

UNITED STATES OF AMERICA

NATIONAL TRANSPORTATION SAFETY BOARD

\* \* \* \* \*

Investigation of: \*

\*

CALTRAIN COLLISION WITH \*

CONSTRUCTION EQUIPMENT NEAR \*

SAN FRANCISCO, CALIFORNIA, \* Accident No.: RRD22MR007

ON MARCH 10, 2022 \*

\*

\* \* \* \* \*

Interview of: SAL GILARDI, Safety Specialist  
Peninsula Corridor Joint Powers Board

San Francisco, California

Monday,  
March 14, 2022



I, SAL GILARDI, have read the foregoing pages of a copy of my testimony given during a follow-up interview stemming from NTSB's investigation (Ref: RRD22LR017) of the derailment of Cal Train's Train SB506 after a collision with on-track equipment on March 10, 2022, in San Bruno, California on the Cal Train railroad and that these pages constitute a true and accurate transcription of same with the exception of the following amendments, additions, deletions or corrections:

<u>PAGE NO:</u>	<u>LINE NO:</u>	<u>CHANGE AND REASON FOR CHANGE</u>
<u>9</u>	<u>6</u>	<u>"JOAN OF ARROWS" → JOE NAVARRO</u>
<u>9</u>	<u>9</u>	<u>"THROW ALL AWAY" → THROW IT OUR WAY</u>
<u>11</u>	<u>21</u>	<u>"WHO, WHAT, DOWN THERE" → WHO, WHAT, WHERE</u>
<u>13</u>	<u>25</u>	<u>"TOZZI" → TASI</u>
<u>15</u>	<u>8</u>	<u>"TOZZI" → TASI</u>
<u>16</u>	<u>10</u>	<u>"TOZZI" → TASI</u>
<u>18</u>	<u>10</u>	<u>"TOZZI" → TASI</u>
<u>19</u>	<u>6</u>	<u>"FOLLOWS" → FOULS</u>
<u>24</u>	<u>6</u>	<u>"LARGE" → LIVE</u>

I declare that I have read my statements and that it is true and correct subject to any changes in the form or substance entered here.

Date: ~~4/15/22~~ 4/15/22

Witness: 

APPEARANCES:

DICK HIPSKIND, Railroad Accident Investigator  
National Transportation Safety Board

FELIPE AYALA, Track Inspector  
Federal Railroad Administration

RICK BRUCE, Track Safety Specialist  
Federal Railroad Administration

JAMES RIDGEWAY  
CPUC Track

ROBERT SEBEZ, Acting Director of Safety Security  
Caltrain

DEREK BROWN, Deputy General Manager  
TransitAmerica

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MR. HIPSKIND: Good morning, everybody. My name is Dick Hipskind, and I am a Railroad Accident Investigator for NTSB, and I am the Track and Engineering Group Chairman for NTSB for this accident. We are conducting this interview on March 14, 2022 with Mr. Sal Gilardi who works for the Peninsula Corridor Joint Powers Board, also known as JPB, as a Safety Specialist. This interview is being conducted in person at the Westin Hotel in San Francisco, California.

This interview is part of NTSB's efforts in conducting a series of ongoing interviews with the parties to the investigation in which we are looking into the derailment and collision of Caltrain's train number SB506 on March 10, 2022 on Caltrain's railroad on main track 2 in San Bruno, California. The NTSB accident reference number is RRD22MR007.

Before we begin our interview and questions, let's go around the table and introduce ourselves. Please spell your full name and please identify who you are representing and your title. I would remind everybody to speak clearly and loudly enough so we can get an accurate recording. I'll lead off and then ask for the other interviewers to identify themselves according to the order previously established.

Again, my name is Dick Hipskind. The spelling of my full name is D-i-c-k, last name H-i-p-s-k-i-n-d. I am a Railroad Accident Investigator for NTSB on this accident.

1 MR. AYALA: Felipe Ayala, First name F-e-l-i-p-e, last name  
2 A-y-a-l-a, FRA Track Inspector.

3 MR. SEBEZ: Robert Sebez, R-o-b-e-r-t, S-e-b-e-z. I'm the  
4 Acting Director of Safety Security, Caltrain.

5 MR. BRUCE: Rick Bruce, R-i-c-k, Bruce, B-r-u-c-e. I'm with  
6 the Federal Railroad Administration. I'm the Track Safety  
7 Specialist.

8 MR. RIDGEWAY: James Ridgeway, J-a-m-e-s, Ridgeway,  
9 R-i-d-g-e-w-a-y, CPUC Track.

10 MR. BROWN: Derek Brown, D-e-r-e-k, B-r-o-w-n, Deputy General  
11 Manager for the TransitAmerica Services and Maintenance of Way  
12 Department.

13 MR. HIPSKIND: To all the interviewers, thank you. Prior to  
14 recording our interview, I spoke with Sal to request his  
15 permission to record our discussion today and to obtain his  
16 permission to record the interview and use first names in our  
17 discussion.

18 Sal, has there been any change to your affirmation to those  
19 conditions?

20 MR. GILARDI: No.

21 MR. HIPSKIND: Sal, do you wish to have a representative with  
22 you today?

23 MR. GILARDI: No.

24 INTERVIEW OF SAL GILARDI

25 BY MR. HIPSKIND:

1 Q. And, Sal, would you please introduce yourself for the record?

2 A. My name is Sal Gilardi. I'm working on the Peninsula  
3 Corridor Electrification Project, known as PCEP for the Joint  
4 Powers Board as a systems safety specialist.

5 Q. And would you please spell your name for the transcription?

6 A. S-a-l, last name G-i-l-a-r-d-i.

7 Q. Thank you, Sal. So first off a couple of questions about  
8 your background. Sal, please give us a synopsis of your railroad  
9 work history, bringing us up to your current position and how long  
10 you have held it.

11 A. Sure. So I started with New York City Transit in 1984 as a  
12 -- as the -- a fire safety specialist, and then promoted to the  
13 manager of fire safety and emergency preparedness. I was with  
14 New York City Transit for 13 years. I left New York City Transit  
15 for a couple of years and I worked for the New York Board of Fire  
16 Underwriters a couple years, and then I went with Amtrak as the  
17 Manager of Safety for the Metropolitan Division which basically is  
18 New York, New Jersey, and some Delaware. I was with them for  
19 three years, and then I was hired by Parsons Transportation Group,  
20 a consulting firm, that was working on the east side access  
21 project in New York and I was with Parsons for 12, 13 years.

22 At the end of that, I started my own consulting company, B&G  
23 Transit. I'm the G. B&G Transit, and we bid and won the project  
24 here for electrification to do the safety on the project, and that  
25 is currently current up to, you know, when this project ends

1 basically.

2 Q. So again help me out. You've been doing -- the job you're  
3 doing now you've been doing it for how long?

4 A. On this project 2014. Systems safety. I did systems safety  
5 when I was with the Parsons Transportation Group from, you know,  
6 like a design system safety and training, emergency preparedness.  
7 I was also an instructor for the Transportation Safety Institute  
8 teaching emergency preparedness for 8, 9, 10 years.

9 Q. Okay. And in your current position, please describe for us  
10 your duties and responsibilities.

11 A. So we have this contract with the JPB to provide safety and  
12 security support for the project. Our duties include safety and  
13 security certification which is a requirement on federally funded  
14 projects. We also do accident investigation, we do obviously  
15 plan, review, you know, safety plan reviews. We do -- we inspect  
16 the contactors on track equipment to make sure they meet the FRA  
17 regulations. We also do training. We provide training programs.  
18 We also chair the fire life safety committee for the project which  
19 we bring in all of the fire departments up and down the corridor  
20 so that we can bring them up to speed on what we're planning on  
21 building and, you know, what the safety stuff, what the safety  
22 measures, you know, they need to be aware of. Fire and police  
23 were doing that.

24 We actually have a table top exercise schedule for the 24th  
25 of this month with the San Jose Fire Department. And then we --



1 so we do all that. We do training. We train not only the  
2 contractors, we train the Caltrain staff on, again, the OCS,  
3 what's up there, what we're putting up.

4 We take care of accident injury reporting from the  
5 contractor, so we grab their, you know all their statistics, all  
6 their reports on that, and then we meet with the contractors on a  
7 monthly basis to go over the previous month's incidents that they  
8 may have had. We take our incident investigation reports and  
9 corrective actions and we make sure that they're following up on  
10 the recommendations that we made, and we just keep tracking them  
11 as we move. But that's -- anything really safety related on the  
12 project we're involved with.

13 Q. And I noticed that you consistently said we, so kind of give  
14 me an idea how many of there are you.

15 A. How many was there are?

16 Q. How many was there are, yes.

17 A. Okay. So, like I said, B&G Transportation, Jim Brown who has  
18 been involved in some of these things, he's the B, Sal Gilardi is  
19 the G, okay, so we started this company in 2014, and then we were  
20 in the design of the electrification project. We were putting  
21 together the, you know, the specs, the plans that we needed, and  
22 then as the project took off into construction, we ended up hiring  
23 a couple of people that worked for us part-time, on a part-time  
24 basis, so we have -- right now we have myself and Jim, and then we  
25 have two other people that are working on the project. So there's

1 four of us right now currently working on the project.

2 We also have one or two other people that are supporting some  
3 other work on the -- in addition to the contract that we have with  
4 -- to work on the project, we also have a contract with Caltrain  
5 to support -- we help Robert out with the safety department and we  
6 help Joan of Arrows Group (ph.) out with the rail operations, so  
7 we have a -- that's a separate contract, that, you know, if  
8 there's a special project that they need, and they don't have the  
9 manpower to do it, then they throw it all away and, you know, we  
10 work on that. So there's four of us that really are what I would  
11 say full-time, and then one or two other people that help out as  
12 needed. And we also have a couple other guys that, you know, if  
13 we have something special we can call on, but --

14 Q. So, Sal fair to say that pretty interesting work and it keeps  
15 you busy, but my question is is the focus of everything that  
16 you're doing, is it -- should I think about it as it's all about  
17 this electrification project on Caltrain?

18 A. Not all. Like the contract that we have with Caltrain deals  
19 with all of the other stuff. So we had one of the guys that  
20 worked for us was doing construction safety for other capital  
21 projects that wasn't electrification, and that came under Robert's  
22 group safety department, the construction as the grade separation  
23 projects and some bridge projects and stuff, so we do work with  
24 that, but most of our focus is on electrification.

25 Q. I picked up when you were kind of giving us the litany of all

1 the different things that you do for the electrification project,  
2 one of the items was investigations.

3 A. Yes, sir.

4 Q. So if you don't mind, could you take us through so we have a  
5 better understanding, paint the picture for us, about what a  
6 generic investigation looks like, beginning, middle and end --

7 A. Sure.

8 Q. -- what the process is?

9 A. All right. So as part of our contract we require to have one  
10 person available 24 hours a day, 7 days a week, so we do that.  
11 And we have a 24 hour number that we provide to all of the  
12 contractors so that if anything happens or if they have any  
13 questions, if they have any safety concerns, they can call that  
14 number and they'll get a person, you know, that's here in  
15 California.

16 So that being said, if there's an incident, okay, we get  
17 notified by the dispatcher, Caltrain's dispatcher, of any incident  
18 involving a contractor on the property, on electrification  
19 projects, okay. So they'll call us up and tell us that, you know,  
20 hey, a contractor struck the vehicle in front of him or something  
21 like that on the job site, you know. So then we would go out  
22 there, Balfour (ph.) or whoever the contractor is that was  
23 involved, their safety guy would go out there or we would be in  
24 conversation with him depending on the extent of the injury.

25 If it's something that's, you know, major where, you know,

1 either somebody gets hurt, an injury or a rule violation or, you  
2 know, something to that effect, then we do basically what we call  
3 a full blown investigation on it, and what we so is we go there,  
4 we gather all of the interviews from the people involved.  
5 Depending on the type of incident, they get drug tested. You  
6 know, we don't do that, but the contractor will have them drug  
7 tested, and they get taken, you know, they'll get take off the  
8 project until the results of the drug test come back.

9 We always then obviously stop work. We figure out quickly  
10 what happened there, and we hold a stand down, okay, with the  
11 people that are involved. We hold a stand down and then we will,  
12 you know, rebrief. If everything's okay, we'll rebrief, you know,  
13 after they find out what happened and why it happened and  
14 everything else, and then they go back to work. Meantime we are  
15 gathering their statements. Everyone writes a statement. We take  
16 that back, we get whatever pictures we have and everything else,  
17 and we put together a preliminary report.

18 That preliminary report then will go to our -- the management  
19 people of the project, you know, within -- most of the time well  
20 before 24 hours we'll have something to them saying these are the  
21 facts, this is what we know what happened, who, what, down there,  
22 and with a couple of pictures. So we provide that thing, and in  
23 the meantime then we -- I'll look into see what the corrective  
24 actions are, so we'll come up and look and say, okay, yeah, this  
25 is what we need to do. We come up with a bunch of corrective

1 actions. We come up with a bunch of recommendations that we think  
2 that need to be implemented, and then we'll meet with the  
3 contractor, their safety person, who, you know, like my  
4 counterpart let's say for the contractor, we'll go over what our  
5 recommendations and corrective actions are, and then we follow it  
6 up with a copy of the report and then we put it on our -- we have  
7 like a correction active list and every month, you know, when we  
8 have -- we go through the incidents from the previous month, we go  
9 through the corrective actions and then, you know, it tells where  
10 they are, you know.

11 A lot of times when we first started out we would make a  
12 bunch of recommendations, and, you know, for the first two months  
13 they would be implemented and then they kind of drift off the  
14 radar a little bit. So this way here we keep them up to speed  
15 and, you know, we go over the stuff that we feel is still  
16 relevant. So we do that, and then we issue, you know, we gather  
17 whatever other information that we need. We finalize our report,  
18 and then we send it to the contractor, we send it to -- we put it  
19 on the safety department share drive, our investigations, and then  
20 we discuss them at the -- we have a weekly meeting with all of the  
21 project people and the contractor, and we'll go over safety, the  
22 first topic on the list, so we go over the, you know, brief  
23 scenario and what the recommendations were, what we did and then  
24 we field any questions that they may have.

25 So we do that for -- we put together some type of a report

1 for everything, all of their incidents. Some of the reports are  
2 bigger than others, you know, based on the severity or what we  
3 feel is the severity of the incident.

4 Q. Sal, let me drill down on just one part of that process that  
5 you laid out, and I totally get it. A lot of the work that you  
6 just described is very similar to a response that FRA or  
7 California PUC or NTSB might have. It sounds like a very similar  
8 methodology, am I correct about that?

9 A. Yeah, I mean, you know, it's something that we've picked up  
10 over the 30 years. You know, we try to refine it and, you know,  
11 as we see other things come along, but, yeah, it is similar.

12 Q. So one thing I want to ask you about is after you do all that  
13 fact finding and the stand down and all that kind of stuff, as you  
14 move towards the report phase, recommendation phase, is it fair to  
15 say that whoever you're working for or wherever you're going to  
16 direct your recommendations, there's a lot of meetings, a lot of  
17 back and forth talking about how we're going to finalize and  
18 implement the recommendations?

19 A. Yeah, so we put together the first draft because trying to,  
20 you know, we -- trying to get everyone together and, you know,  
21 everyone's trying to protect their interest in the, you know, in  
22 the accident or whatever, so we take all that information, like,  
23 you know, the contractor will do a report and get, you know, their  
24 stuff, and, you know, maybe a subcontractor we'll get statements  
25 from. We'll get statements from the Tozzi, RWIC or people that

1 were there, you know, at the incident.

2 So we take all that information and we put it into our  
3 report, you know. We kind of mesh what we feel is relevant into  
4 our report and that final report is not only our information, it's  
5 still that we've gotten from the other people, too, so -- and then  
6 we talk about the corrective actions because that generally goes  
7 just to the one -- the people that were involved in that. So,  
8 yeah, there is some back and forth.

9 Like I said, we try to get our report out, the preliminary  
10 one in 24 hours, and then within the week we try to finalize, you  
11 know, with the best information that we have. Now sometimes  
12 depending on the incident we don't get all the information that we  
13 need from the contractor because of some, you know, possible legal  
14 issues or whatever their people won't give out, you know, some  
15 type of information, but with the information that we have, we put  
16 out a -- we put out a report just like we have a standard form  
17 that we use, we fill it out, we attach pictures to it, and that  
18 goes in as our filed report.

19 Q. Okay. Well, I think I better get to the pretty much  
20 blatantly obvious part of our discussion. Is it fair to say that  
21 you have looked into this most recent incident that occurred on  
22 March 10, correct?

23 A. Yes, we have. We started, you know, Jim, my partner, was out  
24 there the day of and, you know, was gathering information just  
25 like we do all the time, you know, statements and pictures and,

1 you know, talking to whoever you could talk to, so, yeah, we  
2 started obviously right then when that happened. Again, we get  
3 notified immediately through central dispatcher that something  
4 happened, and we're on route and then, you know, getting  
5 information as we're driving down there, you know, as to that.

6 So, yeah, we are looking into this. We have the statements  
7 from the employees, we have the statements from the Balfour  
8 employees, we have the Tozzi statements from the people that were  
9 there, and we're going through that and putting it together into a  
10 report right now, and obviously the main goal, our main goal, is  
11 to try to at least figure out where there was a problem so that we  
12 can maybe look at and throw some corrective actions in there  
13 because the work has been shut down from when that accident  
14 happened, so now we have, you know, a week or however long it's  
15 been already of no work, so we're really looking to try to come up  
16 with some recommendations that when we go back to the contractor  
17 that they'll feel -- their employees will feel safe to go back to  
18 work with some, you know, recommendations that we're looking at.

19 Q. Okay. Well, I do want to talk a little bit more about this  
20 recent incident, but because our investigation, NTSB, FRA,  
21 California PUC, we're still in a fact finding thing, and I know we  
22 all have opinions, and we've kind of pieced together some stuff.

23 MR. HIPSKIND: I do want to caution the group, I want to  
24 steer clear of going into some analysis or comments about, oh,  
25 this is exactly what happened and all that.



1 BY MR. HIPSKIND:

2 Q. But I do want to continue our conversation because I'll ask  
3 it in a form of a question. Sal, are you guys near kind of  
4 gelling this thing and working on a recommendation type package,  
5 and if so, take us through some of that.

6 A. So, yeah. So, you know, we've been meeting since this thing  
7 happened every day for hours to try to go over what information we  
8 have, what we know, and then, you know, what do we feel could be  
9 done or to have prevented this from happening. So we've had  
10 people in there from Tozzi, we've had people from Caltrain's rail  
11 operations, we have the project people on there, and we're sitting  
12 around basically, you know, brainstorming this, okay, you know,  
13 what do we think was the problem here, and how can we rectify  
14 this.

15 And we have come up with a couple of things that we think may  
16 address this -- the issues, okay, that are out there because,  
17 again, the contractor doesn't have like a lot of faith now to go  
18 back to work, right? We have to do something, right, so that we  
19 don't have the same thing happen again. That's the way we're  
20 looking at this, right. Right now if we did everything -- if we  
21 didn't change anything, we could have the same incident again, so  
22 now we're looking to figure out what that something that we have  
23 to change is, and, you know, we've been working on it, we're  
24 coming up with a couple of ideas that we're -- you know, that we  
25 think would help, and we're trying to finalize some wording on

1 that stuff as we speak.

2 Q. So finalizing being the operative word there --

3 A. Finalizing within the task force so that we can present that  
4 to Michelle Bouchard (ph.) and then she can, you know take a look  
5 at that and see if she thinks this is going to, you know, she can  
6 go to the contractor and say, you know, you think that this is  
7 going to work. But we also obviously want to make sure that we  
8 run it by all of the FRAs, CPUC, NTSB because, again, this is  
9 preliminary. We don't have all of the information, you know.  
10 We're working on basically the stuff that we have, and that's how  
11 we're approaching this right now.

12 Q. Fair to say there's a bit of urgency to come to a commitment  
13 with these tentative recommendations?

14 A. Yeah, so the one good thing is, and Michelle isn't worried  
15 about the, you know, getting started, like getting back to work  
16 right now isn't the main focus. The main focus is coming up with  
17 some safety recommendations that we can put in there so that  
18 everyone will feel secure -- safe and secure to go back to work,  
19 so if it takes a week, if it takes two weeks, you know, she  
20 already made that very clear to me that that's not really a  
21 concern. We just got to get it right, and that's what we're  
22 trying to do.

23 Q. Well, I realize that you're in close contact with Michelle,  
24 and I don't -- I'm going to ask you, but I'm not going to press  
25 you, do you feel comfortable talking about some of the things that

1 you guys are considering and --

2 A. Yeah.

3 Q. -- realizing that it's not finalized, you have talked to NTSB  
4 and the regulators, but you're kind of closing in on gelling this  
5 whole thing, so if you do, give us some idea of what's on that  
6 table.

7 A. Okay. So the first thing that we're going to do, right, we  
8 shut everybody down so before anyone goes back to work there's  
9 going to be a stand down with every employee on the project with  
10 the Tozzi folks, with the contractor, the subcontractors, and any  
11 of the project people that are involved. Okay. So that's a  
12 given. We'll go through that.

13 The other -- so one of the things we're looking at, we feel  
14 that, and, you know, this is -- I mean, you guys have investigated  
15 millions -- a lot of incidents -- it always generally comes down  
16 to communication somehow, okay, so we're looking into  
17 communications and making sure that all of the communication flow  
18 was the way we feel it should have been. Okay. So we're looking  
19 into making sure that when someone gets a piece of information, it  
20 flows down to the people that need to hear it, and then flows back  
21 up to the person that gave it to them so that they -- we can  
22 complete that loop. So we're looking at that -- those  
23 requirements right now, and we think we have a couple of  
24 suggestions on how we're going to do that. That's probably the  
25 biggest one, and that's probably the one that will be -- that

1 we're working on first to get us -- we think get us back out  
2 there.

3 We also are looking at the possibility of shunting, you know.  
4 We shunt to get on grade crossings. The contractor puts down  
5 portable shunts, and then he can get on the grade crossing because  
6 his equipment generally follows both tracks in order to get on.  
7 So they are used to putting shunts down, so we're looking at the  
8 possibility of putting them in areas where we're working so that,  
9 you know, the dispatcher will get an indication that they're  
10 occupying the track. Most of the equipment that we have doesn't  
11 shunt, so that would provide in our mind a redundant safety.

12 Q. Sal, take that concept just a little bit further. What is it  
13 that shunting is going to do that helps everybody else to  
14 understand that somebody's there? How does that -- how does the  
15 shunting -- who does it go to?

16 A. So it goes to the dispatcher, and, I mean, I don't -- I'm not  
17 a big control center guy, but maybe -- but once they shunt, it  
18 shows up on the controller's -- the dispatcher's board that that  
19 section of track is occupied.

20 Q. So --

21 A. It can't -- my understanding is that they can't route trains  
22 into that section of track that's occupied.

23 Q. Okay. Anything else that you guys are considering or are  
24 those the two big ones?

25 A. Yeah, the stand down. The stand down was the first one and

1 then the communications between, you know, the dispatcher all the  
2 way down to the field level people that are on site, and the  
3 -- hopefully the placement of shunts somewhere. We have to figure  
4 that out because there are areas where we can't do that because of  
5 the way the signaling system is or something, so we're working --  
6 that's probably the biggest thing that we're -- the hardest thing  
7 that we're doing is trying to figure that out and work that out.

8 Q. I would say to you I've heard a lot of talk, some buzz about  
9 a couple of things that you mentioned. I've also heard something  
10 about more localized control of tracking time. Did you guys  
11 consider that as well, or --

12 A. So one of the things -- yes, we have and we were working on  
13 that this morning, to give the person that's on the -- that's with  
14 the work crew that authority, to pull the tracking time instead of  
15 relying on --

16 Q. Versus?

17 A. The RWIC who pulls it now who may not be at that work site.

18 Q. It kind of addresses the issue of I know where I'm at, I know  
19 the crew that's with me, I know where -- when I'm going to be done  
20 with work, and I know when to move on, and I will take care of the  
21 on track safety, the tracking time and adjust it as I know because  
22 I'm right here with the work.

23 A. Absolutely.

24 Q. Is that --

25 A. Absolutely correct.

1 Q. Okay. What else is on your mind? What else would you like  
2 to talk about?

3 A. And so that's like the short term things, and, you know,  
4 Michelle has a bunch of ideas for longer term, things that she  
5 wants to look at, but that's, you know, just making sure that the  
6 organization is correct, and, you know, the reporting is correct  
7 and stuff like that, and we haven't really even -- she just threw  
8 that out there, but, you know, that's further down. The goal  
9 right now is to really make sure that whatever short term goal,  
10 you know, things we implement is going to be something that we can  
11 live with, the railroad can live with, you know, and it's not just  
12 for this incident. And the recommendations that we're making is  
13 for all of Caltrain, not just the project, so it will be any other  
14 capital projects that are going on, any work that the crew will be  
15 doing, normal maintenance type if it falls under whatever  
16 requirements. So, yeah, this is not just a project thing, it's an  
17 overall Caltrain thing system wide.

18 Q. Universal system wide implementation.

19 A. Yes.

20 Q. Once it's finalized --

21 A. Once it's finalized --

22 Q. -- once it's announced, and all that.

23 A. Yes.

24 Q. Okay. I very much appreciate you coming in. I very much  
25 appreciate the detail. Do you mind -- let's see what the other

1 interviewers --

2 A. Sure.

3 Q. -- might have.

4 MR. HIPSKIND: Felipe?

5 BY MR. AYALA:

6 Q. I just have one question. You already answered the other  
7 one. When you were referring to the contactors, you're referring  
8 to the contractors that work on the --

9 A. Electrification project.

10 Q. -- electrification.

11 A. So Balfour is the main contractor, and there's a bunch of  
12 subs that work for them.

13 Q. Okay.

14 A. So all of those people, and they all get involved in the  
15 stand down, like when we stand down. All those people come to the  
16 stand downs.

17 Q. Thank you, sir.

18 MR. HIPSKIND: Is that it? Robert?

19 MR. SEBEZ: No questions, thanks.

20 MR. HIPSKIND: And, Rick?

21 MR. BRUCE: No questions.

22 MR. HIPSKIND: Jim?

23 MR. RIDGEWAY: I'm good. No questions.

24 MR. HIPSKIND: Derek.

25 MR. BROWN: No questions. I just want to say thank you for

1 being part of the recommendations and solutions for us to move  
2 forward.

3 MR. GILARDI: That's what we try to do, right?

4 MR. BROWN: Thanks.

5 MR. HIPSKIND: Well, listen, again I'll just say on behalf of  
6 the track group, on behalf of the regulators and NTSB, we're  
7 really applauding you and the railroad. It would appear from your  
8 description that you guys are not sitting on a dime. You're going  
9 to do something and whatever we can do to help make that happen,  
10 we're here for you, okay?

11 MR. GILARDI: Great, thank you very much.

12 BY MR. HIPSKIND:

13 Q. Okay. So I've got just a few questions to close out. Are  
14 you ready to close out the --

15 A. Yes, sir.

16 Q. All right.

17 Q. All right. Sal, is there anything that you would like to add  
18 or change to our conversation this morning?

19 A. No. Right now I'm good.

20 Q. Okay. And are there any questions we should have asked but  
21 did not? That's always a difficult one, I know.

22 A. Because I don't know what you don't know.

23 Q. All right. Point taken. And I really -- I think you've  
24 answered this one, but I'll pose it to you because I just normally  
25 do. Do you have any suggestions for preventing a reoccurrence



1 other than what you laid out?

2 A. I think what we're doing now will, you know, in my mind  
3 addresses all of the things. I mean, we've been working here, you  
4 know -- I think they started doing the construction in 2017, and  
5 like I said, we really have been very fortunate that, you know, we  
6 haven't -- and they're working next to large track, you know, and  
7 the guys that are working there are not railroad people, you know.  
8 They're laborers, you know, they come and go on a daily basis, and  
9 I think they do a good job, you know. We do a good job of  
10 protecting them, keeping them away from getting hit by trains, you  
11 know, but, yeah, I know the reportable injury rate and stuff like  
12 that for the contractor is, you know, 1.6 which is well below the  
13 2.5 national average, so, you know, it shows we're not injuring  
14 people, you know. I mean, guys get bumps and bruises, but, you  
15 know, nothing major, so --

16 Q. Okay. Last question, is there anyone else who we should  
17 interview?

18 A. I don't know who you interviewed already, so --

19 Q. You may be the last one on scene, but, anyhow, Sal, it has  
20 been great to have this conversation with you, and I know  
21 everybody else is kind of buoyed by the fact that there has been a  
22 lot of conversation and it sounds to me like you are near  
23 completing and getting ready to make a decision, so we applaud  
24 those efforts.

25 A. So maybe -- let me add one thing?

1 Q. Sure.

2 A. So we -- my understanding in talking with Michelle is, you  
3 know, we're going to complete our report. We're not distributing  
4 that report out, you know. We're going to take our  
5 recommendations and work on them to get people back to work, but  
6 as far as our report and everything else goes, we are just --  
7 we're not going to -- we're not distributing that, we're not  
8 finalizing it until after, you know, your report comes out, so --

9 Q. Okay. And just to be clear, everybody is on board that as  
10 you get ready to roll these out, there will be this communication  
11 with the regulators --

12 A. Yes.

13 Q. -- and NTSB.

14 A. Michelle will have --

15 Q. That's part of the process.

16 A. Yes, Michelle will take final recommendations, whether that  
17 be test group that we have come up with, they will go to Michelle,  
18 and Michelle will then be in contact with her -- with I guess John  
19 or whoever her contact in the NTSB is, and we'll share that info  
20 with the group.

21 Q. Okay.

22 MR. HIPSKIND: If there are no other questions, comments?  
23 Hearing none, thanks again.

24 MR. GILARDI: All right. Thank you.

25 (Whereupon, the interview was concluded.)

CERTIFICATE

This is to certify that the attached proceeding before the

NATIONAL TRANSPORTATION SAFETY BOARD


IN THE MATTER OF: CALTRAIN COLLISION WITH  
CONSTRUCTION EQUIPMENT NEAR  
SAN FRANCISCO, CALIFORNIA  
ON MARCH 10, 2022  
Interview of Sal Gilardi

ACCIDENT NO.: RRD22MR007

PLACE: San Francisco, California

DATE: March 14, 2022

was held according to the record, and that this is the original,  
complete, true and accurate transcript which has been transcribed  
to the best of my skill and ability.

  
LOIS D. RUSH  
Transcriber