

# Caltrain Business Plan

JULY 2019

JPB Update  
Agenda Item#8 (c)

7/11/2019



## 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.



# What Will the Business Plan Cover?

## 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



3



## Generalization and Integration



4

# Understanding the 2040 “Growth Scenarios” as illustrative frameworks

**What** Service planning work to date has been focused on the development of detailed, illustrative growth scenarios for the Caltrain corridor. The following analysis generalizes these detailed scenarios, emphasizing opportunities for both variation and larger regional integration within the service frameworks that have been developed.

**Why** The “2040 Service Vision” that will be recommended to the Board will set a generalized framework for growth. There are still many unknowns regarding exactly how both the Caltrain corridor and the regional rail network may evolve. This analysis helps frame some of those unknowns and opportunities



## Generalizing the 2040 Growth Scenarios

The different 2040 growth scenarios developed through the Business Plan can be generalized in the following way

	Baseline	Moderate	High
<b>Total Train Slots</b>	Up to 10 per hour per direction	Up to 12 per hour per direction	Up to 16 per hour per direction
<b>Service Types</b>	<ul style="list-style-type: none"> <li>• Skip-stop (up to 6)</li> <li>• High speed (up to 4)</li> </ul>	<ul style="list-style-type: none"> <li>• Local (up to 4)</li> <li>• Express (up to 4)</li> <li>• High speed (up to 4)</li> </ul>	<ul style="list-style-type: none"> <li>• Local (up to 4)</li> <li>• Express (up to 8 in two patterns)</li> <li>• High speed (up to 4)</li> </ul>
<b>Scheduling</b>	Irregular/ bunched	Regular, pulsed at major hubs	Regular, pulsed at major hubs
<b>New Overtakes</b>	None	Limited, station-based	Extensive 4 track segments
<b>Operating Environment</b>	Electrified corridor with use by high performance EMU and HSR equipment; modern high-density signaling system		

# Integrating with a State and Regional Network

## How Does the Caltrain Corridor and Service Vision Integrate with a Broader Rail and Transit Network?

The previous slides described the flexibility and constraints within each growth scenario. The following slides explore how the different ways that these growth scenarios could interface with and support a larger regional, megaregional and state rail system.

### Connections vs. Interlining

From a service standpoint the Caltrain service and corridor can integrate with the network through both timed connections and transfers as well as direct "interlining" or shared use of rail infrastructure. Both options are equally important from a customer and mobility perspective- but the technical opportunities and challenges associated with each are significantly different.



# Types of Network Integration: Connections

## Connections

**Definition:** Major designed *transfer* opportunities between different rail and transit systems at key stations. Interface should appear seamless to customers but major operating infrastructure and systems are not actually shared

### Examples:

- Connections between BART, SamTrans, and Caltrain at Millbrae
- Future connections between Caltrain and BART at Diridon

The regular, clockface service plans in the **Moderate and High Growth** scenarios enable coordinated connections with other transit operators, while the Baseline Scenario's bunched schedule presents major challenges to coordination



# Types of Network Integration: Interlining

## Interlining

**Definition:** Shared use of common rail infrastructure by different train operators and services including any track, platforms and operating systems.

In this presentation interlining may refer to both the introduction of other passenger rail operators into the Caltrain corridor or the extension of Caltrain services onto corridors not owned by the JPB

### Examples:

- CCJPA and ACE use of Caltrain corridor between Santa Clara and Diridon
- Future use of Caltrain corridor by High Speed Rail
- Potential Future use of UP corridor to Salinas by Caltrain



9

# Interlining: Caltrain Considerations

## Balancing Limited Capacity Across Corridor and Regional Markets



### Caltrain Corridor Market (8+ Slots)

- At least 8 TPHPD required to serve capacity and coverage needs
- Still may result in uncomfortable peak hour crowding along most of the corridor



### HSR Market (4 Slots)

- Committed to 4 TPHPD to serve HSR needs between San Francisco and Los Angeles



### Opportunities for 4 Additional Slots

- Additional Caltrain express service to help alleviate crowding conditions and realize full demand
- Additional regional service to provide connections to enhance connections to East Bay, Sacramento, and/or Central Valley

10

## Interlining: Implications for Service Scenarios

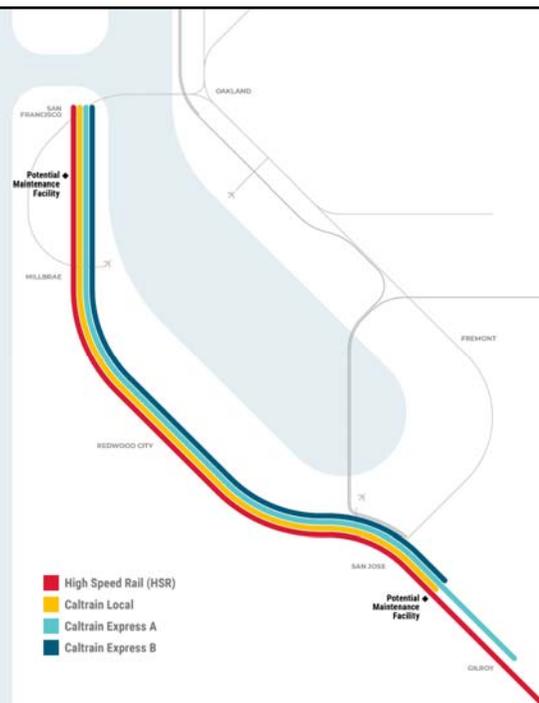
- All Business Plan scenarios are interlined with HSR and include potential for expanded Caltrain interlining to Gilroy
- Beyond HSR major new interlining is generally not possible for Baseline and Moderate Growth Scenarios without slowing HSR and Caltrain travel times or *significantly* exacerbating Caltrain crowding by diverting slots away from the Caltrain market
- **Additional major interlining is possible with the type of additional passing track infrastructure and corridor upgrades identified in the High Growth Scenario**



11

## Options for a Regionalized Rail System

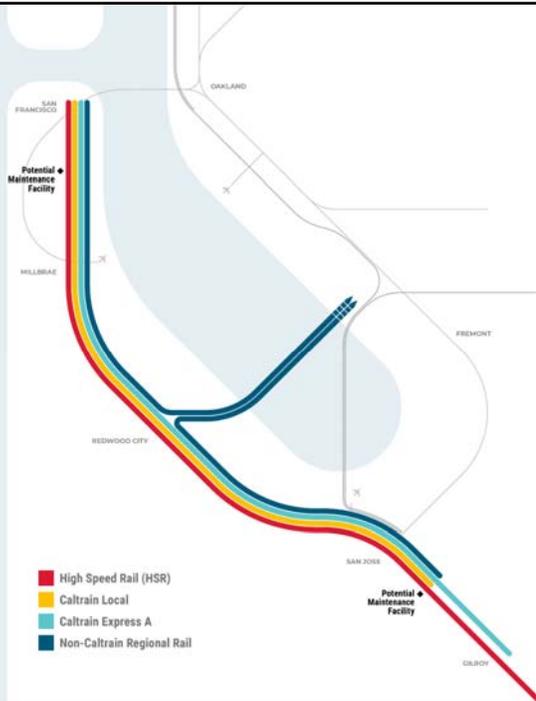
2040 High Growth Service



12

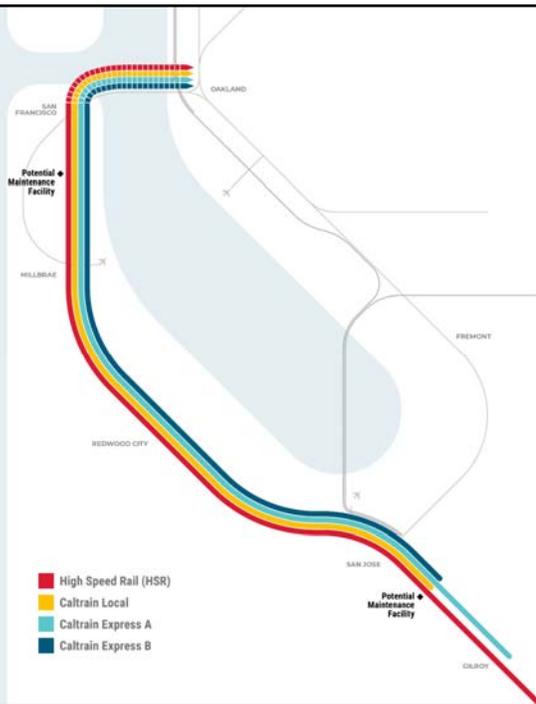
# Options for a Regionalized Rail System

Dumbarton Bridge Interlining



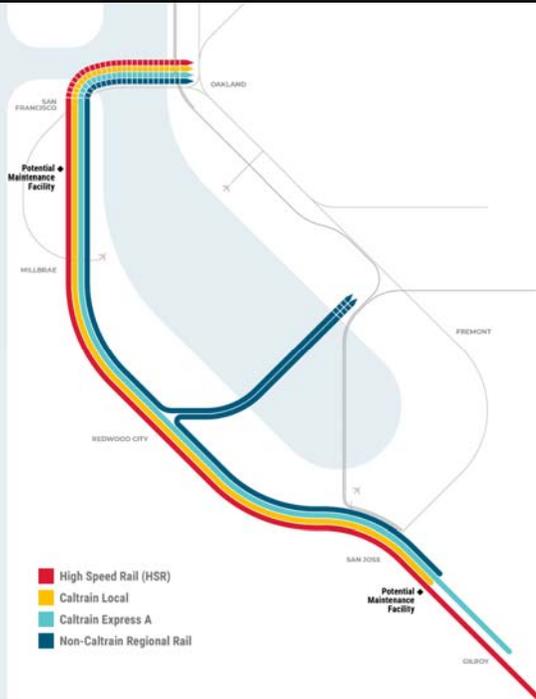
# Options for a Regionalized Rail System

Second Transbay Tube Interlining



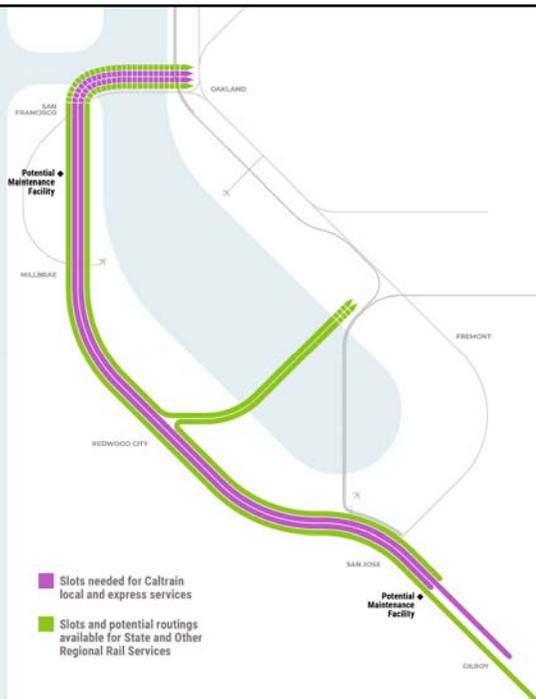
# Options for a Regionalized Rail System

Dumbarton Bridge and Second Transbay Tube Interlining



# Options for a Regionalized Rail System

Train Slot Allocation





# Organizational Assessment Update



17

## Why We Are Undertaking an Organizational Assessment

The Caltrain organization is preparing for significant change across multiple timescales. To be successful the organization must simultaneously:

- Serve its current customers and maintain existing service
- Complete the Peninsula Corridor Electrification Program and successfully launch a transformed, electrified rail service
- Plan for a future of continued expansion including integration with significant local, regional and state projects such as terminal projects, HSR and grade separations as well as significant increases to its own service and ridership levels



18

## Areas of Focus

The Caltrain "Organization" is a broad topic that spans many different, overlapping levels and subjects

The work within the organizational assessment is comprehensive and broad, addressing multiple types and levels of organizational considerations

Work has been supported by Stanford University and led by Howard Permut, former President of Metro-North Railroad



### Service Delivery

- The manner in which Caltrain operates and delivers its services
- Focus on train service delivery and contracting mechanism



### Internal Organization

- The manner in which Caltrain organizes itself
- Focus on resources, functionality, and supporting / shared services



### Governance

- The manner in which Caltrain is overseen by a governing body
- Focus on options for self-directed change, regional integration and certain parallel considerations



19

## Key Questions

**For each focus area (service delivery, organization and governance) various potential options have been identified and analyzed. Recommendations will be framed around the following three questions:**

- Is this the right time to have this discussion?  
What are the implications if no decisions are reached?
- Which of the options and alternatives identified should remain under active consideration? Which can be set aside?
- What additional work is needed to reach a decision as to a path forward and an implementation plan?



20

## Organizational & Governance Analysis

Analyzed key issues and choices related to service delivery, internal organization and governance

Developed a detailed set of options and alternatives for the Board and member agencies to consider

Recommendations and next steps under Development

**A full, detailed report will be provided in late July. Howard Permut will provide an in depth presentation of his work as part of the August Workshop**



## Governance Options Analyzed and Discussed

### Self-Directed Options

- a) Retention of status-quo
- b) Retention of JPA with modifications to management structure
- c) Retention of JPA reorganized as rail authority
- d) Retention of JPA reorganized as rail authority with shared services
- e) Creation of Special District to govern Caltrain

### Non-Self-Directed Options (Regional Options)

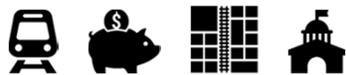
- f) Enhanced regional coordination
- g) Regionalization of key functions
- h) Regional "umbrella" authority with subsidiary railroads
- i) Consolidated regional rail authority

### Parallel, Governance-Related Considerations

- Mega Project Delivery (including analysis of construction authorities and grade separation districts)
- Service expansion / integration with other rail operators
- Role of the private sector and market forces



21



# Outreach Update and August Board Workshop



22

# Outreach Activities to Date

July 2018 – June 2019 Timeline

	2018						2019					
	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June
Local Policy Maker Group	●	●	●		●	●		●	●	●		●
City/County Staff Coordinating Group	●	●	●		●	●		●	●	●		●
Project Partner Committee	●	●	●	●	●	●	●	●	●	●	●	●
Railroad-Community Interface Meetings			●	●	●				●	●		
Stakeholder Advisory Group				●			●				●	
Partner General Manager				●			●				●	
Website & Survey Launch (over 1,000 survey responses)					●							
Community Meetings (SPUR, Friends of Caltrain, Reddit TownHall, Station Outreach, YouTube Live)					●		●	●	●		●	●
Sister Agency Presentations (SFCTA, SF Capital Planning, TJPA, SamTrans, SMCTA, CCAG, VTA, MTC, Diridon Station JPAB )					●	●	●	●	●	●	●	●

23

# Individual Jurisdiction Outreach

July 2018 – June 2019

	Atherton	Belmont	Brisbane	Burlingame	Gilroy	Menlo Park	Millbrae	Morgan Hill	Mountain View	Palo Alto	Redwood City	San Bruno	San Carlos	San Francisco	San Jose	San Mateo	Santa Clara	South San Francisco	Sunnyvale
<b>Round 1: Fall 2018</b> Railroad-Community Interface Meeting	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>Round 2: Spring 2019</b> Railroad-Community Interface Meeting	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
<b>City Council Meeting</b> Completed or Scheduled		✓		✓		✓		✓	✓	✓				✓*		✓			

\*SFCTA



View individual jurisdiction booklets at: [www.caltrain2040.org/community-interface](http://www.caltrain2040.org/community-interface)

24

# Outreach Activities to Date

July 2018 – June 2019 by the Numbers

## Stakeholders Engaged

21

Jurisdictions

26

Public Agencies

142

Stakeholder Meetings

93

Organizations in Stakeholder Advisory Group

## Public Outreach

45

Public Meetings and Presentations

1,000+

Survey Responses

300+

Video Presentation Views

260,000+

Social Media Impressions

25

## What to Expect in August

The primary purpose of the Board Workshop in August will be to present a draft, staff Recommendation for the 2040 Service Vision

The recommended Service Vision will be based on the analysis conducted to date and will be expressed as a high-level policy statement describing the type and quantity of service envisioned for the corridor

The August workshop is **informational only**. Based on comments received staff will return to the Board at a subsequent meeting with a final vision for adoption

The Service Vision will guide staff's completion of the Business Plan and will provide critical guidance to a number of long term planning efforts

### Summary of Work Completed

- Summary of analysis completed over last year
- Focus on comparison between different growth scenarios

### Full Business Case Analysis

- Comprehensive financial outputs for each service scenario
- Economic and cost/benefit analysis for each scenario

### Organizational Assessment

- Detailed documentation of organizational assessment
- Presentation by Howard Permut
- Recommendations and next steps

### Recommend Service Vision

- Presentation of draft recommended service vision
- Discussion of key steps to complete the Business Plan



26

## Planned Outreach

The Caltrain Business Plan team will expand outreach activities during the months of July, August and September as the Board considers a draft recommendation for a long range service vision.

The Board will receive a summary of outreach undertaken and feedback received prior to any request to take action on the long range service vision.

Outreach dates and locations can be viewed here:  
[www.caltrain2040.org/get-involved/](http://www.caltrain2040.org/get-involved/)

### Prior to August 1 Workshop

- July 22 – Online Public Meeting
- July 24- Inaugural Caltrain Planning Subcommittee Meeting
- Launch of “Online Open House”
- Briefings with partner agency General Managers / Executives

### August and September (Prior to request for Board Action)

- 3 Dedicated Public Meetings
- Rider outreach
- Caltrain Citizen Advisory Committee and Bicycle Advisory Committee
- SB 797 Agency Group
- Sister Agency Boards (SFCTA, SamTrans, SMCTA, VTA and others)
- Boards of Supervisors
- Local Policy Maker Group and City/County Staff Group
- City Councils, as requested
- Stakeholder Advisory Group
- Federal and State delegation briefings
- Business Group briefings



27

### FOR MORE INFORMATION

[WWW.CALTRAIN2040.ORG](http://WWW.CALTRAIN2040.ORG)

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