



Executive Director's Monthly Report: December 2025

Executive Director Michelle Bouchard

Report prepared for January Board meeting; data current through November 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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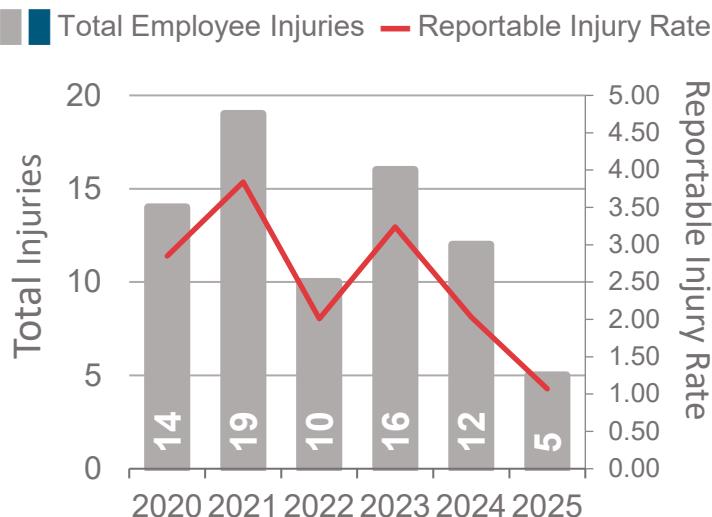
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Safety Updates – Injuries and Accidents

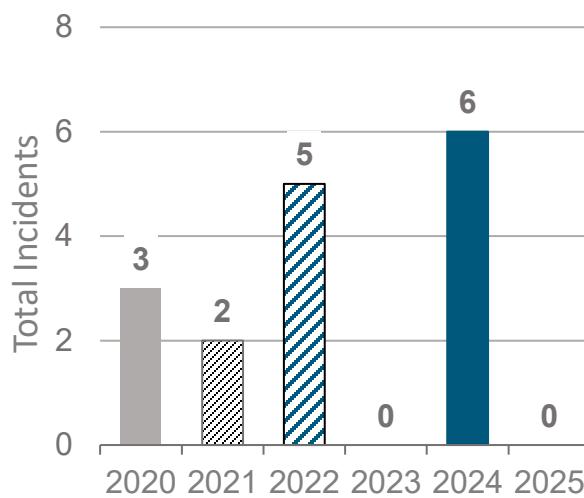
Reportable Injury Trends



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 1.07.

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 12/1/2025

Department	Days Without Injury	Date of Last Injury
Dispatch	2,014	5/27/2020
Operations	3	11/28/2025
Maintenance of Equipment	148	7/6/2025
Maintenance of Way	126	7/28/2025
Other	2,014	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.

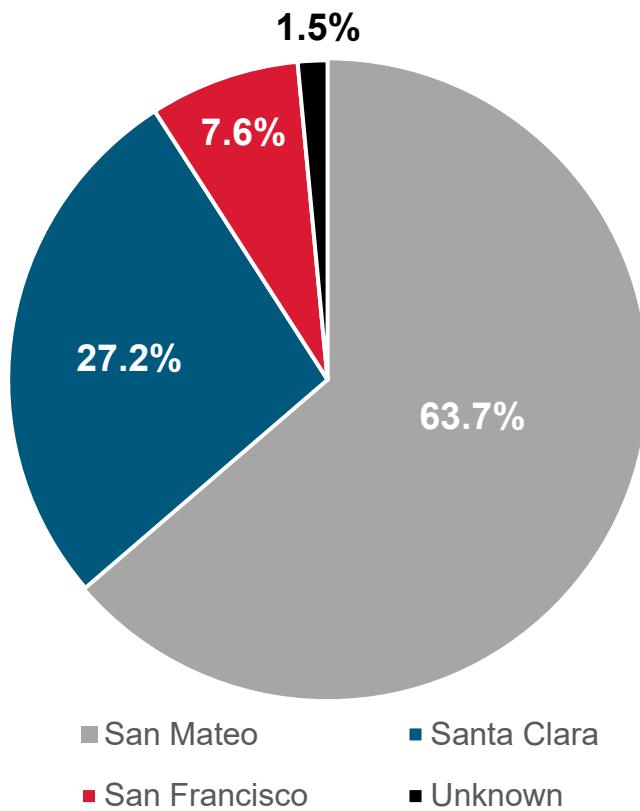




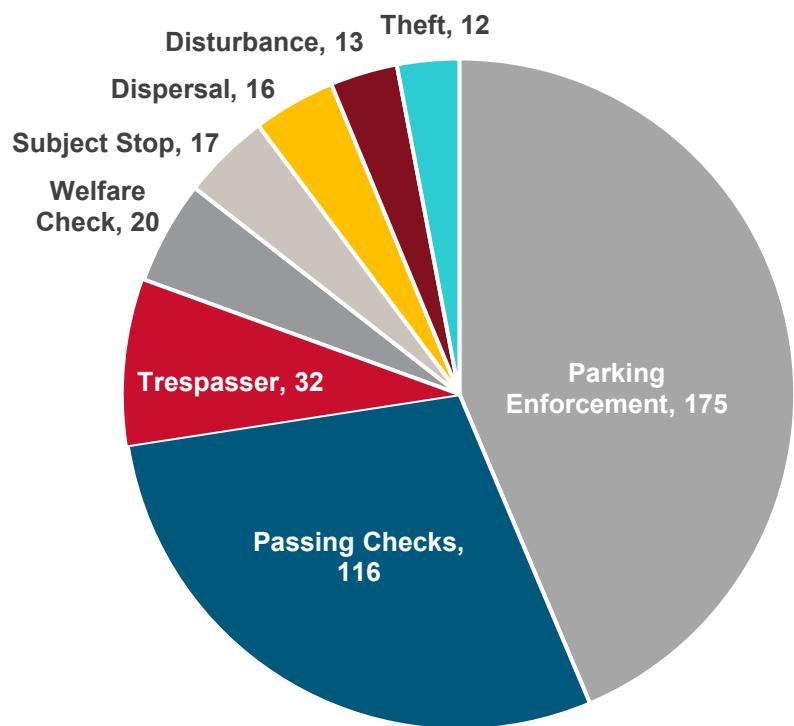
Security Update

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 November 2025



Number of Calls by Category November 2025¹



November 2025 Service Call Data

Overall Average Response Time: **19:36**

Average Response Time for **Priority 1 Calls***: **7:49**

Average Response Time for **Priority 2 Calls****: **18:42**

*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 544 in November across 20 categories. The pie chart shows the top 8 categories representing 401 calls or 74% of the total.

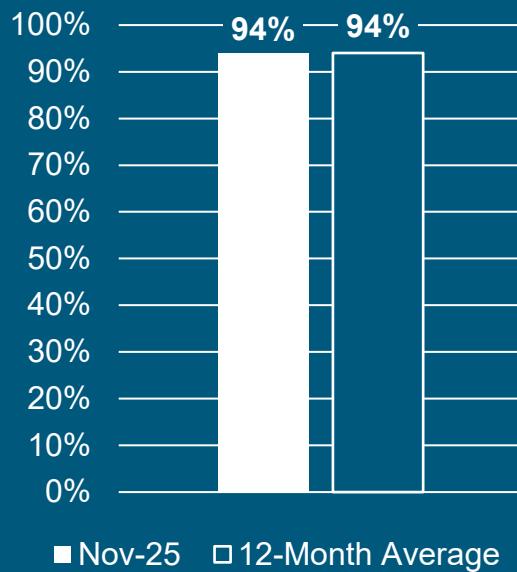




Performance at a Glance

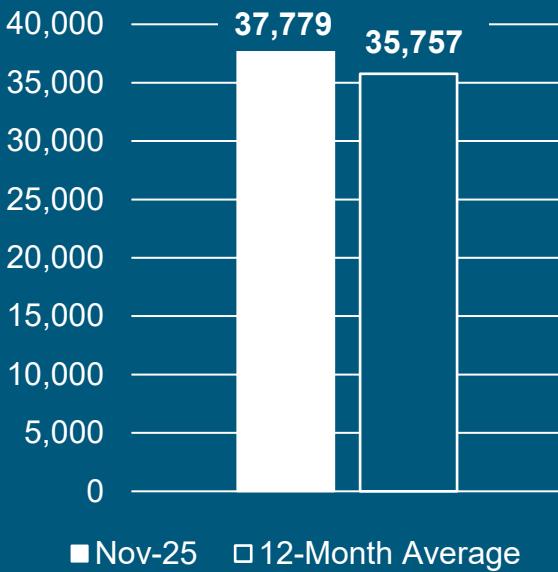
On-Time Performance

Percentage of trains arriving within six minutes of the scheduled time



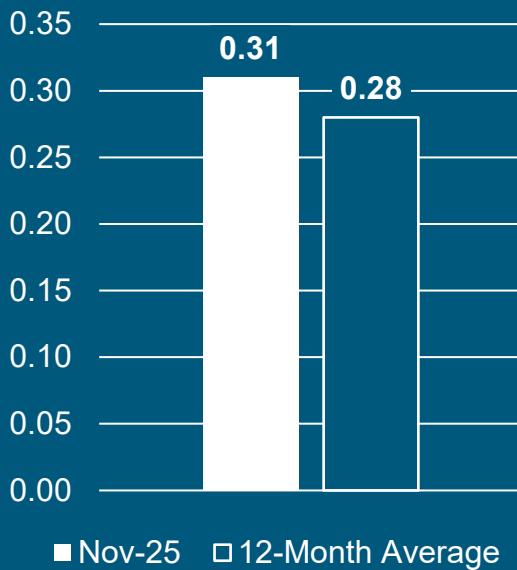
Average Daily Ridership

Average estimated weekday ridership



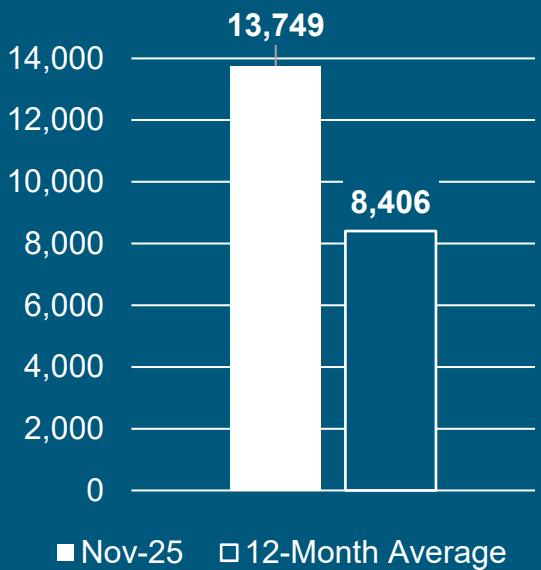
Farebox Recovery Ratio

Ratio of fare revenue to operating costs



Mean Distance Between Failures

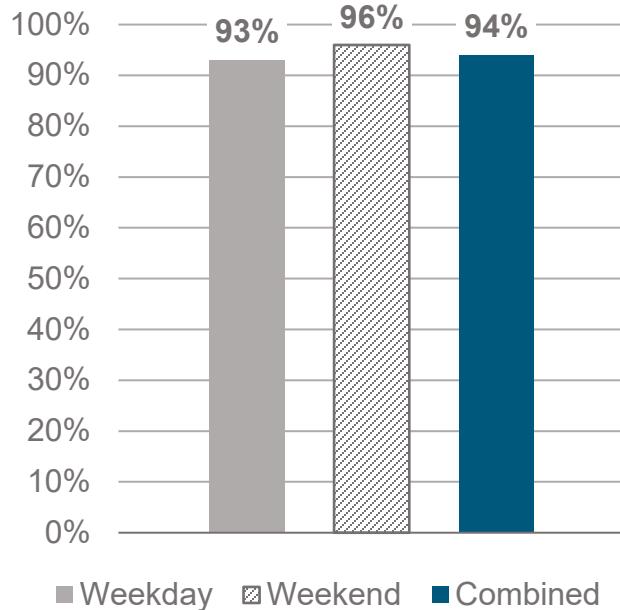
Average miles travelled by locomotives before maintenance/repair is required





On-Time Performance

Performance This Month (Nov-25)

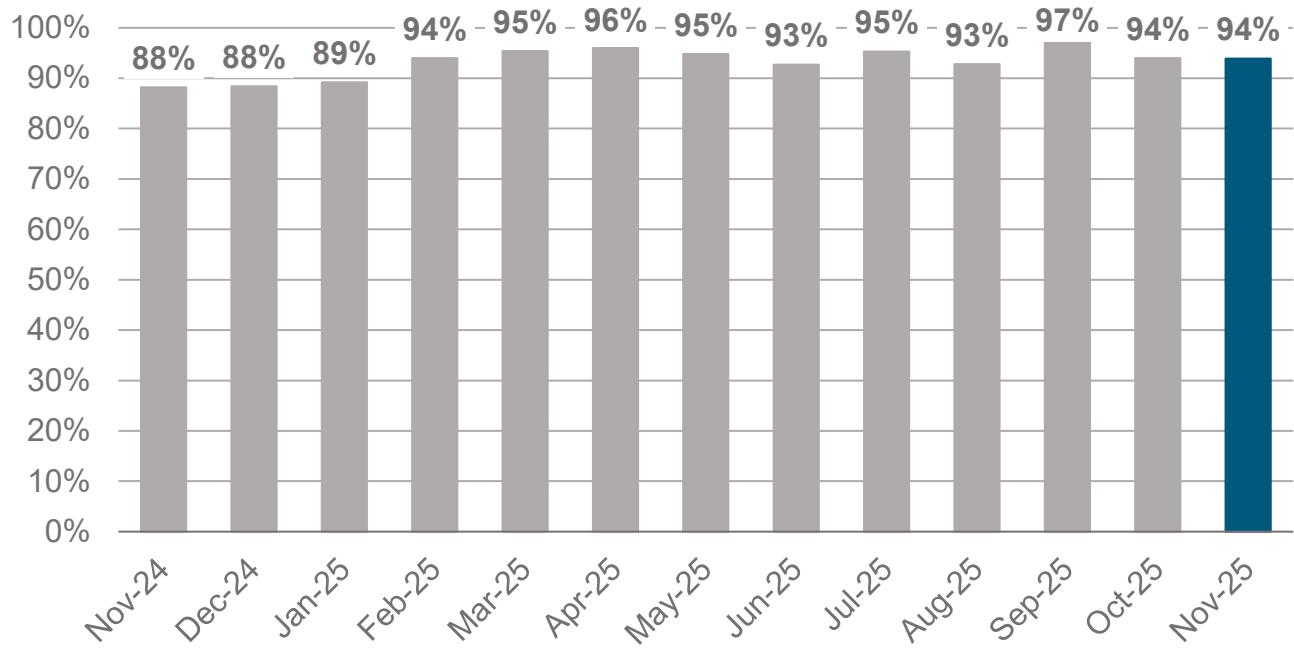


Trains are considered on-time if they arrive within six minutes of the scheduled arrival time at end-line locations (i.e. San Francisco, San Jose Diridon, and Gilroy).

The on-time performance (OTP) goal for Caltrain is 95%. Combined OTP for the month of November was 93.9%; trains arriving within 10 minutes of scheduled time was 95.3%.

Note that Weekend OTP includes holidays.

Monthly On-Time Performance in the Past Year





Delays and Cancellations

Sep-25

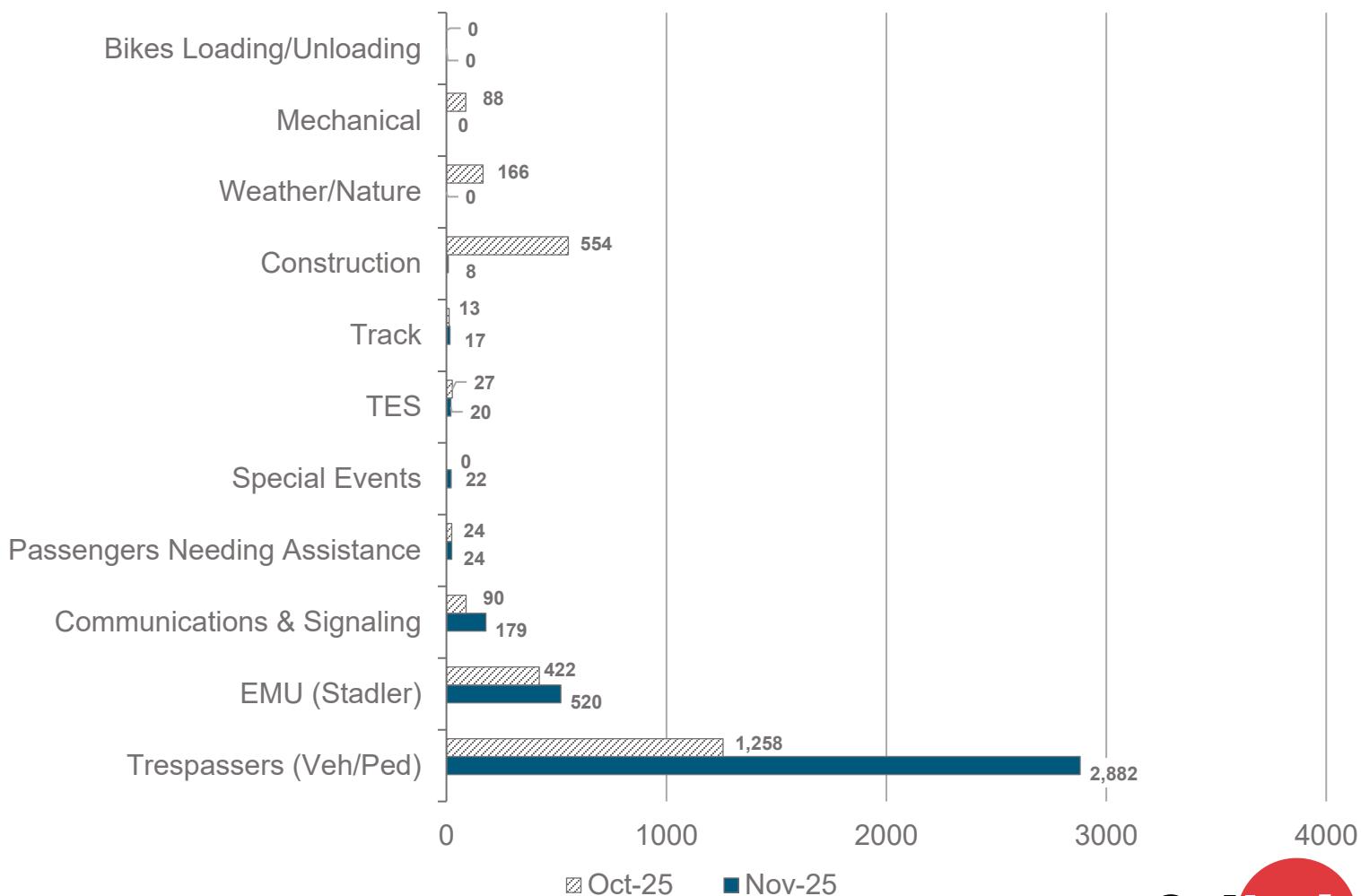
Oct-25

Nov-25

Number of Late Trains	84	187	172
Average Minutes Late for Late Trains	14	16	36
Number of Cancelled Trains	7	33	31

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.

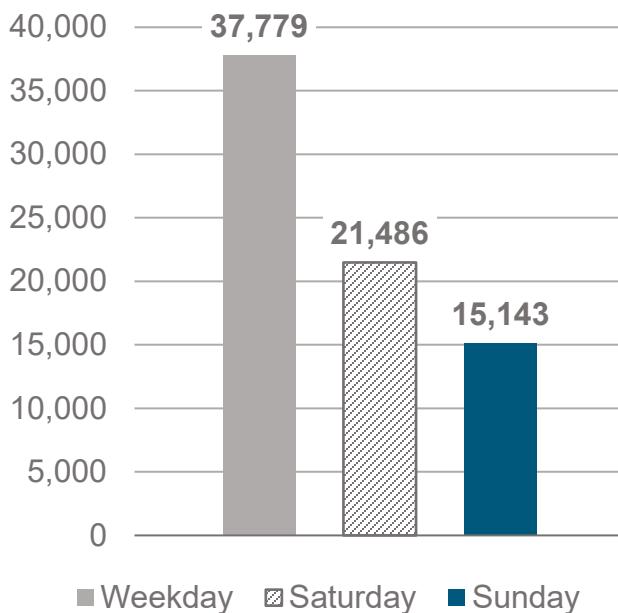
Reasons for Train Delays, by Minutes of Delay





Ridership and Revenue

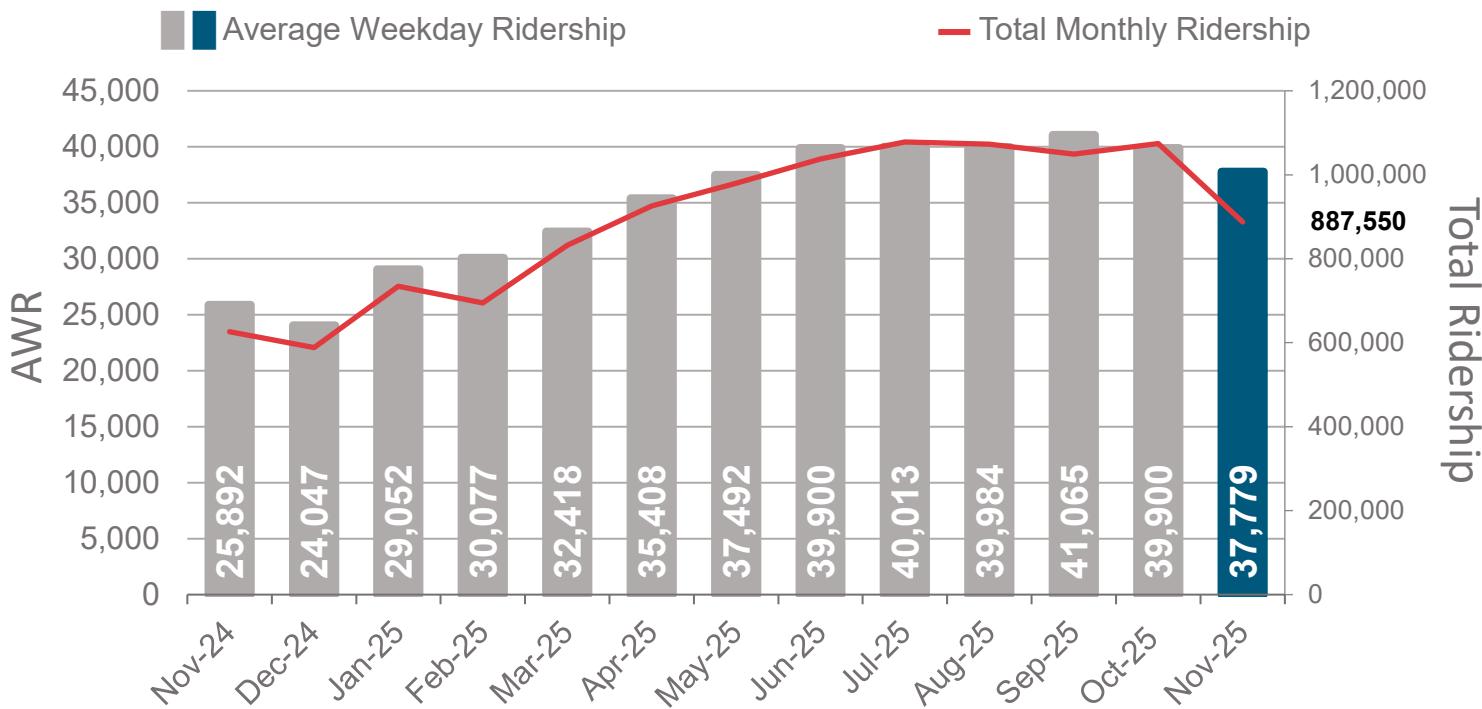
Average Daily Ridership (Nov-25)



Average weekday ridership (AWR) increased by approximately 46% percent compared to November of last year as riders continue to return to the Caltrain system for increased work and leisure travel.

The decrease in ridership between October and November is consistent with historical seasonal trends.

Ridership in the Past Year



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

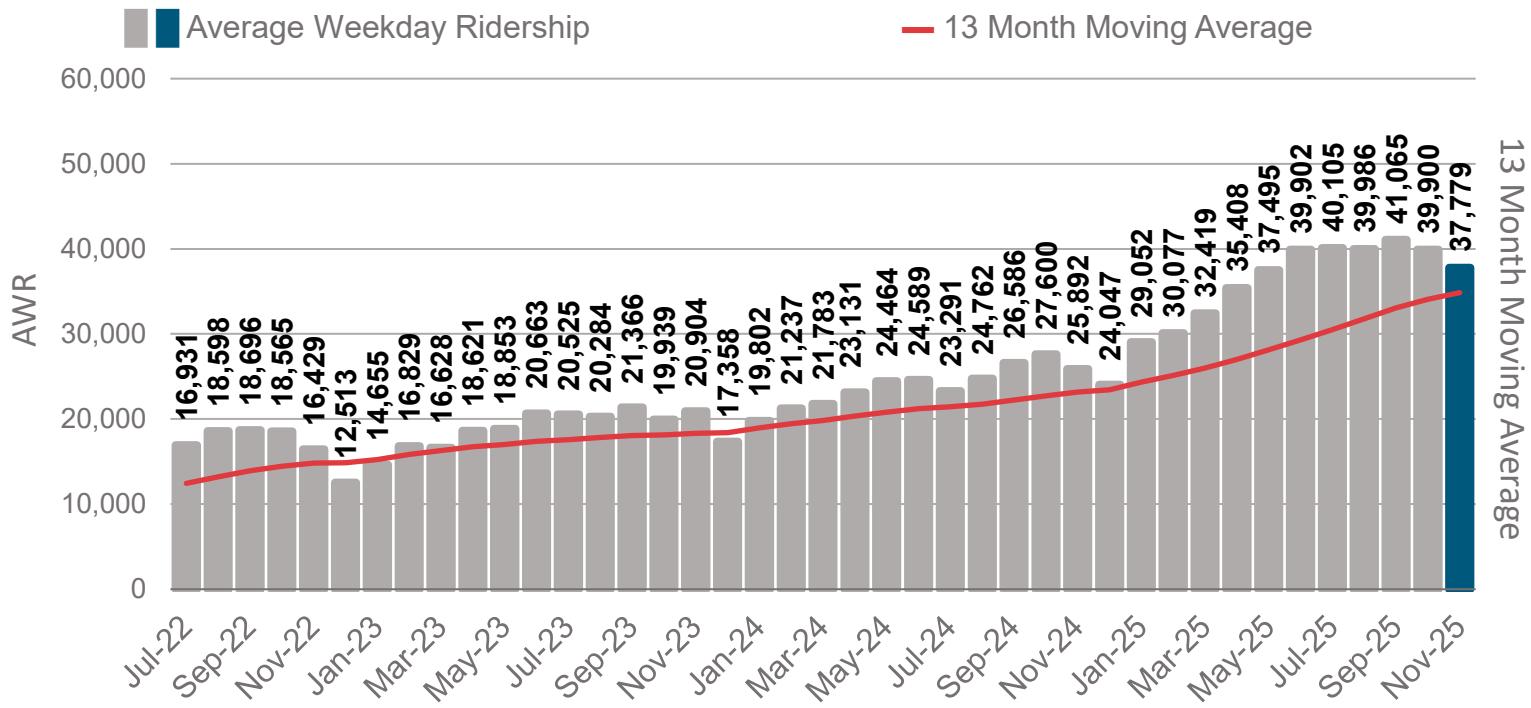




Ridership and Revenue

Average Weekday Ridership & 13 Month Moving Average:

Fiscal Year 2023 to Present



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

: 46%





Ridership and Revenue

Special Service Ridership Report

San Francisco Station

- Total event-day ridership at San Francisco Station in November was 6,668, a 104.6% increase compared to 2024 (3,259).
 - In November 2025, there were 6 events (6 Warriors regular season games) compared to 5 in 2024.

Palo Alto Station

- Total event-day ridership at Palo Alto Station in November was 2,820.
 - In November 2025, there were 2 events counted (2 Stanford Football games) compared to 0 in 2024.
 - There was 1 Stanford Football game in 2024, counted at Stanford Station.

Stanford Station

- Total event-day ridership at Stanford Station in November was 1,304, a 415.4% increase compared to 2024 (253).
 - In November 2025, there was 1 event counted (1 Stanford Football game) compared to 1 in 2024.

Mountain View Station

- Total event-day ridership at Mountain View Station in November was 3,915, a 2.6% increase compared to 2024 (3,514).
 - In November 2025, there were 2 events counted (2 49ers regular season game) compared to 2 in 2024.

Santa Clara Station

- Total event-day ridership at Santa Clara Station in November was 1,149.
 - In November 2025, there was 1 event counted (NWSL Championship game) compared to 0 in 2024.

San Jose Diridon Station

- Total event-day ridership at San Jose Diridon Station in November was 4,518, a 130.5% increase compared to 2024 (1,960).
 - In November 2025, there were 9 events counted (8 Sharks regular season games and the NWSL Fan Fest) compared to 7 in 2024.



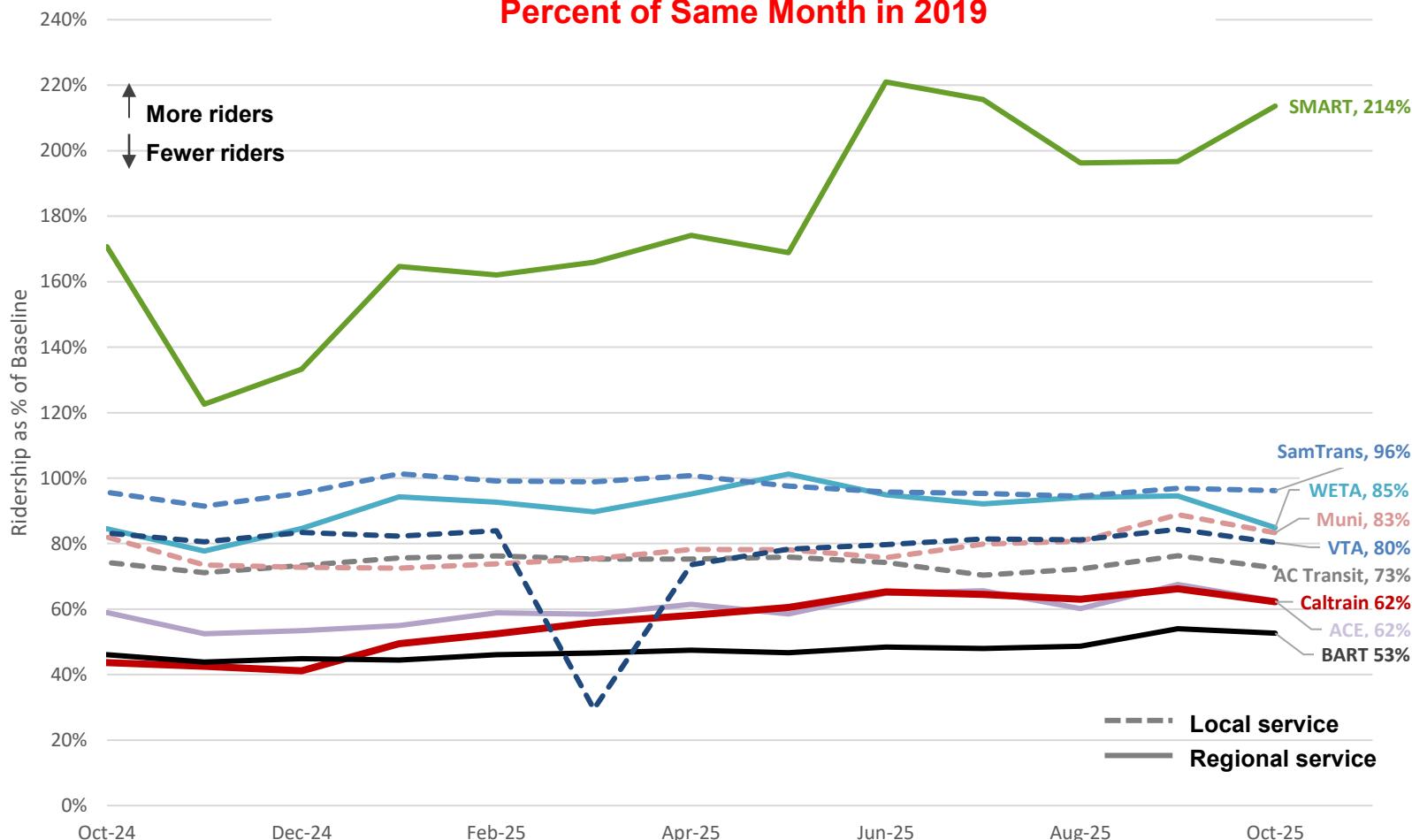


Public Transit Ridership Recovery in the Bay Area

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)

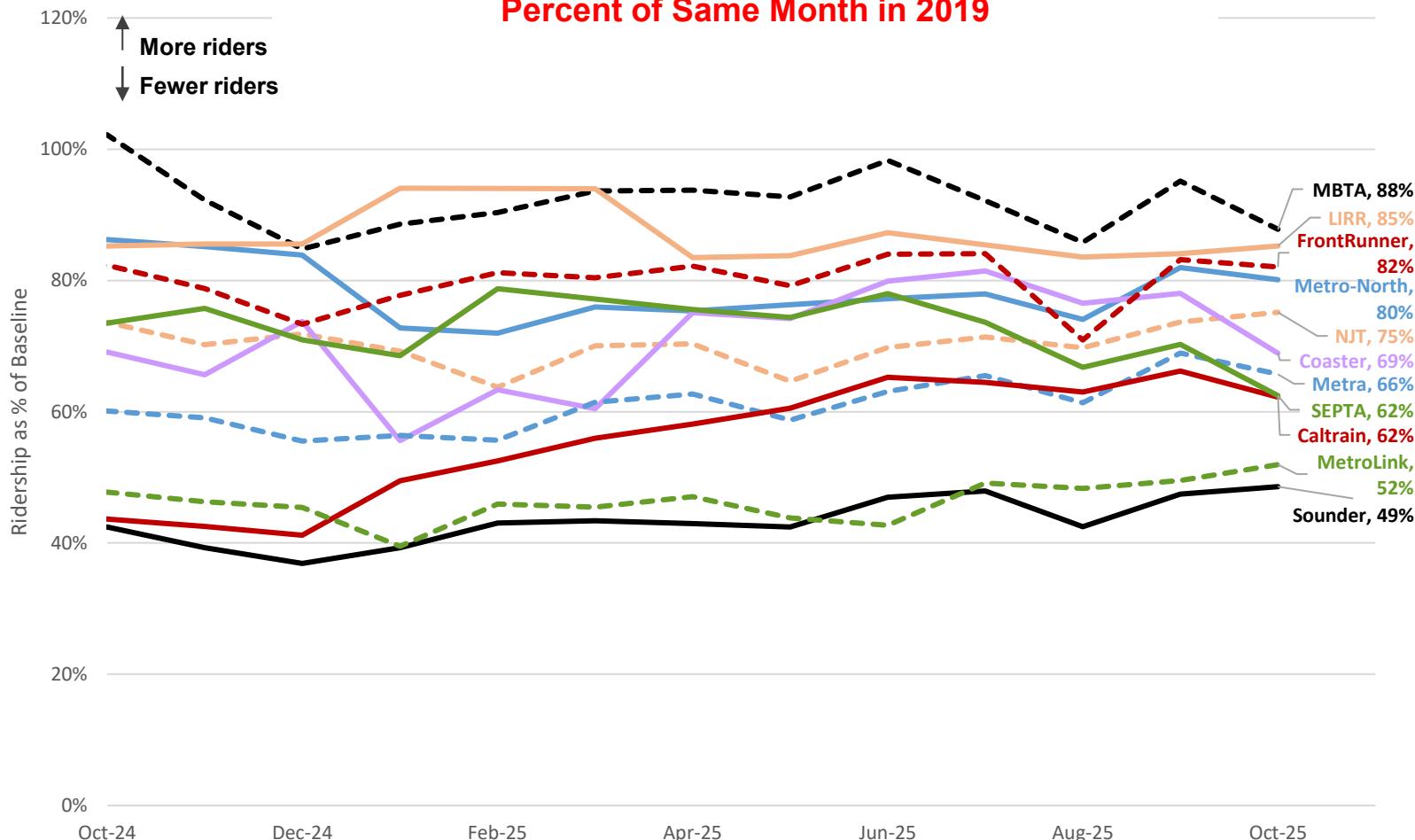
Transit Operator	24-Oct	24-Nov	24-Dec	25-Jan	25-Feb	25-Mar	25-Apr	25-May	25-Jun	25-Jul	25-Aug	25-Sep	25-Oct
Muni	15,402	13,045	12,977	13,673	12,606	14,222	14,696	14,957	13,740	14,455	15,170	15,234	15,647
BART	5,349	4,373	4,289	4,597	4,464	4,998	5,244	5,172	5,174	5,220	5,452	5,826	6,113
AC Transit	3,923	3,229	3,118	3,322	3,173	3,502	3,575	3,579	3,022	3,079	3,452	3,735	3,837
VTA	2,871	2,427	2,379	2,421	2,250	908	2,241	2,465	2,273	2,368	2,538	2,666	2,773
SamTrans	1,068	881	865	929	823	958	949	989	832	832	952	1,026	1,074
Caltrain	754	626	588	735	695	832	926	980	1,038	1,078	1,073	1,049	1,074
WETA	237	263	184	181	205	181	215	261	280	287	301	313	277
SMART	98	80	78	94	83	96	105	108	123	135	128	124	122
ACE	84	60	54	70	67	73	81	83	73	81	81	84	89



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.

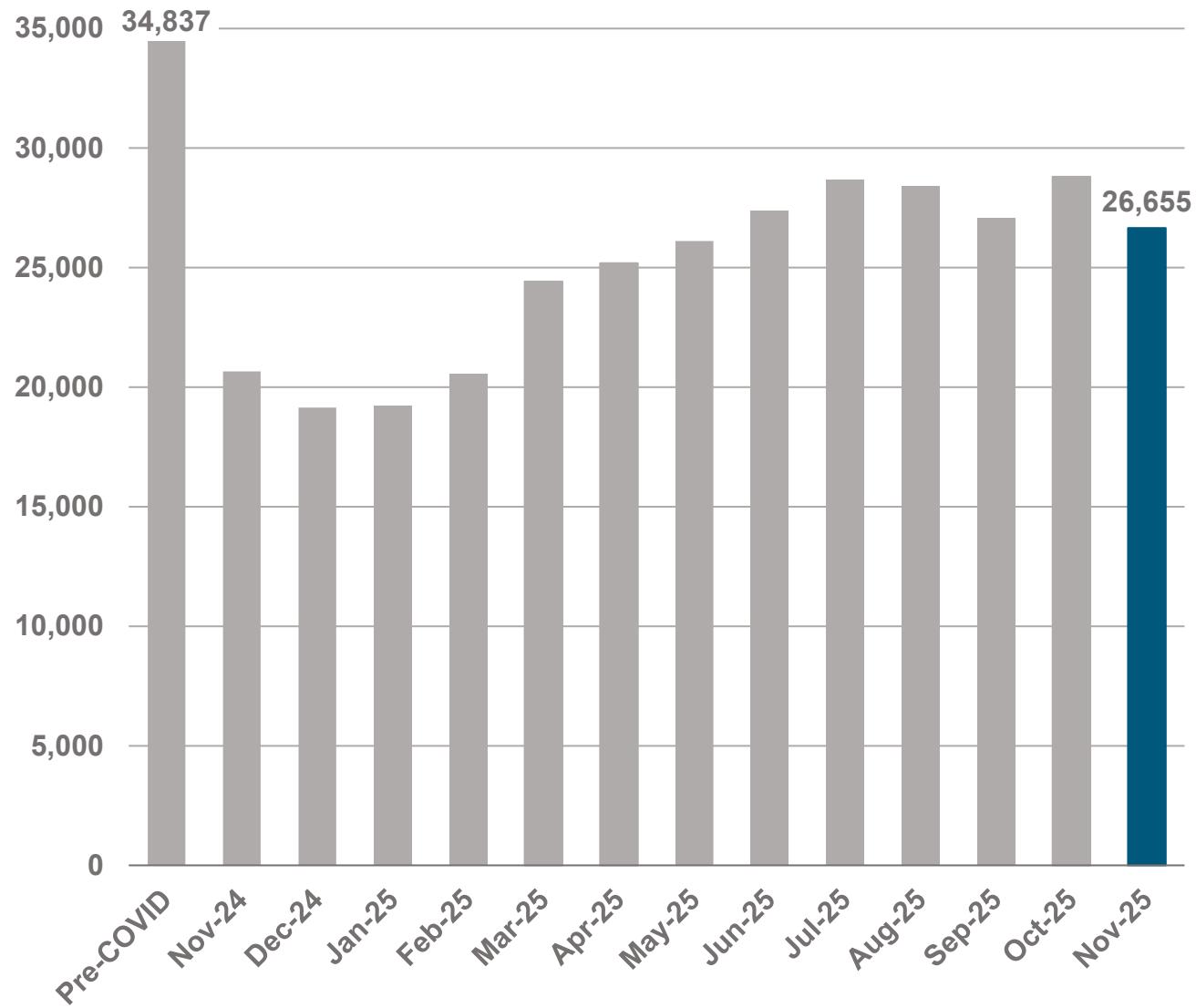
Total Monthly Ridership Estimates (in thousands)

Transit Operator	24-Oct	24-Nov	24-Dec	25-Jan	25-Feb	25-Mar	25-Apr	25-May	25-Jun	25-Jul	25-Aug	25-Sep	25-Oct
LIRR	8,715	8,046	8,357	8,357	7,560	8,371	8,211	8,371	8,211	8,536	8,371	8,211	8,715
Metro-North	7,161	6,234	6,435	5,269	4,732	5,680	5,935	6,090	6,010	6,189	5,726	6,174	6,654
NJ Transit	5,874	5,299	5,382	4,764	4,371	5,173	5,274	4,972	5,365	5,463	5,285	5,700	5,996
Metra	3,431	2,791	2,511	2,671	2,547	3,046	3,332	3,165	3,322	3,632	3,406	3,566	3,750
MBTA	2,976	2,391	2,273	2,397	2,155	2,462	2,522	2,506	2,424	2,551	2,404	2,430	2,556
SEPTA	2,403	2,174	2,061	2,098	2,173	2,248	2,321	2,244	2,093	2,023	1,823	2,170	2,042
Caltrain	754	626	588	735	695	832	926	980	1,038	1,078	1,073	1,049	1,074
MetroLink	521	473	438	412	445	500	540	497	446	504	504	522	567
FrontRunner	415	337	301	338	326	351	355	337	327	341	322	393	413
Sounder	188	144	130	164	136	164	175	167	171	188	169	182	215
SD Coaster	77	62	62	58	58	67	88	91	104	122	102	89	77



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.

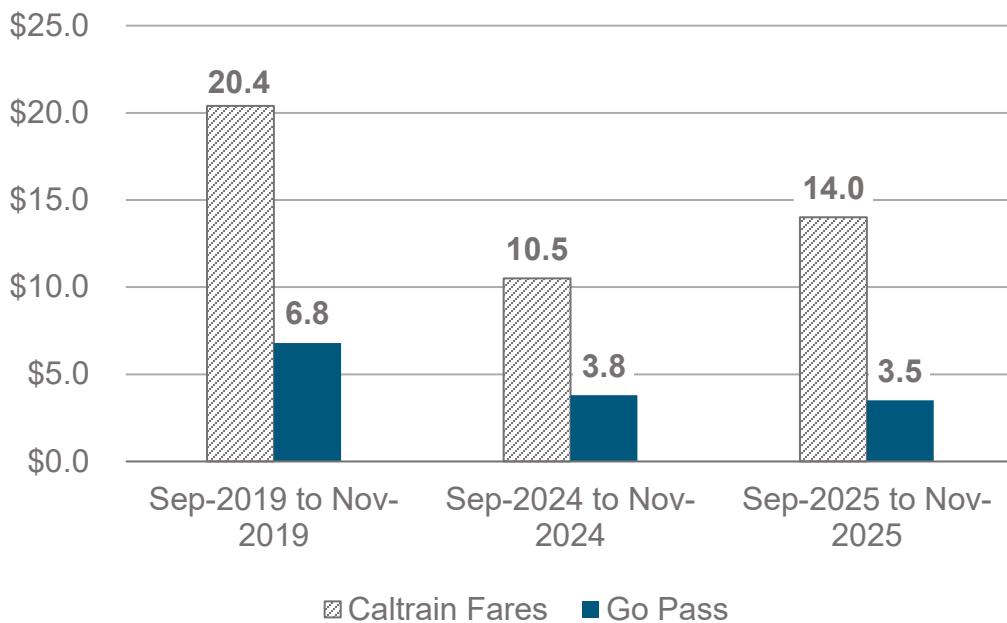
Pre-COVID data is provided for comparison purposes and represents average monthly transfers during the one-year period from March 2019 to February 2020.





Ridership and Revenue

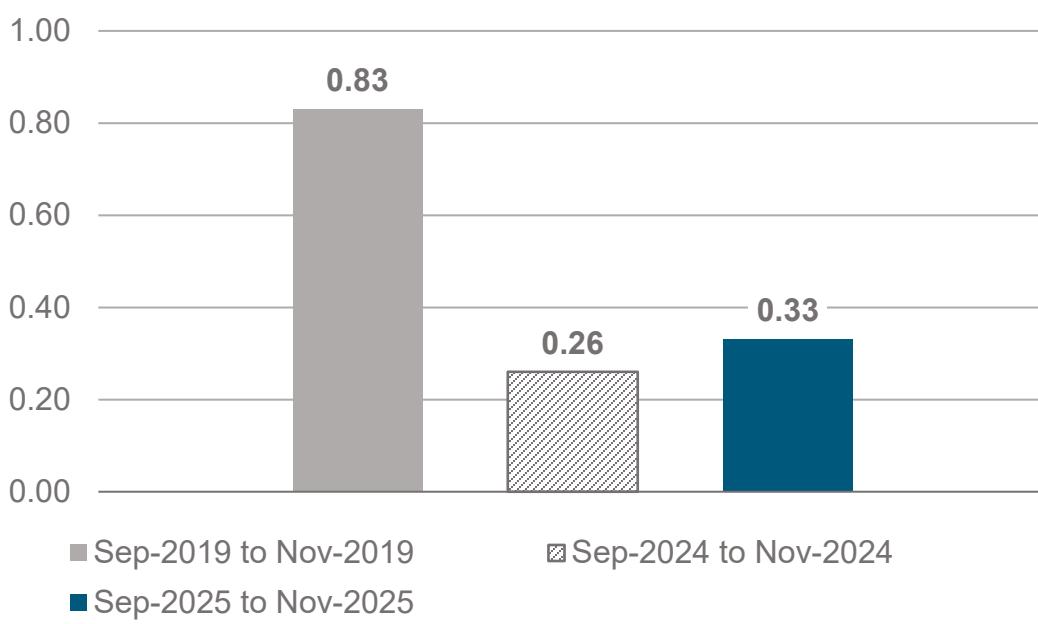
Total Fare Revenues (\$M) - Past 3 Months Comparison



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)



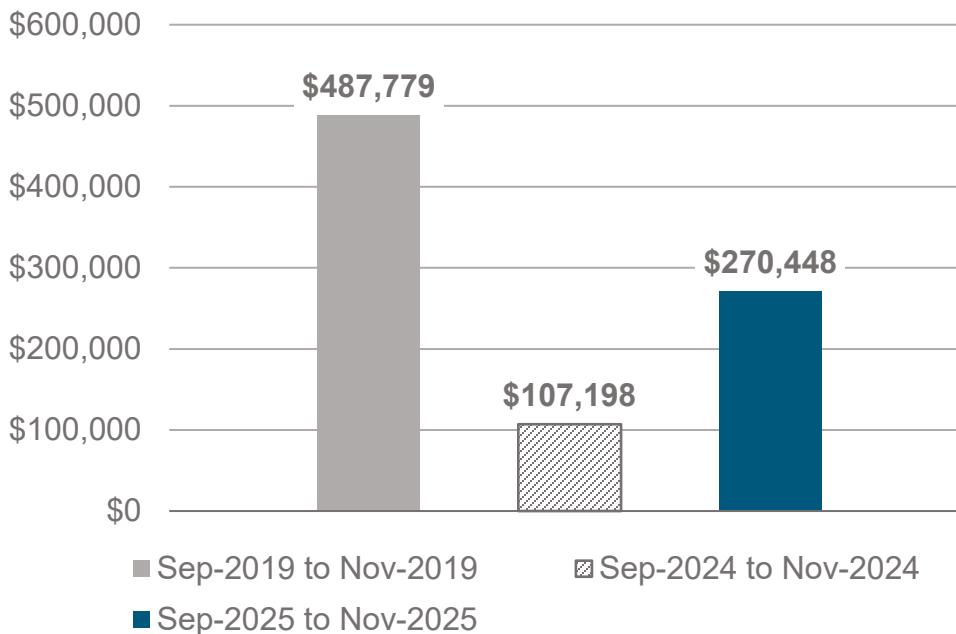
Farebox Recovery Ratio represents how much of the cost of providing service is covered by customer fares. A higher ratio indicates that a greater share of costs are covered by riders.





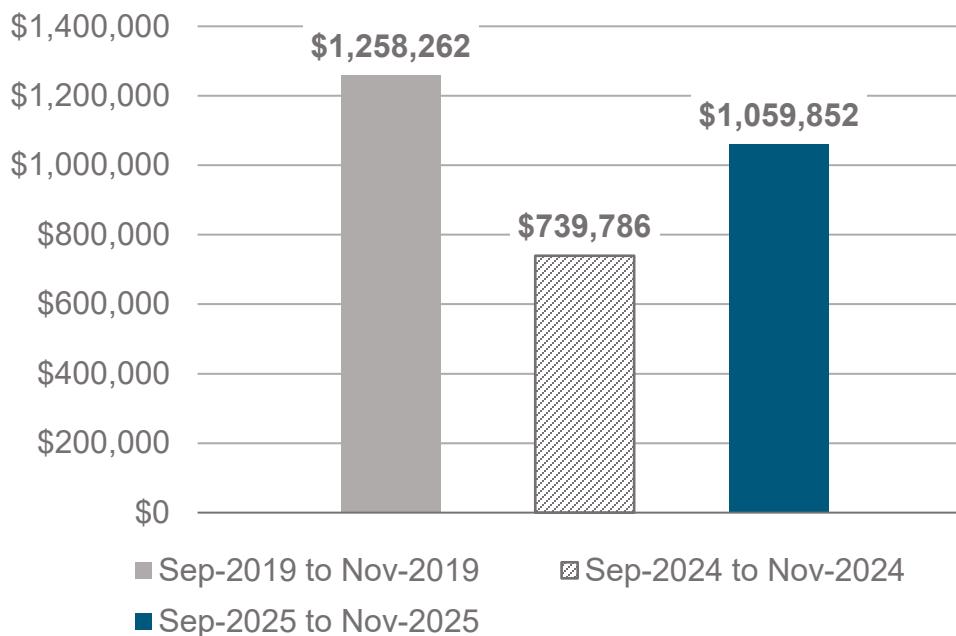
Ridership and Revenue

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)

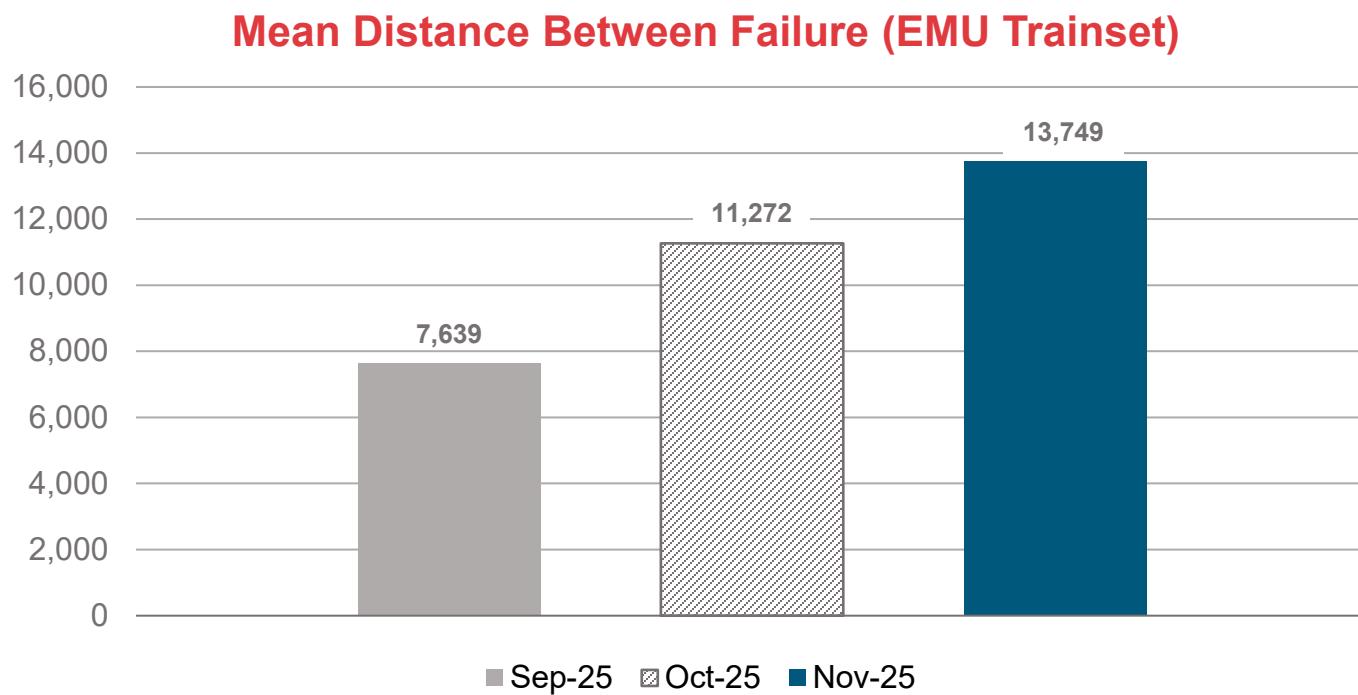


Parking Revenue is generated by purchases of daily and monthly parking permits for parking at Caltrain-owned lots.





Maintenance Performance (EMU Fleet)



Mean Distance Between Failure (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.

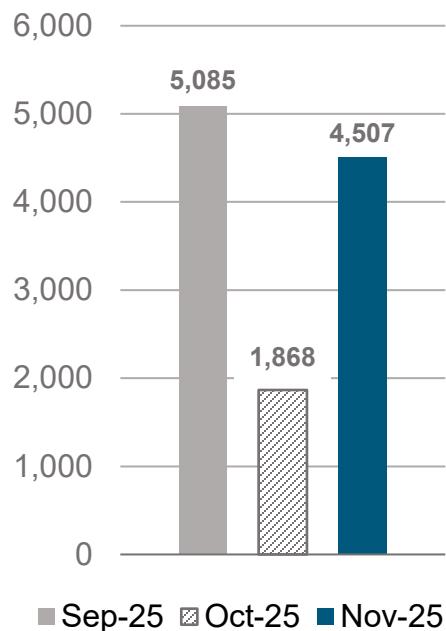
The graph on this page represents MBDF for all EMU (electric) passenger locomotives and cars in Caltrain's fleet. Diesel fleet data is on the following page.



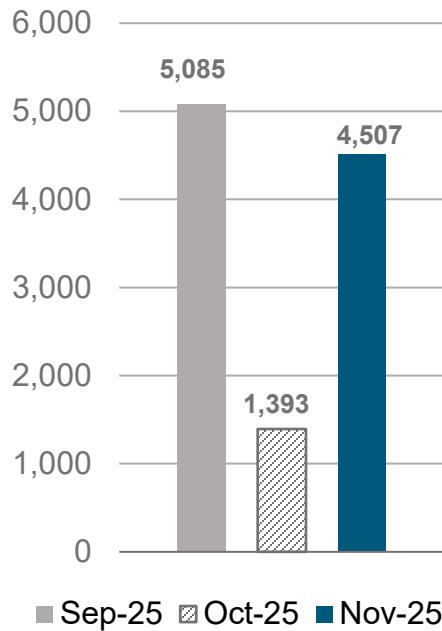


Maintenance Performance (Diesel Fleet)

Mean Distance Between Failure (Locomotives)



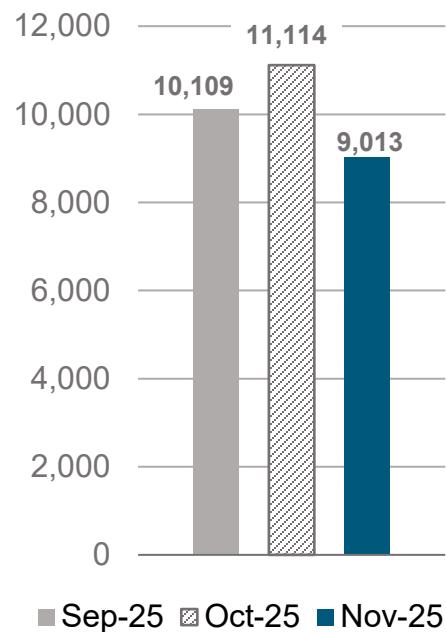
Mean Distance Between Failure (Cab Cars)



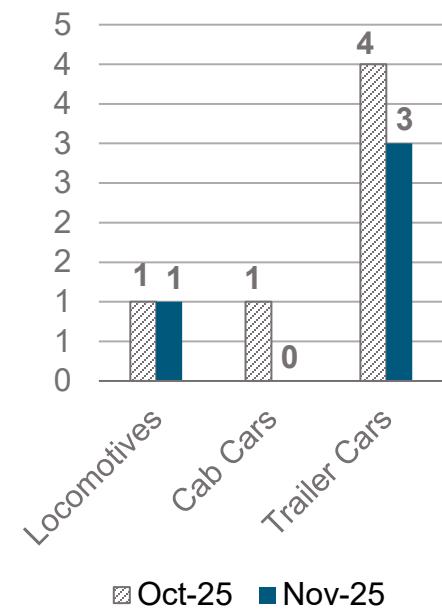
Mean Distance Between Failure (MBDF) is a measure of fleet reliability that represents the average distance traveled by revenue vehicles before maintenance or repair is required. A higher value indicates an improvement in reliability. Data is measured in miles.

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

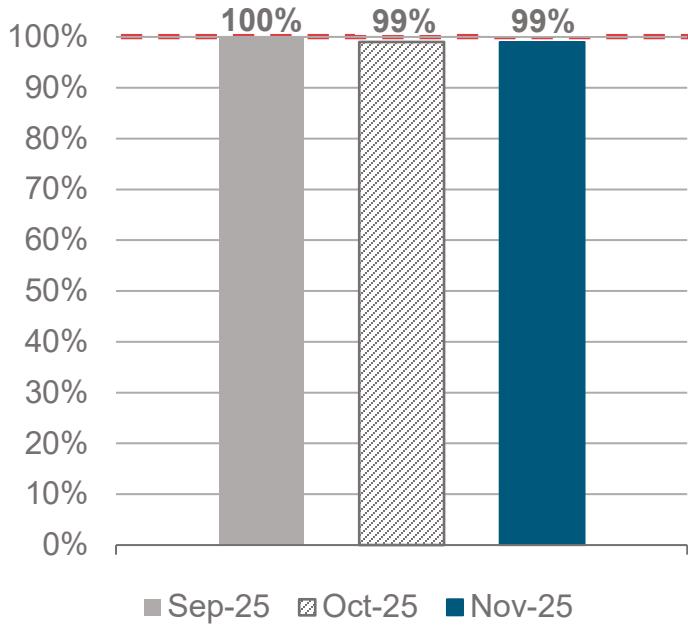


Equipment in Maintenance/Repair represents the number of diesel locomotives and passenger cars that are out of service on an average day each month due to routine and preventative maintenance or other repairs. EMU data is on the previous page.



Maintenance Performance

Equipment Availability (EMUs)

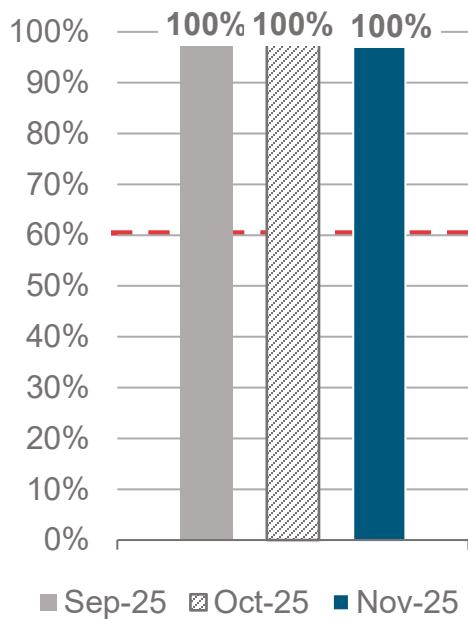


Equipment Availability is the number of trainsets, locomotives, or cars available for service on an average day each month as a percentage of the daily equipment required to run base service.

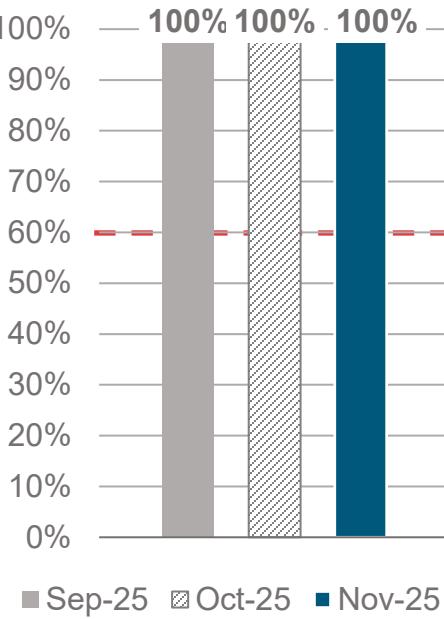
The graph to the left represents EMUs whereas the graphs below represent diesel equipment data, displaying Caltrain's mixed revenue fleet. Fourteen (14) EMUs are needed to operate the new weekday electric service.

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

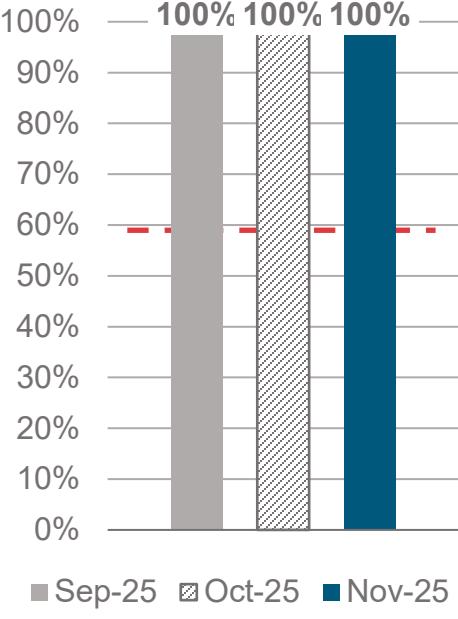
Equipment Availability (Diesel Locomotives)



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 Outlines Cuts to Come Without External Funding

At its November Board meeting, Caltrain outlined the significant service cuts and operational impacts the agency would face if the proposed regional transit funding measure fails in November 2026 and no new external funding is available.

The regional measure would establish a stable funding source for Caltrain and other Bay Area transit systems to maintain reliable, accessible service. If the measure fails, Caltrain would be forced to take actions to reduce the structural funding gap, unless new external funding sources are identified. These measures would not be undertaken lightly but would be unavoidable in the absence of new revenue.

Potential impacts in the scenario presented include:

- Closing more than one-third of stations
- No weekend service
- Reducing service to once an hour
- Ending operations by 9 p.m.
- Cutting segments of service

These impacts would significantly undermine the progress Caltrain has made in recent years to rebuild ridership, improve service reliability, and support clean air goals through electrification. Significant service cuts would push tens of thousands of daily riders back into cars, increasing congestion, air pollution, and greenhouse gas emissions while making it harder to reach jobs, social events, and local businesses. Reduced transit frequency would also diminish the value of properties near stations and weaken the region's economic vitality.

Caltrain to Eliminate Clipper Discount on Jan. 1

As of Jan. 1, 2026, Caltrain will be eliminating the 55-cent discount on all Clipper fares. This change will align prices for all fare payment methods on Caltrain. It will apply to all Clipper prices, including the price of Monthly Passes, which is calculated based on the cost of 24 one-way fares for the number of zones purchased.





Service and Program Updates

All Aboard the Holiday Train for the First Time Dec. 13

On Saturday, Dec. 13, the Holiday Train was reinvented as an on-board experience as it rang in the holiday season from San Jose to San Francisco and back again.

Ticket holders were able to ride the Holiday Train for the first time, where they enjoyed a beautifully decorated interior, carols performed by Ensemble Continuo, a reading of holiday stories, arts and crafts and even a visit from Santa himself. The Holiday Train made a total of eight stops in each direction, serving community events like San Mateo on Ice, Hometown Holidays, the German Holiday Market, the South Bay Historical Railroad Society, and Christmas in the Park.

Caltrain partnered with Real Options for City Kids (ROCK), Samaritan House, and the Bill Wilson Center to support the Holiday Train and shared some of the proceeds from the sale of tickets with the non-profits as well as provided tickets to the clients they serve.

Caltrain Connects Fans to Billie Eilish at Chase Center, Making Them Happier Than Ever

Billie Eilish was at the Chase Center on Saturday and Sunday, Nov. 22 and 23, and Caltrain continued to be the best way to get to the show. San Francisco Station is a short walk from the venue, which is also easily accessible via the Muni T-Third Street line which is free for Chase Center ticket holders.

Caltrain is your big ride for the Big Game

The Big Game between the Stanford Cardinal and the California Golden Bears took place at Stanford Stadium on Saturday, Nov. 22, at 4:30 p.m. Fans enjoyed a short walk after riding on Caltrain, the reliable, traffic-free option to get to and from the stadium.

Caltrain is thankful for the Thanksgiving Holiday

Caltrain operated alternative schedules for the Thanksgiving holiday on Thursday, Nov. 27, and the day after Thanksgiving on Friday, Nov. 28.

On Thursday, Caltrain operated a weekend schedule for the holiday. The day after Thanksgiving, Caltrain operated a modified schedule with local service all-day starting in the early morning through the late evening with two South County connector round trip trains.





Communications and Marketing Update

Strategic Communications (Media and Social)

Press Releases/Blogs/Post:

- Caltrain Partners with ParkMobile
- Caltrain Outlines Cuts to Come Without External Funding
- Caltrain to Eliminate Clipper Discount on Jan. 1
- All Aboard the Holiday Train for the First Time Dec. 13
- Caltrain Connects Fans to Billie Eilish at Chase Center, Making Them Happier Than Ever
- Caltrain is your big ride for the Big Game
- Caltrain is thankful for the Thanksgiving Holiday

Earned Media:

- Residents of tech tycoon city that's home to Mark Zuckerberg are sick of sleepless nights
- Daily Mail
- Caltrain could face 'draconian' cuts. Will the Bay Area pay higher taxes to save it? - SF Chronicle
- San Francisco commuter railroads face fiscal cliff in 2027 - SmartCities Dive
- Caltrain: Silicon Valley's brand-new electric rail line threatened by drastic cuts - CheckMag
- Holiday magic moves on board as Caltrain transforms its long-running event into a festive ride from San Jose to San Francisco - San Mateo County News
- Caltrain Warns Bay Area Riders Of Massive Service Cuts - Hoodline
- Caltrain riders face uniform pricing next year as Caltrain removes the Clipper fare cut amid rising demand - San Mateo County News
- When is the Best Time to Depart from Berkeley for the Big Game? - Newsbreak
- El Dorado Avenue could be site of Palo Alto's next bike tunnel - Palo Alto Online
- New state law allows 75-foot housing near Caltrain station - The Almanac
- Mountain View faces \$99M funding gap for Rengstorff train crossing project - Mountain View Voice





Communications and Marketing Update

Strategic Communications (Media and Social, cont.)

Caltrain E-Newsletter Metrics

NOVEMBER 2025	
Subscribers	14,725
Open Rate	43.5%
Click Rate	4.7%

Electrification:

Caltrain to be paid for clean power returned to the grid.

Strategic Communications (Social):

In November, the team delivered several key messaging accomplishments. Riders reported a 93% satisfaction rate with our service. Following the discontinuation of the Caltrain mobile app, Caltrain transitioned parking operations in partnership with ParkMobile. The team also deployed rotational messaging, including bike etiquette that highlighted amenities for bike riders, support for marketing efforts to promote events in San Jose with a focus on Spanish-speaking audiences, and biweekly South Bay highlights reminding riders of Gilroy service, Next Generation Clipper, and the Dollar Youth Fare. In addition, the team supported messaging for the announcement of the new Holiday Train experience.

Other Messaging Highlights:

- New Holiday Sweater Drop
- Speaker Pelosi announces retirement
- National Transit Career Day
- Next Generation Clipper
- Cal-Stanford Game





Communications and Marketing Update

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.

NOVEMBER 2025	NOVEMBER 2024
Impressions: 514,828	Impressions: 1,210,634
Engagements: 19,450	Engagements: 42,398
Post Link Clicks: 4,584	Post Link Clicks: 3,145

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: 30,536
 - Impressions: 589,830
 - YouTube Views: 103,617

• South County Promotion

- Digital ads ran in South County communities in September and October, including customized ads for Gilroy and Morgan Hill. Staff attended Gilroy's La Ofrenda Festival event Nov. 1 and talked with approx. 350+ people.
 - So Co ridership up **+22%** over November 2024.
 - Webpage Views: 447 (October: 9,523)
 - Paid digital paused in November.
 - Bus shelter ads and VTA bus ads are approved and in production.





Communications and Marketing Update

Marketing Activities (cont.)

The Caltrain Current Events and Promotions Newsletter

The first Caltrain events and promotions newsletter went out in November and had good numbers.

	FALL/WINTER 2025
Subscribers	400
Open Rate	40.6%
Click Rate	5.3%

Looking Ahead

- Valentine's Day promotion, Super Bowl, Hispanic campaign to increase ridership

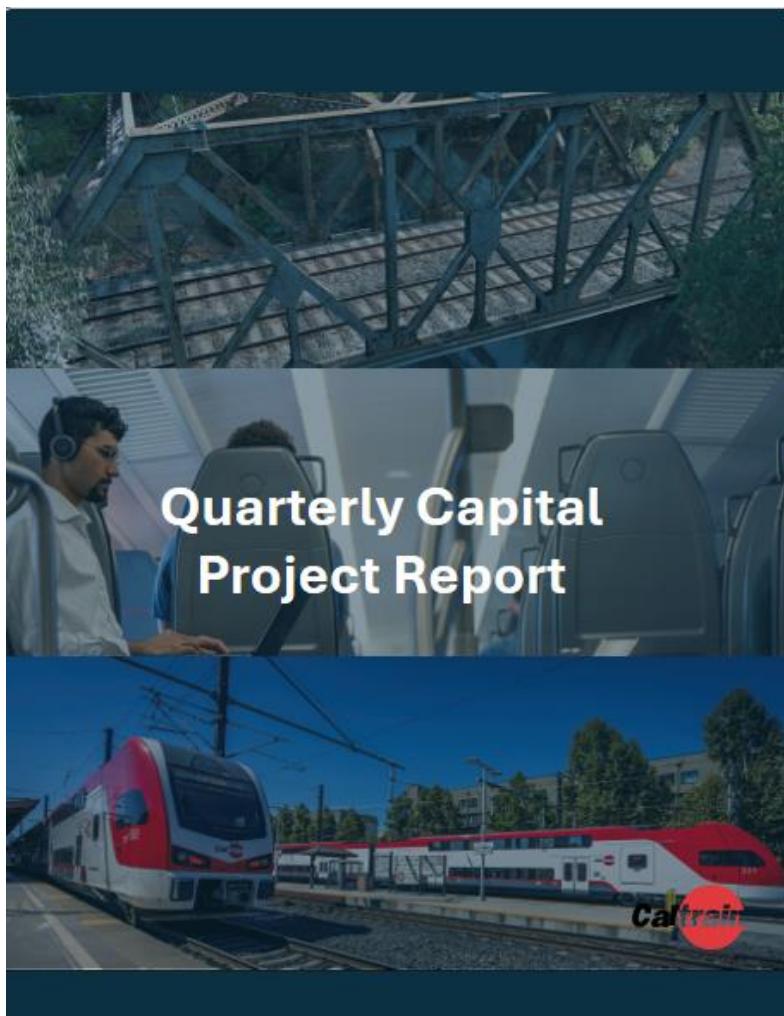




Capital Projects Update

As of the November 2025 Executive Director's Monthly Report, Capital Projects notes will be a separate item posted online. Please refer to the most recent [Quarterly Capital Projects Report for Quarter 1 of FY2026](#) (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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