



April 10, 2015

The Honorable Brian Kelly
Secretary, California State Transportation Agency
915 Capitol Mall, Suite 350B
Sacramento, CA 95814

SUBJECT: CCJPA FY 2015-16 – FY 2016-17 Business Plan Update – FINAL

Dear Secretary Kelly:

In accordance with the Interagency Transfer Agreement between the Capitol Corridor Joint Powers Authority (CCJPA) and the State of California, on behalf of the CCJPA, I am pleased to submit the final Business Plan Update for the Capitol Corridor intercity passenger train service for FY 2015-16 and FY 2016-17. The CCJPA Board of Directors formally adopted this Business Plan Update at its February 18, 2015 meeting (see attached Resolution 15-04), which provides for the submission of this business plan to the California State Transportation Agency (CalSTA). In conjunction with the development of this business plan, the CCJPA conducted eleven (11) public workshops throughout the service territory to obtain public comments.

In summary, this business plan:

- Proposes a decrease of \$320,000 for FY 15-16 (or -0.9%) compared to FY 14-15 for the current service plan (30 weekday and 22 weekend trains) due to a projected increase in revenues and a decrease in rolling stock insurance that offset increases in operating expenses. For FY 16-17, the CCJPA's budget request represents an increase of \$373,000 (or +1.0%) compared to FY 14-15 due to a projected net increase of \$198,000 in operating expenses and \$175,000 increase in administrative expenses to manage and oversee the CCJPA's (1) actual cost-based Amtrak operating contract and (2) receipt of the California Cap and Trade Transit/Intercity Rail Capital Program funds..
- Provides the CCJPA's operating strategies and Capital Improvement Program (CIP) that are consistent with the California State Rail Plan, and the CCJPA's recent update to its *Vision Plan*.
- Implement updates to the CCJPA website, improves communications programs with passengers; and start marketing programs to raise the awareness of the Capitol Corridor brand and grow ridership.

The CCJPA is committed to working with its service partners at Caltrans, Amtrak and the Union Pacific Railroad to ensure that the Capitol Corridor continues to be a safe, reliable, frequent, and cost-effective transportation service that meets the needs of the traveling public within the Northern California Sacramento-San Francisco Bay Area-Silicon Valley Megaregion.

The CCJPA appreciates the extension of the April 1 deadline for this business plan update so the CCJPA could incorporate Amtrak's FY 16 forecasts for the Capitol Corridor that were received on March 31, 2015 and is grateful for the continued support from CalSTA. Please contact me with any questions at (510) 464-6993 or davidk@capitolcorridor.org.

Sincerely,


David B. Kutrosky
Managing Director

Enclosures

cc: CCJPA Board of Directors
Malcolm Dougherty, Caltrans – Director
Bruce Roberts, Caltrans - Division of Rail
Chad Edison, Deputy Secretary - CalSTA

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BEFORE THE
CAPITOL CORRIDOR JOINT POWERS AUTHORITY
BOARD OF DIRECTORS

In the Matter of
Approving the State Fiscal Year 2015-16 – FY 2016-17
Business Plan Update for the Capitol Corridor Service
For the Capitol Corridor Joint Powers Authority /

Resolution No. 15-04

WHEREAS, the CCJPA staff have prepared a Draft FY 2015-16 – FY 2016-17 Business Plan Update (“Business Plan Update”), held a series of public workshops between January 20 and 23 and 26, and received comments, which, as appropriate, were incorporated into the draft document; and

WHEREAS, the Business Plan Update reflects a weekday train schedule of 30 weekday trains and 22 weekend trains, and outlines a capital funding strategy to advance the CCJPA’s Capital Improvement Program (CIP) that includes the CCJPA’s pursuit of the Cap and Trade Transit/Intercity Rail Capital Program administered by the California State Transportation Agency (CalSTA), which will assist in financing the capital projects necessary to support the CCJPA’s service expansion plans to Roseville and San Jose/Salinas, and builds upon the success of previous award-winning marketing campaigns/programs to raise the awareness of the Capitol Corridor “brand”; and

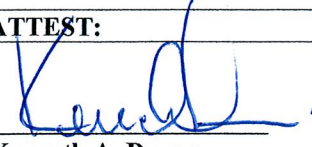
WHEREAS, the CCJPA Board acting for and on behalf of the Capitol Corridor Joint Powers Authority has prepared for the CalSTA a Business Plan Update for the Capitol Corridor Service for State FY 2015-16 – FY 2016-17 in the form appended hereto; and

WHEREAS, preparation and submission of the Business Plan Update to the Secretary of CalSTA by April 1 of each year is mandated pursuant to the provisions of California Government Code 14070.4(b);

RESOLVED, that the CCJPA Board does hereby approve and adopt the FY 2015-16 – FY 2016-17 Business Plan Update for the Capitol Corridor Service.

AND BE IT FURTHER RESOLVED, that the CCJPA forthwith transmit a copy of this resolution to CalSTA and Caltrans.

#

ACTION: Adopted	DATE: February 18, 2015	ATTEST:
Ayes: (12) Murray, Jennings, Miller, Holmes, Rohan, Davis, Frerichs, Mallett, Raburn, Saltzman, Spering, Batchelor		 Kenneth A. Duron Secretary
Noes: (0)		
Abstain: (0)		

CAPITOL CORRIDOR

INTERCITY PASSENGER RAIL SERVICE

Auburn - Sacramento - Davis - Suisun/Fairfield - Martinez - Oakland/San Francisco - San Jose



**CAPITOL CORRIDOR
INTERCITY PASSENGER RAIL SERVICE
BUSINESS PLAN UPDATE
FY 2015-16 – FY 2016-17
APRIL 2015
FINAL**

**PREPARED BY
CAPITOL CORRIDOR JOINT POWERS AUTHORITY**

**PREPARED FOR
CALIFORNIA STATE TRANSPORTATION AGENCY**



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EXECUTIVE SUMMARY

Introduction. This Business Plan Update presents an overview of the Capitol Corridor Joint Powers Authority’s (CCJPA) strategic plan and funding request for the next two fiscal years (FY 2015-16 and FY 2016-17), to be submitted to the Secretary of the California State Transportation Agency (CalSTA) in April 2015. It also outlines the service and capital improvements that have contributed to the Capitol Corridor’s success, identifies needed improvements to sustain its growth, and incorporates customer input as detailed in Chapter 263 of California State Law.

As administrator of the service, the CCJPA’s primary focus is the continuous improvement of the Capitol Corridor® train service by effective cost management, gaining share in the travel market, and delivering a customer-focused, safe, frequent, reliable, and green transportation alternative to the congested I-80, I-680, and I-880 highway corridors. The CCJPA is governed by a Board of Directors comprised of 16 elected officials from six member agencies along the 170-mile Capitol Corridor® route (see Figure 1-1):

IN FY 2015-16 AND FY 2016-17 THE CCJPA WILL CONCENTRATE ON FUNDING FOR SERVICE EXPANSIONS TO SAN JOSE AND PLACER COUNTY.

- Placer County Transportation Planning Agency (PCTPA)
- Solano Transportation Authority (STA)
- Yolo County Transportation District (YCTD)
- Sacramento Regional Transit District (Sac RT)
- San Francisco Bay Area Rapid Transit District (BART)
- Santa Clara Valley Transportation Authority (VTA)

History. The Capitol Corridor service began in December 1991 with six daily trains between San Jose and Sacramento. The CCJPA assumed management responsibility for the service in October 1998. Since then, it has grown into the third busiest intercity passenger rail service in the nation. In August 2006, the CCJPA expanded service by 33% from 24 to 32 weekday trains between Sacramento and Oakland, and 14 daily trains continuing on to San Jose. In August 2012 the CCJPA was able to utilize the reconfigured Sacramento station to optimize operational cost effectiveness and reduced service to 30 daily round trips between Sacramento and Oakland (freeing up the two allotted track capacity slots to the sister San Joaquin IPR service).

Operating Plan. The service levels introduced in 2012 for weekday and weekend service, with slight modifications, have proven a success since it was introduced and for FY 2015-16 the CCJPA will maintain this successful operating plan. Working with the National Railroad Passenger Corporation (Amtrak®), in FY 2015-16, the CCJPA intends to ensure that the eTicketing program made available to all ticket types in early 2014 is extended to the Amtrak App so that smartphones can be a purchase medium for all ticket types, not just single ride tickets. The expansion of eTicketing has proven to be not only cost effective, but also an excellent and accurate source of ridership data.

The basic operating costs for the Capitol Corridor conform with Section 209 of the Passenger Rail Improvement and Investment Act of 2008 (PRIIA), a pricing policy for Amtrak services on all State-supported Intercity Passenger Rail (IPR) routes under 750 miles in length since October 2013. This policy was used to develop the costs for the FY 2015-16 CCJPA/Amtrak operating agreement and all future CCJPA/Amtrak operating agreements. Based on forecasts submitted by Amtrak, the FY 2015-16 budget is projected to decrease by \$320,000 due to increased revenues (from projected ridership growth) that offset additional operating costs and a reduced projection for rolling stock insurance compared to the FY 14-15 premium. For FY 16-17, the CCJPA is requesting an additional \$373,000 due to (a) \$198,000 in projected net operating expenses plus (b) \$175,000 in additional administrative staffing expenses to manage and oversee the CCJPA’s (1) actual cost-based Amtrak operating contract and (2) receipt of the California Cap and Trade Transit/Intercity Rail Capital Program funds.

Capitol Corridor Service	FY 2015-16	FY 2016-17
Sacramento – Oakland	30 weekday trains (22 weekend)	30 weekday trains (22 weekend)
Oakland – San Jose	14 daily trains	14 daily trains
Sacramento – Roseville	2 daily trains (with plans for up to 20)	2 daily trains (with plans for up to 20)
Roseville – Auburn	2 daily trains	2 daily trains
Total Budget (Operations, Marketing & Administration)	\$36,401,000	\$37,084,000
Change vs. FY 2014-15 Budget	-\$320,000 [-0.9%]	+\$373,000 [+1.0%]

Performance Standards. CCJPA’s Vision Plan Update (adopted in 2014) establishes Capitol Corridor’s prevailing ridership goals, system operating ratio and on-time performance (OTP) standards and strengthened partnerships with the service operators: Amtrak and the Union Pacific Railroad (UPRR). Performance highlights include:

- Ridership was up 1.1% from the prior year in FY 2013-14; to date, FY 2014-15 ridership is up 4.5% from the prior year (through February 2015).
- Revenue was even with the prior year in FY 2013-14; to date, FY 2014-15 revenue is up 5.8% from the prior year (through February 2015).
- System operating ratio (a.k.a. farebox return) was 50% in FY 2013-14; to date the FY 2014-15 operating ratio is 51% (through February 2015).
- End-Point OTP was 95% in FY 2013-14, the best OTP in the Amtrak system for the fifth year in a row; to date (February 2015) OTP is at 94%.

The table below summarizes the standards and results for FY 2013-14 and the results and updated standards for FY 2014-15 for the next two fiscal years (see Appendix C):

Performance Standard	FY 13-14			FY 14-15			FY 15-16	FY 16-17
	Actual	Standard	% Change	Actual	Standard	% Change	Standard	Standard
<u>Usage</u>								
Route Ridership	1,419,084	1,490,040	-4.8%	595,642 (through 2/15)	574,400 (through 2/15)	3.7%	1,4362,000	1,491,200
Passenger Miles	92,950,002	97,597,620	-4.8%	4,031,259	3,889,300	3.7%	98,255,000	101,202,650
<u>Efficiency</u>								
System Operating Ratio (train and feeder bus)	50%	53%	-3.0%	51% (through 2/15)	47%	5.5%	48%	49%
Total Operating Cost/Passenger-Mile				\$0.61	\$0.64	-4.7%	\$0.64	\$0.64
<u>Service Quality</u>								
End-Point On-Time Performance	95%	90%	+5.6%	94% (through 2/15))	90%	2.2%	90%	90%
Stations On-Time Performance				Under development	90%	N/A	90%	90%
Operator Delays/10K Miles				326 (through 2/15)	>325	+0.3%	>325	>325

Capital Improvement Program. The CCJPA’s Capital Improvement Program (CIP) is consistent with regional and State of California transportation plans (e.g. Regional Transportation Plans, [RTPs] and Caltrans’ Statewide Rail Plan). The CIP includes projects aimed to increase reliability and capacity, build or renovate stations, add rolling stock, reduce travel times and enhance safety and security.

THE CCJPA IS ACTIVELY MONITORING THE DEVELOPMENT OF THE CAP AND TRADE PROGRAM IN CALIFORNIA AS A FUNDING SOURCE TO SUPPORT THE CCJPA BOARD ADOPTED SERVICE EXPANSION PLANS.

For FY 2015-16, the CCJPA will be installing at-station bicycle access improvements to support the ever-growing sector of Capitol Corridor riders accessing the trains with their bikes and continuing its Capitalized Maintenance program with UPRR to maintain the superior OTP of the Capitol Corridor trains. Design and environmental documentation efforts are underway to support future Capitol Corridor service expansion between Oakland and San Jose (and subsequent extension to Salinas) and between Sacramento and Roseville. While the environmental documentation and design plans are progressing, the CCJPA is working with state and federal transportation agencies to assemble funding sources for the construction of these service expansions.

Marketing Strategies. The CCJPA’s marketing strategies for FY 2015-16 and FY 2016-17 will continue to target markets and increase ridership where seating capacity is available by raising awareness of destinations, transit connections, and amenities. Another objective is to enhance customer service and travel information using enhanced communications.

Action Plan. CCJPA has been able to grow and sustain ridership over the years and weather economic cycles primarily due to the commitment of CCJPA and its service partners to ensuring that Capitol Corridor trains are safe, frequent, reliable, and customer-focused. This business plan presents the operating strategies, marketing plans, and capital program to meet near-term budget guidelines, implement promotional initiatives that will retain and grow market share, and lay out a program of projects and enhancements (both short-range and long-term) that will enhance the Capitol Corridor as the preferred transport alternative in Northern California and an integral component in the State’s passenger rail network.

1. INTRODUCTION

This Business Plan Update modifies the CCJPA’s report submitted to the Secretary of the California State Transportation Agency (CalSTA) every April. This Business Plan Update identifies the service and capital improvements that have contributed to the Capitol Corridor’s success during the past 15 years. It also incorporates customer input detailed in Chapter 263 of State Law that allowed for the transfer of the Capitol Corridor service to the CCJPA on July 1, 1998. As part of that transfer, the CCJPA is required to prepare an annual Business Plan that identifies the current fiscal year’s operating and marketing strategies; capital improvement plans for the Capitol Corridor; and the funding request to the Secretary of CalSTA for the CCJPA’s operating, administrative, and marketing costs for inclusion in the State Budget proposal to the Legislature.

BY CONNECTING SEVERAL KEY AREAS OF ECONOMIC ACTIVITY IN NORTHERN CALIFORNIA WITH THE SERVICE PLAN ESTABLISHED IN 2012, CAPITOL CORRIDOR SERVICE ALREADY PLAYS A KEY ROLE IN REDUCING GREENHOUSE EMISSIONS.

For FY 2015-16, CCJPA will initially continue the operation of the schedule introduced in August 2012 made feasible at the Sacramento Valley Station by relocation of the passenger platforms and corresponding increased layover storage facilities. The service levels remain the same during the weekends between Sacramento and Oakland (22 trains) and are unchanged for the section of the route between Oakland Jack London Square and San Jose (14 daily trains) and between Sacramento and Auburn (two daily trains). Operations analysis done since 2012 has resulted in minor modifications to the service plan but also found that the core 2012 service plan, which will be continued into FY 2015-16, is about as efficient as can be

provided given all other constraints; however, the CCJPA staff works constantly with Amtrak and the State to make improvements especially in cost effectiveness where possible.

- Placer County Transportation Planning Agency (PCTPA)
- Solano Transportation Authority (STA)
- Yolo County Transportation District (YCTD)
- Sacramento Regional Transit District (Sac RT)
- San Francisco Bay Area Rapid Transit District (BART)
- Santa Clara Valley Transportation Authority (VTA)

The CCJPA is governed by a Board of Directors comprised of 16 elected officials from six member agencies along the 170-mile Capitol Corridor rail route (see Figure 1-1):

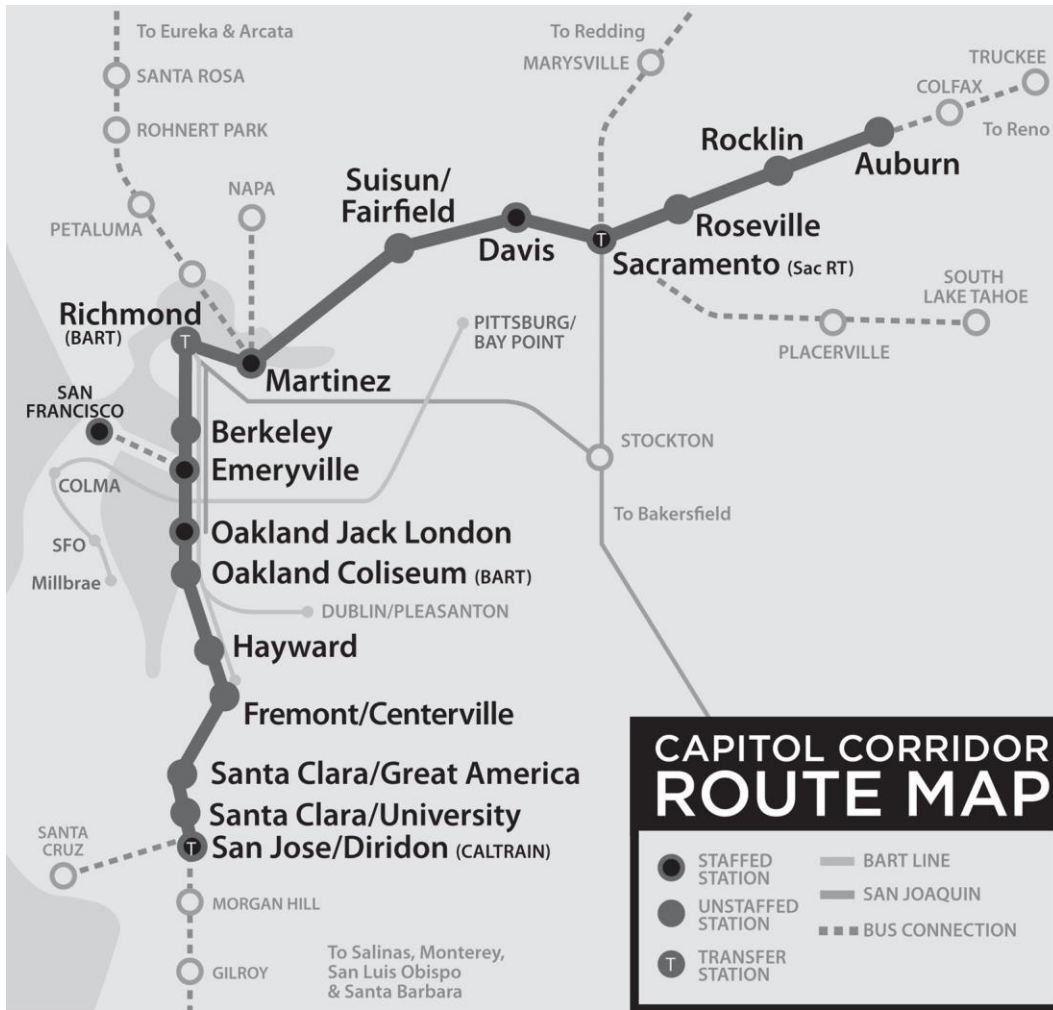
As administrator for the Capitol Corridor, the CCJPA’s responsibilities include overseeing day-to-day train and motorcoach scheduling and operations; reinvesting operating efficiencies into service enhancements; overseeing Amtrak’s deployment and maintenance of rolling stock for the Capitol Corridor and San Joaquin trains; and interfacing with Amtrak and the UPRR on dispatching, engineering, and other railroad-related issues.

The Capitol Corridor serves 17 train stations along the 170-mile rail corridor connecting Placer, Sacramento, Yolo, Solano, Contra Costa, Alameda, San Francisco (via motorcoach), and Santa Clara counties. The train service parallels the I-80/I-680 highway corridor between Sacramento and Oakland, and I-880 between Oakland and San Jose. In addition, the Capitol Corridor connects outlying communities to the train service via a dedicated motorcoach bus network and partnerships with local transit agencies that assist passengers traveling to destinations beyond the train station.

Capitol Corridor services are developed with input from riders, private sector stakeholders (such as Chambers of Commerce), and public sector interests (such as local transportation agencies), along with the entities that help deliver the Capitol Corridor service – Amtrak, UPRR, Caltrans, and the various agencies and communities that are along the Capitol Corridor.

Implementation Plan and Vision Communications Plan. The CCJPA Board has established a CCJPA Board Ad Hoc Vision Plan Subcommittee which helped guide the 2014 Vision Plan Update. This Vision Plan Update has significant focus on the long-term evolution of the Capitol Corridor service and includes two additional plan elements, a Vision Implementation Plan (VIP) and Vision Communications Plan (VCP). CCJPA will commence the VIP in 2015 and the VCP after the VIP is further advanced.

**Figure 1-1
Map of Capitol Corridor Service Area**



2. HISTORICAL PERFORMANCE OF THE SERVICE

On December 12, 1991, the State of California Department of Transportation (Caltrans) and Amtrak initiated the Capitol Corridor intercity train service with six daily trains between San Jose and Sacramento. In 1996, legislation was enacted to establish the CCJPA, a partnership among six local transportation agencies sharing in the administration and management of the Capitol Corridor intercity train service.

In July 1998, an Interagency Transfer Agreement (ITA) transferred the operation of the Capitol Corridor service to the CCJPA for an initial three-year term. The CCJPA now operates and manages the Capitol Corridor service through an operating agreement with Amtrak. In July 2001, the ITA was extended for another three-year term through June 2004. In September 2003, legislation was enacted that eliminated the sunset date in the ITA and established the current, permanent governance structure for the CCJPA.

Appendix A presents an overview of the financial performance and ridership growth of the Capitol Corridor service since its inception in December 1991.

3. OPERATING PLAN AND STRATEGIES

The CCJPA aims to meet the travel and transportation needs of Northern Californians by providing safe, frequent, reliable, and environmentally-friendly Capitol Corridor intercity train service.

Train Service and Expansions

In response to growing demand, the CCJPA expanded service in October 2002, January 2003, and April 2003 to achieve a schedule of 24 weekday trains between Sacramento and Oakland, using the same State budget allocated for 18 daily trains. In August 2006, with another flat budget allocation, the CCJPA increased service to 32 weekday (22 weekend day) trains between Sacramento and Oakland, and 14 daily trains between Oakland and San Jose. This 33% expansion was made possible with the completion of Phase 1 of the Oakland-to-San Jose track improvements and the Yolo Causeway second main track (completed in February 2004). Together, these projects contributed to a 10-minute reduction in travel time between Sacramento and Oakland, in addition to more frequent service.

The success of the August 2006 service expansion has highlighted the need to increase service frequencies to San Jose/Silicon Valley and Placer County. Expanding this hourly train service to and from San Jose and Placer County will require additional rolling stock and further track capacity improvements (see Section 4). Absent these expansions, the sole means to increase ridership is through (1) further optimizations of the service plan/train schedule and (2) securing additional rolling stock that will increase seating capacity by adding more rail cars to the existing scheduled trains.

SERVICE EXPANSIONS, CORRESPONDING TRACK CAPACITY IMPROVEMENTS AND TRAIN EQUIPMENT ACQUISITIONS HAVE ENABLED THE CAPITOL CORRIDOR TO INCREASE MARKET SHARE AND SUSTAIN SIGNIFICANT GROWTH IN RIDERSHIP (+207%) AND REVENUES (+367%) DURING THE PAST 16 YEARS.

The benefits of these service expansions, service optimization adjustments, corresponding track capacity improvements and train equipment acquisitions have enabled the Capitol Corridor to increase market share and sustain significant growth in ridership (+207%) and revenues (+367%) during the past 16 years. These expansions have propelled and solidified Capitol Corridor’s status as the third busiest route in the Amtrak national system.

Future service expansions to Placer County and San Jose, which are underway in the initial design and environmental clearance phases at this time, show promise of additional ridership and revenue when these expansions are constructed and implemented in future years.

Motorcoach Service and Transit Connections

To supplement train service, the Capitol Corridor provides dedicated motorcoach bus connections to San Francisco and communities along the Central Coast region south of San Jose and east of Sacramento (South Lake Tahoe, CA and Reno, NV). In addition, the CCJPA partners with local transit agencies to offer expanded options for transit connections throughout the corridor. Currently, the train service connects with the BART system at the Richmond and Oakland Coliseum stations; Caltrain service (Gilroy – San Jose – San Francisco) at the San Jose-Diridon and Santa Clara/University stations; the Altamont Commuter Express service (Stockton – Livermore – San Jose) at the Fremont/Centerville, Great America/Santa Clara, and San Jose Diridon stations; San Joaquin intercity trains at the Oakland Jack London, Emeryville, Richmond, Martinez and Sacramento stations; VTA light rail at Great America and San Jose Diridon stations; and Sacramento RT light rail at Sacramento Station. Together with these local transit systems, the Capitol Corridor covers the second-largest urban service area in the Western United States.

The CCJPA offers several programs to enhance transit connectivity. BART tickets are sold at a 20% discount onboard the Capitol Corridor trains to facilitate transfers to BART at the Richmond and Oakland Coliseum stations. The Transit Transfer Program allows Capitol Corridor passengers to transfer free of charge to participating local transit services, including AC Transit, Sacramento RT, Rio Vista Delta Breeze, E-Tran (Elk Grove), Yolobus, Unitrans, County Connection (Martinez), Santa Clara VTA, Fairfield and Suisun Transit, Benicia Breeze, and WestCAT. The CCJPA reimburses the transit agencies for each transfer collected as part of our operating expenses. There is also a joint ticketing arrangement with Placer Commuter Express and Roseville Transit. CCJPA also partners with Santa Cruz Metro and Monterey-Salinas Transit to share operating costs for the benefit of both agencies and their riders.

FY 2014-15 Operating Plan

The CCJPA’s operating plan for FY 2014-15 is based on the August 13, 2012 timetable schedule which reduced two weekday trains (that allocated capacity on the route was provided to the San Joaquin IPR service). Rationalized service planning in 2012 optimized the performance of the Capitol Corridor, established an efficient mixture of service along with train and crew turns and also addressed limited

financial (operating and capital) support from the State. This core 2012 service plan continues to be the basis for the current Operating Plan for FY 2014-15:

- Sacramento – Oakland: 30 weekday trains (22 weekend day trains)
- Oakland – San Jose: 14 daily trains
- Sacramento – Roseville – Auburn: two daily trains

FY 2015-16 and FY 2016-17 Operating Plan

FY 2015-16. Into the current fiscal year, the CCJPA is working with Amtrak and Caltrans to evaluate other potential modifications to the service delivery plan in order to most efficiently use current operating resources [train equipment and crews] while also maximizing cost efficiencies. This includes an assessment of equipment assignments and corresponding turns, train start-to-end travel times, ridership by train, and the deployment of train crews, while sustaining or growing ridership and revenues. The goal is to have a determination by Spring 2015 if any opportunities can be achieved and implemented at the start of FY 15-16 (October 2015). In the meantime, the operating plan for FY 2015-16 will be the same as the current FY 2014-15 Operating Plan:

- Sacramento – Oakland: 30 weekday trains (22 weekend day trains)
- Oakland – San Jose: 14 daily trains
- Sacramento – Roseville – Auburn: two daily trains

THE CCJPA’S USE OF 480-VOLT POWER CABINETS DURING EQUIPMENT LAYOVER, WHICH STARTED WITH THE REDEVELOPED SACRAMENTO VALLEY STATION, IS NOW THE NORM IN SAN JOSE AND WILL SOON BE THE NORM IN AUBURN. THIS HAS RESULTED IN ANNUAL REDUCTION OF 100,000 GALLONS OF DIESEL FUEL CONSUMED AND REDUCED EMISSIONS.

While the basis of these operating plans is built on the efficiencies realized from the core 2012 service plan there remain unexplored opportunities for CCJPA staff to increase ridership. Areas where the CCJPA does not directly control - the access limitations at various stations (e.g., lack of available car parking after certain hours, minimal connecting transit access, lack of secure bicycle parking facilities) - remain an aspect where CCJPA believe that ridership and service can be improved. CCJPA is using its ridership survey tools to examine these aspects. Having the relative stability of operating plans built on the core 2012 service plan means CCJPA staff can now focus more attention along with our various station partners on improving station access and thus drive more ridership.

4. SHORT- AND LONG-TERM CAPITAL IMPROVEMENT PROGRAM

The CCJPA has developed a Capital Improvement Program (CIP) used to continuously improve the Capitol Corridor’s reliability, travel times, on-time performance, safety/security, but also to expand service frequency. Since the inception of the Capitol Corridor service, nearly \$991 million from a mixture of funding sources has been invested or programmed to purchase rolling stock, build or renovate stations, upgrade track and signal systems for increased capacity, and construct train maintenance and layover/storage facilities. Most of these investments (approximately \$950 million) occurred between the inception of the Capitol Corridor service in 1991 until 2006. Since then CCJPA has only received \$46 million in capital funding to invest in the route, which has primarily consisted of continued support for Capitalized Maintenance (\$1 million per year) for another five years via the 2014 STIP-IIP. These projects include a program of upgrades to replace track and signal components that will continue to ensure high on-time performance for the Capitol Corridor trains. An additional combination of funding sources is being used to support the demand for at-station bicycle facilities plus a recent infusion of \$7 million to help fund the Oakland to San Jose Phase Two Project (programmed in FY 18-19).

On the engineering design and environmental documentation front that is required before moving into the construction phase, there are two ongoing efforts related to CCJPA service expansion. For the expansion of service between Roseville and Sacramento, \$3.53 million is being used to design and environmentally clear a third mainline track between Sacramento and Roseville (called the Sacramento to Roseville 3rd Track Project) which is intended to provide for an increase in Capitol Corridor service from the current two (2) daily trains to 20 daily trains. Supporting eventual service expansion between Oakland and San Jose from the current 14 to 22 daily trains (and setting the stage for service extension to Salinas) the CCJPA is in the process of using \$3.35 million to support engineering design and environmental

documentation for a series of track improvements between Oakland and San Jose (called the Oakland to San Jose Phase Two Project). For both these service expansion projects, the construction phase of the projects are on a scale such that even State transportation bonds (Proposition 1A - \$15.8 million and \$47.5 million, respectively) are insufficient to fully fund the planned improvements. For these more costly service frequency improvements, additional capital funding is required.

WHILE FEDERAL FUNDS FOR PASSENGER RAIL HAVE SLOWED TO A TRICKLE, THE ALLOCATION OF THE STATE'S CAP AND TRADE AUCTION REVENUES TO THE CALIFORNIA IPR SERVICES VIA A COMPETITIVE GRANT PROGRAM STARTING IN FY 15-16 OFFERS AN OPPORTUNITY FOR A MUCH NEEDED, SUSTAINABLE CAPITAL FUNDING PROGRAM THAT CAN HOPEFULLY GROW OVER THE NEXT 2-3 YEARS.

At the state level, the Cap and Trade auction revenues are aimed at being allocated toward various eligible transformative greenhouse gas (GHG) reducing projects. The California High Speed Train (HST) system is an intended large beneficiary of these revenues but there are also revenue streams that would be made available for objectives of supporting passenger rail and transit. As drafted in initial guidance documents, the revenue funding that could support passenger rail seems best oriented towards CCJPA's capital project objectives, especially the Sacramento to Roseville 3rd Track Project which has a high ridership generation potential – ideal for meeting the state's GHG reduction targets embedded in the legislation behind the Cap and Trade program.

Historically, the State has been the primary funding source for CCJPA's capital projects through the State Transportation Improvement Program (STIP), a biennial transportation funding program, and periodic general obligation bonds (Propositions 108, 116, 1A, and 1B). Special programs or

direct project allocations from the State, such as the Traffic Congestion Relief Program (TCRP), or regional funds, such as Bay Area Regional Measure 2 (RM-2), have periodically supplemented these sources. Of the tentative funds the CCJPA secured, the bulk of these funds [approximately \$65 million] are from the Connectivity Program within the Proposition 1A, the High Speed Rail Bond, which are to be used by the CCJPA for projects that will integrate and connect the Capitol Corridor service with the planned California High Speed Rail system. The CCJPA has requested the programming of these connectivity funds to support (but not fully fund) the Oakland to San Jose Phase Two Project and Sacramento to Roseville 3rd Track Project (see Table 4-2).

The CCJPA further intended to use these funds as matching funds to the Federal Railroad Administration (FRA) administered High Speed Intercity Passenger Rail (HSIPR) program, a program that would provide the basis for CCJPA to achieve the capital improvements necessary to expand service between Oakland and San Jose and also to Roseville. CCJPA and its partners were successful with three grant projects from the first year of the five-year program. At the federal level, HSIPR funding has not been included in the federal budget since FY 2011-12 and signs are not strong that it would emerge in another form beyond its sunset date of FY 2015-16.

Current federal surface transportation funding programs expired on September 30, 2013 for the national intercity passenger rail program ("PRIIA" including Amtrak and state IPR capital program). Congress has extended the highway and transit programs ("MAP-21") and there is growing bipartisan support to take actions to address the serious deficiencies in the investment in surface transportation infrastructure and services. The nation's surface transportation system, including the intercity passenger rail network, has been patiently waiting to advance numerous initiatives and projects that meet the current and future interregional travel market of 500 miles or less, create thousands of jobs, and ensure economic prosperity of the nation's mega regions.

At this point, the only evidence of federal investment in the intercity passenger rail system (beyond the annual appropriation to Amtrak) is the annual grant obligations from the highly competitive TIGER funding program, which doles out an average of \$10-\$20 million per project. Within the Capitol Corridor, the City of Sacramento was successful in obtaining some TIGER funding for the Phase 2 rehabilitation of the Sacramento Depot building.

The Capitol Corridor service described in this business plan and in all business plans since FY 2005-06 is directly a by-product of the state's prior capital investment. The ridership and revenue results year after year from these investments are well documented. CCJPA's August 2006 service expansion was made possible by state capital investments from the 1998 to 2002 capital funding era. This was the last period of

time when sufficient capital funding was consistently provided to build new service frequency increase (the increase in service between Oakland and San Jose from eight to fourteen daily trains). Since that project was last funded in 2004 and completed in 2006, there has been a dearth of capital funding to realize similar service expansions that have been part of the CCJPA Board’s objectives since 2002. With that history, the emergence of Cap and Trade as a potential state-generated capital funding source is the most significant capital funding opportunity in over ten years for the Capitol Corridor service.

SERVICE EXPANSION WILL ALLOW FOR ADDITIONAL CAPITOL CORRIDOR SERVICE TO EFFECTIVELY PENETRATE UNDERSERVED MARKETS WITH A FREQUENCY OF SERVICE THAT IS EXPECTED TO GROW RIDERSHIP AND REVENUE AT MINIMAL ADDITIONAL OPERATING COST.

Intercity passenger rail, unlike commuter rail, does not benefit from fluctuating but general stable funding streams made available from federal and state sources for transit. Commuter rail is generally funded under the “transit” category, which falls into the various established Federal Transit Administration (FTA) programs; the program supported with the Congressional resolutions to extend MAP 21. Intercity passenger rail, as a result of its classification and history has only really had the fleeting PRIIA

federal capital program support described above. If a federal capital program was developed that mirrored the commuter rail program, the opportunity to match federal funds in conjunction with California funding would produce a robust, sustained capital funding program for the state’s Intercity Passenger Rail program. It would reverse over a decade of insufficient capital funding support. Regardless of what transpires for capital funding sources, it has always been CCJPA’s philosophy to maintain a CIP which can serve as a blueprint for the near-term future. A list of CIP projects that have been completed or are currently underway is included in Appendix B.

The CIP is consistent with the Regional Transportation Plans (RTPs) adopted by MTC, SACOG, PCTPA, Caltrans’ 10-Year Statewide Rail Plan and the FRA’s National Rail Plan. Each RTP includes a list of anticipated projects and cost estimates for a 25-year planning horizon. When possible, the CCJPA will share costs and coordinate with other rail and transit services on station and track projects.

Current Capital Improvements (FY 2013-14 – FY 2014-15)

Improvements during FY 2014-15 and FY 2015-16 do not include any major service frequency improvements due to the nature of available funding (see Table 4-1 for all projects underway or programmed). CCJPA has been successful at using a relatively small stream of capital funding since 2009 to maintain a track and maintenance program, albeit one that can only be sustained as long as funding is available (the Capitol Corridor is currently in year one of a five year allocation of \$1 million per year for this purpose) or shifted to an annual operating source. Without question, this ongoing investment with the UPRR has ensured that the track is maintained in optimal condition and thus been responsible for the exceptional on-time performance since 2009. After an initial installation of free Wi-Fi on the train in late 2011, CCJPA working with Caltrans will utilize remaining capital funds to enhance the service and keep

THE CAPITOL CORRIDOR’S RIDERSHIP GROWTH BENEFITS THE ENVIRONMENT BY REDUCING AIR POLLUTION AND GREENHOUSE GAS EMISSIONS. IN FY 2013-14 THIS WAS ROUGHLY A NET REDUCTION OF OVER 2,700 TONS OF REDUCED CO₂; EQUIVALENT TO THE PLANTING OF MORE THAN 13,000 TREES.

pace with the technological evolution of delivering Wi-Fi on passenger trains. CCJPA is also combining some of its safety and security funding with funding managed by Caltrans to use the Wi-Fi system to be the communications basis to install an On-Board Passenger Information (OBIS) system which will provide the infrastructure for automated audio and video based on-train announcements (e.g. station arrival information) and service alert messages.

Other current capital programs include safety/security projects implemented with Proposition 1B funding provided by the California Office of Emergency Services (CalOES) with funding that will expire in FY 2015-16 (but be eligible for expenditure over the next three additional years). Proposition 1B awards support safety and security projects, and CalOES obligates \$1.9 million per year for the Capitol Corridor, which is used with specially identified Transit Safety and Security funds. Projects funded in this area include station security cameras, right-of-way security fences, and the fore-mentioned OBIS system. Mentioned already are the

two ongoing engineering design and environmental documentation processes for the Sacramento to Roseville Third Main Track and the Oakland to San Jose Phase 2 service expansion.

Short-Term Capital Improvements (FY 2015-16 – FY 2018-19)

The CCJPA's most valuable short term and low-level capital investment will be to continue the investment in capitalized track maintenance. This program plays a massive role ensuring that Capitol Corridor service is the top on-time performing intercity passenger rail service in the nation. Ongoing 2014 STIP funding will ensure that capitalized maintenance will receive \$1 million annually for five years. Remaining funds in the Wi-Fi project will be used to make incremental technological advances to improve the bandwidth and capacity of the free on-board wireless system. The ongoing engineering design and environmental documentation for the Sacramento to Roseville 3rd Track Project will likely be completed on schedule in November 2015, and if Cap and Trade funding is awarded and paired in a phased manner with some existing programmed funding from other state sources, construction might proceed within this timeframe. Oakland to San Jose Phase Two Project efforts at design and potential environmental documentation is underway but will be expected to continue towards completion. Proposition 1A, STIP, and local funds (recently voter approved Alameda County Sales Tax funds) are available, in this time-frame, to commence some sub-projects in the Oakland to San Jose Phase Two Project service expansion effort but ultimately, the feasibility and viability of the overall project are subject to ongoing negotiations with the host railroad owners.

Service Expansion:

Starting in 2004, there has been a significant decrease in the amount and type of capital funding available to complete a series of track infrastructure projects needed for service expansion. CCJPA's goals are to expand service into Placer County as well as between Oakland and San Jose and those efforts have been described previously. The CCJPA's strategy is to remain poised to utilize any funding at the state or federal levels should any bond sales, funding, or new programs be announced which could support these service expansions. Cap and Trade has already been mentioned as an exciting prospect. Clearly there are some funding sources and commitment toward some of these service expansion projects; however, lacking enough funding to put these various projects into a full funding or reduced benefit (less frequency) status. Funding a partial completion of the project yields no service expansion benefits unless some lower level of additional frequency can be negotiated with the host railroad operators. In general, all project elements need to be completed to realize enough track capacity to expand Capitol Corridor service and thus the CCJPA would not be in a position to expend any programmed funds until at such time there was sufficient funding to realize some element of service frequency increase. However, once these improvements are built and the expanded service frequency is in operation, it will not only be a direct boost to Capitol Corridor service, but the investment will also serve the larger state and federal goals of connecting a feeder and distributor, like the Capitol Corridor, to the planned California High Speed Rail network.

**Table 4-1
Programmed/Underway Projects (\$ million)
Capitol Corridor**

CCJPA Sponsored Projects	Programmed/Underway	Budget	Funding Sources ¹	Description/benefits
Sacramento to Roseville Third Main Track Construction (Phase 1A)	Programmed	\$18.80	Prop 1A HST, STIP	Partial funding to implement an initial phase for eventual service expansion
Oakland to San Jose Track Improvements (Phase 2A)	Programmed	\$57.85	Prop 1A HST, STIP	Partial funding to implement the first set of projects in the second phase of eventual service expansion.
Capitalized Maintenance Ph 4	Programmed	\$5.00	STIP	An ongoing track maintenance upgrade and enhancement program to retain high OTP
On-Board Passenger Information System (PIS) - Wireless Network component	Programmed (CCJPA Share)	\$4.00	Prop 1B	Funds the development and installation of an on-board video/audio information system based on geo-fencing and real time information
At-Station Bicycle eLockers and Folding Bicycle Rental	Programmed	\$0.56	STIP \$25K/FY13; \$556K/FY14	Program for adding bicycle storage at stations along the route
SUB-TOTAL		\$86.21		
Projects Sponsored by Others	Sponsor & Programmed/Underway	Budget	Funding Sources	Description/benefits
Sacramento to Roseville Third Main Track	PCTPA Programmed	\$3.00	RTIP/IIP	Initial construction funding for a third main track between Sacramento and Roseville
New Rolling Stock	Caltrans Underway	\$45.00	Prop 1B ICR, HSIPR (federal funding)	Funds the addition of 7 cars and 3 locomotives for use in CCJPA operations
SUB-TOTAL		\$48.00		
TOTAL		\$134.21		

Legend: TSS = CA Prop 1B Transit System Security; HST = CA Prop 1A High Speed Train; HSIPR = High Speed Intercity Passenger Rail; ICR=Prop 1B Intercity Rail

Additional New Cars and Locomotives:

Caltrans, owner of 95% of the rolling stock assigned to the Northern California intercity rail fleet, awarded a contract to a builder of new bi-level passenger rail cars in late 2012. The funding is comprised of the federal HSIPR program (\$168 million) and \$42 million in Prop 1B funds to acquire additional rolling stock. This added rolling stock will directly benefit CCJPA with the introduction of 10 new passenger cars, expected to arrive in late 2017.

In January 2014, the state of Illinois, as lead agency for the Midwest states, California, Oregon, and Washington, recently announced the award of a federally-funded locomotive procurement for the cleanest diesel-electric locomotives in the world, meeting EPA Tier IV emissions requirements. At least six (6) will be assigned to Northern California for use in the San Joaquin and Capitol Corridor services. These new cleaner-burning locomotives are expected to arrive in mid- to late 2016.

Positive Train Control:

Another crucial short-term capital project is implementation of Positive Train Control (PTC). Federal law requires that a PTC system be in place by 2015. Caltrans Division of Rail (as owner of the rail cars and locomotives) has already installed the on-board PTC equipment on the cab control cars and locomotives. The UPRR and Caltrain (as railroad owners) have begun to install wayside PTC equipment along their respective railroad tracks.

Medium-Term Capital Improvements (FY 2019-20 – FY 2023-24)

The long-term projects (shown in Table 4-2) achieve service expansion goals, maintain infrastructure to support prior capacity expansion projects, as well as improve safety and operations through the building of grade separations and additional infrastructure-based upgrades. Within this time horizon it is anticipated

that there would be a clear funding picture with Cap and Trade funds to support at least one if not both the two service expansion construction projects (Oakland to San Jose Phase 2 and Sacramento to Roseville 3rd Track projects). It is anticipated that some construction activities underway prior to FY 2019 on these two projects would then be completed within this medium term time-frame. These projects would also support connectivity with the overall Northern California Blended High Speed Rail program.

Table 4-2
Service Maintenance and Expansion Projects (\$ million)
Capitol Corridor

SERVICE MAINTENANCE & EXPANSION PROJECTS (complete within 2-10 Years)				
CCJPA Sponsored Projects	Budget	Potential Funding Sources	Description/benefits	Status
Donner Pass Improvements for Placer County Service Expansion	\$51.00	UPRR, state funding sources	Capacity upgrades permitting one additional round trip to Auburn; resulting revenue and ridership increase	Public/private partnership project awaiting financing plan
Oakland to San Jose Track Improvement Program Phase 2	\$313.60	State (Prop 1B, 1A), federal (HSIPR), and various federal, state, and local funds (matched already with \$47.5M in Prop 1A shown in table 4-1 and other potential matching funds based on project partnerships)	Program of track improvements (primarily adding second main tracks or connecting sidings) benefiting addition of service capacity between Oakland and San Jose.	Full project funding gap is extensive and will require a significant source of local, State, or federal funding to be realized. Also part of the Blended HST program.
Roseville-Sacramento 3rd Main Track	\$225.50	Various federal, state (STIP (IIP/RIP)) with \$3M in STIP-RIP and \$15.8M in Prop 1A (see table 4-1)	Program of track improvements in Placer County to allow increased service capacity	Full project funding gap is extensive and will require a significant source of local, State, or federal funding to be realized
SUB-TOTAL		\$590.10		
Projects Sponsored by Others	Budget	Potential Funding Sources	Description/benefits	Status
Salinas Service Extension	\$ 141.00	Various local, state and federal sources	Extension of Capitol Corridor service to Salinas with an initial 2 round trips	Not yet approved by the CCJPA Board but being planned and coordinated with CCJPA and TAMC
SUB-TOTAL		\$141.00		
ALL PROJECTS COST TOTAL		\$731.10		

CAPITOL CORRIDOR ENDED FY 2013-14 AT 95% FOR ON-TIME PERFORMANCE (OTP) THANKS TO THE COMMITMENT OF UNION PACIFIC RAILROAD AND CALTRAIN TO KEEPING THE TRACKS IN A STATE OF GOOD REPAIR AND A DISPATCHING PROTOCOL TO KEEP THE CAPITOL CORRIDOR TRAINS OPERATING RELIABLY.

Extension of Capitol Corridor Trains to Salinas:

There are also plans being discussed with the Transportation Authority for Monterey County (TAMC) to extend two trains to Salinas once service to San Jose reaches 22 weekday trains. TAMC and CCJPA are actively working on a capital, funding, and governance program that can be taken to the respective Boards for approval; however, the viability of such an extension of service would be directly influenced by the advancement, or not, of service capacity increasing projects between Oakland and San Jose.

Grade separations will continue to rank high on the list with both CCJPA and UPRR. Scarce funding opportunities for these important safety and operational improvements have meant that very few communities along the route can effectively marshal the resources to plan for eliminating grade crossings or

constructing separations, much less pay for them. CCJPA has identified high-priority grade separation projects, but as with many rail operators and communities, uncertainty in state spending has made it difficult to predict and secure funds to address them.

Vision Plan Update and Long-Term Capital Improvements (FY 2024 and beyond):

In 2013 the CCJPA Board established an CCJPA Board Ad Hoc Vision Plan Subcommittee (“subcommittee”) with the objective to describe a Capitol Corridor service which would look ahead an entire generation toward what would need to be done to meet the transportation needs of northern California in 2030 and beyond. Over the course of 2014, this subcommittee met several times to shape this longer-term vision for Capitol Corridor service and it resulted in adoption in November 2014 of the first of three Vision Plan documents, the Vision Plan Update.

The long-term vision for Capitol Corridor fundamentally involves developing Capitol Corridor service as one where frequency is not capped by existing host railroad agreements and one where higher-speed service (150 mph – electrified service) is permitted. Utilizing experts in engineering and planning, the subcommittee first established the core service objectives (e.g., much greater frequency, higher speed, adapting to sea level rise) and then worked with the resulting high-level engineering analysis to identify

route alignment and alignment options. Those investments involve dedicated passenger rail tracks between Sacramento and the Bay Area; inclusion of a replacement higher elevation railroad bridge across the Carquinez Strait; a new alignment from Martinez to Richmond that connects with a higher approach from a replaced railroad bridge; and routing that avoids the exposure to anticipated higher rising tides on the current route.

With this core alignment analysis completed, various service schedules were developed based on presumed travel times and transit connections (e.g. connections with BART) and some initial ridership estimates were developed to establish if the resulting ridership utility was a worthwhile pursuit to continue. In short, the CCJPA Board felt that even with very conservative ridership estimates a long-range Vision Plan update should continue to be refined as a key CCJPA planning document for the future. While approving the Vision Plan Update, which outlines the core short and medium term objectives of this business plan along with the long-term vision described above, the CCJPA Board directed CCJPA staff to further develop a Vision Implementation Plan and subsequent to that effort, if deemed viable at that point, develop a Vision Communications Plan and then, if that proved viable, any of the follow-up processes, such as obtaining funding for initial design, environmental documentation, right-of-way acquisition, and eventually, construction and operations.

The Vision Implementation Plan (VIP) step is to develop a plan to incorporate the capital improvements in the short/medium term with those of the longer term with a goal of identifying the optimal (minimal) capital expenditure of public funds to achieve the Vision Plan Update's objectives. Implied within that step is determining how to minimize any throwaway costs in a privately owned rail corridor so that in the future, through public ownership or public ownership rights, the long-term service objectives may be met. The level of investment to achieve these investments is multiple times more than has been spent on the entire Capitol Corridor service to-date. Given the record of funding for intercity passenger rail in California, which is far and above the best in the nation and the very sporadic nature of federal funding, the long-term vision the CCJPA Board has established is extensive, unprecedented, but also aimed directly at establishing the very types of passenger rail services that exist in Europe and parts of Asia today many of which feed to/from high speed passenger rail services and serve as a key mobility basis in those economies. Lessons from those international systems adopted to our social systems, growth patterns, future mobility needs, and geography will help the CCJPA develop the VIP effort in 2015 and with the complexity of the effort, it would be expected to be late 2016 before a fully developed plan would be adopted by the CCJPA Board. Future business plans will be developed on the basis of the CCJPA's Vision Plan efforts.

5. PERFORMANCE STANDARDS AND ACTION PLAN

The CCJPA's management program for the Capitol Corridor utilizes a customer-focused business model approach. It emphasizes delivering reliable, frequent, safe, and cost-effective train service designed to sustain growth in ridership and revenue. During the past 16 years, ridership has trended upward by providing a viable, transport alternative to the parallel congested I-80/I-680/I-880 highway corridors that is competitive in terms of travel time, reliability, and price.

In addition to the typical performance metrics, it is worth examining the environmental impact of the Capitol Corridor's success and growth. The Capitol Corridor's ridership growth benefits the environment by reducing air pollution and greenhouse gas emissions. In California, approximately 58% of greenhouse gas emissions come from the transportation sector. Based on profiles of the Capitol Corridor rider from on-board surveys and the slightly more than 1.4 million riders in FY 2013-14 (see Table 5-1), the Capitol Corridor generated over 96 million passenger miles, which corresponds to over 72 million vehicle miles traveled (VMTs) removed from Northern California highways. The net reduction of carbon dioxide provided by Capitol Corridor train service was over 2,700 tons for FY 2013-14, the equivalent of planting more than 13,000 trees. For health pollutant impacts such as ozone and particulate matter, the net effect for Californians is a reduction in those pollutants over automobile travel and as locomotives are replaced with the ordered Tier 4 cleaner burning locomotives, the net reduction of those pollutants begins to increase significantly.

The CCJPA develops performance standards for the Capitol Corridor service in coordination with the California State Transportation Agency (CalSTA). On June 30, 2014, in accordance with the Intercity Passenger Rail Act of 2012, the performance standards starting in FY 14-15 and onwards were updated by

CalSTA to measure usage (ridership and passenger-miles), cost efficiency (system operating ratio and total operating costs/passenger-mile), and reliability (end-point on-time performance, station on-time performance, and operator delays/10,000 miles). Table 5-1 summarizes the current standards and results for FY 2013-14 and the updated standards and results for FY 2014-15 through February 2015, as well as the standards for the next two fiscal years. In Table 5-1, the data for Stations OTP performance standard is currently not available for actual FY 14-15 reporting purposes, but will be provided at the end of the fiscal year. Appendix C shows the measures used to develop standards for two additional years through FY 2018-19.

Table 5-1 – System Performance Results and Standards

Performance Standard	FY 13-14			FY 14-15			FY 15-16	FY 16-17
	Actual	Standard	% Change	Actual	Standard	% Change	Standard	Standard
Usage								
Route Ridership	1,419,084	1,490,040	-4.8%	595,642 (through 2/15)	574,400 (through 2/15)	3.7%	1,4362,000	1,491,200
Passenger Miles	92,950,002	97,597,620	-4.8%	4,031,259	3,889,300	3.7%	98,255,000	101,202,650
Efficiency								
System Operating Ratio (train and feeder bus)	50%	53%	-3.0%	51% (through 2/15)	47%	5.5%	48%	49%
Total Operating Cost/Passenger-Mile				\$0.61	\$0.64	-4.7%	\$0.64	\$0.64
Service Quality								
End-Point On-Time Performance	95%	90%	+5.6%	94% (through 2/15))	90%	2.2%	90%	90%
Stations On-Time Performance				Under development	90%	N/A	90%	90%
Operator Delays/10K Miles				326 (through 2/15)	>325	+0.3%	>325	>325

FY 2013-14 Performance Standards and Results

The service plan for FY 2013-14 maintained the service that was initiated August 13, 2012 with a service plan of 30 weekday trains (22 weekend day). This service plan was initiated at the time to save approximately \$1 million in operating costs. Analysis over the fiscal year of ridership and revenue, and cost trends have demonstrated that solutions to improve ridership, revenue, and to reduce costs may be required to revive relatively flat ridership and revenue against gradually increasing costs. CCJPA is operating the maximum level of service attainable between San Jose and Sacramento/Auburn with the current rolling stock and trainsets available and assigned to the Capitol Corridor, as well as the maximum train frequency approved by the UPRR and Caltrain.

For FY 2013-14, revenues and ridership were slightly down for the Capitol Corridor even while retaining the number one spot for on-time performance (reliability) in the Amtrak system. The primary reasons for the high level of OTP is an effective capitalized maintenance program (resulting in a solid state of good repair) and UPRR’s commitment to disciplined dispatching to keep the Capitol Corridor and freight trains operating reliably.

For the busiest trains, a recovering regional economy plus high service reliability helped to sustain ridership and increase the attractiveness of the Capitol Corridor as a viable, safe, frequent, customer-focused public transport service linking the three metropolitan regions in Northern California. Declines in ridership were experienced in the weekend and mid-day weekday trains and the trains serving Placer County with noticeable drops at the Sacramento and Davis stations of 6% and 5%, respectively.

In FY 2013-14:

- Ridership was 1.42 million, an increase of 1.41% over the prior FY 2012-13.
- Revenue was at \$29.1 million, which was even with FY 2012-13.
- System operating ratio (a.k.a. farebox return) was 49%, slightly below the 50% ratio for FY 2012-13.
- OTP was an impressive 95%, keeping the Capitol Corridor as the most reliable IPR service in Amtrak’s national system.

FY 2014-15 Performance Standards and Results to Date

The CCJPA, in cooperation with Amtrak and Caltrans, developed the FY 2014-15 standards based on ridership, revenue, and operating expenses identified in the current FY 2014-15 CCJPA/Amtrak operating contract. These standards are presented in Table 5-1.

THE CCJPA STRIVES TO MAXIMIZE EFFICIENCIES FOR THE OPERATION OF THE CAPITOL CORRIDOR SERVICE AND NOW WILL TURN ITS ATTENTION TO WORKING WITH STATION OWNERS TO IMPLEMENT ACCESS IMPROVEMENTS UNIQUE TO EACH STATION TO INCREASE RIDERSHIP AND IMPROVE CUSTOMER SATISFACTION.

- Ridership. Year-to-date (through February 2015) ridership is 4.5% above last year and 3.7% above business plan projections due to an improving economy in Northern California (more specifically in Silicon Valley and San Francisco Bay Area employment bases), and strong weekend ridership (due to travel to sporting events [49ers, Raiders, Cal Bears, Oakland A's]).
- Revenue. Year-to-date (through February 2015) revenue is 5.8% above last year and 4.5% above business plan projections.
- System Operating Ratio. Year-to-date (through February 2015) system operating ratio (total revenues divided by fixed and variable operating costs, a.k.a. farebox return) is 51%, above the FY 2014-15 standard of 47%.
- On-Time Performance (OTP). Year-to-date (through February 2015) OTP is 94%, which is above the 90% standard and maintains the Capitol Corridor service as the most reliable train route in the Amtrak system.

FY 2015-16 and FY 2016-17 Performance Standards

Table 5-1 provides the preliminary performance standards for FY 2015-16 and FY 2016-17. Appendix C shows the measures used to develop the performance standards. The FY 2015-16 and FY 2016-17 and future operating costs have been developed to conform with PRIIA Section 209 pricing policy, which stipulates that all state-financed, Amtrak-operated intercity passenger rail (IPR) routes under 750 miles shall be priced by Amtrak in a fair and equitable manner.

FY 2015-16 Action Plan

For FY 2015-16, the assignment of rolling stock to the Capitol Corridor service with increased on-train bicycle storage (through the use of retrofitted 8300 and existing 8200 series cars) has proved instrumental in safely accommodating demand for bicycle access and this will be maintained. Also, the first of the at-station secure bicycle facilities will be installed with potential completion by the end of the next fiscal year. There is potential that late in FY 2015-16 some of the initial “test” modified cars with on-board information systems (OBIS) may appear later in the fiscal year (retrofit will continue into next fiscal year). In terms of performance and customer satisfaction the CCJPA will continue to strive for even higher levels of service performance through added or improved amenities related to real-time information and customer engagement through added social media and other technology methods.

The CCJPA is a member of the Super Bowl 50 Planning Committee and is actively engaged to ensure that the Capitol Corridor service is an integral transport partner to serve Super Bowl 50 (February 7, 2016) being held at Levi’s Stadium, a short walk from the Great America/Santa Clara Station.

The following actions attempt to meet or exceed the established performance standards and provide exceptional service to the public traveling on the congested I-80/I-680/I-880 transportation corridor.

1Q FY 2015-16

- Continue to participate in task force to develop a service plan for Super Bowl 50 game including but not limited to developing revised schedule for game day, ticketing and fare plans, communications and outreach programs, and train and station staffing, equipment servicing and safety/security personnel requirements.
- Update CIP and funding sources based on programming capacity in the State FY 2015-16 budget
- Complete the circulation of the draft environmental documentation process for the Roseville Third Main Track initial design and environmental documentation process
- Continue to facilitate the Northern California HST Blended Rail service program in future capital and service planning efforts
- Implement a task order for test/trial installation with Amtrak’s selected vendor for train on-board information systems (OBIS)
- Develop Amtrak operating contract for FY 2016-17 that implements PRIIA Section 209 pricing policy

- Install and implement the initial secure bicycle storage and start to establish the folding bicycle lease program at select Capitol Corridor stations
- Implement a program of quarterly performance surveys designed to give a more accurate picture of service performance than existing methods
- Further develop the reporting used by CCJPA based on Amtrak data (including eTicketing data, delay reporting, and food service databases) to improve service delivery
- Seek marketing and promotional partnerships (such as the Oakland A's) to leverage added value and/or revenues
- Monitor and expand the programs with transit agencies to improve connectivity between the trains and local transit services
- Continue the environmental documentation and design efforts for the Oakland to San Jose Phase 2 project

2Q FY 2015-16

- Continue to participate in task force to develop a service plan for Super Bowl 50 game including but not limited to developing revised schedule for game day, ticketing and fare plans, communications and outreach programs, and train and station staffing, equipment servicing and safety/security personnel requirements.
- Evaluate measures to improve train and motorcoach bus performance, including modifications to the service
- Seek Prop 1B Transit Safety/Security funds to support the FY 2015-16 security improvements, including, but not limited to cameras on trains and trackside safety fences; OBIS for the fleet
- Continue the install of secure bicycle storage and further develop the folding bicycle lease program at select Capitol Corridor stations
- Conduct ongoing quarterly onboard surveys to assess rider profile and solicit feedback on Amtrak's performance
- Ask the CCJPA Board to approve the California Environmental Quality Act (CEQA) Environmental Impact Report and the FRA to issue Finding of No Significant Impact under the National Environmental Protection Act (NEPA) Environmental Assessment for the Sacramento to Roseville Third Main track
- Continue, with Caltrans Division of Rail staff, the various ongoing task orders for installation of OBIS for the Northern California Fleet
- Further develop the reporting used by CCJPA based on Amtrak data (including eTicketing data, delay reporting, and food service databases) to improve service delivery
- Continue the environmental documentation and design efforts for the Oakland to San Jose Phase 2 project

3Q FY 2015-16

- Implement various plans and programs to support Capitol Corridor service to/from the Super Bowl 50 game (February 7, 2016).
- Continue implementation of the first phase of at-station bicycle improvements with the respective vendors; issue RFP for folding bicycle program for select stations
- Host Annual Public Workshops to present service plans and receive input
- Develop Annual Performance Report and other information to present an overview of current performance and future plans
- Develop revised Business Plan Update for FY 2016-17 and 2017-18
- Initiate installation of OBIS on the Northern California Fleet presuming testing is successful
- Continue the environmental documentation and design efforts for the Oakland to San Jose Phase 2 project

4Q FY 2015-16

- Complete implementation of the first phase of at-station bicycle improvements with the respective vendors; select vendor for folding bicycle program
- Monitor installation of OBIS on the Northern California Fleet
- Conduct onboard surveys to assess rider profile and solicit feedback on Amtrak's performance
- Develop FY 2016-17 marketing program, including market research

- Continue the environmental documentation and design efforts for the Oakland to San Jose Phase 2 project

FY 2016-17 Action Plan

This action plan for FY 2016-17 is preliminary and will be revised during the second half of FY 2015-16. The CCJPA intends to focus on:

- Working with the UPRR and Amtrak to continue ridership and revenue growth by improving reliability, adjusting the service plan, and/or implementing projects that add capacity and reduce travel times
- Monitoring development and manufacturing of additional rolling stock, safety and security upgrades and track and signal projects to meet service expansion plans
- Developing marketing programs that retain riders through expanded amenities, loyalty campaigns and offers; and increase ridership through market research
- Updating performance standards as necessary
- Working with Amtrak to secure additional cost efficiencies to be reinvested in service enhancements
- Work with select local jurisdictions to implement the folding bicycle system
- Complete the environmental documentation process for the Oakland to San Jose Phase 2 Improvements

6. ESTABLISHMENT OF FARES

The CCJPA develops fares in conjunction with Amtrak to ensure the Capitol Corridor service is attractive and competitive with the automobile and other transit options. Ticket types include standard one-way and

CCJPA WILL WORK WITH AMTRAK TO IMPROVE THE AMTRAK SMARTPHONES APP TO INCLUDE THE POTENTIAL TO PURCHASE ALL TICKET TYPES VIA THE APP.

roundtrip fares, as well as monthly passes and 10-ride tickets valid for 45 days. These discounted multi-ride fares are competitive with other transportation options and have become increasingly popular due to the high number of repeat riders who use the Capitol Corridor trains as their primary means of travel along the corridor. The monthly and multi-ride tickets can be used year-round for all regularly scheduled train service. Reservations are not required for any of the trains. eTicketing was introduced in FY 2011-12 for one-way/round trip ticket purchases and in January 2014 all multi-ride tickets were moved to an eTicketing platform. There was program of small group ticketing initiated on a pilot basis in FY 2014-15 and based on its success, a more permanent program will be implemented in late FY 2014-15 or early FY 2015-16.

The current fare structure is based on a one-way tariff, with the roundtrip tariff equal to double the one-way tariff. Discount fares are available to seniors, students, military personnel and children under age 15. Amtrak also provides reduced fares for certain national partners, such as AAA members. Fare

modifications are used selectively to maximize revenue and ridership, while still working toward the State’s farebox ratio goal of at least 50%.

THE FREE ‘WI-FI’ SERVICE HAS SUPPORTED A 2.7% INCREASE IN TRIPS BASED ON UC DAVIS RESEARCHERS. THE INTERNET CONNECTION IS ALSO THE COMMUNICATIONS BACKBONE FOR PENDING OPERATIONAL APPLICATIONS SUCH AS THE ON-BOARD INFORMATION SYSTEM.

FY 2015-16 Fares

During the past 15 years, the CCJPA has incrementally increased fares based on service improvements such as added trains, reduced travel times and served new stations. In FY 2007-08, the CCJPA implemented a simplified fare structure that discontinued seasonal and holiday pricing and recalibrated city-pair multi-ride ticket prices to provide equitable fare tariffs among ticket types. This revised fare structure provides consistency to passengers by eliminating ticket price fluctuation and also enables the CCJPA to better manage revenue, leading to revenue growth that exceeds ridership growth.

With the service optimization implemented in mid-August 2012, the CCJPA was able to achieve reduced operating expenses and stabilize costs so that the CCJPA has not raised fares since June 2013 and with fuel prices at historic lows the CCJPA currently does not foresee the need to institute a fare increase during FY 2015-16. If, however, there are unforeseen cost increases, such as spikes in fuel prices, the CCJPA will be required to revisit holding off fare increases for FY 2015-16. If this is required, the CCJPA will work with Amtrak to consider factors such as ridership results, revenue levels, variable operating expenses (such as fuel), and overall economic conditions along communities in the corridor.

As part of its Marketing Program (Section 8), the CCJPA will develop initiatives designed to increase customer satisfaction and ridership.

Opportunities include:

- Developing a permanent discount ticket for smaller groups
- Enhancing customer loyalty and referral programs to attract new riders
- Promoting the use of the folding bicycle lease program and electronically accessed secure bicycle facilities with Capitol Corridor as they are installed at stations
- Highlighting on-board amenities such as ‘Wi-Fi’ and the Café Car to emphasize convenience
- Increasing utilization of Amtrak’s various eTicketing initiatives will enable real-time validation and improve customer convenience. Having real-time information on ridership and revenue data will also lead to better operating cost efficiencies

Together, these fare and ticketing programs for FY 2015-16 will enhance customer convenience and increase revenue yield as part of the expanding eTicketing program.

FY 2016-17 Fares

The projected fare structure for FY 2016-17 will be dependent upon the efforts of CCJPA to minimize cost increases against ridership and revenue for FY 2015-16. If operating expenses are stabilized or reduced, very modest or no fare increases could be expected for FY 2016-17. The CCJPA will work with Amtrak to determine if the fare structure will need to be adjusted and make any necessary modifications with Amtrak. Opportunities include:

- Continuing and expanding of transit connectivity programs such as the Transit Transfer Program, joint ticketing, and transfer of motorcoach bus routes to parallel local transit services

7. SERVICE AMENITIES, FOOD SERVICES, AND EQUIPMENT

The CCJPA is responsible for the administration and maintenance supervision of the State-owned fleet of rail cars and locomotives assigned to Northern California. The CCJPA works to ensure equity in the operation and maintenance of equipment assigned to the Capitol Corridor and San Joaquin Corridor services. In accordance with the ITA, the CCJPA is entrusted with ensuring the rail fleet is operated and maintained to the highest standards of reliability, cleanliness, and safety. In addition, it makes certain that the unique features and amenities of the State-owned train equipment are well utilized and maintained to standards established by Amtrak, the State, and the CCJPA.

Service Amenities

Accessibility: The Capitol Corridor and San Joaquin Corridor trains provide complete accessibility to passengers. Accessibility features include onboard wheelchair lifts, two designated spaces per train car for passengers in wheelchairs, and one wheelchair-accessible lavatory on the lower level of each train car. Mobility-impaired persons not in wheelchairs can utilize grip bars at each door, work with conductors to utilize on-train step stools, or even utilize the wheelchair lifts if boarding the train from the platform is needed. The OBIS system will include support for inductive hearing devices and compliant video and audio messaging.

RECENTLY COMPLETED CAB CAR MODIFICATIONS TO CARRY MORE BICYCLES ALONG WITH UTILIZATION OF OTHER DEDICATED BICYCLE CARS HAS BEEN INSTRUMENTAL TO MEET THE GROWING USE OF A BICYCLE WITH CAPITOL CORRIDOR TRAIN TRAVEL.

Information Displays: Each California Car is equipped with passenger information displays that provide the train number and destination. OBIS will be implemented to replace these aging systems. The development process for OBIS will commence with the vendor and Amtrak in late FY 2014-15 and proceed through to implementation over a period of years but these displays will gradually be upgraded through the implementation of the OBIS system that will involve modern video and audio messaging and announcements.

Lavatories. Lavatories in California Cars feature electric hand dryers, soap dispensers, and infant diaper-changing tables.

Telecommunications/‘Wi-Fi’: All cars in the fleet have ‘Wi-Fi’ service which runs off of the “brain” car, or Café/diner car. This service is free to the customer and permits basic email and web-browsing. Amtrak’s Wi-Fi Connect prohibits streaming services which would use up excessive amounts of

bandwidth for a limited number of users. Free ‘Wi-Fi’ service launched November 28, 2011, was upgraded in March 2013, and will receive an additional upgrade in by June 2015. Power plug access at each seat has been available for years and can power and charge passengers’ various electronic devices. The ‘Wi-Fi’ system is also a basis for operational applications, such as OBIS, which will be added over time as described above.

Bicycle Access: All Northern California Coach Cars have bicycle storage units that hold three bicycles on the lower level of the car. In addition, the 14 first generation California Cab Cars (8300-series) were retrofitted in FY 2013-14 to hold 13 bicycles as opposed to 7 bicycles. The five Surfliner Cab Cars (6000-series) have storage space for up to 13 bicycles in the lower level baggage area.

Bicycle storage demand on the Capitol Corridor trains has outstripped the capacity to safely meet demand. In FY 2012-13, the CCJPA adopted the Bicycle Access Plan which presents key actions to improve and increase on-train and secure station bicycle capacity

Food and Beverage Services: CCJPA is reaping the benefits of food service improvements implemented in prior fiscal years in customer satisfaction and increased sales of menu items. Modern point-of sale registers have been installed and are working well. As a future phase of OBIS, CCJPA and Amtrak will evaluate the viability of providing food service promotions and advertisements via on-board flat screen monitors.

The continuing efforts by the CCJPA and Caltrans ensure the food and beverage service on the Capitol Corridor and San Joaquin Corridor trains exceeds customer expectations while contributing effectively to the services’ revenues.

Equipment Acquisition, Maintenance, and Renovation

The CCJPA continues to work closely with Caltrans and Amtrak to refine the maintenance and operations programs to improve the reliability, safety, and cost-effectiveness of the rail fleet. The Northern California Fleet supports both the Capitol Corridor and San Joaquin services. The fleet is a mix of California-owned equipment and leased Amtrak equipment as demonstrated in Table 7-1. New fleet acquisitions under development will dramatically increase service capacity. During FY 2012-13, Caltrans secured funding earmarked for 40 new coaches and six cleaner-burning locomotives for the Northern California fleet.

**Table 7-1
Northern California Equipment Fleet
Capitol Corridor and San Joaquin**

California owned rail equipment	NOTES
• 15 P59 locomotives	assigned to San Joaquin and Capitol Corridor service
• 2 DASH-8 locomotives	assigned to San Joaquin and Capitol Corridor service
• 84 bilevel California Coach and Café Cars	assigned to San Joaquin and Capitol Corridor service
• 14 single level Comet Cars	assigned to San Joaquin service
Amtrak Supplemental Equipment	NOTES
• 3 P42 locomotives	assigned to San Joaquin and Capitol Corridor service
• 3 bilevel Superliner coach cars	assigned to San Joaquin service
• 3 single level Café Cars	assigned to San Joaquin service
• 3 NCPU single level baggage cars	assigned to San Joaquin service

Rehabilitation and Modification Programs. Using previously allocated State funds, the CCJPA, Caltrans, and Amtrak have created a multi-year program of periodic overhauls to the existing train fleet that will improve the fleet performance and maintain the valued assets of the State’s rolling stock investment.

Current/Upcoming Work (FY 2015-16 and Beyond)

- The original fleet of locomotives owned by the state is going through an extensive multi-year state-funded renovation program. The main propulsion engines are being rebuilt, exceeding current EPA

TIER II emissions standards, thus maintaining our status as one of the cleanest fleets in the nation. Also, the head-end power (HEP) units in the locomotives that provide power for lighting, electrical outlets, etc., are being updated to EPA Tier 4 standards.

- Started in 2014, the HVAC units, ducting and control systems are being renewed, providing better air quality and climate control using new environmentally friendly technology and refrigerants. At that same time, all cars will also get new vestibule flooring on the lower car levels.
- As part of our safety and security program, all cabcars and locomotives are now equipped with a “forward facing” digital security camera system. This provides the CCJPA with a valuable tool to protect equipment from vandalism and assist with post-incident investigation.
- The State has completed a \$20 million purchase and rehabilitation of 14 Comet 1B Coaches, three Horizon Diners and three non-powered control-unit (NPCU) cab cars for capacity protection primarily on the San Joaquin Route. The Capitol Corridor benefits by way of greater availability of the surplus California bi-level cars for our anticipated ridership needs, as a stop-gap measure until the new rolling stock is delivered in FY 2017-18.

8. MARKETING STRATEGIES

CCJPA’S MARKETING BUDGET HAS BEEN STAGNANT SINCE THE TRANSFER OF THE CAPITOL CORRIDOR SERVICE OVER FIFTEEN YEARS AGO AND THE PROGRAM HAS BEEN ADAPTED TO TRY TO LEVERAGE IN-KIND PARTNERSHIPS AND LOW COST SOCIAL MEDIA OPPORTUNITIES.

The CCJPA employs a strategy of combining targeted advertising campaigns, multi-channeled cross-promotions and media outreach efforts to build awareness of the Capitol Corridor service. A primary objective is promoting the service in key markets and attracting riders to trains with available capacity. Staff will also focus on trying to attract first time riders through advertising, increasing brand visibility in the digital media space, and retaining existing riders. Marketing dollars and impact are maximized through joint promotions and advertising with key partners along our service route, as well as some reciprocal marketing programs with the State, Amtrak, CCJPA member agencies, and other selected partners.

Advertising Campaigns and Brand Awareness. Advertising campaigns inform leisure and business travel audiences about the advantages of train travel, including service attributes, promotions/pricing, and destinations. Recent advertising efforts include social media advertising, radio spots, local television, and online paid search. This mix is continually adjusted to ensure consistent visibility in the target

markets. For FY 2015-16, CCJPA will seek to refine the Capitol Corridor’s “Next Stop” advertising campaign which highlights train amenities and destinations, or possibly develop a new campaign message. All advertising efforts will emphasize the Capitol Corridor image and brand, in accordance with the CCJPA Board’s edict to create a distinct, regional brand for Capitol Corridor and strengthen brand awareness throughout the service area.

The CCJPA will also continue successful programs that target specific markets designed to build ridership during off-peak hours such as midday, mid-week and weekend travel. Destination-focused promotions highlight riding the train to events such as Oakland A’s games and Levi’s Stadium events, which create awareness of the train as a way to reach other leisure destinations throughout Northern California. Additionally, the CCJPA continues to refine customer retention efforts through Rider Appreciation programs and enhancing passenger-focused communication channels.

Online Presence and Customer Engagement. The CCJPA places great importance on passenger communications and delivering service information to them through multiple channels. Efforts include:

- Leveraging Capitol Corridor’s online presence across the Internet, boosting participation in online social networking sites, such as Facebook and Twitter, exploring new social networking sites, and listings in informational portals/travel directories.
- Coordination with Amtrak to enhance customer experience at the Contact Center level, including expedited routing of calls to the appropriate service desk, improvements to self-service channels such as purchase of multi-ride tickets via smartphone app.
- Coordinating communications between the Customer Contact center, Marketing and Operations staff to ensure customers receive clear and up-to-date information about the Capitol Corridor service and promotions.
- Integration of our passenger service advisory system, including SMS text and e-mail service alerts, with the Capitol Corridor website and social media channels.

Partnership Brand Marketing. The Capitol Corridor’s Strategic Marketing Partnership Program has established a catalog of marketing assets and associated metrics to enhance the CCJPA’s trade promotion negotiations. These assets enable selected partners to market their products through Capitol Corridor marketing channels such as interior, exterior, and station signage, and electronic media. The program now has a solid foundation for increasing value and revenues to the advertising program through leveraging partnerships with well-known organizations that share similar target audiences to increase the visibility of the Capitol Corridor brand. This work is increasingly important as advertising channels multiply despite persistent annual flat marketing budgets.

Joint Marketing and Outreach. The CCJPA achieves cost efficiencies by working with local community partners such as CCJPA member agencies and local destinations to develop creative promotions that promote both destination and rail travel. CCJPA also partners with Amtrak and Caltrans on select promotions and events to better leverage shared marketing dollars.

Customer Relations. The CCJPA views communication with passengers as the cornerstone of our customer-focused service delivery. We encourage passengers to provide input on our service performance through comment cards on the trains, phone calls, letters, and email. We use this feedback to identify and prioritize service modifications, capital improvements, and desired amenities in the service. Use of an online customer comment tracking portal has allowed the CCJPA to do a better job of communicating with the public, as well as coordinating internally to ensure that passengers receive an appropriate and timely response to their request or issue.

Public Relations. In FY 2015-16, the CCJPA’s public information efforts will use traditional and social media to continue to build awareness about its Bicycle Access Plan, promotions, rail safety and CCJPA’s customer service upgrades. We intend to enhance our current communications strategies to consistently alert passengers of service issues.

Outreach and Advocacy. The CCJPA will develop a broader plan for advocacy of the Capitol Corridor and related services, and build upon outreach efforts with communities along the route. Efforts include:

- Advocacy and public relations efforts that aim to increase the Capitol Corridor’s visibility and recognition as a unique interagency partnership
- Helping communities along the Capitol Corridor route build awareness of the service in their respective cities through local marketing campaigns including transit connections via the Transit Transfer Program
- Leveraging CCJPA riders who use and benefit from the service as advocates in their communities
- Joint media promotions with well-known organizations to maximize media dollars and expand market reach
- Reciprocal marketing with the tourism industry (i.e., hotels, airports, and convention/visitor bureaus)
- An Annual Performance Report that informs the public and elected officials of the service’s successes, benefits, and challenges to local communities
- Working with Operation Lifesaver – a voluntary effort by railroads, safety experts, law enforcement, public agencies, and the general public – the CCJPA coordinates with Caltrans Rail to support regional rail safety campaigns through education, engineering and enforcement

FY 2015-2016 Marketing Program

The CCJPA’s FY 2015-2016 Marketing Program will focus on continuing to drive ridership to trains with available capacity by emphasizing the convenience of modern train travel and targeting service periods with the highest growth potential.

The CCJPA will continue its own independent campaigns and develop Capitol Corridor as a distinct regional service brand. CCJPA will also coordinate with local partners, Amtrak, and Caltrans on the most beneficial promotions, outreach, and shared marketing collateral. Marketing initiatives will also aim to enhance customer communications and engagement with passengers. Key elements will include:

- Joint media promotions with well-known organizations and continued coordination with Amtrak on selected promotions intended to maximize media dollars and expand market reach.
- Expansion of social media marketing through networks such as Facebook and Twitter.
- Continue to enhance features of mobile-friendly website to improve communication to customers.

- Targeted marketing to school groups, senior citizens, special interest groups, and select demographic and niche markets.

FY 2016-2017 Marketing Program

The CCJPA will place continued emphasis on the Capitol Corridor brand to increase regional brand awareness and maximize use of the marketing budget. Longer-term plans include additional customer outreach and reinvigorated retention efforts via a loyalty program for Capitol Corridor customers and development of mobile applications to enhance customer communications. Marketing and communication efforts will emphasize CCJPA's commitment to high quality, customer-focused passenger rail service and continue to personalize the service.

9. ANNUAL FUNDING REQUIREMENT: COSTS AND RIDERSHIP PROJECTIONS

The primary purpose of this Business Plan Update, as identified in the ITA, is to request the annual funds required by the CCJPA to operate, administer, and market the Capitol Corridor service for agreed-upon service levels. Previous sections in this document describe the proposed operating plan, planned service improvements, and capital improvements for FY 2015-16 and FY 2016-17.

FY 2015-16 and FY 2016-17 Operating Costs

Based on the Operating Plan and Strategies (Section 3), Amtrak prepared a forecast for the FY 2015-16 Amtrak operating expenses and the CCJPA developed a draft estimate for the FY 2016-17 operating expenses. The FY 2015-16 operating costs conform with Section 209 of the Passenger Rail Improvement and Investment Act of 2008 (PRIIA), which was implemented in FY 2013-14 as part national launch of a pricing policy for all Amtrak-operated IPR services under 750 miles.

Projected operating costs are shown in Table 9-1 and include the basic train service and associated feeder bus services provided by Amtrak plus the CCJPA's costs for the Information and Customer Support Services provided at the BART/CCJPA Contact Center and the CCJPA's share of relating to the local transit service partnerships. It is projected that the cost for the FY 2015-16 operating contract is expected to decrease \$320,000 (or -1.0%) due to increased revenues (from ridership growth) that offset increased operating expenses and a projected reduction in rolling stock insurance. The CCJPA's budget request for the FY 2016-17 operations plan is expected increase by \$198,000 [+0.6%] compared to the current FY 2014-15 operating budget due to a projected net increase in operating expenses that are greater than estimated growth in revenues.

FY 2016-17 and FY 2017-18 Marketing Expenses

The CCJPA's marketing budget for FY 2016-17 and FY 2017-18 will fund the respective year's Marketing Programs presented in Section 8. The CCJPA will develop the various campaigns and programs. The budget estimates illustrated in Table 9-1 represent only direct expenditures of the CCJPA and do not include any costs for marketing programs provided solely by Amtrak or the State.

FY 2016-17 and FY 2017-18 Administrative Expenses

Table 9-1 identifies the estimate for the FY 2016-17 and FY 2017-18 budgets that support the administrative activities of the CCJPA for the Capitol Corridor service. The FY 15-16 expenses to support the CCJPA's administrative and management activities will remain the same as the current FY 14-15 Administrative Budget [\$2,134,000]. For FY 2016-17, the CCJPA is requesting \$175,000 in additional funds to support administrative duties and functions that have been assumed by the CCJPA in order to (1) ensure Amtrak's pricing and corresponding invoices for the CCJPA operating contracts conform with the PRIIA Section 209 Policy and (2) provide staff resources to meet the guidelines and objectives of the state's Cap and Trade capital funding program, including but not limited preparing applications, grant compliance, and overall program management.

**Table 9-1
CCJPA FY 2015-16 - FY 2016-17 Funding Requirement
Capitol Corridor Service**

Service Level	Current	Proposed	
	FY 2014-15 Budget	FY 2015-16 Budget	FY 2016-17 Budget
Sacramento-Oakland			
Weekday	30	30	30
Weekend	22	22	22
Oakland-San Jose			
Weekday	14	14	14
Weekend	14	14	14
Sacramento-Roseville	2	2	2
Roseville-Auburn	2	2	2
Ridership (a)	1,408,700	1,462,000	1,491,200
Total Train Operating Expenses (a)	\$ 55,757,000	\$ 57,497,000	\$ 58,806,000
Total Bus Expenses (a)	\$ 4,437,000	\$ 4,810,000	\$ 4,906,000
Information/Customer Support Services (b)	\$ 817,000	\$ 817,000	\$ 817,000
TOTAL Expenses	\$ 61,011,000	\$ 63,124,000	\$ 64,529,000
Train Revenue	\$ 26,778,000	\$ 28,582,000	\$ 29,439,000
Bus Revenue	\$ 1,709,000	\$ 1,824,000	\$ 1,879,000
TOTAL Revenue (a)	\$ 28,487,000	\$ 30,406,000	\$ 31,318,000
CCJPA Funding Requirement			
Operating Costs	\$ 32,524,000	\$ 32,718,000	\$ 33,211,000
<i>Net Amtrak Operating Costs [Expenses less Revenues]</i>	\$ 31,707,000	\$ 31,901,000	\$ 32,394,000
<i>CCJPA Expenses - Info/Customer Services</i>	\$ 817,000	\$ 817,000	\$ 817,000
Other Operating Expenses (c)	\$ 889,000	\$ 375,000	\$ 400,000
Subtotal-CCJPA Operating Budget	\$ 33,413,000	\$ 33,093,000	\$ 33,611,000
Amtrak Equipment Capital Charges (d)	\$ -	\$ -	\$ -
TOTAL Operating Budget	\$ 33,413,000	\$ 33,093,000	\$ 33,611,000
Marketing Budget (e)	\$ 1,174,000	\$ 1,174,000	\$ 1,174,000
Administrative Budget (f)	\$ 2,134,000	\$ 2,134,000	\$ 2,309,000
TOTAL CCJPA Funding Request	\$ 36,721,000	\$ 36,401,000	\$ 37,094,000
Difference from FY14-15 Budget		\$ (320,000)	\$ 373,000
Percent Change from FY14-15 Budget		-0.9%	1.0%
SUPPLEMENTAL ALLOCATIONS			
Minor Capital Projects (g)	\$ 500,000	\$ 500,000	\$ 500,000

(a) Ridership, revenue, and operating costs forecasts provided by Amtrak.

(b) Operating expenses for call center/phone information and customer services provided by CCJPA/BART.

(c) Includes insurance coverage for state-owned equipment that is operated for service purchased by Amtrak and other service related improvements.

(d) Pursuant to PRIIA Section 209 Policy, capital charges will be assigned to state IPR routes that use Amtrak-owned equipment. Currently, there are three (3) Amtrak locomotives assigned to the Capitol Corridor and San Joaquin fleet. By mid-FY 16, six (6) new locomotives purchased by the state are expected to arrive and will replace the Amtrak-owned locomotives. As such, there will be no equipment capital charges for FY 16 and FY 17.

(e) Due to State budget constraints, the FY 2014-15 and FY 2015-16 marketing expenses will be capped at the same levels as the ten prior fiscal years (\$1,174,000). Does not include contributions by Amtrak or additional resources provided by the State (i.e., market research program).

(f) Expenses for administrative support of the CCJPA Board and for management of the Capitol Corridor service.

(g) Expenses to be allocated for small or minor capital projects.

FY 2015-16 and FY 2016-17 Total Budget

Compared to the current period (FY 2014-15), the FY 2015-16 and FY 2016-17 total budgets for operating, marketing, and administrative costs of the CCJPA are expected to decrease by 0.9% in FY 2015-16 and increase by 1.0% in FY 2016-17. The operating budgets for FY 2016-17 should be considered draft and a placeholder because as referenced in Section 3 (“Operating Plan and Strategies”). CCJPA is continuing to investigate potential cost savings with any key service plan adjustments.

The Capitol Corridor service will remain a part of the state’s IPR system and pursuant to the ITA the service will continue to receive annual funding appropriations from the state. To that end, the CCJPA will provide the level of service consistent with funding appropriated by the Legislature and allocated by the State. Any cost savings realized by the CCJPA or revenues in excess of business plan projections during the term of the ITA will be used by the CCJPA for service improvements.

10. SEPARATION OF FUNDING

As identified in the Joint Exercise of Powers Agreement (JEPA) for the CCJPA, the Controller-Treasurer of the Managing Agency of the CCJPA will perform the functions of Treasurer, Auditor, and Controller of the CCJPA. BART’s prior agreement with the CCJPA to serve as the CCJPA’s Managing Agency was first renewed in February 2005 for a five-year term through February 2010, and subsequently renewed for another five years for the period of February 2010 through February 2015. These five-year terms are consistent with the enactment of AB 1717 in September 2003 that allows the CCJPA Board five years, instead of three, to monitor BART’s performance as the Managing Agency. Most recently, the CCJPA Board at its November 2014 meeting has approved a five-year term with BART for the period of February 2015 – February 2020 subject to BART Board approval in February 2015.

As identified in the ITA, the State performs audits and reviews of CCJPA’s Capitol Corridor service-related financial statements. In addition, the CCJPA requires that the Controller-Treasurer shall provide for an annual independent audit of the accounts of the CCJPA within six months of the close of the State fiscal year. BART has established the appropriate accounting and financial procedures to ensure that the funds secured by the CCJPA during FY 2013-14 and FY 2014-15 to support the Capitol Corridor service are solely expended to operate, administer, and market the service.

11. CONSIDERATION OF OTHER SERVICE EXPANSIONS AND ENHANCEMENTS

This section presents service expansion and enhancement opportunities beyond the CCJPA’s FY 2016-17 and FY 2017-18 service plans and funding requirements. Planning for potential new services will require securing capital improvements, additional operating funds, and institutional agreements. These efforts related to the Vision Plan Update and the additional analysis that will be ongoing were previously described.

State Rail Plan and Northern California HST Blended Service

The State Rail Plan was developed at this time to become compliant with the FRA, which has actively engaged the states to grow the federal involvement and funding in passenger (intercity and high-speed) rail since the establishment of the PRIIA legislation in 2008. The FRA awarded Caltrans Rail Division funding to develop and release a coordinated State Rail Plan that will be done to conform to meeting Federal planning requirements. The plan incorporates not only the IPR services, but also the planning efforts for the California High Speed Rail system. Capitol Corridor’s direct links with the High Speed Rail system will be in San Jose, and, when eventually built as planned, Sacramento, whereas the existing Capitol Corridor route as a whole is an important feeder/distributor to the High Speed Rail system. During much of FY 2013-14 and ongoing into FY 2014-15 the CCJPA participated with a host of statewide rail partners in planning for a blended and coordinated California passenger rail system. These meetings and the analysis discussed among all partners illustrated the need for state government leadership to set the structure for future blended service relationships. Not only with presenting the service to the public, capital investment is required for all rail operators across California and the coordination of the efforts at the state level has proven a challenge due to the separated

A SERVICE EXTENSION TO SALINAS WITH AN INITIAL TWO ROUNDTRIPS IS BEING PLANNED BETWEEN TAMC AND CCJPA BUT THE PROJECT WILL BE DEPENDENT ON EXPANDING SERVICE FREQUENCY BETWEEN OAKLAND AND SAN JOSE AND A FULL FUNDING PLAN.

yet supportive administrative bodies charged with intercity and commuter passenger rail service. CCJPA specifically is focused on obtaining capital funding to support service expansion improvements between Sacramento and Roseville, and the Oakland to San Jose territory as it relates to being a feeder/distributor in the overall state passenger rail system.

Rail Service Expansion Planning

The CCJPA has set forth and adopted a Train Service Policy supporting future extensions to new markets beyond the Capitol Corridor. This policy encourages partnerships between several passenger rail services and local/regional transportation agencies. For example, there are ongoing discussions with the Transportation Agency of Monterey, Caltrain, and VTA about expanding Capitol Corridor service to Salinas. Pursuant to CCJPA Board direction, CCJPA staff are actively engaged in this discussion in a manner that protects the existing core service but fairly lays out the requirements of extending service to Salinas (e.g., an integrated train schedule, additional rolling stock, complete and compliant stations, operating funding support, and CCJPA governing/legislative modifications). Plans for this expansion have advanced steadily and will evolve as funding, operational, and governance matters are addressed. This potential expansion is reflected in the State Rail Plan as appropriate.

With any service expansion, the goal is to ensure that these proposed service extensions provide mutual cost savings through the use of joint facilities and equipment. As a vital element in California's passenger rail community, the CCJPA has developed working relationships with:

- San Joaquin Corridor service
- Amtrak National Network (California Zephyr and Coast Starlight)
- Altamont Commuter Express service (Stockton – Livermore – San Jose)
- California High Speed Rail Authority

APPENDICES

APPENDIX A
Historical Service Statistics

Fiscal Year	Daily Trains	Total Ridership	% Change Prior Year	Riders Per Day	Revenue*	% Change Prior Year	Operating Expenses*	% Change Prior Year	Farebox Ratio*	State Costs*
SFY 91/92 (a)	6	173,672	--	864	\$1,973,255	--	\$4,848,967	--	40.7%	\$1,592,907
SFY 92/93	6	238,785	--	650	\$2,970,103	--	\$8,333,093	--	35.6%	\$6,712,017
SFY 93/94	6	364,070	52.5%	1,000	\$3,598,978	21.2%	\$9,911,735	18.9%	36.3%	\$6,714,761
SFY 94/95	6	349,056	-4.1%	960	\$3,757,146	4.4%	\$9,679,401	-2.3%	38.8%	\$6,012,315
SFY 95/96 (b)	8	403,050	15.5%	1,100	\$4,805,072	27.9%	\$11,077,485	14.4%	43.4%	\$6,434,940
SFY 96/97	8	496,586	23.2%	1,360	\$5,938,072	23.6%	\$20,510,936	85.2%	29.0%	\$9,701,519
FFY 97/98 (c)	8	462,480	-6.9%	1,270	\$6,245,105	5.2%	\$20,527,997	0.1%	30.4%	\$11,404,143
FFY 98/99 (d)	10/12	543,323	17.5%	1,490	\$7,314,165	17.1%	\$23,453,325	14.3%	31.2%	\$16,022,024
FFY 99/00 (e)	12/14	767,749	41.3%	2,100	\$9,115,611	24.6%	\$25,672,749	9.5%	35.7%	\$16,440,540
FFY 00/01 (f)	14/18	1,073,419	39.8%	2,941	\$11,675,117	28.1%	\$28,696,741	11.8%	40.7%	\$17,680,477
FFY 01/02	18	1,079,779	0.6%	2,960	\$12,201,602	4.5%	\$32,842,038	14.4%	37.2%	\$20,590,919
FFY 02/03 (g)	18/20/22/24	1,142,958	5.9%	3,130	\$12,800,469	4.9%	\$36,469,383	11.0%	38.1%	\$21,540,910
FFY 03/04	24	1,165,334	2.0%	3,190	\$13,168,373	2.9%	\$35,579,266	-2.4%	37.2%	\$22,708,181
FFY 04/05	24	1,260,249	8.1%	3,450	\$15,148,333	15.0%	\$35,110,571	-1.3%	43.2%	\$19,962,238
FFY 05/06 (h)	24/32	1,273,088	1.0%	3,490	\$16,014,636	5.7%	\$35,147,033	0.1%	45.8%	\$19,132,397
FFY 06/07	32	1,450,069	13.9%	3,970	\$19,480,992	21.6%	\$40,533,332	15.3%	48.1%	\$21,052,340
FFY 07/08	32	1,693,580	16.8%	4,640	\$23,822,862	22.3%	\$43,119,290	6.4%	55.2%	\$22,265,039
FFY 08/09	32	1,599,625	-5.5%	4,383	\$23,505,602	-1.3%	\$50,159,032	16.3%	47.0%	\$25,113,642
FFY 09/10	32	1,580,619	-1.2%	4,330	\$24,372,185	3.7%	\$52,843,973	5.4%	46.0%	\$27,499,149
FFY 10/11	32	1,708,618	8.1%	4,681	\$27,176,573	11.5%	\$56,699,385	7.3%	48.0%	\$29,158,222
FFY 11/12 (i)	32/30	1,746,397	6.7%	4,785	\$29,200,000	7.4%	\$59,035,857	4.1%	50.2%	\$29,606,390
FFY 12/13	30	1,701,185	-2.6%	4,661	\$29,186,617	-0.05%	\$60,472,128	2.4%	51.0%	\$29,110,318
FFY 13/14 (j)	30	1,419,084	1.1%	3,888	\$29,177,880	-0.03%	\$58,063,314	-4.0%	50.9%	\$28,421,000
FFY 14/15 (k)	30	595,642	4.4%	3,945	\$12,365,570	5.7%	\$19,575,422	1.0%	50.5%	\$32,595,784

SFY = State Fiscal Year (July 1- June 30)

FFY = Federal Fiscal Year (October 1 -September 30)

- a. Statistics available for partial year only because service began in December 1991.
- b. Increase to 8 trains began in April 1996.
- c. Statistics presented for FFY 97/98 and each subsequent FFY to conform with Performance Standards developed by BT&H.
- d. 10 trains began on October 25, 1998 and 12 trains began on February 21, 1999.
- e. 14 trains began on February 28, 2000 .
- f. 18 trains began on April 29, 2001.
- g. 20 trains began on October 27, 2002; increase to 22 trains began on January 6, 2003; increase to 24 trains began on April 28, 2003.
- h. 32 trains began on August 26, 2006 (with increase to 14 daily trains to/from San Jose).
- i. 30 trains began on August 13, 2012 (service optimization with re-opening of the Sacramento Valley Station platform).
- j. Starting in FY 2014 Amtrak adjusted ridership reports to account for the actual tickets lifted via the scanning of tickets by the conductors, which results in ridership forecasts and reports that are 15%-20% below previous forecasts and reports. Previously, multiride tickets were not directly logged into the system but the passenger counts for multiride tickets were estimated based on assumed inflated usage. Prior year % change is made using adjusted FY 12/13 ridership.
- k. Year-to-date data for ridership and revenue through February 2015, all other categories through January 2015

**APPENDIX B
PROGRAMMED OR COMPLETED CAPITOL CORRIDOR PROJECTS**

Programmed or Completed Projects (Preliminary and Tentative - Subject to Revision)	Costs
Station Projects	
Colfax	\$2,508,165
Auburn	\$3,131,656
Rocklin	\$2,114,173
Roseville	\$1,619,104
Sacramento*	\$81,749,526
Davis	\$5,576,643
Fairfield/Vacaville	\$44,000,000
Suisun/Fairfield	\$3,834,049
Martinez*	\$38,145,628
Richmond*	\$22,384,408
Berkeley	\$4,745,500
Emeryville*	\$13,502,136
San Francisco – Ferry Building*	\$584,842
Oakland Jack London Square*	\$20,469,077
Oakland Coliseum	\$6,132,000
Hayward	\$1,782,500
Fremont/Centerville	\$3,544,050
Great America/Santa Clara	\$3,082,627
San Jose Diridon	\$79,638,542
Platform Signs	\$63,101
Real-time message signs	\$2,344,842
Other	\$1,440,575
SUBTOTAL – Station Projects	\$342,393,144
*shared stations with the San Joaquin route	
Track and Signal Projects	
Placer County	\$500,000
Auburn Track and Signal Improvements	\$350,000
Sacramento – Roseville (3 rd Track) Improvements	\$6,950,000
Yolo Causeway 2 nd Track	\$14,555,533
Yolo West Crossover	\$5,000,000
Sacramento – Emeryville	\$60,219,132
Oakland – Santa Clara (Hayward Line) [1991]	\$14,900,000
Niles Junction – Newark (Centerville Line)	\$10,667,740
Sacramento – San Jose C-Plates	\$14,156
Oakland – San Jose	\$62,755,333
San Jose 4 th Track	\$41,850,000
Bahia-Benicia Crossover Project	\$4,190,000
Safety Fencing along ROW	\$1,600,000
Harder Road (Hayward) Undercrossing [2001]	\$8,898,000
Positive Train Control (estimated CCJPA share \$12M)	\$35,000,000
SUBTOTAL – Track and Signal Projects	\$267,449,894
Maintenance and Layover Facility Projects	
San Jose (Pullman Way) Maintenance Facility	\$5,789,862
Oakland Maintenance Facility (new – owned by the State)	\$64,135,956
Oakland Maintenance Base (former site)	\$464,884
Colfax/Auburn Layover Facility	\$691,956
Roseville Layover Facility	\$157,702
Sacramento Layover Facility	\$941,316
Capitalized Maintenance ¹	\$7,900,000
SUBTOTAL – Maintenance and Layover Facility Projects	\$80,081,676
Rolling Stock (California Cars and Locomotives – owned by the State)	
Base Rolling Stock	\$238,982,226
2012 Ordered Rolling Stock added to Northern CA pool	\$57,435,192
On-Train Amenities	\$5,450,000
SUBTOTAL – Rolling Stock	\$301,867,418
TOTAL – PROGRAMMED¹ OR COMPLETED PROJECTS	\$991,792,132

**APPENDIX C
CAPITOL CORRIDOR PERFORMANCE STANDARDS FY 2013-14 TO FY 2018-19**

PERFORMANCE STANDARD	FY 2013-14				FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	FY 2018-19
	ACTUAL	STANDARD	VARIANCE ACTUAL TO STANDARD	PERCENT CHANGE	STANDARD	PRELIMINARY STANDARD	PRELIMINARY STANDARD	PRELIMINARY STANDARD	PRELIMINARY STANDARD
NUMBER OF DAILY TRAINS (SAC-OAK)	30	30			30	30	30	30	30
USAGE									
Route Ridership	1,419,084	1,490,040	(70,956)	-4.8%	1,408,700	1,462,000	1,491,200	1,521,000	1,551,000
Passenger Miles	92,950,002	97,597,620	(4,647,618)	-4.8%	95,384,000	98,255,000	101,202,650	99,625,500	101,590,500
Average Daily Ridership	3,888	4,082	(194)	-4.8%	3,859	4,005	4,085	4,167	4,249
Percent Change in Route Ridership	1.1%	-16.7%			-5.5%	3.8%	2.0%	2.0%	2.0%
Percent Change in Train Passenger Miles	-1.2%	-18.6%			-2.3%	3.0%	3.0%	-1.6%	2.0%
Percent Change in Train Miles	-1.0%	0.0%			-0.7%	0.6%	0.0%	0.0%	0.0%
Passenger Miles per Train Mile (PM/TM)	79.7	83.9	(4.2)	-5.0%	82.5	84.5	87.0	85.7	87.4
COST EFFICIENCY									
System Operating Ratio	49%	52%	-2.2%	--	47%	48%	49%	49%	49%
Total Operating Costs per Passenger Mile					\$0.64	\$0.64	\$0.64	\$0.67	\$0.67
Percent Change in Total Revenue	0.1%	-0.9%	--	--	-8.8%	6.7%	3.0%	3.0%	3.0%
Percent Change in Total Expenses	-1.3%	0.2%	--	--	0.1%	4.4%	2.2%	2.8%	2.7%
Train Revenue per Train Mile	\$23.78	\$25.22	-\$1.44	-5.7%	\$23.17	\$24.58	\$25.31	\$26.07	\$26.86
Train Revenue per Passenger Mile (Yield)	\$0.30	\$0.271	\$0.02	9.0%	\$0.276	\$0.282	\$0.288	\$0.293	\$0.299
Train Expenses per Train Mile	\$46.84	\$51.57	-\$4.73	-9.2%	\$53.12	\$54.71	\$56.36	\$58.05	\$59.79
Train Only State Cost per Train Mile	\$23.06	\$23.03	\$0.02	0.1%	\$26.46	\$24.86	\$25.25	\$28.57	\$29.36
Train Only State Cost Per Passenger Mile	\$0.29	\$0.27	\$0.01	4.3%	\$0.32	\$0.29	\$0.29	\$0.33	\$0.34
SERVICE QUALITY									
End-Point On Time Performance	95%	90%	6%	--	90%	90%	90%	90%	90%
Stations On Time Performance					90%	90%	90%	90%	90%
Operator Delays per 10,000 Miles					>325	>325	>325	>325	>325
Percent of California Car Fleet Available	87.0%	87%	0%	--	87%	87%	87%	87%	87%
OPERATING RESULTS									
TRAIN AND BUS									
Total Revenue	\$ 29,227,061	\$31,232,000	-\$2,004,939	-6.4%	\$28,487,000	\$30,406,000	\$31,318,000	\$32,258,000	\$33,226,000
Total Expenses	\$ 59,053,242	\$60,422,472	(\$1,369,230)	-2.3%	\$60,475,952	\$63,124,000	\$64,529,000	\$66,304,000	\$68,127,000
Total CCJPA Operating Budget	\$29,681,000	\$29,681,000	\$0	0.0%	\$32,614,302	\$33,478,000	\$33,561,000	\$34,396,000	\$35,251,000
TRAIN ONLY									
Train Only Revenue	\$ 27,473,437	\$29,358,000	(1,884,563)	-6.4%	\$26,778,000	\$28,582,000	\$ 29,439,000	\$ 30,322,520	\$ 31,232,440
Train Only Expenses	\$ 54,104,891	\$56,165,000	(2,060,109)	-3.7%	\$57,363,000	\$57,497,000	\$58,806,000	\$63,553,000	\$65,376,000
Train Only State Operating Cost	\$ 26,631,454	\$26,807,000	(175,546)	-0.7%	\$30,585,000	\$28,915,000	\$ 29,367,000	\$ 33,230,480	\$ 34,143,560
Train Miles	1,155,075	1,163,854	(8,779)	-0.8%	1,155,806	1,163,000	1,163,000	1,163,000	1,163,000

^ - Includes payments to Amtrak for use of equipment (including insurance) and minor capital costs. Not included in any other line item.

**APPENDIX D
RIDERSHIP RESULTS**

