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From the Executive Director

In the long and continuing history of Caltrain, it is a simple matter of observation to see the current era as part of a continuum of significant achievement. Within the past year, the region joined in a celebration of the 150th anniversary of the commencement of passenger rail service on the Peninsula, a tangible link to Abraham Lincoln’s presidency and a generation of pioneering visionaries and builders. Spurred by the current generation of visionaries who built—and continue to build—Silicon Valley into a worldwide phenomenon of innovation and economic expansion, Caltrain is experiencing an unceasing and unprecedented surge in ridership and revenue growth.

Looking forward, Caltrain is embarked on a program of expansion and modernization that will ensure the railroad continues as a critical engine for the next generation of visionaries.
Amid that whirlwind of history—past, present and in the making—Caltrain is proud to present its Strategic Plan for the next decade, 2015-2024, a critical guide to the policy decisions facing the Peninsula Corridor Joint Powers Board and the agency staff.

The plan is a direct reflection of the people, organizations and interests that have a stake in the present status of Caltrain and its future growth, innovation and evolution. At every step in the development and preparation of this plan, Caltrain staff undertook extensive engagement with the public, customers, key community-based organizations, elected officials and the men and women responsible for delivering the Peninsula commuter rail service.

The research and discussions undertaken in preparation of the plan reaffirmed what has been increasingly clear in the last decade—the public has a rapidly growing desire to make transit an integrated part of their daily lives. We want communities that are sustainable—walkable, bikeable and transit-oriented. To meet those rising expectations, we need to be more than just a railroad—we need to be an active partner in addressing changing social, commercial, and residential needs. We also must be an active partner in the communities we serve, ready to initiate critical collaborations and to work continuously with the public to define our role in the community, the region and the state.

The plan addresses the major components of the business of running, funding, planning and building Caltrain. To maintain the railroad’s current successes and build for a successful future, we must rely on collaborative efforts to continuously improve in an environment with financial constraints. The Caltrain Modernization Program to electrify and improve the efficiency and safety of the corridor and provide more service to more riders is an example of a project that would not be possible without strong support at the local, regional, state and federal levels.

The Caltrain Modernization Program will profoundly change the system but our progress will not stop there. We must plan for additional improvements and continue partnering with surrounding communities to achieve common goals. In this Strategic Plan every aspect of the system is touched on from infrastructure needs to open interaction with customers, future customers and the community at large and individually.

In a community as diverse as ours—one of the great strengths of our region—we expect discussion and debate reflecting diverse opinions and priorities. The plan, far from shying away from such diversity of views, embraces it as a fundamental value in the firm belief that out of respectful and honest discourse comes a balancing of such views and a consensus from which we can move forward together.

The Strategic Plan must be evolutionary—it must change and be flexible. It is a living document—subject to change as public expectations change and opportunities arise that may now be unimaginable. It will be a continuing effort to evolve and improve. This plan is the foundation that will guide our efforts.

We stand on the shoulders of history, even as we are setting historic records at Caltrain. Together, with the 2015 Caltrain Strategic Plan, we will continue to make history.

Michael J. Scanlon
Executive Director
In the spring of 2014, Caltrain celebrated the 150th anniversary of commuter rail service on the Peninsula. Today, Caltrain runs 92 trains per weekday, providing commuter rail service to 32 stations from San Francisco to Silicon Valley, serving 19 cities in three counties, while sharing its corridor with freight and passenger tenants. Over the next 10 years, Caltrain will transform from a diesel-based train system to an electrified railway, delivering the next generation of safe, clean, efficient, and modern rail service throughout the San Francisco Peninsula.

Caltrain has made a number of significant improvements to its services and facilities since the Peninsula Corridor Joint Powers Board (JPB) adopted the previous Caltrain Strategic Plan in 2004. The Baby Bullet express service, introduced in 2004, has proven to be an engine of ridership growth with Caltrain’s weekday ridership now topping 54,000, nearly double what it was 10 years ago. The past decade also has seen the agency deliver numerous infrastructure projects, including the San Bruno grade separation and station relocation; major improvements at Burlingame, California Avenue, Santa Clara, and San Jose Diridon stations; and the construction of the Centralized Equipment Maintenance and Operations Facility in San Jose.

In 2012, Caltrain made a significant step toward defining its future and fulfilling the vision for electrification described in its 2004 Strategic Plan. That year the Metropolitan Transportation Commission, the California High-Speed Rail Authority (CHSRA), Caltrain and six other San Francisco Bay Area funding partners established an agreement to support a Caltrain / High-Speed Rail (HSR) blended system on the Peninsula and to invest early in the Caltrain Modernization Program. This early investment will fund the delivery of modernized, electrified Caltrain service in the coming years.

It is in the context of this new opportunity that Caltrain has updated its Strategic Plan to provide a vision and policy roadmap for the next 10 years. The Strategic Plan reinforces Caltrain’s existing commitments and efforts, and shows how they interconnect into a cohesive vision for the agency. A comprehensive policy framework, the plan will prioritize Caltrain investments and policy choices as it advances towards a modernized future.
The Caltrain Modernization Program

The Caltrain Strategic Plan has been developed in the context of the Caltrain Modernization Program. Over the coming decade, the Caltrain Modernization Program will electrify and upgrade the performance, operating efficiency, capacity, safety, and reliability of Caltrain’s commuter rail service through the delivery of several key projects. These include the electrification of the existing Caltrain corridor from San Francisco to San Jose; the installation of a Communications Based Overlay Signal System Positive Train Control (CBOSS PTC), which is an advanced signal system that includes federally mandated safety improvements; and the replacement of a majority of Caltrain’s diesel trains with high-performance electric trains called Electric Multiple Units.

Together, the delivery of CBOSS PTC and the Peninsula Corridor Electrification Project (PCEP) constitute an “early investment” in the future shared operation of Caltrain and HSR on the corridor in a blended system that offers both intercity HSR and regional commuter rail service. The $1.5 billion program is funded through a nine-party agreement that leverages local, regional, and federal funding to match the $705 million in voter-approved HSR bond revenues.

Prior to HSR’s anticipated arrival, additional system upgrades will be made, including new stations at San Jose, Millbrae, and San Francisco. In addition, the rail tracks from the San Francisco Caltrain station will be extended to the new Transbay Transit Center in downtown San Francisco. Known as the Downtown Extension (DTX), the project must also be funded and constructed. The blended system may include passing tracks that allow HSR trains to bypass the Caltrain trains; grade crossing upgrades, including potential grade separations; a storage and maintenance facility and other system improvements. Over the next 10 years, Caltrain will work with the CHSRA and local and regional partners to plan for the blended system as well as its own ongoing improvement and expansion.

As of summer 2014, the Modernization Program is fully underway and has made significant progress. The CBOSS PTC system has been designed and is in construction with testing and commissioning activities to follow. Meanwhile, the PCEP is going through its environmental clearance phase with a Final Environmental Impact Report due for release in late 2014.
Key Opportunities and Challenges

The next 10 years will be a time of tremendous opportunity and challenge for Caltrain. In addition to delivering a major infrastructure program, Caltrain must maintain its existing system and continue its daily mission of providing safe, efficient rail transportation to an ever-growing number of riders. The agency must also prepare for a future beyond electrification and begin planning for additional core capacity enhancements. Caltrain must work with the CHSRA to plan for the implementation of the blended system as specified in the nine-party agreement signed in 2012. More broadly, Caltrain must manage and strengthen its evolving stakeholder relationships and continue its work to seek a dedicated, stable source of funding for its capital and operating needs.

GROWING DEMAND FOR SERVICES

For the past several years, Caltrain has experienced unprecedented ridership growth and many of its peak-hour trains now operate near, at, or above their seated capacity. The strong demand for Caltrain’s services is a tremendous boon to the system, helping to stabilize the agency’s finances and underscoring Caltrain’s importance as a key regional transportation provider. Meeting this growing customer demand while maintaining a high standard of safe, reliable and comfortable service presents a challenge both for capital planning and daily operations. A crowded system increases pressure on all aspects of Caltrain’s operations, highlighting the need for attention to safety, reliability and maintaining the system in a state of good repair. As demand increases, Caltrain will need to plan and fund capital investments to expand capacity across short-, medium-, and long-term horizons.

INFRASTRUCTURE IN TRANSITION

The Caltrain Modernization program will transform many aspects of Caltrain’s infrastructure, with a new signal and train control system, overhead catenary wires, and the replacement of the majority of Caltrain’s diesel fleet. As an agency, Caltrain must prepare to receive, operate and maintain this new infrastructure, ensuring that it works seamlessly with existing equipment and systems. Caltrain also must work closely with state and federal regulatory agencies, including the Federal Railroad Administration (FRA), the Federal Transit Administration (FTA) and the California Public Utilities Commission (CPUC), to ensure that new systems and infrastructure comply with all applicable standards and regulations.
Although the Caltrain Modernization program constitutes a substantial upgrade to Caltrain’s physical systems, many if not most of Caltrain’s existing facilities, equipment and vehicles will remain in place and in service. They must be maintained in a state of continuous good repair to ensure safe and reliable service and to conform to industry and regulatory guidelines for asset management, such as those outlined by the FTA through federal funding legislation.

Finally, even the Caltrain Modernization Program is implemented, planning must begin for the next generation of system improvements after electrification to grow system capacity and continue preparations for the Caltrain / HSR blended system.

NEW & EXPANDED PARTNERSHIPS

As Caltrain modernizes, it will be challenged to sustain, nurture, and strengthen cooperative relationships with its stakeholders. The nine-party agreement that provides funding for the Caltrain Modernization Program creates new ties of responsibility between Caltrain and its regional partners and has established a cooperative framework for future planning. Similarly, major intermodal projects like the Transbay Transit Center, DTX, and the planned BART / HSR Station at San Jose Diridon provide opportunities for Caltrain to forge new partnerships and explore new models of project delivery while also expanding and strengthening its relationships with existing partners.

At the federal and state levels, Caltrain is also working cooperatively with regulators to ensure that projects are delivered on time and in compliance with all applicable regulations and guidelines. Caltrain is grateful for the ongoing assistance and coordination that the FRA, FTA and CPUC have provided as we work together to design and deliver the next generation of rail service.

At the regional and local level, Caltrain must work to sustain its partnerships with existing tenant rail services that use the Peninsula Corridor, including both freight and passenger services. Caltrain must also take great care to address the needs and concerns of the communities through which it operates, especially as the Caltrain Modernization Program is implemented.

Finally, as its system transforms, Caltrain must work with its partners to identify sustainable funding sources that can reliably support the system’s operations and capital needs now and into the future.
The Caltrain Strategic Plan identifies seven focus areas where Caltrain will make critical policy and business choices over the coming decade. The following pages detail these focus areas and their respective supporting goals and objectives.

Plan Process

The Plan was prepared by agency staff with consultant participation and involved extensive internal and external outreach. The Caltrain Board supported the kick-off of the planning effort at its October 2013 meeting received an update on plan progress in April 2014, and reviewed a complete set of draft policy language in August. A three-member Board subcommittee conducted a more detailed review of plan materials in April and July 2014.
The Caltrain vision, focus areas, goals, and objectives were collectively developed by an internal technical advisory committee (TAC) made up of cross-departmental staff members. The work produced by the internal TAC was the reviewed and vetted by the Caltrain Executive Team. Plan outreach activities to stakeholders and the public occurred through a variety of venues, including:

- Peninsula Corridor Joint Powers Board
- Citizens Advisory Committee
- Bicycle Advisory Committee
- Local Policy Makers Group
- Dedicated Public Workshops

Coordinated public outreach was conducted in the spring 2014 after staff developed draft focus areas, goals, and objectives. Public workshops held in May were publicized in advance through social media, on the public address system and through flyers on trains. In addition to these public meetings, Caltrain staff reached out by request to local community and business groups including Friends of Caltrain, the Silicon Valley Leadership Group and the Mountain View Chamber of Commerce. Staff also developed a project website for the Caltrain Strategic Plan and received over 50 comments in writing via email or the project website and dozens more orally at public meetings. The key themes and comments received during the planning process are documented in Appendix A.

**Plan Structure**

The pages that follow contain the policy statements that constitute the Caltrain Strategic Plan. The Plan is constructed as a hierarchical policy framework. Within the framework, Caltrain’s overarching vision is supported by focus areas, goals and objectives, with each level of policy providing a greater degree of specificity and intent.
Vision
Provide a safe, reliable, sustainable modern rail system that meets the growing mobility needs of the San Francisco Bay Area region.

Focus Areas
1. Safety
2. Service
3. Infrastructure & Rolling Stock
4. Finance
5. Transportation & Land Use
6. Partners & Stakeholders
7. Social Responsibility

Goals
Open-ended aspirational statements within each focus area

Objectives
Actionable statements that support goals by identifying specific, desired outcomes
Caltrain will ensure the safety and security of its customers, employees and the public.

The safety of every person who uses or interacts with the Caltrain system is the agency’s top priority. To do this, Caltrain must pursue a coordinated set of safety practices and improvements. These include coordinating with regulatory bodies, promoting a safety culture inside and outside of the organization, and making targeted investments to improve the safety of Caltrain’s physical systems. To that end, the agency works closely with local communities to advance grade separations and to improve the safety of at-grade crossings through hazard assessments to identify needed improvements. Caltrain also works with community organizations and the public to foster an understanding of rail safety issues and to reduce the incidence of suicides. Ensuring the safety of the Caltrain system also includes guaranteeing the personal security of Caltrain’s customers and employees through the deployment of security personnel and the design of facilities.

Planning for and implementing a safe system is of particular importance as Caltrain embarks on major changes to its infrastructure including the installation of a new train control and signal system and electrification. Caltrain is developing staff capacity, collaborating with local jurisdictions and interfacing with regulatory and safety entities to ensure that projects and systems are implemented safely.
## Goals & Objectives

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<tr>
<th>Goal</th>
<th>Objectives</th>
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| A Comply with safety and security regulations and best practices. | 1. Update and implement Caltrain’s Safety and Security Program Plans  
2. Coordinate safety through a consolidated cross-departmental group responsible for implementation of and compliance with safety initiatives  
3. Maintain effective relations and interface with safety and security regulatory agencies (FRA, FTA, CPUC, NTSB, TSA and Department of Homeland Security)  
4. Support regulatory safety requirements of the new advanced signal system and electrified system  
5. Maintain close collaboration with local emergency response and law enforcement agencies and insure continuity of rail safety training and emergency preparedness |
| B Promote a safety culture and awareness within and beyond the organization. | 1. Create an agency vision for safety, promote it through the Board and integrate it throughout the organization  
2. Ensure personal commitments to safety from board members, employees to contractors  
3. Partner with local jurisdictions to protect the integrity of Caltrain’s safety program  
4. Continue and expand public safety outreach and suicide prevention work to raise community awareness of rail safety issues  
5. Foster public awareness of safety issues / regulations related to electrified system |
| C Invest in and maintain a safe system. | 1. Integrate safety assessment and certification into capital project planning and design  
2. Implement Positive Train Control (PTC) as mandated by the FRA  
3. Make targeted infrastructure investments and conduct routine preventative maintenance to improve public safety  
4. Actively partner with communities to plan and advance grade separations |
| D Safeguard the security of Caltrain customers, employees and the public. | 1. Expand security on trains, stations, and facilities  
2. Integrate crime prevention through environmental design principles into system design |
Caltrain will grow and manage customer demand with expanded and enhanced service.

Caltrain attracts and retains customers by delivering a consistently high standard of service. In the near-term, Caltrain must address peak-hour crowding, operate a punctual and reliable service, and maintain a comfortable and clean environment on its trains. Looking forward, the electrification of the system and procurement of new vehicles for service provides a tremendous opportunity for Caltrain to update its services. Key challenges will include balancing rapidly growing ridership with customer desires for expanded on-board amenities and new service patterns, all while ensuring a reliable and convenient travel experience. Caltrain must look beyond electrification and begin planning for the customer needs and service improvements that will come in the next decade.

Caltrain must maintain its commitment to excellence by investing in a workforce dedicated to public service. Caltrain has no direct employees and is staffed by employees of the San Mateo County Transit District, the managing agency. These employees oversee Caltrain’s contract operator, Transit Services America Inc., and provide staff support in operations, engineering, finance, planning, marketing, customer service, public and media relations, and administration. Detailed organizational and personnel issues are being covered in a parallel District Strategic Plan effort that is currently underway.
## Goals & Objectives

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| **A** Meet current and future customer mobility needs. | 1. Design service to maximize passenger throughput  
2. Develop short-term strategies to increase peak-hour capacity  
3. Manage peak-hour demand and utilize off-peak capacity  
4. Provide expanded and modernized electrified service |
| **B** Be competitive with auto travel and support different travel markets. | 1. Maximize train capacity while addressing on-board accommodation of bicycles, luggage and passenger facilities  
2. Link service levels to ridership, intermodal connections and land use  
3. Balance demand for increased stops with overall end-to-end trip times  
4. Seek opportunities to increase demand/expand services during off-peak times and at low ridership stations |
| **C** Operate a dependable and punctual service. | 1. Meet Caltrain’s on-time performance standard  
2. Strive for user-friendly / intuitive schedules  
3. Provide real-time and user-friendly system information  
4. Respond to service delays with prompt communications and contingency operations |
| **D** Provide a comfortable and convenient travel experience. | 1. Maintain Caltrain’s cleanliness and comfort  
2. Explore technological amenities (i.e. Wi-Fi, enhanced information, payment systems, open source data application) |
| **E** Invest in staff dedicated to public service. | 1. Attract and retain quality staff  
2. Provide resources and tools to encourage excellence and innovation  
3. Invest in professional development |
Caltrain will work to maximize the utilization of its system infrastructure and rolling stock.

In order to deliver the services its customers need, Caltrain must plan, build, and maintain a complex system of rolling stock, equipment, structures, and facilities. Maintaining these assets in a state of good repair is one of the agency’s foremost responsibilities and is fundamental to Caltrain’s ongoing success.

Caltrain must invest its resources to protect and expand system capacity across multiple timeframes and must further ensure system reliability and sustained service while continuing to deliver capital upgrades.

In addition to its own projects, Caltrain will support the region and local communities as it works with the CHSRA to plan for a Caltrain / HSR blended system as described in the regional nine-party agreement signed 2012.
## Goals & Objectives

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| **A** Maintain a state of good repair. | 1. Adhere to industry and government guidelines for state of good repair and asset management  
2. Develop and implement a life-cycle based preventative maintenance strategy  
3. Ensure timely implementation of the state of good repair program with sufficient funding and resources  
4. Evolve organizational resources to maintain Caltrain’s future electrified system infrastructure |
| **B** Invest in system reliability. | 1. Incorporate flexibility and reliability into the design of capital investments and fleet management  
2. Make targeted investments to safeguard reliability during construction  
3. Develop transitional and long-term strategies to reduce station dwell time and achieve level boarding |
| **C** Expand capacity through timely investments. | 1. Make short-term investments in rolling stock to address peak-hour congestion  
2. Implement the advanced signal system (CBOSS PTC) and Peninsula Corridor electrification project  
3. Implement capital projects while maintaining revenue service  
4. Define post-electrification core system capacity improvements  
5. Preserve the corridor for current and future rail uses |
| **D** Support a blended Caltrain / HSR system in the Peninsula Corridor. | 1. Ensure Peninsula corridor improvements accommodate HSR’s use of the corridor  
2. Support CHSRA and the region in defining and implementing the blended system  
3. Address local community interests and concerns in the design and construction of the blended system |
Focus Area: Finance

Caltrain will establish financial stability, minimize its operating subsidy and fund system improvements.

To consistently deliver excellent services and projects, Caltrain needs financial stability. To achieve this, Caltrain strives to control its own costs and operate as efficiently as possible. The agency can bolster its finances by maximizing the revenues it generates through operations and by exploring new sources of income. In particular, while it may require complex land assembly and can be challenging to execute, transit-oriented development has great potential as a source of revenue for the Caltrain system. The agency looks forward to partnering with local jurisdictions on projects throughout the Peninsula Corridor to explore mutually beneficial development opportunities.

Ultimately, however, Caltrain is the only transit system in the Bay Area without a permanent, dedicated source of funding. To achieve financial stability for both its operating and capital needs, Caltrain must sustain its existing funding streams while developing new, reliable sources of external funding.
## Goals & Objectives

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| **A** Efficiently deliver services and projects. | 1. Monitor and meet MTC’s Transit Sustainability Program cost-efficiency targets  
2. Monitor and set Caltrain performance targets to drive increased efficiencies and guide investment decisions  
3. Continue annual cost containment strategies |
| **B** Maximize revenues. | 1. Develop strategies to increase returns from existing revenue streams (e.g. fares, parking, concessions, advertising and leases)  
2. Generate revenue through transit-oriented development  
3. Explore new revenue streams |
| **C** Stabilize and expand external funding sources. | 1. Obtain dedicated funding source for operations and maintenance  
2. Maintain current funding streams while seeking new sources  
3. Stabilize partnership contributions  
4. Support 3rd party funding strategies that align with Caltrain goals  
5. Develop funding strategy for long-term system improvements |
Caltrain will serve as a critical element of the region’s transportation and land use system.

Caltrain is a key link within a network of transportation systems. As part of this network, the agency must work with local and regional transit providers as well as passenger and freight rail operators to ensure the smooth flow of people and goods through the corridor. Similarly, Caltrain must enhance the experience of its customers and the performance of its system by providing passengers with a wide variety of options to access its stations. Finally, Caltrain can add value to its corridor by helping local jurisdictions plan for land uses that both support their community vision and contribute to ridership.

Caltrain must strive balance its evolving plans and system needs with the Peninsula Corridor’s role as part of a larger rail network. This means actively supporting California’s goals for a statewide passenger rail network by working with rail operators and existing tenants, including Amtrak, Capitol Corridor, and the Altamont Commuter Express, to ensure their ongoing accommodation and success. Caltrain will continue its partnership with the California High Speed Rail Authority and will support the implementation of a blended Caltrain / HSR system that meets the needs of the state, the region and the local communities through which it operates.

Similarly, the Caltrain right-of-way provides the only freight rail access to the Peninsula and San Francisco. The use of the corridor for freight fulfills a critical goods movement function in a socially and environmentally responsible way and the agency will sustain its efforts to partner with freight users and smoothly integrate freight and commuter rail operations. While Caltrain faces a finite corridor capacity and a complex regulatory environment, the agency will strive to address these challenges in a collaborative and transparent manner with its rail partners.

Facilitating increased connectivity with transit and shuttle systems, optimizing parking operations, and encouraging walking and cycling are all ways that Caltrain can help customers access the system. Caltrain’s popular bikes onboard program is one part of this larger access picture. Although Caltrain has increased its onboard bike capacity dramatically over the last 10 year and now provides more onboard bike accommodation than any other transit system in the country it still faces a demand for space that at times exceeds supply. Because Caltrain’s trains are full during peak hours and because a passenger bringing a bicycle onboard takes up the space equivalent of 2 seats, any consideration of additional onboard bicycle space must be balanced with larger, system wide capacity considerations. However, Caltrain is committed to reducing incidences where customers are unable to bring their bikes onboard by pursuing a range of strategies and programs to provide better capacity information, improve wayside bicycle facilities and explore and expand first- and last-mile solutions.
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| **A** Improve connectivity to local and regional transportation systems. | 1. Explore mutually beneficial ways to plan and coordinate services with local transit providers  
2. Prioritize partnerships and efforts related to key intermodal stations including the Transbay Transit Center, Millbrae and San Jose Diridon  
3. Improve physical, electronic and web-based intermodal way finding and transfer information  
4. Participate in and influence regional initiatives related to the integration of fares and payment, information systems and marketing |
| **B** Improve multimodal station access. | 1. Develop a station access plan based on the Caltrain Access Policy Statement  
2. Reduce the incidence of “bike bumps” by complementing the bikes onboard program with improved capacity information and wayside improvements (eg secure parking and expanded bikeshare)  
3. Pursue strategies that enhance first- and last-mile connections to stations |
| **C** Encourage transit supportive development at and around stations. | 1. Adopt a transit-oriented development policy  
2. Participate in and influence local station area planning efforts along the corridor  
3. Develop JPB real estate assets in a way that supports the system financially and operationally with local land use goals |
| **D** Integrate with California’s statewide rail network. | 1. Support implementation of the Caltrain / HSR blended system in the Peninsula Corridor with consideration of local community interests and concerns  
2. Continue to accommodate freight and passenger tenants whose operations are compatible with Caltrain and blended system service, and support compatibility between passenger and freight service to the extent possible  
3. Partner with CHSRA, TJPA and the region, define roles and responsibilities, and implement the blended system |
Caltrain will build partnerships with government agencies, stakeholders and the public.

Caltrain operates in 19 cities in three counties, serving a diverse population of customers and engaging with many different stakeholder groups. As Caltrain conducts its business it must always treat its stakeholders and partners consistently and fairly, ensuring open communication and providing venues for interaction and input. By doing so, Caltrain can encourage effective participation from its partners, stakeholders and the public. This participation ultimately helps Caltrain deliver better projects and services, and ensures the integrity of its processes.

Caltrain also nurtures cooperative partnerships as a means of identifying common goals and achieving new projects with mutually beneficial outcomes. Whether partnering with cities to enhance stations or working with local employers to improve services, strong, collaborative relationships help Caltrain and the region achieve new goals.
## Goals & Objectives

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| **A** Build relationships with openness and fairness. | 1. Clearly and consistently articulate agency goals and seek opportunities to pursue mutually beneficial initiatives  
2. Seek and provide venues to facilitate discussions with government agencies, external groups and the community  
3. Apply a consistent approach in time and resource management to support multiple stakeholder initiatives |
| **B** Cultivate effective external participation. | 1. Ensure timely public and external involvement through well-defined planning processes  
2. Explore and utilize non-traditional venues to maximize public participation  
3. Improve public access to agency data to encourage participation and inform stakeholder dialogue |
| **C** Strengthen partnerships by pursuing common goals. | 1. Partner with cities to ensure that Caltrain stations are safe, clean, functional and active community spaces  
2. Increase Board participation to explore new areas of common interest to build and strengthen partnerships with employers, developers, grass roots and community groups  
3. Successfully implement joint projects through a clear understanding of roles and responsibilities |
Caltrain will conduct its business in a socially responsible way.

Whether building a new facility, procuring energy for its trains or planning its services, Caltrain must hold itself to a high standard of social responsibility. This means fulfilling all civil rights obligations, ensuring that services are provided without regard to race, color or national origin and that the system is equally accessible to persons of all abilities. More broadly, Caltrain must ensure it acts in a manner that is socially and economically representative of all the Peninsula Corridor’s communities. The agency must strive to ensure that the benefits and impacts of its projects and the design of its services and programs are applied equitably throughout the corridor.

Social responsibility also means minimizing Caltrain’s environmental footprint by implementing sustainable business practices and planning for a system that produces positive environmental outcomes. This commitment will be particularly evident in the delivery of the Peninsula Corridor Electrification Project, which will reduce greenhouse gas emissions and system noise while contributing to improved regional air quality.

Caltrain’s customers come from a diversity of different communities and backgrounds and have different mobility needs.
## Goals & Objectives

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| A. Fulfill civil rights regulations. | 1. Comply with Americans with Disabilities Act requirements and Title VI requirements  
2. Work with FTA to facilitate the timely review and enactment of regulations |
| B. Minimize Caltrain’s environmental footprint. | 1. Implement and expand environmentally sustainable business practices (i.e. sustainable procurement, construction policies, and facility and transportation operations)  
2. Promote environmental stewardship through the development of Caltrain policies  
3. Improve regional air quality and reduce system-wide noise and greenhouse gas emissions by electrifying and modernizing the railroad |
| C. Provide an inclusive and equitable system. | 1. Work to grow and accommodate a consumer base that is socially, geographically and economically representative of all Peninsula Corridor communities  
2. Strive for an equitable distribution of system benefits and project impacts throughout the corridor  
3. Seek to improve geographic, social and economic equity in service planning and policy decisions (i.e. fare structure, connectivity and access and scheduling) |
The Caltrain Strategic Plan is a living document that outlines a cohesive policy framework covering all aspects of the system. Because of its broad scope, the Plan’s implementation and monitoring will occur through various pathways.

**Implementation**

The Strategic Plan guides agency priorities and decisions. Its implementation will unfold as Caltrain moves forward with the ongoing work of providing rail services, constructing capital projects and planning for a modernized future. The plan does not dictate how these activities should occur. Instead, it provides guidance to help staff answer the challenging, recurring questions Caltrain faces in all areas of its business. Such questions include:

- How can Caltrain balance the diverse needs of its customers and stakeholders?
- How should scarce resources be allocated among different projects and programs?
- What are Caltrain’s key areas of focus over the next 10 years?

When Caltrain’s projects and programs reach critical milestones or decision points, the Strategic Plan provides a touchstone of policy direction and guidance.
Monitoring

Monitoring of Caltrain’s progress towards the goals and objectives outlined in the Strategic Plan will occur both internally and through integration with key regional reporting requirements.

INTERNAL MONITORING

- Standing Committee: Caltrain will form an interdepartmental Strategic Plan standing committee that will be tasked with two primary focuses:
  - Development of quantified metrics to measure performance and progress towards strategic objectives
  - Coordination of internal performance measures with regional and federal reporting requirements

- Plan Update: A comprehensive update of the Strategic Plan should be undertaken in 5 years to ensure that the plan’s policies appropriately reflect the agency’s achievements and any new challenges or policy considerations.

EXTERNAL STANDARDS AND REPORTING

In addition to its own performance monitoring, Caltrain also adheres to standards and reporting requirements set by federal, state, and regional agencies. Going forward, Caltrain will work to integrate and synchronize these external requirements with its own framework for tracking performance and progress towards Strategic Plan objectives. Key external reports and standards include:

- Federal Requirements: Caltrain reports performance data to the Federal Transit Administration (FTA) through annual submittals to the National Transit Database; additionally, Caltrain participates in the FTA Triennial review process.

- Regional Requirements: The Metropolitan Transportation Commission (MTC) requires Caltrain to make annual reports of key service and cost efficiency metrics as part of its Transit Sustainability Project. MTC also requires that transit operators within the Bay Area produce Short Range Transit Plans (SRTPs) that describe and quantify their 10-year operating and capital plans. A Caltrain Short Range Transit Plan covering FY2015 – 2024 will be forthcoming in the fall of 2014.
The Caltrain System

Caltrain provides inter- and intra-county commuter rail service along the San Francisco Peninsula, including San Francisco, San Mateo, and Santa Clara counties. The JPB operates Caltrain 365 days a year with reduced schedules on weekends and major U.S. holidays. The current weekday Caltrain operating schedule is comprised of a mix of 92 express (Baby Bullet), limited, and local trains. Scheduled headways, or the time between arrivals of vehicles moving in the same direction, vary by time of day, station, and service type. Overall, service is frequent during the peak periods and is provided every hour in both directions during midday periods. Weekday Northbound service begins at 4:30 AM and ends at 12:01 AM. Weekday Southbound service begins at 4:55 AM and ends at 1:32 AM.

Caltrain operates 36 trains on Saturday and 32 on Sunday, with service primarily composed of local trains, with two Baby Bullet trains in each direction per day. Caltrain provides hourly service in both directions on Saturdays and Sundays between San Jose and San Francisco. Saturday Northbound service begins at 7:00 AM and ends at 12:06 AM while Southbound service begins at 8:15 AM and ends at 1:37 AM. Sunday’s service span is more constrained, with Northbound service beginning at 8:00 AM and ending at 10:36 PM and Southbound service running from 8:15 AM to 10:51 AM.

Weekday service operates between San Francisco and San Jose, with peak-hour service to Gilroy (three trains). Weekend service operates between San Francisco and San Jose. Twenty-three stations are served full-time. Weekend-only service is provided to Broadway and Atherton stations while the College Park station is served by only four trains each weekday. The five stations on the Gilroy extension in southern Santa Clara County are served by six weekday trains per weekday during peak hours only.
A shuttle bus connects the Tamien station to the San Jose station on weekends. Stanford Stadium station is served approximately eight days per year when the Stanford football team plays home games or when there is a professional soccer match.

Caltrain currently operates three types of service:

- **Express service (Baby Bullet service)** provides a 60-minute trip between San Francisco and San Jose, with stops at six to eight stations, including terminal stations. Caltrain operates 22 Baby Bullet trains on weekdays (11 per direction) and four on weekend days (2 per direction).

- **Limited service** includes trains operating a skip-stop or limited local service, stopping at approximately half of the stations between San Francisco and San Jose. Some limited trains operate in an iterative skip stop pattern while others provide local service within a geographic segment of the corridor while expressing in other areas. Run times are longer than Baby Bullets, averaging roughly 70 to 80 minutes. Caltrain operates a total of 42 limited service trains on weekdays and none on weekends.

- **Local service trains** stop at all stations, and operates outside the weekday peak period only. Travel times for local trains between San Francisco and San Jose are approximately 90 minutes. Caltrain operates 28 local trains per weekday.

Given Caltrain’s blend of services, the individual level of train service experienced by particular stations along the route is variable, especially during weekday peak periods. During the AM and PM peak periods, all stations receiving express service are served by at least one bullet train per hour with headways ranging between 15 to 30 minutes. Some higher frequency “bullet stations,” and terminals are served by at least two bullet trains per hour. “Non-bullet” stations are served by Limited and Local trains at headways ranging between 30 minutes to 60 minutes during peak periods.
During off-peak periods (early morning, midday, and after 7 PM), headways at all stations are generally about 60 minutes.

History

Railroad service along the San Francisco Peninsula has existed, in some form, since 1863. The construction of the line to San Jose was completed in January 1864, and two trains began operating daily between San Francisco and San Jose. Prior to Caltrain’s current ownership, passenger rail ridership on the Peninsula was at its peak in the mid-1940s, when more than 9.54 million customers rode the train annually. However, as the cost of operating the Peninsula commuter rail service increased, and the number of riders began to decline, the former Southern Pacific Railroad (SP) began to phase out its less patronized trains, and by the mid-1970s sought to discontinue passenger rail service. After extended negotiations, SP, the California Department of Transportation (Caltrans), and the three counties through which the Peninsula Commute Service operated (San Francisco, San Mateo, and Santa Clara) reached an agreement to preserve passenger rail service on the Peninsula. Beginning in 1980, Caltrans Rail Management and Rail Operation branches administered a purchase-of-service agreement with Southern Pacific under which SP operated the service, but state and local government agencies subsidized and administered it. Besides contract administration, Caltrans’ responsibilities included planning, marketing, customer service, engineering and design, fare and schedule setting, and performance monitoring. The commuter service was renamed Caltrain.

In July 1991, a Joint Powers Agreement, signed by the three parties, stipulated the JPB membership and powers, specified financial commitments for each member agency, delegated the San Mateo County Transit District as the managing agency, and detailed other administrative procedures. The JPB purchased the 51.4-mile Caltrain right of way (San Francisco to San Jose) from Southern Pacific in December 1991 for a cost of $212 million. In July 1992, San Mateo County Transit District personnel assumed the management and administration of the JPB, and the JPB assumed ownership of Caltrain. Caltrain has continued under this administrative structure through the present day.

In addition to Caltrain services, the corridor, as administered by the JPB, hosts a number of tenant rail operators. In the southern portion of the corridor, the Altamont Commuter Express, Amtrak, and Capitol Corridor all use JPB-owned facilities to provide passenger services in and through Santa Clara County. The corridor also plays an important role in goods movement, with Union Pacific providing freight services to customers along the San Francisco Peninsula.

In 2002, Caltrain weekend service was suspended for two years to allow for construction of the CTX project. With new rolling stock and upgraded infrastructure, Baby Bullet express service was initiated in June 2004. Ridership immediately began to increase. However, within a year Caltrain was facing financial difficulties and decided to overhaul the entire schedule and offer more express service in order to attract additional riders, particularly those making longer trips. The re-invention of Caltrain occurred in August 2005, with a decrease of local trains in the peak and a doubling of express service to 22 Baby Bullet trains a day. Since that point, Caltrain has experienced a sustained ridership increase and now realizes an average weekday ridership of more than 54,000.

The Caltrain system’s evolution continues today as the corridor modernizes and prepares for future blended operations with HSR. In 2004, Caltrain entered into an initial agreement with the CHSRA to work cooperatively and in 2009, following voter approval of $9 billion to plan and construct the state’s HSR system, the agencies entered into another agreement to work in partnership to advance specific improvements and identify design alternatives that support both HSR and modernized Caltrain service. Since that time, plans for HSR service on the Peninsula Corridor have evolved to reflect the concept
of a “blended system” where Caltrain and HSR trains will primarily share Caltrain’s existing tracks on a system that remains substantially within the existing Caltrain corridor. In 2012, the Metropolitan Transportation Commission, the CHSRA, Caltrain and six other San Francisco Bay Area funding partners established an agreement to support the blended system and to invest early in the Caltrain Modernization Program. It is this early investment that provides the funding for Caltrain’s efforts to deliver modernized, electrified Caltrain.

**Governance & Administration**

The Peninsula Corridor Joint Powers Board is a Joint Powers Authority and includes nine appointed representatives from San Francisco, San Mateo, and Santa Clara counties. The three member agencies of this joint powers authority are the City and County of San Francisco, the San Mateo County Transit District (District) and the Santa Clara Valley Transportation Authority. The joint powers agreement creating this agency designates the District as the Managing Agency of the JPB. The JPB has no direct employees. Rather employees of the District, serve as staff to the JPB. Under this contractual arrangement, the General Manager/CEO of the District, serves the JPB as its Executive Director.

The Rail Transportation Department is responsible for the day-to-day operation of Caltrain and provides direct oversight of the contract operator, Transit Services America, Incorporated. Other District departments provide staff support in engineering, finance, capital project development, project monitoring, planning, marketing, customer service, public and media relations, fare and schedule setting, performance monitoring, personnel recruitment, budget and grant administration, and public outreach. Because Caltrain is administered by the District and its staff, business practice and personnel related polices have not been covered in this strategic plan.
During the course of preparing the Strategic Plan, staff conducted stakeholder outreach through a variety of different venues and received comments from the public at meetings, through the plan website and by email. Caltrain staff presented information at the following public and external venues:

- Dedicated Public Workshops - Santa Clara, San Mateo and San Francisco Counties (June, 2014)
- The Peninsula Corridor Joint Powers Board (October 2013, April and August 2014)
- Caltrain Citizen Advisory Committee (November 2013, February, May and June, 2014)
- Caltrain Bicycle Advisory Committee (January and July, 2014)
- The Caltrain Local Policy Maker Group (January and May, 2014)
- The San Jose Diridon Joint Policy Advisory Board (November, 2013)
- Friends of Caltrain (December, 2013)
- Mountain View Chamber of Commerce (April, 2014)
- Silicon Valley Leadership Group Transportation Policy Committee (July, 2014)

The table on the following pages provides a summary of key themes and comments received during the outreach process and describes how they have been addressed in the Plan. The comments below are grouped by subject and are not captured verbatim. They are thematic summaries of multiple individual comments received in writing or given orally at meetings.
### General

**COMMENT**
The Strategic plan should be based on more quantified analysis and individual objectives should be linked to quantified measures and targets.

**RESPONSE**
The Strategic Plan is a comprehensive, high-level policy document. Quantified measures of performance will be developed as a next step in the strategic planning process as described in the implementation chapter.

This document is not a complete Strategic Plan – it is only the first chapter. A full plan should include ridership, revenue and capacity information, equipment and fleet plan, a capital plan and a financial plan. If not directly incorporated, these items should be attached as an appendix and updated as needed.

**RESPONSE**
The Strategic Plan is a comprehensive, high-level policy document that is integrated with the more detailed plans that the agency produces. Update versions of the items requested in the comment will be produced as part of Caltrain’s Short Range Transit Plan (SRTP). The SRTP covers the same timeframe as the Strategic Plan (FY2015-2024) and will be forthcoming before the end of the calendar year.

### Safety

**COMMENT**
Caltrain needs to take a more active role in planning for and managing the selection and phasing of grade separations throughout the system.

**RESPONSE**
Caltrain agrees that the agency should strive to take an active role in grade separation planning as funding and local concerns permit. Objective 1-C-1 has been strengthened to reflect the desire for a more active role by Caltrain.

**COMMENT**
Caltrain is already a secure system and the agency should not focus further resources on expanding security.

**RESPONSE**
Caltrain agrees that its system is secure but believes that the security of its trains and facilities should be continuously evaluated and expanded as expressed in the existing wording of Objective 1-D-1.

**COMMENT**
Caltrain should expand security resources and implement new procedures to better handle crowded trains and special event services.

**RESPONSE**
Caltrain agrees and this consideration is addressed under the existing wording of Objective 1-D-1 documenting Caltrain’s desire to increase security at stations and facilities and on trains.

### Service

**COMMENT**
Caltrain is currently at capacity during peak hours. The agency should take immediate measures to alleviate crowding.

**RESPONSE**
Caltrain is concerned about short term capacity and is actively exploring options to alleviate crowding. These plans are encompassed in several of the existing objectives under Goal 2-A.
Caltrain should increase on-board capacity for customers with bicycles so that they are not “bumped” or denied service when there is no longer room for them to bring their bikes on the train. The Plan’s goals and objectives should be modified to indicate that Caltrain will accommodate the bicycles of all customers who wish to bring them on board.

Specifically Caltrain should eliminate “bike bumps” and alleviate bike car crowding by pursuing strategies such as adding a 3rd bike car to existing trains, retrofitting new or refurbished cars as bike cars, and increasing the on-board bike capacity of any new EMUs. Caltrain should also encourage cycling and alleviate the impact of “bike bumps” by adding more secure parking at stations, allowing priority boarding for customers with bicycles, working to expand bikeshare options, and developing a real-time on-board capacity announcement system.

Caltrain does not want to inconvenience or deny service to its customers and understands how disruptive it can be when a customer is not allowed to bring their bike onboard. Wording in Objective 5-B-2 has been adjusted to emphasize that Caltrain sees “bike bumps” as a problem and will work to reduce their occurrence. Narrative text within Focus Area 5 has also been modified to more broadly address concerns about on-board bicycle capacity.

More broadly, the objectives included in the Strategic Plan underscore Caltrain’s commitment to expanding its overall capacity and providing a more convenient and sustainable system of access to all of its customers. Objective 2-A-3 describes Caltrain’s desire to explore strategies to manage peak hour demand and better utilize off-peak capacity. Objective 2-B-1 describes the need to balance on-board bicycle accommodations with overall capacity. Objective 5-B-2 describes Caltrain’s desire to complement on-board accommodation of bicycles with improved wayside facilities. Finally, Objective 5-B-3 identifies Caltrain’s intent to address first- and last-mile connectivity issues.

Caltrain should pursue strategies to increase off-peak ridership and manage peak hour demand (ie congestion pricing).

Caltrain agrees that better utilizing off-peak capacity will improve system function. This desire is captured within the existing wording of Objective 2-A-3.

Caltrain should improve travel times by eliminating service to low-ridership stations or closing stations that are too close together.

Caltrain agrees that service should be efficient and productive. The existing objectives under Goal 2-B speak to Caltrain’s desire to maintain a balanced and competitive service pattern. Specific decisions to close stations or adjust service levels would result from further policy and planning exercises, conducted in the context of these existing objectives.

Caltrain’s peak service levels should be extended to other times of the day. Caltrain should add additional weekend service. Similarly, Caltrain should increase service to the Gilroy extension or even further south and provide more special service to events.

Caltrain would like to add and expand service outside of its traditional peak. However, Caltrain can only do so when ridership levels, resources, and track capacity and rights allow such increases to occur while supporting the overall health and function of the system. Objective 2-C-3 has been reworded to address these considerations.

Caltrain’s signage and information systems need to be improved and customer service should be available whenever the service is operating. In particular announcements and visual messaging signs need to function better in delay situations.

Caltrain works continuously to improve all of its signage and to provide customers with timely and accurate information in the event of delays. Existing objectives 2-C-4, 2-C-5 and 5-A-3 all speak to this commitment.

Caltrain should provide Wi-Fi on the trains and should allow customers to buy tickets on trains.

Caltrain is actively investigating offering these and other amenities. This desire and intent is captured in the existing language of Objective 2-D-2.
## Infrastructure

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<tr>
<th>COMMENT</th>
<th>RESPONSE</th>
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<tr>
<td>Caltrain needs to focus on fixing what it has and maintaining a state of good repair.</td>
<td>Caltrain strongly agrees. The existing language contained under Goal 3-A and its associated objectives emphasize this point.</td>
</tr>
<tr>
<td>Improvements to reduce dwell time and improve the function of crowded stations are critical. In particular, Caltrain should implement level boarding.</td>
<td>Caltrain agrees. Existing Objective 3-B-3 documents this desire and commitment.</td>
</tr>
<tr>
<td>Caltrain should add more cars to the existing express trains and/or increase the frequency of express trains</td>
<td>Caltrain is actively planning rolling stock acquisitions that will allow for increased train length in the short term. Existing language under Objective 3-C-1 speaks to this ongoing work.</td>
</tr>
<tr>
<td>Caltrain should more actively and immediately plan for post-electrification capacity improvements along with service to downtown San Francisco via the Downtown Extension to the Transbay Transit Center.</td>
<td>Caltrain is actively planning for these important improvements. Objectives 3-B-3, 3-C-4 and 5-A-2 all speak to the importance of this work.</td>
</tr>
<tr>
<td>Caltrain should consider hybrid-electric vehicles rather than EMUs.</td>
<td>Caltrain is currently evaluating diesel multiple unit vehicles as part of the Peninsula Corridor Electrification Project environmental review process.</td>
</tr>
<tr>
<td>Strengthen the “consideration” of local interests in relation to Caltrain’s role in blended system planning.</td>
<td>Caltrain strongly believes in listening to and addressing the concerns of local communities in relation to the Caltrain / HSR blended system. Language in Objective 3-D-1 has been strengthened to emphasize this commitment.</td>
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## Financial Stability

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<th>COMMENT</th>
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<td>Caltrain should / should not pursue more advertising as a potential revenue source.</td>
<td>Objectives 4-B-1 and 4-B-3 speak generally to Caltrain’s desire to explore options for expanding existing revenue streams and identifying new opportunities. Any specific decisions to pursue expanded advertising at stations or on trains would be undertaken at a later date after further analysis and stakeholder input.</td>
</tr>
<tr>
<td>Caltrain should explore the feasibility of using Mello Roos districts to fund capital improvements.</td>
<td>Objective 4-C-2 is intended to broadly cover this and other potential sources of funding requiring further exploration.</td>
</tr>
<tr>
<td>Caltrain should seek to partner with local employers to cultivate new sources of funding.</td>
<td>Caltrain agrees. Objective 4-C-1 is intended to broadly cover these kinds of strategies.</td>
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## Transportation and Land Use

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<th>COMMENT</th>
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<tr>
<td>Caltrain should partner with all bus and shuttle providers to better coordinate connecting service and improve connectivity to stations from all points.</td>
<td>Caltrain agrees and has modified the language in Objective 5-A-1 to reflect the general importance of coordination with local transit providers.</td>
</tr>
<tr>
<td>Caltrain should work with BART to improve the transfer at Millbrae. Caltrain should be more actively involved in planning for future improvements at Diridon Station in San Jose and the Transbay Transit Center in San Francisco.</td>
<td>Caltrain strongly believes in the importance of connectivity at key intermodal hubs and is especially aware of the major changes planned at the Transbay Transit Center, Millbrae and San Jose Diridon stations. Caltrain has modified Objective 5-A-2 to reflect the importance of these intermodal stations.</td>
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</table>
Pipe functionality is limited and it is difficult to use the system. Lack of add-value capability at Caltrain stations is frustrating. Fare mechanism should allow for easier transfers between different transit systems. Caltrain wants to improve the function of regional fare payment systems as they relate to our system. Objective 5-A-4 speaks to the agency's commitment to participate actively in the development of such systems and represent the needs of Caltrain's customers.

Goal 5-B should not reference “alternative modes” since most Caltrain customers do not drive to stations. Caltrain agrees and has adjusted the wording of Goal 5-B to more generally refer to our desire to support convenient station access for our customers.

Caltrain should implement projects and policies to make driving to the station less desirable than walking, taking transit, or biking and should strengthen language describing projects to be implemented. The Board-adopted Access Policy identified in Objective 5-B-1 describes Caltrain's approach to prioritizing and accommodating different access modes including a system wide commitment to promoting walking, transit and cycling. Further development of the policy into a plan will allow for subsequent implementation.

Caltrain should review parking policy. Caltrain should not build any parking garages. Caltrain would evaluate its parking policy as part of a comprehensive access plan referenced in Goal 5-B-1.

First and last mile connections to the Caltrain system are complicated and illegible to new users. Caltrain agrees that first and last mile connections are critical. Exploring new connections and planning and coordinating station access are addressed in Goal 5-B-1 and 5-B-3.

Caltrain should more strongly emphasize its commitment to freight and the importance of freight’s use of the Peninsula Corridor throughout the plan. Caltrain is committed to accommodating freight on its corridor along with its other existing tenants. Objective 5-D-2 has been strengthened to reflect this commitment. Staff has added additional language to Focus Area 5 of the plan narrative to emphasize the value Caltrain places on its partnership with the freight providers who use its corridor.

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<th>Partnerships</th>
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<td><strong>COMMENT</strong></td>
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<tr>
<td>Caltrain should improve its stations and work to make them more active public spaces with expanded amenities. Caltrain should more explicitly identify how.</td>
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<tr>
<td>Caltrain should work too build stronger relationships with the region’s large employers.</td>
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<th>Responsibility</th>
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<td><strong>COMMENT</strong></td>
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<tr>
<td>Caltrain should more enthusiastically express support for fulfilling its Civil Rights obligations.</td>
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<tr>
<td>Consider installation of solar panels at Caltrain facilities.</td>
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<tr>
<td>Caltrain should consider noise impacts as part of its environmental footprint and seek to minimize them.</td>
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<tr>
<td>Caltrain should strengthen the language under Goal 7-C to make its commitment to social equity more explicit.</td>
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