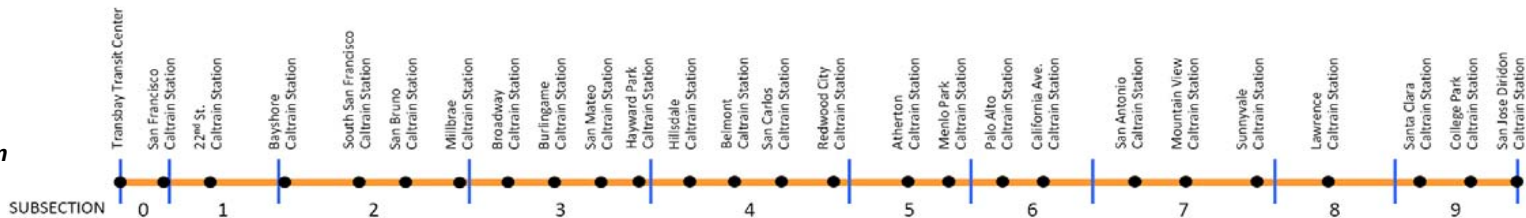


OPPORTUNITIES MATRIX for the Peninsula Rail Program  
San Francisco to San Jose on the Caltrain Corridor  
Summary of Stakeholder Identified Opportunities

The Opportunities Matrix categorizes opportunities identified by stakeholders into ten value categories. Opportunities are ideas that can create mutually beneficial solutions.

VALUE	OPPORTUNITY	SPECIFICALLY IDENTIFIED BY SUBSECTION								
		Corridor-Wide	Subsection 0 & 1	Subsection 2	Subsection 3	Subsection 4	Subsection 5	Subsection 6	Subsection 7	Subsection 8 & 9
A. QUALITY OF LIFE	1. Further mitigate existing impacts on communities (noise, visual, etc)			X	X		X	X		
	2. Electrification				X			X		
	3. Cities/county green policies enactment for construction/deconstruction processes				X					
	4. Off-site mitigations			X						
	5. Solar power					X				
	6. Add cultural experiences	X								
	7. Fix "bad" situations in communities	X								
	8. Locate vents for underground tunnels along Alma where possible							X		
	9. Fix CEMOF main line									X
	10. Construction should be confined to predictable schedules that are							X	X	
	11. Opportunity to create linear park in the narrow strip of JPB right-of-way remaining from the grade separation project in San Carlos and Belmont, which would be consistent with the vision of the Grand Boulevard Initiative and would provide an opportunity to improve water quality and reduce flooding risk.						X			
B. COMMUNITY CHARACTER	1. Improve residential areas		X		X					
	2. Increased open space and parks		X		X	X	X	X		
	3. Improve aesthetics along rail alignment				X					
	4. Improved station amenities	X			X					
	5. Improving / unifying divided communities			X	X	X			X	X
	6. Mixed-use; transit-oriented development				X					X
	7. Affordable housing				X					
	8. Linear park along rail alignment				X					
	9. Improve landscaping				X					
	10. Alignment option: Underground				X	X				
	11. Alignment option: Convert berm to viaduct (elevated)					X				
	12. Alignment option: double-deck with HST on top						X	X		
	13. Alignment option: HST underground with Caltrain on top (except in downtown San Mateo)					X				
	14. Reduce speed; stay on two tracks; temporal separation; leverage baby bullet				X				X	
	15. Iconic station									X
	16. Santa Clara Station Area Plan									X
	17. Create a sense of "place"	X								X
	18. Pursue a vibrant urban center and a "grand" entrance into San Jose									X
	19. Millbrae station square				X					
	20. Eliminate Kinder Morgan tank farm			X						

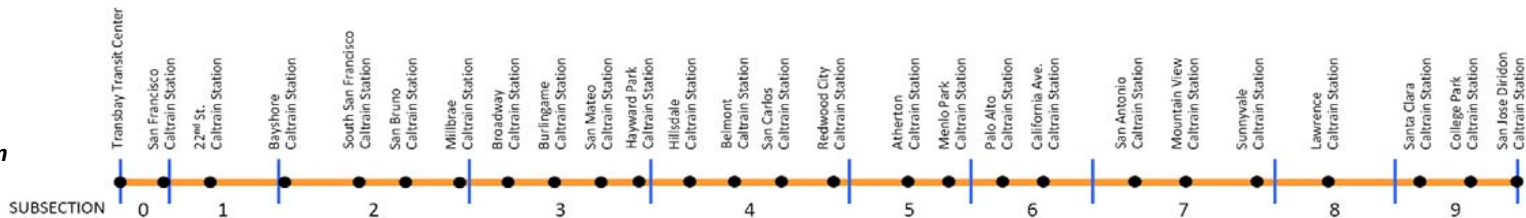
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<b>B. COMMUNITY CHARACTER</b>	21. Create community assets (open spaces, mini-parks, etc) or new development consistent with community character on vacant land from proper takes							X	X	
	22. San Mateo Downtown Specific Plan: calls for depression of tracks through downtown; San Mateo Rail Corridor TOD Plan				X			X	X	
	23. Alignment option: underground alignment would restore historic visual character of San Carlos Train Depot, on national historic register.					X				
<b>C. MOBILITY &amp; CONNECTIVITY</b>	1. Improving passenger and freight travel	X								
	2. Improve East/West Access and connectivity across tracks		X		X		X	X	X	
	3. Connectivity - eliminate at-grade crossings / increase number of crossings				X		X	X		
	4. Increase bike and pedestrian trails/access					X		X	X	
	5. Improve Caltrain service with frequent local stops				X	X	X	X		
	6. Improve feeder lines to Caltrain, HST, BART				X					
	7. For elevated alignments, provide bike and pedestrian access below				X					
	8. Use rail corridor to connect neighborhoods with bike/walking paths				X		X		X	
	9. Partnership with local transit agencies		X		X					
	10. Reduce commuter time to central business district		X							
	11. Improve access to Mission Bay Development		X							
	12. Relocate Bayshore station (southerly)			X						
	13. Provide connectivity to Downtown Brisbane			X						
	14. Geneva Ave. extension			X						
	15. Enhance connectivity to bay (pedestrian access)			X	X					
	16. Move South San Francisco station			X						
	17. Provide seamless SFO connection			X		X		X		
	18. Improve public transportation connectivity - airport, HST, Caltrain				X					X
	19. Improve efficiency of Broadway and Oak Grove				X					
	20. Improve traffic circulation in downtown Menlo Park						X			
	21. Improve access to Town & Country Village								X	
	22. Reconnect Alma								X	
	23. Improve Marguerite Shuttle								X	
	24. Improve access to Stanford events								X	
	25. Improve Palo Alto and California Ave. Caltrain stations								X	
	26. Diridon Station (BART, HST, Caltrain)									X
	27. Connection to Housing West of Diridon									X
	28. Extend people-mover to San Bruno HST station				X					
	29. People movers									X
	30. Maintain, and if possible enhance, vehicular and pedestrian traffic flow at Meadow/Alma and Charleston/Alma intersections								X	X
	31. Move Hillsdale Caltrain station north 1/2 mile and provide parking structures						X		X	X

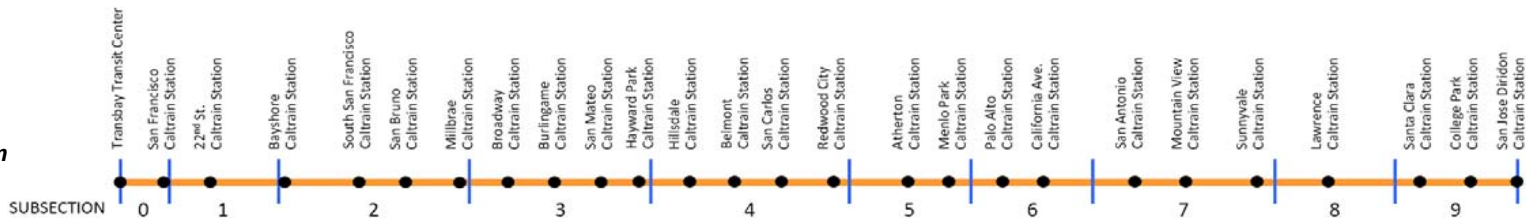
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San Francisco to San Jose on the Caltrain Corridor  
Summary of Stakeholder Identified Opportunities

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		Corridor-Wide	Subsection 0 & 1	Subsection 2	Subsection 3	Subsection 4	Subsection 5	Subsection 6	Subsection 7	Subsection 8 & 9
<b>C. MOBILITY &amp; CONNECTIVITY</b>	32. Consider closing Hedding and creating Bellarmine pedestrian walkway and park area									X
	33. Place the proposed Millbrae HST station underground to allow Millbrae to develop Site 1 (as identified in the Millbrae Station Area Specific Plan) above it.			X						
	34. Include bicycle facilities, like a Class 1 bikeway across US 101, as part of Millbrae station to encourage non-vehicular travel.			X						
	35. Opportunities for additional east-west pedestrian/bicycle connections to reconnect community isolated by earlier grade separation					X				
	36. Opportunity to reduce rail spur in San Carlos, which causes safety problems for bicyclists					X				
<b>D. SAFETY</b>	1. Improve pedestrian, bicycle, and vehicle safety		X		X					
	2. Improve safety at crossings				X				X	
	3. Installation of crossing enhancements				X	X				
	4. Elimination of grade crossings		X		X			X		
	5. Improve rail safety					X				
	6. Improve intersection: University / El Camino Real							X		
	7. Improve safety of BHS				X					
	8. Elimination of at-grade crossings in downtown San Mateo, Burlingame, and Millbrae				X					
<b>E. ECONOMIC VITALITY</b>	1. Tax base	X								
	2. Promote new development		X					X		
	3. Leverage existing developments and investments		X		X					
	4. Station retail opportunities		X					X		
	5. Increased tourist opportunities				X	X				
	6. Expanded downtowns									X
	7. Real-estate development on/near ROW							X		X
	8. Opportunities of air rights development with private businesses							X		
	9. Develop more commercial opportunities along the rail and green space								X	X
	10. Improved business districts in San Mateo, Burlingame, and Millbrae				X					
	11. Improve freight rail access to port		X							
	12. Brownfield remediation			X						
	13. Opportunity for transportation connection with San Carlos Airport						X			
	14. Opportunity for businesses in vicinity of HST stations to increase employment base to larger geographic area						X			
<b>F. FINANCIAL FEASIBILITY</b>	1. Opportunities of air rights development with private businesses					X	X	X		
	2. Funding of underground alignment through sale of air rights					X				
	3. Budget set asides must be earmarked for long term maintenance, as this should not fall on local communities.							X	X	

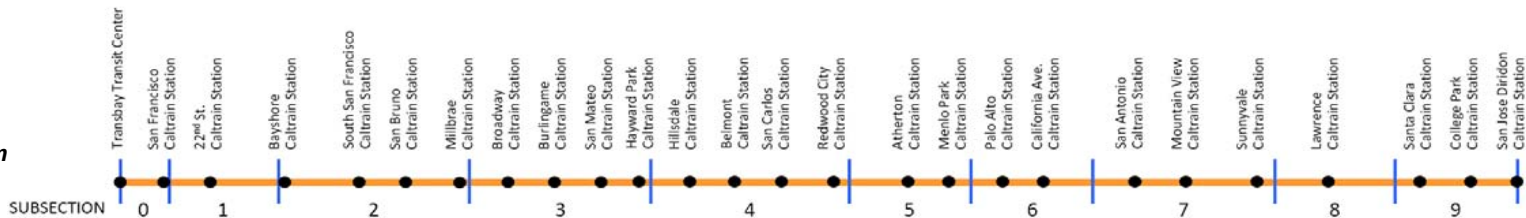
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 San Francisco to San Jose on the Caltrain Corridor  
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		Corridor-Wide	Subsection 0 & 1	Subsection 2	Subsection 3	Subsection 4	Subsection 5	Subsection 6	Subsection 7	Subsection 8 & 9
<b>G. EQUITY</b>	1. Project should provide for and help fund alternate modes of transportation to and from the proposed HST stations to mitigate traffic congestion.			X						
<b>H. NATURAL ENVIRONMENT</b>	1. Creek enhancements / flood control				X	X				
	2. Colma creek improvements			X						
	3. Habitat restoration - west of Bayshore (SFO)			X						
	4. Recycle construction debris and reuse excavated soil as possible			X	X					
	5. Preserve future potential for San Mateo Creek to "daylight" as much as possible and restore/maintain for salmon habitat			X	X					
<b>I. INFRASTRUCTURE</b>	1. Utility extensions			X						
	2. Improve infrastructure				X					
	3. Improve drainage system along and across tracks				X					
	4. Communication trunk / WiFi in rail ROW				X					
	5. Smart grid / networks / underground cabling					X				
	6. Storm water quality basins				X	X				
	7. Upgrade impacted storm drains to current 100 yr flooding standards			X	X	X				
<b>J. RIDER EXPERIENCE</b>	1. Allow passenger to experience a "sense of place" by allowing riders to see scenic views of bay, hills, etc.									

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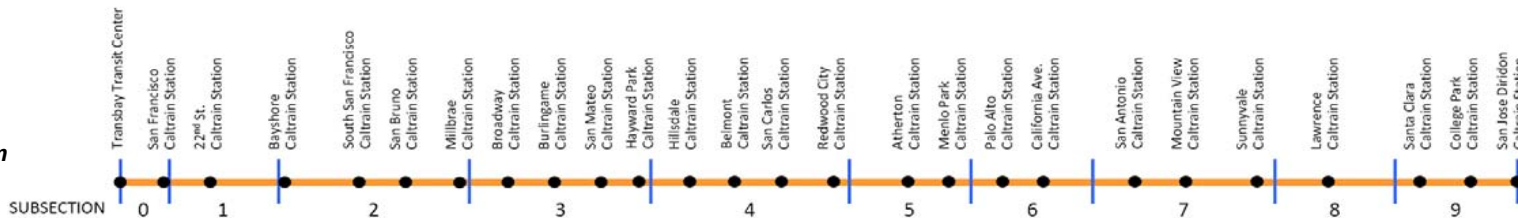


OPPORTUNITIES MATRIX for the Peninsula Rail Program  
San Francisco to San Jose on the Caltrain Corridor  
Summary of Stakeholder Identified Opportunities

The Opportunities Matrix categorizes opportunities identified by stakeholders into ten value categories. Opportunities are ideas that can create mutually beneficial solutions.

VALUE	OPPORTUNITY	STAKEHOLDERS						
		Community	Business	Rail/ Project	Rider	Environment	Labor	Regulatory/ Funding
A. QUALITY OF LIFE	1. Further mitigate existing impacts on communities (noise, visual, etc)	X	X			X		X
	2. Electrification	X	X	X	X	X	X	X
	3. Cities/county green policies enactment for construction/deconstruction processes	X				X		X
	4. Off-site mitigations	X						X
	5. Solar power	X	X			X		X
	6. Add cultural experiences	X			X			
	7. Fix "bad" situations in communities	X	X					
	8. Locate vents for underground tunnels along Alma where possible	X		X				X
	9. Fix CEMOF main line	X		X				X
	10. Construction should be confined to predictable schedules that are	X		X				
	11. Opportunity to create linear park in the narrow strip of JPB right-of-way remaining from the grade separation project in San Carlos and Belmont, which would be consistent with the vision of the Grand Boulevard Initiative and would provide an opportunity to improve water quality and reduce flooding risk.	X						
B. COMMUNITY CHARACTER	1. Improve residential areas	X	X	X				
	2. Increased open space and parks	X			X	X		
	3. Improve aesthetics along rail alignment	X	X		X			
	4. Improved station amenities	X		X	X			X
	5. Improving / unifying divided communities	X	X					X
	6. Mixed-use; transit-oriented development	X	X	X	X			
	7. Affordable housing	X						
	8. Linear park along rail alignment	X				X		
	9. Improve landscaping	X				X		
	10. Alignment option: Underground	X		X				X
	11. Alignment option: Convert berm to viaduct (elevated)	X		X				X
	12. Alignment option: double-deck with HST on top	X		X				X
	13. Alignment option: HST underground with Caltrain on top (except in downtown San Mateo)			X				X
	14. Reduce speed; stay on two tracks; temporal separation; leverage baby bullet	X		X				X
	15. Iconic station	X		X	X			X
	16. Santa Clara Station Area Plan	X						
	17. Create a sense of "place"	X	X		X			X
	18. Pursue a vibrant urban center and a "grand" entrance into San Jose	X	X	X	X			X
	19. Millbrae station square	X	X	X	X		X	X
	20. Eliminate Kinder Morgan tank farm	X				X		

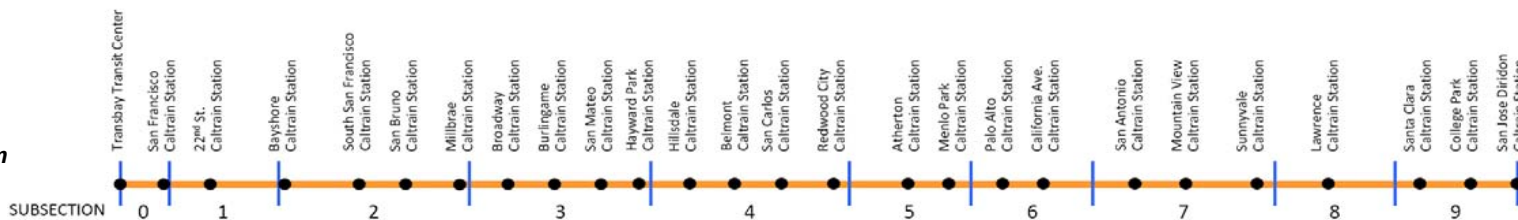
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		Community	Business	Rail/Project	Rider	Environment	Labor	Regulatory/Funding
B. COMMUNITY CHARACTER	21. Create community assets (open spaces, mini-parks, etc) or new development consistent with community character on vacant land from proper takes	X	X	X	X	X		
	22. San Mateo Downtown Specific Plan: calls for depression of tracks through downtown; San Mateo Rail Corridor TOD Plan	X	X	X				
	23. Alignment option: underground alignment would restore historic visual character of San Carlos Train Depot, on national historic register.	X	X	X				X
C. MOBILITY & CONNECTIVITY	1. Improving passenger and freight travel	X	X	X	X	X	X	X
	2. Improve East/West Access and connectivity across tracks	X	X					X
	3. Connectivity - eliminate at-grade crossings / increase number of crossings	X		X				X
	4. Increase bike and pedestrian trails/access	X			X	X		
	5. Improve Caltrain service with frequent local stops	X	X	X	X		X	X
	6. Improve feeder lines to Caltrain, HST, BART	X	X	X	X	X	X	
	7. For elevated alignments, provide bike and pedestrian access below	X						
	8. Use rail corridor to connect neighborhoods with bike/walking paths	X						
	9. Partnership with local transit agencies			X	X			
	10. Reduce commuter time to central business district	X	X		X			
	11. Improve access to Mission Bay Development	X						
	12. Relocate Bayshore station (southerly)	X	X	X			X	X
	13. Provide connectivity to Downtown Brisbane	X	X		X		X	
	14. Geneva Ave. extension	X						
	15. Enhance connectivity to bay (pedestrian access)	X						
	16. Move South San Francisco station	X		X	X			X
	17. Provide seamless SFO connection	X		X	X			X
	18. Improve public transportation connectivity - airport, HST, Caltrain	X	X	X	X	X	X	
	19. Improve efficiency of Broadway and Oak Grove	X						
	20. Improve traffic circulation in downtown Menlo Park	X	X					X
	21. Improve access to Town & Country Village	X	X		X			
	22. Reconnect Alma	X						
	23. Improve Marguerite Shuttle	X			X			
	24. Improve access to Stanford events	X			X			
	25. Improve Palo Alto and California Ave. Caltrain stations	X		X	X			X
	26. Diridon Station (BART, HST, Caltrain)	X		X	X			X
	27. Connection to Housing West of Diridon	X						
	28. Extend people-mover to San Bruno HST station	X				X		
	29. People movers	X				X		
	30. Maintain, and if possible enhance, vehicular and pedestrian traffic flow at Meadow/Alma and Charleston/Alma intersections	X	X				X	
	31. Move Hillsdale Caltrain station north 1/2 mile and provide parking structures	X	X	X	X		X	

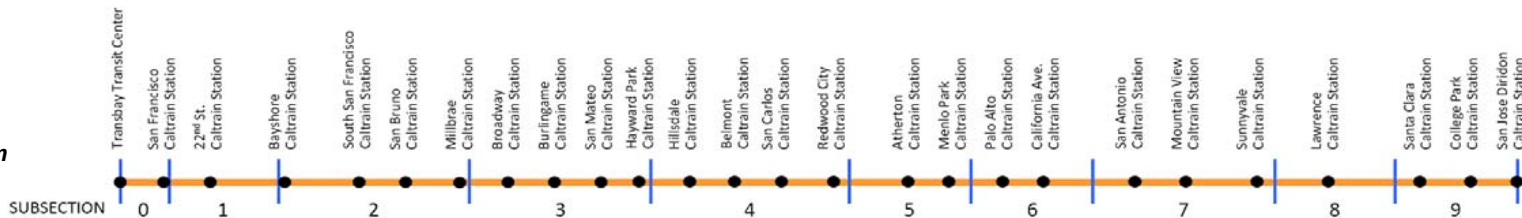
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		Community	Business	Rail/ Project	Rider	Environment	Labor	Regulatory/ Funding
<b>C. MOBILITY &amp; CONNECTIVITY</b>	32. Consider closing Hedding and creating Bellarmine pedestrian walkway and park area	X	X	X				
	33. Place the proposed Millbrae HST station underground to allow Millbrae to develop Site 1 (as identified in the Millbrae Station Area Specific Plan) above it.	X		X	X			X
	34. Include bicycle facilities, like a Class 1 bikeway across US 101, as part of Millbrae station to encourage non-vehicular travel.	X		X	X	X		X
	35. Opportunities for additional east-west pedestrian/bicycle connections to reconnect community isolated by earlier grade separation	X	X			X		
	36. Opportunity to reduce rail spur in San Carlos, which causes safety problems for bicyclists	X		X				X
<b>D. SAFETY</b>	1. Improve pedestrian, bicycle, and vehicle safety	X		X	X			X
	2. Improve safety at crossings	X		X	X			X
	3. Installation of crossing enhancements	X		X	X			X
	4. Elimination of grade crossings	X		X				X
	5. Improve rail safety	X		X	X			X
	6. Improve intersection: University / El Camino Real	X			X			
	7. Improve safety of BHS	X			X			
	8. Elimination of at-grade crossings in downtown San Mateo, Burlingame, and Millbrae	X			X			X
<b>E. ECONOMIC VITALITY</b>	1. Tax base	X	X					
	2. Promote new development	X	X					
	3. Leverage existing developments and investments	X	X					X
	4. Station retail opportunities	X	X	X	X			
	5. Increased tourist opportunities		X		X			
	6. Expanded downtowns	X	X		X			X
	7. Real-estate development on/near ROW	X		X	X			X
	8. Opportunities of air rights development with private businesses		X	X				X
	9. Develop more commercial opportunities along the rail and green space	X	X					X
	10. Improved business districts in San Mateo, Burlingame, and Millbrae	X	X		X			
	11. Improve freight rail access to port		X	X			X	X
	12. Brownfield remediation					X		
	13. Opportunity for transportation connection with San Carlos Airport	X	X		X			
	14. Opportunity for businesses in vicinity of HST stations to increase employment base to larger geographic area	X	X				X	
<b>F. FINANCIAL FEASIBILITY</b>	1. Opportunities of air rights development with private businesses	X	X	X				X
	2. Funding of underground alignment through sale of air rights	X	X	X				X
	3. Budget set asides must be earmarked for long term maintenance, as this should not fall on local communities.	X		X				X

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<b>H. NATURAL ENVIRONMENT</b>	1. Creek enhancements / flood control					X		X
	2. Colma creek improvements					X		X
	3. Habitat restoration - west of Bayshore (SFO)					X		
	4. Recycle construction debris and reuse excavated soil as possible					X		X
	5. Preserve future potential for San Mateo Creek to "daylight" as much as possible and restore/maintain for salmon habitat					X		X
<b>I. INFRASTRUCTURE</b>	1. Utility extensions	X						X
	2. Improve infrastructure	X		X				X
	3. Improve drainage system along and across tracks	X	X	X				X
	4. Communication trunk / WiFi in rail ROW	X	X	X				
	5. Smart grid / networks / underground cabling	X		X				X
	6. Storm water quality basins					X		X
	7. Upgrade impacted storm drains to current 100 yr flooding standards					X		X
<b>J. RIDER EXPERIENCE</b>	1. Allow passenger to experience a "sense of place" by allowing riders to see scenic views of bay, hills, etc.				X			

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