Business Plan Overview

A Vision for Growth

Crafting the Vision

Next Steps
What is the Caltrain Business Plan?

**What**
Addresses the future potential of the railroad over the next 20-30 years. It will assess the benefits, impacts, and costs of different service visions, building the case for investment and a plan for implementation.

**Why**
 Allows the community and stakeholders to engage in developing a more certain, achievable, financially feasible future for the railroad based on local, regional, and statewide needs.
Technical Tracks

**Service**
- Number of trains
- Frequency of service
- Number of people riding the trains
- Infrastructure needs to support different service levels

**Business Case**
- Value from investments (past, present, and future)
- Infrastructure and operating costs
- Potential sources of revenue

**Community Interface**
- Benefits and impacts to surrounding communities
- Corridor management strategies and consensus building
- Equity considerations

**Organization**
- Organizational structure of Caltrain including governance and delivery approaches
- Funding mechanisms to support future service

What Will the Business Plan Cover?
Where Are We in the Process?

- Initial Scoping and Stakeholder Outreach
- Technical Approach Refinement, Partnering, and Contracting
- Partnership with Stanford and Contracting with Technical Team
- Part 1: Service Vision Development
- Board Adoption of 2040 Service Vision
- Part 2: Business Plan Completion
- Board Adoption of Final Business Plan
- Implementation

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Electrification is the Foundation for Growth with Plans for More
Choosing a Vision- How Will the Railroad Grow?

What In the Spring of 2019 the team will present two growth scenarios to the Board. One will generally reflect past and ongoing Blended System planning efforts while another will explore a higher level of growth. Each scenario will provide a detailed picture of how the railroad could grow over the next 20-30 years. The Board will be asked to choose one of these growth scenarios as the “Service Vision” for the corridor.

Why In selecting a long range Service Vision the Board will answer the question “How should the railroad grow?” This will allow Caltrain to further optimize and refine the Vision while developing a Business Plan that builds towards the future in a consistent and efficient manner.
Working Backwards from 2040
Decisions and commitments that have already been made on the corridor bring three fundamental service planning questions into tension with one another:

1. **Service Differentiation**
   How can local, regional and high speed services be blended and balanced on the corridor to best serve multiple markets?

2. **Peak Service Volume**
   How much growth in peak train traffic volume can the corridor support and what kinds of growth may be required to meet long term demand?

3. **Service Investments**
   What types of investments into operations, systems and infrastructure will be required to achieve the desired types and volumes of service?
Planning for the Service we Want

Network Integration
Caltrain is part of a local, regional and statewide transportation network. Planning for enhanced connectivity and a seamless customer experience is a priority.

Coordinated Transfers
Timed, well-coordinated transfers increase the useability of the rail system and help provide high quality service to a larger range of travel markets.
Planning for the Service we Want

Clock-Face Scheduling
With clock-face scheduling, trains arrive and depart at consistent intervals, like every 10 minutes. This simplicity makes it easy for customers to remember train schedules, which cuts down on travel planning complexity.

All-Day Service
Expanded all-day service makes the system more useful to a range of different customers and helps build new markets.
Today, Caltrain Captures a Modest Percentage of the Regional Travel Market

Average Hourly Person-Trips Crossing San Mateo-San Francisco County Line

Peak Period Caltrain Mode Share: 8%
Off-Peak Caltrain Mode Share: 2%
What is the Potential, Long-Term Demand for Caltrain Service?

Purpose
• Understand the underlying long range, order-of-magnitude demand for rail service in the Caltrain corridor.
• Establishes a rough, quantified benchmark that informs how a long range service vision can be calibrated and scaled

Methodology
• Use VTA – C/CAG Model updated with latest Plan Bay Area land use forecasts
• Develop a sensitivity test using an imaginary, high frequency, unconstrained service plan that includes;
  • Realistic train times (60-80 minutes SF-SJ)
  • High level of sustained all-day service (8 to 16 trains per hour per direction. These frequencies are comparable to many sections of the BART system)
This sensitivity test suggests that providing BART-like frequencies on the Caltrain Corridor has the potential to yield BART-like ridership. Today, Caltrain serves approximately 1,300 daily passengers per mile between San Francisco and Tamien Stations, while BART serves approximately 5,200 passengers per mile along its Richmond-Daly City and Fremont-Daly City trunk lines. The sensitivity test suggests Caltrain has a long term (2040) unconstrained demand of about 4,600 passengers per mile, comparable to BART’s core service in San Francisco and the inner East Bay. However, demand per mile south of Tamien is approximately 1/10th demand north of Tamien.
Why Do We Need A Business Case?

A Framework for Decision-making
The business case helps the JPB Board select a 2040 Service Vision with a fully informed understanding of what their choice means for the long-term costs and benefits of the system. Once the Board has selected a long range Service Vision the business case can then be further optimized and detailed.

Major Inputs to the Business Case Include
- Railroad Network
- Fleet
- Current and Future Operations
- Ridership and Travel Demand
- Finances
- Policy Assumptions
- Infrastructure Investments
Why Do We Need A Business Case?

The Business Case will also consider User Benefits and Regional Economic Benefits:

- **Direct & Indirect Jobs**
  - Economic impact model captures effects on regional employment

- **User Benefits**
  - Benefits from travel time/cost savings as well as safety improvements

- **Societal Benefits**
  - Societal benefits including public health and environmental benefits

- **Land Value**
  - Influence of increased rail service on the value of land arounds stations

Societal benefits including public health and environmental benefits
Caltrain’s Corridor is Complex and Constrained

- Mostly 2 Tracks
  - Some 4-Track Sections

- Width Varies

- Multiple Tenants

- At-Grade Crossings

- Bridges & Tunnels
  - Ownership Varies
    - Especially at Stations

Caltrain Owns Tracks

Union Pacific Railroad Owns Tracks, Caltrain Has Access Rights
At Grade Crossings are a Particularly Pressing and Difficult Issue within the Corridor – Community Interface
Direct Engagement with Local Jurisdictions is Central to this Effort
Organizational Assessment

How will the Caltrain Organization Support the Service Vision?

Key Concepts

Service Delivery
- How Caltrain operates and manages service (both on and off the corridor)
- Includes activities like train operations, maintenance, capital project delivery, joint development, planning, and budgeting

Governance
- The manner in which Caltrain is overseen by the Board
- Focus on the agency’s decision making process and the Board’s oversight of the Caltrain organization
Organizational Assessment

How will the Caltrain Organization Support the Service Vision?

Analysis
• Initial organizational assessment and interviews with stakeholders
• Organizational “mapping” and analysis of current Caltrain structure
• Analysis of national and international peer railroads

Outcomes
• Understand the range of potential organizational structures for both service delivery and governance and evaluate at a high level
• Work with JPB and JPA members to determine strategy and next steps
• Identify near term priorities related to Business Plan implementation
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Project Schedule - Overview

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