



Executive Director's Monthly Report: April 2026

Executive Director Michelle Bouchard

Report prepared for May Board meeting; data current through March 2026.



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

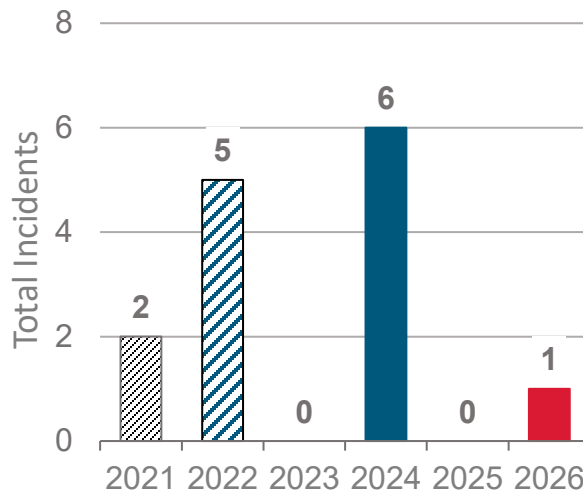
Reportable Injury Trends



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 2026 is 0.85.

Strains, contusions, and lacerations constitute the majority (87%) 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) Derailment; and (3) Other Incidents.

Reportable Rail Equipment Incidents from recent years peaked at 6 in 2024. There were no reportable incidents in 2023 or 2025; there has been 1 reportable incident so far in 2026.

Days without a Reportable Injury as of 4/1/2026

Department	Days Without Injury	Date of Last Injury
Dispatch	2,135	5/27/2020
Operations	50	2/10/2026
Maintenance of Equipment	269	7/6/2025
Maintenance of Way	247	7/28/2025
Other	2,135	5/27/2020





Safety Culture Engagement Efforts

Ongoing Safety Culture Transformation

- The Safety Champion program continues 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. Ongoing topics covered include "Why Safety is Important to Me" and safety roadshows. Caltrain held a Safety Roadshow April 22nd at Central. This also included discussions on Quality Assurance and Quality Control.
- 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 8th cohort thus far) was recognized in April 2026. Future Safety Leaders will be recognized in quarterly All Hands meetings.
- 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 in the Bay Area including FIFA.
- Acceptance Testing is in the final phase for the new Safety Information Management System, which will centralize all incident-reporting data.
- "Spring Trends" has begun with a focus on reducing employee strain and sprain injuries.

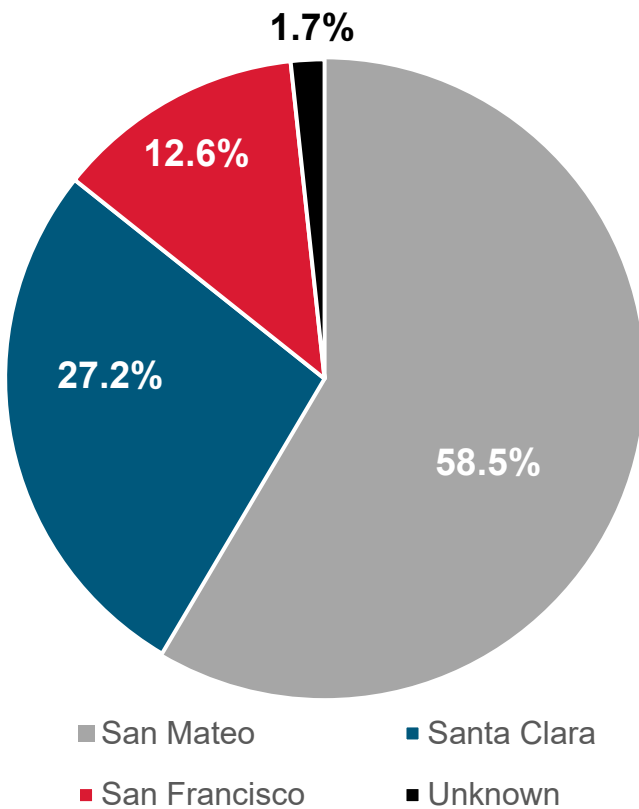




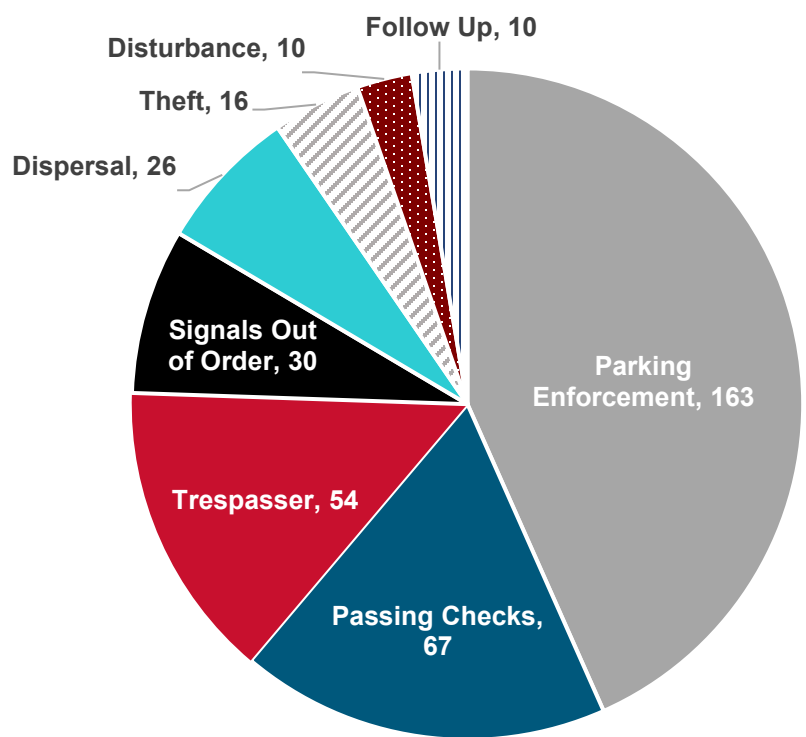
Security Update

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 March 2026



Number of Calls by Category March 2026¹



March 2026 Service Call Data

Overall Average Response Time: **25:40**

Average Response Time for **Priority 1** Calls*: **33:01**

Average Response Time for **Priority 2** Calls**: **23:12**

*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 513 in March across 19 categories. The pie chart shows the top 7 categories representing 376 calls or 73% of the total.

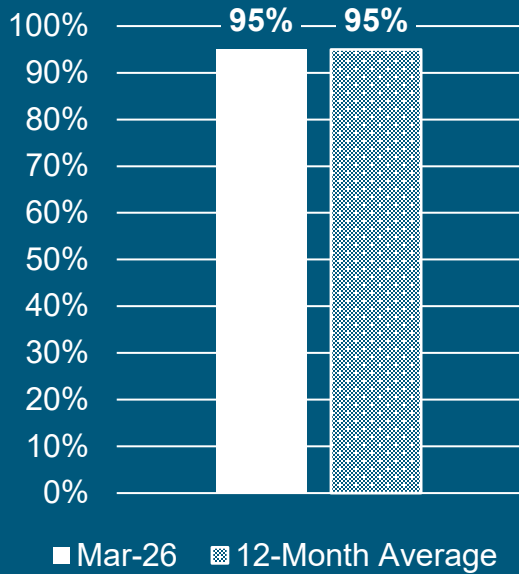




Performance at a Glance

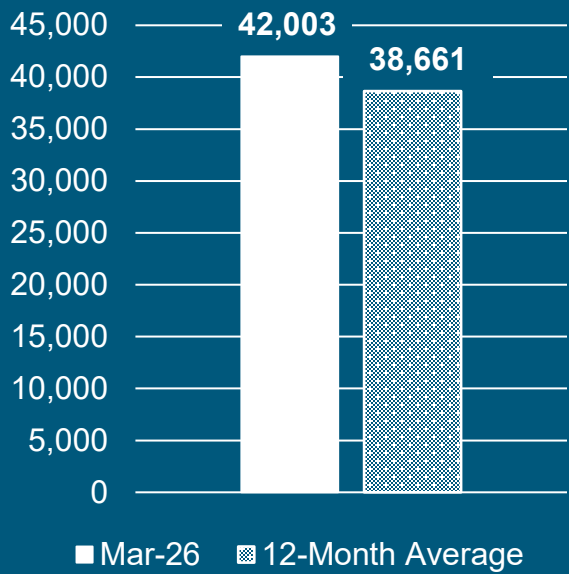
On-Time Performance

Percentage of trains arriving within six minutes of the scheduled time



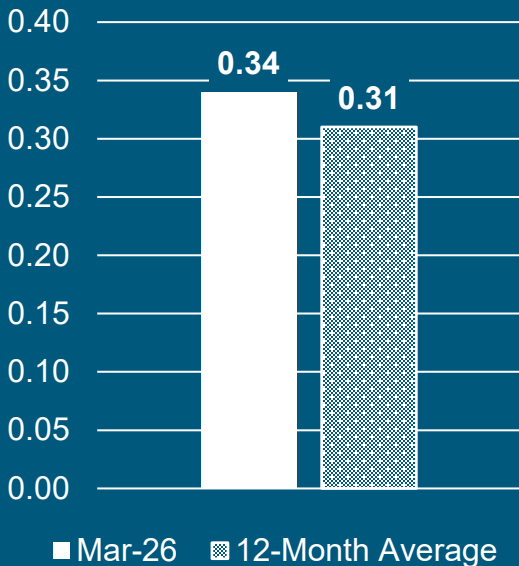
Average Daily Ridership

Average estimated weekday ridership



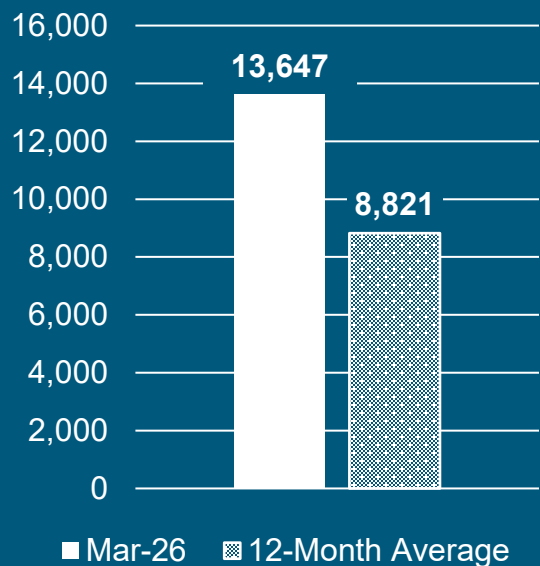
Farebox Recovery Ratio

Ratio of fare revenue to operating costs



Mean Distance Between Failures

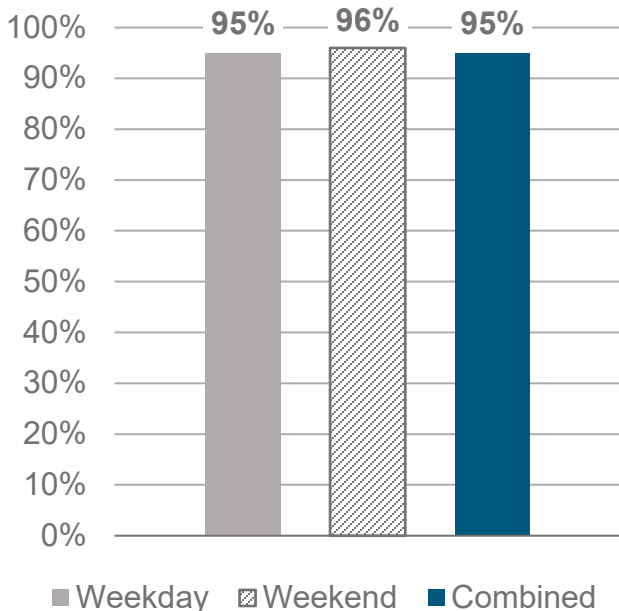
Average miles travelled by locomotives before maintenance/repair is required





On-Time Performance

Performance This Month (Mar-26)

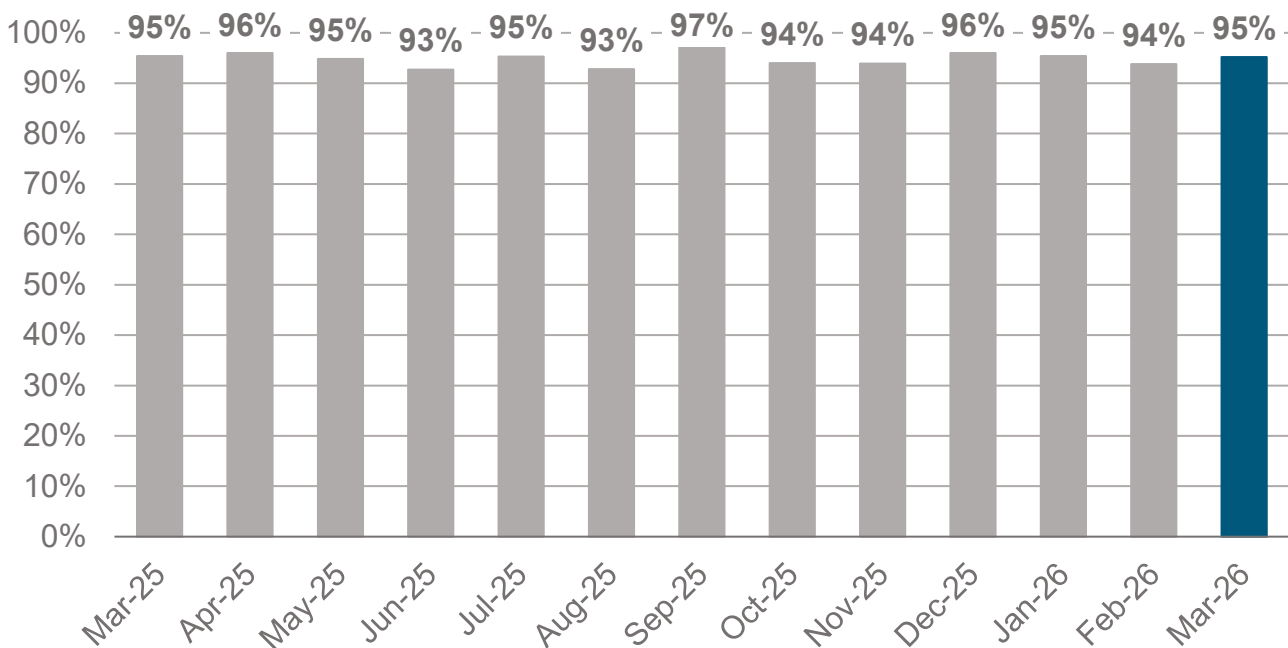


Trains are considered on-time if they arrive within less than six minutes of the scheduled arrival time at end-line locations (i.e. San Francisco, San Jose Diridon, and Gilroy).

The on-time performance (OTP) goal for Caltrain is 95%. Combined OTP for the month of February was 95.2%; trains arriving within 10 minutes of scheduled time was 96.4%.

Note that Weekend OTP includes holidays.

Monthly On-Time Performance in the Past Year





Delays and Cancellations

Jan-26

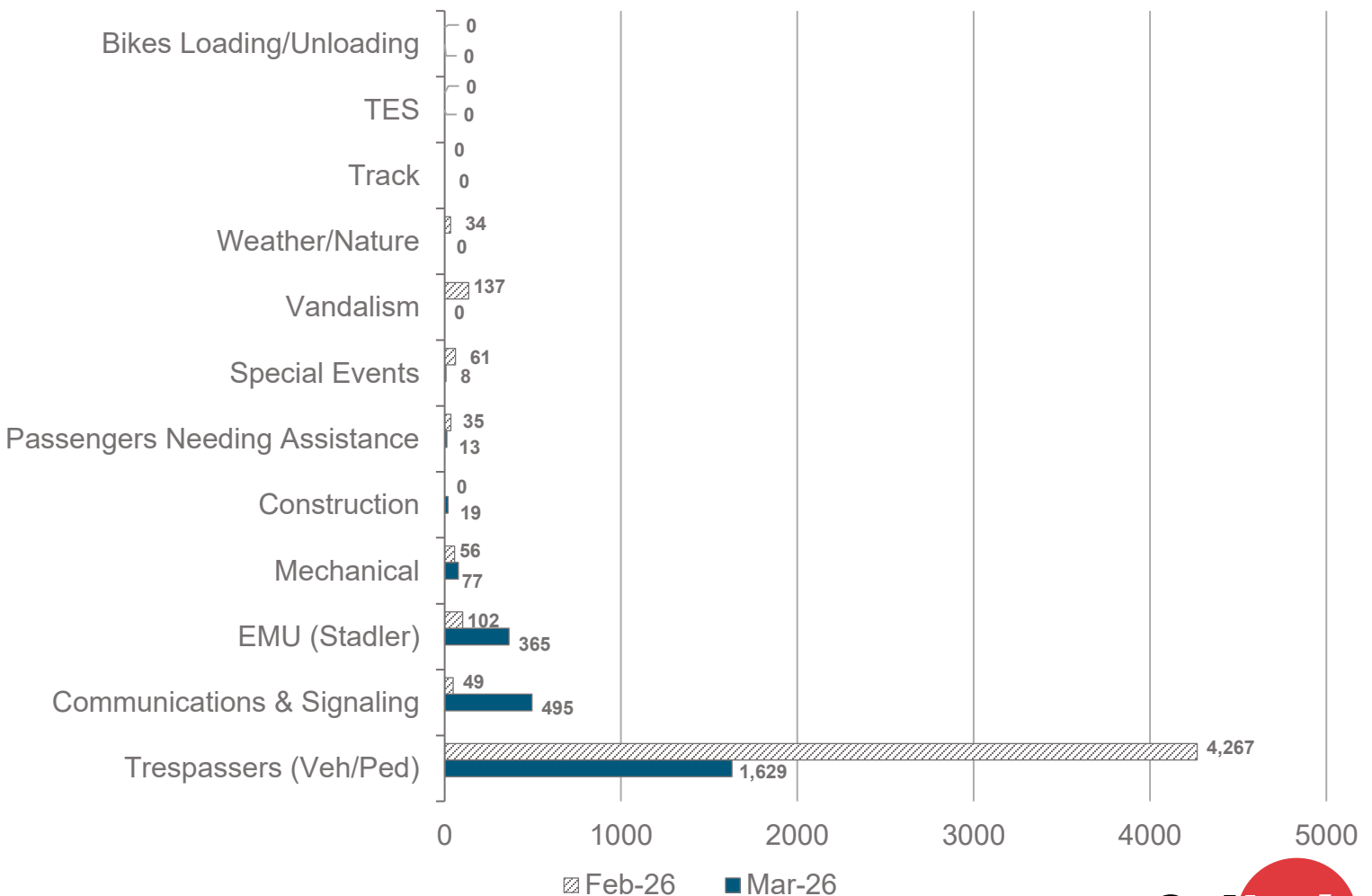
Feb-26

Mar-26

Number of Late Trains	136	169	146
Average Minutes Late for Late Trains	20	29	22
Number of Cancelled Trains	3	22	7

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.

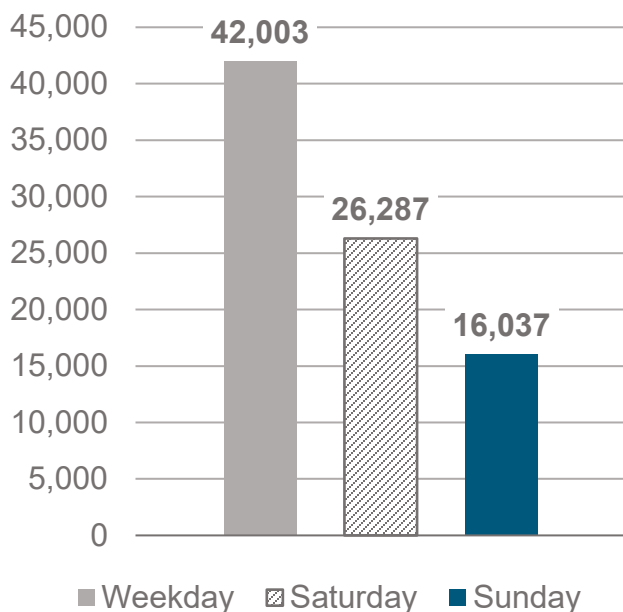
Reasons for Train Delays, by Minutes of Delay





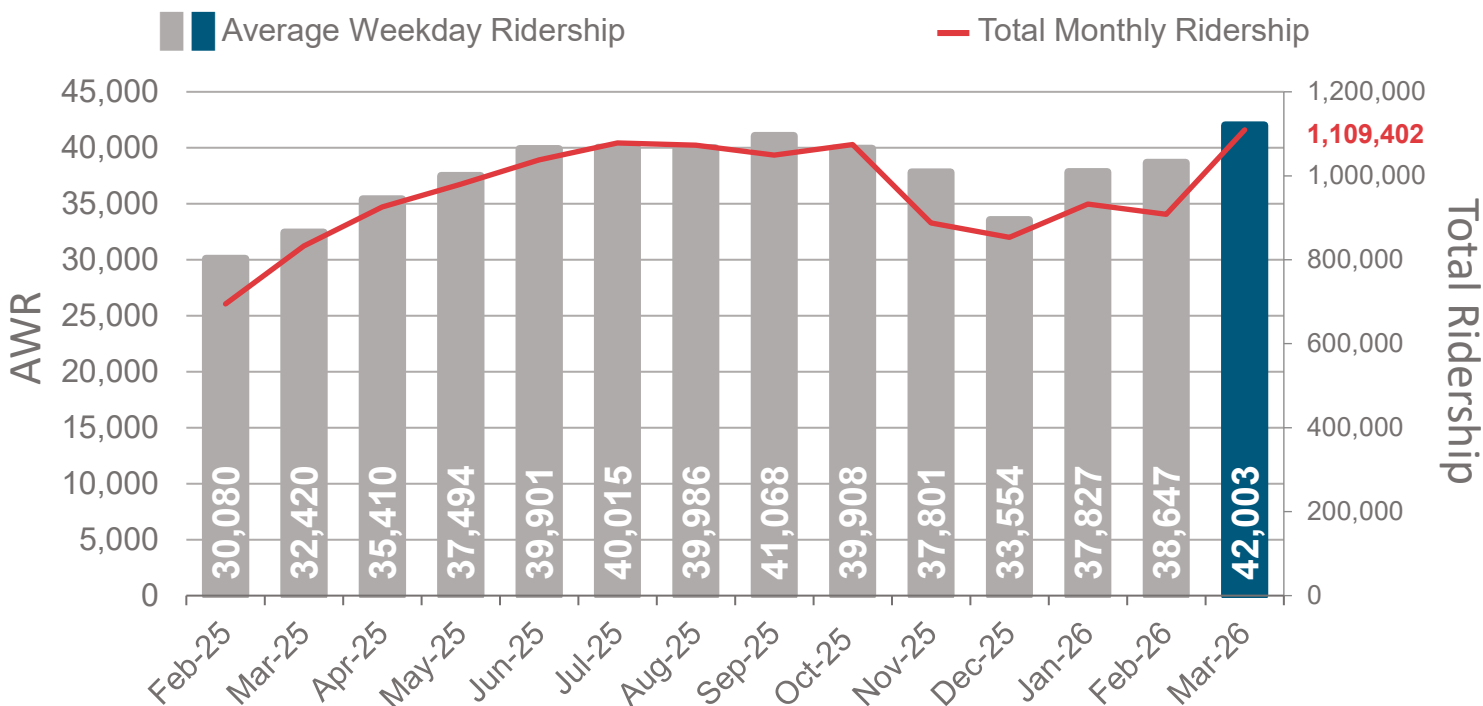
Ridership and Revenue

Average Daily Ridership (Mar-26)



Average weekday ridership (AWR) increased by approximately 30% percent compared to March of last year as riders continue to return to the Caltrain system for increased work and leisure travel.

Ridership in the Past Year



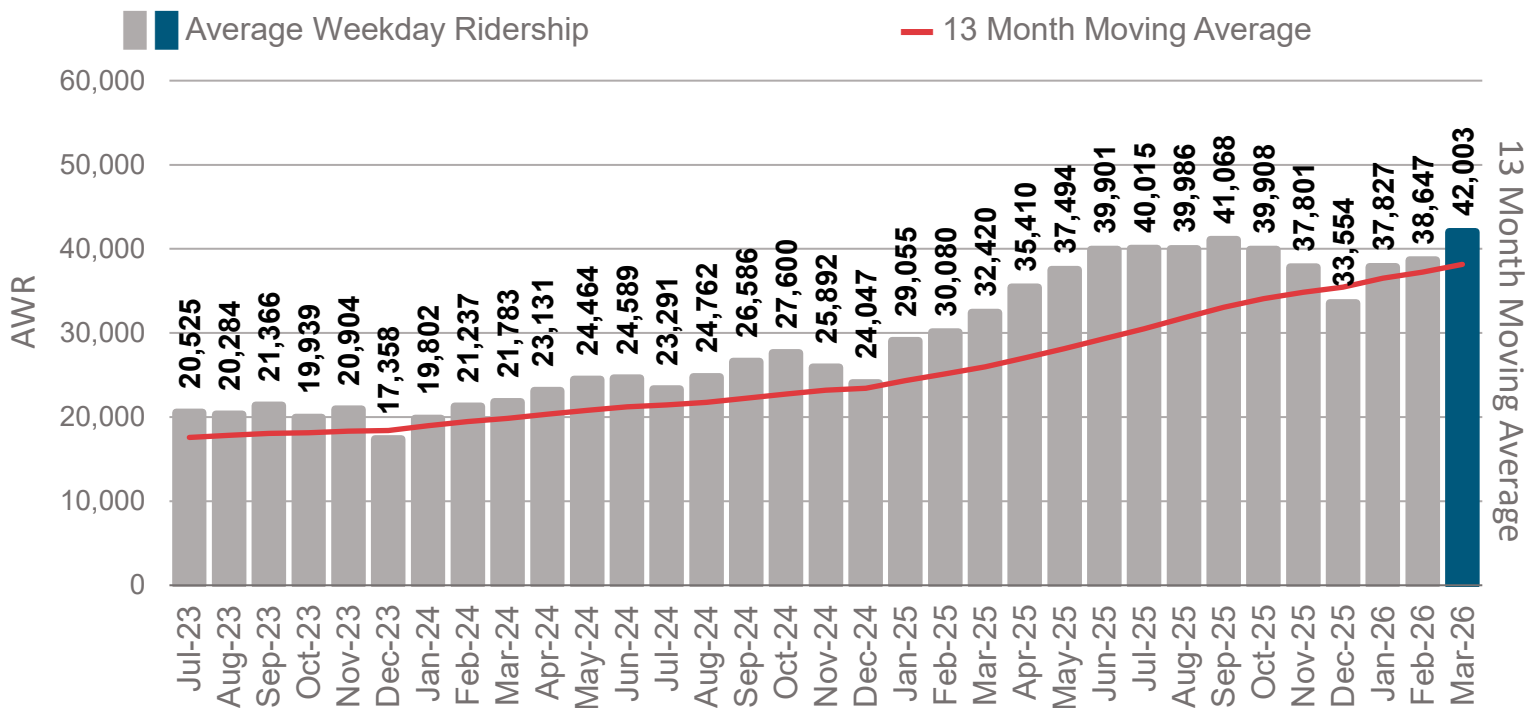
Since DECEMBER 2023, Caltrain's ridership estimation model relies solely on fare media sales data.





Ridership and Revenue

**Average Weekday Ridership & 13 Month Moving Average:
Fiscal Year 2024 to Present**



**Year Over Year AWR Increase
(March 2025 vs. March 2026) : 30%**



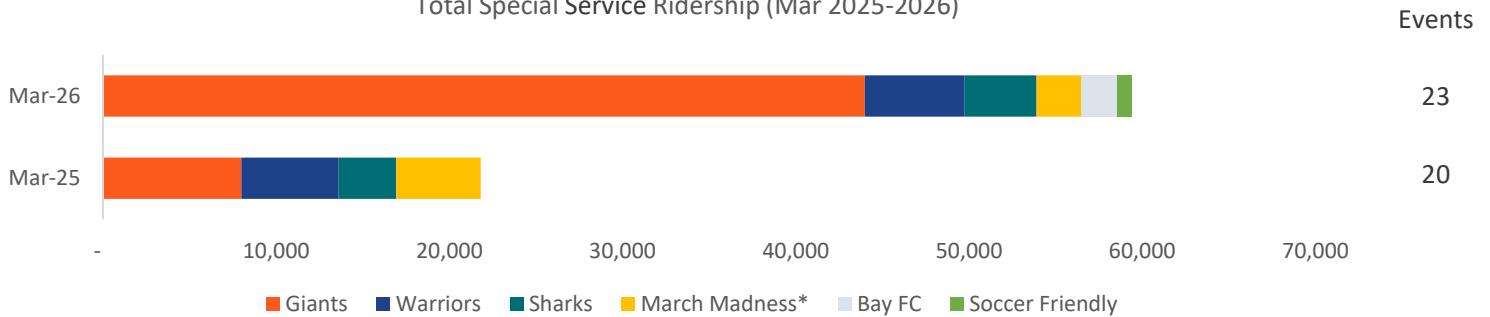


Ridership and Revenue

Special Service Ridership

Caltrain carried 59,402* passengers to special events in March

Total Special Service Ridership (Mar 2025-2026)



*Ridership is gross counts of boarding and/or alighting within an identified "event window" at specified station(s), includes non-event riders, and may overlap with other concurrent events.

Special Event Ridership by Station and Event

Station	Event Type	Mar-26			Mar-25			Ridership Change
		Ridership	Event Count	Avg Ridership per event	Ridership	Event Count	Avg Ridership per Event	
San Francisco	Giants	43,990	6	7,332	7,987	3	2,662	+450.8%
	Warriors	5,741	5	1,148	5,629	7	804	+2.0%
	March Madness	-	-	-	4,875	2	2,438	-
	All Events	49,731	11	4,521	18,491	12	1,541	+168.9%
Santa Clara	Bay FC**	2,105	2	1,053	-	-	-	-
	Soccer Friendly	811	1	811	-	-	-	-
	All Events	2,916	3	972	-	-	-	-
San Jose Diridon	Sharks	4,174	7	596	3,325	8	416	+25.5%
	March Madness	2,581	2	1,290	-	-	-	-
	All Events	6,755	9	751	3,325	8	416	+103.2%
All Stations	All Events	59,402	23	2,583	21,816	20	1,091	+172.3%

**Event(s) occurred in previous year but was not counted.

Additional Event Trains

Event Type	26-Mar			25-Mar			Ridership Change
	Ridership	Train Count	Avg Ridership per Train	Ridership	Train Count	Avg Ridership per Train	
Giants	1,768	2	884	-	-	-	-
All Events	1,768	2	884	-	-	-	-

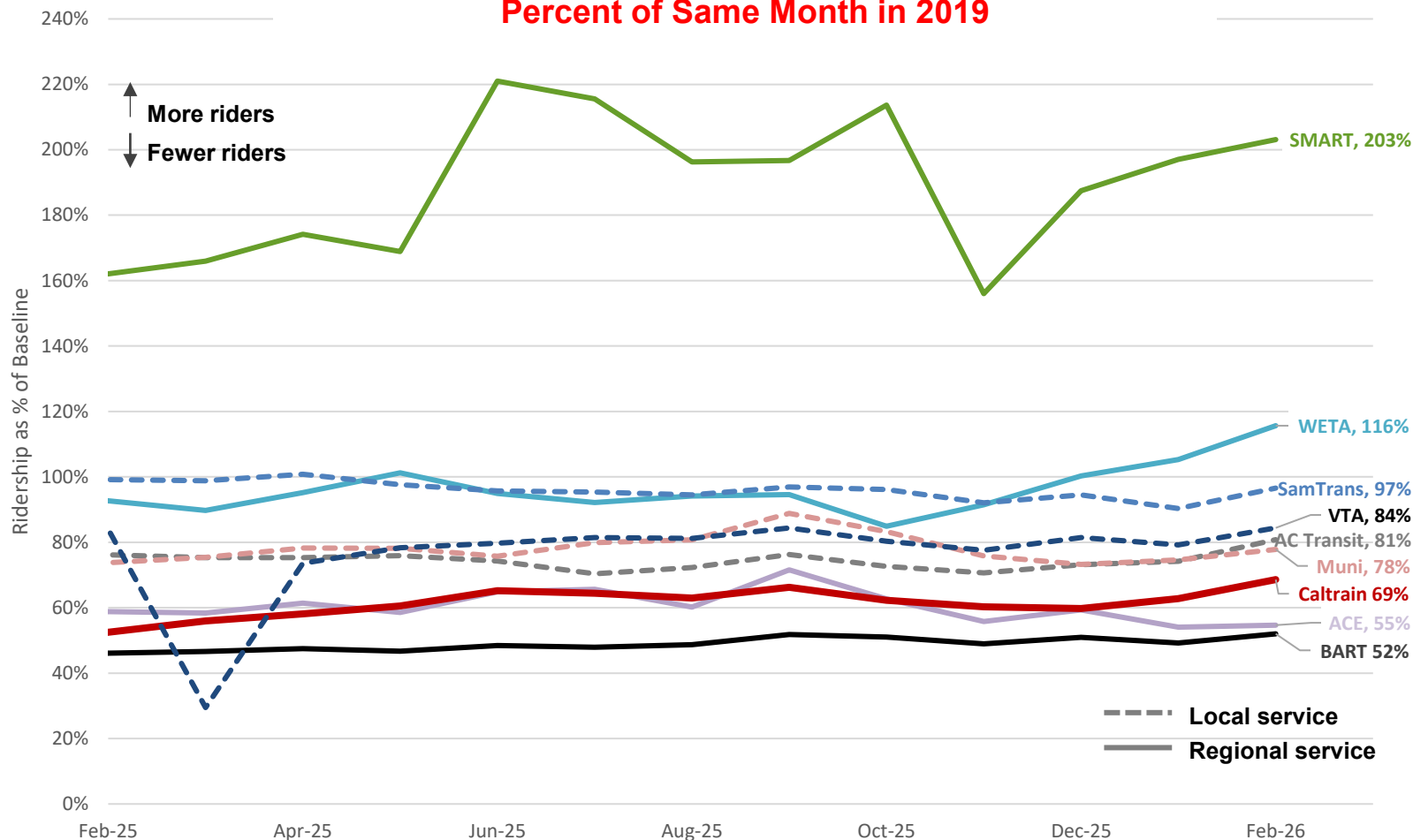




Public Transit Ridership Recovery in the Bay Area

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 December 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)

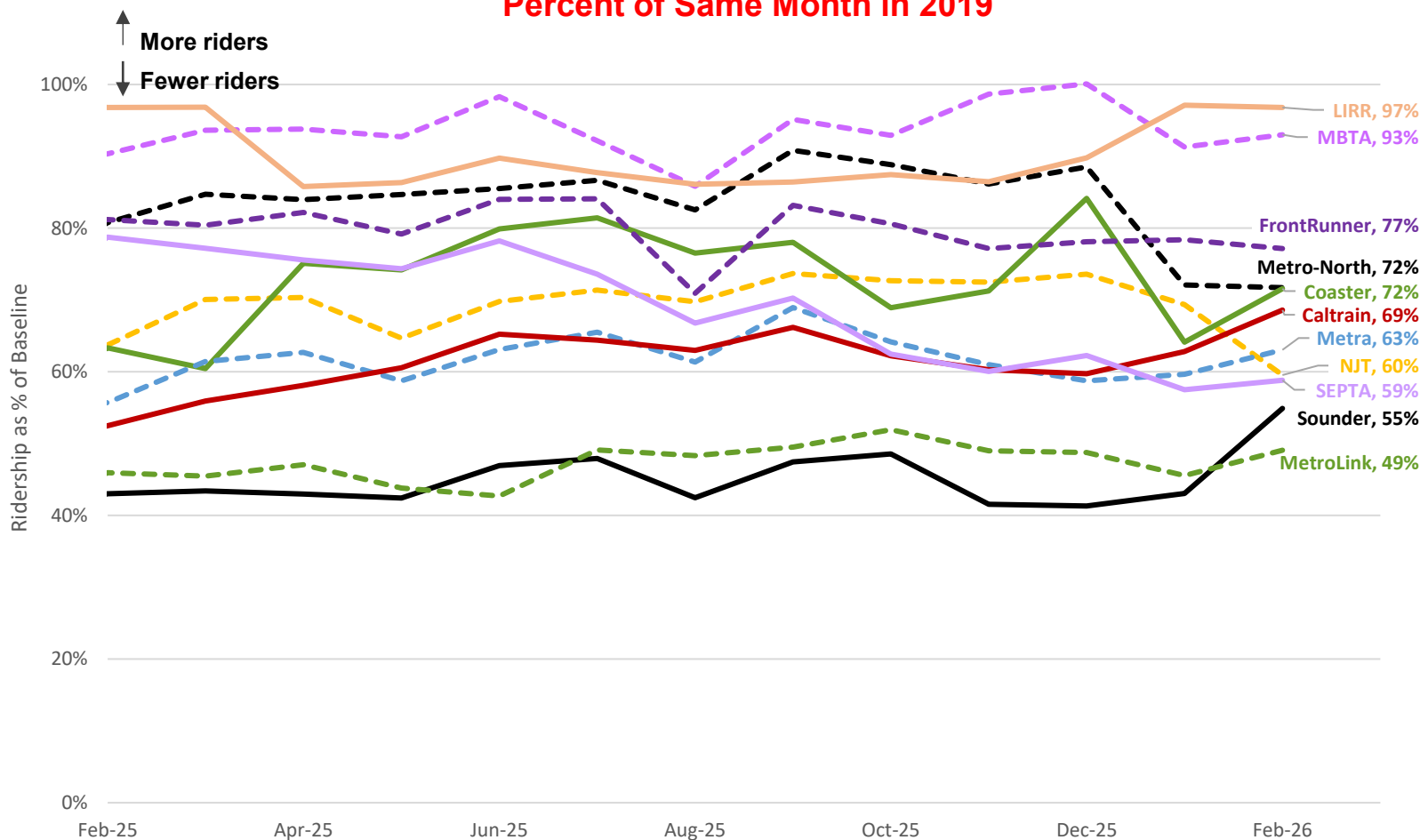
Transit Operator	25-Feb	25-Mar	25-Apr	25-May	25-Jun	25-Jul	25-Aug	25-Sep	25-Oct	25-Nov	25-Dec	26-Jan	26-Feb
Muni	12,606	14,222	14,696	14,957	13,740	14,455	15,170	15,233	15,646	13,456	13,062	14,072	13,295
BART	4,464	4,998	5,244	5,172	5,174	5,220	5,452	5,589	5,922	4,883	4,868	5,092	5,036
AC Transit	3,173	3,502	3,575	3,579	3,022	3,079	3,452	3,735	3,837	3,206	3,113	3,261	3,364
VTA	2,250	908	2,241	2,465	2,273	2,368	2,538	2,666	2,772	2,336	2,323	2,329	2,262
Caltrain	695	832	926	980	1,038	1,078	1,073	1,049	1,075	888	853	933	908
SamTrans	823	958	949	989	832	832	952	1,026	1,074	887	857	828	801
WETA	205	181	215	261	280	287	301	313	277	264	216	214	229
SMART	83	96	105	108	123	135	128	124	122	101	109	113	104
ACE	67	73	81	83	73	81	81	89	89	64	60	69	63



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.

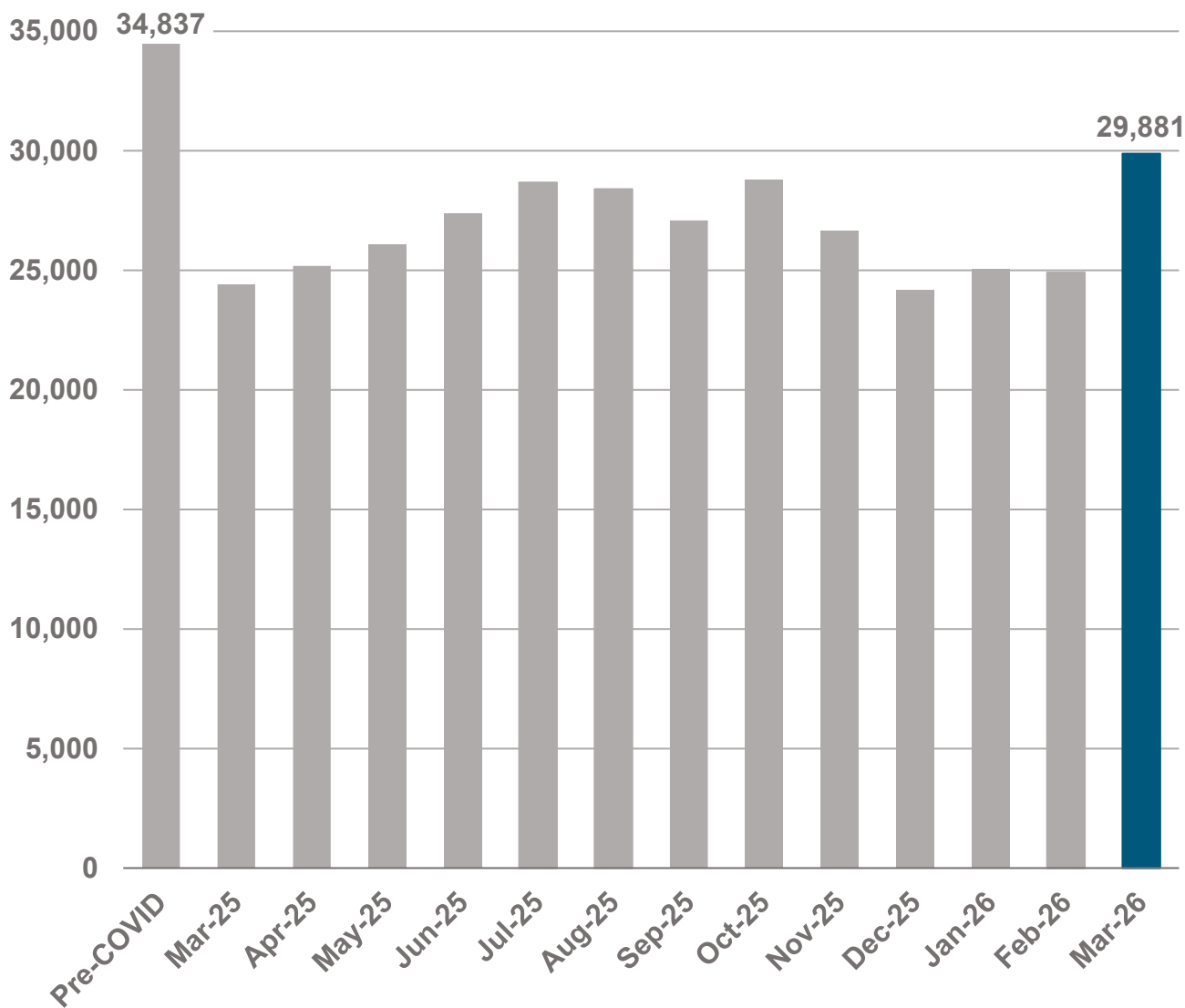
Total Monthly Ridership Estimates (in thousands)

Transit Operator	25-Feb	25-Mar	25-Apr	25-May	25-Jun	25-Jul	25-Aug	25-Sep	25-Oct	25-Nov	25-Dec	26-Jan	26-Feb
LIRR	7,784	8,629	8,441	8,629	8,441	8,769	8,629	8,441	8,938	8,131	8,769	8,629	7,784
Metro-North	5,310	6,335	6,614	6,759	6,655	6,880	6,383	6,843	7,379	6,307	6,792	5,219	4,715
NJ Transit	4,371	5,173	5,274	4,972	5,365	5,463	5,285	5,700	5,799	5,471	5,512	4,773	4,083
Metra	2,547	3,046	3,332	3,165	3,322	3,632	3,406	3,566	3,662	2,882	2,656	2,825	2,884
MBTA	2,155	2,462	2,522	2,506	2,424	2,551	2,404	2,430	2,706	2,558	2,683	2,470	2,218
SEPTA	2,173	2,248	2,321	2,244	2,099	2,023	1,823	2,170	2,042	1,723	1,809	1,760	1,623
Caltrain	695	832	926	980	1,038	1,078	1,073	1,049	1,075	888	853	933	908
MetroLink	445	500	540	497	446	504	504	522	567	501	470	476	476
FrontRunner	326	351	355	337	327	341	322	393	406	330	320	341	310
Sounder	136	164	175	167	171	188	169	182	215	153	145	180	173
SD Coaster	58	67	88	91	104	122	102	89	77	67	71	66	66



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.

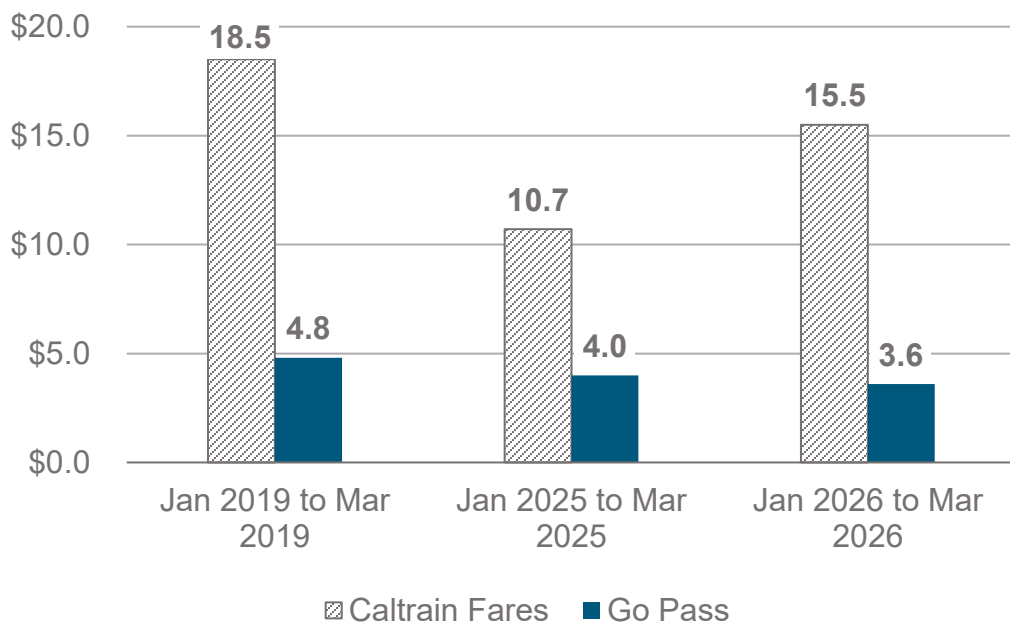
Pre-COVID data is provided for comparison purposes and represents average monthly transfers during the one-year period from March 2019 to February 2020.





Ridership and Revenue

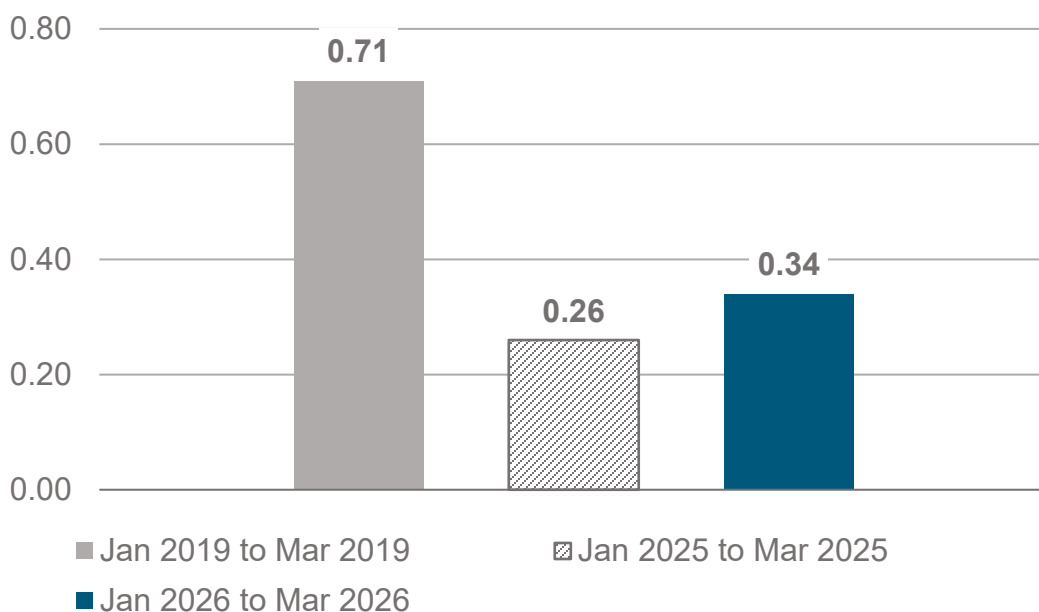
Total Fare Revenues (\$M) - Past 3 Months Comparison



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)



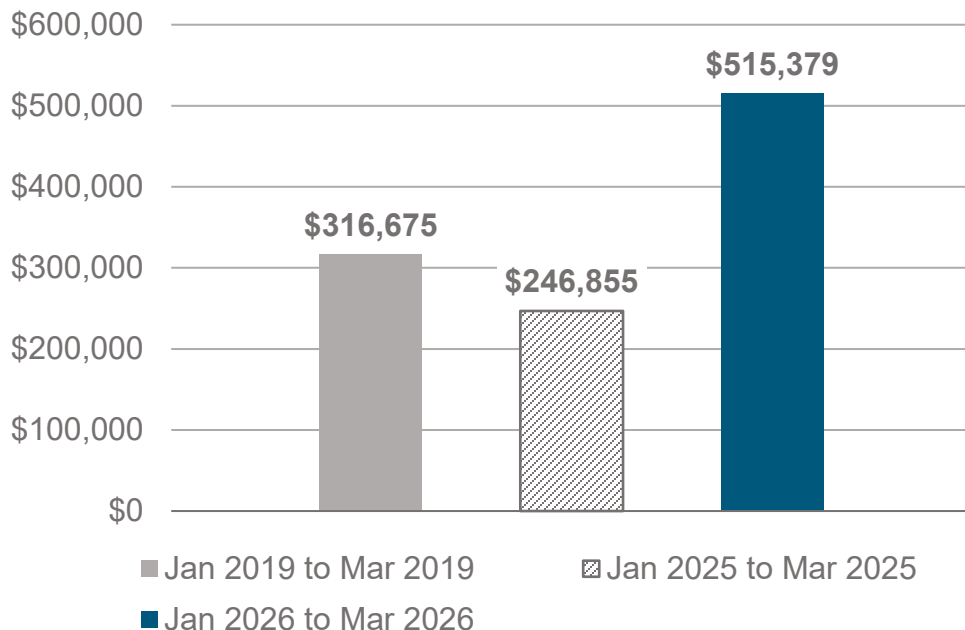
Farebox Recovery Ratio represents how much of the cost of providing service is covered by customer fares. A higher ratio indicates that a greater share of costs are covered by riders.





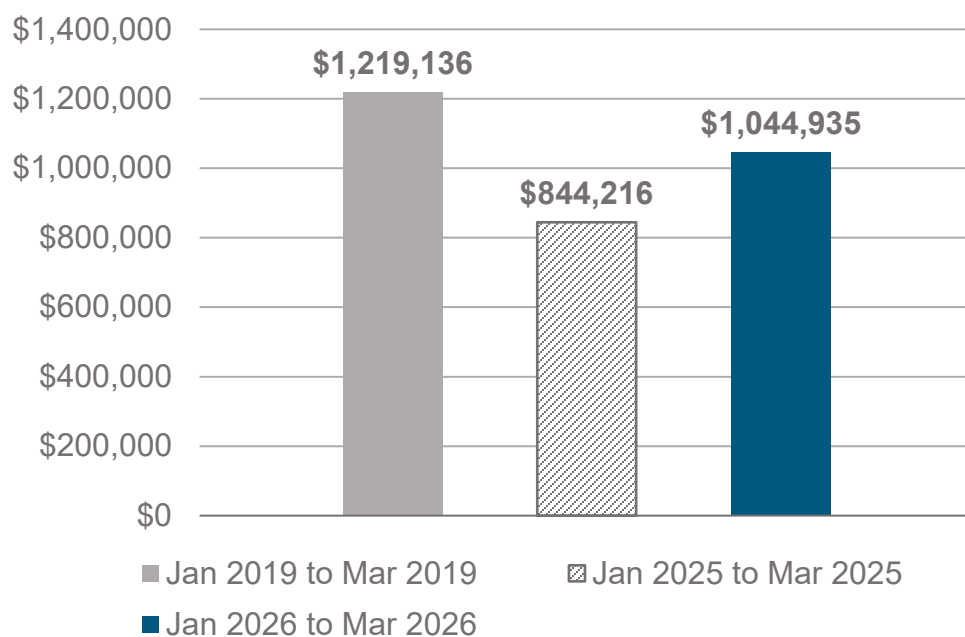
Ridership and Revenue

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)



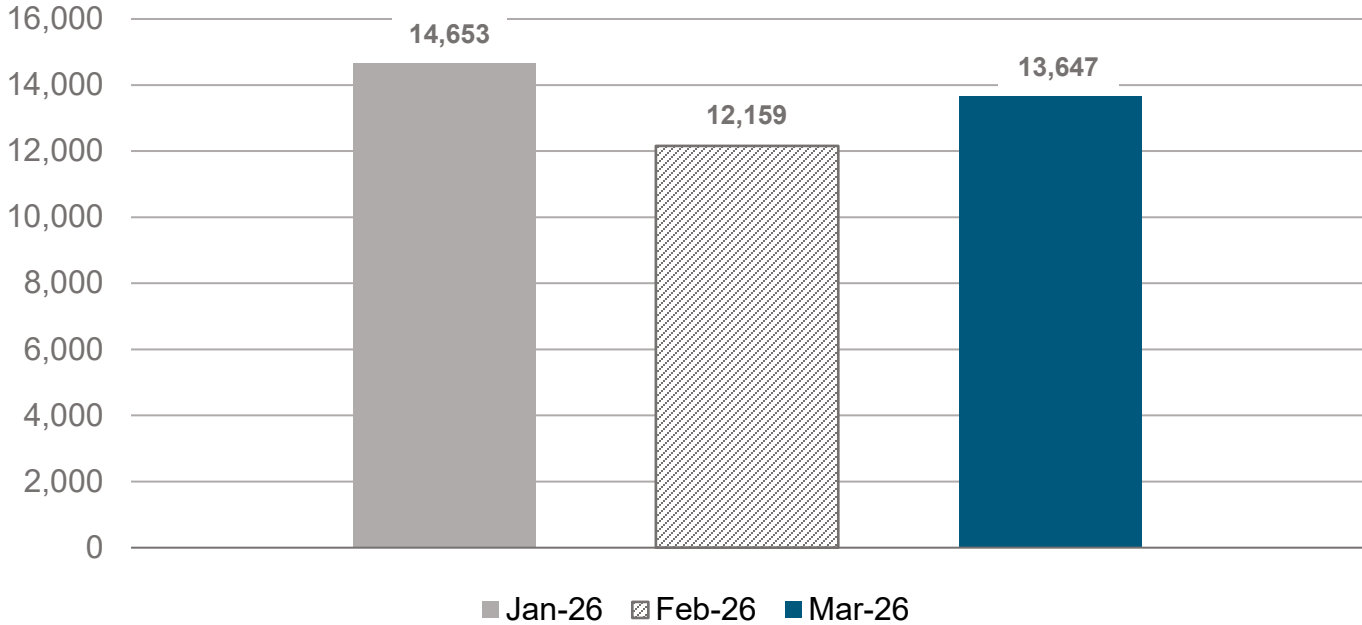
Parking Revenue is generated by purchases of daily and monthly parking permits for parking at Caltrain-owned lots.





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.

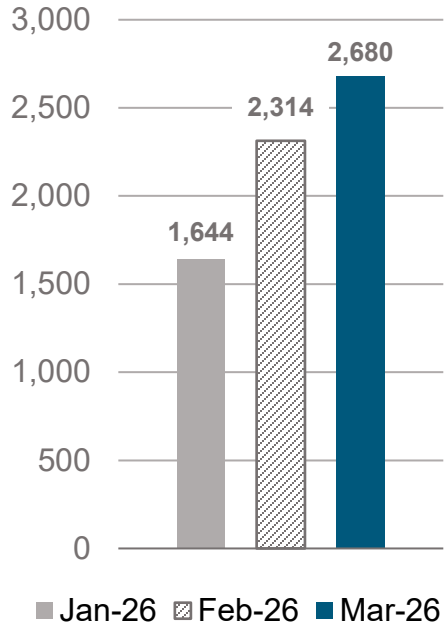
The graph on this page represents MDBF for all EMU (electric) passenger locomotives and cars in Caltrain's fleet. Diesel fleet data is on the following page.



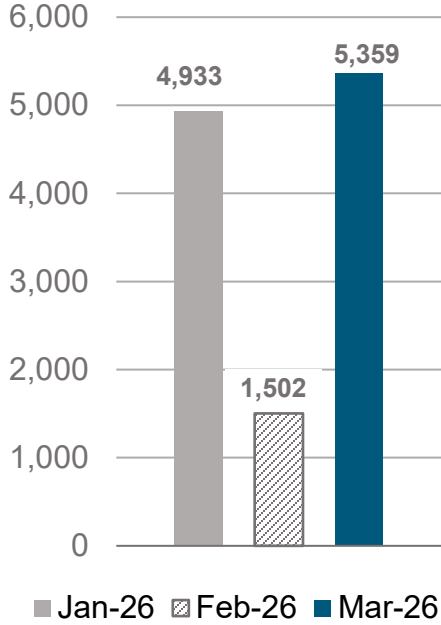


Maintenance Performance (Diesel Fleet)

Mean Distance Between Failure (Locomotives)



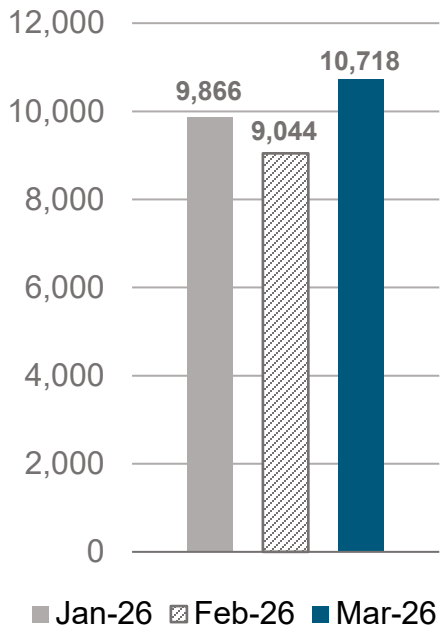
Mean Distance Between Failure (Cab Cars)



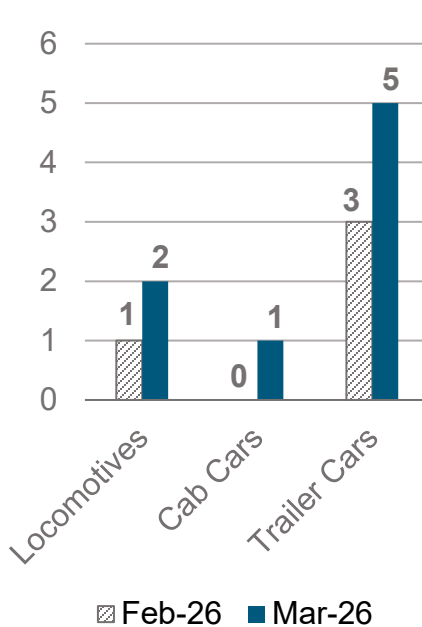
Mean Distance Between Failure (MBDF) is a measure of fleet reliability that represents the average distance traveled by revenue vehicles before maintenance or repair is required. A higher value indicates an improvement in reliability. Data is measured in miles.

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



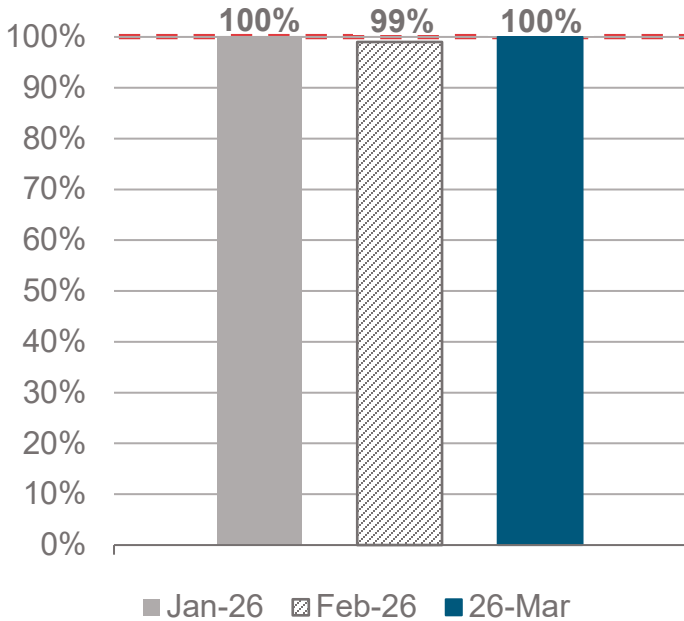
Equipment in Maintenance/Repair represents the number of diesel locomotives and passenger cars that are out of service on an average day each month due to routine and preventative maintenance or other repairs. EMU data is on the previous page.





Maintenance Performance

Equipment Availability (EMUs)

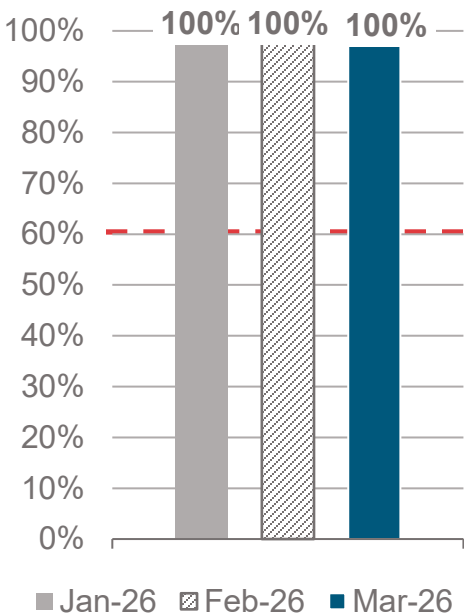


Equipment Availability is the number of trainsets, locomotives, or cars available for service on an average day each month as a percentage of the daily equipment required to run base service.

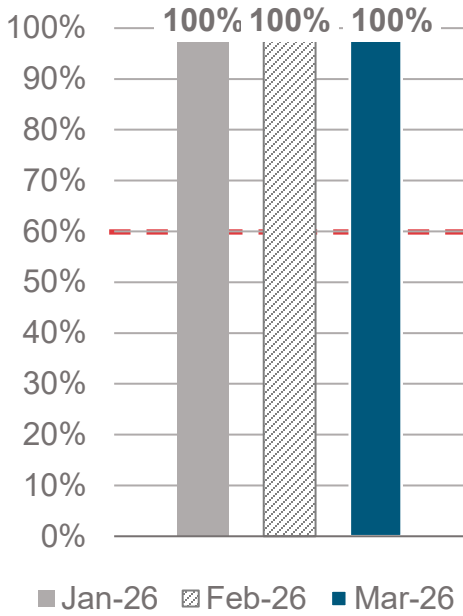
The graph to the left represents EMUs whereas the graphs below represent diesel equipment data, displaying Caltrain's mixed revenue fleet. Fourteen (14) EMUs are needed to operate the new weekday electric service.

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

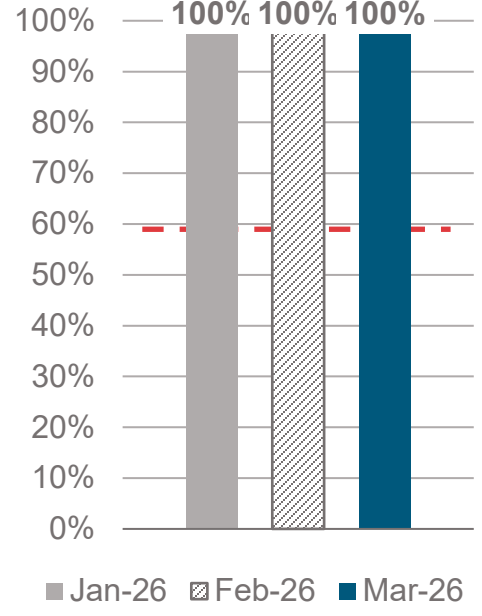
Equipment Availability (Diesel Locomotives)



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 Board Adopts Corridor-Wide Right-of-Way Safety Strategy

The Caltrain Board of Directors voted to adopt a new Caltrain Corridor Right-of-Way Safety Strategy (CROWS), a corridor-wide framework designed to strengthen ongoing safety enhancements on Caltrain’s right-of-way.

“Safety is Caltrain’s core value, and the need to make our right-of-way safer is reflected in everything we do,” said Caltrain Executive Director Michelle Bouchard. “After years of targeted improvements, this strategy establishes a comprehensive approach to reducing risk, strengthening accountability, and delivering the most effective treatments where they are needed most throughout the entire Caltrain corridor to keep the people and communities we serve safe.”

Caltrain and its partners have implemented safety improvements at specific locations in response to known risk conditions, operational needs and available funding since the agency’s founding. While these investments have delivered meaningful benefits, the corridor continues to face serious challenges including repeated trespassing incidents and vehicle incursions onto the right-of-way, events that can result in death or serious injury, trauma to employees and the public and significant service disruptions.

The CROWS Strategy is designed to standardize and scale effective improvements, in order to accelerate deployment at identified high-risk locations, and strengthen ongoing maintenance and monitoring to ensure safety improvements remain effective over time. Staff are also seeking additional funding to expand proven measures to more locations throughout the corridor.

The CROWS Strategy combines education, outreach, enforcement, engineering improvements, and standards/procedure updates—organized around data-driven risk analysis and national best practices for trespass and suicide prevention.

Caltrain Delivers Giants Faithful to FanFest

San Francisco Giants fans could take Caltrain to the last FanFest before the season started on Saturday, March 14, from noon to 4 p.m. Fanfest attendees took advantage of Caltrain’s convenient half-hourly weekend service to get to San Francisco Station, a short block away from Oracle Park.





Service and Program Updates

Caltrain and Bay FC kick off the soccer season together

Caltrain geared up to move fans across the Peninsula as Bay FC opened the soccer season Saturday March 14 against Denver Summit FC. Kickoff was scheduled for 3:30 p.m., and Caltrain offered a convenient option for supporters heading to the match.

Caltrain Ran Service to Giants Home Opener March 25

The San Francisco Giants were back at Oracle Park taking on the New York Yankees on Wednesday, March 25, and Caltrain was ready to deliver its faithful fans to the game. Caltrain also reintroduced its post-game train which made all stops all the way to the end of the line at San Jose Diridon Station.

Caltrain Honors Speaker Emerita Nancy Pelosi for Decades of Transit Advocacy with Dedicated Train

National and local leaders celebrated as Caltrain named one of the trains in its state-of-the-art electric fleet in honor of Speaker Emerita Nancy Pelosi at Caltrain's San Francisco Station. Made during Women's History Month, this dedication recognizes Pelosi for her outsized role in advocating for Caltrain and other public transit agencies throughout her career as she nears the end of her final term in Congress after serving for 38 years. Pelosi was instrumental in obtaining federal funding for Caltrain's \$2.4 billion Electrification Project that was completed in 2024, modernizing the 160-year-old railroad and leading the agency to be named the fastest growing transit agency in the United States in 2025.

Caltrain is the ride to beat as March Madness arrives in San Jose

Fans could take Caltrain to the Sweet 16 on Thursday, March 26, at the SAP Center, where Texas faced Purdue at 4:10 p.m., followed by Arkansas vs. Arizona at 6:45 p.m. The action continued with an Elite Eight matchup on Saturday, March 28, when Arizona faced Purdue at 6:00 p.m.





Communications and Marketing Update

Strategic Communications (Media and Social)

Press Releases/Blogs/Podcasts:

- Caltrain Board Adopts Corridor-Wide Right-of-Way Safety Strategy
- Caltrain Delivers Giants Faithful to FanFest
- Caltrain and Bay FC kick off the soccer season together
- Caltrain Runs Service to Giants Home Opener March 25
- Caltrain Honors Speaker Emerita Nancy Pelosi for Decades of Transit Advocacy with Dedicated Train
- Caltrain is the ride to beat as March Madness arrives in San Jose

Earned Media:

- This Safeway on SF Peninsula is next up for a big housing project by Align Real Estate - SF Chronicle
- First weekend service goes, then stations close: Caltrain maps a path toward possible shutdown - SF Chronicle
- Caltrain to dedicate electric train to Pelosi to mark decades of transit advocacy - SF Chronicle
- First look at plans to turn SF railyard into high-rise neighborhood with thousands of homes - SF Chronicle
- Caltrain may ban bikes with child seats. Parents say it could upend their commutes - SF Chronicle
- El tren de alta velocidad de California iniciará su primer tramo en 2032 tras años de retrasos - Infobae
- Our Public Spaces... - Wordscape
- How electrifying a Bay Area rail system made trains faster, cleaner, and more frequent - Grist
- Caltrain proposal would ban oversized bicycles on board trains - CBS
- Caltrain unveils tribute to former House Speaker Nancy Pelosi - CBS
- Caltrain railyard redevelopment plan could reshape 4th and King - Axios SF





Communications and Marketing Update

Strategic Communications (Media and Social, cont.)

Caltrain E-Newsletter Metrics

	MARCH 2026	MARCH 2025
Subscribers	16,044	15,420
Open Rate	23.2%	24.7%
Click Rate	3.6%	4.4%

Caltrain Social Media Messaging Highlights:

March included several key initiatives supported by the Strategic Communications team across in-person events, media relations and social media.

The team supported Transit Employee Appreciation Day (TEAD) across multiple locations, as well as Women’s History Month programming, including Caltrain’s “The More You Know” social media series and an internal recognition event.

Communications efforts also aligned with the San Francisco Giants season kickoff, including FanFest and opening week activities. The month concluded with a March 22 naming ceremony honoring Speaker Nancy Pelosi with a dedicated electric train.

Messaging Highlights:

- Sharks Social Media Partnership - Ticket giveaway, ticket bundle
- Ladies Professional Golf Association (LPGA) Ticket Giveaway - Marketing x Social Trade partnership
- Bay FC new season
- BART Mart - Tabling at Millbrae
- Bicycle and Active Transportation Advisory Committee
- 988 / NAMI messaging
- Now Hiring
- Marketing - Go Explore
- South County Survey





Communications and Marketing Update

Strategic Communications (Media and Social, cont.)

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.

MARCH 2026	MARCH 2025
Impressions: 730,054	Impressions: 518,790
Engagements: 22,963	Engagements: 23,664
Post Link Clicks: 3,484	Post Link Clicks: 3,844

Marketing Activities

- **Theme Train: Giants vs. Dodgers**
 - Marketing is gearing up for the first 2026 theme train to take place April 23 for the Giants vs. Dodgers day game at 12:15 p.m.
- **Go Vibe. Go Caltrain.**
 - Marketing has begun paid boosting for ads targeting potential youth riders and promoting the \$1 youth fare, with an updated youth fare webpage.
- **Sharks Bundled Tickets**
 - 280 San Jose Sharks bundled ticket products were sold in our latest co-promotion with the team.
- **Giants Contract Signed**
 - Our yearly contract with the Giants is complete and we will begin co-marketing in earnest in April with a variety of activities, in-arena advertising, and onboard advertising.



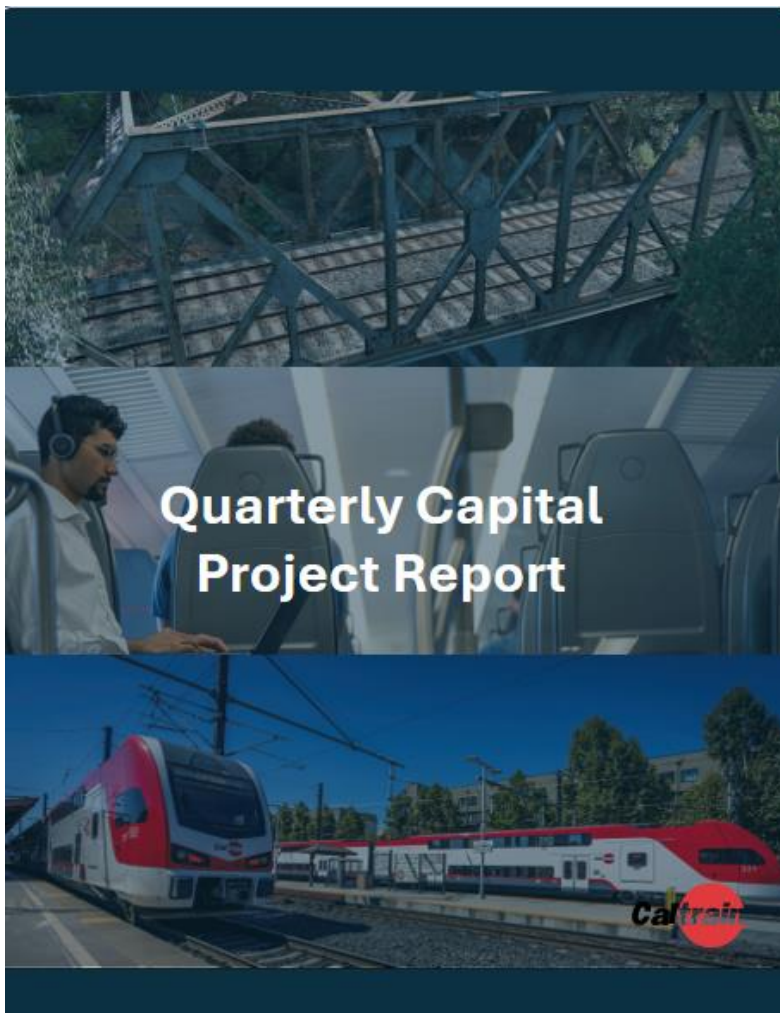


Capital Projects Update

As of the December 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 2 of FY2026](#) (October 2025-December 2025) using the hyperlink provided below.

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





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