



BOARD OF DIRECTORS 2025

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AGENDA

Peninsula Corridor Joint Powers Board Technology, Operations, Planning, and Safety (TOPS) Committee Meeting

March 26, 2025, 1:30 pm

Primary Location:

San Mateo County Transit District
1250 San Carlos Ave., 2nd Fl.
Bacciocco Auditorium
San Carlos, CA 94070

Alternate:

San Bruno City Hall
570 Linden Ave.
Conference Room 138
San Bruno, CA 94066

Alternate:

Bay Area Metro Center
375 Beale St., 1st Fl.
Claremont Conference Rm
San Francisco, CA 94105

Committee Members: Rico E. Medina (Chair), Pat Burt, Shamann Walton

Members of the public may participate in person at the locations listed above; remotely via Zoom at <https://us06web.zoom.us/j/81186731470?pwd=OUE3b0ZiY3ZoYzRCN280UG5Gb9WZz09>; by entering Webinar ID: **811 8673 1470**, Passcode: **274739**, in the Zoom app for audio/visual capability; or by calling 1-669-219-2599 (enter webinar ID and press # when prompted for participant ID) for audio only. The video live stream will be available after the meeting at <https://www.caltrain.com/video-board-directors>.

Public Comments: Public comments may be submitted to publiccomment@caltrain.com prior to the meeting's call to order so that they can be sent to the Board as soon as possible, while those received during or after an agenda item is heard will be included into the Board's weekly correspondence and posted online at: <https://www.caltrain.com/about-caltrain/meetings>.

Verbal public comments will also be accepted during the meeting in person and through Zoom* or the teleconference number listed above. Public comments on individual agenda items are limited to one per person PER AGENDA ITEM. Participants using Zoom over the Internet should use the Raise Hand feature to request to speak. For participants calling in, dial *67 if you do not want your telephone number to appear on the live broadcast. Callers may dial *9 to use the Raise Hand feature for public comment. Each commenter will be recognized to speak, and callers should dial *6 to unmute themselves when recognized to speak.

Note: All items appearing on the agenda are subject to action by the Board. Staff recommendations are subject to change by the Board.

Each public comment is limited to two minutes. The Board Chair has the discretion to manage the Public Comment process in a manner that achieves the purpose of public communication and assures the orderly conduct of the meeting.

March 26, 2025 - Wednesday

1:30 pm

All items to which [Government Code section 84308](#) applies have been marked with an asterisk.

A double asterisk indicates that one or more Directors of the JPB serve on the governing board of a public agency with which the JPB proposes to contract. Under Government code section 1091(a)(9), this relationship is considered to be a noninterest but it must be disclosed.

1. Call to Order
2. Roll Call
3. Pledge of Allegiance / Safety Briefing
4. Public Comment on Items Not on the Agenda
Comments by each individual speaker shall be limited to two (2) minutes. Items raised that require a response will be deferred for staff to reply.
5. Approval of Meeting Minutes for February 26, 2025 Motion
6. Award a Contract to Myers & Sons Construction, LLC for Construction Manager General Contractor Pre-Construction Services for Middle Avenue Pedestrian and Bicycle Rail Undercrossing Project for \$594,415.98* Motion
7. Receive Update on the Trespasser Prevention Safety Plan Informational
8. Committee Member Requests
9. Date/Time of Next Regular TOPS Committee Meeting: Wednesday, April 23, 2025 at 1:30 pm.
The meeting will be accessible via Zoom and in person at the San Mateo County Transit District, Bacciocco Auditorium, 2nd Floor, 1250 San Carlos Avenue, San Carlos, CA 94070.
10. Adjourn

Information for the Public

All items appearing on the agenda are subject to action by the Board. Staff recommendations are subject to change by the Board. If you have questions on the agenda, please contact the JPB Secretary at 650.551.6108. Agendas are available on the Caltrain website at <https://www.caltrain.com>. Communications to the Board of Directors can be e-mailed to board@caltrain.com.

Free translation is available; Para traducción llama al 1.800.660.4287; 如需翻译 请电1.800.660.4287

Date and Time of Board and Committee Meetings

JPB Board: First Thursday of the month, 9:00 am; JPB Finance Committee: Two Mondays before the Board Meeting, 2:30 pm; JPB Technology, Operations, Planning, and Safety (TOPS) Committee: Two Wednesdays before the Board meeting, 1:30 pm. JPB Advocacy and Major Projects (AMP) Committee: Two Wednesdays before the Board meeting, 3:30 pm. The date, time, and location of meetings may be changed as necessary. Meeting schedules for the Board and Committees are available on the website.

Location of Meeting

Members of the Public may attend this meeting in person or remotely via Zoom. Should Zoom not be operational, please check online at <https://www.caltrain.com/about-caltrain/meetings> for any updates or further instruction.

Public Comment

Members of the public are encouraged to participate remotely or in person. Public comments may be submitted by comment card in person and given to the JPB Secretary. Prior to the meeting's call to order, public comment may be sent to publiccomment@caltrain.com so that they can be sent to the Board as soon as possible, while those received during or after an agenda item is heard will be included into the Board's weekly correspondence and posted online at: <https://www.caltrain.com/about-caltrain/meetings>.

Oral public comments will also be accepted during the meeting in person or through Zoom or the teleconference number listed above. Public comments on individual agenda items are limited to one per person PER AGENDA ITEM. Each commenter will be automatically notified when they are unmuted to speak for two minutes or less. The Board Chair shall have the discretion to manage the Public Comment process in a manner that achieves the purpose of public communication and assures the orderly conduct of the meeting.

Accessible Public Meetings/Translation

Upon request, the JPB will provide written agenda materials in appropriate alternative formats, or disability-related modification or accommodation, including auxiliary aids or services, to enable individuals with disabilities to participate in and provide comments at/related to public meetings. Please submit a request, including your name, phone number and/or email address, and a description of the modification, accommodation, auxiliary aid, service or alternative format requested at least 72 hours in advance of the meeting or hearing. Please direct requests for disability-related modification and/or interpreter services to the Title VI Administrator at San Mateo County Transit District, 1250 San Carlos Avenue, San Carlos, CA 94070-1306; or email titlevi@samtrans.com; or request by phone at 650-622-7864 or TTY 650-508-6448.

Availability of Public Records

All public records relating to an open session item on this agenda, which are not exempt from disclosure pursuant to the California Public Records Act, that is distributed to a majority of the legislative body, will be available for public inspection at 1250 San Carlos Avenue, San Carlos, CA 94070-1306, at the same time that the public records are distributed or made available to the legislative body.

Note: All items appearing on the agenda are subject to action by the Board. Staff recommendations are subject to change by the Board.

**Peninsula Corridor Joint Powers Board
Technology, Operations, Planning, and Safety (TOPS) Committee**

1250 San Carlos Avenue, San Carlos, CA 94070

DRAFT Minutes of February 26, 2025

Members Present: Pat Burt, Shamann Walton, Rico E. Medina (Chair)

Staff Present: R. Barnard, M. Bouchard, D. Chazen, J. Gibson, J. Harrison, J. Hogan, L. Ko, L. Lumina-Hsu, M. Meader, G. Rogers, M. Tauchen

1. Call to Order

Chair Medina called the meeting to order at 1:30 pm.

2. Roll Call

Deputy District Secretary Loana Lumina-Hsu called the roll and confirmed a quorum was present.

3. Pledge of Allegiance / Safety Briefing

Chair Medina led the Pledge of Allegiance and delivered the safety briefing.

4. Public Comment on Items not on the Agenda - There were none.

5. Approval of Meeting Minutes for January 29, 2025

Motion/Second: Burt/Walton

Ayes: Burt, Walton, Medina

Noes: None

6. Approve Guiding Principles and Goals for Rail Operations and Maintenance Successor Contract

Graham Rogers, Project Manager, Rail Operations and Maintenance, provided the presentation that included the following:

- Expiration of TransitAmerica Services, Inc. (TASI) contract
- TASI services: Operations and Dispatching, Maintenance of Way and Systems, Maintenance of Equipment, Traction Electrification System, Additional Services
- Project timeline to issue a Request for Expressions of Interest in March in hopes to secure a contract by Fall 2026 and start in July 2027
- Request for Proposal (RFP) strategy to obtain input with stakeholders and peer agency feedback, in addition to a contract assessment
- Guiding principles and goals of RFP to encompass Caltrain core values and maintenance of service

The Committee members had a robust discussion and staff provided further clarification in response to the Committee comments and questions, which included the following:

- Contractor performance relating to guiding principles

- Key Performance Indicators (KPIs)
 - Incentives and penalties for contractor performance
 - Farebox recovery and fare collection methods
 - Rider experience and announcements
- Fare evasion tactics and prevention

The Committee did not motion the item and forwarded the item for review and consideration before the full Board at the March 6, 2025, regular meeting.

Public Comment

Adrian Brandt commented on farebox collection in Europe, roving fare collectors, and fare evasion.

Roland commented about prior contract proposal and preference for procurement.

7. Adopt the Updated Mitigated Negative Declaration for the Guadalupe River Bridge Replacement Project

Michael Tauchen, Deputy Director of Environmental Compliance, provided the presentation that included the following:

- California Environmental Quality Act (CEQA) addendum for minor changes that do not significantly impact the original project
- Receipt of agency feedback and application of permits
- Provision of Mitigation Negative Declaration and permits to involved agencies

Motion/Second: Walton/Burt

Ayes: Burt, Walton, Medina

Noes: None

8. Receive Update on Active Grade Crossing Projects and Corridor Crossing Strategy

Robert Barnard, Chief of Rail Design and Construction; Dahlia Chazen, Chief of Planning; and Jill Gibson, Project Manager, Kimley-Horn, provided the presentation that included the following:

- Grade separation of 65 percent of Caltrain's land
- Crossing Delivery Guidelines created from feedback received, where internal and external training has been provided
- Implementation of grade separations and closures
- City led and Caltrain led initiatives
- Delivery Guide highlighting Caltrain efficiencies
- Uphold of standards set by other railroad agencies for grade separations
- Blending of Caltrain and High-Speed Rail Service to accommodate moderate growth of an adopted service
- Technical analysis for the accommodation of a four-track configuration
- Grade crossing enhancement and elimination projects

The Committee members had a robust discussion and staff provided further clarification in response to the Committee comments and questions, which included the following:

- Impacts to cities from increased service, car travel, and potentially High-Speed Rail
- Capacity, security and safety, environmental considerations associated with construction
- Alignment of immediate and long-term enhancements with problem statements or goals
- Systematic approach for addressing additional and increasing costs

Public Comment

Roland commented on level boarding of tracks and track elevation using technology.

Adrian Brandt commented on grade crossings and grade separations linked to safety and horn blowing.

9. Receive Update on Caltrain Safety Performance for Quarter 1 of 2025

Michael Meader, Chief Safety Officer, provided the presentation that included the following:

- No reports of minimal injuries and accidents currently for 2025
- Increased employee engagements
- Weekly vehicle track incursions
- Grade crossing enhancements with better indicators to prevent cars from turning down tracks
- Clearer indication or signage of tracks through technology, enforcement, fencing/barriers, and suicide prevention
- Interaction with municipalities to improve grade crossings down the corridor
- Increase of safety at stations

The Committee members had a robust discussion and staff provided further clarification in response to the Committee comments and questions, which included the following:

- Criteria for using money to cover projects in a county
- Constructive uses of money to obtain bond renewal
- Project collaboration with sister agencies
- Implementations that help or hinder grade separation projects with municipalities

Public Comment

Adrian Brandt commented on the absence of track incursions, trespassing intrusion panels, and pedestrian crossings at stations.

Roland commented on geofencing and road markings.

10. Committee Member Requests - There were none.

11. Date/Time of Next Regular TOPS Committee Meeting: Wednesday, March 26, 2025, at 1:30 pm.

12. Adjourn - The meeting adjourned at 3:18 pm.

DRAFT

**Peninsula Corridor Joint Powers Board
Staff Report**

To: JPB Technology, Operations, Planning, and Safety (TOPS) Committee
Through: Michelle Bouchard, Executive Director
From: David Covarrubias, Deputy Chief Financial Officer
For: April 2025 JPB Board of Directors Meeting
Subject: **Award a Contract to Myers & Sons Construction, LLC for Construction Manager General Contractor Pre-Construction Services for Middle Avenue Pedestrian and Bicycle Rail Undercrossing Project for \$594,415.98**

Finance Committee Recommendation

Technology, Operations, Planning, and Safety Committee Recommendation

Advocacy and Major Projects Committee Recommendation

Purpose and Recommended Action

The Menlo Park Middle Avenue Pedestrian and Bicycle Rail Undercrossing Project (Project) was conceived to address safety and access issues at the Project site. The Project will provide pedestrians and bicyclists with safe access across the Caltrain tracks in an area where there are commercial, residential, and recreational activities on both sides of the tracks. The Project will eliminate the circuitous routes that are now required to cross the tracks, and will provide a safe, secure, and accessible underpass at the tracks. The nearest pedestrian and bike crossings are now approximately three tenths (0.3) of a mile north at Ravenswood Avenue and one-half (0.5) of a mile south at Palo Alto Avenue.

One hundred four (104) Caltrain commuter trains safely and efficiently pass through the Project site daily. When trains cross Ravenswood Avenue and Palo Alto Avenue, all other transportation modes must come to a halt, creating delays and potential safety risks for pedestrians and bicyclists. Constructing a dedicated pedestrian and bike underpass presents the best opportunity to enhance safety and improve travel time for all users. By providing a separated crossing under the railroad, pedestrians and bicyclists can move safely and continuously, eliminating the need to detour to Ravenswood Avenue or Palo Alto Avenue. In addition, separating pedestrian and bicycle traffic from the rail corridor enhances operational efficiency, reducing train delays by approximately 15 minutes during peak service and a total of 75 minutes per day.

Staff proposes the TOPS Committee recommend that the Board of Directors (Board) of the Peninsula Corridor Joint Powers Board (JPB):

1. Award a contract to Myers & Sons Construction, LLC of Sacramento, California (Myers) to serve as the Construction Manager General Contractor (CMGC) and provide pre-construction services for the Project for an amount of \$594,415.98.

2. Authorize the Executive Director or designee to execute a contract with Myers in full conformity with the terms and conditions set forth in the solicitation documents and negotiated agreement, and in a form approved by legal counsel.

Discussion

The CMGC will work closely with JPB staff and other consultants to perform pre-construction services to assist in the development of the Project's final design and prepare for the construction phase (Services). These efforts will include working with the final designer (Designer), reviewing the design and construction documents to promote constructability and efficiency, and participating in design decisions by providing expertise, estimates, plans and recommendations regarding construction materials, means and methods, systems, phasing, and costs within the budget and schedule for the Project.

More specifically, during the pre-construction services phase, the CMGC will work closely with the JPB, the City of Menlo Park (City), and the Designer to:

- Assist in decision making;
- Conduct constructability reviews;
- Present and assess design and construction phasing and schedule recommendations and innovations to meet the Project schedule and budget requirements;
- Support and participate in formal value engineering (VE) workshops;
- Provide innovative Project delivery approaches;
- Analyze innovation or VE proposals, and provide potential design and construction-related modifications;
- Provide input on construction phasing and maintenance of traffic during construction; and
- Support scope, budget, and schedule control.

On November 2, 2023, pursuant to Resolution 2023-71, the JPB Board adopted CMGC findings and authorized use of the CMGC method for Project delivery pursuant to Public Utilities Code Section 103395.

On September 19, 2024, the JPB issued Request for Proposals (RFP) No. 24-J-C-107 for the Services, which was advertised in a newspaper of general circulation and on the JPB's e-procurement website. Staff held a pre-proposal video conference on September 25, 2024, and eight potential proposers attended.

By the December 5, 2024 due date, the JPB received five proposals as follows:

1. Atkinson/Clark, A Joint-Venture, San Francisco, CA
2. Granite Construction Company, Santa Clara, CA
3. Halmar International, LLC, Rancho Santa Fe, CA
4. Myers & Sons Construction, LLC, Sacramento, CA
5. Stacy and Witbeck, Inc., Alameda, CA

A Selection Committee (Committee), composed of qualified staff from the JPB’s Capital Program Delivery and Engineering Departments, and from the City of Menlo Park, reviewed and scored the proposals in accordance with the following weighted criteria:

Item #	Evaluation Criteria	Max Points
B	SBE Preference	5
C-1	Team Organization and Management	5
C-2	Company Qualifications, Experience	25
C-3	Qualifications and Experience of Key Personnel	25
C-4	Understanding the Required Scope of Services	35
C-5	Construction Scheduling Utilizing P6 to Complete the Construction Phase within Eighteen (18) Months	15
C-6	Plans	10
D	Cost Proposal	30
Total Possible Points		150

After the initial scoring of the proposals, the Committee determined Myers to be the highest-ranked firm to provide the Services for the Project. Myers possesses the requisite experience and qualifications as defined in the RFP. Myers and its key subcontractors have experience with the CMGC delivery process and have worked on similar projects, including:

- Caltrans District 8, I-215/Barton Road Interchange Reconstruction CM/GC in California;
- Caltrans District 10, SR 140 Ferguson Rockslide Restoration CM/GC in California;
- Contra Costa Transportation Authority, Bollinger Canyon Road – Iron Horse Trail Pedestrian Overcrossing CM/GC in California;
- Caltrans District 10, SR 99/SR 4 South Stockton Widening in California; and
- Roaring Fork Transportation Authority (RFTA), 27th Street and Highway 82 Pedestrian Underpasses in Colorado.

Staff successfully negotiated prices for the pre-construction services phase with Myers, conducted a price analysis for the base contract and optional services, and determined the prices to be fair, reasonable, and consistent with those paid by other public agencies in the Bay Area for similar services. Staff will provide Project updates to the Board at future meetings and will seek Board approval for the award of the construction phase.

Budget Impact

The Project was approved by the Board in Fiscal Year (FY) 2023 for an initial budget of \$571,941. An additional \$2 million was budgeted for the Project in FY2025. The total Project budget for design and pre-construction services is approximately \$2.6 million, which is funded by the City of Menlo Park. The budget has approximately \$1.48 million remaining and as such has sufficient capacity to support the \$594,416 cost of this subject contract.

Prepared By: Ehab Azab Procurement Administrator III 2/25/2025
 Michael Albanese Project Manager 2/25/2025

Resolution No. 2025-

**Board of Directors, Peninsula Corridor Joint Powers Board
State of California**

* * *

Award a Contract to Myers & Sons Construction, LLC for Construction Manager General Contractor Pre-Construction Services for the Middle Avenue Pedestrian and Bicycle Rail Undercrossing Project for \$594,415.98

Whereas, on November 2, 2023, pursuant to Resolution No. 2023-71, the Board of Directors (Board) of the Peninsula Corridor Joint Powers Board (JPB) authorized the use of the Construction Manager General Contractor (CMGC) project delivery method for the Middle Avenue Pedestrian and Bicycle Rail Undercrossing Project (Project); and

Whereas, on September 19, 2024, the JPB issued Request for Proposals (RFP) No. 24-J-C-107 for CMGC Pre-Construction Services for the Project; and

Whereas, on September 25, 2024, the JPB held a pre-proposal conference, and eight potential proposers attended; and

Whereas, in response to the RFP, the JPB received five proposals; and

Whereas, a Selection Committee (Committee), composed of qualified staff from the JPB's Capital Program Delivery and Engineering Departments, and from the City of Menlo Park, scored and ranked the proposals in accordance with the weighted evaluation criteria set forth in the RFP; and

Whereas, the Committee completed its evaluation process and determined Myers & Sons Construction, LLC of Sacramento, California (Myers) to be the highest-ranked proposer, and that Myers possesses the necessary qualifications and requisite experience to successfully perform the scope of services defined in the RFP; and

Whereas, staff completed negotiations with Myers, conducted a price analysis for the base contract and optional services, and determined that Myers' prices are fair, reasonable, and consistent with those paid by other public agencies in the Bay Area for similar services; and

Whereas, staff and legal counsel reviewed Myers' proposal and determined that it complies with the requirements of the RFP; and

Whereas, staff recommends that the Board award a contract to Myers for CMGC pre-construction services for the Project for an amount of \$594,415.98.

Now, Therefore, Be It Resolved that the Board of Directors of the Peninsula Corridor Joint Powers Board hereby awards a contract to Myers & Sons Construction, LLC of Sacramento, California for Construction Manager General Contractor Pre-Construction Services for the Middle Avenue Pedestrian and Bicycle Rail Undercrossing Project for an amount of \$594,415.98; and

Be It Further Resolved that the Board authorizes the Executive Director or designee to execute a contract with Myers in full conformity with the terms and conditions set forth in the solicitation documents and negotiated agreement, and in a form approved by legal counsel; and

Be It Further Resolved that the Board authorizes the Executive Director or designee to file any other required documentation and to take any other actions necessary to give effect to this Resolution.

Regularly passed and adopted this 3rd day of April, 2025 by the following vote:

Ayes:

Noes:

Absent:

Chair, Peninsula Corridor Joint Powers Board

Attest:

JPB Secretary

**Peninsula Corridor Joint Powers Board
Staff Report**

To: JPB Technology, Operations, Planning, and Safety Committee
Through: Michelle Bouchard, Executive Director
From: Michael Meader, Chief Safety Officer
For: April 2025 JPB Board of Directors Meeting
Subject: **Receive Update on the Trespasser Prevention Safety Plan**

Finance Committee Recommendation Technology, Operations, Planning, and Safety Committee Recommendation Advocacy and Major Projects Committee Recommendation

Purpose and Recommended Action

The purpose of this informational report and accompanying presentations is to share progress on Caltrain’s Trespasser Prevention Safety Plan. This presentation will begin a series of regular updates to the JPB focused on the railroad’s data-driven approach to reducing trespasser deaths, including suicides, and vehicle incursions. Caltrain Safety staff will also provide regular updates on longer-term safety plans, including necessary resources for implementation. A final JPB update on the overall plan is anticipated in November. No action is requested this month.

Discussion

Caltrain is a regional railroad operating in a dense, urban environment with 31 stations and 71 at-grade crossings on an unsealed corridor. Trespasser and vehicle strikes, including suicides, are a serious issue for Caltrain operations and corridor communities. These incidents have tremendous negative impacts on family members and friends, passengers, witnesses, emergency responders, and Caltrain’s train crews.

The Trespasser Prevention Safety Plan is part of a larger, in development, Caltrain Strategic Safety Plan. The railroad takes a data-driven approach to solving these issues. Under the direction of the Chief Safety Officer, a multidisciplinary team is identifying the problems, analyzing risks, identifying existing resources, developing mitigation strategies, and establishing Key Performance Indicators (KPIs) to monitor plan effectiveness. As Caltrain works to address near-term operating deficits and advance the recently approved Capital Improvement Plan (CIP), a creative approach to funding trespasser prevention strategies is key. This includes development of near-term and long-term solutions and ranking them based on a cost-benefit analysis.

Based on industry best practice, Caltrain has long followed the “Three E’s” of rail safety: Education, Engineering, and Enforcement when it comes to developing solutions.

- **Education**: focused on industry and community collaboration, upstream mental health and safety information, and crisis intervention. In the Caltrain context, this includes working closely with San Francisco, San Mateo, and Santa Clara counties’ behavioral health departments, Stanford University and Project Safety Net,

Operation Lifesaver Initiative (OLI), homeless advocacy organizations, and peer transit agencies and industry committees, including Bay Area partners such as Bay Area Rapid Transit (BART), San Francisco Municipal Transportation Agency (SFMTA), Santa Clara Valley Transportation Authority (VTA), and Altamont Corridor Express (ACE).

- **Engineering:** focused on means restriction, detection and alert technologies, and environmental deterrents. For Caltrain, this means continuing fencing state of good repair and new installation work, channelization and barriers, advancing grade separation projects, and exploring trespasser panels and other access barrier technologies for platforms and grade crossings.
- **Enforcement:** focused on site-specific enforcement (“hot spots”), front line and partner staff training, and outreach. Enforcement requires the commitment of Caltrain and SamTrans’ safety and security personnel, as well as county and city-level law enforcement. Caltrain has had success with grade crossing “enforcement blitzes”, crisis intervention training for law enforcement, and exploring increases in Transit Police personnel and partnerships with local law enforcement to expand coverage on the corridor.

In discussions with multiple regional rail operators around the country, it is clear that the issue of trespasser and vehicle strikes, including suicides, is universal. Approaches generally follow the Three E’s but tactics and availability of KPIs can depend on resources. Caltrain’s initial KPIs include trespasser strike and vehicle incursion data, crew reporting, contacts and enforcement made by Transit Police and local law enforcement, outreach activities including OLI presentations, and progress on fencing and grade crossing enhancements, including AI-based technologies like RailSentry. Caltrain is working with the three Transportation Authorities (TAs) on our corridor to identify potential funding for near-term and long-term prevention strategies.

Budget Impact

There is no impact on budget.

Prepared By:	Michael Meader	Chief Safety Officer	3/20/2025
	Sam Sargent	Director, Strategy and Policy	3/20/2025