



JPB Citizens Advisory Committee

1250 San Carlos Avenue, San Carlos, CA 94070
Bacciocco Auditorium, 2nd Floor

BOARD OF DIRECTORS 2017

JEFF GEE, CHAIR
KEN YEAGER, VICE CHAIR
CHERYL BRINKMAN
JEANNIE BRUINS
DEVORA "DEV" DAVIS
GILLIAN GILLET
ROSE GUILBAULT
DAVE PINE
MONIQUE ZMUDA

JIM HARTNETT
EXECUTIVE DIRECTOR

DECEMBER 20, 2017 – Wednesday

5:40 p.m.

Times noted are estimated. Discussion may begin before the times listed.
Items in bold are CAC member-requested presentations.

1. Pledge of Allegiance
2. Roll Call
3. Approval of Meeting Minutes of November 15, 2017 (5:45 p.m.)
4. Public Comment (5:50 p.m.)
Public testimony by each individual speaker shall be limited to three minutes
5. Chairperson's Report (6:00 p.m.)
6. Committee Comments (6:05 p.m.)
Committee members may make brief statements regarding correspondence, CAC-related areas of concern, ideas for improvement, or other items that will benefit or impact Caltrain service or the CAC, or request future agenda topics.
7. Update on South San Francisco (Chuck Bernardo) (6:15 p.m)
8. Caltrain Business Plan (Sebastian Petty) (6:20 p.m.)
9. Staff Report (Joe Navarro) (6:50 p.m.)
 - a) Customer Experience Taskforce Update
 - b) JPB CAC Work Plan Update
10. Date, Time and Place of Next Meeting
January 17, 2018 at 5:40 p.m., San Mateo County Transit District Administrative Building, 2nd Floor Bacciocco Auditorium, 1250 San Carlos Avenue, San Carlos, CA
11. Adjournment

All items on this agenda are subject to action

CAC MEMBERS: **San Francisco City & County:** Cat Chang, Lauren Fernandez, Brian Shaw (Chair)
San Mateo County: Harish Chamarthy, Ricardo Valenciana, Julia Welch
Santa Clara County: Cat Tucker, Larry Klein, Paul Escobar

INFORMATION TO THE PUBLIC

If you have questions on the agenda, please contact the Assistant District Secretary at 650.508.6279 or cacsecretary@caltrain.com. Agendas are available on the Caltrain Web site at <http://www.caltrain.com>. Communications to the CAC can be e-mailed to cacsecretary@caltrain.com.

JPB and Citizens Advisory Committee (CAC) meeting schedules are available on the Caltrain Web site.

Location, Date and Time of Regular Meetings

Regular meetings are held at the San Mateo County Transit District Administrative Building located at 1250 San Carlos Ave., San Carlos, CA, which is located one block west of the San Carlos Caltrain Station on El Camino Real. The office is also accessible by SamTrans bus routes ECR, FLX, 260, 295 and 398. Additional transit information can be obtained by calling 1.800.660.4287 (TTY 650.508.6448) or 511.

The JPB Citizens Advisory Committee meets regularly on the third Wednesday of the month at 5:40 p.m. at the same location. Date, time and place may change as necessary.

Public Comment

If you wish to address the Committee, please fill out a speaker's card located on the agenda table and hand it to the Assistant District Secretary. If you have anything that you wish distributed to the Committee and included for the official record, please hand it to the Assistant District Secretary, who will distribute the information to the Committee members and staff.

Members of the public may address the Committee on non-agendized items under the Public Comment item on the agenda. Public testimony by each individual speaker shall be limited to three minutes and items raised that require a response will be deferred for staff reply.

Accessibility for Individuals with Disabilities

Upon request, the JPB will provide for written agenda materials in appropriate alternative formats, or disability-related modification or accommodation, including auxiliary aids or services, to enable individuals with disabilities to participate in public meetings. Please send a written request, including your name, mailing address, phone number and brief description of the requested materials and a preferred alternative format or auxiliary aid or service at least two days before the meeting. Requests should be mailed to Assistant District Secretary at Peninsula Corridor Joint Powers Board, 1250 San Carlos Avenue, San Carlos, CA 94070-1306; or emailed to cacsecretary@caltrain.com; or by phone at 650.508.6279, or TTY 650.508.6448.

Availability of Public Records

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

**CITIZENS ADVISORY COMMITTEE (CAC)
PENINSULA CORRIDOR JOINT POWERS BOARD (JPB)
SAN MATEO COUNTY TRANSIT DISTRICT ADMINISTRATIVE BUILDING
Bacciocco Auditorium, 2nd Floor
1250 San Carlos Avenue, San Carlos CA 94070**

MINUTES OF NOVEMBER 15, 2017

MEMBERS PRESENT: C. Chang, L. Fernandez, C. Tucker, R. Valenciana, J. Welch,
L. Klein, P. Escobar, B. Shaw (Chair)

MEMBERS ABSENT: H. Chamarthy

STAFF PRESENT: C. Gumpal, J. Jest, J. Le, J. Navarrete, J. Navarro,
V. O'Brien

Chair Brian Shaw called the meeting to order at 5:46 p.m. and led the Pledge of Allegiance.

APPROVAL OF MINUTES OF OCTOBER 18, 2017

Motion/Second: Tucker/Escobar

Ayes: Fernandez, Tucker, Klein, Escobar, Shaw

Absent: Chamarthy, Chang, Valenciana, Welch

PUBLIC COMMENT

Member Julia Welch arrived at 5:50 p.m.

Jeff Carter, Millbrae, provided a report on the Caltrain Zone System Inequities and how the Caltrain Fare Study must address the inherent/unfairness of the current zone system.

Member Ricardo Valenciana arrived at 5:53 p.m.

Drew, San Mateo, said he appreciates staff trying to mitigate the concerns at the New Hillsdale Station location and safety of crossing the major roads for the riders that live south of the station.

COMMITTEE COMMENTS

Mr. Larry Klein, introduced himself as the new member representing Santa Clara County and is an active Caltrain rider.

APPROVAL OF THE 2018 JPB CAC MEETING CALENDAR

Member Cat Chang arrived at 6:10 P.M.

The proposed November meeting date is the 14th.

Motion/Second: Welch/Klein

Ayes: Fernandez, Tucker, Valenciana, Welch, Klein, Escobar, Shaw

Absent: Chamarthy

REPORT ON FARE ENFORCEMENT PROGRAM

Ms. Jenny Le, Management Analyst, Transit Police, reported that Caltrain uses a Proof-of-Payment/Honor-based system. The new process of issuance will be from criminal infraction to civil administrative citations. The current fines are \$250 plus court administrative fees. The proposed Ordinance would reduce fines to a \$75 administrative penalty and reduce man-hours, standardize issuance procedures that would include electronic ticketing, free up conductors to check more tickets, and has the potential to generate more revenue.

Member Julia Welch asked why go from criminal to civil. Ms. Le said they will continue with current citation process and if someone has been a fare evader more than three times, the new electronic system would be able to track chronic fare evaders and Transit Police would be notified. It would eliminate the high number of error rates and loss of credibility with the three jurisdictional courts and confusion for Caltrain riders that are unsure where to pay the citation.

Member Ricardo Valenciana asked the cost to purchase new equipment. Ms. Le said the cost would be a lease through a third party processing agency that also has authority to process the civil violations for all three jurisdictional counties.

Member Paul Escobar asked to provide more details on the chronic fare evaders that are cited three times or more. Ms. Le said the system would track the fare evaders citation history and would be at the discretion of Transit Police. She also noted that the citation process would exclude minors.

Member Cat Chang asked how conductors would be re-trained on the new process and how is the personal information stored in the new electronic ticketing system. Ms. Victoria O'Brien, Lieutenant, Transit Police, said conductors will receive eight hours of training and two exams before using the new hand held. Ms. Le said the third party processing agency for the equipment follows Superior Court law for records retention.

Member Larry Klein asked if the electronic system immediately accesses the Department of Motor Vehicles (DMV) records and asked what happens if the address on file is not current. Ms. O'Brien said the conductor does not have authority to access DMV records, he/she would need to verify current address.

Member Klein asked how staff hours are structured for the administrative hearings. Ms. O'Brien said she would assign a deputy on work duty that is not involved with the citation on work duty.

Chair Shaw asked if the public can pay their tickets online. Ms. Lee said online and by phone.

Public comment

Andy Chow, Redwood City, said that the current issue with proof of payment process is that it worries the riders, particularly the immigrants that are afraid of deportation. He hopes this new process would eliminate these types of issues.

Adrian Brandt, Redwood City, said the \$75 fine is low and should escalate. When conductors issue citations they still need to keep the train moving.

Doug DeLong, Mountain View, suggested installing surveillance cameras. He said the proposed approach might be useful for accidental fare evasion riders that are trying to follow the rules and make a minor error.

Jeff Carter, Millbrae, asked how much fare evasion exists. He also does not like the phrase "fare evasion" or "cheater" as it sounds harsh.

2017 CALTRAIN CUSTOMER SATISFACTION SURVEY KEY FINDINGS

Julian Jest, Marketing Research Analyst, said the annual survey evaluates services provided by the agency's contract operator, Transit America Services, Inc. (TASI). The ratings are one of the performance measurements used to determine a portion of the contractor's compensation. The survey also presents an opportunity to assess customer needs and provides Caltrain customers with a venue to submit comments. He reported on the objectives, methodology, results and next steps of the customer satisfaction survey.

Member Ricardo Valenciana asked if the survey includes rider opinions from riding the older trains versus the new trains. Mr. Jest responded no, but will consider the idea. Member Valenciana said it would be helpful to include as the restroom on the new train are much cleaner than the older train.

Public Comment

Doug DeLong, Mountain View, said the ticket vending machines are non-intuitive for first time users and restrooms will not be perfect. The restrooms in the gallery trains seem to leak in the pumping mechanism.

STAFF REPORT UPDATE

Mr. Navarro, Director, Rail Operations, reported the following key highlights of the report:

On-Time Performance (OTP) –

- **October:** The October 2017 OTP was 93.5 percent compared to 95.2 percent for October 2016.
 - **Vehicle Strikes** – There were two one vehicle strikes on October 5 and 16.
 - **Mechanical Delays** – In October 2017 there were 640 minutes of delay due to mechanical issues compared to 920 minutes in October 2016.
 - **Trespasser Strikes** – There were two trespasser strikes on October 12 and 19, both resulting in a fatality.
- **September:** The September 2017 OTP was 94.7 percent compared to 94.1 percent for September 2016.

Mr. Navarro said that there is new management on the bathroom cleaning service for better productivity.

Member Julia Welch asked if there will be any additional Clipper stations. Mr. Navarro responded that staff is looking at potential portable Clipper card readers.

DATE, TIME AND LOCATION OF NEXT REGULAR MEETING:

December 20, 2017 at 5:40 p.m., San Mateo County Transit District Administrative Building, 2nd Floor Bacciocco Auditorium, 1250 San Carlos Avenue, San Carlos, CA.

Adjourned at 7:02 p.m

PENINSULA CORRIDOR JOINT POWERS BOARD (JPB)
CITIZENS ADVISORY COMMITTEE (CAC)
STAFF REPORT

TO: JPB CAC

FROM: Sebastian Petty
Senior Policy Advisor

SUBJECT: **CALTRAIN BUSINESS PLAN - DRAFT BUSINESS STRATEGY AND SCOPE**

ACTION

Informational Only.

SIGNIFICANCE

Caltrain staff prepared two draft documents (attached) as well as the below staff report content for the initial review of the Board as an informational item at their December meeting. These documents are now being presented to the CAC for their additional review and comment. Pending comments received from the Board, CAC and other stakeholders staff will revise the documents and return to the JPB in January for their proposed adoption. This action would initiate the timeline of proposed work, actions and updates described below:

- **January 2018:** Proposed Board Action- adopt the "Business Strategy" policy principles and the Scope of Work for the Business Plan (Attachments 1 and 2) along with any corresponding funding agreements or budget amendments.
- **Spring 2018:** Proposed Board informational update on Tasks 1 and 2 from the Scope of Work. The Board will be presented with analysis of potential markets and strategic opportunities for rail service on the Peninsula Corridor out to 2040 (Task 1) Staff will also present the specific Service Vision scenarios that are being evaluated for how the Caltrain service and corridor could grow between 2022 and 2040 (Task 2A). Finally, staff will report on preliminary findings regarding a structural assessment of the Caltrain organization as well as a preliminary analysis of the community benefits, impacts and interface related to the development and evolution of the railroad (Tasks 2B and 2C).
- **Summer 2018:**
 - Proposed Board Action: Adopt a long range "Service Vision" for the Caltrain corridor including number of trains per hour, mix of express and local services, stopping patterns and desired connectivity to the regional, interregional and state rail network. The Service Vision will define:
 - A pathway of incremental, interim steps and timeframes to evolve from current service levels to the 2040 Service Vision, and

- Preliminary performance targets for Caltrain service including ridership, service characteristics, costs and revenues.
 - Proposed Board Action: The Board will be presented with analyses that show how the Service Vision will drive infrastructure needs in the corridor and how these needs will influence other plans and projects throughout the region. The Board may then choose to direct Caltrain staff to use the Service Vision as the planning basis for engaging with other local, regional and state projects going forward.
 - Proposed Board Action: The Board will be presented with analyses from Task 2B showing how the Caltrain organization currently functions and review comparative examples of organizational structures used by railways elsewhere. The Board may then choose to direct staff to develop an “organizational strategy” that shows options for how the Caltrain organization could evolve (in coordination with input and direction from the JPB partners) to support the 2040 Service Vision.
 - Proposed Board Action: Finally, the Board will be presented with analysis from Task 2C describing how Caltrain’s service creates both benefits and impacts in its surrounding communities. The Board may then choose to direct staff to develop a “community interface strategy” that shows how Caltrain can work with partner jurisdictions and agencies to maximize community benefits and minimize impacts as the Service Vision is implemented over time.
- **Fall 2018**: Proposed Board informational update on Tasks 3 and 4 from the Scope of Work. The Board will be presented with additional technical analysis and refinements made to the “Service Vision” and will have the opportunity to provide input on any changed assumptions or new issues that have been identified through subsequent technical analysis.
The Board will also be presented with analysis showing how first- and last-mile considerations, fare policy and joint development opportunities are being integrated into the Business Plan (Task 3). Additionally the Board will receive updates on the development of an Organizational Strategy and a Community Interface Strategy and will have the opportunity to provide further direction (Task 3). Finally, the Board will receive preliminary information about the funding strategy underlying Business Plan (Task 4).
 - **End of 2018**: The Board will be presented with the completed analyses from Tasks 3 and 4 as well as a draft Business Plan document and may then choose to take the following actions:
 - Proposed Board Action: Adopt a detailed, refined and optimized Business Plan that includes a year-to-year description of how service in the corridor will grow and change to achieve the 2040 Vision.
 - The plan will run through 2040 but will include a greater level of detail for the 2022-2032 period.

- The Business Plan will identify the timing and nature of required infrastructure projects and fleet purchases along with capital and operating cost projections and targets.
- The Business Plan will include refined revenue and ridership projections and targets.
- The Business Plan will incorporate planning, policy and business recommendations related to improved customer amenities, fares and ticketing, first- and last-mile connections, and the development of Caltrain owned property. These recommendations will be coordinated with and based on ongoing planning work.
- The Business Plan will include a full funding strategy and a defined implementation program
 - Proposed Board Action: Review the Organizational Strategy prepared by staff and recommend next steps in conjunction with input from Caltrain's partners
 - Proposed Board Action: Review the Community Interface Strategy prepared by staff and recommend next steps in conjunction with input from Caltrain's partners and local jurisdictions

BUDGET IMPACT

There is no impact on the budget at this time. When staff presents a final scope of work to the Board for adoption it will be accompanied by any associated funding agreements or required budget amendments.

BACKGROUND

In 2017 Caltrain secured full funding for the Peninsula Corridor Electrification Project and issued notices to proceed to its contractors. Now that construction on this long-awaited project has begun, the agency has the opportunity to articulate a long term business strategy for the future of the system. The initial concept for a Caltrain "Business Plan" was brought to the Board in April of 2017 and the Board was provided with a subsequent written update in July of 2017. The Board formed an Ad-Hoc Subcommittee to focus on the Business Plan in August of 2017.

Since that time staff has engaged with corridor stakeholders to discuss the future of the railroad. These interactions culminated in September 2017 with an all-day stakeholder workshop focused on the "future of Caltrain."

The workshop was attended by: general managers and staff from Caltrain's funding partners and peer agencies, state officials, city councilmembers, and members of the business and advocacy communities. The workshop was also attended by the four Caltrain Board members who comprise the Caltrain Business Plan Ad Hoc Committee. Participants were asked to envision the future they wanted for the railroad and to consider the challenges and obstacles that might stall or prevent the realization of that vision.

Following the workshop staff has worked to develop a technical scope of work for the Business Plan that responds to the issues and ideas raised. Staff has also continued conversations with corridor stakeholders to raise awareness of the Business Plan effort. Notable outreach has included discussion with local, state and federal elected officials.

Prepared by: Sebastian Petty, Senior Policy Advisor

650.622.7831

Attachment 1: Proposed Caltrain “Business Strategy” Policy Principles

The following broad principles have been developed based on stakeholder outreach conducted during Phase 1 of the Business Plan. They are proposed for Board adoption as policy principles that will be used to guide the development of the Caltrain Business Plan:

- Caltrain’s core business is rail service. The Caltrain organization exists to manage the delivery of rail service, as well as the assets, infrastructure and ancillary activities that are required to support that delivery.
- Today Caltrain provides a commuter rail service that primarily serves weekday commuters and special event attendees. After electrification, Caltrain will face choices about how best to expand and tailor its service to support a much broader range of mobility markets. The primary task of the Business Plan is to aid in the selection of a detailed, achievable Service Vision for Caltrain that provides maximum value to its customers. The development of this Service Vision will require an understanding of the near-, medium and long term market for rail service in the corridor and an analysis of the different service approaches that could satisfy these demands. A “business case” approach to the analysis of service options will allow ridership and other mobility benefits to be weighed against costs and infrastructure requirements.
- The Caltrain corridor has a complex interface with the communities it traverses. The implementation of new services and infrastructure on the corridor will create a range of community benefits, opportunities and impacts. The Business Plan can address this reality by exploring economic, policy and technical approaches that will allow Caltrain to strategically and equitably manage its interface with communities in a way that minimizes impacts, generates value, and supports the Service Vision.
- Finally, the selection of a Service Vision will influence how the Caltrain organization evolves over time. Caltrain’s organizational, governance, and commercial and contracting strategies will be evaluated as part of a comprehensive structural assessment of what is needed to deliver value and support the long term success of the Service Vision.

Attachment 2: Draft Business Plan Scope of Work

Background: The following pages present a high level draft scope of work for the Caltrain Business Plan along with a description of outreach plans, project management structure, budget and potential funding sources. The scope and project management portions of this document are presented for review and comment and will ultimately be proposed for Board adoption. The scope has been written at a level of detail that describes the general organization, purpose and proposed outputs of individual project tasks while leaving flexibility to accommodate a range of detailed technical approaches and adaptation based on changing project needs and expert input. Subsequent to adoption, staff will return to the Board if a material deviation from the scope is anticipated or requested.

More detailed technical work scopes for individual tasks and plan components will be developed and provided to the JPB's Caltrain Business Plan Ad Hoc committee for their review and comment throughout the Business Plan process.

Task 1- The "Strategic Case" for Caltrain

Rail infrastructure investments have decades-long lifespans and the Business Plan will have a long range outlook. The Plan will begin by defining the potential markets and strategic opportunities for rail service on the Peninsula Corridor through 2040 (a horizon year that is consistent with the California State Rail Plan and the Regional Transportation Plan).

The "Strategic Case" for Caltrain will present an analysis of current and projected demographic, economic development and travel pattern trends in the corridor, region and mega-region. In doing so it will frame the strategic importance of the Caltrain corridor and its role in supporting the long term growth and mobility of the region. The "Strategic Case" will also consider Caltrain's "competitors" including the ability of the Bay Area's freeway network to accommodate projected growth in travel demand as well as a discussion of how autonomous vehicles and other emerging technologies might shape Caltrain's long term market outlook and business approach.

Finally, in addition to defining the strategic importance of the corridor and reviewing local and regional market opportunities, the Strategic Case will also contextualize the long term development potential of the Caltrain corridor relative to other, comparable national and international rail corridors.

Task 2A - Service Business Case Analysis

Task 2A will involve the development of multiple "scenarios" or "evolutionary paths" showing how the Caltrain service and corridor could grow between 2022 and 2040. The work will start with operational analysis to understand how many trains per hour could run on the corridor in 2040, how local and express services could be balanced, where trains could stop and how they could connect to a larger state and megaregional rail network.

This operational analysis will pay particular attention to the blending of Caltrain service with High Speed Rail service as well as the operations and infrastructure outcomes at the North Terminal (4th and King and DTX/ TTC), a potential Dumbarton rail interface at Redwood City, at the South Terminal (including San Jose Diridon Station) and in the southern portion of the corridor stretching from San Jose to Gilroy.

From there, the project team will analyze the range of ridership and benefits associated with each service scenario, the infrastructure and fleet that would be required to deliver the service, and the kinds of costs and impacts the service would create. Finally, the team will analyze the incremental service steps and infrastructure investments that make up different “evolutionary paths” for how Caltrain could grow over time from its current service, through electrification and into each of the ultimate 2040 scenarios contemplated. This full set of analysis will be used to develop “Business Cases” around each scenario, laying out the cumulative set of costs and benefits associated with each “evolutionary path” that Caltrain could take. **In the summer of 2018 staff will present this analysis to the Board to aid in the selection of a single (or non-exclusive combination of) service scenarios as the basis for a “Service Vision.”**

Task 2B – Organizational Assessment

In parallel to Task 2A the technical team will also work on Task 2B; a structural assessment of the “Caltrain Organization.” Within the context of the Business Plan the term “Caltrain Organization” is used broadly to encompass the total set of present and future governance structures, organizations, staff and contracted entities responsible for the funding, direction and delivery of the Caltrain service as well as the construction and maintenance of the corridor’s facilities.

Within Task 2B, the technical team will map the existing Caltrain organization and identify key performance indicators and measures to help describe and quantify how the Caltrain organization functions and its effectiveness at delivering value for money spent. The plan will then include a comparative analysis of peer railways and organizations both locally, domestically and internationally, reviewing alternative approaches to how a railway can be organized. Finally, Task 2B will include a high level analysis of how organizational needs may change in tandem with the long rang service scenarios under consideration in Task 2A. **This information will be presented to Caltrain’s partners and the Board in the summer of 2018 with a request that they provide feedback on the subsequent development of options for an “Organizational Strategy” that could support the delivery of the Service Vision.**

Task 2C – Community Interface Assessment

Along with Tasks 2A and 2B, the technical team will also conduct an analysis of the railroad’s community interface and an assessment of equity considerations related to the development and evolution of the railroad.

Much as in the preceding tasks, the focus of Task 2C will be the development of an analytical and policy framework that assists staff and stakeholders in understanding and quantifying issues related to community interface and equity considerations.

This work will include a description and quantified framework for thinking about the major ways in which the railroad and its services add value to individual communities and the region as a whole including improved environmental outcomes and impacts to land values. The project team will also document and quantify the ways in which the railroad creates externalized costs and impacts in its surrounding communities including noise and vibration and safety and traffic impacts at at-grade crossings. In documenting these benefits and impacts the project team will specifically consider equity issues- focusing on the potential for different geographies or demographic groups to be affected unequally as the railroad changes and grows. Finally, the project team will consider and conduct more detailed analysis related to two major known community interface issues; the impacts of increased rail service on at-grade crossings and the potential for development and change at specific Caltrain land holdings and opportunity sites along the corridor. **This information will be presented to Caltrain's partners, local jurisdictions and the Board in the summer of 2018 with a request that they provide feedback on the subsequent development of a "Community Interface Strategy" that could support the delivery of the Service Vision.**

Task 3- Developing the Business Plan

Based on the Board's adoption of a long range Service Vision in the summer of 2018, the project team will work to translate the Vision into a focused, long range business plan that will be presented to the Board for review and proposed adoption at the end of the year. The technical scope for the second half of the business plan is necessarily looser at this early stage in the project but will include the core elements described below.

First, the project team will conduct additional technical work and modeling to optimize, validate and add detail to the adopted Service Vision. Additional operational and infrastructure analysis will be employed to help the Board further consider the incremental options for growing the railroad over time along with the service trade-offs and investments that may be required. Further financial and ridership modeling will also be conducted to validate the costs, revenues and benefits of specific investments in the Caltrain corridor and service. This analysis will place a particular focus on the investments and strategies that can be employed to optimize the first 10-years of the electrified system's operation. In seeking to optimize the overall "business case" for Caltrain service, the project team will also expand the range of issues considered. The team will review ancillary business strategies and options to generate revenue and add customer value and will incorporate ongoing planning work related to first- and last-mile connections and joint development as well fares and retailing strategies into the analysis of service benefits and financial performance.

The technical team will also develop an "organizational strategy" based on the Board's mid-year feedback and ongoing input from Caltrain partner agencies.

This strategy may include analysis and recommendations related to potential options for how the Caltrain organization could change and grow in conjunction with the evolution of Caltrain's service and may also include recommendations related to Caltrain's contracting and commercial approach.

The strategy will be supported by appropriate legal, regulatory and financial analysis and will be framed using the organizational evaluation criteria developed in Task 2 of the Business Plan. The organizational strategy will also be designed to demonstrate how Caltrain can organize to most effectively access and use financial resources. This may include options for optimizing the organization to take full advantage of both existing and contemplated revenue and funding streams including new funding sources, value capture strategies, and private investment. Finally, the organizational strategy will describe a series of next steps, options and issues for discussion that Caltrain may pursue in coordination with its funding partners and other regional and state agencies.

The technical team will also develop a "community interface strategy" as part of the final Business Plan. It is anticipated that this Strategy may include a detailed, quantified assessment of the secondary community impacts and benefits that will be created through the implementation of the Service Vision. It may also include a discussion of options for how Caltrain could work with partner communities to best leverage and maximize the value its service creates including recommendations related to value capture, joint development and use of Caltrain-owned property. The strategy may also include recommendations for how Caltrain can mitigate the impacts of increased rail service on communities and how the timing of these mitigations could relate to the build out and realization of the Service Vision. In the case of impacts at at-grade crossings, recommended mitigations could include analysis of new and innovative policy approaches designed to maximize public benefit and utilize resources equitably and efficiently. Finally, the community interface strategy may include specific options and recommendations for how Caltrain can improve and address equity outcomes, both among its customers as well as within the communities it traverses, as it implements the Service Vision.

Task 4- Funding and Implementation

The Business Plan will conclude with a detailed funding plan that shows how the recommendations and investments identified can be paid for. This funding plan will show how the agency can use self-generated revenues and leverage its assets to deliver maximum customer benefit and public value. Where new sources of outside funding may be needed, the plan will present choices and analysis of specific measures, value capture approaches or public-private partnering strategies that could be used effectively. This funding plan will be paired with a consolidated implementation plan that makes detailed, specific recommendations about actions and next steps required to advance the Service Vision and Business Plan. This implementation plan will be specifically focused on the actions Caltrain may take in the next five years and will also describe issues where partnering with local communities and Caltrain partner agencies or other government agencies may be required.

Education and Outreach Plan

The Business Plan will be a complex effort that touches on issues that are of wide interest to Caltrain's customers as well as a range of stakeholders and publics within and beyond the Caltrain corridor. A robust program of education and outreach will accompany the technical work of the Business Plan.

The complexity of the Business Plan requires the development of thoughtful educational materials that help explain the connections between abstract technical and policy choices and the real world outcomes that Caltrain's customers and communities care about. The project team will develop an excellent dedicated website and set of written and visual communication tools that help explain the work of the Business Plan in a format that is engaging to a wide audience and helps facilitate meaningful, informed discussion of the policy issues under consideration.

These educational tools will provide the foundation for a deep program of public and stakeholder outreach. During the Business Plan process Caltrain will engage with its customers and the public along the entire corridor through community meetings, station-based outreach, customer and community surveying, and traditional/social media. The project team will also seek to coordinate with partner meetings and community events throughout the corridor to amplify the outreach campaign's penetration to customers and the public.

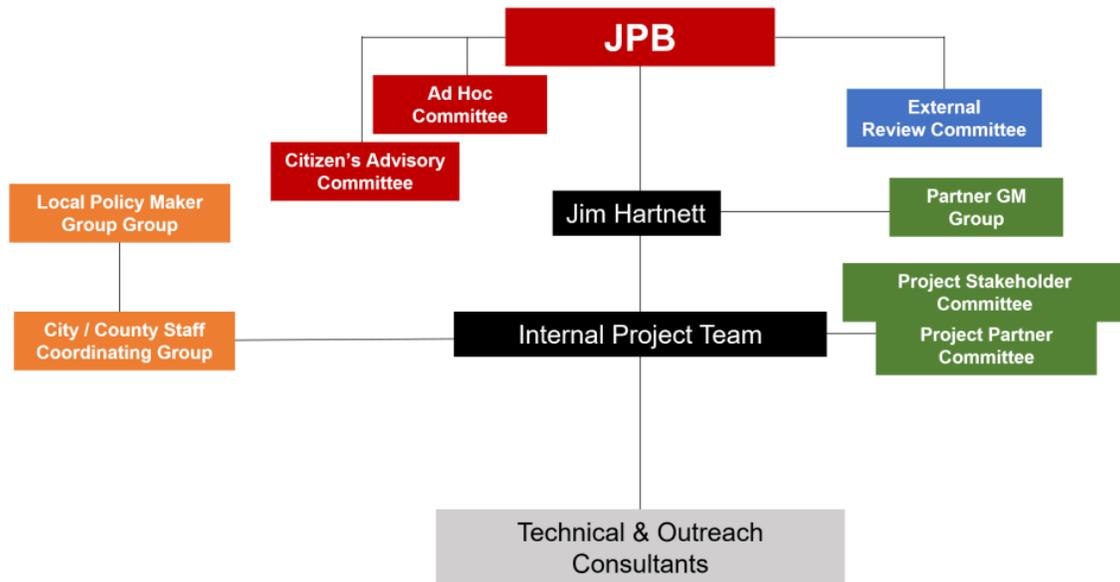
In addition to customer and broader public outreach, the project team will also engage with stakeholder staff and policy makers at the local, state and federal levels. Caltrain's City and County Staff Coordinating Group and Local Policy makers Group are named within the project structure as subsequently shown. These regular meetings will be supplemented by additional direct outreach to local jurisdiction policy makers and staff as requested or when specific technical considerations will benefit from locally focused discussion. The project team anticipates quarterly outreach to state and federal policy makers to make sure they are informed of the Business Plan's progress and have an opportunity to provide feedback and input.

Caltrain's partner agencies and staff are included within the formal project structure of the Business Plan (as subsequently described). Additionally, however, Caltrain will update its partners on a regular basis and plans to present Business Plan materials to partner agency Boards as well as County Board of Supervisors in Santa Clara, San Mateo and San Francisco at key moments in the project or as requested.

Finally, the project team will engage with corridor business groups and advocacy organizations whose mission and goals intersect with subjects and issues considered in the Business Plan. Some business and advocacy groups will be represented in the formal project structure (as shown) but the project team will also engage in sustained, direct outreach to these and other groups throughout the Business Plan process.

Project Structure

The work of the Business Plan will be developed within the project structure shown and described below.



Internal Structure: Within the Caltrain organization, the Caltrain Business Plan will be managed as an integrated project structure reporting directly to Caltrain's Executive Director Jim Hartnett.

The Internal Project Team will be led by Sebastian Petty, Senior Policy Advisor and full-time project manager. The project manager will be supported by a cross-disciplinary internal team of executives and staff representing key functions and competencies within the Caltrain organization.

Project Partner and Stakeholder Committees: The Project Partner Committee will meet monthly and will include staff representatives from JPA member agencies as well as all of the Business Plan's funding entities or their designees. The Project Partner Committee will provide input on ongoing project technical work and outreach materials and will serve as liaisons to their respective organizations.

The Project Partner Committee will be a subset of a larger project stakeholder committee. This larger stakeholder group will meet approximately four times during the project and will participate in the review of technical and outreach materials. The stakeholder committee will include all Project Partner Committee members as well as representatives from the following:

- Staff from JPA member agencies (Santa Clara Valley Transportation Authority (VTA), City and County of San Francisco (CCSF), SamTrans)
- Staff from funding partners (Metropolitan Transportation Agency (MTC), California High Speed Rail Authority (CHSRA), California State Transportation Agency (CalSTA))
- Local Jurisdiction Representatives
- Business Community Representatives
- Advocacy Group Representatives

Partner General Manager Group: On an approximately quarterly basis or in advance of major project milestones Jim Hartnett will convene a meeting of the General Managers of Caltrain's partner agencies (including JPB member agencies as well as MTC, CHSRA and an appropriate designee from CalSTA) to discuss project findings and review materials.

External Review: The "External Review Committee" will be comprised of an academic panel and/or designated industry group (such as APTA or the International Union of Railways). This committee will be charged with developing an independent, written review of Business Plan materials at least two times during the Plan process. These reviews will be provided directly to the JPB as well as to Caltrain's partner agencies and the project stakeholder group.

Local Policy Makers Group and City/County Staff Coordinating Group: The project team anticipates utilizing Caltrain's Local Policy Maker's Group and City / County Staff Coordinating Group as a venue for important feedback from local jurisdictions with updates to these groups occurring on a bi-monthly basis. It is proposed that each of these groups be expanded beyond their current composition of jurisdictions from San Francisco to San Jose to also include policy makers and staff from the cities of Morgan Hill and Gilroy.

Board Involvement: The JPB has established an Ad Hoc Committee to guide the development of the Business Plan. This Committee will meet on an approximately monthly basis for the duration of the Business Plan process and will review all major project materials and deliverables before their release to the public or introduction to the full Board.

The Board will also receive reports from Caltrain's Citizen Advisory Committee (the CAC). The CAC will receive regular project updates throughout the Business Plan process paralleling the project updates that go to the JPB.

It is proposed that the full JPB will take action on the Business Strategy, Service Vision and Business Plan as described previously.

It is anticipated that the Board will receive major informational updates during the spring and fall 2018 and will also hold at least one informational half-day workshop (likely timed for early summer 2018, prior to the proposed adoption of the Service Vision).

Budget Estimate and Funding Proposal:

The Business Plan has been scoped as a large-scale, rigorous effort that must simultaneously address multiple lines of specialized technical inquiry while supporting detailed engagement with multiple stakeholder communities and the public. It will be resource intensive.

Staff estimates that the total cost for consultant services on the Business Plan (including technical work, outreach, independent review, project management and contingency) will be approximately \$5,000,000. The estimated cost to complete the first half of the Business Plan (including Tasks 1 and 2) is \$2,175,000.

Staff anticipates that funding for the business plan will come from a variety of potential sources including already budgeted Caltrain project development funds, JPB partner contributions, regional contributions, state funding and private contributions. It is anticipated that some contributions may come as in-kind consultant support rather than direct financial contributions. It is also anticipated that the project will be cash-flowed and that not all funding will be secured before work commences. Staff is engaged in various conversations related to funding opportunities and timing and anticipates returning to the Board with a defined funding plan in January.

PENINSULA CORRIDOR JOINT POWERS BOARD (JPB)
CITIZENS ADVISORY COMMITTEE (CAC)
STAFF REPORT

TO: JPB CAC

FROM: Joe Navarro
Director, Rail Transportation

SUBJECT: **STAFF REPORT**

On-time Performance (OTP) –

- **November:** The November 2017 OTP was 94.8 percent compared to 92.5 percent for November 2016.
 - **Vehicle on Tracks** – There were six days, November 1, 9,10,14,17 and 24, with a vehicle on the tracks that caused train delays.
 - **Mechanical Delays** – In November 2017 were 534 minutes of delay due to mechanical issues compared to 878 minutes in November 2016.
- **October:** The October 2017 OTP was 93.5 percent compared to 95.2 percent for October 2016.
- **South San Francisco Groundbreaking** – On Monday, November 6, 2017 at 11:00 a.m. Caltrain, in cooperation with the City of South San Francisco hosted a celebratory event to break ground on the South San Francisco Station Improvement Project. Speakers included State Senator - Jerry Hill, Redwood City Council Member and Caltrain Board Chair - Jeff Gee, Assembly Member – Kevin Mullin, San Mateo County Board of Supervisors and Caltrain Board Member - Dave Pine, South San Francisco Mayor - Pradeep Gupta and South San Francisco Council Member and San Mateo County Transportation Authority Board Member - Karyl Matsumoto.
- **Special Event Train Service –**
 - **Services Performed:**
 - **49ers Regular Season** – The 49ers hosted the Dallas Cowboys on Sunday, October 22 at 1:05 p.m. and the Tennessee Titans on Sunday, December 17 at 1:25 p.m. Caltrain operated one additional pre-game express train and one additional post-game local train. Total year-to-date ridership alighting and boarding at Mountain View was 9,283, a 20 percent decrease compared to the same number of games in 2016.

There were three 49ers home games in November on the 5th, 12th and 26th. For each game Caltrain operated one additional southbound pre-game express train and one additional northbound post-game local train.

- o **Stanford Football** – Stanford hosted Cal in the Big Game on Saturday, November 18 at 5:00 p.m. In addition to regular service trains stopping at the Stanford Stadium station, Caltrain ran one additional southbound express train pre-game and one additional northbound local train post-game providing more connections to BART at the Millbrae station. Total riders alighting and boarding at Stanford Stadium station for the Big Game was 2,034, a 47 percent decrease compared to 2015 Big Game ridership.

Stanford also hosted Notre Dame on Saturday, November 25 at 5:00 p.m. in their last regular season game. Caltrain served the Stanford Stadium station with both northbound and southbound trains before and after all weekend home games.

- o **San Jose Sharks** – There were six San Jose (SJ) sharks regular season home games in October. Total year-to-date post-game Sharks fans and regular riders, boarding at San Jose Diridon station, was 2,691.

There were eight SJ sharks regular season home games in November.

- o **Band Together Bay Area** – A Benefit Concert for the North Bay Fire Relief was held at AT&T Park on Thursday, November 9 at 6:00 p.m. Performers included Metallica, G-Eazy, Rancid, David Matthews, Dead and Company and Raphael Saadiq. Caltrain operated two additional post-event special southbound trains. Total additional riders alighting and boarding at San Francisco station was 4,828.
- o **Holiday Service** – Caltrain operated Holiday/Sunday Service on Thanksgiving, Thursday, November 23.
- o **Modified Service** – Caltrain operated a Modified Saturday Schedule with four extra trains in each direction, including one round trip from Gilroy to San Francisco on Friday, November 24 - the Day After Thanksgiving.
- o **PAC-12 College Football Championship** – The 2017 Football Championship Game between the winners of the PAC-12 North (Stanford) and PAC-12 South (University of South California - USC) took place Friday, December 1 at 5:00 p.m. at Levi's® Stadium. Caltrain operated one extra post-game local northbound train.
- o **Holiday Train** – Caltrain operated the Holiday Train in collaboration with the Silicon Valley Community Foundation on Saturday, December 2 and Sunday, December 3.

Glowing with thousands of lights and holiday decorations, the dazzling show-train visited nine Caltrain stations between San Francisco and Santa Clara over two nights in December, providing holiday entertainment and collecting toy and monetary donations for local children who otherwise might not receive a gift during the holidays. Donations benefited the Salvation Army and Toys for Tots. On Saturday, December 2, the train departed San Francisco and stopped at Burlingame, Redwood City, Mountain View, and Santa Clara. On Sunday, December 3, the train departed San Francisco and stopped at Millbrae, San Mateo, Menlo Park, and Sunnyvale.

- **Correction: Giants Baseball Season Ridership Count** – Ridership for Giants games was reported incorrectly in November. Total preseason and regular season additional ridership alighting and boarding at San Francisco station was 521,932, representing a 4 percent increase over 2016.
- **Services Scheduled:**
 - **49ers Regular Season** – The 49ers will host the Jacksonville Jaguars on Sunday, December 24 at 1:05 p.m. Caltrain will provide one extra southbound pre-game express train and one extra northbound post-game local train that will depart approximately 75 minutes, or when full, after the game ends and coordinate connecting service with the Santa Clara Valley Transportation Authority (VTA).
 - **San Jose Sharks** – The Sharks will host six games in December. Caltrain will track post-game ridership for all home games. No extra special trains are planned. For weeknight and Saturday night games, the last northbound train departs San Jose Diridon station at 10:30 p.m. or 15 minutes after the game ends but no later than 10:45 p.m.
 - **Holiday Service** – During the following Holidays, Caltrain will operate the following weekend services:
 - Sunday, December 24 - Christmas Eve (Sunday Service)
 - Monday, December 25 - Christmas Day (Holiday/Sunday Service)
 - Sunday, December 31 - New Year's Eve (Sunday Service + Pre and Post-Fireworks Special Trains).
 - Caltrain will be **FREE** from 8 p.m. on 12/31 until the last special train reaches San Jose.
 - Monday, January 1 - New Year's Day (Holiday/Sunday Service)
 - **Foster Farms Bowl** – The Foster Farms Bowl will be held at Levi's Stadium on Wednesday, December 27 at 5:00 p.m. and will feature a PAC-12 conference team (outside of the college football playoff group) versus a top team from the Big Ten conference. Due to low ridership for past Foster Farms Bowls at Levi's Stadium and teams still to be announced, no additional service is planned but ridership will be monitored.

Capital Projects –

This information is current as of November 17, 2017

San Francisco Highway Bridges: Replace three obsolete overhead vehicular bridges located in San Francisco at 23rd Street, 22nd Street, and Paul Avenue. Construction started in March 2015 and was substantially completed in May 2017.

Staff is waiting for the delivery of specialized materials in order to resolve a Buy America issue related to the fire hydrants that were installed as part of the project. The delivery of the materials is expected in January 2018. Staff is also continuing discussions with Caltrans, City of San Francisco, and third-party utilities to secure additional funding and reimbursement for additional incurred costs associated with their portion of work. The cost reimbursement request to the City of San Francisco for their Auxiliary Water Supply System (AWSS) has been submitted. The other third-party utility relocation (e.g., AT&T and Pacific Gas and Electric Company- PG&E) reimbursement requests are being prepared by staff or submission to the utility companies.

San Mateo 25th Avenue Grade Separation Project: Raise the elevation of the alignment from Hillside Boulevard to south of the Highway 92 Overcrossing in the city of San Mateo. The project creates a grade separation at 25th Avenue, relocates the Hillside Station to the north, and creates two new east-west street grade-separated connections at 28th and 31st Avenues in San Mateo. Construction of the elevated rail alignment and the new Hillside Station will be phased to limit impact to the operating railroad to the degree possible.

The Limited Notice to Proceed was issued on August 10 and the administrative period continues as the requirements have not yet been fulfilled. The Notice to Proceed, to allow full commencement of construction activities, will be issued upon completion of the administrative requirements. Mobilization activities have been proceeding such as surveying to establish the alignment of permanent structures, installation of temporary fencing, site preparation for temporary replacement parking, temporary shoring to support the construction of structures, potholing for utilities identification, and site clearing and grubbing. Overall construction is expected to be complete in early 2020.

Los Gatos Creek Bridge: Replace the substandard 80-year old railroad bridge that is located south of the Diridon Station in San Jose. The construction contract was awarded in October 2016 to DMZ Builders and the Notice to Proceed was issued in late January 2017. Due to environmental regulations, bridge construction activities that are within the creek's waterways are limited to the period between June and October 2017.

During the past month, the bridge superstructure was completed and the installation of the trackwork on the bridge is underway. The Union Pacific Railroad (UPRR) has completed installation of trackwork on Main Track #1 (northbound track).

Installation of Main Track #2 (southbound track), by the contractor, is expected to be completed by the end of November. Revenue operations between the Tamien and San Jose Diridon stations are currently being conducted on the Tailtrack Bridge that was activated in August. Cutover of revenue operations onto Main Tracks 1 and 2 is expected in December.

The creek diversion piping system was removed and the flow of water was returned to the creek bed. Installation of rock slope protection, and, hydro seeding and plantings on the creek slope are in progress.

Unforeseen weather such as record rainfall and unexpected subsurface conditions were encountered this past winter and spring. The project undertook measures to recover delays to maintain the schedule within the environmental restrictions. Construction is forecasted to complete by January 2018.

South San Francisco Station Improvements: Replace the existing side platforms with a new centerboard platform, construction of a new connecting pedestrian underpass to two new plazas in downtown South San Francisco to the west and the shuttle area to east. Upon completion, the hold-out rule at this station will be removed that currently impacts the overall system operational efficiency.

A groundbreaking ceremony was held on November 6 at the West Plaza area. A Limited Notice to Proceed was issued to the contractor on October 9 to commence the 60-Day administrative period which precedes the start of field construction. Upon receipt of an encroachment permit from Caltrans, utility relocations and construction are expected to begin in December and overall completion by mid-2019. Relocation of the Kinder-Morgan fuel line, which is entirely in Caltrain right-of-way, began and was planned to be complete by the end of November.

Redwood City Grade Crossing Improvements: The scope of this project is to improve the safety devices at three grade crossings within the city of Redwood City at Whipple Avenue, Main Street, and Broadway. The project will improve the Whipple Avenue crossing with new vehicular and pedestrian gates, new sidewalks and ramps, new pavement markings and striping. At Broadway, new pedestrian gates will be installed and new pavement markings will be added. At Main Street, new fencing, pedestrian gates, and pavement markings will be installed. The design of this project has been coordinated with the City of Redwood City's improvements in the same area.

The Limited Notice to Proceed (LNTP), initiating the 60-day administrative period that precedes construction, was issued to the contractor on November 8th. Construction is planned to start in the January 2018 and substantially complete by July 2018.

Fiscal Year 2016 Grade Crossing Improvements Project: The scope of this project is to improve the safety at 10 grade crossings along the corridor. Work items included are the installation of signals, fences, gates, curbs, lighting and signs.

The existing grade crossing warning devices will be retrofitted to meet the latest California Public Utilities Commission standards. The crossings to be improved include 16th Street in San Francisco, Broadway in Burlingame, Peninsula and 4th Ave. in San Mateo, Ravenswood in Menlo Park, Alma and Charleston in Palo Alto, Rengstorff and Castro in Mountain View, and Mary in Sunnyvale.

The construction contract also includes the installation of medians at five crossings in Santa Clara County. The scopes of two projects were combined into a single construction contract to improve cost and administrative efficiency. These medians are required by the Federal Railroad Administration (FRA) and are intended to create a barrier that discourages vehicles from driving around down crossing gates. The five crossings are Churchill and East Meadow in Palo Alto, Sunnyvale Avenue in Sunnyvale, and Auzerais and West Virginia in San Jose.

The construction contract was originally advertised for bids in July and the sole bid received was deemed to be non-competitive. The recommendation to reject bids was approved at the October 5th Board meeting. The scope of the contract has been modified to eliminate trackwork elements that may have confused potential bidders as the remainder of the contract scope is primarily municipal civil construction items such as pavement markings, striping and minor concrete work. Subsequently, the revised contract was re-advertised for bids on October 12 and multiple bids were received on November 9. Staff evaluation of the bids is in progress. Award is currently planned for early 2018 and construction is expected through early 2019. The eliminated trackwork scope will be performed by our contract operator, TASI, who is experienced in this type of construction.

Sunnyvale Station Rehabilitation Project: Replace the surface pavers in the station platform with colored cast-in-place concrete and the relocation of the north pedestrian crossing to the north by approximately 83 feet. Some of the surfaces of the platform pavers have become uneven and this project will create a smooth and even platform surface. The relocation of the north pedestrian crossing will help to clear the southern crossing that is currently partially blocked when northbound 6-car consists arrive at the Sunnyvale Station.

The construction contract was awarded to Sposeto Engineering on September 7th and the execution of the contract continues pending the contractor's documentation submittal. A Limited Notice to Proceed is to be issued to the contractor when the required insurance and bonding documents are submitted by the contractor. Construction is expected to begin in early 2018 and be completed by mid-2018.

Inward Facing Cameras: Install cameras on locomotives and cab cars that will video and voice record the train operators during revenue operations.

Currently there are outward facing cameras on locomotives that record the right-of-way from the vantage point of the operators.

The inward facing cameras are recommended by the National Transportation Research Board and assists in post-accident investigations. Inward facing cameras are already in service on Metrolink in Southern California and by railroads such as the Union Pacific and Burlington Northern Santa Fe.

A Request for Proposal was issued on May 25th; however, no vendor proposals were submitted. Discussions with potential vendors lead to a conclusion that re-advertising the contract was unlikely to result in proposals actually being submitted. Staff completed sole source negotiations with the vendor who previously installed the outward facing cameras in order to implement the project. The contract was awarded in November to Rail Power Services LLC. Completion of installation and testing is anticipated by the spring of 2018.

New Control Point at Brittan: Add a new control point in the corridor near Brittan Avenue in San Carlos. The new control is comprised of new crossover tracks (and associated signaling equipment) that will allow trains to cross over between the two mainline tracks in the 5-mile zone between Redwood City and Belmont. An operational capacity study that was conducted in 2013 recommended the potential addition of up to eight new control points to improve system operational capacity. The study ranked this location to be the most beneficial to increase efficiency and flexibility especially in the event of emergencies and equipment breakdowns. The new control point may also potentially increase work windows for construction projects.

The construction contract was advertised for bids on October 5. Addenda were issued in November and bids are now due in December. Contract award is planned for early 2018. Procurement of long lead owner furnished materials such as special trackwork and signal houses is in progress. Construction is expected to begin in early 2018 and complete by the end of 2018.

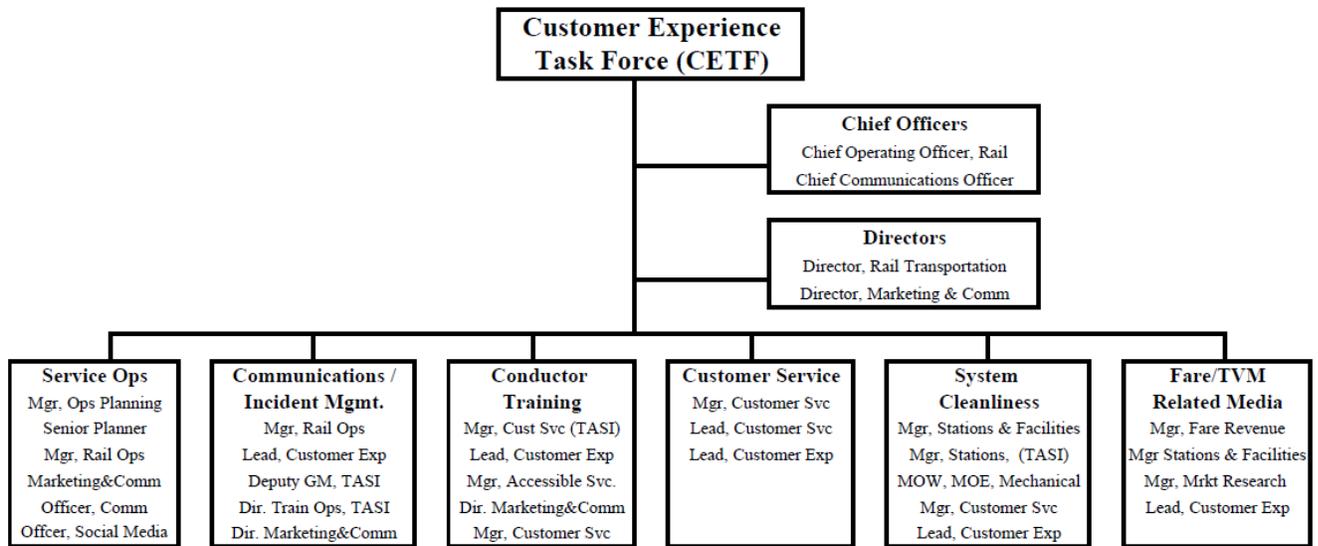
HVAC Improvements at the CCF Communications Equipment Room: Improve the cooling systems in the electronics equipment room at the Central Control Facility in San Jose. The amount of electronic equipment has greatly increased which has resulted in overloading of the existing cooling system. With the addition of newer systems such as CBOSS/PTC, ROCS/PADS, and upgrades to communications systems; the capacity of the existing cooling system is inadequate to maintain a sufficiently cool temperature. Equipment failure to critical systems such as dispatching and communications due to overheating is an unacceptable operational risk. Currently, this problem is being temporarily addressed by using rental cooling systems that are inadequate for future expansion and is costly. This project will address current and future cooling capacity by adding and replacing current cooling systems with newer and more efficient cooling equipment.

The contract was advertised for bids in July and bids were received in August. The contract was awarded in November to Smith Electric Service. Construction is expected to begin in early 2018 and complete by mid-2018.

**PENINSULA CORRIDOR JOINT POWERS BOARD (JPB)
CITIZENS ADVISORY COMMITTEE (CAC)
STAFF REPORT**

TO: JPB CAC
FROM: Joe Navarro
Director, Rail Transportation
SUBJECT: **CUSTOMER EXPERIENCE TASKFORCE UPDATE**

The mission of the Customer Experience Taskforce (CETF) is to identify and develop ways to improve the customer experience on Caltrain service. This taskforce is a joint effort between the agency and Transit America Services, Inc. and includes both operations and communications staff. The taskforce has identified short-term, medium-term and long-term goals. This item will remain as a standing update through this staff report. Policy decisions for the agency reside with the CETF for further consideration and potential approval. This includes such items as potential for Wi-Fi and implementation of quiet cars.



Service Operations

In the short-term (six-18 months), the taskforce is spearheading efforts:

- Caltrain Timetable Update:
 - Staff continues to monitor on-time performance, train capacity and customer feedback.
- Bicycle boarding Pilot program – At three Caltrain Stations, Mt. View, Sunnyvale and Redwood City, piloting bikes to board and alight first.

Communications/Incident Management (CICS)

In the short-term (six-18 months), the taskforce is spearheading efforts:

- Software upgrade performed to the Predictive Arrival and Departure System and provided fixes to the system. Will continue to monitor.
- Vehicle signage improvements to be implemented with the new EMU's with electrification.
- In order to let the public know of elevators out of service, a webpage has been created to report elevator status. Elevator status can now be seen on Caltrain.com/Stations/elevatorstatus.
- 2017 Customer Satisfaction Survey Results have been finalized. The Customer Experience Taskforce will use these results to continue to set short/med/long terms goals.

In the medium term (18-24 months), the taskforce is spearheading efforts to:

- Investigate potential of a Global Positioning System application available for train tracking on website.

Conductor Training

In the short-term (six-18 months), the taskforce is spearheading efforts to:

- Continue to identify training opportunities for conductor refresher training.
- New training program for conductors on fare enforcement using mobile ticketing application, available to passengers -TBD.
- In progress: Conflict resolution training to be administered to conductors and assistant conductors throughout 2018.

Customer Service

In the short-term (six-18 months), the taskforce is spearheading efforts to:

- Trend customer complaints to establish patterns for improvements.
- Partner with Rail Operations department to implement changes to better enhance the customer experience.

Fare/Ticket Vending Machine (TVM) Related Media

In the short-term (six-18 months), the taskforce is spearheading efforts to:

- Continue to investigate Clipper Card issues.
- Continue to follow progress of handheld clipper reader used to tag on and tag off capability.
- Continue to offer customers traveling with Clipper card (Clipper cash) availability to tag off and on at the Stanford Stadium station during special events. Caltrain staff with fare readers will be at the station to assist Clipper customers.
- Mobile Ticketing Status TBD – Passengers are anticipated to have the technology available for mobile ticketing to purchase One-way, Day Pass and Zone Upgrade fares. Future options may include daily parking permits and components for trip planning and real-time information on service updates, among other functions.
- GO Pass Pilot Program – GO Pass to be added to Clipper cards available for customers at Stanford University, SRI and Samtrans only at this time, during the pilot program, beginning in January 2018.

- New Caltrain Fare Evasion Ordinance to be presented to the Board of Directors in the January Board Meeting for their review and possible approval.
- Early stages of possible procurement of new TVMs for Fiscal Year 19.

System Cleanliness

In the short-term (six-18 months), the taskforce is spearheading efforts to:

- Continue to monitor process improvement procedures to ensure equipment cleanliness.
- Continue to analyze results from customer/passenger survey and Train Ride evaluations to possibly implement processes improvements to enhance the customer experience, both onboard trains and at train stations.
- Based on recent evaluation results, implemented a new process and procedure to ensure equipment cleanliness.
- Implementing Station improvements in an effort to maintain a consistent look amongst all Caltrain stations.

JPB CAC Work Plan

January 17, 2018

- Update on Mobile Ticketing Application
- Train Delay and On Time Performance

February 21, 2018

- Visual Messaging System Station Signage
- Centralized Traffic Control System Upgrade

Items to be scheduled

- **Station Management Plan (getting to stations, capacity, usage, forecast, and planning) – requested by chair 3/2/16, modified 3/16/16 by Adina**
- Grade Crossings Improvements
- **Communications-based Overlay Signal System Update – requested 4-19-17 by Brian**

* Date certain (time sensitive item)

Items in bold are CAC member-requested