



# **Executive Director's Monthly Report: November 2025**

**Executive Director Michelle Bouchard**

*Report prepared for December Board meeting; data current through October 2025.*



## Who We Are and What We Do

**Caltrain's Mission:** Caltrain is a customer-focused rail system offering safe, reliable, accessible, and sustainable transportation service that enhances quality of life for all.



**Caltrain's Vision:** To be a vital link in the statewide rail network by improving connectivity to other transit systems, contributing to the region's economic vitality, and partnering with local communities to ensure that diverse constituencies receive a world-class travel experience.

### **Caltrain's Core Values:**

- **Safety** – First and Always.
- **Excellence** – In all that we do as a team.
- **Resilience** – Adapt to changing conditions and seize opportunities.
- **Integrity** – Stewards of public trust always doing what is right.
- **Equity and Inclusion** – Welcoming all makes a stronger Caltrain.
- **Sustainability** – Responsible today for the sake of tomorrow.



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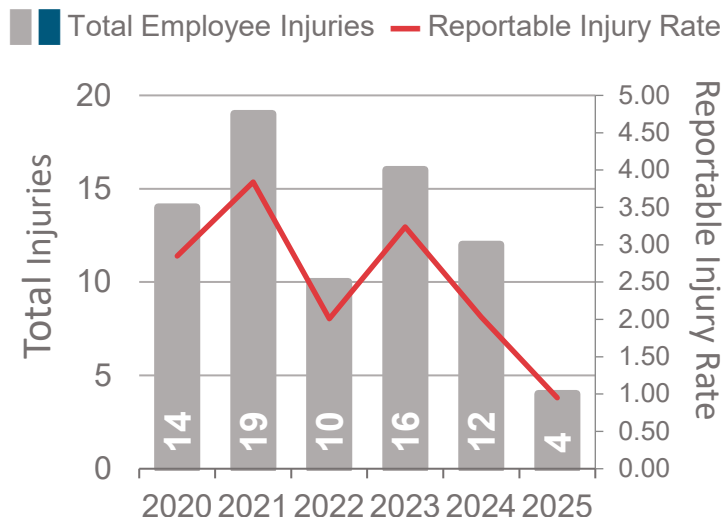






# Safety Updates – Injuries and Accidents

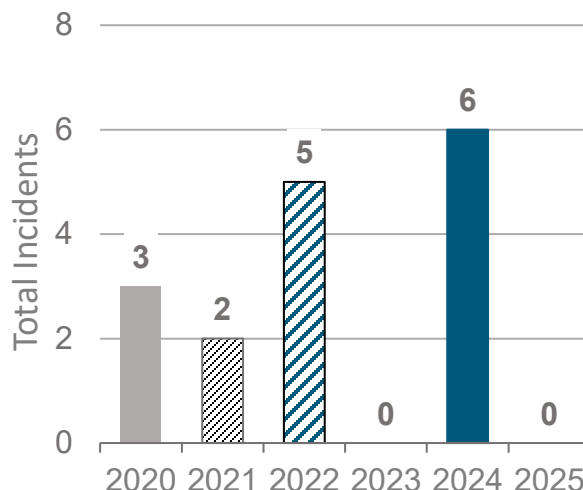
## Reportable Injury Trends



Reportable Injury Rates (RIR) are based on the number of railroad worker on duty injuries and illnesses per 200,000 employee-hours annually (equivalent of 100 full time employees). The national average RIR is 3.0 across all industries, per the U.S. Bureau of Labor Statistics. Caltrain's cumulative RIR for calendar year 2025 is 0.95.

Strains or sprains constitute the majority (56%) of reportable injuries for Caltrain's operators.

## Reportable Rail Equipment Incidents



Reportable railroad accidents/incidents are divided into three groups: (1) Highway-Rail Grade Crossing; (2) Rail Equipment; (3) Death, Injury and Occupational Illness.

Reportable Rail Equipment Incidents from recent years peaked at 6 in 2024. There were no reportable incidents in 2023, and there have been no reportable incidents thus far in 2025.

## Days without a Reportable Injury as of 11/1/2025

Department	Days Without Injury	Date of Last Injury
Dispatch	1,984	5/27/2020
Operations	51	9/11/2025
Maintenance of Equipment	118	7/6/2025
Maintenance of Way	96	7/28/2025
Other	1,984	5/27/2020





# **Safety Culture Engagement Efforts**

## **Ongoing Safety Culture Transformation**

- Safety Champions continue to help create safety messaging, encourage safety concern reporting, model safe behaviors, and obtain feedback from peers. Safety Champions are moving forward with high impact projects to advance a strong culture of Safety.
- Chief Safety Officer issues regular correspondence to Caltrain employees about the importance of continuing to put Safety First and Always. Recent messages covered topics such as Why Safety is Important to Me and safety roadshow.
- Caltrain continues a “Safety Leaders of the Quarter” recognition program to acknowledge and celebrate employees who are actively contributing to a positive safety culture. A new group of Safety Leaders (the sixth cohort thus far) was recognized in October 2025. Next Safety Leaders to be recognized in the upcoming All Hands meeting.
- Caltrain staff significantly expanded the Rail Safety section of the agency’s intranet including links to key resources such as the hazard reporting log.

## **Recent Engagement Activities**

- We’ve been meeting with regional partners in preparation for multiple emergency and security tabletop exercises, and upcoming major events, including the Super Bowl and FIFA.
- We are in the second round of User Acceptance Testing for the new Safety Information Management System, which will centralize all incident-reporting data.
- Winter Freeze launched with a focus on “Press Pause,” reinforcing deliberate verification of track protection and strengthening crew communication during higher-risk winter conditions.

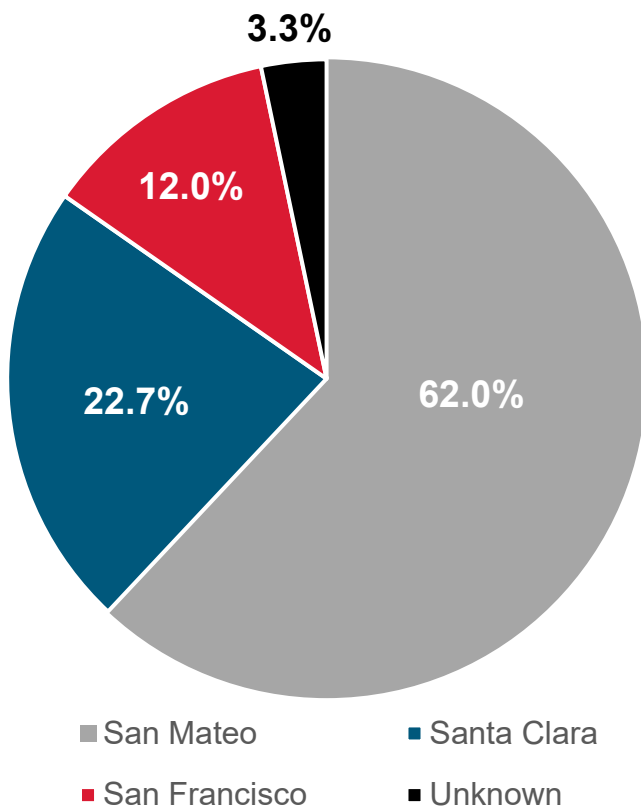




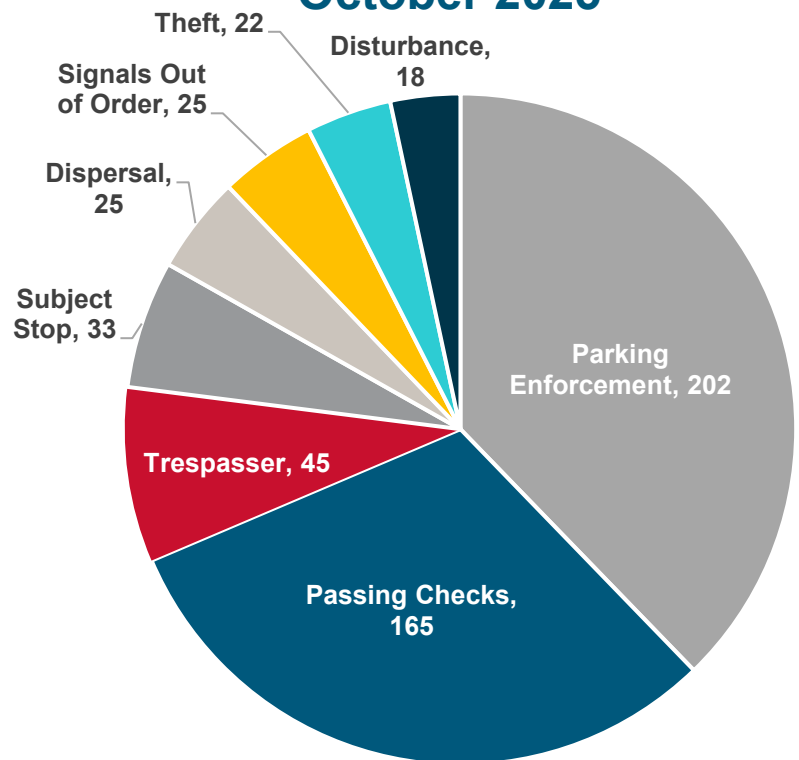
## Security Update

The San Mateo County Sheriff's Office Transit Police Bureau is Caltrain's contracted law enforcement provider. The bureau is responsible for policing all Caltrain rail equipment, stations, rights-of-way and facilities throughout San Francisco, San Mateo, and Santa Clara counties.

### Calls for Service by County October 2025



### Number of Calls by Category October 2025<sup>1</sup>



### October 2025 Service Call Data

Overall Average Response Time: **18:34**

Average Response Time for **Priority 1** Calls\*: **11:12**

Average Response Time for **Priority 2** Calls\*\*: **17:11**

\*Priority 1 Calls: *In Progress – Crimes Against Persons*

\*\*Priority 2 Calls: *Just Occurred – Crimes Against Persons/In-Progress Property Crimes*

Footnote 1: Total calls for service totaled 712 in October across 20 categories. The pie chart shows the top 8 categories representing 535 calls or 75% of the total.

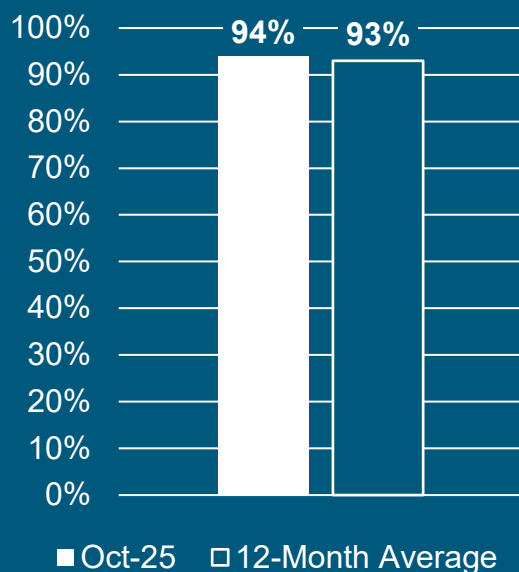




## Performance at a Glance

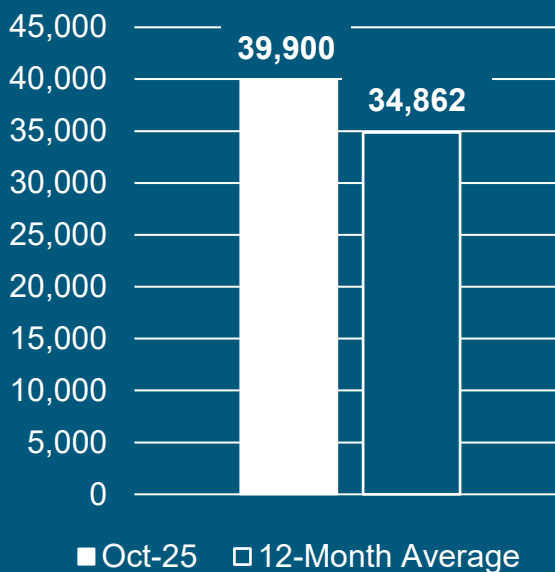
### On-Time Performance

Percentage of trains arriving within six minutes of the scheduled time



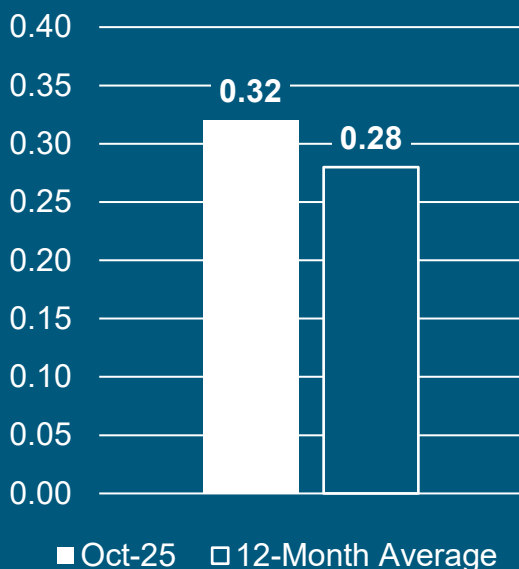
### Average Daily Ridership

Average estimated weekday ridership



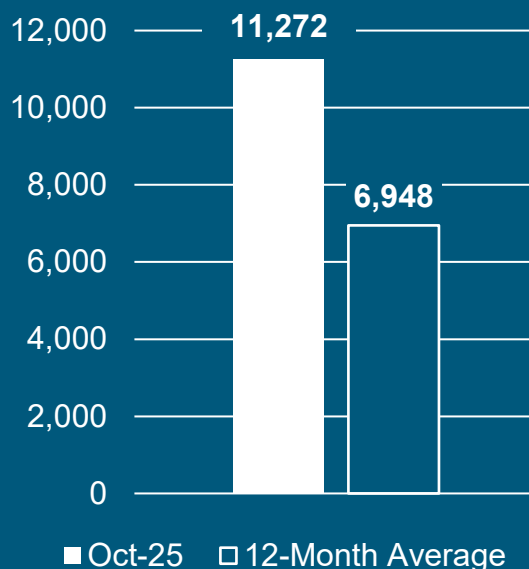
### Farebox Recovery Ratio

Ratio of fare revenue to operating costs



### Mean Distance Between Failures

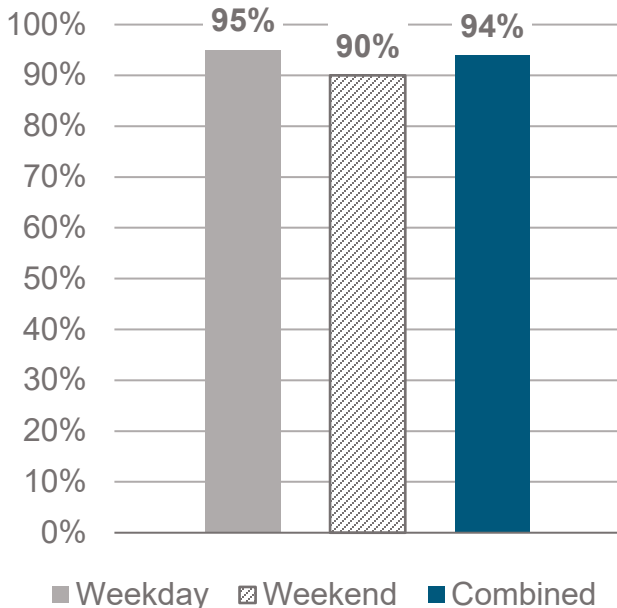
Average miles travelled by locomotives before maintenance/repair is required





# On-Time Performance

## Performance This Month (Oct-25)

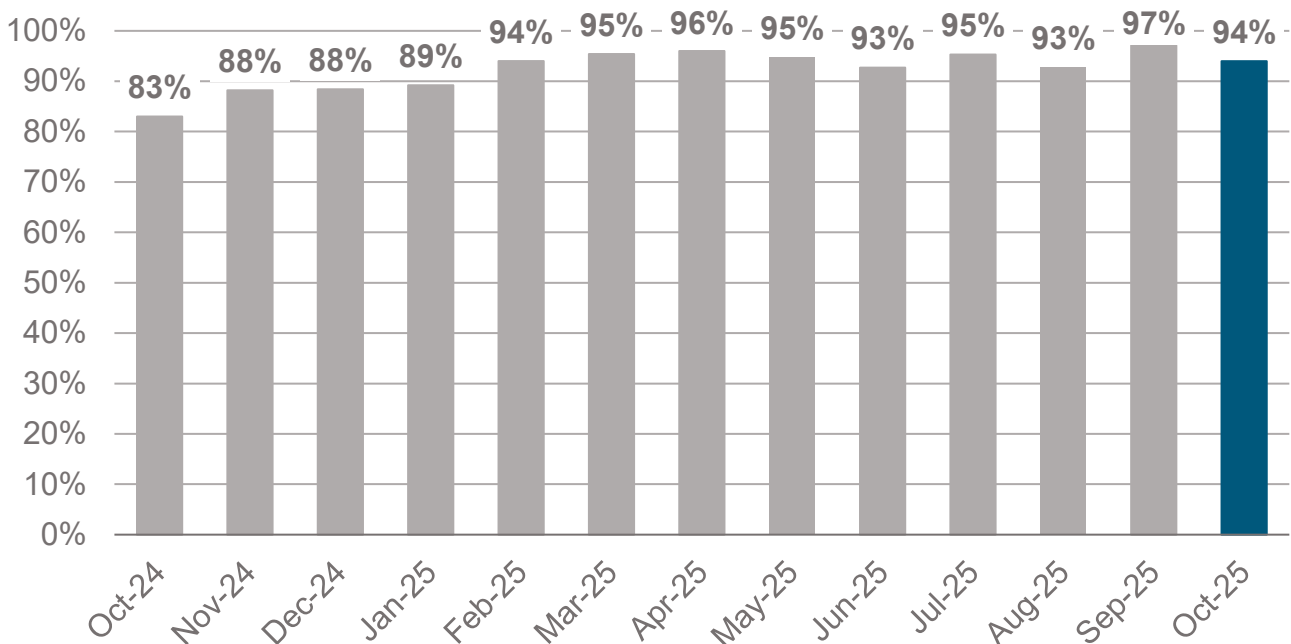


Trains are considered on-time if they arrive within six minutes of the scheduled arrival time at end-line locations (i.e. San Francisco, San Jose Diridon, and Gilroy).

The on-time performance (OTP) goal for Caltrain is 95%. Combined OTP for the month of October was 94.0%; trains arriving within 10 minutes of scheduled time was 96.0%.

Note that weekend OTP includes holidays.

## Monthly On-Time Performance in the Past Year







## Delays and Cancellations

Aug-25

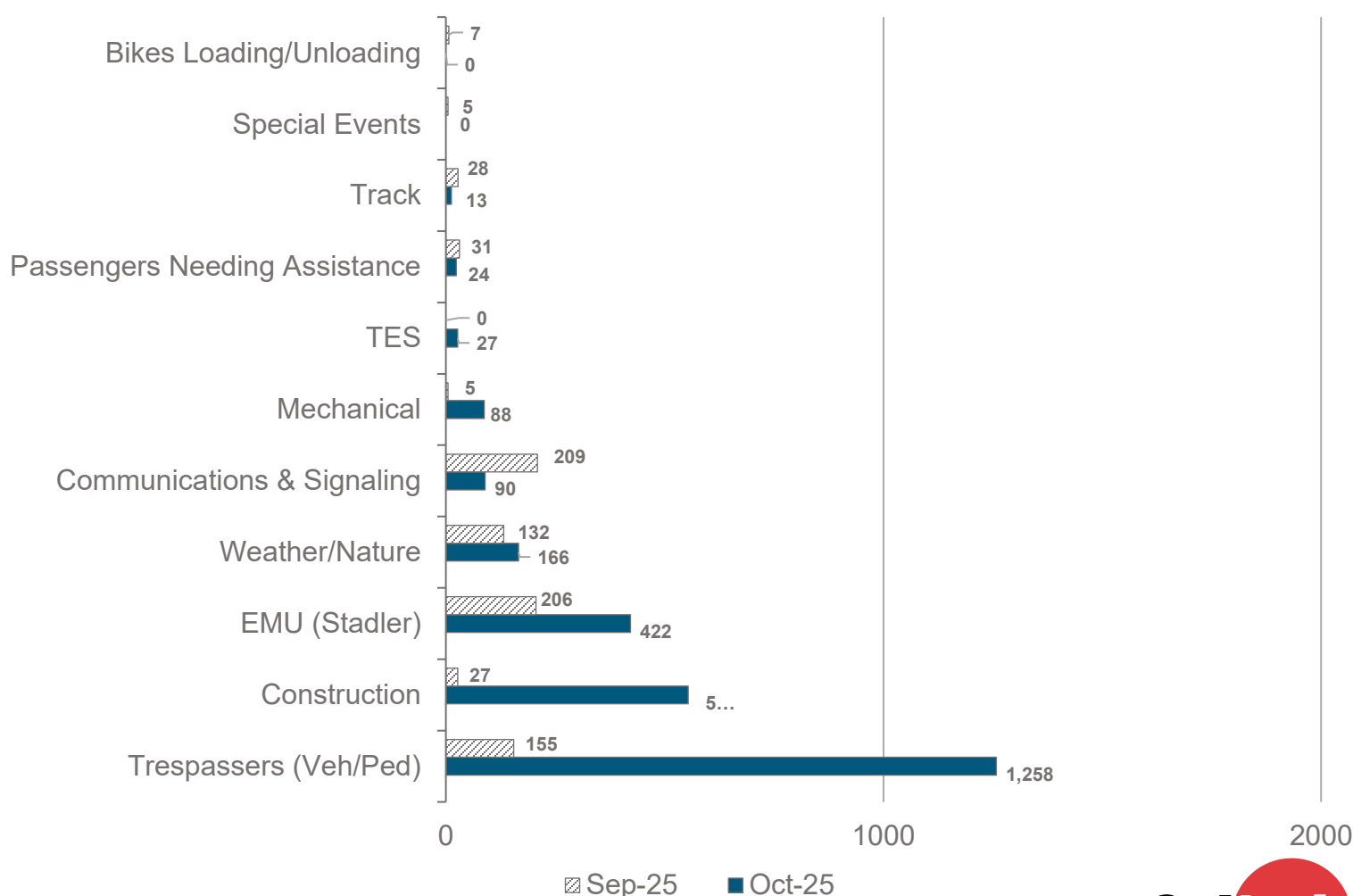
Sep-25

Oct-25

<b>Number of Late Trains</b>	218	84	187
<b>Average Minutes Late for Late Trains</b>	27	14	16
<b>Number of Cancelled Trains</b>	10	7	33

Trains are considered late if they arrive at their end-line destination six minutes or more after the scheduled time. Average Minutes Late represents the average difference in actual arrival time from the scheduled arrival time for late trains. Cancelled Trains includes trains forced to terminate mid-run, as well as those that are annulled before they begin to operate.

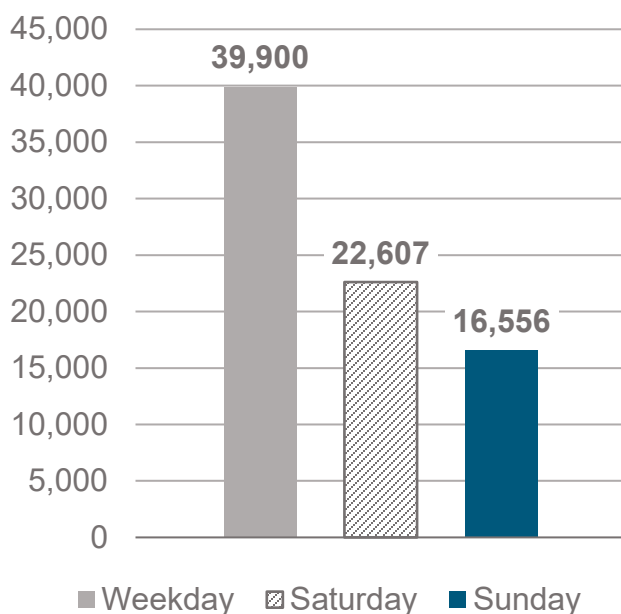
### Reasons for Train Delays, by Minutes of Delay





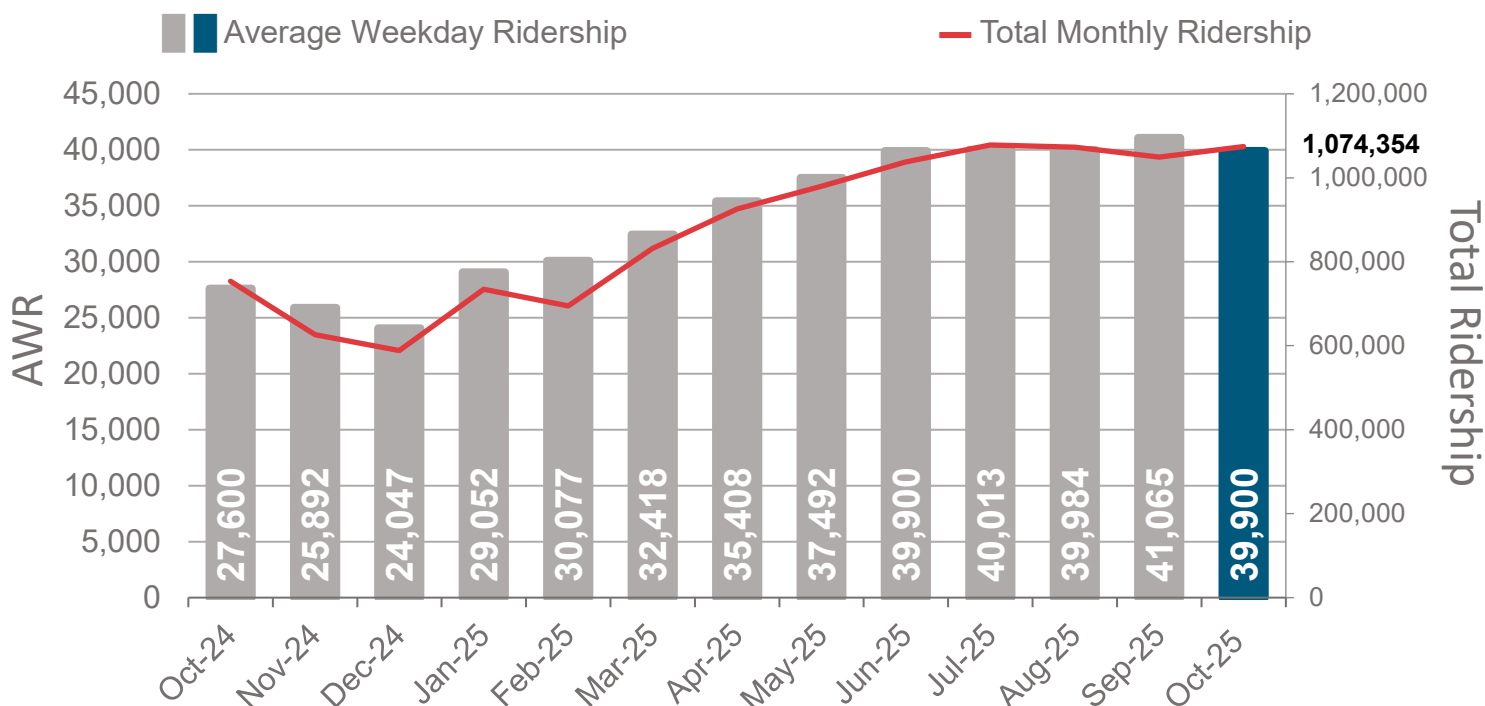
# Ridership and Revenue

## Average Daily Ridership (Oct-25)



Average weekday ridership (AWR) increased by approximately 45% percent compared to October of last year as riders continue to return to the Caltrain system for increased work and leisure travel.

## Ridership in the Past Year



Since November 2023, Caltrain's ridership estimation model relies solely on fare media sales data.

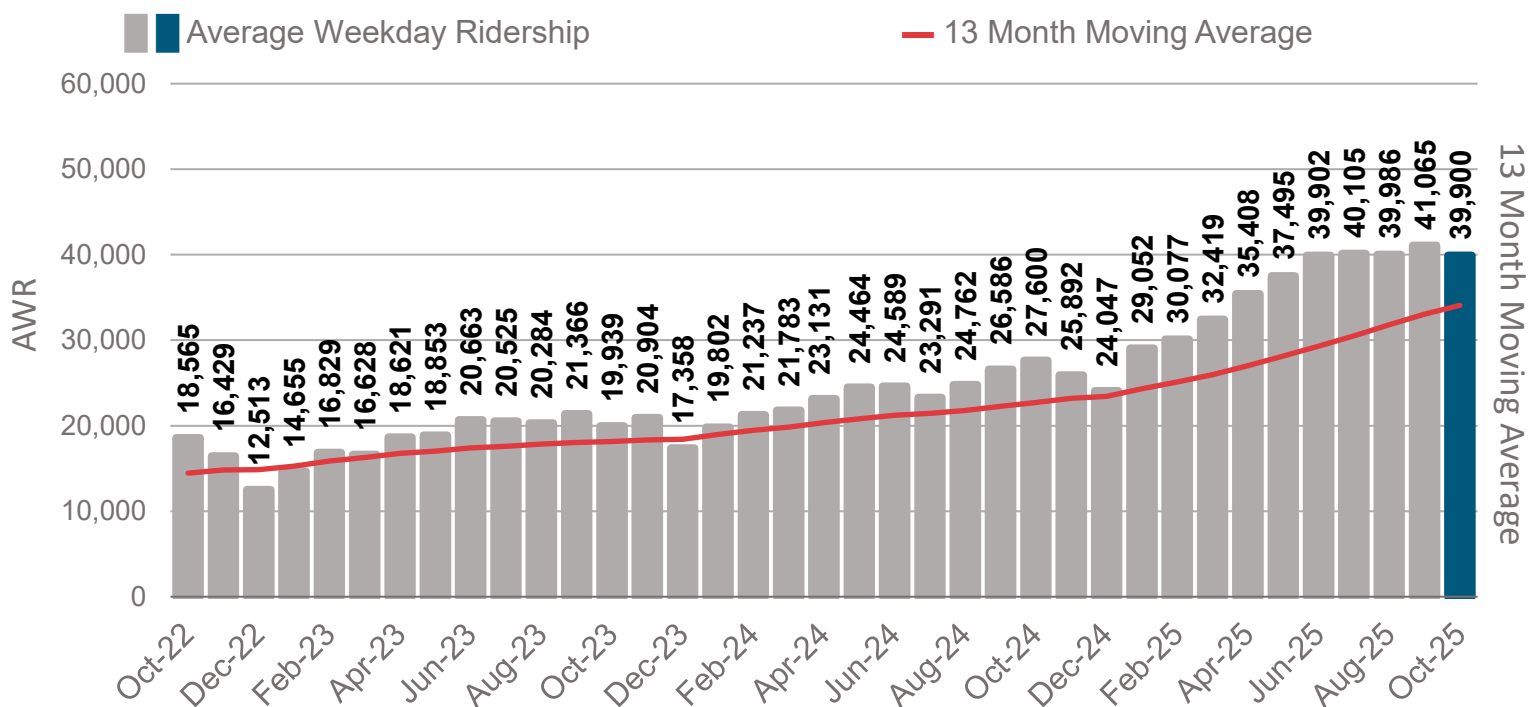




# Ridership and Revenue

Average Weekday Ridership & 13 Month Moving Average:

Fiscal Year 2023 to Present



Year Over Year AWR Increase  
(October 2024 vs. October 2025)

: 45%





# **Ridership and Revenue**

## **Special Service Ridership Report**

### **San Francisco Station**

- Total event-day ridership at San Francisco Station in October was 16,095, an 11.1% decrease compared to 2024 (18,096).
  - In October 2025, there were 8 events (3 Warriors pre-season games and 2 days of Fleet Week Air Show) compared to 8 in 2024.
  - In October 2025, Fleet Week was affected by the government shutdown.

### **Stanford Station**

- Total event-day ridership at Stanford Station in October was 256, a 44.2% decrease compared to 2024 (459).
  - In October 2025, there was 1 event counted (1 Stanford Football game) compared to 2 in 2024.

### **Mountain View Station**

- Total event-day ridership at Mountain View Station in October was 1,226, a 64% decrease compared to 2024 (3,406).
  - In October 2025, there was 1 event counted (49ers regular season game) compared to 3 in 2024.

### **San Jose Diridon Station**

- Total event-day ridership at San Jose Diridon Station in October was 2,596, a 68.9% increase compared to 2024 (1,537).
  - In October 2025, there were 7 events counted (1 Sharks pre-season game and 6 Sharks regular season games) compared to 6 in 2024.

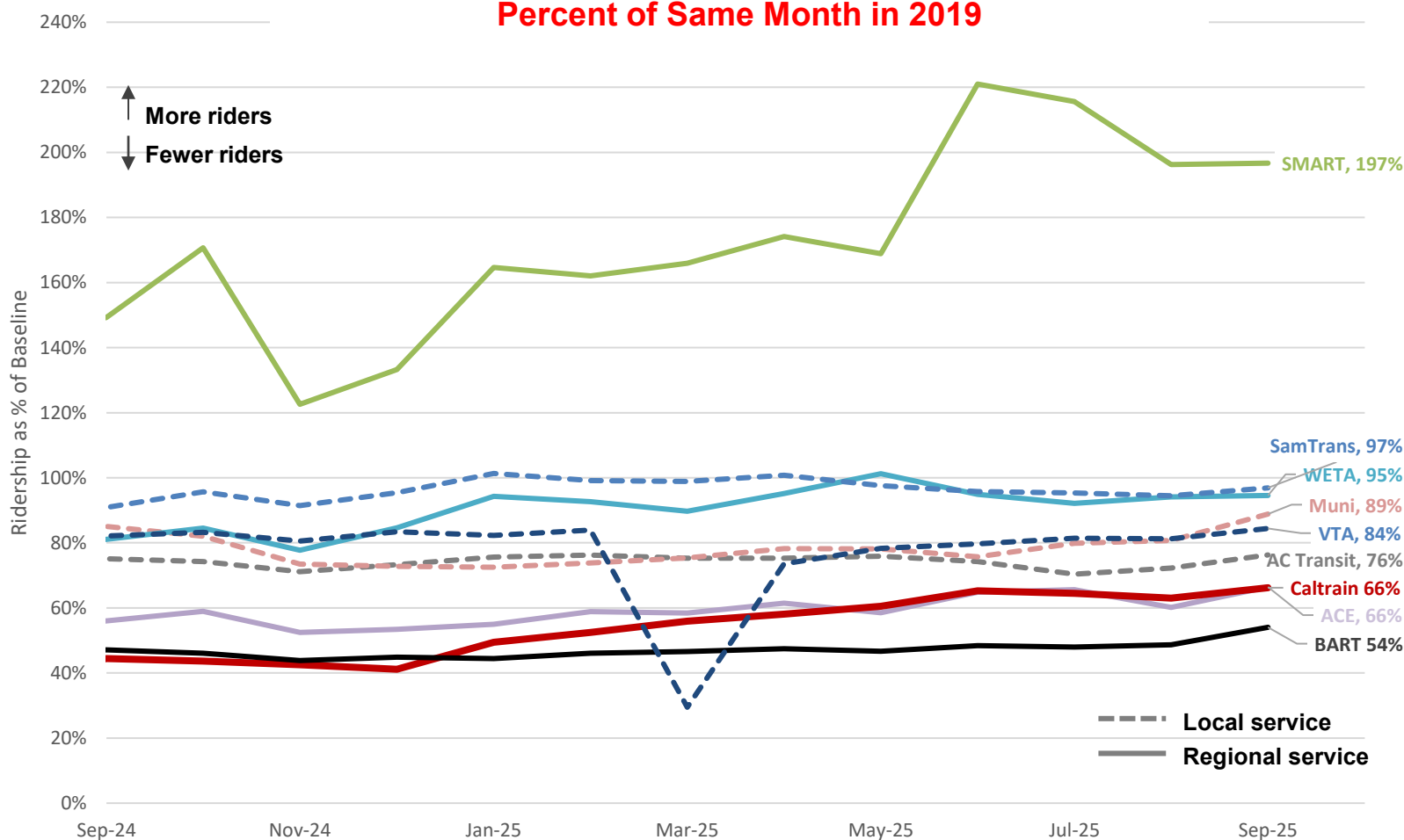




# Public Transit Ridership Recovery in the Bay Area

The below chart estimates pandemic ridership recovery by comparing each month's total ridership to that of the same pre-pandemic month in 2019.

## Total Monthly Ridership as a Share of Pre-Pandemic Levels Percent of Same Month in 2019



### Notes:

- As of August 2024, ridership recovery percentages for each agency are calculated in comparison to the same month from 2019.
- Starting in November 2023, Caltrain ridership estimates use a fare media sales-based model. Prior to then, Caltrain ridership estimates were based on a combination of conductor counts & Clipper data.
- Ridership data for all other agencies retrieved from the National Transit Database.

## Total Monthly Ridership Estimates (in thousands)

Transit Operator	24-Sep	24-Oct	24-Nov	24-Dec	25-Jan	25-Feb	25-Mar	25-Apr	25-May	25-Jun	25-Jul	25-Aug	25-Sep
Muni	14,579	15,402	13,045	12,977	13,673	12,606	14,222	14,696	14,957	13,740	14,455	15,170	15,234
BART	5,085	5,349	4,373	4,289	4,597	4,464	4,998	5,244	5,172	5,174	5,220	5,452	5,830
AC Transit	3,678	3,923	3,229	3,118	3,322	3,173	3,502	3,575	3,579	3,022	3,079	3,452	3,735
VTA	2,595	2,871	2,427	2,379	2,421	2,250	908	2,241	2,465	2,273	2,368	2,539	2,668
SamTrans	962	1,068	881	865	929	823	958	949	989	832	832	952	1,026
Caltrain	704	754	626	588	735	695	832	926	980	1,038	1,078	1,073	1,049
WETA	267	237	263	184	181	205	181	215	261	280	287	301	313
SMART	94	98	80	78	94	83	96	105	108	123	135	128	124
ACE	70	84	60	54	70	67	73	81	83	73	81	81	83

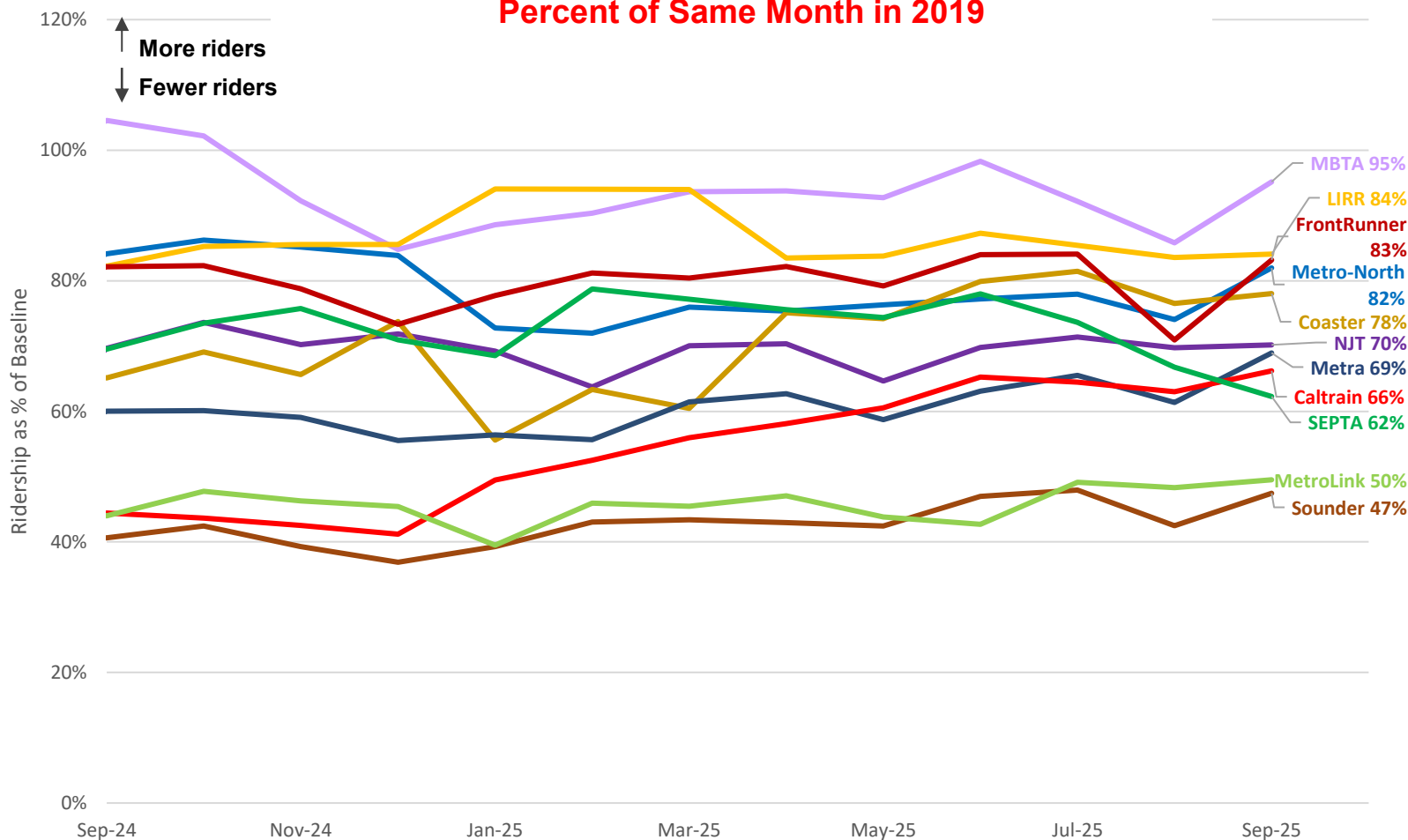




## Ridership Recovery for Similar Commuter Railroads

The below chart estimates pandemic ridership recovery by comparing each month's total ridership to that of the same pre-pandemic month in 2019.

### Total Monthly Ridership as a Share of Pre-Pandemic Levels Percent of Same Month in 2019



#### Notes:

- As of October 2025, ridership recovery percentages for each agency are calculated in comparison to the same month from 2019.
- Ridership data for all agencies retrieved from the National Transit Database.

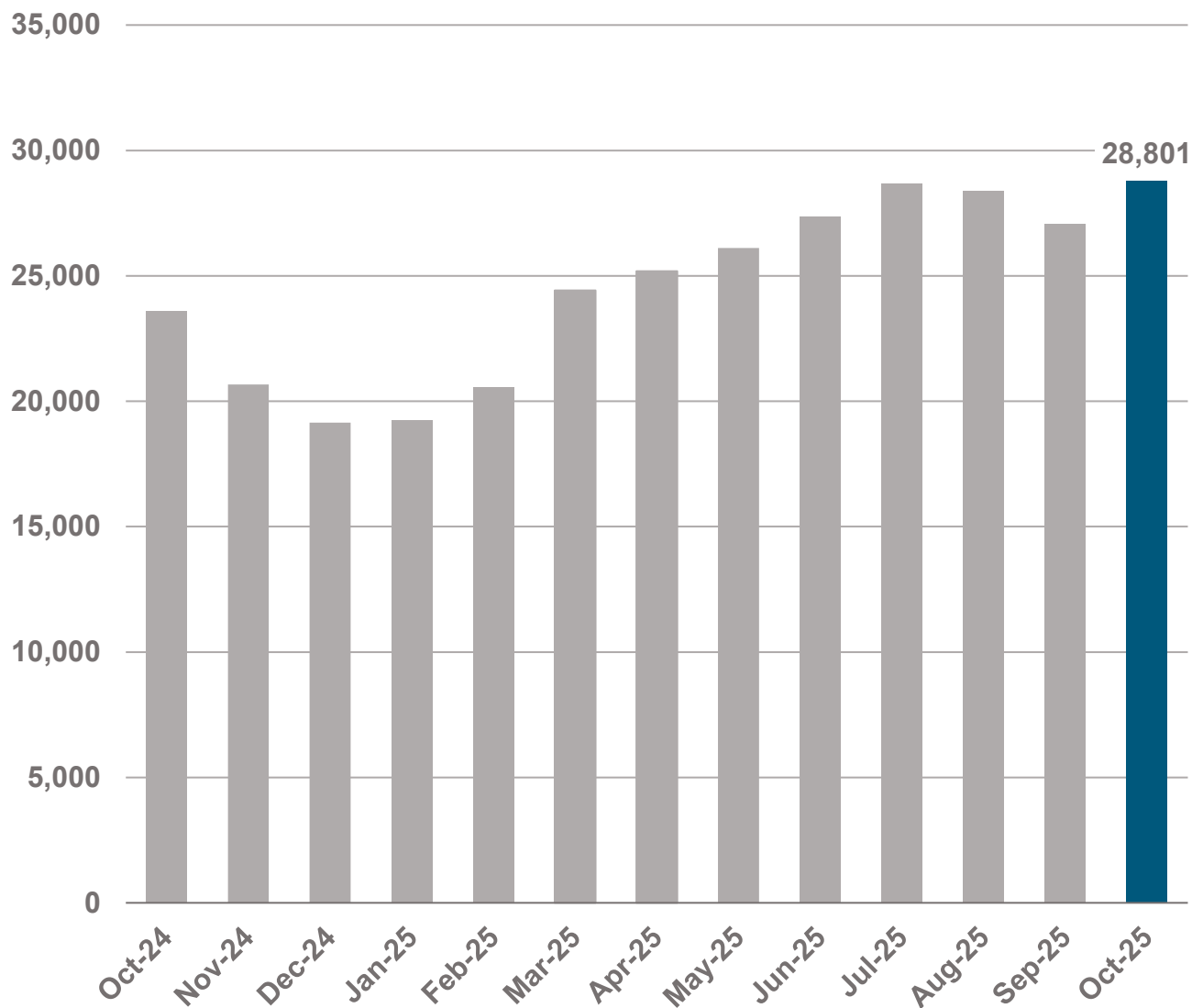
### Total Monthly Ridership Estimates (in thousands)

Transit Operator	24-Sep	24-Oct	24-Nov	24-Dec	25-Jan	25-Feb	25-Mar	25-Apr	25-May	25-Jun	25-Jul	25-Aug	25-Sep
LIRR	8,031	8,715	8,046	8,357	8,357	7,560	8,371	8,211	8,371	8,211	8,536	8,371	8,211
Metro-North	6,337	7,161	6,234	6,435	5,269	4,732	5,680	5,935	6,090	6,010	6,189	5,726	6,174
NJ Transit	5,389	5,874	5,299	5,382	4,764	4,371	5,173	5,274	4,972	5,365	5,463	5,285	5,429
Metra	3,104	3,431	2,791	2,511	2,671	2,547	3,046	3,332	3,165	3,322	3,632	3,406	3,566
MBTA	2,670	2,976	2,391	2,273	2,397	2,155	2,462	2,522	2,506	2,424	2,551	2,404	2,430
SEPTA	2,147	2,403	2,174	2,061	2,098	2,173	2,248	2,321	2,244	2,093	2,023	1,823	1,923
Caltrain	704	754	626	588	735	695	832	926	980	1,038	1,078	1,073	1,049
MetroLink	464	521	473	438	412	445	500	540	497	446	504	504	522
FrontRunner	388	415	337	301	338	326	351	355	337	327	341	322	393
Sounder	156	188	144	130	164	136	164	175	167	171	188	169	182
SD Coaster	74	77	62	62	58	58	67	88	91	104	122	102	89



# Ridership and Revenue

## Monthly BART Transfers at Millbrae in the Past Year



BART Transfers at Millbrae represents the total number of BART-to-Caltrain and Caltrain-to-BART transfers, as measured by Clipper Card data.

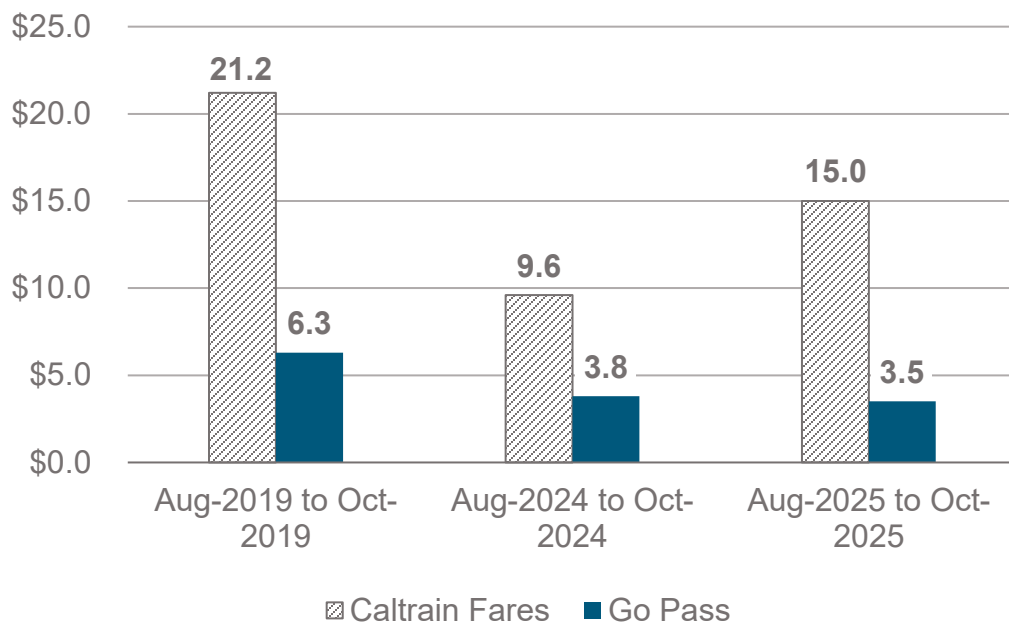
Pre-COVID data is provided for comparison purposes and represents average monthly transfers during the one-year period from March 2019 to February 2020.





# Ridership and Revenue

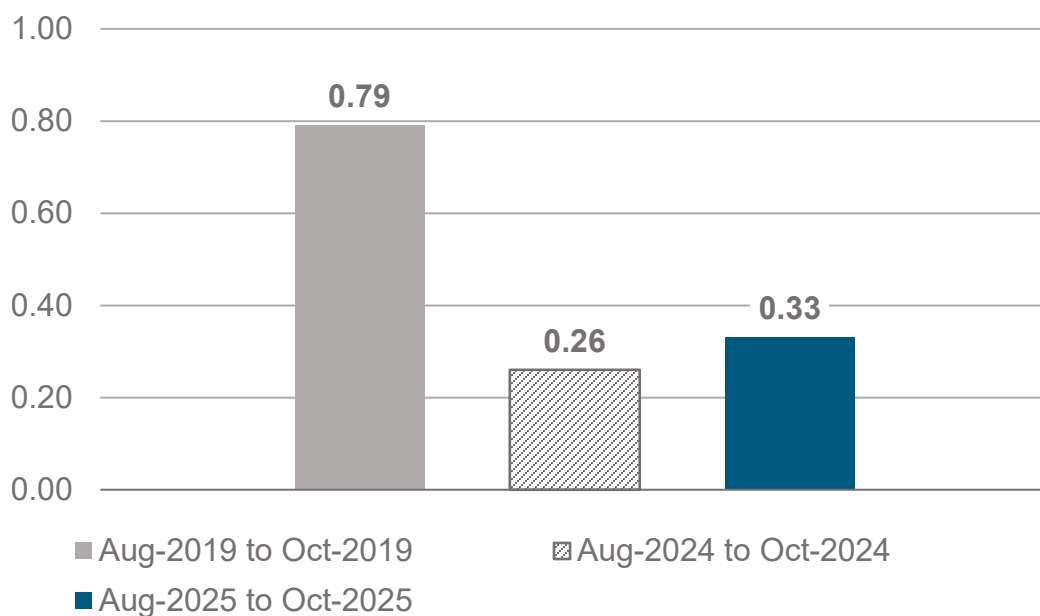
## Total Fare Revenues (\$M) - Past 3 Months Comparison



Fare revenue comes in the form of one-way tickets, daily or monthly passes (“Caltrain Fares”), and the Go Pass program.

Fare revenue is generally more stable than ridership due to many riders paying for monthly passes, which provide consistent revenue regardless of usage.

## Farebox Recovery Ratio (3-Month Rolling Average)



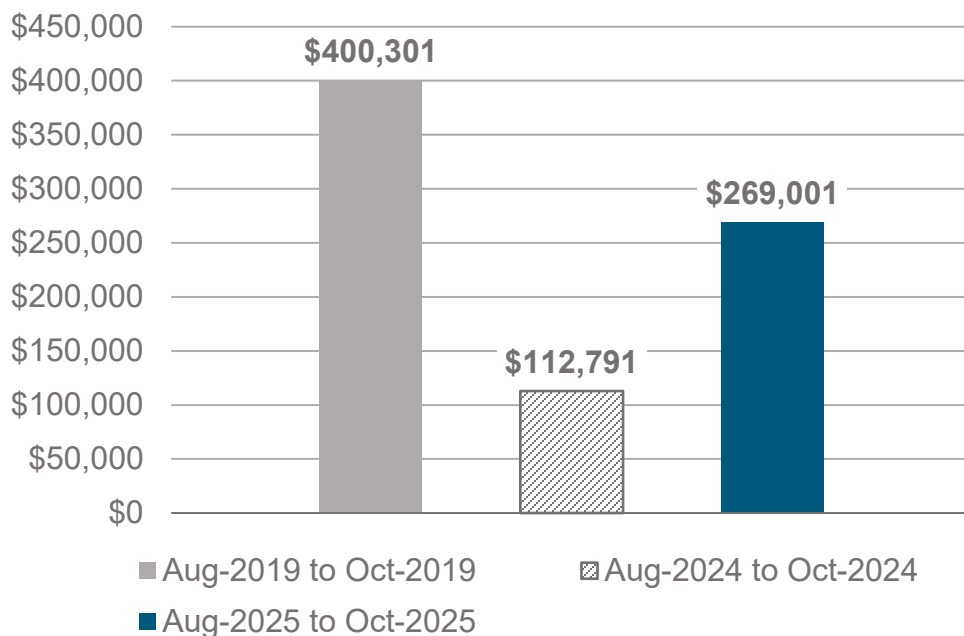
Farebox Recovery Ratio represents how much of the cost of providing service is covered by customer fares. A higher ratio indicates that a greater share of costs are covered by riders.





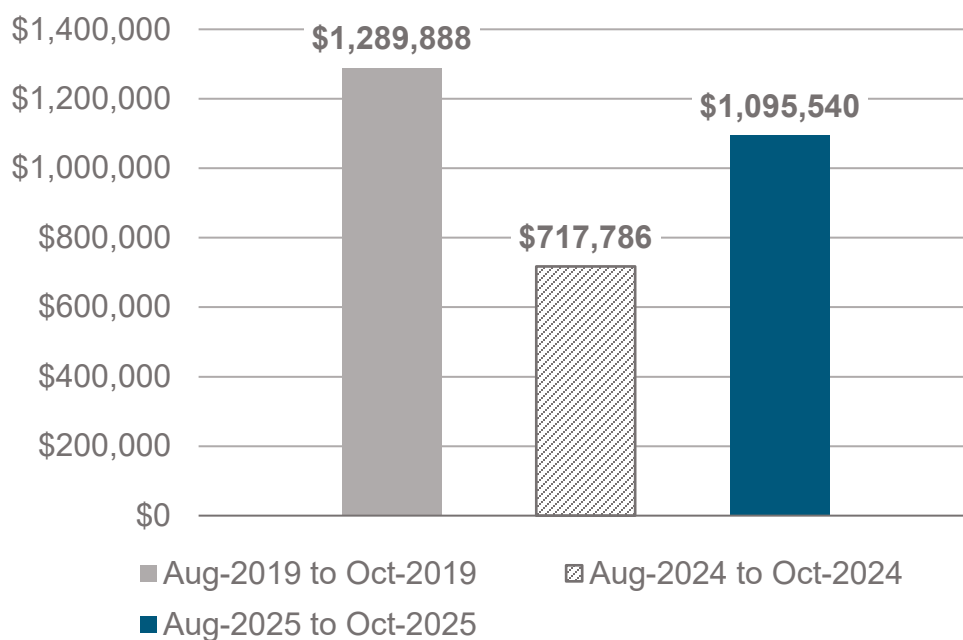
# Ridership and Revenue

## Advertising Revenue (3-Month Rolling Average)



Advertising Revenue declined substantially for transit agencies throughout the country with the onset of the COVID-19 pandemic.

## Parking Revenue (3-Month Rolling Average)



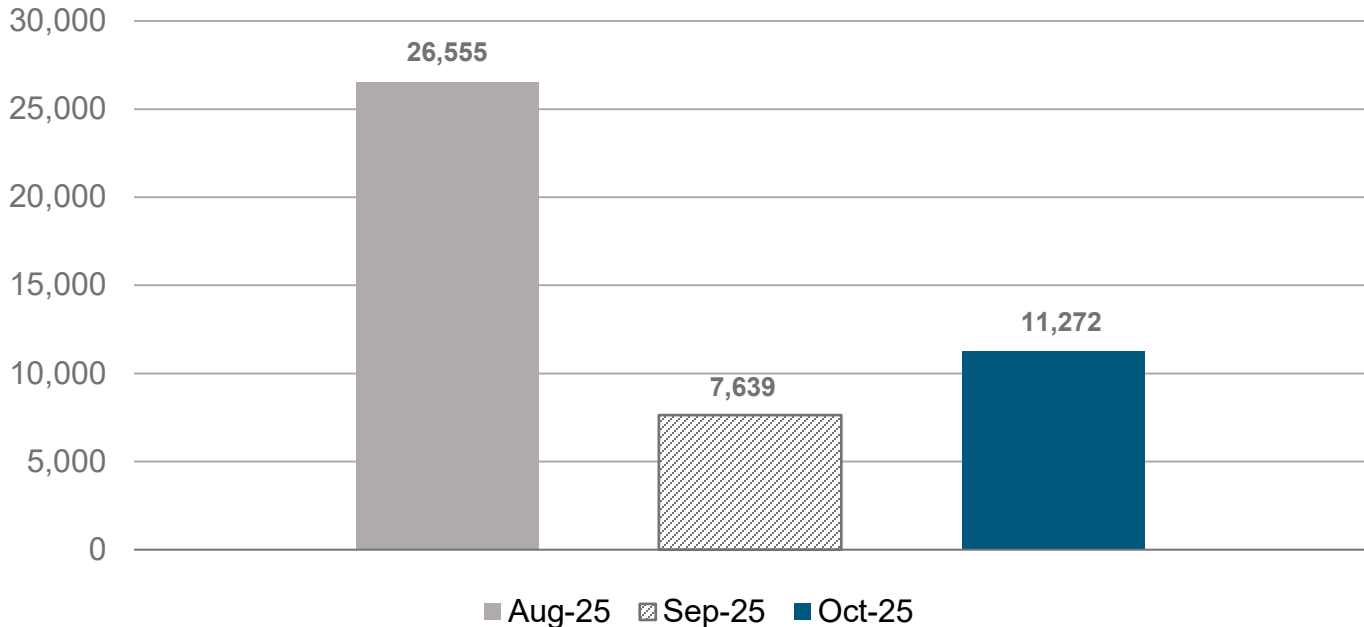
Parking Revenue is generated by purchases of daily and monthly parking permits for parking at Caltrain-owned lots.





# Maintenance Performance (EMU Fleet)

## Mean Distance Between Failure (EMU Trainset)



Mean Distance Between Failure (MBDF) is a measure of fleet reliability that represents the average distance traveled by revenue vehicles before maintenance or repair is required. A higher value indicates an improvement in reliability. Data is measured in miles.

As of October 2025, the data shown is now determined by the total miles traveled by the entire train configuration divided by the number of failures.

The graph on this page represents MDBF for all EMU (electric) passenger locomotives and cars in Caltrain's fleet. Diesel fleet data is on the following page.

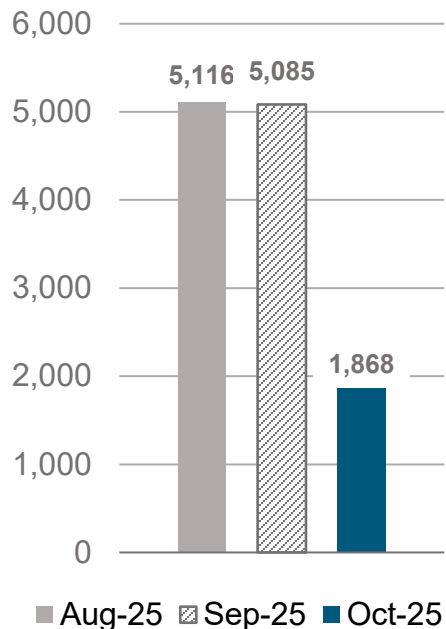




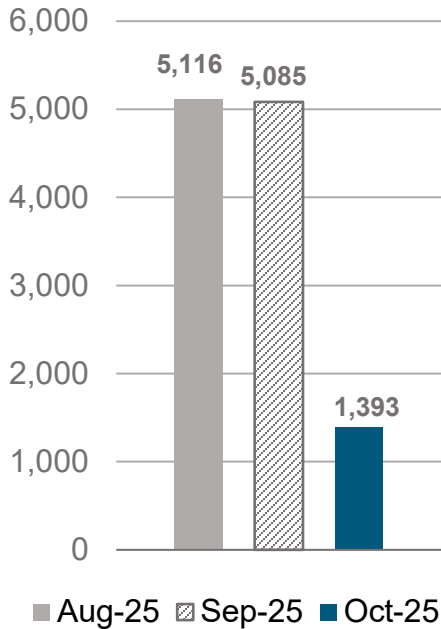


# Maintenance Performance (Diesel Fleet)

Mean Distance Between Failure (Locomotives)



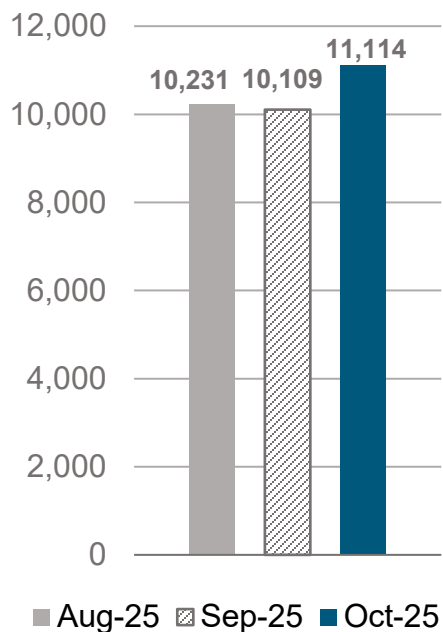
Mean Distance Between Failure (Cab Cars)



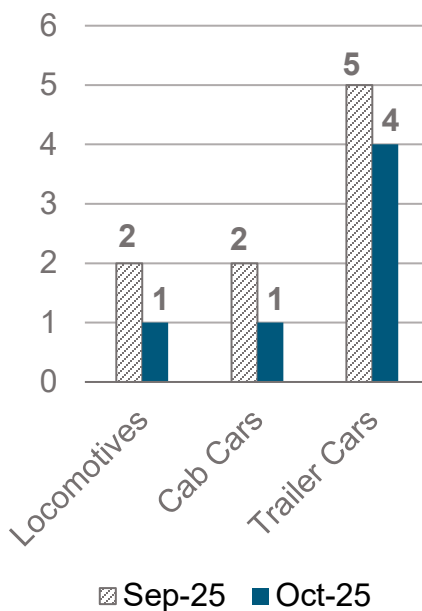
Mean Distance Between Failure (MBDF) is a measure of fleet reliability that represents the average distance traveled by revenue vehicles before maintenance or repair is required. A higher value indicates an improvement in reliability. Data is measured in miles.

The graph to the left represents MDBF for all diesel passenger locomotives in Caltrain's fleet. EMU data is on the previous page.

Mean Distance Between Failure (Trailer Cars)



Equipment in Maintenance/Repair



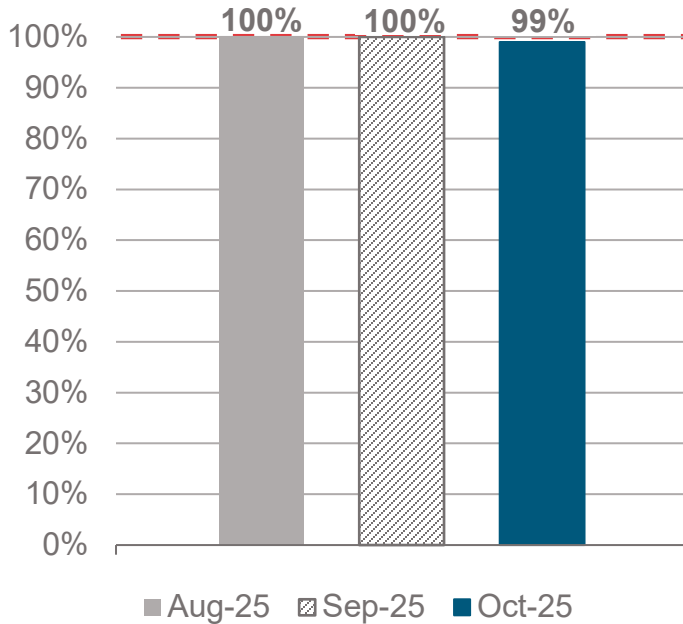
Equipment in Maintenance/Repair represents the number of diesel locomotives and passenger cars that are out of service on an average day each month due to routine and preventative maintenance or other repairs. EMU data is on the previous page.





# Maintenance Performance

## Equipment Availability (EMUs)

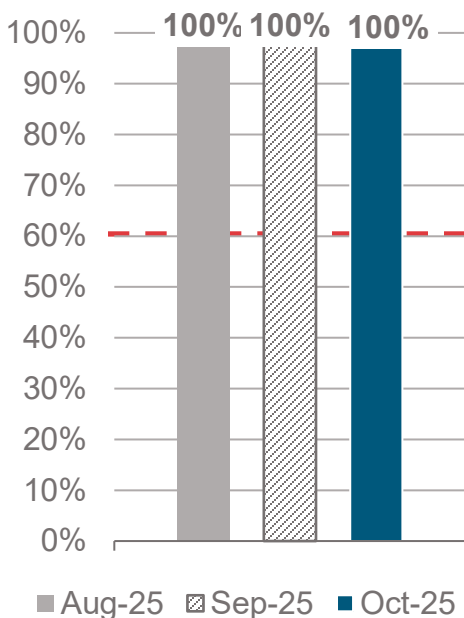


Equipment Availability is the number of trainsets, locomotives, or cars available for service on an average day each month as a percentage of the daily equipment required to run base service.

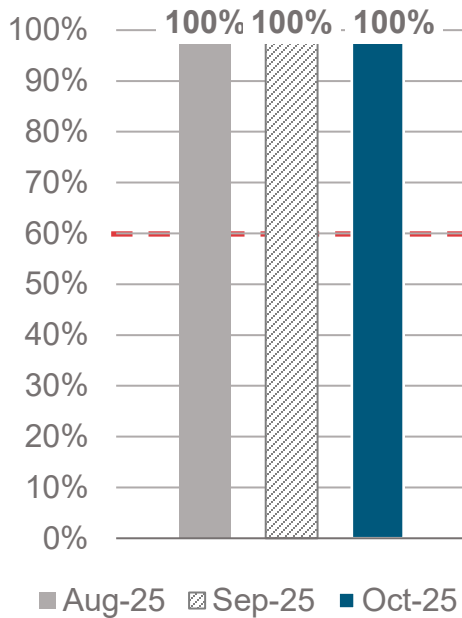
The graph to the left represents EMUs whereas the graphs below represent diesel equipment data, displaying Caltrain's mixed revenue fleet. Fourteen (14) EMUs are needed to operate the new weekday electric service.

Post-electrification, Caltrain retains 41 Bombardier passenger cars and 9 diesel locomotives to operate South County service and maintain fleet resiliency.

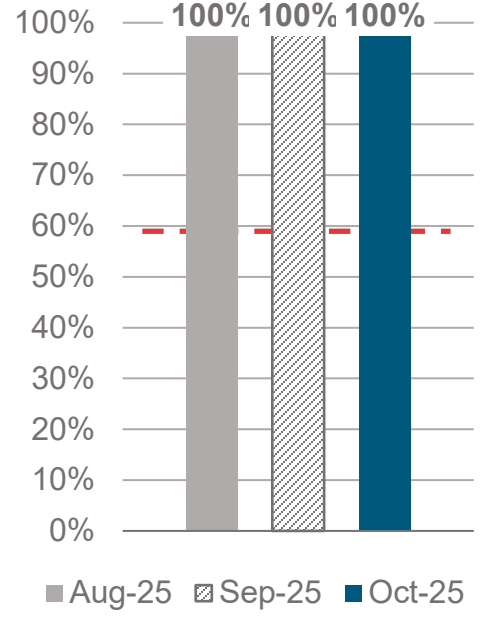
## Equipment Availability (Diesel Locomotives)



## Equipment Availability (Cab Cars)



## Equipment Availability (Trailer Cars)



Note: The dotted red line ( - - - ) on each graph represents the target line (i.e., the percentage of each equipment type required to run base service on an average weekday).





# **Service and Program Updates**

## **Caltrain to be Paid for Clean Power Returned to the Grid**

Caltrain will now be compensated for the power its new electric trains return to the grid through regenerative braking, thanks to policy changes by its clean energy partners Peninsula Clean Energy (PCE) and San Jose Clean Energy (SJCE). Caltrain runs on 100% renewable energy supplied by PCE and SJCE, mostly solar and wind. Currently, Caltrain returns approximately 23% of the power it uses back to the power grid, providing power to residents and businesses along its corridor.

SJCE and PCE will now both allow Caltrain to qualify for a Net Billing Rate starting in April 2026, which will enable Caltrain to receive approximately \$1 million annually in compensation for the clean power it sends back to the grid.

Assemblymember Diane Papan authored AB 1372 to include the regenerative braking from electric trains as a renewable electrical generation facility, which would require power providers to compensate railroads that return power to the grid. Now that Caltrain's clean energy suppliers approved net billing, the passage of this bill would likely result in Caltrain receiving an additional 20% in compensation from its energy distributor PG&E.

Originally estimated to cost approximately \$19.5 million annually, Caltrain's electricity use since the launch of electric service averages 207 MWh on weekdays and 175 MWh on weekends, revising cost estimates to \$15.3 million. PCE and SJCE 100% renewable energy products also allow Caltrain to generate revenues from the California Low Carbon Fuel standards program, further lowering Caltrain's electric fuel costs.

## **Survey Says: Riders Love Caltrain**

Caltrain released the results of its 2025 Customer Satisfaction Survey at its Technology, Operations, Planning, and Safety (TOPS) Committee meeting, with the rail agency receiving a record high satisfaction rating of 4.41 out of 5, up from 4.02 in 2024. This is the first such survey designed to capture riders' opinions about the new and improved electric service, and it contains the best ratings in the 27-year history of the survey.

On-time train performance was a high point, with another score of 4.41, while improvements on board scored 4.42 and station improvements received 4.30. Ninety-three percent of riders said they were satisfied with their overall experience, up from 78% in 2024. Fifty-two percent of riders say they are riding more often due to the benefits of electrified service. The key benefits that riders were most likely to cite were shorter travel times (55%), increased frequency (52%), cleanliness (43%), comfort (42%) and onboard Wi-Fi (37%).





## Service and Program Updates (cont.)



### Memorandum

**TO:** File

**FROM:** Michelle Bouchard, Executive Director

**DATE:** August 6, 2025

**RE:** New Year's Eve Service 2025

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Pursuant to the Caltrain Fare Structure (adopted under Resolution 2019-32), and FTA Circular 4702.1B, which grants the authority to Caltrain's Executive Director to implement special and promotional fare discounts lasting up to six months, I have authorized a promotional fare reduction that provides free fares for all riders on December 31, 2025 (New Year's Eve). Because this is a temporary fare change lasting under six months, no Board action or Title VI analysis is required. This fare change may incentivize Caltrain ridership and potentially increase overall fare revenue in the future.





# **Communications and Marketing Update**

## **Press Releases & Earned Media**

### **Press Releases:**

- Caltrain Connects to San Francisco's Flop Festival
- Ride Caltrain to the Sharks season opener against the Golden Knights
- Caltrain to be Paid for Clean Power Returned to the Grid
- Fleet Week Soars into San Francisco – Ride Caltrain to the Celebration
- Caltrain and the Warriors team up to start the season at Chase Center

### **Earned Media:**

- Landmark California law would put more housing near BART and Caltrain - SF Chronicle
- Bay Wheels ridership hit an all-time high this year. Here's how new stations are impacting rides - SF Chronicle
- Just Outside San Francisco Is California's City With A Walkable Downtown Full Of Eateries And Charming Local Shops - Islands.com
- Caltrain ridership up 47% after electrification - Smart Cities Dive
- SF Railyards project to expand Caltrain services likely more than 3 years out, developer says - ABC7
- Will this YIMBY bill put more homes near transit? Our map shows where housing could be built - SF Chronicle
- Caltrain electrified trains return power to grid, offsetting energy costs - CBS
- Newsom authorizes Bay Area transit tax measure for 2026 ballot - CBS
- Menlo Park Introduces Caltrain Quiet Zone - Menlo Atherton Chronicle

## **Digital Communications Activities**

### **Caltrain Strategic Communications (Social and Media Relations)**

**Electrification:** Caltrain to be paid for clean power returned to the grid.

### **Strategic Communications (Social):**

- Hop-Off Here (multi agency podcast) published







# Communications and Marketing Update

## Digital Communications Activities (cont.)

### Messaging Highlights:

- Caltrain Mobile App discontinued
- Sharks regular season
- Bay FC - end of season, ticket package / partnership
- Connect Bay Area Act SB 63 passed
- Warriors season opener
- Holiday Sweater 2024 flash sale
- Cirque Echo Sweepstakes

### Social Metrics: (Year to Year)

An impression is anytime our content (post, webpage, IG photo) is seen in a user's feed or browser. Engagement is any action taken, such as a click, like, retweet or comment.

OCTOBER 2025	OCTOBER 2024
Impressions: 1,466,962	Impressions: 869,518
Engagements: 47,430	Engagements: 28,532
Post Link Clicks: 13,700	Post Link Clicks: 1,561

### Caltrain E-Newsletter Metrics

	SEPTEMBER 2025	SEPTEMBER 2025
Subscribers	14,887	14,947
Open Rate	26.8%	26.8%
Click Rate	4.7%	3.4%





# Communications and Marketing Update

## Marketing Activities

### Go Faster Campaign

- **Go Caltrain – Always On Campaign:**

- Ads were refreshed to a professional-oriented “Go Places. Go Caltrain.” message for fall/winter. Ads continue to run across the regional digital landscape, from social media to popular websites and apps.
  - Web page views to Go-related pages: 34,015
  - Impressions: 778,145
  - YouTube Views: 119,797

- **South County Promotion**

- Digital ads have been running in South County communities since late September, including customized ads for Gilroy and Morgan Hill. Staff attended Gilroy’s La Ofrenda Festival event Nov. 1 and talked with approx. 350+ people.
  - Clicks: 11,565
  - Impressions: 901,779
  - Budget: \$3,959.38
- The Comms team is in production on coasters, bus shelter ads, and onboard VTA bus ads.

- **GoPass Promotion**

- Paid LinkedIn campaign ran in September and October to increase interest in GoPass.
  - Clicks: 752
  - Impressions: 37,641
  - Budget: \$944.28

- **Looking Ahead:** South County printed promotions, Holiday Train paid promotion (KOIT/AdTaxi), Holiday Travel push, Holiday Sweater push

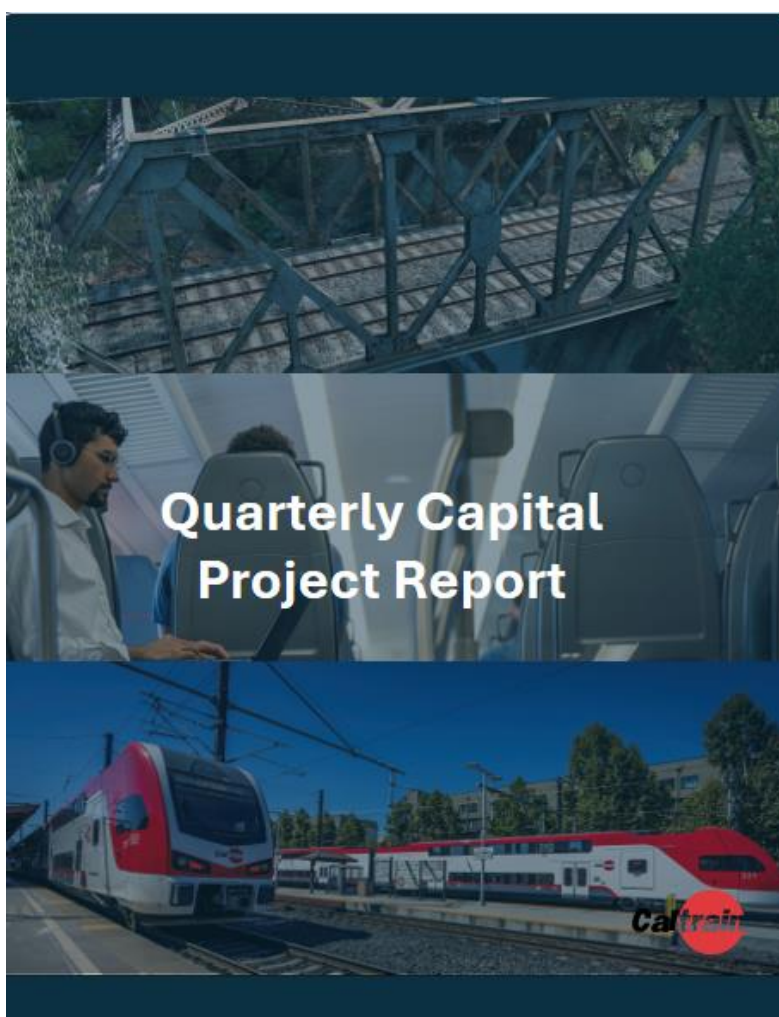




## **Capital Projects Update**

As of December 2025, Capital Projects notes will be a separate item posted online. Please refer to the most recent Quarterly Capital Projects Report for July 2025-September 2025 using the hyperlink provided below.

Link: <https://www.caltrain.com/about-caltrain/statistics-reports/quarterly-capital-program-status-report>



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