project-wide. The next workshops will take place in CY 2027 with the onboarding of the new general engineering consultant (GEC) and 40-CT PDB contractor, subject to appropriate ramp-up by both teams. Workshops will include members from the IPMT (composed of technical experts from the TJPA's agency partners), IPDT in brainstorming and evaluating cost reduction concepts, in collaboration with the PDB contractor for the 40-CT contract during the preconstruction phase. Workshops will consider capital cost, life cycle cost, passenger experience, and operational constraints or opportunities.

In addition to the formal value engineering workshops, PMCM staff will continuously evaluate cost reduction secondary mitigation opportunities through stakeholder engagement, preconstruction concepts offered by the 40-CT contractor, and changing technology or third-party interests.

Deliverables:

- Value engineering report with recommendations for cost-saving alternatives. Continuing analysis of current project costs and identification of cost drivers.
- Detailed cost reduction secondary mitigation memoranda, including implementation roadmap and risk mitigation strategies for discussion with stakeholders and consideration of adoption in accordance with configuration management procedures.

1.2.2 Project Management Tools Development

- Cost and Budget. Costs will be continuously monitored as design progresses. Additionally, following required environmental approvals, cost saving secondary mitigations will be integrated into the project budget. As such changes are developed, analyzed, and approved, changes to the New Starts Engineering phase cost estimate will be documented and tracked. After the FTA's risk workshop, to be conducted during FTA's Readiness Assessment once TJPA requests a Full Funding Grant Agreement (FFGA), the Engineering phase cost estimate will be converted to a baseline cost estimate and budget and presented to the TJPA Board of Directors for approval.

As preconstruction and construction contracts are awarded, actual vs. planned costs will be documented and, when necessary, trended against the contingency drawdown plan and baseline budget.

- Schedule. Updates are prepared monthly, comparing progress against the adopted Master Schedule for all activities. The critical and near-critical path will be identified and tracked. Variances for critical and near-critical activities in excess of 10 working days will be explained, and mitigating actions identified and tracked. After the FTA's risk workshop associated with the TJPA's FFGA application, the Master Schedule will be converted to a baseline schedule and presented to the TJPA Board of Directors for approval.
- Configuration. Proposed changes will be analyzed for feasibility and safety, operational, cost, schedule, and environmental impacts. Technical memoranda will be prepared for review and discussion by the IPDT, and recommendations for disposition taken to the Configuration Management Working Group (CMWG), Change Control Board (CCB), Executive Working Group (EWG), and TJPA Board of Directors, as appropriate. If approved, any required environmental documentation will be prepared in accordance with the relevant state and federal requirements.
- Risk. Quarterly workshops, working through the IPMT and the successor Integrated Management Team (IMT), will be continued. Risk workshops may consider The Portal overall or be focused on a particular body of potential risks, as identified by the IPDT and agency partners. Risks will be evaluated for severity and probability using the FTA OP40 protocol. Mitigative actions will be identified, assigned, and tracked for effectiveness. An annual contingency review will be conducted using a Monte Carlo analysis to evaluate the contingency values assigned to categories of risk, or more frequently in the event of a significant risk event.
- Project Report. A monthly status report will be prepared to meet the FTA requirements and the provisions of the Implementation MOU and Management Agreement. The monthly report will be provided to governance bodies, as required and appropriate.
- Policy Baseline Documents. The TJPA will compile and bring forward the set of policy baseline documents, using, as appropriate, other project deliverables and baseline documents. The Policy Baseline Documents will be reviewed and approved consistent with the provisions of The Portal Governance Blueprint and Implementation MOU. The TJPA will maintain and update the Policy Baseline Documents as needed. The TJPA Board of Directors holds approval authority for the Policy Baseline Documents.

Deliverables:

- Updated capital cost estimate in Standard Cost Categories format, when applicable
- Updated schedule along with monthly updates and schedule narrative
- As-needed technical analysis and associated rough-order-of-magnitude cost estimates for candidate configuration changes
- Quarterly risk memoranda with mitigation plan status. Annual contingency review using Monte Carlo-based simulations
- Quarterly contingency management reports
- Monthly reports (ongoing)
- Approved Policy Baseline Documents

1.2.3 FTA Engineering Phase Activities/Requirements

The TJPA will continue updating the following plans and procedures using FTA oversight procedures, FTA Project Management Oversight reporting, and sound project management practices. The TJPA will engage Caltrain and other partners on tasks as applicable.

- The following plans and procedures are complete:
- Fleet Management Plan
- Risk and Contingency Management Plan
- Engagement and Community Outreach Management Plan
- Document Control and Records Management Plan
- Quality Management Plan
- Real Estate Acquisition Management Plan
- Safety and Security Management Plan
- Before and After Study Plan
- Digital Delivery Management Plan
- Revised Relocation Plan

- The following plans, procedures and reports will be advanced:
- Safety Plan
- Schedule Control Procedure
- Third Party Agreements Plan and agreements
- Travel Forecast Results Report
- Work breakdown structure
- Environmental documentation for configuration changes
- Quantitative risk assessment and Project Management Oversight Contractor (PMOC) readiness review
- Federal Transit Administration-compliant 20-Year Financial Plan
- FTA rating package
- FFGA preparation/negotiation
- Update the 20-Year Financial Plan, in support of the FFGA request and to reflect outcomes of the FTA Risk Review, revisions to the funding plan, and other information.
- Update ridership forecasts, as required, for the updated 20-Year Financial Plan and FTA rating package, as part of the request for the FFGA.
- Conduct the FTA's quantitative risk review process as an input to the updated capital cost estimate, PMOC's readiness review, etc.
- Prepare and submit the FFGA request and all required documentation; facilitate the FTA and PMOC's process and engagement during the FTA review period.
- Complete all critical third-party agreements required to request the FFGA, as identified in the Third-Party Agreements Plan; these include master cooperative agreements between the TJPA and Caltrain and between the TJPA and the California High-Speed Rail Authority.

Deliverables:

- Updated plans, procedures, and reports accepted by the FTA as sufficient to support an FFGA application:
- FTA rating package
- 20-Year Financial Plan
- FTA risk review and qualitative risk assessment
- FFGA request submittal
- Executed critical third-party agreements
- Conduct training for all project staff to ensure adherence to the plans and procedures relevant to their responsibilities
- Conduct regular audits to ensure compliance

2 DESIGN ENGINEERING

2.1 Enabling Works Design

2.1.1 Utility Relocation

The utility relocation contract (10-UR) is a design-bid-build contract that will relocate or protect-in-place over 20 public and private utilities within public right-of-way along Townsend Street. Advance utility relocations will help facilitate construction of the cut-and-cover portions of the tunnel, the excavations for which will affect most of the public right-of-way, leaving limited space for utilities. The relocations, abandonments, and demolitions are intended to eliminate or reduce utility conflicts with shoring wall construction, road decking installation, excavation, construction of tunnel and station structures while maintaining services to surrounding properties.

As of spring 2026, the 10-UR contract package has been developed to revised 60% level of completion and the Final Basis of Design documentation has been submitted. Work through FY28-29 includes:

- Preparation of the 90%, 100%, and IFB design packages.
- Preparation of the bid package and contract.
- Advertisement and award of the contract using a risk-based, stakeholder-inclusive development process, consistent with the TJPA's goals for The Portal.

Enabling works design associated with utility relocation is anticipated to be complete during this three-year timeframe. Utility Relocation construction may commence in this three-year timeframe, subject to funding availability. The TJPA is actively assessing opportunities to start this construction work prior to the FFGA.

2.1.2 Building Demolition

The building demolition design-bid-build contract (30-BD) will demolish seven buildings as part of the site clearing for construction of the cut-and-cover portions of the tunnel. Five structures located near Second and Howard streets will be demolished to make way for the throat structure where the tunnel widens from two to six tracks as it enters the Salesforce Transit Center. Two structures will be demolished to provide space for a construction shaft, construction laydown area for the mined tunnel, and, ultimately, a ventilation structure at Townsend and Third streets. As of fall 2025, the 30-BD package has been developed to 60% design level of completion. Work through FY28-29 includes:

- Preparation of 90%, 100%, and IFB design packages.
- Preparation of the bid package and contract.
- Advertisement of the contract using a risk-based, stakeholder-inclusive development process, consistent with the TJPA's goals for The Portal.
- Enabling works design associated with building demolition is anticipated to be complete during this three-year timeframe. Building Demolition construction may commence in this three-year timeframe, subject to funding availability. The TJPA is actively assessing opportunities to start this construction work prior to the FFGA.

2.1.3 4th and King Yard Site Clearing

The 4th and King Yard Preparation Package A: Site Clearing design-bid-build contract (20-YA) will relocate or remove all structures and utilities along the south side of Townsend Street between Fourth and Seventh streets and along Seventh Street between Townsend Street and Mission Bay Drive.

Additionally, one pocket track on the north side of the existing Caltrain station at Fourth and King streets and the storage tracks at the corner of Townsend and Seventh streets will be removed.

As of fall 2025, the 20-YA package has been developed to the 60% design level of completion. Work through FY28-29 includes:

- Prepare 20-YA 90%, 100%, and Issue for Bid design packages.
- Prepare the bid package and contract.
- Advertise and award the contract using a risk-based, stakeholder-inclusive development process, consistent with the TJPA's goals for The Portal.

20-YA construction may commence in this three-year timeframe, subject to funding availability. The TJPA is actively assessing opportunities to start this construction work prior to the FFGA.

2.2 Civil and Tunnel Progressive Design-Build

The civil and tunnel progressive design-build contract (40-CT) comprises the completion of the design and construction of the cut-and-cover structures and mined tunnel (excluding rail systems), the ventilation structures, the Fourth and Townsend Street Station fit-out (excluding rail systems), and utility support and temporary and permanent relocations (excluding advance utility relocations (10-UR)). Preconstruction work includes design engineering, preconstruction management, schedule preparation, estimating, acting as lead for coordination across all contract packages, preconstruction surveys, site investigations, hazardous materials assessment, and coordination with and obtaining approvals and permits from stakeholders and authorities having jurisdiction.

2.2.1 Progressive Design-Build Procurement

Work through FY28-29 includes completing the following for the 40-CT contract:

- 40-CT contractor completion of Phase 1 Design Validation
- Establishment of the cost and estimating modeling protocol
- Negotiation of the second phase of design, 30% to 60%
- Progress the design towards the 60% submittal

2.2.2 Preconstruction

Preconstruction service will be incremental, pursuant to work packages issued by the TJPA documenting the associated time, price, and scope of work. Preconstruction services will be sufficient to establish a guaranteed maximum price (GMP) for the project.

- Conduct design progress meetings and over-the-shoulder reviews
- Address design variance requests with operators, as appropriate
- Continue design reviews and cost model discussions
- Progress the 30% to 60% design
- Continuously evaluate construction cost using the open book methodology required by the contract
- Conduct GMP negotiations for completion of final design, construction, and testing and commissioning

2.3 Early Works

Negotiate early works construction packages as required to maintain project schedule, and as permitted by available cash flow.

2.4 Track and Rail Systems

Track and rail systems design will be prepared by the TJPA's General Engineering Consultant (GEC). The track and rail systems construction will be achieved through a construction manager/general contractor (CMGC) procurement, contract (50-TS). That work includes the installation of direct fixation and embedded tracks through the tunnel, stations, and u-wall as well as track and systems modifications to the at-grade 4th and King Yard and trackwork to 16th Street. Trackwork includes the rails, fastening systems, and special trackwork (turnouts, diamond crossings, crossovers, derails, train bumping posts). Associated with trackwork are track alignments, which are the defining horizontal and vertical control lines for the tracks and the structures that support them. Rail systems comprise signaling/train control, overhead contact, communications, central train operations control, and traction power systems and distribution. The systems for tunnel, stations, and ventilation and emergency egress structures include ventilation building systems; fire-life safety and water-air mechanical systems; and security systems.

As of spring 2026, the track and rail systems design has been developed to the 30% level of completion. Subject to funding availability, work through FY28-29 includes:

- Initiate 50-TS 60% to 100% design package preparation.
- Draft the general requirements and contract for the 50-TS CMGC contract.
- Complete the RFP package, including the general requirements and final draft contract.
- Achieving compliance with the governance stage gate approvals to release the RFP.
- Release the RFP and evaluate proposals.
- Negotiate and initiate the preconstruction phase.
- Negotiate open contract terms and conditions.
- Establish the cost model for joint open-book estimating.
- Initiate the CMGC's constructability review of design work to date.
- Reconcile the first and second intermediate set cost and schedule estimates.

The FRA's October 29, 2024, announcement that the TJPA was selected for a Consolidated Rail Infrastructure and Safety Improvements (CRISI) Program award of up to $24,655,000 was anticipated to accelerate the track and rail systems (50-TS) design work. However, on August 26, 2025, FRA withdrew the CRISI award. The TJPA is seeking other funding sources to fill this gap and may seek future funding under the CRISI program under a more favorable environment.

2.5 Station Fit-out at Salesforce Transit Center

Station Fit-out design for the Salesforce Transit Center will be prepared the TJPA's GEC. Station fit-out at the Transit Center will be achieved through a CMGC contract (60-SF). The work comprises the fit-out of the already constructed two-level structural box (train box) at the Salesforce Transit Center, construction of a new entrance lobby and stairs at the east end of the Salesforce Transit Center, and construction of a new above-grade ventilation and support systems structure, including excavating a plenum below the structure and connecting it to the lower concourse. The lower concourse, one level below ground, will house ticketing, passenger waiting, and support spaces for the rail operators (Caltrain and the California High-Speed Rail Authority), and leasable retail space. Six tracks and three center platforms on the platform level two levels below ground will serve commuter and high-speed trains. Back-of-house spaces on this level will support rail service. The scope for the contract includes coordinating with other contracts, obtaining approvals from authorities having jurisdiction; and supplying, installing, testing, and commissioning all elements required for the station fit-out, including manuals, training, spare parts, and record drawings.

As of spring 2026, the station fit-out design has been developed to 30% level of design completion. Subject to funding availability, work through FY28-29 includes:

- Initiate 60-SF revised 30% design package preparation
- Initiate 60-SF 60% design package preparation
- Issue the request for qualifications, evaluate statements of qualifications, and establish a shortlist
- Draft the general requirements and contract
- Complete the request for proposals (RFP) package, including the general requirements and final draft contract
- Achieving compliance with the governance stage gate approvals to release the RFQ and RFP
- Negotiate and initiate the preconstruction phase
- Negotiate open contract terms and conditions
- Establish the cost model for joint open-book estimating
- Initiate CMGC constructability review of design work to date
- Reconcile the first intermediate construction schedule and cost estimate

3 INTERAGENCY COORDINATION

The Portal requires extensive coordination with a range of federal, state, regional, and local agencies. Intergovernmental and interagency coordination is required throughout preliminary engineering, final engineering, construction, and pre-revenue operations for guidance and approvals in the execution of the technical work of the project. The TJPA has entered into cooperation and reimbursement agreements with Caltrain and the City and County of San Francisco for their work on The Portal.

3.1 Caltrain

As the initial operator of The Portal, Caltrain support is required to ensure that The Portal is designed and built according to Caltrain's safety, service, and maintenance requirements. The TJPA has agreed to fund work in support of this need on an annual work plan basis. The following tasks are anticipated through FY28-29:

- Program management, including project controls, administration, and agreements
- Financial planning including O&M, capital, 20-Year Financial Plan development, and travel demand modeling support
- O&M design and analysis
- Completion of Master Cooperative Agreement for O&M and asset disposition
- Environmental permitting (if required)
- Engineering, including civil infrastructure, track and systems, systems integration, and utilities
- Rail vehicles and level boarding requirements
- Construction/constructability reviews
- Procurement support
- Support for 4th and King Yard Preparation Contract 20-YA
- Project management for at-grade and below-grade Track and Systems Contract 50-TS
- Real estate support
- Legal support

3.2 City and County of San Francisco

The Interagency Cooperation Agreement (ICA) is a cooperation and reimbursement agreement between the participating City and County of San Francisco agencies and departments (City agencies) and the TJPA for The Portal. The following City agencies are participating in the ICA:

- Port of San Francisco
- Department of Building Inspection
- Department of Technology
- San Francisco Fire Department
- San Francisco Municipal Transportation Agency
- San Francisco Office of Economic and Workforce Development
- San Francisco Planning Department
- San Francisco Public Utilities Commission
- San Francisco Public Works
- San Francisco Real Estate Division

As outlined in the ICA, subsequent department actions and/or approvals will be required as the TJPA carries out The Portal.

Each fiscal year, each City agency will propose to the TJPA an annual scope and budget, detailing the anticipated scope of City tasks that the City agency will undertake that fiscal year, a budget for those City tasks, and any other terms that are unique to that City agency, unique to the tasks to be undertaken, or will supersede specific ICA terms. Each City agency's annual scope and budget is an appendix to the ICA. San Francisco Public Works functions as the overall coordinator of City participation under the terms of the ICA.

Through FY28-29, work includes:

- Reviewing constructability, design deliverables, and plans; providing design and construction support services; assisting/consulting regarding traffic coordination and required permits. Each participating agency provides staff to provide support through a Technical Advisory Committee led by Public Works.
- Assisting to draft the Public Trust Transfer Agreement and related documents (Port of San Francisco).
- Providing construction inspector services (San Francisco Public Works).
- Reviewing and approving permits.

4 PROFESSIONAL SERVICES

Professional and specialized services are required for the advancement of The Portal, including legal services, financial advisors, economic and real estate analysis, legislative advocacy, auditing, and public relations. Tasks are assigned based on The Portal's current and anticipated needs. Only those costs directly attributable to The Portal are carried in the project budget.

Examples of this work include the following:

- Contract development and negotiations
- Right-of-way acquisition planning, negotiations, and agreements
- Revenue forecasts
- Real estate analysis
- Infrastructure finance and strategic planning
- Financial plans and presentations
- Grant development and administration
- Legislative and funding advocacy
- Public outreach and communications

5 RIGHT-OF-WAY ACQUISITION, RELOCATION AND PROFESSIONAL SERVICES

Right-of-way acquisition for the project requires property acquisition, permanent subsurface easements, temporary construction easements, and interests that would allow the TJPA to permanently install rock dowels in the subsurface of additional properties.

Relocation assistance will be provided to occupants of properties acquired to construct The Portal, in compliance with the federal Uniform Relocation Assistance and Real Property Acquisitions Policies Act of 1970. Right-of-way acquisition and relocation assistance are planned to proceed in four tranches that span approximately two and one-half years. Total acquisitions that result in displacements and complicated relocations are included in the initial tranches to mitigate cost and schedule risks.

The following tasks apply to each tranche of acquisition:

- Conduct an appraisal and a review appraisal (for properties with an appraised value of more than $10,000)

- When required, prepare furniture, fixtures, and equipment appraisals and goodwill appraisals
- Submit recommended just compensation amount to the FTA for concurrence
- Meet and negotiate with property owners
- File eminent domain actions, as required
- Complete relocations, as required
- Turn over property access to contractors

Deliverables:

- Title reports
- Maps and legal descriptions
- Environmental site assessments
- Appraisals
- Purchase and sale agreements or orders of immediate possession
- Timely relocation benefit payments

6 ADVANCE UTILITIES RELOCATION, CONSTRUCTION MANAGEMENT AND INSURANCE

Utility relocation is required at various locations along the project corridor with principal activities located at the Fourth and Townsend Street Station and throat structure at Second and Howard streets. Initial construction will commence along Townsend Street between Seventh Street and Fourth Street. Work will consist of relocation of PG&E overhead power lines, construction of a joint utilities trench, and relocation of dry and wet utilities along this section of the project. Additionally, temporary street lighting and modifications to SFMTA overhead trolley lines will be required. Some utilities may be supported by the street decking associated with the construction of the Fourth and Townsend Street Station.

At Second and Howard streets, utilities will be relocated away from the throat structure or temporarily supported by the street decking associated with the construction of the throat.

Construction management and oversight of the two contractors (10-UR Utility Relocation and 40-CT Civil and Tunnel) will be provided to monitor and report on compliance with all contractual requirements, including cost, schedule, quality, and safety provisions. When required, corrective actions will be instituted.

The TJPA is evaluating the characteristics, cost, benefits, and risk profile of a modified owner-controlled insurance program versus a contractor-controlled insurance program. Before any construction begins, a determination of the preferred program will be made and incorporated into contract documents.

Deliverables:

- All construction contractor related submittals as defined in the TJPA contracts
- Construction management plans, procedures, staffing and management
- Final determination of insurance program structure and requirements

This document provides a detailed description of the Scopes of Work for the Transbay Joint Powers Authority professional services agreements for Program Management / Construction Management (PMCM) support and Engineering and Design (E&D) services for the Portal Project. It should be noted that many of the tasks, particularly those related to procurement support, management, and oversight of other consultants and/or contractor teams are funding dependent.

The Portal PMCM Scope of Services for Prop L Allocation Partial Fiscal Year 2026-27 and 2027-28 (October 2026 through September 2027)

This document identifies the scope of work for Program Management/Construction Management (PMCM) services for the FY 2026-27 Prop L allocation request from October 2026 through September 2027. The Prop L allocation would fund a portion of the services included in the FY 2026-27 scope of services, consistent with the level of effort negotiated between TJPA and the PMCM consultant. This Proposition L allocation request would fund a portion of The Portal's program-wide tasks, as well as the tasks specific to enabling works and civil and tunnel design.

TASK 1: Program Management

1.a Program Management

A. Update Project Management Plan (PMP): Complete an updated Project Management Plan (PMP) and subplans consistent with the requirements of the current status of the project and identifying those activities that must be implemented in support of finalized procurement, commencement of construction activities, grants management, and final design and construction administration. The PMP and subplans will be consistent with the requirements of the Integrated Program Delivery Team (IPDT) and depict organizational relationships, describe communications protocols and be consistent with the Work Breakdown Structure (WBS). The PMP and subplans will be consistent with the requirements for a Federal Transit Administration (FTA) Capital Investment Grant (CIG), the Portal Project Implementation Memorandum of Understanding (Implementation MOU), and the Portal Administrative Management Agreement. To the extent there are conflicts between these documents, the FTA requirements will prevail.

   Deliverable: Develop an updated PMP and subplans addressing all requirements including recommendations from the FTA Project Management Oversight Consultant (PMOC).

B. Coordinate with FTA and Authorities Having Jurisdiction, Utilities, and other agencies: PMCM will continue to assist the TJPA with updated submittals to FTA for The Portal's progress documentation as required by the CIG program, support with Project Management Oversight Contractor (PMOC) requirements; and monthly, semi-monthly, and quarterly meetings. PMCM will coordinate with authorities having jurisdiction, including agencies from the City and County of San Francisco (City), state of California, and railroad operators.

   Deliverable: PMCM will provide meeting agendas, meeting materials, subject matter experts, and other support functions to monitor requirements, proactively manage communications, action item matrices, and collection and management of responses to questions.

C. Update plans and procedures, and PMOC required documentation: PMCM will assist the TJPA in addressing all required plans and procedures to effectively manage the project. Best practices, TJPA requirements, and FTA requirements will be addressed to provide guidance to the IPDT in delivering a successful project. All PMOC recommendations developed during the capability and capacity evaluation will be addressed.

   Deliverable: Updated plans and procedures for project management, project controls, contract administration, engineering management, and construction management.

D. Organize Peer Review and Partnering: As requested, PMCM will assist TJPA in outreach to peer organizations, subject matter experts, and professional organizations to conduct peer review on appropriate topics. PMCM will organize and conduct partnering sessions between the IPDT, E&D consultants, and progressive design-build (PDB) contractor.

Deliverable: PMCM will arrange for, prepare agendas, facilitate, record and prepare actions resulting from peer reviews and partnering sessions.

E. Provide Design Management: PMCM will provide design oversight of the E&D consultants. This work will generally include negotiation of scopes of work, cost proposals, and deliverables. In addition, PMCM will provide oversight and review of design deliverables for completeness and consistency with the approved design scopes of work. PMCM will assist the E&Ds with coordination and collaboration with authorities having jurisdiction and the rail operating partners. PMCM will further provide oversight of the 40-CT Oversight E&D's compliance reviews of 40-CT contract design deliverables.

Deliverable: To the extent that funding permits, three fully negotiated E&D scopes of work and cost proposals suitable for TJPA's review and approval for the 10-UR Designer, 50-TS and 20YA designer (in collaboration with Caltrain), and the 40-CT Oversight / 30-BD Designer /. Over the shoulder, draft, and final design deliverable reviews and dispositions. Design management of each of the three teams and contract compliance review and comment on designers' deliverables.

F. Procurement Documents and Process: PMCM will work to develop the procurement, contracting documents, and evaluation and selection to support the planned design-bid- build, PDB, and E&D procurements for The Portal. This task is highly collaborative and dependent on cooperation and input from the TJPA's Construction Counsel and General Counsel, the E&D (excluding the E&D contracts), TJPA Procurement and Finance staff, partner agencies, and other stakeholders. The scope of this subtask is comprised of:

- Preparing and issuing RFQ documents
- Conducting workshops with external partners
- Preparing and issuing industry review documents
- Developing and issuing RFP documents
- Evaluation of contractor proposals
- Negotiation of the contracts
- Supporting the board award process, including documentation of compliance with Stage Gate requirements

Deliverable: To the extent that funding permits, the following deliverables are planned for FY 2026-27:

- 40-CT: PMCM will provide support to the TJPA during the evaluation and negotiation process.
- 40-CT Design Oversight E&D / 30-BD Designer / 60-SF Designer: PMCM will provide support to the TJPA during the RFP development, evaluation, and negotiation process.
- 10-UR Designer: PMCM will provide support to the TJPA during the RFP development, evaluation, and negotiation process.
- 50-TS Designer / 20-YA Designer: PMCM will provide support to the TJPA and Caltrain during the RFP development, evaluation, and negotiation process.

G. Readiness Assessment: As requested, PMCM will assist with the implementation of the accepted recommendations of the CIG Construction Readiness Assessment. Based on the outcomes from the TJPA's internal partnering program, conducted by others, PMCM will meet with the TJPA regularly during the process to update on the progress and obtain guidance. Support will be provided in drafting job descriptions and FFGA Readiness Summary Report implementation.

Deliverable: PMCM will conduct interviews and draft job descriptions, prepare RASCIs, provide updates to strategic plan objectives implementation, and provide other as-directed support.

H. Development of the Integrated Program Delivery Team (IPDT): PMCM will assist TJPA in the development of the IPDT to optimize collaboration and communication and clarify roles and responsibilities among all parties responsible for the implementation of The Portal.

Deliverable: PMCM will assist the TJPA in the development of necessary tools, graphics, charts, and reports outlining the establishment of the IPDT.

I. General Program Support: PMCM will provide administrative support for agency and intra-agency correspondence, documentation, reporting, meeting logistics, and grant writing.

Deliverable: Staff reports, documentation and correspondence, technical exhibits, and grant submissions.

TASK 2: Project Management

2.a Project Management

A. Contract Administration: PMCM will ensure compliance with the TJPA's prime contract and execute subcontract agreements with team members including required flow downs from the prime contract. PMCM will prepare monthly invoices in accordance with TJPA requirements, including detailed labor, overhead, profit, and other direct costs. Monthly reports will be repaired in accordance with the TJPA requirements.

Deliverable: Monthly invoices, monthly progress reports, quarterly reports.

B. Cost Oversight: PMCM will continually update project costs as secondary mitigations and other scope changes are adopted. The E&D contracts and City and Caltrain invoices will be monitored for cost trends, and any concerns will be promptly reported to the TJPA. Cash flow sensitivity analyses will be prepared based on schedule shifts, funding availability, color of money, and other variables.

Deliverable: Periodic updates of the Standard Cost Categories (SCC) workbook. Cost trending for the PMCM contract, the E&D contracts, and City and Caltrain agreements. Cash flow scenarios and sensitivity analyses.

C. Schedule Management: The Master Schedule will be updated monthly and, when appropriate, converted to a baseline schedule. Analysis of the critical path will be conducted, including recommendations to protect project float. Designer and Contractor schedules will be evaluated for correctness and integrated into the Master Schedule. Support the TJPA with updating and maintaining schedule controls processes and procedures.

Deliverable: Monthly schedule updates and analysis, fragnet analysis, and recommendations for activity resequencing or rescheduling.

D. Risk Management: Quarterly risk workshops will be conducted in accordance with federal transit administration procedures and best practices. One full Monte Carlo analysis to monitor contingency drawdown will be prepared. A continuous risk management process will be upheld through monthly risk reviews with the project team to maintain the risk register, including tracking of ongoing risk mitigations.

Deliverable: Quarterly risk reports and monthly updates to the risk register as required.

E. Scope Management: PMCM will carefully monitor work activities for adherence to the agreed-upon scope of services. Where additional or different scope is required, PMCM will promptly bring it to the attention of TJPA's Project Director with suggested modifications consistent with the overall cost budget for the PMCM NTP for FY 2026-27.

Deliverable: Monthly tracking for adherence to agreed-upon scope of services. Proposed modifications to scope when appropriate.

F. Value Engineering and Secondary Mitigations: PMCM will conduct one value engineering (VE) exercise with a certified value engineer, should the E&D's or 40-CT PDB contractor's design progress sufficiently to warrant a VE workshop in the fiscal year. If secondary mitigations are identified by the IPDT, they will be evaluated and, as appropriate, presented to the Configuration Management Working Group or Change Control Board, as appropriate. If accepted, and as required, CEQA and NEPA documentation will be prepared for presentation to the TJPA Board and FTA, respectively.

Deliverable: One VE workshop and VE report will be prepared and submitted. Secondary mitigation analysis and reporting, including environmental documentation, will be prepared and submitted per the resource allocation negotiated with the TJPA.

G. Industry Outreach Support: requested, PMCM will coordinate industry outreach, meetings and assist with raising industry awareness of the Portal and increasing contracting community support.

Deliverable: Meeting materials, minutes, website content, and action items.

H. Finance Support: PMCM will provide support to TJPA Finance focused on compliance reviews of third-party invoices, third-party payments, and other tasks, as assigned.

Deliverables: Compliance reviews, checklists, recommendations to process, modify, or reject.

TASK 3: Construction Management and Construction Support Services

3.a Third-Party Coordination: PMCM will coordinate and manage interfaces of all planned procurement activities with third parties, including the coordination of agreements, variances needed, permitting requirements, and potential clashes with planned construction work requiring utility relocations.

Deliverable: Coordination as needed.

3.d Preconstruction Services: PMCM will provide as-needed support for preconstruction surveys necessary for the development of the designs and procurement documents for The Portal contracts, including any constructability analysis needed.

Deliverable: Technical, management, or outreach support for surveys. Constructability analysis as determined necessary by TJPA.

TASK 4: Project Delivery and Contract Development/Compliance

4.a Project Delivery

A. Procurement Support: PMCM will support TJPA in implementing the procurement program including contract terms and conditions, procurement reviews, and program requirements to support delivery of the Portal, including:

- Supporting review of proposals and bids.
- Assist in the updating and implementation of overall project delivery and procurement strategy.
- Advise TJPA on proposer/bidder comments and requests for changes in the procurement documents, and
- Develop specifications, solicitation technical packages, and draft intergovernmental agreements.

Deliverable: Advice and support as required by TJPA for the 40-CT and 10-UR contracts in collaboration with Construction Counsel.

TASK 5: Configuration Management

5.a Document Management: PMCM will provide document management procedures, training, and staff to ensure proper control of project documents across all stakeholders. A searchable database will be maintained to provide centralized control of communications. Provide support for the buildout and integration of the project management information system (PMIS) as it relates to document and records management.

Deliverable: Document control procedures, training, administration of the document control module of the PMIS (InEight document) and records management system.

5.b Contract Interface Management: PMCM will, in coordination with the IPDT, complete the development of plans for contract interface management, contract integration management, and requirements management. Implementation of the plans will be undertaken.

Deliverable: PMCM will, in coordination with IPDT, complete development of plans for contract interface management, contract integration management, and requirements management. Implementation of the plans will be undertaken.

TASK 6: Project Controls

6.a Digital Delivery Management: PMCM will continue to maintain and expand the project's established PMIS, CAD, BIM, and GIS digital delivery tools, including continued software development, training, process mapping, and implementation and integration. A particular focus will be on AutoCAD Construction Cloud (ACC), ArcGIS Online (AGOL), and continued development of the PMIS (InEight), providing multi-functional data collection and reporting capabilities across multiple functions such as schedule, cost, contracts, and risk.

Deliverable: PMCM will provide software, training, system maintenance, and continued improvements.

6.b Project Controls: PMCM will prepare updated program budgets in SCC format broken down by contract package incorporating construction budgets using cost estimates noted above 2.a.B, Cost Oversight, and estimates for other soft costs for each line item.

- Support TJPA's Project Controls Manager to update the Master Schedule based on the WBS and the program implementation plan on a monthly basis to include current information regarding project and contract progress.
- Prepare monthly and quarterly status reports. Prepare quarterly project and contract status reports outlining the progress, cost, schedule, risk, issue resolution, and other aspects of the project or

contract.

Deliverable:

- SCC workbooks detailing program cost by contract package and for the overall program
- Nine (9) monthly and three (3) quarterly status reports to the IPDT, TJPA Board, stakeholders, and funding agencies

TASK 7: Estimating

7.a Cost Estimating: PMCM will develop and prepare cost estimates to support the TJPA's procurement activities for professional services planning, environmental, and construction contracts, including independent cost estimates, when required such as initial E&D task orders/annual work plan(s) and the 30% Design Validation Phase for the 40-CT PDB contract. For the 40-CT contract, a cost model will be collaboratively developed with the contractor in accordance with contract requirements.

PMCM will develop design and construction capital cost budgets, including any needed design optimization and VE studies, constructability reviews, life-cycle cost analyses, and risk assessments determined necessary by the TJPA.

Deliverable: Secondary mitigation estimates, as requested by the TJPA. Independent cost estimates for procurements. A cost model for the 40-CT contract.

TASK 8: Community Outreach and Construction Relations

8.a Public Outreach: PMCM will support TJPA on community relations activities including public outreach, and stakeholder communications as determined necessary by the TJPA.

Deliverable: Community outreach support as requested by the TJPA.

Other Direct Costs (ODCs)

In the course of completing this scope of work, PMCM will incur ODCs, including InEight maintenance, other software (P6, Bluebeam, etc.), computer equipment, personal protective equipment, printing, other miscellaneous expenses, and travel. As with all other expenses, the TJPA will review ODCs for appropriateness and consistency with the TJPA contract prior to payment to PMCM.

Caltrain IA EXHIBIT B
Joint Workplan to be completed by both Parties from October 1, 2026 –September 30, 2027

Workstream (Task)	Scope of Work

Procurement Document Development/Contractor Engagement	Continue to support:
	• Support procurement document preparation, proposal/statement of qualifications evaluation, and contract negotiations for the following procurements:
	  o 40-CT
	  o Utility Relocation (10-UR) engineering and design consultant
	  o General Engineering Consultant (GEC) for 30-BD/40-CT design reviews/60-SF
	• Recognizing that TJPA is lead delivery agency, Caltrain will continue to lead the development of the Track and Systems engineering and design consultant RFP package and proposal/statement of qualifications evaluations
	• Contractor onboarding and preconstruction phase

Engineering and Design/Planning support	Continue to support design, environmental and grant documents: • Concept of Operations • Value Engineering/Scope refinement • Sixth St Sewer relocation and design • Operations planning • Ridership and revenue analysis including evaluation of project demand and project capacity (with SFCTA) • Additional studies to support project activities • Design submittal reviews Deliverables: Program Concept of Operations
Agency and regulatory Coordination	Continue work efforts to support: • FTA/PMOC deliverables • IPMT • JPB and TJPA board engagement • Joint Ad Hoc Committee engagement • EWG • Six party MOUs and work plan • Change Control Board • Escalation Process
MCA or/and 4KY interim agreements development/negotiation	Continue development of certain building blocks for a comprehensive MCA, including: • Continue development of Asset disposition • O&M funding updates in support of MAP 1 deliverable • Reinitiate discussion on O&M MOU strategy and framework
4KY Delivery	Continue work efforts to support: • Coordinate 4KY technical requirements with Caltrain maintenance, operations, engineering, and safety/security units

Workstream (Task)	Scope of Work
The Portal Program Management and Delivery	Continue work efforts to support: • IPDT framework and engagement in delivery team structure • Support TJPA on FFGA Pre-requisite work tasks • Review and development of master program schedule and baseline • PMP and subplan Development and reviews • Apply Lessons Learned from PCEP delivery • Risk Management and mitigation • Joint communication and public outreach strategy and support to TJPA's Communication and Legislative Affairs Director • Technical and Operational working group with TJPA/CHSRA • Concept of Operations Development • Contract Compliance • Funding and Advocacy
Communications, Public Relations	Upon request of TJPA's Communication and Legislative Affairs Director: • Support TJPA Communications Team on program champion messages • Support TJPA on Federal, State and Local delegations for Capital Funding

PMCM Scope Deliverables Compliance Checklist

Subtask	Deliverable
TASK 1 — PROGRAM MANAGEMENT (1.a Program Management)	
1.a.A	**Update Project Management Plan (PMP)** PMCM will develop an updated PMP and subplans addressing all requirements including recommendations from the FTA Project Management Oversight Consultant (PMOC), including 1. a. H. Provide all copies, including updates to Management Plans & Procedures Development Version 7/29/2026 as revised quarterly, and submit status/revision with each invoice
1.a.B	**Coordinate with FTA and Authorities Having Jurisdiction, Utilities, and Other Agencies** PMCM will provide meeting agendas, meeting materials, subject matter experts, and other support functions to monitor requirements, proactively manage communications, action item matrices, and collection and management of responses to questions.
1.a.C	**Update Plans and Procedures, and PMOC Required Documentation** PMCP will submit updated plans and procedures for project management, project controls, contract administration, engineering management, and construction management.
1.a.D	**Organize Peer Review and Partnering** PMCM will arrange for, prepare agendas, facilitate, record and prepare actions resulting from peer reviews and partnering sessions. Include the lesson learned report which explains what TJPA has incorporated into the DTX project.
1.a.E	**Provide Design Management** PMCM will prepare three fully negotiated E&D scopes of work and cost proposals suitable for TJPA's review and approval for the 10-UR Designer, 50-TS and 20YA designer (in collaboration with Caltrain), and the 40-CT Oversight / 30-BD Designer / 60-SF Designer contracts. Over the shoulder, draft, and final design deliverable reviews and dispositions. Design management of each of the three teams and contract compliance review and comment on designers' deliverables.
1.a.F	**Procurement Documents and Process** The following deliverables are planned to be submitted by PMCM for FY 2026-27: • 40-CT: PMCM will provide support to the TJPA during the evaluation and negotiation process. • 40-CT Design Oversight E&D / 30-BD Designer / 60-SF Designer: PMCM will provide support to the TJPA during the RFP development, evaluation, and negotiation process. • 10-UR Designer: PMCM will provide support to the TJPA during the RFP development, evaluation, and negotiation process. • 50-TS Designer / 20-YA Designer: PMCM will provide support to the TJPA and Caltrain during the RFP development, evaluation, and negotiation process.
1.a.G	**Readiness Assessment** PMCM will conduct interviews and draft job descriptions, prepare RASCIs, provide updates to strategic plan objectives implementation, and provide other as-directed support. Please provide the readiness checklist for procurement packages and phases.
1.a.H	**Development of the Integrated Program Delivery Team (IPDT)** PMCM will assist the TJPA in the development of necessary tools, graphics, charts, and reports outlining the establishment of the IPDT.
1.a.I	**General Program Support** PMCM will prepare staff reports, documentation and correspondence, technical exhibits, and grant submissions.
TASK 2 — PROJECT MANAGEMENT (2.a Project Management)	
2.a.A	**Contract Administration** PMCM will submit monthly invoices, monthly progress reports, quarterly reports.
2.a.B	**Cost Oversight** PMCM will provide periodic updates of the Standard Cost Categories (SCC) workbook. Cost trending for the PMCM contract, the E&D contracts, and City and Caltrain agreements, cash flow scenarios and sensitivity analyses.

Subtask	Deliverable
2.a.C	**Schedule Management** PMCM will submit a monthly schedule updates and analysis including narrative, and recommendations for activity resequencing or rescheduling.
2.a.D	**Risk Management** PMCM will submit quarterly risk reports and monthly updates to the risk register.
2.a.E	**Scope Management** PMCM will perform monthly tracking for adherence to agreed-upon scope of services. Proposed modifications to scope when appropriate.
2.a.F	**Value Engineering and Secondary Mitigations** PMCM will conduct one VE workshop and VE report to be prepared and submitted. PMCM will submit secondary mitigation analysis and reporting, including environmental documentation.
2.a.G	**Industry Outreach Support** PMCM will provide meeting materials, minutes, website content, and action items.
2.a.H	**Finance Support** PMCM will conduct compliance reviews, checklists, recommendations to process, modify, or reject.
TASK 3 — CONSTRUCTION MANAGEMENT AND CONSTRUCTION SUPPORT SERVICES	
3.a	**Third-Party Coordination** PMCM will perform coordination as needed.
3.d	**Preconstruction Services** PMCM will perform preconstruction services and deliver technical, management, or support for surveys. Constructability analysis as determined necessary by TJPA.
TASK 4 — PROJECT DELIVERY AND CONTRACT DEVELOPMENT/COMPLIANCE (4.a Project Delivery)	
4.a.A	**Procurement Support** PMCM will advise and support as required by TJPA for the 40-CT and 10-UR contracts in collaboration with Construction Counsel.
TASK 5 — CONFIGURATION MANAGEMENT	
5.a	**Document Management** PMCM will document control procedures, training, administration of the document control module of the PMIS (InEight document) and records management system.
5.b	**Contract Interface Management** PMCM will, in coordination with IPDT, complete development of plans for contract interface management, contract integration management, and requirements management. Implementation of the plans will be undertaken. The plan will ensure interdisciplinary design coordination, design integration, and technical consistency is maintained throughout all construction packages for the project by hiring an Interface Manager with oversight over all construction packages. The Interface Manager shall enforce the Integration Management Plan, an Interface Management Plan, and a Requirements Management Plan and be empowered to make decisions and enforce policies and protocols to minimize interface risk for the project.
TASK 6 — PROJECT CONTROLS	
6.a	**Digital Delivery Management** PMCM will provide software, training, system maintenance, and continued improvements.
6.b	**Project Controls** PMCM will provide SCC workbooks detailing program cost by contract package and for the overall program. Nine (9) monthly and three (3) quarterly status reports to the IPDT, TJPA Board, stakeholders, and funding agencies.
TASK 7 — ESTIMATING (7.a Cost Estimating)	
7.a	**Cost Estimating**

Subtask	Deliverable
	PMCM will submit a secondary mitigation estimate, as requested by the TJPA. Independent cost estimates for procurements. A cost model for the 40-CT contract needs to be done by an experienced independent cost estimate team.
TASK 8 — COMMUNITY OUTREACH AND CONSTRUCTION RELATIONS (8.a Public Outreach)	
8.a	**Public Outreach** PMCM will perform community outreach support as requested by the TJPA.

SFCTA ENHANCED OVERSIGHT PROTOCOL FOR THE PORTAL PROJECT

This Enhanced Oversight Protocol sets the framework for the San Francisco County Transportation Authority (SFCTA) to provide enhanced oversight of The Portal project (also known as the Downtown Rail Extension). The Portal is led by the Transbay Joint Powers Authority (TJPA), in cooperation with multiple partner agencies, including SFCTA.

This Enhanced Oversight Protocol implements SFCTA's project management oversight responsibilities established under The Portal Project Implementation Memorandum of Understanding (Implementation MOU), approved in January 2025, and the Administrative Management Agreement, approved in November 2024. The Protocol is intended to be consistent with, and complementary to, the multi-agency governance and Work Program described in the Implementation MOU, and the Administrative Management Agreement. SFCTA participation in IPMT/IMT and CMWG/CCB does not satisfy or replace SFCTA oversight requirements.

The SFCTA Project Management Oversight team (SFCTA PMO) will have the appropriate technical qualifications, project management skills, and background to perform its duties. All SFCTA costs related to SFCTA oversight will be borne by SFCTA, funded in whole or part by Prop L appropriations.

SFCTA oversight shall complement oversight by the Federal Transit Administration (FTA) and its Project Management Oversight Consultant (PMOC). Performance of FTA oversight does not satisfy or replace SFCTA oversight requirements.

1. **Project Information**: TJPA will provide SFCTA with current project information on a regular basis, including but not limited to: Management Agreement Work Program tracking document, with current status and schedule of tasks; Look Ahead Schedule for IPMT/IMT, EWG, and TJPA Board; project documentation prepared for FTA (e.g., Project Management Plan, Sub-plans, Master Schedule, Risk Register and Risk Reports, Project Cost Estimate/Budget, and updated plans and procedures for project management); and the Capital Funding Plan and Sources/Uses of Capital Cashflow. TJPA shall provide updated Standard Cost Category (SCC) workbooks for individual contract packages, including SCC cost code 80 Professional Services costs for each delivery package broken out by anticipated fiscal year of expenditure, rather than aggregating all SCC 80 costs solely within the master project SCC workbook. All schedule dates presented in project reports, presentations, procurement documents, funding applications, Board materials, governance body materials, and other project documents shall be reconciled to the current CPM schedule. Such documents shall identify the corresponding CPM schedule data date and shall utilize schedule logic, activity durations, milestone dates, and critical path information consistent with the current approved CPM schedule. TJPA shall identify the currently controlling project schedule, budget, funding plan, and risk baseline, including the approval date and approving authority for each baseline document. Until formal adoption of Policy Baseline Documents by the TJPA Board, TJPA shall identify the most recently TJPA Board-approved project schedule and budget used as the basis for project performance reporting. TJPA will maintain a document library with this Project Information, accessible to designated SFCTA staff and/or consultants. On a monthly basis, and at least one week prior to the Monthly SFCTA Oversight Meeting, TJPA will ensure Project Information reflects current versions and will advise SFCTA of material changes.
2. **Monthly SFCTA Oversight Meeting**: SFCTA and TJPA will convene a regular SFCTA Oversight Meeting (Monthly Meeting), to provide for bilateral discussion regarding: Project progress, including task areas where TJPA/SFCTA are co-leads (Capital Funding, O&M Funding, Advocacy, Legislative Strategy, Governance development, FTA process including ridership and financial plan); Work Program tracking document and Look-Ahead Schedule for IPMT/IMT, EWG, and TJPA Board; risks and issues of concern; program status update; and other relevant topics in support of the Project. The Monthly Meeting shall facilitate: problem solving; the discussion and resolution of issues; and the identification of

issues meriting further action and/or escalation. Meetings shall be calendared on a monthly basis, for approximately a 90-minute duration. SFCTA's lead representative shall be the Deputy Director for Capital Projects or their designee; TJPA's lead representative shall be The Portal Project Director or their designee. Each agency shall include attendance by additional staff and/or consultant personnel, as appropriate.

3. **Monthly Report**: On a monthly basis, TJPA shall prepare a single Monthly Project Summary Report, to provide a summary of progress and upcoming activities across the project, as required by funding partners including the Federal Transit Administration (FTA). As a supplement to the monthly report, TJPA shall provide other information reasonably requested by SFCTA, including to incorporate Prop L grant progress reporting requirements. The format of the SFCTA Monthly Report supplement shall be mutually agreed by SFCTA and TJPA. TJPA shall endeavor to transmit the Monthly Report to SFCTA at least one week prior to the Monthly Meeting, and the report shall serve as a basis for discussion at the meeting. The Monthly Project Summary Report shall include a narrative discussion of schedule performance and project risks relative to the most recent TJPA Board-approved project schedule. The narrative shall describe progress achieved during the reporting period, significant milestones completed, upcoming milestones, and any schedule changes since the previous reporting period. For activities on the critical path or near-critical path, the report shall describe schedule variances, the causes of such variances, their impact on project delivery, and actions being taken to mitigate or recover schedule delays. The report shall discuss major project risks affecting schedule performance, including newly identified risks, changes in risk ratings, materialized risks, and status of mitigation actions. Where schedule changes are attributable to project risks, third-party dependencies, funding constraints, procurement activities, permitting activities, stakeholder decisions, or other external factors, the report shall identify those drivers and explain their effect on project milestones. The report shall identify any actual or potential impacts to Stage Gate milestones, FFGA activities, procurement milestones, GMP negotiations, construction start, and Revenue Service. Where milestone dates differ from the most recently TJPA Board-approved schedule, the report shall explain the basis for the revised forecast, identify the underlying drivers of the schedule change, and discuss the associated risks, mitigation measures, and expected recovery approach. The report shall also identify significant schedule assumptions, constraints, and third-party dependencies that could affect future project performance. TJPA shall upload the report, when finalized, to the SFCTA grants portal.

4. **Monthly Meeting Agenda Management**: At the outset of the process described herein, SFCTA and TJPA shall prepare a proposed standing agenda, as mutually agreed, for the Monthly Meetings. On an ongoing basis, SFCTA shall prepare the meeting agenda and shall share a draft agenda with TJPA for input at least three days prior to the Monthly Meeting. Both SFCTA and TJPA may propose items for discussion, in addition to standing items. SFCTA shall prepare and circulate draft meeting notes for the Monthly Meetings.

5. **FTA PMOC AND FMOC**: Representatives of the SFCTA PMO shall be invited to attend the Project's regular meetings with the FTA and its PMOC, including regular monthly and quarterly meetings, unless FTA objects to SFCTA's participation. At such time as the FTA Financial Management Oversight Management Consultant (FMOC) is engaged, a representative of the SFCTA PMO shall be invited to attend the project's regular meetings with the FMOC, unless FTA objects to SFCTA's participation. SFCTA acknowledges TJPA's role as the FTA grantee agency for the Project.

6. **Risk Management**: The SFCTA PMO will support risk management activities and will participate in Risk Workshops, including those convened with FTA, IPMT/IMT, and IPDT. The IPDT will provide SFCTA with risk reports, including documentation of periodic quantitative risk assessments.

7. **Open-Door Policy and Confidentiality**: The IPDT will have an open-door policy and work closely with the SFCTA PMO, which will have reasonable access to project managers and project information. SFCTA understands that some information will be confidential and commits to honor that confidentiality by not sharing or divulging any information so defined.

8. **Other Meetings**: SFCTA may request to participate in or observe other IPDT meetings that would support the Enhanced Oversight effort. The TJPA Project Director (or their designee) will periodically provide a list of current and anticipated regularly-scheduled meetings, and SFCTA and the TJPA Project Director (or their designee) will jointly agree any meetings for SFCTA attendance. Special focused meetings will be set up during the duration of this grant allocation if any deliverable does not meet grant standards or FTA requirements. Meeting subjects may include schedule delays, quality of submittals, or other topics that may arise during project delivery.

9. **Review of Project Deliverables**: TJPA will make available to the SFCTA PMO significant project deliverables, reports, and plans for review and comment, with reasonable and clearly specified requested timelines for SFCTA review. TJPA will also consult with the SFCTA PMO in the preparation of project baseline documents, including cost/budget, CPM and other program management schedules, funding plan, configuration, and risk. Should the SFCTA PMO not provide comments by the due date, TJPA may assume that they are not forthcoming. TJPA will share final deliverables, including resolution of comments from SFCTA and (as applicable) other partner agency reviewers.

10. **Procurements**: Prior to the initiation of procurement processes for The Portal's construction contracts and primary/dedicated consultant contracts, TJPA and SFCTA shall meet-and-confer in order to mutually agree to the nature of SFCTA's participation in proposal/bid review processes (for example, as an observer or as an evaluation panel member, or non-participation).

11. **SFCTA Board/SFBOS**: TJPA staff shall inform SFCTA staff at least two months in advance of any Project items advancing to the SFCTA Board or the San Francisco Board of Supervisors, with discussion at the Monthly SFCTA Oversight Meeting.

12. **SFCTA Grant Requests and Grant Management**: TJPA staff shall engage with the SFCTA PMO regarding planned requests for SFCTA funding, at least three months in advance of formal submission. SFCTA will assist TJPA staff with development of grant amendments and funding requests which are submitted to the SFCTA for approval. TJPA shall submit invoices with required and sufficient documentation to support the reimbursement request. In addition to invoice documentation, TJPA shall provide a summary of accomplishments associated with the requested reimbursement, including progress achieved against the approved Work Program and associated task and subtask activities supported by the funding allocation. SFCTA will review Project invoices submitted to the SFCTA and support timely processing, including communication regarding any questions with respect to invoiced work. For each invoice period, TJPA shall provide a grant progress summary that identifies:
    - Work Program tasks and subtasks advanced during the reporting period;
    - Deliverables status (e.g. completed, submitted, accepted, or in progress);
    - Major decisions, approvals, procurements, or milestones achieved;
    - Budget expended during the reporting period and cumulative expenditures;
    - Remaining budget and forecast expenditures (e.g., forecasted monthly burn rates); and
    - Significant variances between planned and actual progress and associated financial impacts

    The grant progress summary shall be sufficient to demonstrate the relationship between expenditures incurred and progress achieved toward completion of the scope and approved Work Program.

Attachment 5

San Francisco County Transportation Authority Allocation Request Form

FY of Allocation Action:	FY2026/27
Project Name:	The Portal Project: SFCTA Oversight, Engagement, and Work Program for Pre-Construction Initiation
Primary Sponsor:	San Francisco County Transportation Authority

EXPENDITURE PLAN INFORMATION

PROP L Expenditure Plans	Caltrain Downtown Rail Extension and Pennsylvania Alignment
Current PROP L Request:	$3,500,000
Supervisorial District	Citywide, District 06

REQUEST

Brief Project Description

Extension of Caltrain 1.3 miles from Fourth and King Street to the Salesforce Transit Center at First and Mission Streets, with accommodations for future high-speed rail.

Detailed Scope, Project Benefits and Community Outreach

The Portal project, also known as the Downtown Rail Extension (DTX), will extend Caltrain from its current terminus at Fourth and King streets to the Salesforce Transit Center and will also serve future California High-Speed Rail operations. The project is a local and regional priority for Federal Transit Administration (FTA) funding, and in May 2024 the FTA established its funding share of $3.38 billion. The project's current schedule, subject to completion of the funding plan, anticipates the start of Caltrain service on the project in 2036.

The Portal is the largest single investment in SFCTA's Prop L program, with $300 million programmed to the project in the Prop L Strategic Plan. SFCTA conducts an enhanced level of oversight for The Portal project. This oversight is in addition to SFCTA's participation in the multi-agency governance bodies described in the MOU. SFCTA's oversight is coordinated with the federal oversight provided by the Federal Transit Administration (FTA) and the FTA Project Management Oversight Consultant (PMOC).

This Scope of Work describes SFCTA activities for an approximately 24-month period, from Fall 2026 to Fall 2028.

SFCTA activities in this Scope of Work are organized in the following task areas:

1. **Project Management, Engagement, and Coordination** - This task includes active participation in the project's 6-agency governance bodies, overall program management of SFCTA activities, and advocacy and engagement on behalf the project, including at the regional, state, and federal levels.
2. **Enhanced Oversight** - This task provides for SFCTA's oversight of the project, consistent with the Enhanced Oversight Protocol.
3. **SFCTA Tasks in Portal Work Program** - This task consists of SFCTA activities within the project's work program, including lead/co-lead efforts.

Project Location

Fourth and Townsend Streets to the Salesforce Transit Center at First and Mission Streets

Is this project in an Equity Priority Community?	No
Does this project benefit disadvantaged populations?	Yes

Project Phase(s)

Design Engineering (PS&E)

5YPP/STRATEGIC PLAN INFORMATION

Type of Project in the Prop L 5YPP/Prop AA Strategic Plan?	Named Project
Is requested amount greater than the amount programmed in the relevant 5YPP or Strategic Plan?	Greater than Programmed Amount
PROP L Amount	$3,500,000.00

Justification for Necessary Amendment

This request includes an amendment to the Caltrain Downtown Rail Extension and Pennsylvania Alignment 5YPP to reprogram funds from TJPA to SFCTA for oversight, program management, and SFCTA work program tasks.

The Portal Project: SFCTA Oversight, Engagement, and Work Program for Pre-Construction Initiation

The Portal project, also known as the Downtown Rail Extension (DTX), will extend Caltrain from its current terminus at Fourth and King streets to the Salesforce Transit Center and will also serve future California High-Speed Rail operations. The project is a local and regional priority for Federal Transit Administration (FTA) funding, and in May 2024 the FTA established its funding share of $3.38 billion. The project's current schedule, subject to completion of the funding plan, anticipates the start of Caltrain service on the project in 2036.

Governance: The Transbay Joint Powers Authority (TJPA) is the lead agency for The Portal project and is implementing the project in partnership with SFCTA and other agencies, under the terms of a six-party memorandum of understanding (MOU) executed in 2025. The MOU describes the administrative organizational structure, established by the TJPA Executive Director, for interagency staff-level coordination and engagement in support of project delivery. SFCTA actively participates in this governance structure, including the Executive Working Group (EWG) consisting of executive staff and the Integrated Program Management Team (IPMT) consisting of senior technical representatives from the six partner agencies. The MOU's governance framework reflects the recommendations of The Portal Governance Blueprint developed by SFCTA and MTC, in cooperation with TJPA and the other partner agencies.

SFCTA Enhanced Oversight: The Portal is the largest single investment in SFCTA's Prop L program, with $300 million programmed to the project in the Prop L Strategic Plan. SFCTA conducts an enhanced level of oversight for The Portal project. This oversight is in addition to SFCTA's participation in the multi-agency governance bodies described in the MOU. SFCTA's oversight is coordinated with the federal oversight provided by the Federal Transit Administration (FTA) and the FTA Project Management Oversight Consultant (PMOC).

Portal Work Program: In concert with the development of the MOU, the project's partner agencies agreed to a multi-year Work Program of activities in support of securing FTA funds and preparing the project for construction. Within the Work Program, SFCTA is identified as lead or co-lead agency for certain project development tasks. This includes: co-lead (with TJPA) for the capital funding strategy; co-lead (with MTC) for project governance development; and lead for ridership forecasting. SFCTA is also supporting the operations and maintenance (O&M) funding strategy task, including to co-lead (with Caltrain) analysis of potential fare charges for trips on the project.

With respect to project delivery, the Work Program includes advancing the project's major construction contracts, including the Progressive Design-Build (PDB/40-CT) contract that will construct The Portal tunnel and other civil works. In December 2025, the 40-CT procurement process was advanced to the Request for Proposals stage (RFP), with this RFP issued to the short-list of qualified teams identified through the preceding Request for Qualifications (RFQ) process. TJPA is also advancing the project's right-of-way (ROW) program, in order to acquire property and property rights necessary for the construction and operation of the project.

This Scope of Work describes SFCTA activities for an approximately 24-month period, from Fall 2026 to Fall 2028.

SFCTA activities in this Scope of Work are organized in the following task areas:

A. **Project Management, Engagement, and Coordination** – This task includes active participation in the project's 6-agency governance bodies, overall program management of SFCTA activities, and advocacy and engagement on behalf the project, including at the regional, state, and federal levels.
B. **Enhanced Oversight** – This task provides for SFCTA's oversight of the project, consistent with the Enhanced Oversight Protocol.
C. **SFCTA Tasks in Portal Work Program** – This task consists of SFCTA activities within the project's work program, including lead/co-lead efforts.

During the period of performance of these tasks, TJPA is expected to award the 40-CT contract and initiate the 40-CT "pre-construction" phase:

- The first sub-phase of the 40-CT pre-construction process is planned to consist of the contractor's validation of the project's 30 percent design. This sub-phase is expected to be completed during the period covered by this SFCTA Scope of Work.
- The immediate next sub-phase of the 40-CT pre-construction process is planned to consist of the contractor's preparation of the 60 percent design; this sub-phase is expected to be initiated and partially advanced during the period covered by this SFCTA Scope of Work.

In addition to 40-CT pre-construction, The Portal project team will advance other project activities during the period covered by this SFCTA Scope of Work.

Scope of Work

Task A: Project Management, Engagement, and Coordination

This Task provides for SFCTA program management, coordination, engagement, and advocacy activities, including management of SFCTA-led tasks and participation in project's multi-agency governance structure.

1. **Project Governance Bodies:** Participation in regular IPMT and EWG meetings. Participation in future meetings of the Change Control Board (CCB) and Integrated Management Team (IMT) upon commencement of regular CCB and IMT meetings. Technical and decision support to The Portal Project Director and EWG members. Support to TJPA Board and Portal Board Committee meetings and processes.

2. **SFCTA Work Program Management:** Management and coordination of SFCTA-led (and co-led) tasks, per the project's Work Program. Management and oversight of consultants retained to undertake SFCTA-led tasks.
3. **Project Advocacy and Engagement:** Advocacy for the project with decision-makers and all levels of government, including regional, state, and federal agencies. Support for, and participation in, funding advocacy activities.

Deliverables:

- IPMT/IMT and EWG Briefing Materials
- Periodic Reports to SFCTA Community Advisory Committee (CAC) and Board

Task B: Enhanced Oversight

This Task provides for oversight of Portal project development and delivery activities, consistent with the SFCTA-TJPA Enhanced Oversight Protocol. SFCTA is oversight is complementary to the multi-agency governance structure described in the project's six-party MOU (approved January 2025) and to oversight conducted by FTA.

1. **Work Program Tracking, Status, and Look-Ahead:** Actively support the management of the project's agreed Work Program. Monitor progress and provide input to regular updates, including to enable effective functioning of the IPMT/IMT and EWG. Provide feedback and review for the annual update of the Work Program.
2. **Design, Procurement, and Delivery Oversight/Review/Support:** Provide oversight, technical/commercial/strategic review/comment, and other support to the development of key project deliverables and milestones, within the design, procurement, and program delivery areas. Participate in technical sessions, peer review meetings, constructability sessions, value engineering, and other activities. Conduct coordination with San Francisco partners, including Mayor's Office, SFMTA, and City Attorney's Office.
3. **Project Management Plans:** Review and comment on certain management plans, particularly as plans relate to change, configuration, contingency, quality, and risk.
4. **Master Schedule:** Regularly review TJPA's project master schedule and schedule reports, with a focus on delivery risks, coordination needs, and critical path management. Provide input to regular oversight meetings.
5. **Risk Management:** Regularly review/comment on the project risk register. Actively participate in risk workshops. When needed, convene smaller group SFCTA -TJPA risk review meetings. Advise on missing risks, risk ownership/allocation, risk ratings, and risk mitigations.
6. **Cost/Budget:** Review the project's cost estimate and budget, including at periodic update points, such as the preparation of the baseline budget.
7. **Monthly Meetings and Reporting:** Convene dedicated monthly oversight meetings with TJPA, as described in the SFCTA Enhanced Oversight Protocol. Review regular project progress reporting and prepare periodic oversight reports.

Deliverables:

- Monthly oversight meeting agendas and briefing materials
- Comments/inputs to TJPA-led deliverables (design, procurement, management plans, etc.)
- Risk reviews and input to risk management process
- Oversight reports

Task C: SFCTA Work Program Activities

This Task includes tasks to be led or co-led by SFCTA, as described in the agreed Work Program and future updates thereto. This Task will include technical development by SFCTA staff and consultants. The project's Work Program currently includes tasks with direct SFCTA activities in the following areas over the next approximately two years:

1. **Capital Funding Strategy:** During the FTA Project Development process, SFCTA and TJPA developed the initial capital funding plan through a collaborative process with the MOU agencies and funding partners. During the approximately next two years, the funding strategy will be advanced to address new information, including changes to funding programs and forecasts and any updates to project schedule and/or costs. SFCTA and TJPA serve as co-lead agencies for the Capital Funding Strategy task.
2. **O&M Funding Strategy:** TJPA, Caltrain, and SFCTA have developed an initial O&M funding approach. In 2025, the Metropolitan Transportation Commission (MTC) conditioned the advancement of The Portal (to the highest level of regional priority) on work to update and further advance the project's O&M funding strategy. This work includes the assessment fare charges for trips on the project, including consideration of elasticity impacts on project ridership; SFCTA and Caltrain are co-lead for this task.
3. **Ridership Forecasts and FTA Process:** SFCTA has led the project's ridership modeling tasks, including the previous round of forecasting conducted during the FTA Project Development phase. SFCTA will lead future ridership forecasting efforts, including as necessary to secure FTA funds.
4. **Governance Blueprint Implementation:** The MOU reflects a phased implementation of the Governance Blueprint's recommendations. SFCTA and MTC serve as co-lead agencies for the continued implementation of the Blueprint's governance structure, including the preparation of the CCB Charter and IMT parameters.

<u>*Deliverables:*</u>

- Capital Funding Strategy Update
- O&M Funding Strategy Update

San Francisco County Transportation Authority
Allocation Request Form

FY of Allocation Action:	FY2026/27
Project Name:	The Portal Project: Oversight, Engagement, and Work Program for Pre-Construction Initiation
Primary Sponsor:	San Francisco County Transportation Authority

ENVIRONMENTAL CLEARANCE

Environmental Type:	EIR/EIS

PROJECT DELIVERY MILESTONES

Phase	Start		End	
	Quarter	Calendar Year	Quarter	Calendar Year
Planning/Conceptual Engineering (PLAN)				
Environmental Studies (PA&ED)			Oct-Nov-Dec	2019
Right of Way	Apr-May-Jun	2022	Apr-May-Jun	2029
Design Engineering (PS&E)	Oct-Nov-Dec	2021	Jan-Feb-Mar	2029
Advertise Construction	Oct-Nov-Dec	2023		
Start Construction (e.g. Award Contract)	Apr-May-Jun	2029		
Operations (OP)				
Open for Use			Jul-Aug-Sep	2036
Project Completion (means last eligible expenditure)			Oct-Nov-Dec	2037

SCHEDULE DETAILS

The schedule information presented in the table above reflects The Portal Master Schedule. The dates listed for advertisement, contract award, and design engineering pertain to the Progressive Design-Build procurement for the main Civil and Tunnel 40-CT Contract. Specifically, the dates for advertisement and contract award are related to the main Civil and Tunnel 40-CT Contract documents. These schedule dates are subject to future updates.

San Francisco County Transportation Authority
Allocation Request Form

FY of Allocation Action:	FY2026/27
Project Name:	The Portal Project: SFCTA Oversight, Engagement, and Work Program for Pre-Construction Initiation
Primary Sponsor:	San Francisco County Transportation Authority

FUNDING PLAN - FOR CURRENT REQUEST

Fund Source	Planned	Programmed	Allocated	Project Total
EP-205: Caltrain Downtown Rail Extension and Pennsylvania Alignment	$3,500,000	$0	$0	$3,500,000
Phases In Current Request Total:	$3,500,000	$0	$0	$3,500,000

COST SUMMARY

Phase	Total Cost	PROP L - Current Request	Source of Cost Estimate
Planning/Conceptual Engineering	$0		
Environmental Studies	$0		
Right of Way	$0		
Design Engineering	$3,500,000	$3,500,000	SFCTA appropriation estimate
Construction	$0		
Operations	$0		
Total:	$3,500,000	$3,500,000	

% Complete of Design:	30.0%
As of Date:	07/24/2026
Expected Useful Life:	70 Years

Portal Project Oversight, Engagement, and Work Program for Initiation of Pre-Construction
Appropriation Budget
24-Month Period (Fall 2026 to Fall 2028)

					Staff Hours					
					$376	*$315*	*$289*	*$319*	*$274*	*$302*
Task	**Scope**	**Total Cost**	**Staff Cost**	**Consultant Cost**	Deputy Director for Capital Projects	Infrastructure Program Manager	Rail Principal Engineer	Director of Strategy	Senior Public Policy Manager	Manager of Data and Forecasting
A	**Project Management, Engagement, and Coordination**		*1529*	*508*	279	626	144	260	180	40
		$661,453	**$488,203**	**$173,250**	*$105,035*	*$197,422*	*$41,554*	*$82,813*	*$49,307*	*$12,072*
B	**Enhanced Oversight**		*1724*	*3237*	329	720	400	275	0	0
		$1,722,873	**$553,943**	**$1,168,930**	*$123,859*	*$227,066*	*$115,428*	*$87,590*	*$0*	*$0*
C	**SFCTA Tasks in Portal Work Program**		*1814*	*1640*	96	168	12	520	468	550
		$1,115,656	**$552,406**	**$563,250**	*$36,141*	*$52,982*	*$3,463*	*$165,625*	*$128,199*	*$165,996*
	Total	**$3,499,983**	**$1,594,553**	**$1,905,430**						

Portal Project Oversight, Engagement, and Work Program for Initiation of Pre-Construction
Appropriation Budget
24-Month Period (Fall 2026 to Fall 2028)

Task	Scope	Total Cost	Staff Cost	Consultant Cost	Consultant Hours									
					$450	*$375*	*$250*	*$450*	*$120*	*$325*	*$450*	*$250*	*$350*	*$550*
					Technical Principal	Technical PM	Engineer	Technical SMEs	Technical Admin	Funding Consultant	Funding SME	Governance Consultant	Governance SME	Legal
A	**Project Management, Engagement, and Coordination**		*1529*	*508*	80	80	0	0	60	110	24	84	30	40
		$661,453	**$488,203**	**$173,250**	*$36,000*	*$30,000*	*$0*	*$0*	*$7,200*	*$35,750*	*$10,800*	*$21,000*	*$10,500*	*$22,000*
B	**Enhanced Oversight**		*1724*	*3237*	335	948	880	560	214	0	0	0	0	300
		$1,722,873	**$553,943**	**$1,168,930**	*$150,750*	*$355,500*	*$220,000*	*$252,000*	*$25,680*	*$0*	*$0*	*$0*	*$0*	*$165,000*
C	**SFCTA Tasks in Portal Work Program**		*1814*	*1640*	0	0	0	0	0	750	240	320	250	80
		$1,115,656	**$552,406**	**$563,250**	*$0*	*$0*	*$0*	*$0*	*$0*	*$243,750*	*$108,000*	*$80,000*	*$87,500*	*$44,000*
	Total	**$3,499,983**	**$1,594,553**	**$1,905,430**										

San Francisco County Transportation Authority
Allocation Request Form

FY of Allocation Action:	FY2026/27
Project Name:	The Portal Project: Oversight, Engagement, and Work Program for Pre-Construction Initiation
Primary Sponsor:	San Francisco County Transportation Authority

SFCTA RECOMMENDATION

Resolution Number:		**Resolution Date:**	
Total PROP L Requested:	$3,500,000	**Total PROP L Recommended**	$3,500,000

SGA Project Number:		**Name:**	The Portal Project: Oversight, Engagement, and Work Program for Pre-Construction Initiation	
Sponsor:	San Francisco County Transportation Authority	**Expiration Date:**	12/31/2028	
Phase:	Design Engineering	**Fundshare:**	100.0%	
Cash Flow Distribution Schedule by Fiscal Year				
Fund Source	**FY2026/27**	**FY2027/28**	**FY2028/29**	**Total**
PROP L EP-205	$1,500,000	$1,750,000	$250,000	$3,500,000

Deliverables

1. Quarterly progress reports shall include % complete of the Scope of Work as outlined in this allocation request form, work performed in the prior quarter, work anticipated to be performed in the upcoming quarter, and any issues that may impact schedule, in addition to all other requirements described in the Standard Grant Agreement.

2. On completion of PDB/40-CT 30% design validation phase (estimated by February 2028), provide a presentation to the CAC and Board on progress and oversight of continued design, including design development, project governance, and funding strategy.

Special Conditions

1. The recommended appropriation is contingent upon amendment of the Prop L Caltrain Downtown Extension and Pennsylvania Avenue Alignment 5YPP. See attached 5YPP amendment for details.

Metric	PROP AA	TNC TAX	PROP L
Actual Leveraging - Current Request	No PROP AA	No TNC TAX	0.0%
Actual Leveraging - This Project	No PROP AA	No TNC TAX	0.0%

San Francisco County Transportation Authority
Allocation Request Form

FY of Allocation Action:	FY2026/27
Project Name:	The Portal Project: SFCTA Oversight, Engagement, and Work Program for Pre-Construction Initiation
Primary Sponsor:	San Francisco County Transportation Authority

EXPENDITURE PLAN SUMMARY

Current PROP L Request:	$3,500,000

1) The requested sales tax and/or vehicle registration fee revenues will be used to supplement and under no circumstance replace existing local revenues used for transportation purposes.

Initials of sponsor staff member verifying the above statement:
AT

CONTACT INFORMATION

	Project Manager	Grants Manager
Name:	Jianmin Fong	Anna LaForte
Title:	Infrastructure Program Manager	Deputy Director for Policy & Programming
Phone:	(415) 522-4806	(415) 522-4805
Email:	jianmin.fong@sfcta.org	anna.laforte@sfcta.org

2023 Prop L 5-Year Project List (FY 2023/24 - FY 2027/28) (As Amended April 2025)

Caltrain Downtown Extension and Pennsylvania Avenue Alignment (EP 5)

Programming and Allocations to Date

Pending September 2026 Board

Agency	Project Name		Phase	Status	Fiscal Year					Total
					2023/24	2024/25	2025/26	2026/27	2027/28	
TJPA	The Portal	1	PS&E	Allocated		$9,000,000				$9,000,000
TJPA	The Portal	1,2	PS&E	Allocated			$12,500,000			$12,500,000
TJPA	The Portal	1,3	PS&E	Programmed				$39,000,000		$39,000,000
TJPA	The Portal	3	PS&E	Pending				$22,500,000		$22,500,000
SFCTA	The Portal - Oversight, Engagement, and Work Program for Pre-Construction Initiation	3	PS&E	Pending				$3,500,000		$3,500,000
Total Programmed in 2023 5YPP					$0	$9,000,000	$12,500,000	$65,000,000	$0	$86,500,000
Total Allocated and Pending					$0	$9,000,000	$12,500,000	$26,000,000	$0	$47,500,000
Total Unallocated					$0	$0	$0	$39,000,000	$0	$39,000,000
Total Programmed in 2023 Strategic Plan					$0	$9,000,000	$12,500,000	$65,000,000	$0	$86,500,000
Deobligated Funds					$0	$0	$0	$0	$0	$0
Cumulative Remaining Programming Capacity					$0	$0	$0	$0	$0	$0

Pending Allocation/Appropriation

Board Approved Allocation/Appropriation

FOOTNOTES:

[1] Programming and cash flow as amended in the Final Prop L Strategic Plan, Resolution 25-42, adopted by the Board 4/22/25.

[2] 5YPP amendment to change phase from Right of Way to Design (2026-034, 2/24/2026).

[3] 5YPP amendment to reprogram funds from TJPA to SFCTA for The Portal - Oversight, Engagement, and Work Program for Pre-Construction Initiation (Resolution 2027-XX, 9/

The Portal: Reduced from $65,000,000 to $61,500,000 for TJPA in FY2026/27.

The Portal - Oversight, Engagement, and Work Program for Pre-Construction Initiation: Added project with $3,500,000 for SFCTA in FY2026/27.

NOTE: The Portal: Reduced from $61,500,000 to $39,000,000 and added new line with $22,500,000 for TJPA in FY2026/27.