



JPB Board of Directors  
Meeting of January 8, 2026

Correspondence as of December 26, 2025

#     Subject

1.     Traveling from SFO to Diridon 12/7/25
2.     Re: CalTrain Complaint – *Staff Response*
3.     RE: CalTrain Complaint
4.     Rengstorff Avenue Grade Separation Project Letter

**From:** [Anita Romero](#)  
**To:** [Board \(@caltrain.com\)](#)  
**Subject:** Traveling from SFO to Diridon 12/7/25  
**Date:** Thursday, December 18, 2025 4:26:08 PM  
**Attachments:** [Caltrain Ticket 12.7.25.pdf](#)

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Traveling from SFO to Diridon via Caltrain on Sunday, December 7, 2025 was a horrible experience I'll never repeat. I'm 80 years old, but still able. I traveled from SFO to EWR and back in 3 days for my brother's funeral so admittedly I was tired.

The signage in the airport and beyond is unbelievably awful. In the airport I searched to find how to get to Caltrain. There were signs for "trains" and then "BART & air train". One said Caltrain. I asked an airport employee if the signs would lead me to reaching Caltrain. His reply, "what's Caltrain?". Another employee told me to get off at Millbrae and take BART back to the last station to get on Caltrain. I found out later that was before they redid the station.

I took a leap and took the airtrain to Bart. At the Millbrae station I asked a person who was getting off there if this was the right stop to get Caltrain. He said "yes". He was kind enough to help me with my suitcase and walked it down the stairs where we found a ticket machine. I bought a ticket for \$20. It was a Caltrain/VTa day pass. I figured at least it would get me closer to home.

I sat on a bench awaiting the arrival of the train for San Jose. There were about 25 or so other people doing the same thing. There were signs painted on the opposite wall pointing south in the direction of San Jose. We thought we were golden. Then along came a train on the opposite track with a San Jose destination. There was a huge run for the other side of the track. Up one set of stairs and down the other. Remember I'm 80 and lugging a suitcase. I came close to falling trying to get down to the opposite track and figured it wasn't worth the risk. The doors closed as I was approaching the bottom of the stairs. About 10 of us were left behind. One of the others said "that guy saw us running to get here and grinned as he closed the doors on us".

When the next train came, I fell getting onto the train trying to lift my suitcase up a couple of stairs. Everyone was helpful, but it was awful. I was frustrated with the extraordinary effort it took to try to take the train. If I had been alone I might have chalked it up to age, but the others who were stranded were all young and robust. So I know it wasn't just age.

I grew up in San Francisco and have been lucky enough to travel widely in Europe. It was great being able to go anywhere in SF, but Europe is beyond easy for getting around. I understand the same is true for Asia. I've always voted for public transit, but wow am I ever disappointed.

All I can say is "what a disaster" trying to take the train.

A copy of my ticket is attached.

Anita Romero  
408-460-4796

# Caltrain/VTA DAY PASS

VALID FOR 7 DEC 25

ZONE **2**  
to  
ZONE **3**  
Valid on VTA until 3AM  
This also is your receipt  
7 DEC 25 2:55 pm  
\$20.00 \*\*\*\*\*3414  
Millbrae  
251271455 jpb045 154055 \$20.00

**From:** [Caltrain BOD Public Support](#)  
**To:** [kefried@deloitte.com](mailto:kefried@deloitte.com)  
**Cc:** [Board \(@caltrain.com\)](#)  
**Subject:** Re: CalTrain Complaint  
**Date:** Monday, December 22, 2025 8:07:35 AM

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Dear Kevin Fried,

Your message to the Caltrain Board of Directors was forwarded to me for response. A copy of this correspondence will also be shared with the Board. Thank you for your detailed message. We want to confirm that your feedback has been received and has been shared with Caltrain Customer Service leadership as well as the appropriate Caltrain management teams for review. Regarding the response Todd referenced from 12/12, we would like to clarify that this communication was sent from Operations to Customer Service for internal awareness and was not addressed directly to you. We apologize for any confusion or miscommunication this may have caused.

Regarding your questions about Garrett's role, Caltrain uses both Caltrain employees and contracted staff to support operations. We are reviewing the circumstances you described, including staff roles and actions taken, as part of this process.

We have also notified our Claims team regarding your request for reimbursement of expenses. They will review the information provided and follow up as appropriate.

With respect to disciplinary actions, training, and other personnel-related matters, while we are unable to discuss specific personnel issues due to confidentiality, please know that Caltrain takes all complaints seriously. The concerns you raised have been forwarded to the appropriate management teams for review and consideration.

We appreciate you taking the time to document your experience and clearly outline your concerns. Your feedback is important and will be considered as part of our ongoing efforts to ensure consistent policy enforcement and respectful customer interactions.

Thank you for bringing this matter to our attention.

Best regards,  
Your Caltrain BOD Public Support Team

---

**From:** Fried, Kevin <kefried@deloitte.com>  
**Sent:** Wednesday, December 17, 2025 10:08:52 PM (UTC+00:00) Monrovia, Reykjavik  
**To:** Todd Douglas <DouglasT@samtrans.com>; Board (@caltrain.com) <board@caltrain.com>  
**Cc:** pra@samtrans.com <messages@nextrequest.com>; Fried, Kevin <kefried@deloitte.com>  
**Subject:** RE: CalTrain Complaint

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Caltrain Board, Todd,

Thanks for the note below and assistance. I am filing this **second FORMAL COMPLAINT** that I request is brought to the attention of the Full Board of Directors.

First, I have double and triple checked in all of my folders (Inbox, Spam, Junk, etc.,) and I never received the response below (that you indicated was sent on 12/12).

Second, while I very much appreciate the thoughtful and articulate response below, it falls short of my requested resolution and expectations. For your reference, I have attached the original complaint that was filed on 11/29. In that complaint you would have seen the requests outlined below. I understand that your public records department is searching for any relevant records as requested below. I will wait for their response. In the meantime, can you please provide a response to the items highlighted in yellow below?

**Questions, resolution, and requested actions of the Caltrain Board and Management:**

1. I am requesting this message be shared with Customer Service and appropriate Caltrain Management. (HAS THIS BEEN DONE??)
2. I would like to understand Garret's role, level of authority, and whether or not he is a "supervisor", or if he misrepresented his title and authority?
3. I am requesting a copy of ALL Caltrain rules, regulations, and policies that reference the use of crosswalks, including the following:
  1. Caltrain's policies related to the use of crosswalks that cross Caltrain tracks.
  2. Caltrain's policies related to crosswalks that DO NOT CROSS Caltrain tracks.
  3. Caltrain's authority to enforce traffic laws of the City of San Francisco.
  4. Caltrain's approach to enforcement of any crosswalk violations, including specific explanations of Caltrain's enforcement of San Francisco traffic laws OUTSIDE the train station.
  5. All recent examples of enforcement actions taken against Caltrain riders related to potential violations of crosswalk rules in San Francisco (specifically, riders who have been prohibited from riding the train as a result of violating San Francisco's traffic rules).
4. I am requesting a written apology from Garret, including a reference to the rules that allowed him to deny us access to ride the train.
5. I am requesting a written response from the board that outlines:
  1. Actions that will be taken in the next 60 days to reinforce the limits of conductor's authority to enforce SF traffic laws

2. Steps taken to train or retrain Garret and other conductors
3. Steps taken to train and/or retrain Maria on customer interaction and approach to resolving customer concerns/issues
6. **A payment of \$34.14 (the difference between the cost of our Uber ride (details below) and the cost of the train ride from SF to Hayward Park).**

Uber Receipt Details:

Nov 29, 2025 - 9:29 PM

Total \$62.64

Payments: American Express ••••••26 \$62.64

11/30/25 8:31 AM

Third, with respect to your response below (see highlighted in yellow), your Conductor did indeed speak with us about his observation that 3 individuals in our group crossed 4<sup>th</sup> Street directly across the Muni tracks. This is the crux of my complaint and is at the heart of my questions above, i.e., “what authority does your Conductor at Caltrain have to deny access to the Caltrain system based upon an observation that a group failed to use a crosswalk and walked across a Muni track”?? Muni and Caltrain are separate public and legal entities, and I find it difficult to believe that an employee of Caltrain can legally or by policy deny service to the public based upon a claim that it is their **responsibility to report and enforce violations of another public entity**. Can you please assist in shedding light on this issue?

Fourth, it is my understanding that CalTrain holds public board meetings. If the requested information above and/or payment/refund requested is not received, I intend to participate in the Board meeting on February 6, 2025 to further discuss this situation.

Again, please feel free to reach out to me with any questions. I look forward to your response.

Respectfully,

Kevin

**Kevin Fried**

Principal | Deloitte Consulting

Deloitte & Touche LLP

225 West Santa Clara Street, San Jose, CA 95113

Office: +1 408 704 2786 – Mobile: +1 415 609 1443

[kefried@deloitte.com](mailto:kefried@deloitte.com) | [www.deloitte.com](http://www.deloitte.com)

---

**From:** Todd Douglas <DouglasT@samtrans.com>

**Sent:** Wednesday, December 17, 2025 11:04 AM

**To:** Fried, Kevin <kefried@deloitte.com>

**Cc:** Todd Douglas <DouglasT@samtrans.com>

**Subject:** [EXT] Re: CalTrain Complaint

You don't often get email from [douglast@samtrans.com](mailto:douglast@samtrans.com). [Learn why this is important](#)

Hello Mr. Fried,

Per our conversation, please see the escalation response to your complaint to Caltrain.

**Thank you for bringing this to our attention. We sincerely apologize for the experience you and your family had on November 29, 2025, while attempting to board Train 656. We understand how upsetting this situation must have been, and we truly regret that your interaction with our staff did not reflect the level of professionalism and respect you deserve.**

**After carefully reviewing the video footage, we confirmed that the conductor escalated the situation and used his arms to block your family from boarding. Although the conductor initially reported that a member of your group had blocked the doors and prevented others from boarding, the footage clearly shows that it was the conductor himself who was obstructing the doorway. This discrepancy is deeply concerning, and we take it very seriously.**

**When interviewed, the conductor stated that he intended to speak with your group about what he believed he observed as you crossed the street and the MUNI tracks.** However, regardless of his intentions, the conduct displayed was inappropriate and unacceptable. Both conductors assigned to Train 656 have been coached and will receive disciplinary action for their actions and for their handling of this situation.

**We also spoke with the Customer Service Agent who attempted to step in and deescalate the interaction. Please note that this employee is not a manager and does not have any authority to override the decisions made by the train crew, though we appreciate their attempt to calm the situation.**

**Once again, we sincerely apologize for the distress this incident caused. We appreciate you bringing this matter to us, and we are taking the appropriate steps to ensure this type of interaction does not occur again.**

**Todd Douglas**

San Mateo County Transit District

Customer Service Dept.

1250 San Carlos Avenue

San Carlos, CA 95070-1306

1-800-660-4287

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**From:** [Fried, Kevin](#)  
**To:** [Caltrain BOD Public Support](#)  
**Cc:** [Board \(@caltrain.com\)](#)  
**Subject:** RE: CalTrain Complaint  
**Date:** Monday, December 22, 2025 10:15:19 AM  
**Importance:** High

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Hello Caltrain BOD Public Support Team,

Thanks for the update and response. I very much appreciate the information you have shared on my situation. I think we are great making progress, but I have a few additional comments / questions. Please see below...

1. I am requesting that any of my Personally Identifiable Information (PII) be redacted from any public records and/or any communications that may be accessible to Caltrain employees (specifically Garret and Maria). This includes my full name, contact information, email address, physical address, employers information, etc.
2. While the explanation below is helpful, I would still like to understand whether or not the employee in question (Garret), had the authority to deny us access to the train (thus all my questions related to your policies, training, and ability to enforce laws of San Francisco or other public transit providers)? As you might imagine, we were dumbfounded when we were told that we were being denied entry to the train. And to add insult to injury, we were told by Maria that we could **“board the next train”** immediately after Garret’s train left the station. So which is it... were we being denied entry for one train ride because we broke a rule of another city or public transit system, or were we being punished because Garret wanted to prove who had “authority”?? Clearly Maria is following a different set of rules, or perhaps employees are making up as they go??
3. Thanks for the update on the expense reimbursement claim we have filed. While it is a small amount, it is a matter of principle. It is my sincere hope that we are reimbursed for the additional, unnecessary, expense. If not, I’d like this to be on the Board agenda for February 6<sup>th</sup>.

Thanks again. Have a great holiday.

Take care,  
Kevin

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**From:** Caltrain BOD Public Support <CaltrainBODPublicSupport@caltrain.com>

**Sent:** Monday, December 22, 2025 8:08 AM  
**To:** Fried, Kevin <kefried@deloitte.com>  
**Cc:** Board (@caltrain.com) <board@caltrain.com>  
**Subject:** [EXT] Re: CalTrain Complaint

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**Cc:** [pra@samtrans.com](mailto:pra@samtrans.com) <[messages@nextrequest.com](mailto:messages@nextrequest.com)>; Fried, Kevin <[kefried@deloitte.com](mailto:kefried@deloitte.com)>  
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Respectfully,

Kevin

**Kevin Fried**

Principal | Deloitte Consulting  
Deloitte & Touche LLP  
225 West Santa Clara Street, San Jose, CA 95113  
Office: +1 408 704 2786 – Mobile: +1 415 609 1443

[kefried@deloitte.com](mailto:kefried@deloitte.com) | [www.deloitte.com](http://www.deloitte.com)

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**From:** Todd Douglas <[DouglasT@samtrans.com](mailto:DouglasT@samtrans.com)>  
**Sent:** Wednesday, December 17, 2025 11:04 AM  
**To:** Fried, Kevin <[kefried@deloitte.com](mailto:kefried@deloitte.com)>  
**Cc:** Todd Douglas <[DouglasT@samtrans.com](mailto:DouglasT@samtrans.com)>  
**Subject:** [EXT] Re: CalTrain Complaint

You don't often get email from [douglast@samtrans.com](mailto:douglast@samtrans.com). [Learn why this is important](#)  
Hello Mr. Fried,

Per our conversation, please see the escalation response to your complaint to Caltrain.

**Thank you for bringing this to our attention. We sincerely apologize for the experience you and your family had on November 29, 2025, while attempting to board Train 656. We understand how upsetting this situation must have been, and we truly regret that your interaction with our staff did not reflect the level of professionalism and respect you deserve.**

**After carefully reviewing the video footage, we confirmed that the conductor escalated the situation and used his arms to block your family from boarding. Although the conductor initially reported that a member of your group had blocked the doors and prevented others from boarding, the footage clearly shows that it was the conductor himself who was obstructing the doorway. This discrepancy is deeply concerning, and we take it very seriously.**

When interviewed, the conductor stated that he intended to speak with your group about what he believed he observed as you crossed the street and the MUNI tracks. However, regardless of his intentions, the conduct displayed was inappropriate and unacceptable. Both conductors assigned to Train 656 have been coached and will receive disciplinary action for their actions and for their handling of this situation.

We also spoke with the Customer Service Agent who attempted to step in and deescalate the interaction. Please note that this employee is not a manager and does not have any authority to override the decisions made by the train crew, though we appreciate their attempt to calm the situation.

Once again, we sincerely apologize for the distress this incident caused. We appreciate you bringing this matter to us, and we are taking the appropriate steps to ensure this type of interaction does not occur again.

**Todd Douglas**

San Mateo County Transit District

Customer Service Dept.

1250 San Carlos Avenue

San Carlos, CA 95070-1306

1-800-660-4287

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**From:** [Mikhael, Hemali](#)  
**To:** [Board \(@caltrain.com\)](#)  
**Cc:** [Councilmembers](#); [McCarthy, Kimbra](#); [Cameron, Dawn](#); [Ng, Jennifer](#); [Michelle Bouchard](#); [Carolyn.gonot](#); [Gilmore, Christina](#)  
**Subject:** Rengstorff Avenue Grade Separation Project Letter  
**Date:** Tuesday, December 23, 2025 10:21:09 AM  
**Attachments:** [Rengstorff Avenue Grade Separation Project Letter.pdf](#)

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**ATTENTION:** This email came from an external source. Do not open attachments or click on links from unknown senders.

Hello everyone,

Attached, please find a letter to the Peninsula Corridor Joint Powers Board of Directors regarding the Rengstorff Avenue Grade Separation Project from Mayor Ellen Kamei on behalf of the City of Mountain View City Council.

Thank you,



**Hemali Shah Mikhael**

**Executive Assistant to the City Manager**

Office of the City Manager

O: 650-903-6601 | F: 650-963-3043 | [MountainView.gov](http://MountainView.gov)

Pronouns: She/Hers



# CITY OF MOUNTAIN VIEW

Office of the Mayor and City Council • 500 Castro Street • Post Office Box 7540 • Mountain View, California 94039-7540  
650-903-6305 • FAX 650-903-6039

December 23, 2025

Board of Directors  
Peninsula Corridor Joint Powers Board  
1250 San Carlos Avenue  
San Carlos, CA 94070

## RENGSTORFF AVENUE GRADE SEPARATION PROJECT

Dear Chair Heminger, Vice Chair Medina, and Directors:

Thank you for your service to our community and commitment to public transportation in our region. With this in mind, I write this letter to convey the City of Mountain View's concerns about Caltrain's delivery of the Rengstorff Avenue Grade Separation Project (Rengstorff Project) and to request Caltrain consider alternative project delivery strategies as soon as possible.

The City has spent over 20 years planning the design, construction, and implementation of this critical infrastructure project. With the City's share of the Santa Clara Valley Transportation Authority (VTA) 2016 Measure B funding, we fully expected that both the Rengstorff and Transit Center (Castro Street) grade separation projects would be fully funded and under construction by this time. Unfortunately, we have experienced significant delays on this project due to Caltrain staffing challenges, overhead charges that are unaccounted for, and inaccurate cost estimating prepared by Caltrain's consultants, as further detailed below:

- The Rengstorff Project has been subjected to a high level of staff turnover, including five different Caltrain project managers, since the Memorandum of Understanding between the City and Caltrain was executed in 2019 for Caltrain to conduct preliminary engineering and environmental clearance at a cost of \$4 million to the City. These staffing challenges have contributed to delays in the project, with the preliminary engineering phase running over schedule by 18 months.
- A doubling of the cost estimate for the Castro Street Project between October 2022 (\$136 million) and October 2023 (\$271 million), forced the City to forego pursuing both projects. In January 2024, the City Council prioritized the Rengstorff Project. The Castro Street grade separation project was put on indefinite hold, and Measure B and City funds committed to Castro were moved to the Rengstorff Project. The City was able to preserve a \$20 million State grant for the Rengstorff Project, but had to forfeit a \$25 million State grant for the Castro Street Project.

- In October 2024, Caltrain increased the cost estimate for the Rengstorff Project from \$262 million (provided by Caltrain in October 2022) to \$453 million, leading to a funding shortfall of \$159 million. On November 18, 2025, the City Council approved design modifications and other measures that reduced project cost by \$58 million, for a revised funding gap of \$99 million.

The City remains committed to the Rengstorff Project and is currently exploring a 2026 local revenue measure, which could include prioritizing funding to complete this important project. However, we remain concerned about escalating project costs, overhead charges, and additional delays, which pose the greatest risk of significant increases in project costs. It is estimated that the cost of the Rengstorff Project will increase between \$9 million and \$14 million for each year the start of construction is delayed beyond the end of 2027.

City staff have reviewed the Corridor Crossing Strategy (CCS) sequencing plan presented to the JPB Board on December 4, 2025. The City generally agrees with the methodology and criteria used to develop the sequencing plan, and we appreciate that the Rengstorff Project is shown in Group A Construction for crossing elimination projects. However, **the CCS does not address how the projects will be delivered in terms of staffing resources, expertise, and funding constraints.** The CCS lists 19 grade separation projects that Caltrain would be working on in various phases, assuming all have funding available. This on top of two crossing closures, 41 crossings to receive baseline safety enhancements, and 11 crossings in design or construction for advanced safety enhancements.

The City has significant concerns about Caltrain's capacity to deliver the Rengstorff Project on schedule and on budget, given all the CCS projects to be worked on. We respectfully request that the JPB consider alternative delivery strategies, such as establishing a construction authority and/or leveraging the expertise of partner agencies, to enable as many funded projects to advance as quickly as possible. **Specifically, for the Rengstorff Project, the City would welcome a discussion on utilizing VTA's expertise and resources to help deliver this large-scale transportation infrastructure project.**

We look forward to engaging with Caltrain and VTA on the delivery strategy for the Rengstorff Grade Separation Project.

Sincerely,



Ellen Kamei  
Mayor

cc: City Council  
Kimbra McCarthy, City Manager  
Dawn Cameron, Assistant City Manager  
Jennifer Ng, Public Works Director  
Michelle Bouchard, Caltrain Executive Director  
Carolyn Gonot, VTA CEO/General Manager