

Date: October 26, 2022  
W.I.: 1512  
Referred by: PAC  
Revised: 10/25/23-C  
03/26/25-C

ABSTRACT

Resolution No. 4537, Revised

This resolution adopts MTC's Major Project Advancement Policy (MAP). The MAP consists of a set of principles and definitions guiding project selection and assignment of funds, a project list consistent with Plan Bay Area 2050, a funding endorsement matrix assigning discretionary funding to major projects, and terms and conditions to which these endorsements will be subject.

This resolution includes the following attachments:

Attachment C – Major Project Advancement Policy - List of Projects

This resolution was revised via Commission action on October 25, 2023 to update the MAP Funding Endorsement Matrix in Attachment D, and incorporate the Stage Gate Policy and Procedures in Attachment E.

This resolution was revised via Commission action on March 26, 2025 to update Attachment C, the MAP List of projects, to rename the Caltrain Downtown Extension project to The Portal (Caltrain Downtown Extension) and to move this project from MAP Level 2 to MAP Level 1 with conditions.

Further discussion of these actions is contained in the Programming and Allocations Committee MTC Executive Director's Memoranda dated October 12, 2022, October 11, 2023, and March 12, 2025.

Date: October 26, 2022  
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RE: Major Project Advancement Policy

METROPOLITAN TRANSPORTATION COMMISSION  
RESOLUTION NO. 4537

WHEREAS, the Metropolitan Transportation Commission (MTC) is the regional transportation planning agency for the San Francisco Bay Area pursuant to Government Code Section 66500 *et seq.*; and

WHEREAS, MTC has articulated goals and objectives for the region's transportation system through its current Regional Transportation Plan (RTP)/Sustainable Communities Strategy (SCS) entitled Plan Bay Area 2050, which was adopted in October 2021; and

WHEREAS, Plan Bay Area 2050 includes a list of transportation projects and programs to be advanced over the life of the Plan that will maintain and expand the region's transportation system consistent with the goals of Plan Bay Area 2050; and

WHEREAS, local, regional, state and federal discretionary funds will continue to be required to finance the transportation programs and projects identified in Plan Bay Area 2050, including those funds which are reasonably expected to be available under current conditions, and new funds which need to be secured in the future through advocacy with state and federal legislatures and the electorate; and

WHEREAS, MTC recognizes that coordinated regional priorities for transportation investment will best position the Bay Area to compete for limited discretionary funding sources now and in the future; and

WHEREAS, the Major Project Advancement Policy was developed through a process of regional coordination to identify funding priorities, policy reinforcements, and a risk management approach for delivery of the transportation capital projects identified in Plan Bay Area 2050 by; now, therefore, be it

RESOLVED, that MTC establishes principles to guide identification of projects and assignment of funding sources through the Major Project Advancement Policy (Attachment A), attached hereto and incorporated herein as though set forth at length; and, be it further

RESOLVED, that MTC establishes eligibility, funding types, and levels for prioritizing projects through Major Project Advancement Policy Definitions (Attachment B), attached hereto and incorporated herein as though set forth at length; and, be it further

RESOLVED, that MTC adopts the Major Project Advancement Policy List of Projects and Programs (Attachment C), consistent with the transportation project list adopted in Plan Bay Area 2050, attached hereto and incorporated herein as though set forth at length; and, be it further

RESOLVED, that MTC adopts the Major Project Advancement Policy Funding Endorsement Matrix (Attachment D), assigning funding as defined in Attachment B to projects identified in Attachment C, attached hereto and incorporated herein as though set forth at length; and, be it further

RESOLVED, that the discretionary funding assignments included in the funding matrix are subject to the terms and conditions outlined in Attachment E, including specific conditions for funding sources, policy reinforcements, and risk management, attached hereto and incorporated herein as though set forth at length.

METROPOLITAN TRANSPORTATION COMMISSION

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Alfredo Pedroza, Chair

The above resolution was entered into by the  
Metropolitan Transportation Commission  
at a regular meeting of the Commission held  
in Oakland, California, on October 26, 2022

## Major Project Advancement Policy - List of Projects

This attachment lists and defines the categories of projects in the Major Project Advancement Policy (MAP), lists individual projects based on submittals by project sponsors, and establishes the Level assignments for some projects. Within each category and level, projects are listed in alphabetical order by sponsor and project title (no additional priority ranking within each level). Not all projects need to be in the MAP to be eligible for funding.

Megaprojects		Total Cost (\$millions) as of MAP adoption - costs to be updated in conjunction with PBA 2050+ adoption
Project Title	Sponsor	
<b>Level 1</b>		
BART Core Capacity Program	BART	\$4,400
Peninsula Corridor Electrification Project	Caltrain	\$2,443
Bart to Silicon Valley Phase II	VTA	\$9,000
The Portal (Caltrain Downtown Extension)*	TJPA	\$5,000
Level 1 Megaprojects Contingency	N/A	\$500
<b>Level 2</b>		
Valley Link Rail Project - Initial Operating Segment (Dublin/Pleasanton BART to Mountain House)	Valley Link	\$1,864
Level 2 Megaprojects Contingency	N/A	\$375
<b>Level 3</b>		
BART Station Modernization & Transit-Oriented Development Program	BART	\$1,161
Muni Metro Modernization - Subway Renewal Program	SFMTA	\$1,200
SFMTA Building Progress	SFMTA	\$2,300
Level 3 Megaprojects Contingency	N/A	\$1,900
<b>Megaprojects Total</b>		<b>\$30,143</b>

\*The Portal (formerly Caltrain Downtown Extension) was advanced from MAP Level 2 to MAP Level 1 on March 25, 2025, contingent on formation of a Change Control Board (CCB) with MTC as a member and charter executed prior to the start of The Portal Project Phase 2 (pre-construction) and development of an updated operating cost estimate and funding strategy by December 31, 2025. Further details of these conditions are included in the Terms of Advancement presented to MTC's Programming and Allocations Committee on March 12, 2025. The total cost and funding for this project (or any other MAP projects) were not updated at this time, and the Total Cost column has been shaded to signify it is out of date.

<b>ZEB Transition</b>		<b>Total Cost (\$millions) as of MAP adoption - costs to be updated in conjunction with PBA 2050+ adoption</b>
<b>Project Title</b>	<b>Sponsor</b>	
<b>Level 1</b>		
Level 1 ZEB Projects - TBD	Varous	\$1,300
<b>Level 2</b>		
Level 2 ZEB Projects - TBD	Various	\$1,300
<b>Level 3</b>		
SFMTA Zero Emission Fleet and Facility Transition	SFMTA	\$1,080
Level 3 ZEB Projects - TBD	Various	\$1,300
<b>ZEB Transition Total</b>		<b>\$4,980</b>

<b>BRT Program</b>		<b>Total Cost (\$millions) as of MAP adoption - costs to be updated in conjunction with PBA 2050+ adoption</b>
<b>Project Title</b>	<b>Sponsor</b>	
<b>Level 1</b>		
Level 1 BRT Projects - TBD	Various	\$400
<b>Level 2</b>		
Level 2 BRT Projects - TBD	Various	\$300
<b>Level 3</b>		
San Pablo Ave Project	AC Transit	\$505
Level 3 BRT Projects - TBD	Various	\$300
<b>BRT Program Totals</b>		<b>\$1,505</b>

<b>Transit Service Improvements and Modernization</b>		<b>Total Cost (\$millions) as of MAP adoption - costs to be updated in conjunction with PBA 2050+ adoption</b>
<b>Project Title</b>	<b>Sponsor</b>	
<b>Level 1</b>		
Muni Metro Modernization - Train Control Upgrade Project	SFMTA	\$558
Eastridge to BART Regional Connector	VTA	\$530
Other Level 1 Transit Improvements	Various	\$250
<b>Level 2</b>		
Irvington BART Station	City of Fremont	\$282
Muni Forward/Five Minute Network	SFMTA	\$650
Other Level 2 Transit Improvements	Various	\$170
<b>Level 3</b>		
AC Transit Division Redevelopment Project	AC Transit	\$360
E 14th St/Mission St/Fremont Blvd Transit Corridor Project	AC Transit	\$840
Local Bus   Service Frequency Boost   AC Transit   Systemwide	AC Transit	\$263
Multimodal Transportation Enhancements   AC Transit and WETA   Alameda Point	AC Transit	\$521
San Pablo Avenue Multimodal Corridor Improvements	Alameda CTC	\$144
Fleet of the Future Maintenance Facility	BART	\$415
Battery-Equipped Electric Multiple Units (BEMU)	Caltrain	\$206
Capitol Corridor South Bay Connect	Capitol Corridor	\$354
I-680 Express Bus	CCTA	\$398
I-80 Express Bus	CCTA	\$282
East Bay Dumbarton Corridor Program Combined Form	Multiple	\$598
Kirkland Yard BEB Conversion and Renovation	SFMTA	\$124
Muni Metro Modernization - Muni Core Capacity	SFMTA	\$700
South East San Francisco Transportation Improvements	SFMTA	\$635
ReX   Blue Line	TBD	\$380
ReX   Green Line	TBD	\$642
ReX   Red Line	TBD	\$384
WETA Frequency Boost	WETA	\$341
Other Level 3 Transit Improvements	Various	\$650
<b>Transit Service Improvements and Modernization</b>		<b>\$10,677</b>

<b>Grade Separations Program</b>		<b>Total Cost (\$millions) as of MAP adoption - costs to be updated in conjunction with PBA 2050+ adoption</b>
<b>Project Title</b>	<b>Sponsor</b>	
<b>Level 1</b>		
Broadway Grade Separation Project	City of Burlingame	\$316
Other Level 1 Grade Separations	Various	TBD
<b>Level 2</b>		
South Linden Avenue - Scott Street Grade Separation Project	City of San Bruno	\$305
Caltrain Grade Separation at Mary Avenue	VTA	\$253
Rengstorff Avenue Caltrain Grade Separation	VTA	\$251
Other Level 2 Grade Separations	Various	TBD
<b>Level 3</b>		
Ravenswood, Oak Grove, Glenwood Caltrain Grade Separation Project	City of Menlo Park	\$335
Redwood City Grade Separations and Transit Center	City of Redwood City	\$938
Downtown San Mateo Grade Separations	City of San Mateo	\$1,000
Caltrain Grade Separation at Sunnyvale Avenue	VTA	\$251
Churchill Avenue Grade Separation	VTA	\$219
Lawrence Expressway Grade Corridor Improvements	VTA	\$455
Meadow Drive & Charleston Road Grade Separation	VTA	\$516
Monterey Corridor Grade Separations	VTA	\$403
Other Level 3 Grade Separations	Various	TBD
<b>Grade Separations Program Total</b>		<b>\$5,241</b>

<b>Express Lanes Program</b>		<b>Total Cost (\$millions) as of MAP adoption - costs to be updated in conjunction with PBA 2050+ adoption</b>
<b>Project Title</b>	<b>Sponsor</b>	
<b>Level 1</b>		
Level 1 Express Lanes Projects - TBD	Various	\$1,000
<b>Level 2</b>		
Level 2 Express Lanes Projects - TBD	Various	\$1,000
<b>Level 3</b>		
Level 3 Express Lanes Projects - TBD	MTC	\$1,300
<b>Express Lanes Total</b>		<b>\$3,300</b>

<b>Other Roadway/Goods Movement/Bicycle and Pedestrian</b>		<b>Total Cost (\$millions) as of MAP adoption - costs to be updated in conjunction with PBA 2050+ adoption</b>
<i>Projects listed below have not been assigned MAP Levels and are listed alphabetically. MTC will continue working with project sponsors to develop Level definitions appropriate for these projects and that consider existing adopted regional funding priorities for certain federal and state funding categories.</i>		
<b>Project Title</b>	<b>Sponsor</b>	
Bay Area Forward Program	MTC	\$774
Bay Skyway: Critical Link in Complete Streets Network	BATA	\$521
East Bay Greenway	Alameda CTC	\$266
I-280/Winchester Interchange Improvements	VTA	\$250
I-580/US-101/SMART Marin Resilience Project	TBD	\$890
I-680/SR-4 Interchange Improvements Phase 1, 2A, 4	CCTA	\$493
I-680 NB Express Lane in Contra Costa	CCTA	\$479
I-80 Westbound Truck Scales	STA	\$250
I-80/I-680/SR12 Interchange Improvements	STA	\$498
Northbound US 101 to Eastbound I-580 Direct Connector	TAM	\$208
Oakland Army Base Infrastructure Improvements	City of Oakland/Port of Oakland	\$301
SF Managed Lanes US-101 and I-280	SFCTA	\$207
SR 37 Sears Point to Mare Island Improvement Project/Interim Project	MTC	\$420
SR 37 FLOOD REDUCTION PROJECT - FR. US-101 to ATHERTON AVENUE	TAM	\$318
SR 4 Operational Improvements	CCTA	\$259
SR 85 Transit Lane Project	VTA	\$220
US 101 Mabury-Berryessa-Oakland Rd Corridor Project	VTA	\$250
US 101 Managed Lanes North of I-380 Project	C/CAG and SMCTA	\$350
US 101/SR 25 Interchange Improvements	VTA	\$460
US 101/SR 84 Interchange Improvement	City of Redwood City	\$301
US 101/SR 92 Interchange Direct Connector Project	C/CAG and SMCTA	\$169
US-101/Zanker Rd/Skyport Dr/Fourth St Interchange Improvements	VTA	\$261
Yerba Buena Island (YBI) I-80 Interchange Improvements Project	SFCTA	\$272
<b>Roadway Projects Total</b>		<b>\$8,416</b>



<b>Tier 2 Megaprojects - Early Phases Only</b>		<b>Total Cost (\$millions) as of MAP adoption - costs to be updated in conjunction with PBA 2050+ adoption</b>
<b>Project Title</b>	<b>Sponsor</b>	
AC Transit Division Modernization Project	AC Transit	\$1,830
AC Transit Rapid Bus Network	AC Transit	\$1,766
BART Caldecott Tunnel Seismic Retrofit	BART	\$1,200
BART Electrical Mechanical Rehab Program (BART SGR)	BART	\$6,000
Caltrain Enhanced Growth Project	Caltrain	\$2,840
Group Rapid Transit   Service Expansion   Redwood City- Newark ("Dumbarton Rail Corridor Project")	SamTrans	\$3,249
Light Rail   Service Expansion   VTA   Stevens Creek Blvd	VTA	\$2,830
Link21 (formerly New SF-Oakland Transbay Rail Crossing)	BART	\$28,800
San Jose Diridon Station	VTA	\$5,000
SR 37 Ultimate Sea Level Rise Adaptation Project	MTC	\$8,370
VTA Light Rail Modernization and Grade Separation (1st St Corridor North San Jose)	VTA	\$2,200
VTA Light Rail Modernization and Grade Separation (Diridon to Japantown Tunnel)	VTA	\$1,500
<b>Tier 2 Megaprojects Subtotal</b>		<b>\$65,585</b>

## E-2 Stage Gate Policy and Procedures

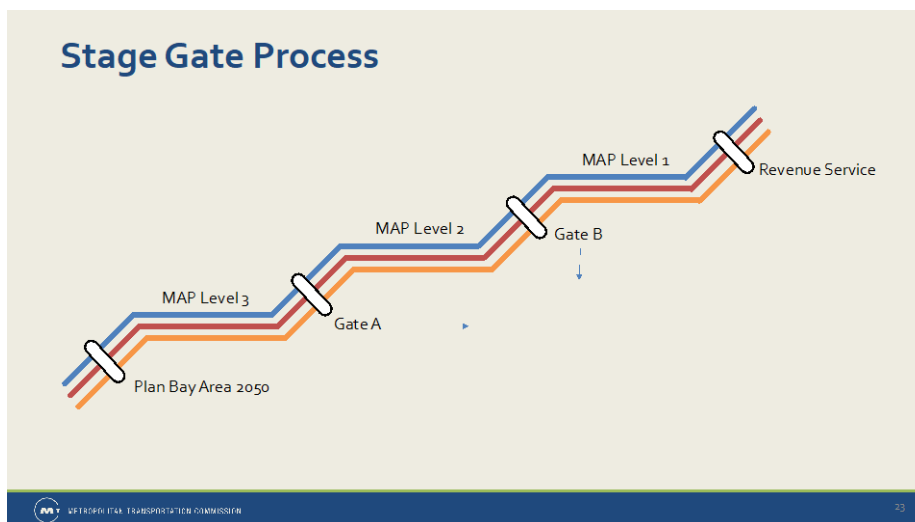
### Evaluation Framework:

Stage Gate evaluations will focus on the following:

1. Cost and Funding: an evaluation of the cost and funding plan including assessments of contingency, escalation rates, overall cost estimates versus similar recent projects, assessment of capital and operating plans focused on non-committed funding sources.
2. Adherence to Plan Bay Area and Regional Policies: an assessment of adherence to Plan Bay Area and other policies including Transit Oriented Communities, Clipper/Fare Integration/Discount Fares, the Regional Express Lane Strategic Plan, Vision Zero and other policies as a result of Regional Plan updates or other approved Commission policies.
3. Project Readiness: an assessment of governance, procurement, delivery and operating model and other areas relevant to the successful delivery and operation of the project.

### Process:

The MAP process includes two stage gates, GATE A and GATE B, as seen in the diagram below.



Date: October 26, 2022

Referred by: PAC

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Attachment E

Resolution No. 4537

The evaluation process is purposefully scalable and flexible to address the different types, cost, opportunities, risk, and challenges facing MAP projects and program. The evaluation process includes the following steps:

1. Evaluation initiated by project sponsor's request to be reassigned levels within the MAP or MTC staff's identification of a project that cannot remain in the current map level due to delivery obstacles. Stage Gate evaluations on projects over \$1 billion, require Commission approval before commencement of process.
2. MTC staff, with the support of a consultant with relevant expertise, define the type of assessment to be used based on project risk/complexity and project cost. Projects with lower costs and/or a reduced risk profile could be evaluated through a rapid or basic assessment, whereas moderate and detailed assessments would be used when risk/complexity and/or project costs are higher.
3. The Rapid, Basic, Moderate or Detailed assessment is performed based on the three components of the Evaluation Framework.
4. Based on the assessment, the project will receive a confidence score of low, medium or high to be incorporated into a staff recommendation to the Commission. The recommendation could include:
  - a. Advance the project to the next MAP Level without conditions.
  - b. Advance the project to the next MAP Level with conditions or recommendations.
  - c. Do not advance the project to the next MAP Level until specific conditions are met or further assessments are performed.
  - d. Reassignment of the project to a lower MAP Level until specific conditions are met.