



Executive Director's Monthly Report: September 2026

Executive Director Michelle Bouchard

Report prepared for October Board meeting; data current through August 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

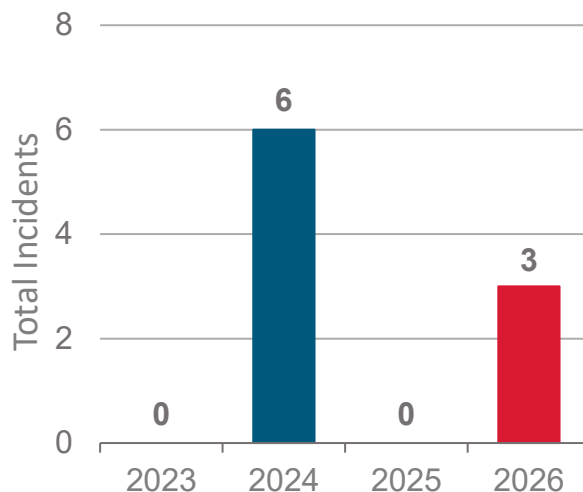
Reportable Injury Trends



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 0.94.

Strains, contusions, and lacerations constitute the majority (81%) 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 have been 3 reportable incidents so far in 2026.

Days without a Reportable Injury as of 9/10/2026

Department	Days Without Injury	Date of Last Injury
Dispatch	2,297	5/27/2020
Operations	212	2/10/2026
Maintenance of Equipment	108	5/25/2026
Maintenance of Way	409	7/28/2025
Other	32	8/9/2026





Safety Culture Engagement Efforts

Ongoing Safety Culture Efforts

- 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.
- Caltrain held a Safety and Quality Roadshow June 24 at BCCF (San Jose) for field employees and July 29th at Menlo Park. Ongoing topics covered include, "Why Safety is Important to Me"
- Caltrain partnered with the FRA and S.T.A.R.S. a human trafficking outreach and awareness organization on a week-long field exercise using actors to assess employees' ability to recognize potential trafficking following enhanced training.

Recent Engagement Activities

- **Summer Spike 2026: 2,142 employee engagements** over the four-month campaign which ended August 31.
 - Topics covered:
 - Personal ownership of workplace safety and controlling hazards within your work area.
 - Staying engaged and speaking up when conditions, behaviors, or tasks become unsafe.
 - Peer accountability and stopping work when something is not right.
- **Rail Safety Month: "Rail Safety Starts with You!"**
 - Kick Off Event at Diridon on September 2nd
 - Veterans Suicide Prevention Event in Foster City, September 10th
 - Transit PD Operation Clear Track, Burlingame, September 22nd

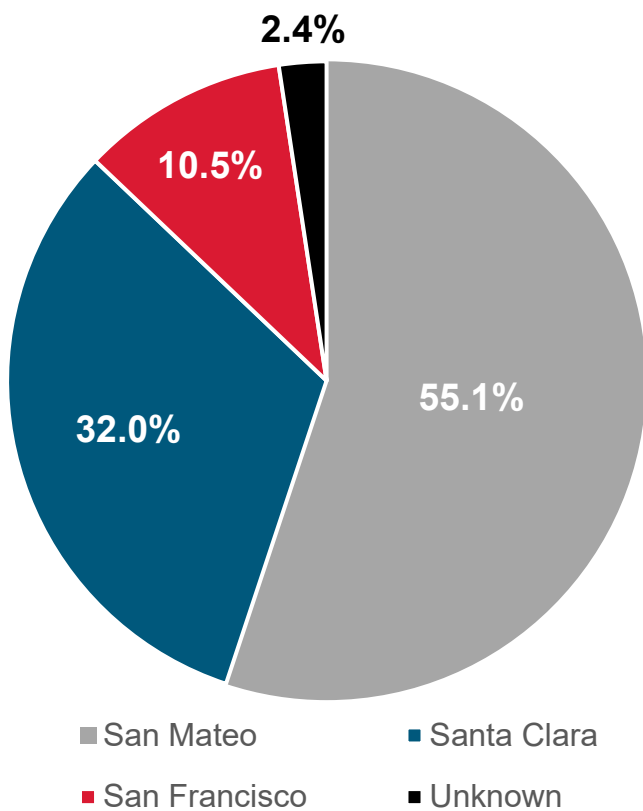




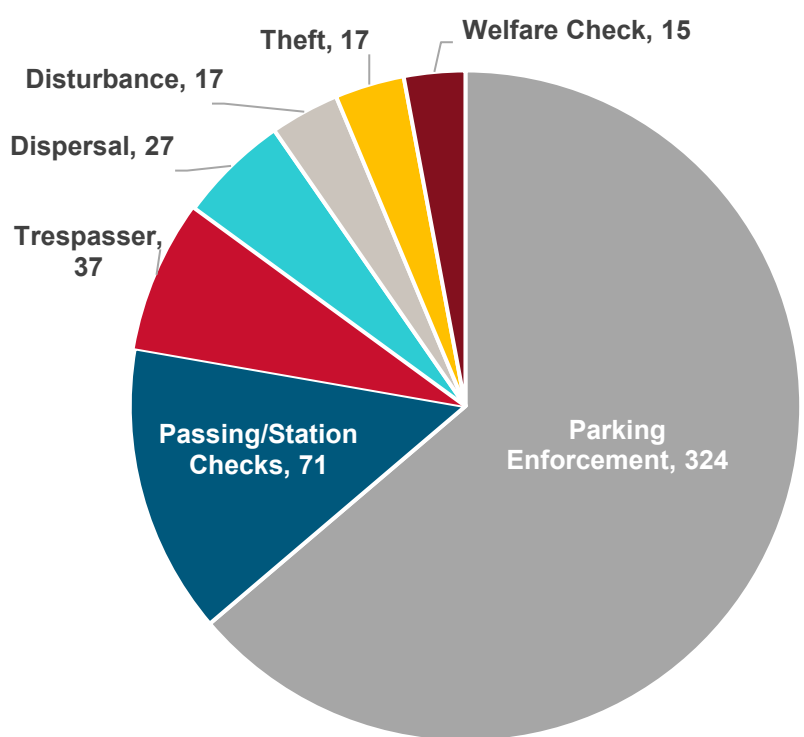
Security Update

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 July 2026



Number of Calls by Category July 2026



August 2026 Service Call Data

Overall Average Response Time: **23:38**

Average Response Time for **Priority 1** Calls*: **13:03**

Average Response Time for **Priority 2** Calls**: **18:28**

*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 652 in July across 20 categories.

The pie chart shows the top 7 categories representing 508 calls or 78% of the total.

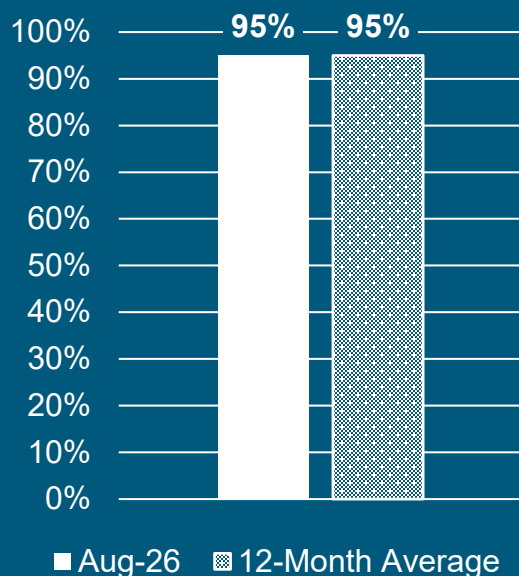




Performance at a Glance

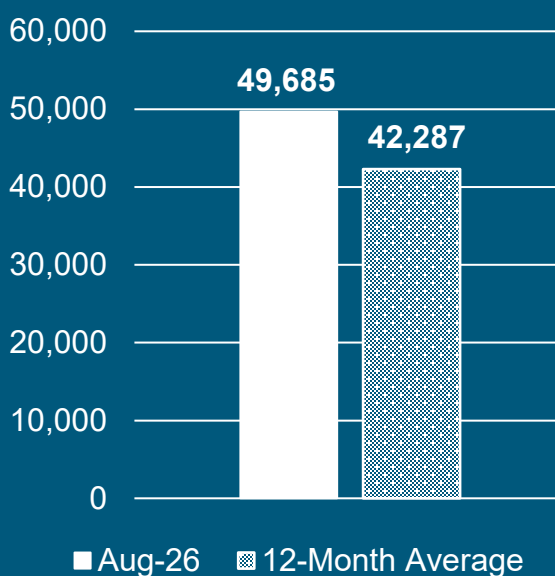
On-Time Performance

Percentage of trains arriving within six minutes of the scheduled time



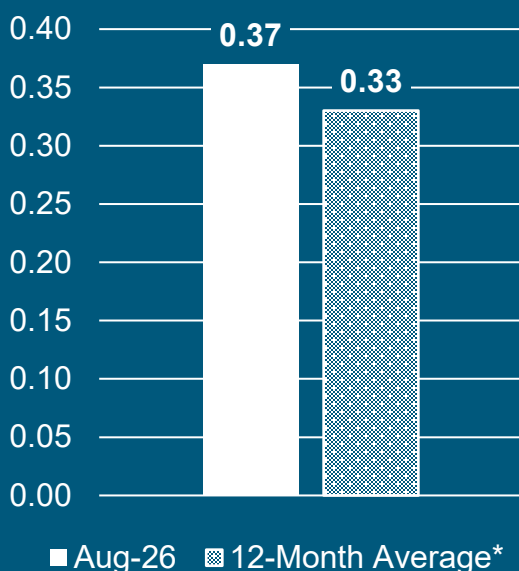
Average Daily Ridership

Average estimated weekday ridership



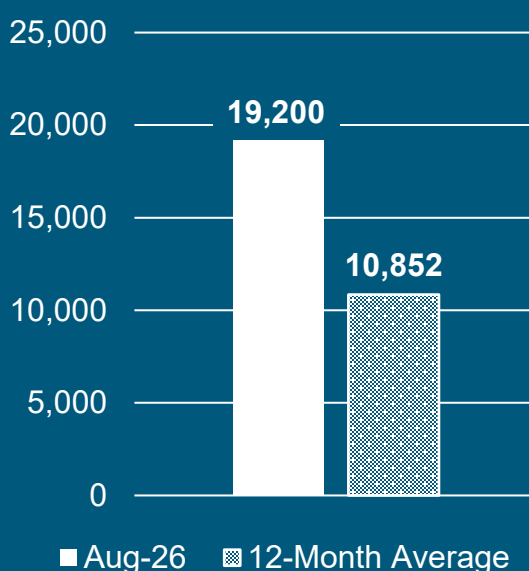
Farebox Recovery Ratio

Ratio of fare revenue to operating costs



Mean Distance Between Failures

Average miles travelled by locomotives before maintenance/repair is required

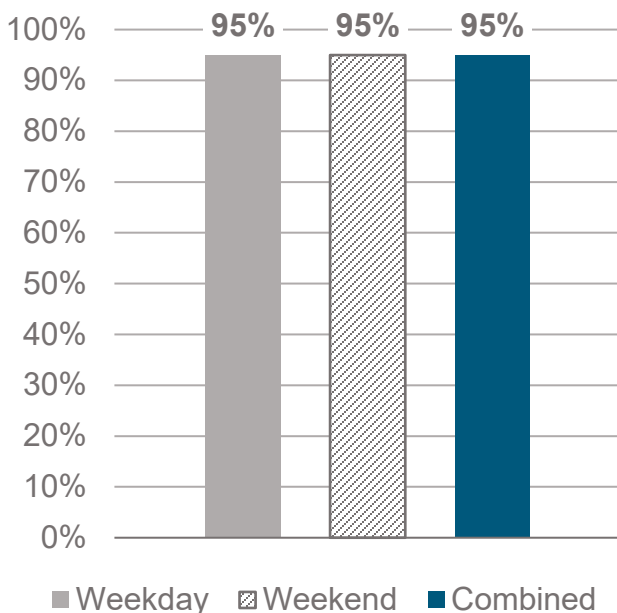


*Farebox Recovery Ratio information is temporarily unavailable due to Fiscal Year End Close. Metric to be updated next month.



On-Time Performance

Performance This Month (Aug-26)

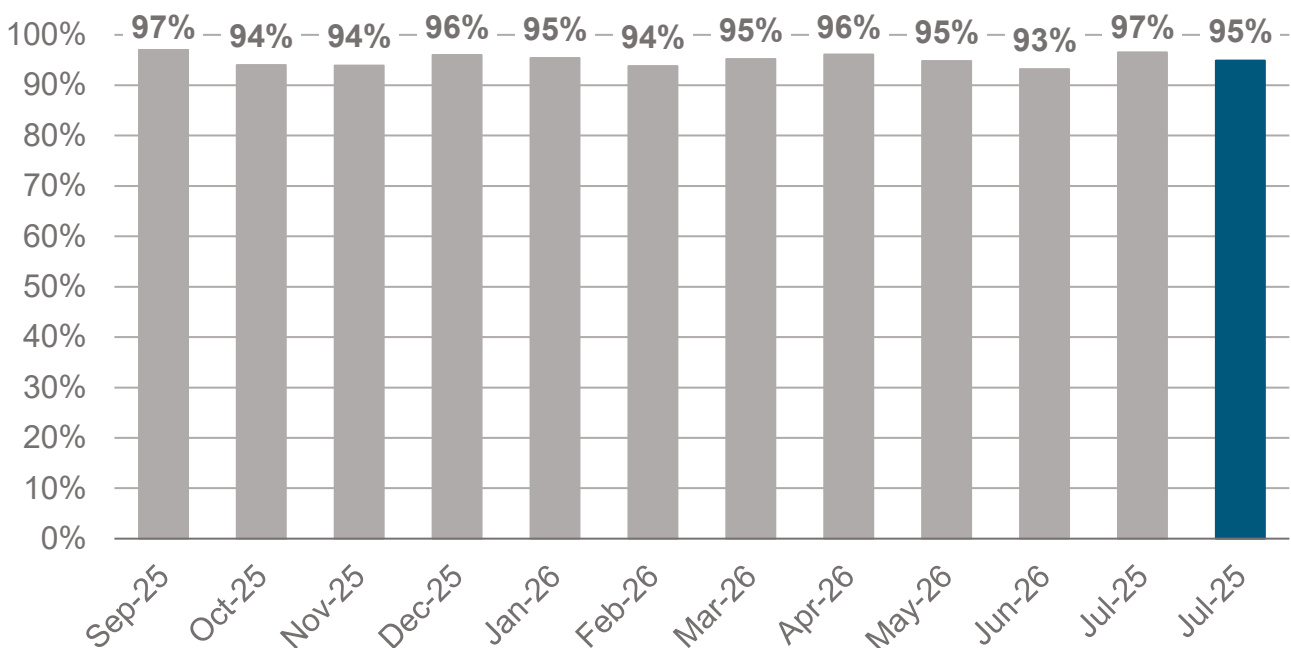


Trains are considered on-time if they arrive within less than six minutes of the scheduled arrival time at end-line locations (i.e. San Francisco, San Jose Diridon, and Gilroy).

The on-time performance (OTP) goal for Caltrain is 95%. Combined OTP for the month of August was 94.9%; trains arriving within 10 minutes of scheduled time was 98.5%.

Note that Weekend OTP includes holidays.

Monthly On-Time Performance in the Past Year





Delays and Cancellations

Jun-26

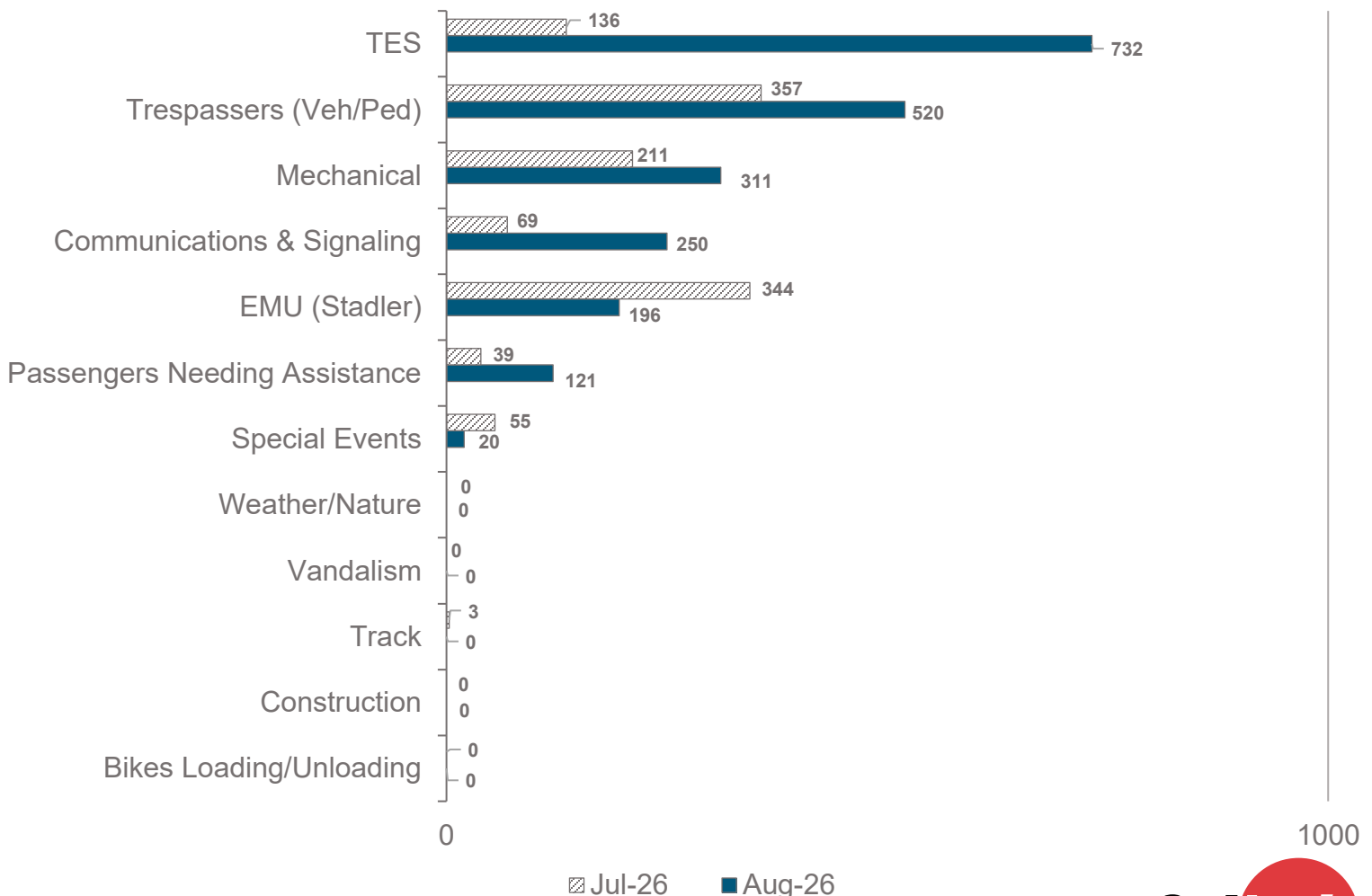
Jul-26

Jun-26

Number of Late Trains	204	108	154
Average Minutes Late for Late Trains	18	16	18
Number of Cancelled Trains	15	11	11

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.

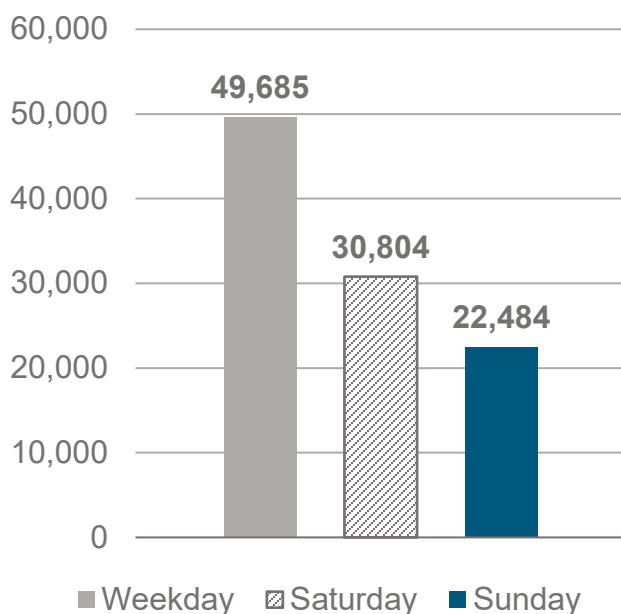
Reasons for Train Delays, by Minutes of Delay





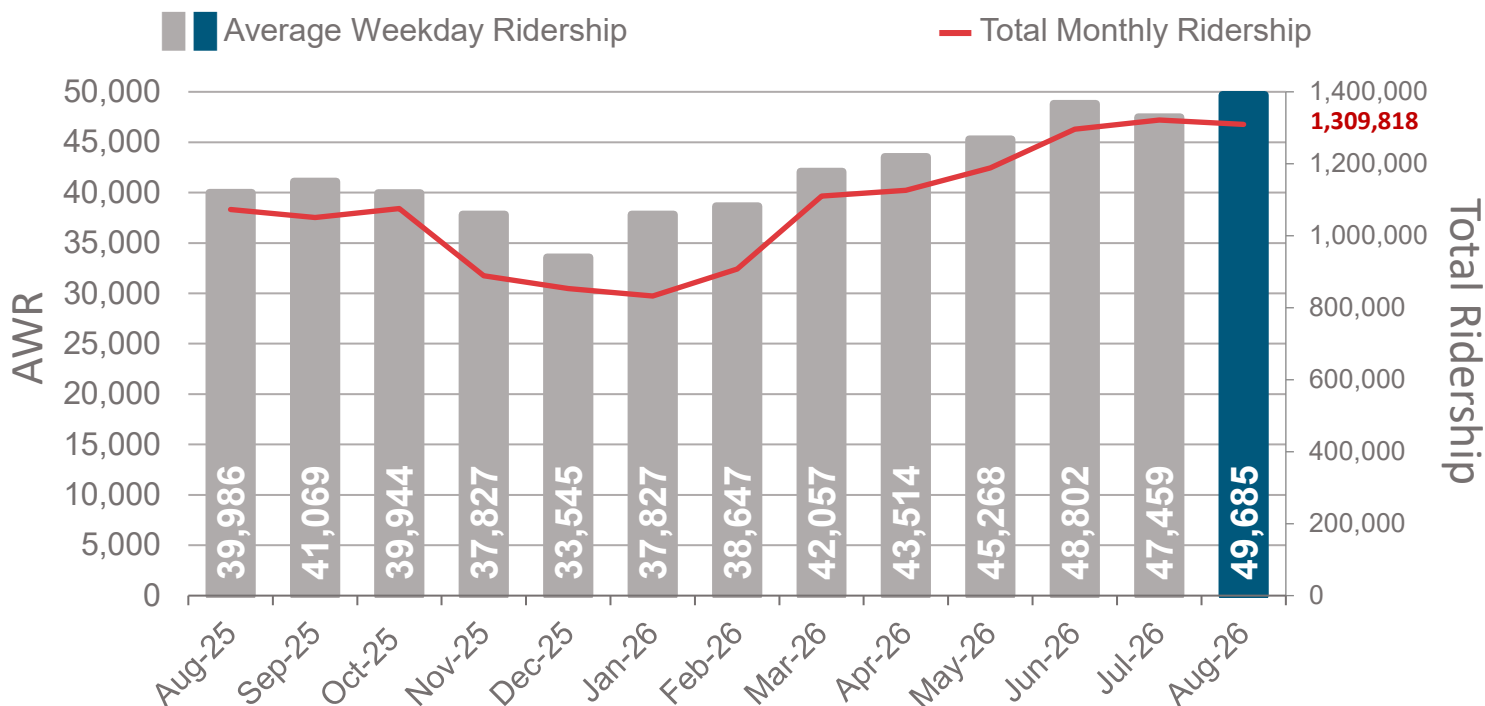
Ridership and Revenue

Average Daily Ridership (Aug-26)



Average weekday ridership (AWR) increased by approximately 24% percent compared to August 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.

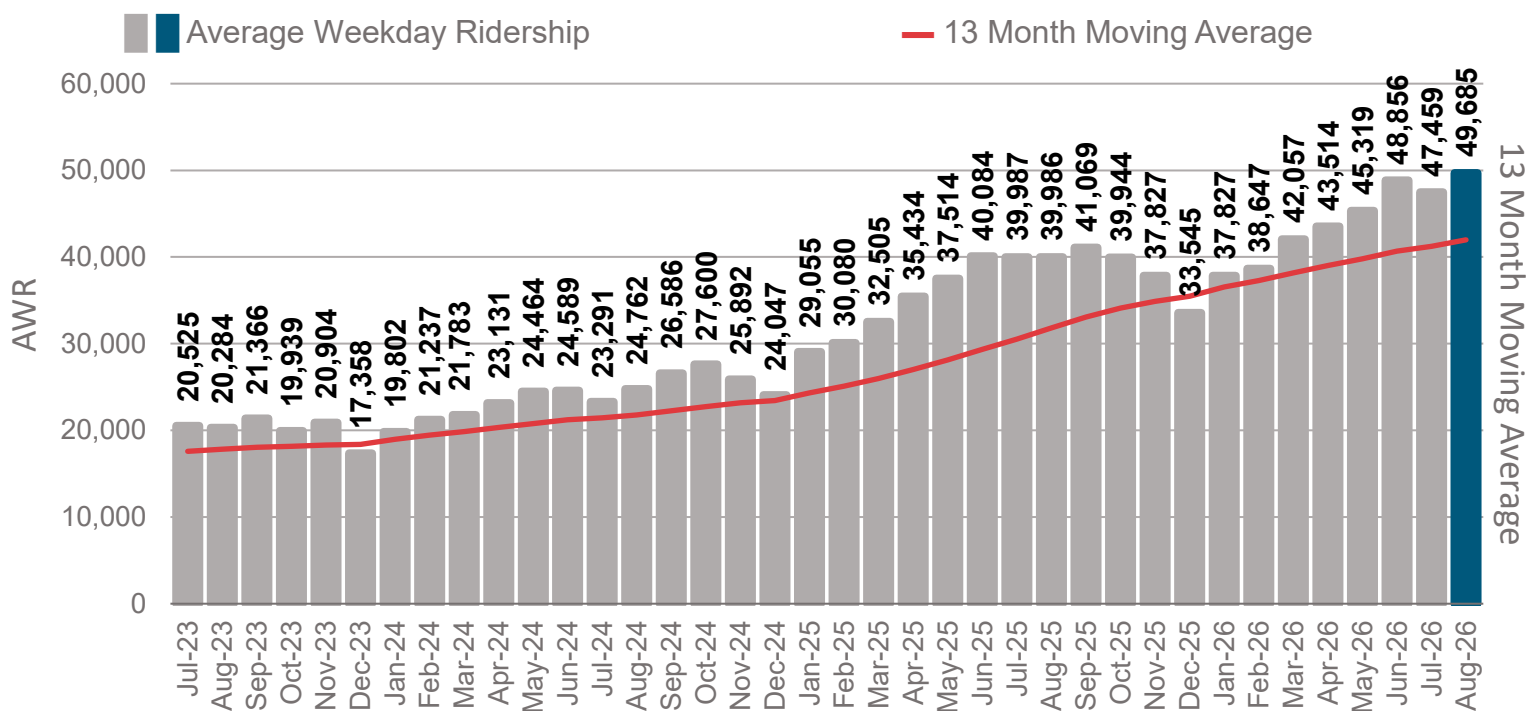




Ridership and Revenue

Average Weekday Ridership & 13 Month Moving Average:

Fiscal Year 2024 to Present



Year Over Year AWR Increase

(August 2025 vs. August 2026)

: 24%

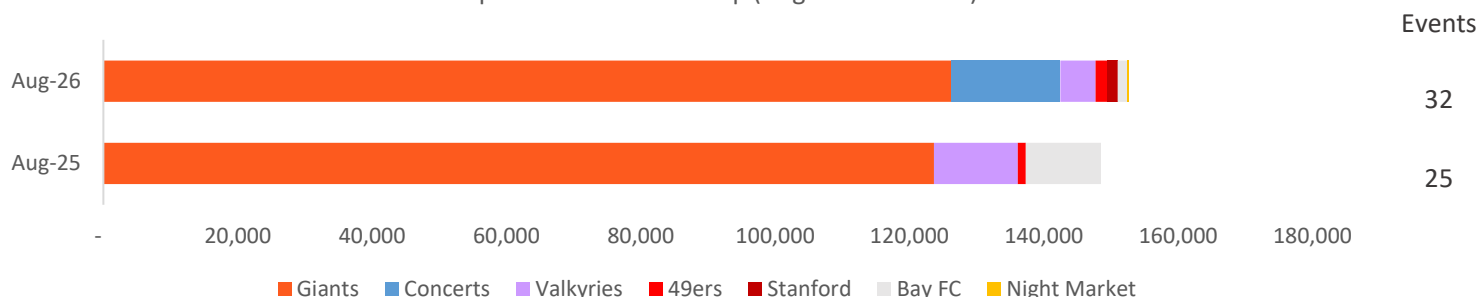




Ridership and Revenue

Caltrain carried 152,632* passengers to special events in August

Total Special Service Ridership (August 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	26-August			25-August			Ridership Change
		Ridership	Event Count	Avg Ridership per event	Ridership	Event Count	Avg Ridership per Event	
San Francisco	Giants	126,276	16	7,892	123,653	15	8,244	+2.1%
	Noah Kahan	9,806	1	9,806	-	-	-	-
	Valkyries	5,270	5	1,054	12,499	7	1,789	-57.8%
	Bay FC	-	-	-	11,190	1	11,190	-
	All Events	141,352	22	6,425	139,916	23	6,083	+1.0%
Bayshore	Night Market	168	1	168	-	-	-	-
	All Events	168	1	168	-	-	-	-
Mountain View	Karol G	2,865	2	1,433	-	-	-	-
	Chris Brown & Usher	1,876	2	938	-	-	-	-
	AC/DC	1,661	1	1,661	-	-	-	-
	49ers	1,740	1	1,740	1,210	1	1,210	+43.8%
	Morgan Wallen	-	-	-	818	1	818	-
	All Events	6,402	6	1,280	2,028	2	1,014	+301.5%
Palo Alto	Stanford Football	1,549	1	1,549	-	-	-	-
	All Events	1,549	1	1,549	-	-	-	-
Santa Clara	Bay FC**	1,421	2	711	-	-	-	-
	All Events	1,421	2	711	-	-	-	-
All Stations	All Events	152,632	32	4,770	141,944	25	5,678	+7.5%

Additional Event Trains

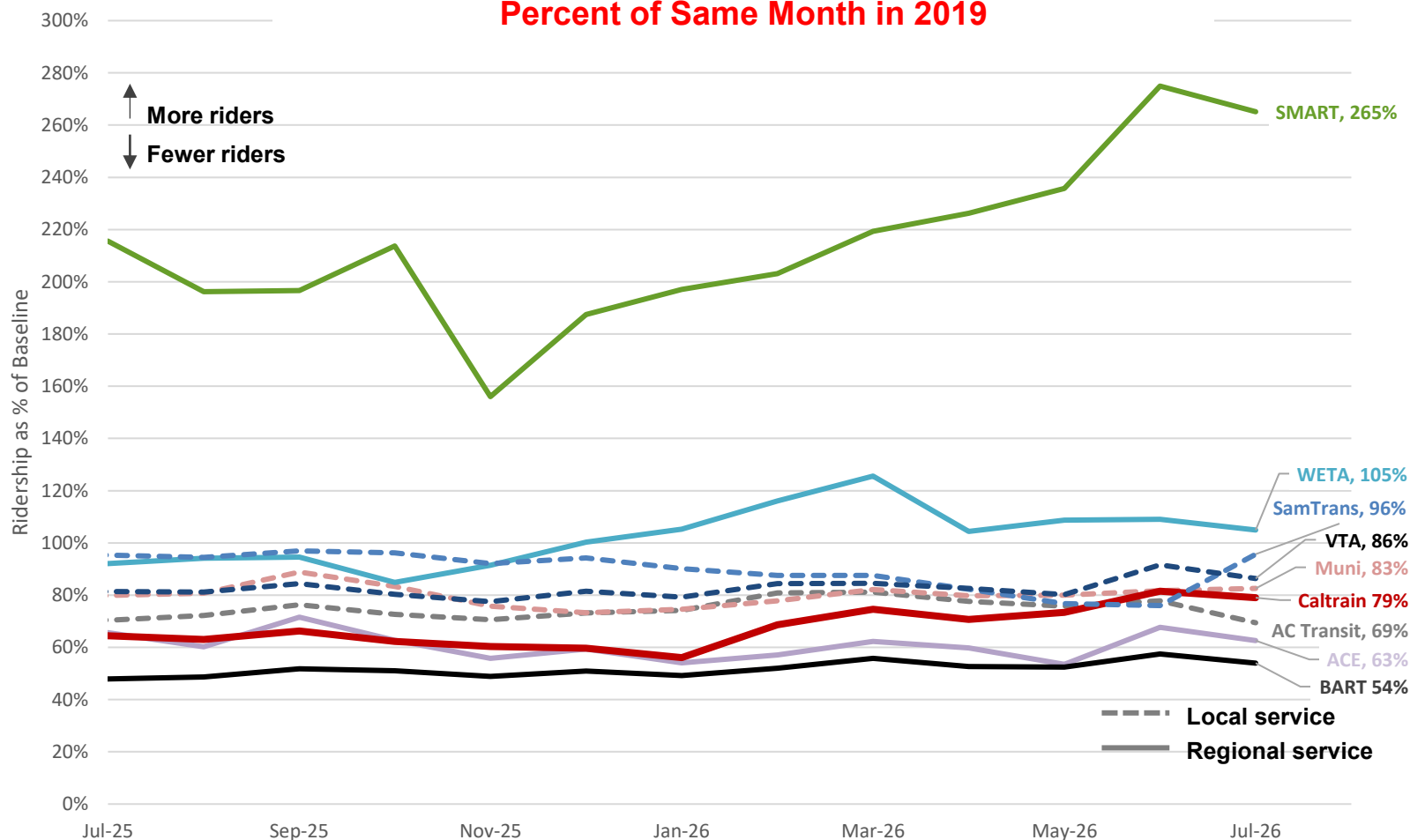
Event Type	26-August			25-August			Ridership Change
	Ridership	Train Count	Avg Ridership per Train	Ridership	Train Count	Avg Ridership per Train	
Giants	8,416	14	601	7,423	12	619	+13.4%
Concerts	2,092	6	349	-	-	-	-
BayFC	-	-	-	650	1	650	-
All Events	10,508	20	525	8,073	13	621	+30.2%



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)

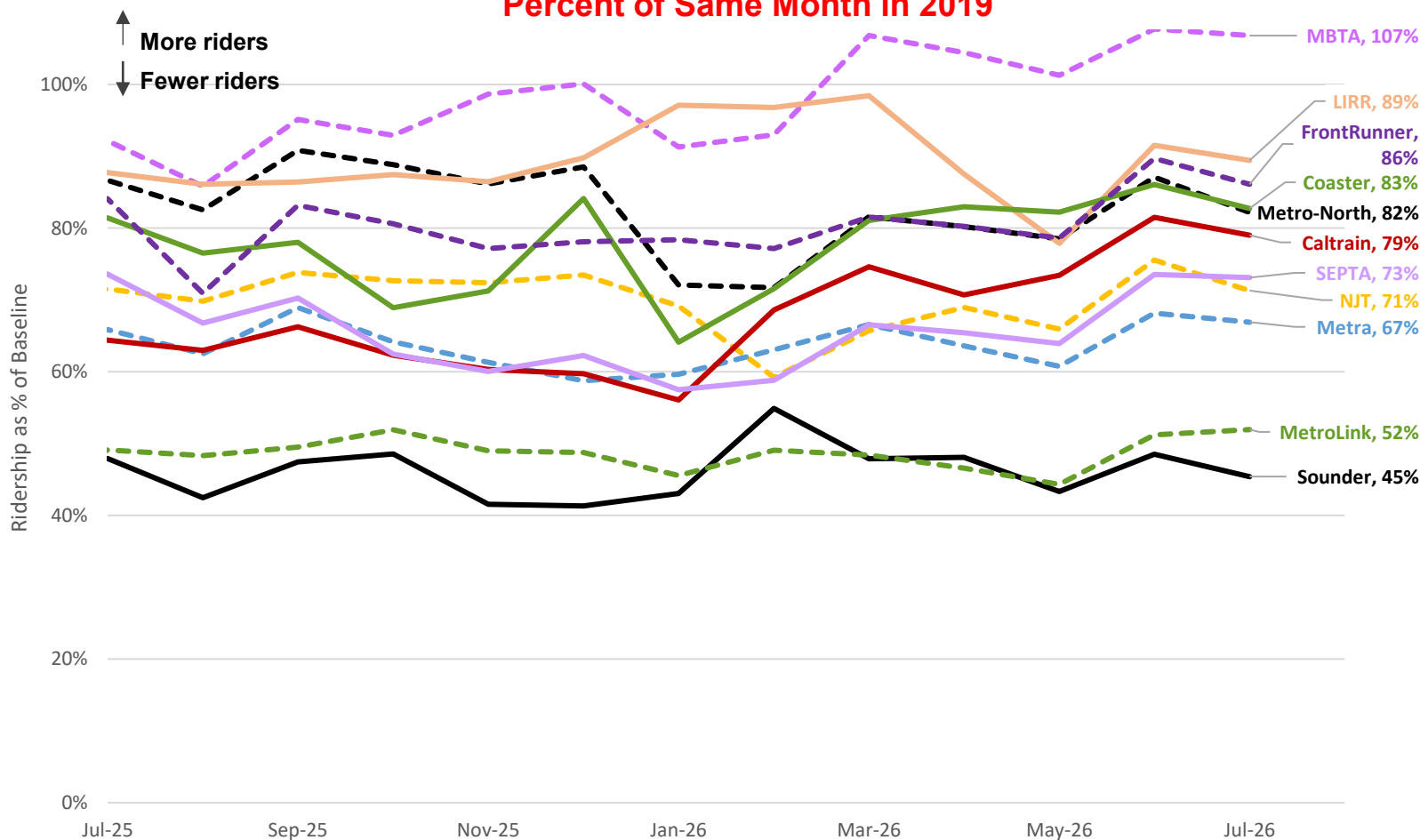
Transit Operator	25-Jul	25-Aug	25-Sep	25-Oct	25-Nov	25-Dec	26-Jan	26-Feb	26-Mar	26-Apr	26-May	26-Jun	26-Jul
Muni	14,455	15,170	15,233	15,646	13,456	13,062	14,072	13,295	15,488	14,981	15,310	14,835	14,939
BART	5,220	5,452	5,589	5,922	4,883	4,868	5,092	5,036	5,985	5,816	5,804	6,138	5,879
AC Transit	3,079	3,452	3,735	3,837	3,206	3,113	3,261	3,364	3,773	3,681	3,573	3,168	3,037
VTA	2,368	2,538	2,666	2,772	2,336	2,323	2,329	2,262	2,605	2,516	2,526	2,611	2,512
Caltrain	1,078	1,073	1,050	1,075	888	853	833	908	1,111	1,126	1,189	1,297	1,322
SamTrans	832	952	1,026	1,074	887	855	827	727	849	775	778	661	835
WETA	301	313	277	264	216	214	229	227	301	286	301	330	343
SMART	135	128	124	122	101	109	113	104	127	136	151	153	167
ACE	81	81	89	89	64	60	69	66	78	79	75	76	77



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.

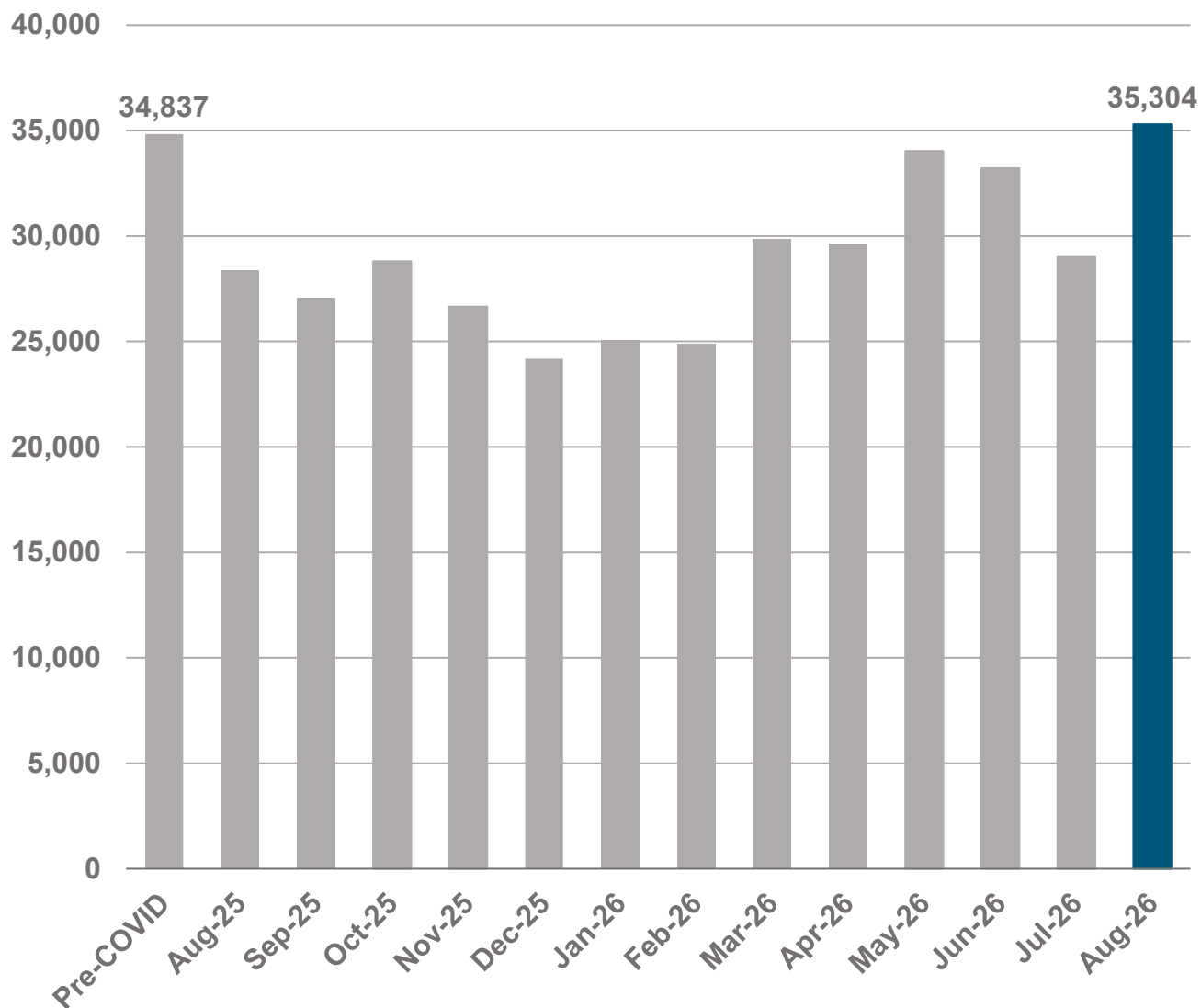
Total Monthly Ridership Estimates (in thousands)

Transit Operator	25-Jul	25-Aug	25-Sep	25-Oct	25-Nov	25-Dec	26-Jan	26-Feb	26-Mar	26-Apr	26-May	26-Jun	26-Jul
LIRR	8,769	8,629	8,441	8,938	8,131	8,769	8,629	7,784	8,769	8,610	7,784	8,610	8,938
Metro-North	6,880	6,383	6,843	7,379	6,307	6,792	5,219	4,715	6,099	6,317	6,265	6,777	6,525
NJ Transit	5,475	5,292	5,711	5,799	5,464	5,503	4,761	4,062	4,852	5,170	5,070	5,809	5,458
Metra	3,651	3,471	3,566	3,662	2,898	2,657	2,825	2,884	3,301	3,378	3,275	3,590	3,709
MBTA	2,551	2,404	2,430	2,706	2,558	2,683	2,470	2,218	2,808	2,810	2,736	2,656	2,957
SEPTA	2,023	1,823	2,170	2,042	1,723	1,809	1,760	1,623	1,938	2,010	1,930	1,974	2,009
Caltrain	1,078	1,073	1,050	1,075	888	853	833	908	1,111	1,126	1,189	1,297	1,322
MetroLink	504	504	522	567	501	470	476	476	533	535	503	534	533
FrontRunner	341	322	393	406	330	320	341	310	356	346	335	349	349
Sounder	188	169	182	215	153	145	180	173	181	196	171	176	178
SD Coaster	122	102	89	77	67	71	66	66	89	97	101	112	124



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.

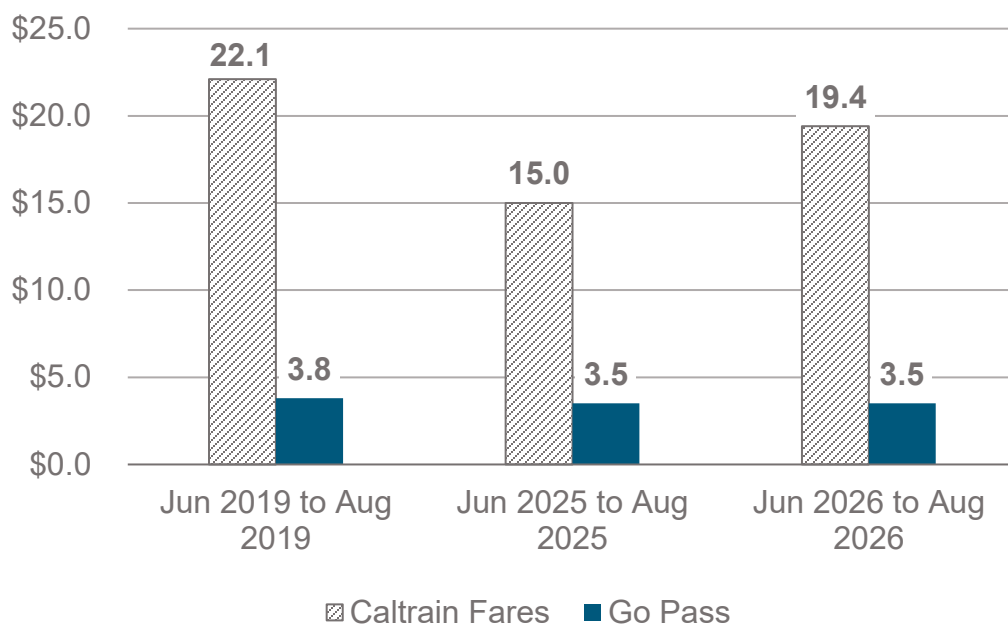
Pre-COVID data is provided for comparison purposes and represents average monthly transfers during the one-year period from March 2019 to February 2020.





Ridership and Revenue

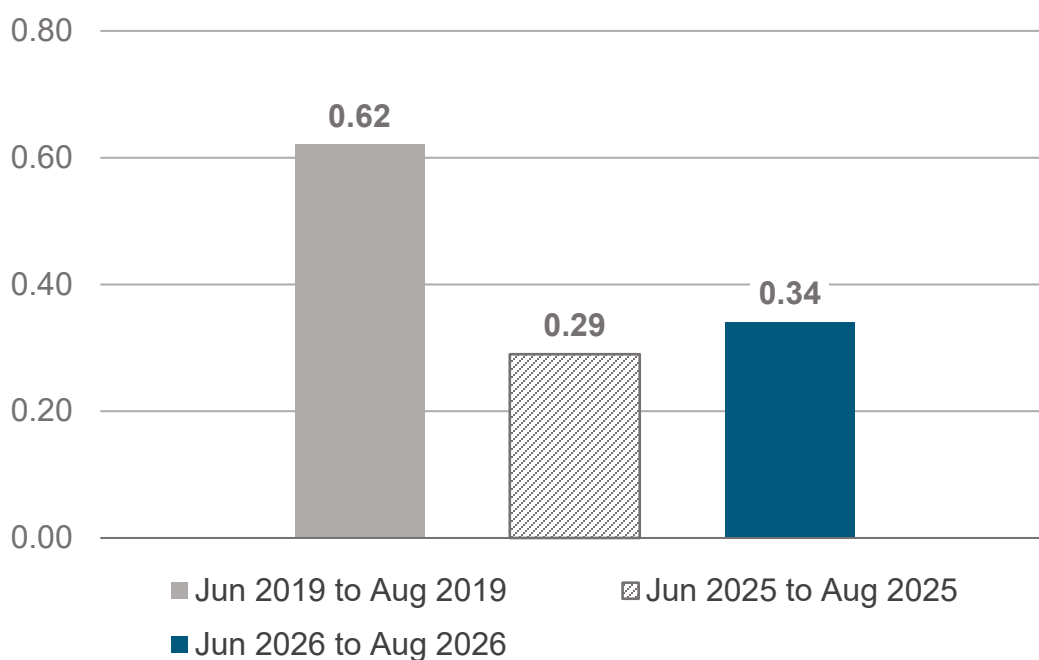
Total Fare Revenues (\$M) - Past 3 Months Comparison



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.

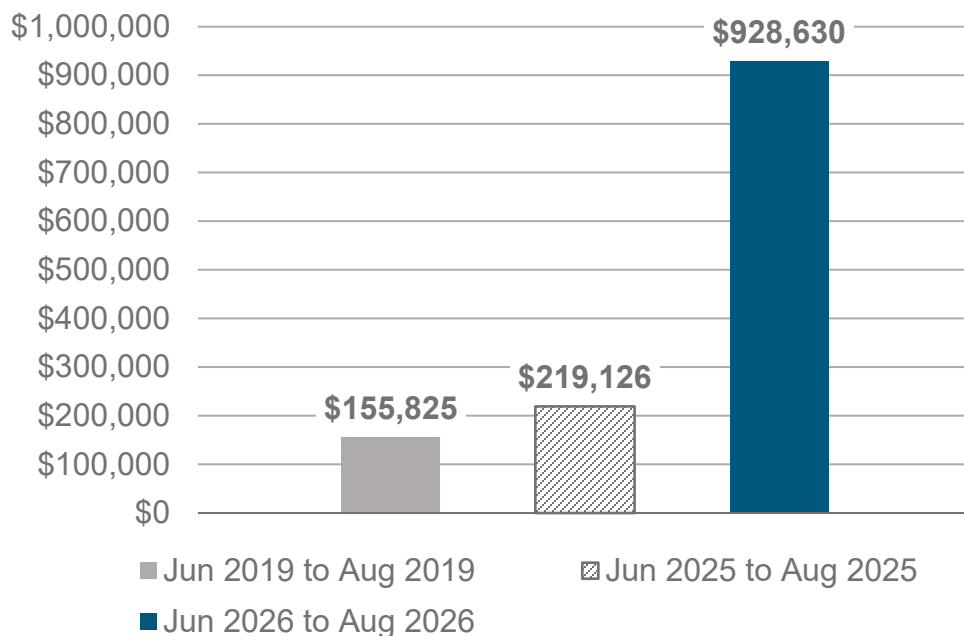
**Farebox Recovery Ratio information is temporarily unavailable due to Fiscal Year End Close. Metric to be updated next month.*





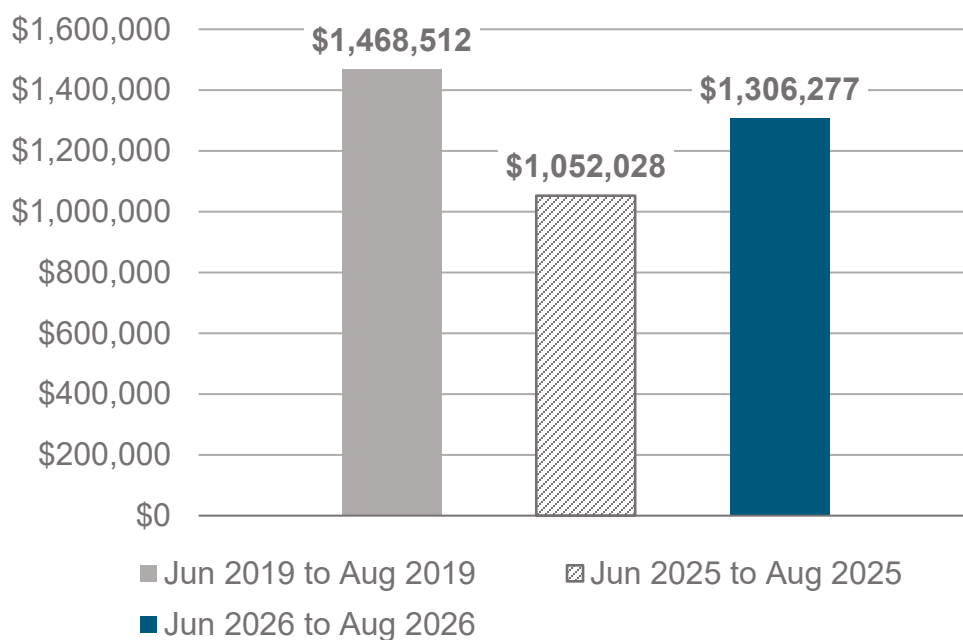
Ridership and Revenue

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)



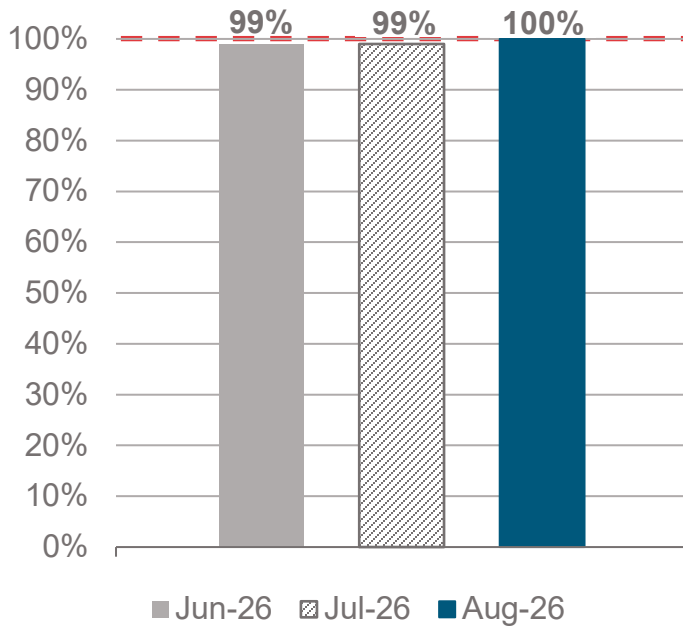
Parking Revenue is generated by purchases of daily and monthly parking permits for parking at Caltrain-owned lots.





Maintenance Performance

Equipment Availability (EMUs)

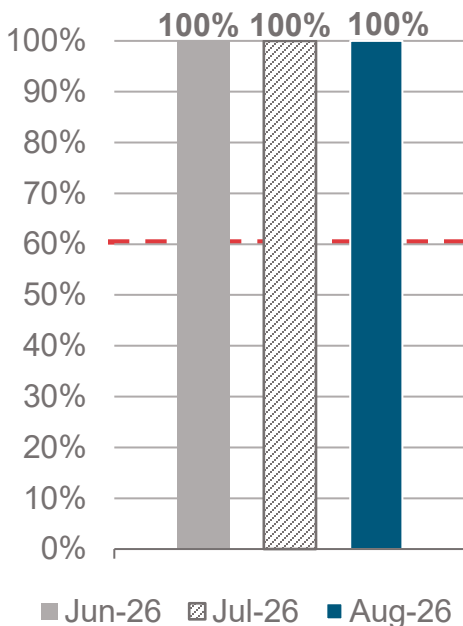


Equipment Availability is the number of trainsets, locomotives, or cars available for service on an average day each month as a percentage of the daily equipment required to run base service.

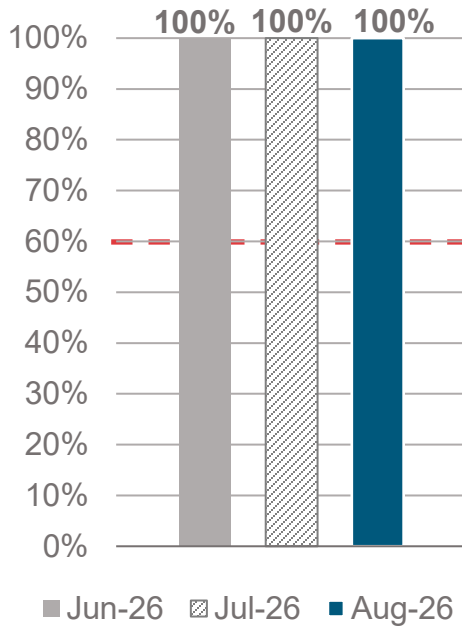
The graph to the left represents EMUs whereas the graphs below represent diesel equipment data, displaying Caltrain's mixed revenue fleet. Fourteen (14) EMUs are needed to operate the new weekday electric service.

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

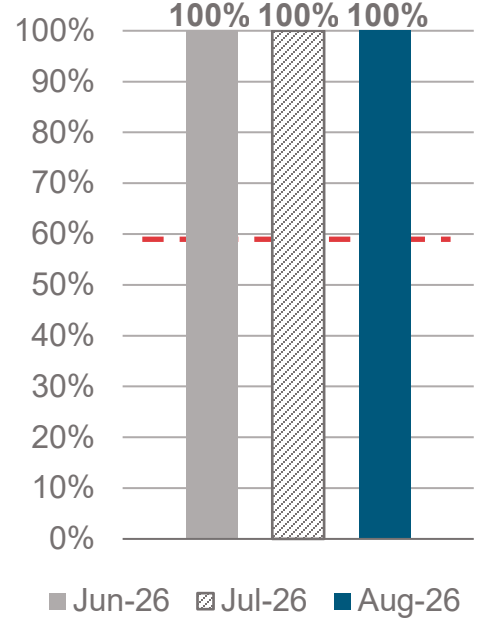
Equipment Availability (Diesel Locomotives)



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 temporarily suspending train service again between San Jose Diridon and Tamien to complete repairs to Guadalupe River Bridge

Caltrain suspended train travel between Tamien and San Jose Diridon stations during the weekends of Aug. 8-9 and Aug. 22-23 to complete necessary repairs to the Guadalupe River Bridge. An additional weekend closure was planned for the weekend of Sept. 19-20; a closure was previously planned for July 24-25 but was canceled after construction crews completed some work ahead of schedule. Caltrain's weekday service and Caltrain riders not traveling to Tamien Station were unaffected by construction.

Skip the traffic. Take Caltrain to Outside Lands

Outside Lands Festivalgoers could leave the driving behind and ride Caltrain to the weekend of Aug. 7-9. Riders could a northbound train to San Francisco Station and transfer to Muni Metro N Judah line for direct service to Golden Gate Park.

Caltrain to run extra service and themed-Reggaeton train for Karol G concert at Levi's Stadium

Live Nation presented Karol G's Viajando por el Mundo Tropitour at Levi's Stadium on Friday, Aug. 21 and Saturday, Aug. 22, and Caltrain helped get fans to the show's 7 p.m. start and back home again afterward. In addition to its regular weekday service, Caltrain ran a Karol G Tropitour-themed Train on Friday so fans could start the party early on board; there was also an additional post-concert northbound train for both the Friday and Saturday concerts.

The Karol G Tropitour Train included two decorated coach cars on the southbound 148 Local which departed San Francisco Station at 4:55 p.m. Riders enjoyed a festive journey with their fellow fans, as well as a raffle featuring officially licensed Karol G merchandise, while still arriving in time for opening act Becky G. Additionally, Caltrain offered fans a chance to win four tickets to the Saturday show.

Kick off the 49ers preseason with Caltrain

San Francisco 49ers Fans looking to skip weekday traffic to Levi's Stadium could take advantage of Caltrain's weekday service and ride to Mountain View Station, one of the easiest ways to catch the preseason opening against the Tennessee Titans on Thursday, Aug. 13, at 6 p.m. From there, riders could connect directly to VTA light rail service for a convenient trip to Levi's Stadium, arriving in time for kickoff.





Service and Program Updates

Ride Caltrain to the Giants game and KPop Demon Hunters drone show

Fans headed to Oracle Park for the San Francisco Giants game and the KPop Demon Hunters Drone Show on Friday, Aug. 14, could leave the driving to Caltrain. The drone show lit up the night sky following the game, which started at 7:15 p.m.

Catch the Pokémon World Championships with Caltrain

Pokémon fans could take Caltrain to San Francisco on Sunday, Aug. 30, for the Pokémon World Championships Finals at Chase Center. The broader championship event ran Aug. 28-30 at Moscone Center with the finals on Sunday at Chase Center. From San Francisco Station, fans could walk less than a mile to Chase Center or transfer to Muni Light Rail. Drone show enthusiasts could experience a nightly drone show that started around 9:35 p.m. on Friday and 9:20 p.m. over the weekend; the show was flown near the Ferry Building on the Embarcadero along the San Francisco waterfront. From San Francisco Station, Caltrain riders could transfer to Muni and take the N-Judah line westbound to Embarcadero Station.

Celebrate Silicon Valley Pride with Caltrain

Caltrain joined VTA and SamTrans at the Silicon Valley Pride Parade on Sunday, Aug. 30, from 11 a.m. to 12:30 p.m. in downtown San Jose. The parade began at Julian Street and Market Street then ended at Plaza Park.

Riders traveling from Caltrain's San Jose Diridon Station could connect to downtown San Jose by VTA light rail or local bus. Riders could also walk approximately 1.3 miles from Diridon Station to Plaza Park.

This collaboration between Caltrain, VTA, and SamTrans extended the spirit of unity that transit agencies across the Bay Area celebrated throughout Pride Month in June and at San Francisco Pride. By coming together again in San Jose, the agencies celebrated the LGBTQ+ community while demonstrating the power of regional partnership to connect people, communities, and destinations across the Bay Area.





Communications and Marketing Update

Strategic Communications (Media and Social)

Press Releases/Blogs/Podcasts:

- Caltrain temporarily suspending train service again between San Jose Diridon and Tamien to complete repairs to Guadalupe River Bridge
- Skip the traffic. Take Caltrain to Outside Lands
- Caltrain to run extra service and themed-Reggaeton train for Karol G concert at Levi's Stadium
- Kick off the 49ers preseason with Caltrain
- Ride Caltrain to the Giants game and KPop Demon Hunters drone show
- Caltrain temporarily suspending train service between San Jose Diridon and Tamien to complete Guadalupe River Bridge repairs
- Catch the Pokémon World Championships with Caltrain
- Celebrate Silicon Valley Pride with Caltrain

Caltrain E-Newsletter Metrics:

	AUGUST 2026	AUGUST 2025
Subscribers	N/A	15,029
Open Rate	N/A	29.2%
Click Rate	N/A	3.1%





Communications and Marketing Update

Strategic Communications (Media and Social, cont.)

Earned Media:

- After two days mistaken for dead, Roo's microchip led him home - Dogsbestlife.com
- New California law could ignite a surprising housing boom in Palo Alto - SFGate
- California's housing revolution hits one of America's wealthiest cities as developers race to build hundreds of apartments - The Daily Mail
- Diridon Station rebuild project could move faster under proposed CEQA exemption - San Jose Spotlight
- "Flexing" Funds Isn't the Answer to Bay Area Transit Agencies' Fiscal Woes - SPUR
- Record World Cup crowds cost this Bay Area transit agency \$11 million - SF Chronicle
- Palo Alto Grade Separation Project Update: Refined 15% Designs For Review at Upcoming Community Meetings | by City of Palo Alto | PaloAltoConnect | Aug, 2026 - Medium
- Caltrain Temporarily Suspends Weekend Train Service for Guadalupe River Bridge Project - Railway Track & Structures
- Robert De Niro (83) and the \$104 fine during this shoot 31 years ago: "He was doing what he had been told" - Cinemania





Communications and Marketing Update

Strategic Communications (Media and Social, cont.)

Caltrain Organic Social Media Messaging Highlights:

In August, Caltrain created a Reggaeton-themed train, getting approval from Live Nation to use the name and likeness of Karol G, who performed back-to-back nights at Levi's Stadium. Total ridership was 1,126 riders and the maximum number of passengers on board at a time was 725. Typically train #148 alights 70-90 passengers at Mountain View. On the day of the themed train, there were 511 riders alighting. The team also worked with iHeartRadio for the first time, which kicked off a partnership for the rest of the year for both in person and radio marketing. Post event content went viral beating our previous record of 250,000 views in a 24-hour period for Driving is for Dodgers, with about 400,000 views .

Strategic Comms continues supporting multiple events and marketing efforts across different mediums, whether it was in person, via media relations or social. Some additional events that were highlighted throughout the month are listed below.

Messaging Highlights (Includes rotational messaging):

- August Board Meeting
- Trade Partnership with allcove
- Ride to AC/DC @ Levi's
- Caltrain Named 2026 APTA Outstanding Transportation System Award
- Tuesday Tip: VMS - Social messaging - Conductor Etiquette
- Noah Kahan @ Oracle
- Bay FC rotational messaging + social giveaway
- Launch of new feedback form
- Pokémon Worlds in SF
- Silicon Valley Pride
- SF Giants rotational messaging + social giveaway
- Move Bay Area West Summit





Communications and Marketing Update

Strategic Communications (Media and Social, cont.)

Social Metrics: (Year to Year)

AUGUST 2026	AUGUST 2025
Impressions: 2,343,096	Impressions: 567,132
Engagements: 30,146	Engagements: 13,233
Post Link Clicks: 1,744	Post Link Clicks: 1,610
Shares: 4,254	Shares: 2,491
Saves: 997	Saves: 155

**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.*

Shares: The number of times users shared content by reposting it, quoting it, or sending it directly to someone.

Marketing Activities

Karol G Theme

Marketing supported the Karol G Theme Train, piloting a partnership with iHeartRadio. 62 promo radio spots yielded 439,224 impressions from the radio partnership alone. We will continue to partner with iHeartRadio for other marketing and customer communications initiatives based on these results.

\$1 Youth Fare

The \$1 Youth Fare promotions ended in August as we pivot to marketing the APTA Outstanding Transportation System award in the fall. The \$1 Youth promotional campaign ran from April to August, resulting in record numbers of youth ridership.

Holiday Sweaters - Now Available!

Designs were completed and approved in August for the holiday sweaters, now available for purchase at caltrainstore.com!



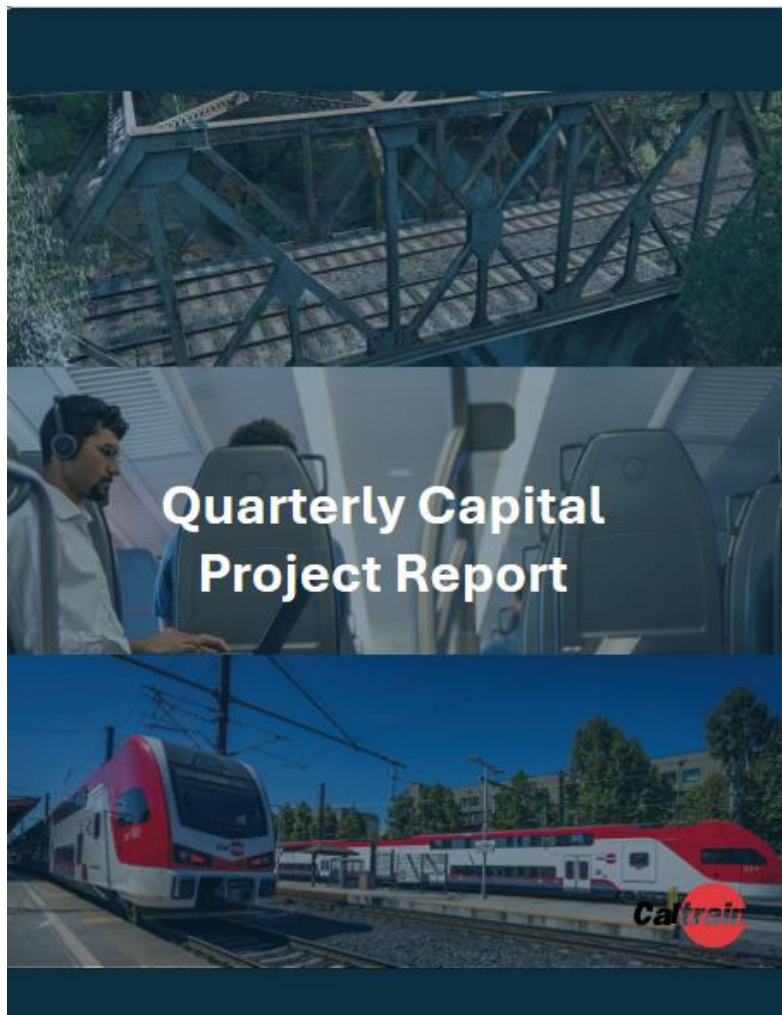


Capital Projects Update

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 4 of FY2026](#) (April 2026-June 2026) using the hyperlink provided below.

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





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