### GUIDING PRINCIPLE

#### Ensure the safety and security of customers, employees and the public.

**GOAL**

**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 (FTA, FRA, 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 and integrate it throughout the organization
2. Ensure a personal commitment to safety from employees and contractors
3. Partner with local jurisdictions to protect the integrity of Caltrain’s safety program
4. Continue and expand public safety outreach and raise awareness of safety considerations
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. Make targeted investments and conduct routine maintenance to improve public safety
3. Support and partner with communities to advance grade separations

**D** Safeguard the security of Caltrain customers, employees and the public.

1. Expand security on trains and at stations
2. Integrate crime prevention through environmental design principles into system design

**COMMENTS:**

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DRAFT FOR DISCUSSION
Caltrain Strategic Plan: 2014-2023
Proposed Guiding Principles, Goals and Objectives - DRAFT FOR DISCUSSION

GUIDING PRINCIPLE

2. Grow and manage customer demand with expanded and enhanced service.

<table>
<thead>
<tr>
<th>GOAL</th>
<th>OBJECTIVES</th>
<th>I FEEL STRONGLY ABOUT THIS ISSUE</th>
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<tbody>
<tr>
<td>A. Meet current and future customer mobility needs.</td>
<td>1. Design service to maximize passenger throughput</td>
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<td>2. Develop short-term strategies to increase peak-hour capacity</td>
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<td>3. Manage peak-period demand and utilize off-peak capacity</td>
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<td>4. Provide expanded and modernized electrified service by 2019</td>
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<td>5. Plan for post-electrification service expansion improvements</td>
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</table>

COMMENTS:


| B. Balance service and amenities to address 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. Maintain trip times that are competitive with auto-travel | ☐ |

COMMENTS:


| C. Operate a dependable and punctual service. | 1. Meet Caltrain's on-time performance standard | ☐ |
| | 2. Develop intuitive services and schedules | ☐ |
| | 3. Provide real-time and user-friendly system information | ☐ |
| | 4. Respond to service delays with clear communications and prompt contingency operations | ☐ |

COMMENTS:


| D. Provide a comfortable and convenient travel experience. | 1. Maintain Caltrain's cleanliness and comfort | ☐ |
| | 2. Use technology to provide service information and passenger conveniences | ☐ |

COMMENTS:
### GUIDING PRINCIPLE

**Maximize utilization of system infrastructure and rolling stock.**

#### GOAL

- **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

#### COMMENTS:


#### Invest in system reliability.

  1. Incorporate flexibility and redundancy into 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

#### COMMENTS:


#### Expand capacity through timely investments.

  1. Make short-term investments in rolling stock to address peak-hour congestion
  2. Implement the advanced signal system by 2015 and peninsula corridor electrification project by 2019
  3. Define post-electrification core system capacity improvements
  4. Preserve the corridor for current and future rail uses
  5. Implement capital projects while maintaining revenue service

#### COMMENTS:


#### Support a blended Caltrain/High Speed Rail system in the Peninsula corridor.

  1. Ensure Peninsula corridor improvements do not preclude High Speed Rail’s use of the corridor
  2. Support CHSRA and the region in defining and implementing the blended system
  3. Consider local community interests and concerns in the design and construction of the blended system

#### COMMENTS:


**DRAFT FOR DISCUSSION**
<table>
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<td>Establish financial stability, minimize operating subsidy and fund system improvements.</td>
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</table>

**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

**COMMENTS:**

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**B Maximize revenues.**

1. Develop strategies to increase returns from existing revenue streams (e.g. fares, parking, concessions, advertising and leases)
2. Explore new revenue streams

**COMMENTS:**

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**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 member agency contributions
4. Support 3rd party funding strategies that align with Caltrain goals
5. Develop funding strategy for long-term system improvements

**COMMENTS:**

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## Serve as a critical element of the region’s transportation and land use system.

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</table>
| A    | Improve connectivity to local and regional transportation systems. | 1. Explore integration of rail and rapid bus service along El Camino Real corridor to support growing corridor demand  
2. Prioritize intermodal connectivity in infrastructure design and service planning  
3. Improve intermodal way finding information for customers  
4. Participate in and influence regional initiatives related to the integration of fares and payment, information systems and marketing | ☐ |

**COMMENTS:**

| B    | Promote alternative modes of station access and egress. | 1. Develop a station access plan based on the Caltrain Access Policy Statement  
2. Complement the bikes on-board program by implementing the Caltrain Bicycle Access and Parking Plan  
3. Pursue strategies that enhance first- and last-mile connections to stations | ☐ |

**COMMENTS:**

| 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. In partnership with local jurisdictions, pursue development of transit supportive land uses that improve system operations | ☐ |

**COMMENTS:**

| 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  
3. Partner with CHSRA, TJPA and the region, define roles and responsibilities, and implement the blended system | ☐ |

**COMMENTS:**
## GUIDING PRINCIPLE

### Build partnerships with government agencies, stakeholders and the public.

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<tr>
<td><strong>A</strong> Build relationships with openness and fairness.</td>
<td>1. Clearly and consistently articulate JPB goals and objectives and seek opportunities to pursue mutually beneficial initiatives &lt;br&gt; 2. Seek and provide venues to facilitate discussions with government agencies, external groups and the community &lt;br&gt; 3. Apply a consistent approach in time and resource management to support multiple stakeholder initiatives</td>
<td>☐</td>
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</table>

**COMMENTS:**

| **B** Cultivate effective external participation. | 1. Ensure timely public and external involvement through well-defined planning processes <br> 2. Improve public access to agency data to encourage participation and inform stakeholder dialogue | ☐ |

**COMMENTS:**

| **C** Strengthen partnerships by pursuing common goals. | 1. Explore new areas of common interest to build new partnerships <br> 2. Successfully implement joint projects through a clear understanding of roles and responsibilities | ☐ |

**COMMENTS:**
### Conduct business in a socially responsible way.

#### A Fulfill civil rights regulations.

1. Comply with Americans with Disabilities Act requirements
2. Comply with Title VI requirements

**COMMENTS:**

#### B Minimize Caltrain's environmental footprint.

1. Implement and expand environmentally sustainable business practices (e.g., sustainable procurement, construction policies, and facility operations)
2. Consider environmental impacts in the development of Caltrain policies
3. Improve regional air quality and reduce greenhouse gas emissions by electrifying and modernizing the railroad

**COMMENTS:**

#### C Provide an inclusive and equitable system.

1. Pursue markets that are 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. Evaluate geographic, social and economic equity in service planning and policy decisions

**COMMENTS:**