



# CAPITOL CORRIDOR

INTERCITY PASSENGER RAIL SERVICE  
BUSINESS PLAN UPDATE FY 2019-20 • FY 2020-21

AUBURN • SACRAMENTO • DAVIS • SUISUN-FAIRFIELD • MARTINEZ • OAKLAND • SAN FRANCISCO • SAN JOSE

CAPITOL CORRIDOR  
INTERCITY PASSENGER RAIL SERVICE  
ANNUAL BUSINESS PLAN  
FY 2019-20 – FY 2020-21  
APRIL 2019

PREPARED BY  
Capitol Corridor Joint Powers Authority

PREPARED FOR  
CALIFORNIA STATE TRANSPORTATION AGENCY







April 12, 2019

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

**SUBJECT: CCJPA FY 2019-20 and FY 2020-21 Annual Business Plan– Final Draft**

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Dear Secretary Annis:

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 Annual Business Plan (ABP) for the Capitol Corridor intercity passenger train service for FY 2019-20 and FY 2020-21. The CCJPA Board of Directors formally adopted this Business Plan Update at its February 13, 2019 meeting (see attached Resolution 19-03), which provides for the submission of this ABP to the California State Transportation Agency (CalSTA).

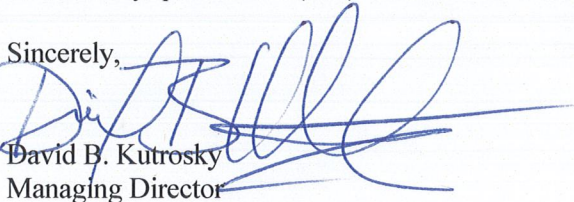
For this ABP, the CCJPA conducted public outreach through 10 public workshops throughout the service territory, including an interactive Facebook Live session where we received comments and feedback through social media. In summary, this business plan:

- o Proposes a decrease of \$370,000 for FY 19-20 (or -1.1%) compared to the FY 18-19 CCJPA operating budget for the current service plan (30 weekday and 22 weekend trains) due to increased revenues resulting from projected ridership growth and stabilized operating costs. For FY 20-21, the CCJPA's budget request represents an increase of \$524,000 (or +1.6%) compared to FY 18-19 due to the CCJPA's initial estimate of increased labor and fuel expenses and preliminary ridership and revenue forecasts that are conservative when compared to the current third-year growth curve;
- o Provides the CCJPA's operating strategies that are consistent with CalSTA's *Uniform Performance Standards* and a Capital Improvement Program (CIP) that aligns with the *California State Rail Plan* (December 2017) and conforms with the guidelines for the new state funding opportunities via the enactment of SB 1 to support the CCJPA's service expansion plans to Roseville and San Jose; and
- o Includes Supplemental Allocation requests of \$6.363 million for FY 2019-20 and FY 2020-21 to support: minor capital projects; capitalized maintenance for service reliability projects; management of the onboard technology (Wi-Fi); and the initial studies and planning for the proposed Second Transbay Rail Crossing project for BART and conventional passenger rail services.

This ABP includes Amtrak's FY 2019-20 forecast for the Capitol Corridor (dated April 1, 2019) and will make modifications, as necessary, and submit a revised version of this ABP to CalSTA on or before June 15, 2019.

The CCJPA appreciates the continued support from CalSTA and is committed to ensure that the Capitol Corridor trains and buses continue to be a safe, reliable, frequent, customer-focused, and cost-effective transportation service connecting the Northern California Megaregion. Please do not hesitate to 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  
Chad Edison, Deputy Secretary - CalSTA  
Kyle Gradinger, Caltrans - Division of Mass Transportation



BEFORE THE  
CAPITOL CORRIDOR JOINT POWERS AUTHORITY  
BOARD OF DIRECTORS

In the Matter of  
Approving the State Fiscal Year 2019-20 – FY 2020-21  
Business Plan Update for the Capitol Corridor Service  
For the Capitol Corridor Joint Powers Authority /

Resolution No. 19-03

**WHEREAS**, the CCJPA staff have prepared a Draft FY 2019-20– FY 2020-21 Business Plan Update (“Business Plan Update”), held a series of public workshops to solicit input from between January 22-25, 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 Capitol Corridor Joint Powers Authority’s (CCJPA) Capital Improvement Program (CIP) that incorporates relevant elements of the *California State Rail Plan* (December 2017), and conforms with the guidelines for the new state funding opportunities via the enactment of SB 1 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

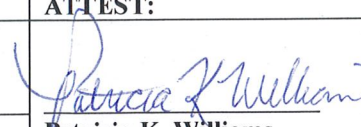
**WHEREAS**, the CCJPA Board acting for and on behalf of the CCJPA has prepared for the CalSTA a Business Plan Update for the Capitol Corridor Service for State FY 2019-20 – FY 2020-21 in the form appended hereto; and

**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); and

**RESOLVED**, that the CCJPA Board does hereby approve and adopt the FY 2019-20 – FY 2020-21 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:	DATE:	ATTEST:
<b>Ayes:</b> (14) Saltzman, Saylor, Allen, Dufty, Foley, Frerichs, Li, Miller, O'Neill, Peralez, Price, Raburn, Spering, Kennedy		 <b>Patricia K. Williams</b> Secretary
<b>Noes:</b> (0)		
<b>Abstain:</b> (0)		

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EXECUTIVE SUMMARY

**Introduction.** This Annual Business Plan (ABP) presents an overview of the Capitol Corridor Joint Powers Authority’s (CCJPA) strategic plan and funding request for the next two fiscal years (FY 2019-20 and FY 2020-21). This document 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.

Intercity passenger rail business plans are integral to the overall statewide planning, coordination, and budgeting of the services. The CCJPA submits its ABP to the Secretary of the California State Transportation Agency (CalSTA) in April 2019 and, as necessary, a revised version can be submitted by June 15, 2019.

As administrator of the Capitol Corridor®, the CCJPA’s primary focus is the continuous improvement of the train service through effective cost management, gaining share in the travel market, and delivering a customer-focused, safe, frequent, reliable, and sustainable 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):

- 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, Capitol Corridor has grown into the third busiest intercity passenger rail service in the nation. In August 2006, the CCJPA expanded service from 24 to 32 weekday trains between Sacramento and Oakland and from eight to 14 daily trains continuing to San Jose. In August 2012, the CCJPA utilized 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 San Joaquin Intercity Passenger Rail service).

**Operating Plan.** Schedule changes are expected for FY 2019-20, the first of which is the reduction of up to 5 minutes between Fremont and San Jose (benefit of the CCJPA Travel Time Savings Project) and will maintain the current overall operating plan into FY 2020-21. Key operational areas of focus include: maintaining increased seating capacity on select trains to address crowding conditions plus enhanced cleaning and security patrols at select East Bay stations. Another important service improvement is an upgrade to the onboard Wi-Fi service in FY 2019-20 that will increase connection speeds and expand onboard entertainment capabilities.

The basic operating costs for the Capitol Corridor conform with Section 209 of the Passenger Rail Improvement and Investment Act of 2008 (PRIIA). This policy is used to develop the costs for the FY 2019-20 and any future CCJPA/Amtrak operating agreements. Based on the CCJPA’s initial forecasts, the FY 2019-20 budget is projected to decrease by \$370,000 [-1.1%] compared to FY 2018-19 due to increased revenues resulting from projected ridership growth that offset any operating cost increases.

	FY 2019-20	FY 2020-21
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
<b>Budget/Operations</b>	<b>\$33,201,000</b>	<b>\$34,095,000</b>
<b>Change vs. FY 2018-19 Budget</b>	<b>-\$370,000 [-1.1%]</b>	<b>+\$524,000 [+1.6%]</b>

**Performance Standards.** For this ABP, the CCJPA incorporates the most recent version of the Uniform Performance Standards (UPS) as modified by CalSTA. The table below provides an overview of the performance of the Capitol Corridor compared to the UPS as well as the updated forecasted UPS for the next two fiscal years (see Appendix C for additional detail):

**Table 5-1: System Performance Standards and Results**

Performance Standard	FY 17-18			FY 18-19 (through March 2019)			FY 19-20	FY 20-21
	Actual	Standard	% Change	Actual	Standard	% Change	Standard	Standard
<u>Usage</u>								
Route Ridership	1,706,849	1,612,000	+6%	867,620	811,707	+7%	1,759,000	1,777,000
Passenger Miles	113,798,088	108,133,000	+5%	48,469,305 (thru Feb 2019)	47,314,958 (thru Feb 2019)	+2%	117,994,000	120,481,000
<u>Efficiency</u>								
System Operating Ratio (train and feeder bus)	58%	52%	+12%	62%	52%	+20%	52%	52%
Total Operating Cost/Passenger-Mile	\$0.54	\$0.59	-9%	\$0.53	\$0.57	-8%	\$0.58	\$0.60
<u>Service Quality</u>								
End-Point On-Time Performance	90%	90%	+0%	89%	90%	-1%	90%	90%
Passenger On-Time Performance	91%	90%	+1%	87%	90%	-3%	90%	90%
Operator Delays/10K Miles	361	>325	+11%	427	>325	+31%	>325	>325

**Capital Improvement Program.** The CCJPA’s Capital Improvement Program (CIP) is consistent with the CCJPA’s Vision Plan, regional and State of California transportation plans (e.g. Regional Transportation Plans [RTPs] and Caltrans’ 2018 State Rail Plan). The CIP includes projects in four broad categories: railroad infrastructure maintenance and improvements, rolling stock equipment improvements, service amenity improvements, and service plan improvements and expansions.

In the next two fiscal years, CCJPA will continue to work with Union Pacific Railroad to maintain railroad right-of-way infrastructure in prime condition to reduce delays and ensure excellent on-time performance [90%+] for Capitol Corridor trains. Improving onboard bike storage will continue to be a priority, and the project to modernize the Passenger Information Display System (PIDS) and expand passenger-oriented train status notification functionalities will kick off in FY 2019-20. The California Integrated Travel Program, in coordination with the California State Transportation Agency, will be entering an important phase of research and development of core concepts in the next fiscal year, and the beginnings of a pilot program should be clear in FY 2020-21. In terms of long-term service plan improvements, CCJPA will be continuing the final engineering design of Sacramento to Roseville service expansion project and the design of Oakland to San Jose Phase 2A service expansion project has begun in early 2019; CCJPA will also begin work in partnership with BART on the initial planning stages for a second Transbay Rail Crossing to include both BART and standard gauge interregional passenger rail services.

**Marketing Strategies.** The CCJPA’s marketing strategies for FY 2019-20 and FY 2020-21 will continue to target specific markets and increase ridership where seating capacity is available by raising awareness of destinations, transit connections, and amenities. Different campaigns are planned to position Capitol Corridor as a distinct regional service brand, and CCJPA will continue to coordinate with local partners and Amtrak on promotions, outreach, and shared marketing collateral.

**Action Plan.** Working with its service partners, the CCJPA continues to achieve annual record performance results for the Capitol Corridor and, as set forth in this ABP, will continue to ensure that Capitol Corridor is a safe, reliable, sustainable and customer-focused service. The CCJPA is committed to manage the service to meet or exceed near-term budget projections. Promotional programs and campaigns will showcase the Capitol Corridor as the preferred transport alternative in the Northern California Megaregion. CCJPA will conduct the planning analysis and cultivate the partnerships and funding opportunities necessary to make incremental as well as longer-term transformational changes to the Capitol Corridor route.

## 1. INTRODUCTION

This Annual Business Plan (ABP) modifies the CCJPA’s report submitted to the Secretary of the California State Transportation Agency (CalSTA). This document is submitted in draft form in April 2019 and final form by June 15, 2019, providing adequate time for Amtrak to develop its final operating cost estimates for the Capitol Corridor® intercity passenger rail service. As part of Chapter 263 of State Law that allowed for the transfer of the Capitol Corridor service to the CCJPA on July 1, 1998, the CCJPA is required to prepare an annual Business Plan that identifies the current fiscal year’s operating and marketing strategies; summarizes capital improvement plans for the Capitol Corridor; and the includes 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.

For FY 2019-20, CCJPA will continue the operation of the schedule introduced on November 13, 2017 (slightly modified May 7, 2018), which added the Fairfield-Vacaville station and adjusted certain travel and station dwell times. Service levels will remain the same as what is provided today: 30 trains during the weekdays (22 weekend trains) between Sacramento and Oakland; 14 daily trains between Oakland Jack London Square and San Jose; and two daily trains between Sacramento and Auburn.

THE CAPITOL CORRIDOR PROVIDES A SUSTAINABLE TRANSPORTATION SERVICE CONNECTING THE THREE ECONOMIC EMPLOYMENT CENTERS IN NORTHERN CALIFORNIA: SACRAMENTO, SAN FRANCISCO/OAKLAND, AND SAN JOSE/SILICON VALLEY.

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

- 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 Capitol Corridor serves 18 train stations along the 170-mile rail corridor connecting the counties of Placer, Sacramento, Yolo, Solano, Contra Costa, Alameda, San Francisco (via motorcoach), and Santa Clara. 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 as well as partnerships with local transit agencies that assist passengers traveling to destinations beyond the train station.

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

## 2. HISTORICAL PERFORMANCE OF THE SERVICE

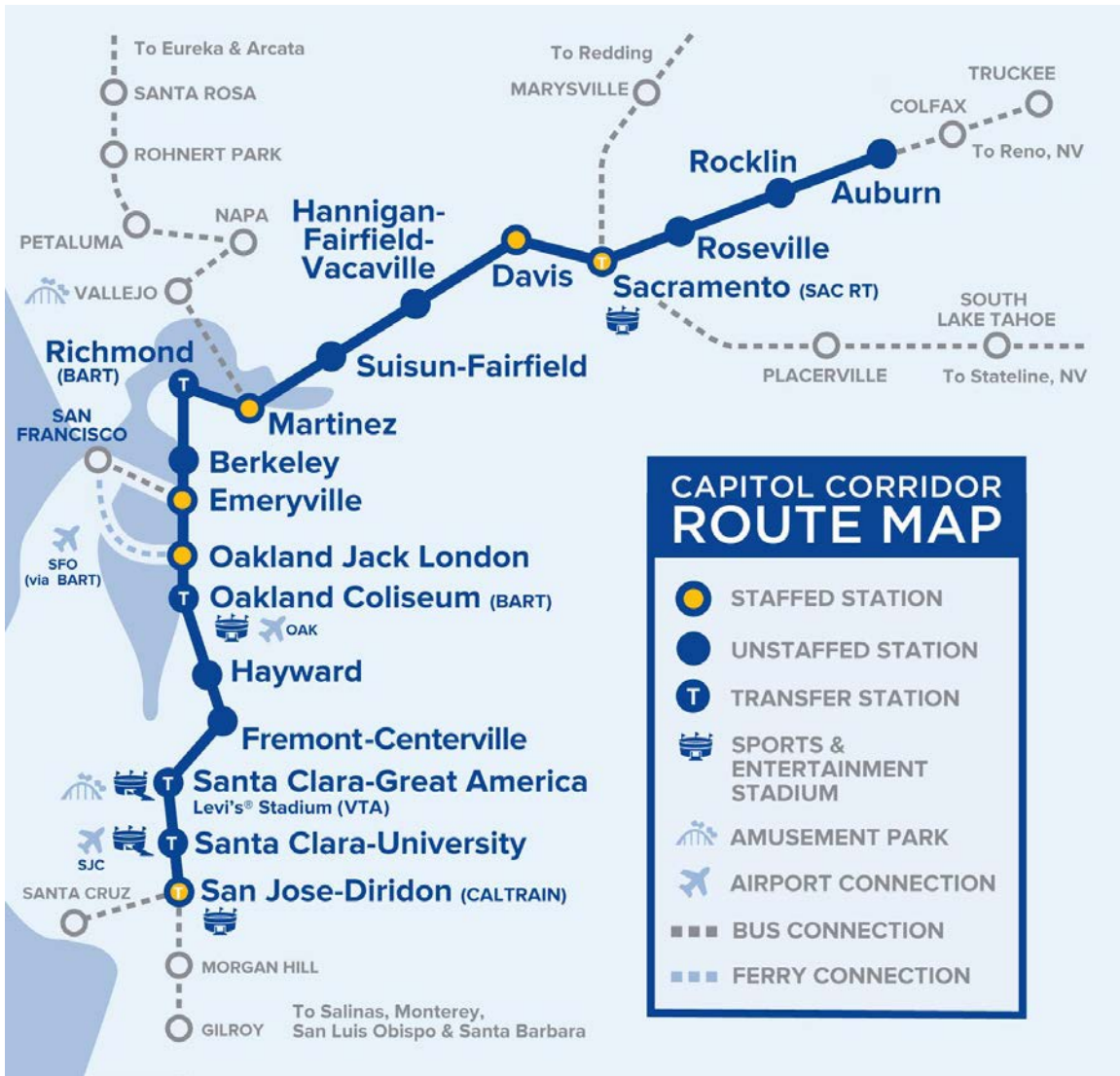
On December 12, 1991, the State of California Department of Transportation (Caltrans) and Amtrak initiated the Capitol Corridor intercity train service with six daily trains between San Jose and Sacramento. In 1996, legislation was enacted to establish the CCJPA, a partnership among six local transportation 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, which was extended in 2001. In September 2003, legislation was enacted that eliminated the sunset date in the ITA and established the current, permanent governance structure for the CCJPA. The CCJPA now operates and manages the Capitol Corridor service through an operating agreement with Amtrak.

Under management of the CCJPA, collection and use of train operations and revenue data has been a consistent tool to expand and fine tune service plans to optimize ridership, increase revenue, achieve cost

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

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



### 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

The Capitol Corridor has maintained service at 30 weekday (22 weekend) trains between Sacramento and Oakland and 14 daily trains between Oakland and San Jose since August 2012. On November 13, 2017, a new service schedule was implemented with the addition of the Fairfield-Vacaville station. Minor schedule modifications are made periodically. There is a planned schedule adjustment in May 2019 to reduce travel time by an estimated seven minutes between Fremont and San Jose as a result of the completion of the Travel Time Savings Project, which was one of the first projects funded by the Transit and Intercity Rail Capital Improvement Program (TIRCP).



CCJPA WILL CONTINUE TO PURSUE SPECIFIC STRATEGIES TO ADDRESS SEATING CAPACITY CONCERNS ON SELECT PEAK TRAINS, SUCH AS ADDING ADDITIONAL TRAIN CARS AS AVAILABLE.

The Capitol Corridor train service has experienced steady ridership growth for the past 18 consecutive months, and passenger seating capacity on select peak ridership trains has become a challenge. In November 2018, CCJPA, working with Amtrak, Caltrans Division of Rail and Mass Transportation (DRMT), and the San Joaquin Joint Powers Authority (SJJPA), was able to increase seating capacity on select trains experiencing crowded conditions by adding a coach car, thereby adding 80-90 seats per train. To address expected future crowding conditions and the planned increase in service frequencies to Roseville and San Jose, the CCJPA has been working with these same service partners to develop specific strategies to pursue opportunities to purchase

additional rolling stock for delivery in the next 3-5 years (see Rolling Stock Equipment Improvements section in Chapter 4. Capital Improvement Program).

The CCJPA continues to plan for service expansions to/from Roseville and longer-term service expansions to/from San Jose. These service expansion/extension projects will also require additional rolling stock.

**Motorcoach Service and Transit Connections**

The Capitol Corridor provides dedicated motorcoach bus connections to San Francisco, communities along the Central Coast region south of San Jose (Salinas and San Luis Obispo), and communities 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. The CCJPA reimburses the transit agencies through the Transit Transfer Program that allows Capitol Corridor passengers to transfer free of charge to participating local transit services. There is 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. Figure 3-1 illustrates the range of passenger rail, Amtrak Thru-way bus, and other local transit connections available from Capitol Corridor stations.

CCJPA is exploring strategies to better provide connecting bus service from Emeryville to San Francisco to improve the efficiency and flexibility compared to current Amtrak Thruway motorcoach service. CCJPA staff will be actively coordinating with AC Transit in 2019 to explore these bus connection improvement strategies.

**FY 2018-19 Operating Plan**

The current Operating Plan for FY 2018-19 is as follows:

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

**FY 2019-20 and FY 2020-21 Operating Plans and Strategies**

CCJPA will maintain the same operating plan into FY 2019-20 and FY 2020-21:

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

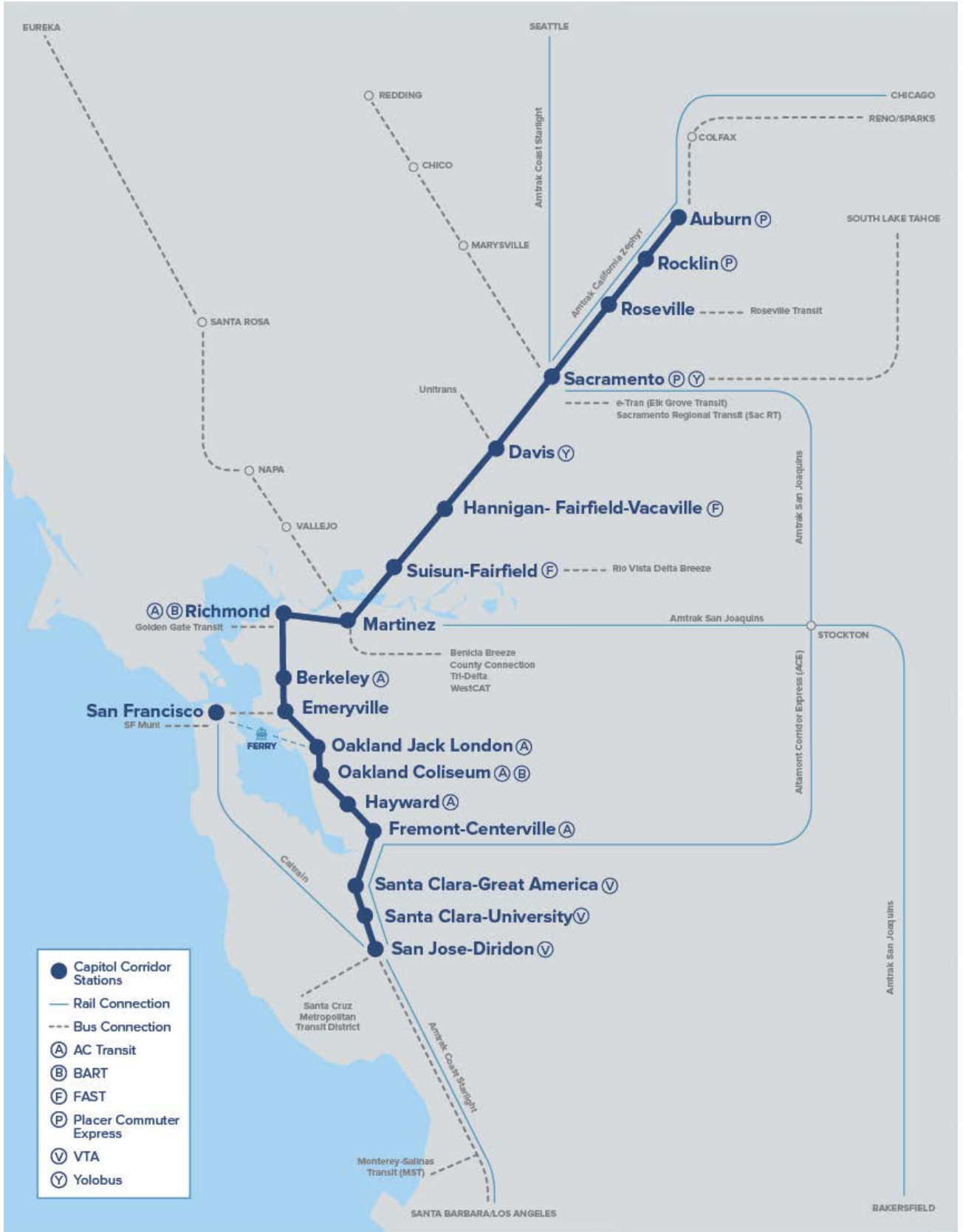
CCJPA HAS REQUESTED AMTRAK TO INCREASE THE PRESENCE OF SECURITY AND THE FREQUENCY OF DEEP CLEANING AT SELECT EAST BAY STATIONS.

*Safety and Security*

Working with UPRR, Amtrak, Caltrans, and Caltrain, the CCJPA has successfully implemented Positive Train Control (PTC) on all Capitol Corridor trains. The CCJPA will continue to work with partners to monitor and maintain the PTC system on Capitol Corridor rolling stock as well as along the train tracks that Capitol Corridor trains operate on for consistent safe and reliable train service.

The FY 19-20 operating budget includes approximately \$440,000 to meet the CCJPA’s request to Amtrak for additional security patrols and increased frequency of deep cleaning at select East Bay stations.

Figure 3-1: Connecting Bus, Transit, and Train Services



### *Service Reliability*

The CCJPA consistently takes action to address any issues with service reliability and on-time performance. Two actions that were initiated in FY 2018-19 and that will continue in the FY 2019-20 and future year operating strategies are:

- Adding two transportation supervisors (financed by the CCJPA in the annual Amtrak operating agreement [~\$250,000 per year]) in the Oakland to San Jose section of the route to address unauthorized trespassing and service incidents.
- Introducing a right-of-way (ROW) cleaning crew (financed with CCJPA State Rail Assistance (SRA) funds [~\$7000,000 per year] and executed by UPRR) to address vegetation overgrowth, add and repair security barriers/fences, and remove homeless encampments along the ROW.

### *Operating Plan and Train Schedule Development*

CCJPA is increasing the use of detailed daily operating information (e.g. ridership, delays, safety incidents, and customer comments) to drive efficiencies and identify capital improvement needs to enhance the reliability of service. Applying business intelligence and analytics will ensure that the CCJPA uses sound business principles in developing operating strategies for the Capitol Corridor trains.

## 4. CAPITAL IMPROVEMENT PROGRAM

The CCJPA maintains a Capital Improvement Program (CIP) used to continuously improve the Capitol Corridor's reliability, travel times, on-time performance, safety/security, and to expand service frequency. These initiatives are supported by a multitude of capital funding sources at the regional, state and federal level.

### **Capital Improvement Program Funding**

Since the inception of the Capitol Corridor service in 1991, more than \$1 billion from a mixture of funding sources were 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. The majority of funding has come from the State.

The 2018 State Rail Plan update lays out a transformative long-term vision of the statewide railroad network. The 2018 State Rail Plan envisions capital investments supporting a multi-tiered freight and passenger rail operating environment that better serves travel markets and delivers better cost efficiency than services do today. While ambitious, this plan would transform State rail operations and service, including Capitol Corridor service in the years to come. The CCJPA's Northern California Megaregional Rail planning efforts, which evolved from the Vision Plan process, are coordinated within the larger context of the 2018 State Rail Plan.

### **Programmed and Current Capital Improvements**

Improvements made in this fiscal year as well as capital projects planned for FY 2019-20 and FY 2020-21 can be categorized into four broad categories: railroad infrastructure maintenance and improvements, rolling stock equipment improvements, service amenity improvements, and service plan improvements and expansions.

### **Out-Year Capital Improvement Program**

The out-year CIP is bolstered with new stable, long-term funding sources from the passage of Senate Bill 1 (SB1). A combination of dedicated (State Rail Assistance) and competitive grant (TIRCP) funds, for which CCJPA has been historically successful, enables CCJPA to confidently plan for significant, long-term capital projects such as Sacramento to Roseville Third Track, Oakland to San Jose Phase 2A as well as to take a variety of measures to optimize service, including working with CalSTA on a statewide Integrated Travel Program. See Appendix D for a list of capital projects and their funding statuses. CCJPA is also working in partnership with BART to begin planning efforts for a second Transbay Crossing that would potentially include standard gage rail to allow intercity passenger rail service between San Francisco and the East Bay.



## **Specific Capital Improvement Program Discussion**

### **Railroad Infrastructure Maintenance and Improvements**

#### *Signal Replacement/Upgrade*

In FY 2018-19, the CCJPA worked with UPRR to improve the communication backbone that serves the railroad signals and signal-related train delays have since been reduced. In FY 2019-20, additional improvements will be made to the signal system to reduce train delays and improve the signal system reliability.

#### *Right-of-Way (ROW) Safety and Security Improvements*

The ROW Safety and Security Improvement Project is a partnership between CCJPA and UPRR to identify and mitigate safety/security concerns along the UPRR right-of-way, such as debris and temporary shelters. These actions help decrease trespasser fatalities as well as delays caused by debris on the tracks. The project is expected to continue in perpetuity based on available funding.

#### *Capitalized Maintenance*

The Capitol Corridor Capitalized Maintenance program focuses on upgrades and improvements to the railroad infrastructure to achieve and maintain a high level of on-time performance. In the past fiscal year, funding was used for improvements to the railroad track to improve passenger ride comfort and on-time reliability. The program also funded railroad signal system reliability improvements.

### **Rolling Stock Equipment Improvements**

#### *Wi-Fi Upgrade*

In FY 2019-20, CCJPA will be working with a Wi-Fi service provider to upgrade the existing onboard Wi-Fi with new equipment and technology. The existing Wi-Fi equipment is considered end-of-life and the new next-generation Wi-Fi system will allow faster connection speeds, better service-level monitoring, and expanded onboard entertainment functions.

#### *On-Board Information System (OBIS)*

OBIS is a project funded by Caltrans to design an on-board audio and integrated on-train video display system that will fulfill a Federal Railroad Administration-led Americans with Disabilities Act (ADA) requirement. After a successful laboratory test, the system has been installed as a prototype on a limited number of vehicles.

#### *Renewable Diesel (RD) Testing*

To help the State meet its greenhouse gas reduction targets and eliminate harmful emissions, CCJPA is actively engaged with its statewide rail partners and the California Air Resources Board (CARB) to test the use of RD as a substitute for carbon-based diesel fuel. After pilot testing in 2018, the CCJPA, Siemens, Cummins, and Caltrans have agreed to move forward with another pilot program that will include a static emissions testing of a F59 locomotive with 100% RD fuel and dynamic and static tests of 100% RD fuel on a new Charger locomotive. With successful test results, RD is poised to become the standard diesel fuel used on Capitol Corridor and potentially other intercity and commuter rail fleets in California.

#### *Additional New Rolling Stock*

Caltrans has procured new single-level passenger rail cars and these cars will be delivered for use on the San Joaquins service beginning in 2021. This delivery may offer an opportunity to shift some vehicles to CCJPA for assignment to the Capitol Corridor trainset rotation. The service expansion to/from Roseville—in association with the completed phase one of the Sacramento to Roseville Third Track project—will require more locomotives and rail cars for the Capitol Corridor service. In advance of the order of new rail vehicles for the NorCal IPR fleet, Caltrans is spearheading a fleet management plan in 2019 that will be supported by the CCJPA and SJJPA (as well as the LOSSAN JPA, the manager of the Pacific Surfliner IPR service).

### **Service Amenity Improvements**

#### *Bicycle Access Program*

CCJPA has implemented a number of projects to support bicycle access to the service including:

- Installed 184 BikeLink eLockers across all Capitol Corridor stations.
- Made BikeLink cards available on Capitol Corridor trains and at staffed stations.
- Increased onboard bicycle storage capacity by installing a new angled bike rack on select train cars.

CCJPA plans to install more angled bike racks in additional cars and develop a bike storage solution for the two Superliner baggage cars in FY 2019-20.

*California Integrated Travel Program (Cal ITP)*

CCJPA is managing a CalSTA-led multi-agency initiative to research, develop and implement an Integrated Travel Program (Cal ITP) that will enable California residents and visitors to plan and pay for travel across multiple modes of transportation, including bus, metro, light and intercity rail, paratransit, bike hire, and ride-hailing services in California. The Cal ITP project is currently developing a pilot with select public and private transportation operators and in the next phase, will implement that pilot.

*Passenger Information Display System (PIDS) Modernization*

PIDS provides passengers with train arrival information at Capitol Corridor stations and the current system is now in need of replacement. CCJPA is partnering with the San Joaquin Joint Powers Authority (SJJPA) and the San Joaquin Regional Rail Commission (management agency of the Altamont Corridor Express, or ACE), to lead a project to modernize PIDS with implementation expected by mid-2020.

**Service Plan Improvements and Expansions**

*Second Transbay Rail Crossing*

CCJPA is partnering with BART to initiate planning efforts needed to deliver a second Transbay Rail Crossing between San Francisco and the East Bay. The planned new rail crossing would include BART and standard gauge passenger rail services. The addition of interregional passenger rail service across the Transbay corridor tie together the Northern California Megaregion with a one-seat ride between Sacramento and San Francisco and allowing further one-seat direct connections between the Peninsula and East Bay locations. Section 9 of this ABP includes resources to support the equivalent of up to four staff positions and supporting resources over the next five years to help advance the planning studies and outreach efforts for interregional passenger rail services serving the greater NorCal Megaregion as part of the Second Transbay Rail Crossing Project.

*Sacramento to Roseville Third Track Service Expansion Project*

The Sacramento to Roseville Third Track Project is currently in the final design phase with construction planned to begin in 2021. Once complete, the project will allow for the addition of two daily round trips between Sacramento and Roseville and an improved Roseville station.

*Oakland to San Jose Service Expansion Project Phase 2A*

CCJPA staff recently kicked off the Oakland to San Jose Phase 2A Project, which involves two main elements: 1) the rerouting of Capitol Corridor train route from its existing UPRR Niles Subdivision to the UPRR Coast Subdivision between Oakland and Newark and 2) a new intermodal station in the Fremont/Newark area that connects north-south rail service and existing east-west bus service across the Dumbarton transportation corridor, enhancing transit connections between Alameda County and the Peninsula. The proposed service reroute reduces travel time by 13 minutes between Oakland and San Jose. Resulting increases in ridership from travel time reduction and new intermodal station connections would reduce vehicle miles traveled on this congested corridor, resulting in lower overall GHG emissions and harmful air pollutants. This project will be developed in coordination with a broad range of stakeholders, including Alameda CTC, AC Transit, and other public and private entities.

*Service Optimization Plan*

The Service Optimization Study is a multi-faceted look at potential opportunities to increase ridership across the Northern California passenger rail system. Strategies to be examined include market-to-market travel demand and improve existing train scheduling and equipment utilization to maximize reliability and connectivity quality between different train systems. An important element of the Service Optimization Study is to refine a travel demand and ridership model for the explicit use of Northern California passenger rail operators that can more accurately capture the nuances of land-use details, intercity travel, and intercity/commuter hub station performance that are not captured by existing Amtrak or MPO models.

*Santa Clara Siding Improvement Project*

A new passing siding in the Santa Clara-Great America station vicinity would offer two benefits: 1) Provide a storage track to hold Capitol Corridor special/extra trains to serve events at Levi's Stadium, which is

adjacent to the Santa Clara-Great America Station; and 2) Reduce delays to Capitol Corridor and ACE trains due to unscheduled meets in the current single-track territory. These delays cascade throughout the respective train systems, causing further service disruptions and delays. To date, funding is available to cover all design and pre-construction activities.

## 5. PERFORMANCE STANDARDS AND ACTION PLAN

The CCJPA's management approach for the Capitol Corridor utilizes a customer-focused business model. This approach emphasizes delivering reliable, frequent, safe, and cost-effective train service designed to sustain growth in ridership and revenue. During the past 20 years, ridership has trended upward as the service provides 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 cost.

The CCJPA develops performance standards for the Capitol Corridor service to be aligned with the Uniform Performance Standards (UPS) developed by the CalSTA. CCJPA has long used data analysis to drive cost effective service improvements and expects to increase the role of data in future fiscal years. On June 30, 2014, in accordance with the Intercity Passenger Rail Act of 2012, the CalSTA updated the UPS 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 updated standards and CCJPA results for FY 2017-18 and for FY 2018-19 through November 2018, as well as the standards for the next two fiscal years. Appendix C shows the measures used to develop standards for two additional years through FY 2020-21.

### **FY 2017-18 Performance Standards and Results**

The service plan for FY 2017-18 maintained a service plan of 30 weekday trains (22 weekend). CCJPA is currently operating the maximum level of service frequencies along the entire Auburn-San Jose route permitted by the host railroads (UPRR and Caltrain) with the current available train equipment assigned to the Capitol Corridor.

In FY 2017-18, Ridership and Revenue increased by six percent and seven percent, respectively, and Capitol Corridor finished the fiscal year with 90 percent on-time performance (OTP).

Northern California's booming megaregional economy plus high service reliability continues to sustain ridership and increase the Capitol Corridor's appeal. Riders choose the service because it is a viable, safe, frequent, customer-focused public transport service, which link the three metropolitan regions in Northern California.

FY 2017-18 results:

- Ridership: 1.7 million, an increase of six percent over the prior FY 2016-17.
- Revenue: \$36.3 million, seven percent above FY 2016-17.
- System Operating Ratio (farebox ratio): 58 percent, above the 55 percent ratio for FY 2016-17, primarily due to increased revenues and lower fuel expenses.
- On-Time Performance (OTP): 90 percent, slipping four percent from FY 2016-17.

### **FY 2018-19 Performance Standards and Results to Date**

The CCJPA, in cooperation with Amtrak and Caltrans, developed the FY 2018-19 standards based on ridership, revenue, and operating expenses identified in the current FY 2018-19 CCJPA/Amtrak operating contract. These standards are presented in Table 5-1.

- Ridership: Year-to-date (through March 2019) ridership is 4.8 percent above last year and 6.9 percent 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, Oakland A's] and weekend promotional offers).
- Revenue: Year-to-date (through March 2019) revenue is 5.6 percent above last year and 9.4 percent above business plan projections.
- System Operating Ratio: Year-to-date (through March 2019) system operating ratio (a.k.a. farebox return) is 62 percent, above the FY 2018-19 standard of 52 percent.



- **On-Time Performance (OTP):** Year-to-date (through March 2019) End-Point OTP is 89 percent, which is 1 percent below the 90 percent standard. Passenger OTP is 87 percent, 3 percent below the 90 percent standard.

**FY 2019-20 and FY 2020-21 Performance Standards**

Table 5-1 provides the preliminary performance standards for FY 2019-20 and FY 2020-21. Appendix C shows the measures used to develop the performance standards. The FY 2019-20 and FY 2020-21 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 2019-20 and FY 2020-21 Action Plans**

Table 5-2 summarizes projects, ongoing and planned, over FY 2018-19 and FY 2019-20. The projects listed are new, one-time initiatives and do not reflect recurring or annual CCJPA objectives (e.g. develop annual marketing plan, update business plan, rider appreciation events, etc.). Each project shown in Table 5-2 is dynamic and can change based on circumstances beyond CCJPA’s control.

**Table 5-1: System Performance Standards and Results**

Performance Standard	FY 17-18			FY 18-19 (through March 2019)			FY 19-20	FY 20-21
	Actual	Standard	% Change	Actual	Standard	% Change	Standard	Standard
<u>Usage</u>								
Route Ridership	1,706,849	1,612,000	+6%	867,620	811,707	+7%	1,759,000	1,777,000
Passenger Miles	113,798,088	108,133,000	+5%	48,469,305 (thru Feb 2019)	47,314,958 (thru Feb 2019)	+2%	117,994,000	120,481,000
<u>Efficiency</u>								
System Operating Ratio (train and feeder bus)	58%	52%	+12%	62%	52%	+20%	52%	52%
Total Operating Cost/Passenger-Mile	\$0.54	\$0.59	-9%	\$0.53	\$0.57	-8%	\$0.58	\$0.60
<u>Service Quality</u>								
End-Point On-Time Performance	90%	90%	+0%	89%	90%	-1%	90%	90%
Passenger On-Time Performance	91%	90%	+1%	87%	90%	-3%	90%	90%
Operator Delays/10K Miles	361	>325	+11%	427	>325	+31%	>325	>325

**ENVIRONMENTAL IMPACT OF CAPITOL CORRIDOR SERVICE**

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 41 percent of greenhouse gas emissions come from the transportation sector. The Capitol Corridor generated an estimate of more than 116 million passenger miles in FY 2017-18, which corresponds to removing approximately 87 million vehicle miles traveled (VMTs) from Northern California roadways. **The resulting net reduction of carbon dioxide was over 18,610 tons, which is equivalent to planting more than 2,659 trees.**

**Table 5-2: FY 2019-20 and FY 2020-21 Action Plan**

PROJECT	Past Fiscal Years	FY2019-20				FY2020-21				Future Fiscal Years
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
UPRR Signal Replacement/Upgrade										
UPRR ROW Safety and Security										
Wayside Power, Lighting, and Security Cameras at Auburn Station										
Renewable Diesel Testing										
On-Board Information System (OBIS)										
Bicycle Access Plan Implementation										
California Integrated Travel Program										
California PIDS Modernization										
Service Optimization Plan										
Sacramento to Roseville Third Track Service Expansion										
Oakland to San Jose Phase 2A Service Expansion										
Alviso Wetland Railroad Adaptation Alternatives Study										

## 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 transportation options. Ticket types include standard one-way and roundtrip fares, as well as monthly passes and 10-ride tickets valid for 45 days. These discounted multi-ride fares 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. 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. In 2013, CCJPA worked with Amtrak to create a small group ticketing option to replace the loss of ten-ride ticket transferability.

CCJPA also offers targeted discount programs. The “Take Five for \$5” buy-one/bring up to five others at \$5 each way was a seasonal discount for small group travel. Due to its popularity, CCJPA developed the “Friends and Family” year-round offer that allows savings for buy-one/bring up to five others at 50 percent off. The Capitol Corridor also utilizes a variety of seasonal discounts aimed at specific target groups, to promote off-peak and weekend ridership.

In 2018, Amtrak implemented significant changes to its nationwide Everyday Discounts program, which reduced discounts for seniors, passengers with a disability, families with more than one child, and eliminated discounts for students, AAA members, and veterans. To maintain value and continuity for passengers, in 2018 the CCJPA worked with the SJPA and the Pacific Surfliner to offer its own “California Everyday Discounts” program to preserve some of the discounts reduced or eliminated by Amtrak’s nationwide tariff change, bringing back a veteran’s discount in early 2019.

### **FY 2019-20 Fares**

Pursuant to the previous CCJPA ABP, a two percent increase for multi-ride tickets (ten-ride and monthly) will be implemented in June 2019. No fare increases are planned in FY 2019-20 for single-ride tickets.

As part of its Marketing Program (Section 8), the CCJPA will develop outreach initiatives designed to increase customer satisfaction and ridership. Opportunities related to fares and ticketing include:

- Explore a new discount offer for less-frequent, single-ticket riders and boost ridership during off-peak times (e.g. weekends and midday/midweek).
- Continue to promote California’s “Everyday Discounts”.
- Pursue a new fare ticket designed for college/university students.
- Increase utilization of Amtrak’s various eTicketing initiatives, as they enable real-time validation and improve customer convenience.

Together, these fare and ticketing programs for FY 2019-20 will enhance customer convenience and increase revenue yield as part of the expanding eTicketing program.

### **FY 2020-21 Fares**

The projected fare structure for FY 2020-21 will include a two percent increase for all types of Capitol Corridor tickets, multi-ride and single. If operating expenses fluctuate significantly (either increases or decreases), this planned fare increase will be revisited and adjusted accordingly. Other fare and ticketing opportunities include:

- Continue to expand and raise visibility of transit connectivity programs such as the Transit Transfer Program, joint ticketing, and transfer of motorcoach bus routes to parallel local transit services.
- Enhance customer loyalty and referral programs to retain existing riders and attract new riders.

## **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 the San Joaquins 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, the ITA ensures 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 provides complete accessibility to passengers. Accessibility features include on-board 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 needed, to board from the platform. Passengers who require assistance may contact the conductors for assistance in boarding or detraining. The future OBIS system will include support for inductive hearing devices and ADA-compliant video and audio messaging.

#### *Passenger Information Displays (PIDS)*

Each California rail car is equipped with passenger information displays that provide the train number and destination. These PIDS will gradually be upgraded through the implementation of the OBIS system that will involve modern video and audio messaging and announcements. See more details on OBIS in Section 4, Capital Improvement Program.

At the stations, there are electronic PIDS that provide train arrival times, delay information, and other notifications. CCJPA is leading an effort to modernize the PIDS system to improve system reliability and functionality. Description of the PIDS modernization can be found in Section 4, Capital Improvement Program.

#### *Lavatories*

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

#### *Wi-Fi*

All cars in the fleet have Wi-Fi service that originates from the “brain” car (Café car). This amenity is free to the customer and permits basic email and web-browsing. In 2018, CCJPA transitioned from an Amtrak-managed Wi-Fi service to a CCJPA-managed service. CCJPA is actively developing a next-generation Wi-Fi solution that will result in a significant upgrade of the system in 2019. CCJPA will manage the next-generation Wi-Fi system under a longer-term services-based contract, thus ensuring the Wi-Fi technology on California Intercity trains is kept modernized. See more details on next-generation Wi-Fi in Chapter 9, Supplemental Allocation section (page 20).

#### *Bicycle Access*

Bicycle storage demand on the Capitol Corridor trains has quickly outpaced the capacity to safely meet that demand in recent years. The CCJPA Bicycle Access Plan (2012) presented key actions to improve and increase on-train and secure station bicycle capacity. To accommodate the increasing demand for on-board bike storage, bicycle access initiatives include:

- Installed bike storage racks in all Northern California Coach Cars to store three bicycles on the lower level of the car.
- Retrofitted 14 first generation California Cab Cars (8300-series) in FY 2013-14 to hold 13 bicycles as opposed to seven bicycles.
- Configured five Surfliner Cab Cars (6000-series) with storage space for up to 13 bicycles in the lower level baggage area.
- Adding former California baggage cars (8200-series) to the Capitol Corridor fleet as second bike cars on select Capitol Corridor trains.
- Installed secure station bicycle parking at most Capitol Corridor stations.
- Designing and installing onboard bike racks that increases storage capacity by 33 percent
- Designing an onboard bicycle storage solution for the Superliner cars, which are leased from Amtrak for operations in the Capitol Corridor system.

#### *Food and Beverage Services*

Menu changes and promotional efforts that CCJPA implemented in the past fiscal year have resulted in improved customer satisfaction and increased sales of select menu items. CCJPA and Amtrak are in the process of upgrading the current point-of sale registers to increase reliability and provide more flexibility of on-board promotions. CCJPA works with Amtrak to obtain enhanced sales reports to facilitate menu changes that are more responsive to customer tastes. 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.

CCJPA will continue to work with SJJPA and Amtrak to ensure the food and beverage service on the Capitol Corridor and the San Joaquins exceeds customer expectations.

**Equipment Acquisition, Renovation, and Upgrades**

The CCJPA works closely with Caltrans and Amtrak to refine the maintenance and operations programs at the Oakland Maintenance Facility to improve the reliability, safety, and cost-effectiveness of the Northern California rail fleet, which supports both the Capitol Corridor and San Joaquin services. The fleet is a mix of California-owned equipment and leased Amtrak equipment as shown in Table 7-1. New fleet acquisitions under development will dramatically increase service capacity.

In January 2014, the State of Illinois, as lead agency for the Midwest states, California, Oregon, and Washington, announced the award of a federally-funded locomotive procurement for Chargers, the cleanest diesel-electric locomotives in the world. Chargers are clean-burning and meet EPA Tier IV emissions requirements. Eight Chargers were assigned to Northern California for use on the Capitol Corridor and San Joaquin services. In 2017, Caltrans accepted ownership of the Chargers, Amtrak was contracted to operate them and CCJPA accepted to oversee the maintenance and service performance of the units. These eight Chargers were all equipped with federally mandated PTC (Positive Train Control). They now are now officially in operation on the Capitol Corridor in the lead position, further enhancing the safety of the Capitol Corridor service.

**Table 7-1: Northern California Equipment Fleet (Capitol Corridor and San Joaquins)**

<b>California owned rail equipment</b>	<b>NOTES</b>
15 F59 Locomotives	Assigned to San Joaquin and Capitol Corridor service
2 Dash-8 Locomotives	Assigned to San Joaquin and Capitol Corridor service
8 Charger Locomotives	Assigned to San Joaquin and Capitol Corridor service
78 Bi-Level California Coach and Café Cars	Assigned to San Joaquin and Capitol Corridor service
14 Single Level Comet Cars	Assigned to San Joaquin service

<b>Amtrak Supplemental Equipment</b>	<b>NOTES</b>
3 P42 Locomotives	Assigned to San Joaquin and Capitol Corridor service
1 Bi-Level Superliner Coach Car	Assigned to Capitol Corridor service
1 Bi-Level Superliner Baggage Car	Assigned to Capitol Corridor service
3 Bi-Level Superliner Café Cars	Assigned to Capitol Corridor service
3 Single Level Café Cars	Assigned to San Joaquin service
3 NPCU 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, while at the same time still provide enough cars to effectively run the service until new cars start to arrive in 2021. Below are lists of both the completed and upcoming projects:

**Rail Equipment Projects Completed in FY 2017-18**

- PTC equipment was installed in all the State’s 23 locomotives and 19 cab cars and is now fully operational and ready for the January 2019 federal deadline.
- A new OBIS was installed on six legacy cars for testing. This system includes upgraded Wi-Fi, automated next stop announcements, and video display screens for each car and new video display menus for the dining cars.
- Thirty of the 66 first generation California IPR cars have gone through a multi-year project to upgrade HVAC systems to a more environmentally friendly-refrigerant (R-410A), redesign ducting, and upgrade computer-controlled thermostats for more comfortable and constant temperature. During this modification, workers replaced aging floors with new linoleum and enhanced bracing at high traffic areas.

**Rail Equipment Projects Upcoming in FY 2019-20**

- Newly designed bike racks are being tested and will be installed on all cab cars increasing bike carrying capacity. A bike rack design for the Amtrak-leased Superliners is also in progress for installation by late 2019.
- The 15 F-59 locomotives owned by the State went through a multi-year State-funded renovation program which began in 2011 and are due to go through their final overhaul in 2020. The head-end

power units in the locomotives that provide power for lighting, electrical outlets, etc., which were updated to EPA Tier IV standards back in 2012, will be overhauled starting in 2019.

- Workers will continue to upgrade the HVAC, ducting, and thermostatic controllers.
- The diner cars built in 1995/96 will undergo a rehabilitation of the upper level galley to update the equipment with current technology standards. Modifications include installing new chillers, drainage, counter tops, lighting, internet connections and food storage units. The new design will also make the working area more ergonomic for the food service employees. The first diner car to undergo the upgrade is due back in service January 2019.
- For added safety and security, beginning March 2019, event recorders (black boxes) will be upgraded for better compatibility with PTC as well as trainset operation monitoring.
- Assess a new seating proposal to replace existing seats on the 6000 series Surfliner cars and solicit passenger feedback.
- Rebuild door operators for the 6000 series Surfliner cars (expected to start June 2019).
- Install new side door panels for the 6000 series Surfliner cars, which are due to arrive in January 2019.
- Clean the waste tank systems on the 8800-series car and reroute the venting on the waste system on the 8000 series cars to help mitigate foul odors.
- Ongoing replacement and upgrading of the floor panels on the 8000 series cars.
- Replace the old faded tiles with new ones on the destination sign LED displays.
- Test the new OBIS, PIDS, and PA systems to replace the outdated analog systems.
- Overhaul the hydraulic ADA boarding lifts on all cars.
- Ongoing replacement of current incandescent and fluorescent lighting with more energy efficient, brighter, longer lasting, and cooler operating LED lighting.

## 8. MARKETING STRATEGIES

To raise brand awareness of the Capitol Corridor service and increase ridership, the CCJPA employs a strategy of combining targeted advertising campaigns, multi-channeled cross-promotions with strategic partners, paid social media, and media outreach efforts. A primary objective is promoting the service in key markets and attracting riders to trains with available capacity. Staff will focus on rider acquisition and retention through targeted advertising and brand engagement, primarily in the digital media space. Marketing dollars and impact are maximized through joint promotions and social media sharing with key partners along the Capitol Corridor route.

### *Advertising Campaigns and Brand Awareness*

Advertising campaigns inform leisure and business travel audiences about the advantages of train travel, including amenities, promotions/pricing, and destinations. CCJPA’s advertising efforts emphasize the Capitol Corridor image, brand, and destinations, in accordance with the CCJPA Board’s edict to create a distinct, regional brand for the Capitol Corridor and strengthen brand awareness throughout the service area.

### *Promotions*

The CCJPA will 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 at venues along the route, such as Oakland Coliseum and Levi’s® Stadium, creating awareness of the train as a convenient to reach leisure destinations throughout Northern California.

### *Online Presence and Customer Engagement*

The CCJPA places great importance on delivering timely and accurate passenger communications via multiple channels. Ongoing efforts include:

- Maintaining a website that is mobile optimized and easy to navigate, with booking and trip planning tools that are easy to use, as well as timely and engaging content.
- Boosting participation in online social networking platforms, such as Facebook, Twitter, Instagram, and LinkedIn and exploring new opportunities within these rapidly evolving platforms.
- Continuing rider appreciation programs such as “Cappy Hour” discounted drink hours, and other rider-focused programs.
- Enabling consistent and timely passenger communications via a variety of channels, including SMS/text and email service alerts, to ensure customers receive clear and up-to-date information.



*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, enabling selected partners to market their products via Capitol Corridor’s diverse marketing channels, such as interior, exterior, and station signage, social media, email, electronic station signs, and the on-board Wi-Fi landing page. The partnership program is designed to increase value, ridership and revenues by leveraging relationships with organizations that are close to Capitol Corridor stations and/or share similar target audiences to heighten Capitol Corridor’s brand visibility.

*Joint Marketing and Outreach*

The CCJPA achieves cost efficiencies by working with local community partners, such as CCJPA member agencies and local destinations, to promote both destination and rail travel. Through a long-standing partnership with Placer County Transportation Planning Agency (PCTPA), CCJPA and PCTPA collaborate to promote visibility of the Capitol Corridor throughout the Placer County area, at local events and via social media. CCJPA plans to partner with additional member agencies and organizations to supplement their efforts at promoting the Capitol Corridor to their local communities and stakeholders.

*Customer Relations*

The CCJPA views communication with passengers as the cornerstone of our customer-focused service delivery. CCJPA actively encourages passengers to provide input via our website, social media channels, and toll-free number, funneling these comments into an online platform, which allows CCJPA to better respond to the customer’s request or issue. We use this feedback to identify and prioritize service modifications, capital improvements, and desired amenities in the service.

*Public Relations, Outreach, and Advocacy*

The CCJPA’s public information efforts uses traditional and digital media to build awareness about its service--activities 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 route to build awareness of the service in their respective cities through local outreach campaigns, including transit connections via the Transit Transfer Program.
- Publishing an Annual Performance Report that informs the public and elected officials of the service’s successes, benefits, and challenges.
- Collaborating with Operation Lifesaver, a voluntary effort by railroads, safety experts, law enforcement, public agencies, and the general public. The CCJPA coordinates with Operation Lifesaver to support rail safety campaigns through education, engineering, and enforcement.

**FY 2019-20 Marketing Program**

CCJPA’s FY 2019-20 Marketing Program will continue to focus on increasing ridership on trains with available capacity by emphasizing the convenience of modern train travel and targeting service periods with the highest growth potential.

CCJPA will continue its own independent campaigns that position Capitol Corridor as a distinct regional service brand. CCJPA will conduct a brand assessment to examine current strengths/weaknesses and determine future initiatives to strengthen the brand. CCJPA will also participate in discussions about the possibility of brand alignment with other State-supported passenger rail services, as requested by the State. CCJPA will coordinate with local partners and the other JPAs 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:

- Conducting a brand assessment of Capitol Corridor, to ensure that marketing and customer touchpoints align with the CCJPA’s overall vision at present and into the future.
- Creating more digital content (videos, photos, infographics, etc.) for distribution via website, blog, and social media channels, to enhance engagement with customers and potential customers.

- Conducting deeper analysis of ridership data to identify opportunities for micro-markets (single day/train offers, short-distance city pairs, etc.) and more sophisticated market segmentation.
- Seeking solutions for Contact Center communication gaps (night/weekend hours, customer service, voice response/chat solutions), research cost-saving options, evaluate service hours, etc.
- Collaborating on promotions with partners to maximize media spend and expand market reach.
- Evaluating additional areas for service efficiency regarding group travel program and Café Car service/marketing.

### **FY 2020-21 Marketing Program**

The CCJPA will adjust branding efforts based on the results of the prior year's brand assessment, though it is anticipated that efforts will continue to work towards increasing regional awareness. The CCJPA will also work with the State and the other JPAs on any cooperative branding efforts. Longer-term plans include additional rider acquisition through highly-targeted digital channels, as well as reinvigorated retention efforts via targeted loyalty offers for customers and deployment of customer service technologies. Marketing and communication efforts will emphasize CCJPA's commitment to high quality, customer-focused passenger rail service, with a focus on enhanced personalization, targeting, and data analysis.

## **9. ANNUAL FUNDING REQUIREMENT: COSTS AND RIDERSHIP PROJECTIONS**

The primary purpose of this ABP, 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 2019-20 and FY 2020-21.

### **FY 2019-20 and FY 2020-21 Operating Costs**

Based on the Operating Plan and Strategies (Section 3), the CCJPA has prepared an initial forecast for the FY 2019-20 and FY 2020-21 operating expenses, ridership, and revenues. The FY 2019-20 operating costs conform pursuant to PRIIA Section 209, which was implemented in FY 2013-14 as part of a national launch of a pricing policy for all Amtrak-operated IPR services under 750 miles. The CCJPA will submit any updated operating cost forecasts by June 15, 2019.

Projected operating costs are shown in Table 9-1 and include the basic train service and associated throughway bus services provided by Amtrak, CCJPA's costs for the Onboard Wi-Fi and for the Information and Customer Support Services provided at the BART/CCJPA Contact Center, as well as CCJPA's share of costs relating to the local transit service partnerships. The Information and Customer Support Services budget included in Table 9-1 includes proposed increases of 3.2% for both FY 2019-20 and FY 2020-21. The proposed 3.2% administrative escalation rate increases were determined by using the California Department of Finance Consumer Price Index based on State FY averages for SFY 2017-18 for the San Francisco Bay Area.

### **FY 2019-20 and FY 2020-21 Marketing Expenses**

The CCJPA's marketing budget for FY 2019-20 and FY 2020-21 will fund the respective fiscal year's Marketing Programs presented in Section 8. The CCJPA will develop the various campaigns and programs. The budget estimates shown 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 2019-20 and FY 2020-21 Administrative Expenses**

Table 9-1 identifies the estimate for the FY 2019-20 and FY 2020-21 budgets that support the administrative activities of the CCJPA for the Capitol Corridor service which includes increases of 3.2% for each fiscal year. The proposed 3.2% administrative escalation rate increases were determined by using the California Department of Finance Consumer Price Index based on State FY averages for SFY 2017-18 for the San Francisco Bay Area.

**Table 9-1  
CCJPA FY 2019-20 - FY 2020-21 Funding Requirement  
Capitol Corridor Service**

Service Level	Current	Proposed	
	FY 2018-19 Contract	FY 2019-20 Budget	FY 2020-21 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
<b>Ridership</b>	<b>1,670,400</b>	<b>1,759,000</b>	<b>1,777,000</b>
Third Party Expenses (a)	\$ 11,864,000	\$ 12,128,000	\$ 12,371,000
Amtrak Expenses (b)	\$ 52,125,495	\$ 53,546,000	\$ 54,609,000
Information/Customer Support Services (c)	\$ 1,074,000	\$ 1,116,000	\$ 1,159,000
<b>TOTAL Expenses</b>	<b>\$ 65,063,000</b>	<b>\$ 66,790,000</b>	<b>\$ 68,139,000</b>
Ticket Revenue	\$ 32,935,000	\$ 34,987,500	\$ 35,512,000
Food & Beverage Revenue	\$ 1,800,000	\$ 1,912,500	\$ 1,941,000
Other Revenue (d)	\$ 565,000	\$ 600,000	\$ 609,000
<b>TOTAL Revenue</b>	<b>\$ 35,300,000</b>	<b>\$ 37,500,000</b>	<b>\$ 38,062,000</b>
CCJPA Funding Requirement			
CCJPA Operating Budget	\$ 29,763,000	\$ 29,290,000	\$ 30,077,000
<b>Net Amtrak Operating Costs [Expenses less Revenues]</b>	<b>\$ 28,689,495</b>	<b>\$ 28,174,000</b>	<b>\$ 28,918,000</b>
CCJPA Management			
Information/Customer Support Services	\$ 1,074,000	\$ 1,116,000	\$ 1,159,000
Marketing (e)	\$ 1,174,000	\$ 1,174,000	\$ 1,174,000
Administrative Budget (f)	\$ 2,634,000	\$ 2,737,000	\$ 2,844,000
<b>TOTAL CCJPA Funding Request (g)</b>	<b>\$ 33,571,000</b>	<b>\$ 33,201,000</b>	<b>\$ 34,095,000</b>
<b>Difference from FY18-19 Budget</b>		<b>\$ (370,000)</b>	<b>\$ 524,000</b>
<b>Percent Change from FY18-19 Budget</b>		<b>-1.1%</b>	<b>1.6%</b>
<b>SUPPLEMENTAL ALLOCATIONS TOTAL</b>	<b>\$ 2,868,000</b>	<b>\$ 4,636,000</b>	<b>\$ 4,636,000</b>
Minor Capital Projects (h)	\$ 500,000	\$ 500,000	\$ 500,000
Capitalized Maintenance (i)	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Onboard Technology [Wi-Fi] (j)	\$ 1,368,000	\$ 3,136,000	\$ 3,136,000
2nd Transbay Crossing (k)		\$ 2,000,000	\$ 2,000,000

(a) Includes Fuel, Host Railroad Maintenance of Way and Host Railroad On-Time Performance Incentive payments.

(b) Expenses for services provided by Amtrak (i.e. On Board Staffing, Station Services, Ticketing and Maintenance of Equipment) and

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

(d) Miscellaneous revenue as allocated by Amtrak's Performance Tracking system.

(e) The FY 2018-19 and FY 2019-20 marketing expenses will be capped at the same levels as the 12 prior fiscal years (\$1,174,000). Does

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

(g) Sum of CCJPA Operating Budget plus Marketing and Administrative Budgets.

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

(i) Allocation for FY18-19 previously allocated.

(j) In FY 2018-19, CCJPA assumed (from Amtrak) the management of Wi-Fi for all the CA IPR services. CCJPA will include the prorated

(k) CCJPA has previously received 2019 TIRCP grant to support BART's effort on a 2nd Transbay Crossing. These funds will be used to advance the standard-gauge passenger rail as part of Transbay Crossing, pursuant to the California State Rail Plan (2018).

### **FY 2019-20 and FY 2020-21 Total Budget**

Compared to the current period (FY 2018-19), the FY 2019-20 and FY 2020-21 total budgets for the CCJPA's operating, marketing, and administrative expenses are expected to decrease by 1.1 percent in FY 2019-20 and increase by 1.6 percent in FY 2020-21. The operating budget FY 2019-20 should be considered draft as of this version as Amtrak will not provide final forecast until March 2019.

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 exceeding business plan projections during the term of the ITA will be used by the CCJPA for service improvements.

### **FY 2019-20 and FY 2020-21 Supplemental Allocations**

CCJPA receives additional annual supplemental allocations from Caltrans for special projects that are not within the core CCJPA annual operating budget.

#### *Minor Capital Projects*

Minor capital projects are small projects to improve Capitol Corridor passenger rail facilities and operations that are less than \$314,000. Some recent examples of minor capital projects include the installation of signage at select stations and the repair of damaged station bike eLockers.

#### *Capitalized Maintenance*

See description in Chapter 4, Railroad Infrastructure Maintenance and Improvements section (page 7).

#### *Onboard Technology [Wi-Fi]*

CCJPA worked with Amtrak to transfer the provision of third-party onboard Wi-Fi and its associated management expenses for the two Northern California-sponsored intercity passenger rail services (Capitol Corridor and San Joaquins) to the CCJPA. CCJPA anticipates the Southern California Pacific Surfliner will shift from Amtrak management to CCJPA oversight at some point in CY 2019. The Northern California transfer was completed December 10, 2018 for the FY 2018-19 operating contracts, which meant that the existing Wi-Fi vendor, the cellular card service subscription costs and a third-party oversight management team cost are in transition to become responsibilities and costs paid through CCJPA. The total transfer of these onboard Wi-Fi services is \$1.368 million for FY 2018-19.

In parallel timeframe to the transition of existing Wi-Fi services, the CCJPA also led a procurement for a Next Generation Wi-Fi system. Under guidance from the Caltrans DRMT, this procurement was conducted as a service-based contract that ensures:

- Technology is continually refreshed according to its optimized service life, not only according to when capital grant funds are available;
- Bandwidth using cellular modems keeps pace with capacities of the cellular network, not limited by the technology on the train; and
- Costs are lowered over time by reducing the churn of capital procurement and servicing aging-in-place equipment.

A service-based contract model amortizes capital and ongoing operational costs. To stay on top of cellular and Wi-Fi technology changes, an equivalent capital-based model would involve procurements roughly every three to five years and corresponding costs of administration. The annual cost of a next-generation Wi-Fi system on all three IPR services is expected to increase to \$3.136M for FY 2019-20 and FY 2020-21.

#### *Second Transbay Rail Crossing*

Initial studies have begun though BART and the CCJPA on early planning and implementation strategies for a Second Transbay Rail Crossing that would support both BART trains and interregional (intercity and commuter) passenger train services between the East Bay and San Francisco. Previous studies have identified the need for a second TransBay crossing of BART plus stand-gauge passenger rail services --- Core Capacity Study for the TransBay Corridor (Metropolitan Transportation Commission (MTC)) and the 2018 California State Rail Plan (Caltrans).

CCJPA is supporting this initial planning in FY 19 with \$1 million from a 2018 TIRCP funding grant for network integration. To further advance the project, the CCJPA is requesting an annual supplemental amount in this ABP funding request of \$1.75 million for FY 20, \$1.9 million for FY 21, and \$2.0 million for FY 22 – FY 24 for the purposes of increasing staffing plus providing financial resources for project planning and implementation strategies over the next five years.

## 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. San Francisco Bay Area Rapid Transit District's (BART) 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 AB 1717, enacted in September 2003, which allows the CCJPA Board five years to monitor BART's performance as the Managing Agency. In November 2014, the CCJPA Board approved a five-year term with BART for the period of February 2015 through February 2020. This action was subsequently supported by BART's Board in 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 provide 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 2018-19 and FY 2019-20 to support the Capitol Corridor 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 2019-20 and FY 2020-21 service plans and funding requirements. Planning for potential new services will require securing capital improvements, additional operating funds, and institutional agreements. The CCJPA CIP is fully aligned with the goals of the 2018 State Rail Plan, which includes integration of rail services (high speed rail, intercity and regional rail, and integrated express buses) and development of multimodal connection points across the State that allows for convenient and timed transfers between different transit services and modes.

The 2018 State Rail Plan was developed by CalSTA and Caltrans DRMT to envision the passenger and freight rail network in California at a larger scale than previous versions of the State Rail Plan. The Plan incorporates not only the IPR services, but also the planning efforts for the California High Speed Rail system. The leadership by CalSTA, as expressed through the 2018 State Rail Plan, is advancing the concepts of State rail planning and has greatly influenced the funding awards CCJPA has received from Cap and Trade as well as under SB1.

### **Megaregional Rail Planning & Vision Plan Update**

In November 2014 the CCJPA Board adopted the Vision Plan Update and in November 2016, adopted the Vision Implementation Plan that directed the CCJPA to plan the future of Capitol Corridor service in a larger Northern California megaregional context. This endeavor includes exploring cross-bay connections in San Francisco Bay Area and connections with passenger rail services in the San Joaquin Valley. In 2018, the State adopted a State Rail Plan that supported actions within the CCJPA Vision Implementation Plan and encourages cooperation among Northern California rail providers under a Northern California Megaregional context.

The long-term vision for Capitol Corridor fundamentally involves developing Capitol Corridor service as one where frequency (currently capped at 15 round-trips) is not limited by existing host railroad agreements. Instead, the vision is for a service with 15-minute frequencies in the peak hour, and one where higher-speed service (up to potentially 150 mph – electrified service) is permitted. This vision was first examined at a high-level in the Vision Plan Update where core concepts were examined and several viable alignment alternatives were moved forward to the next step. The next step, the Vision Implementation Plan, eliminated



alternatives to one alignment via a phased and detailed engineering and operations level analysis. By identifying a path to a railroad corridor in public control, the implications for layering intercity, commuter, and even high-speed rail, are all viable potential outcomes consistent with the objectives of the 2018 State Rail Plan.

### **Second Transbay Rail Crossing**

CCJPA is now working with BART on early planning and implementation strategies for a Second Transbay Rail Crossing – an opportunity for a second crossing for BART between the East Bay and San Francisco and a first crossing of this heavily traveled corridor for interregional (intercity and commuter) passenger train services. This approach aligns with the Core Capacity Study needs identified in the Metropolitan Transportation Commission (MTC) led study and with the CCJPA Board direction to blend a conventional rail crossing toward an expanded rail network described in the 2018 State Rail Plan. The context of the Northern California Megaregion is the backdrop for the planned incremental program development steps for this megaproject.

CCJPA is supporting initial planning for this project with a 2018 TIRCP funding grant. CCJPA will work with the Bay Area Council Economic Institute and the University of California Davis, Institute for Transportation Studies, to commence a combined economic and transportation impact study of the second crossing for the Northern California Megaregion. CCJPA will then participate in a BART-led series of procured steps in development; critical program oversight, environmental and design efforts, right-of-way, and finally construction efforts that are aimed at project delivery over the next 15 to 20 years.

### **Rail Service Expansion Planning**

The CCJPA has a Train Service Policy supporting future extensions to new markets beyond the Capitol Corridor or to potentially open up new markets within the existing route. This policy encourages partnerships between several passenger rail services and local/regional transportation agencies. On the matters of extensions of Capitol Corridor service, there are ongoing discussions with the Transportation Agency of Monterey, Caltrain, and VTA regarding 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 slowly but steadily and will continue to evolve as funding, operational, and governance matters are addressed.

On the infill of new stations, the CCJPA's Ad Hoc Subcommittee, first convened for the purposes of the CCJPA Vision Plan Update, updated the CCJPA Train Station Policy. Adopted in February 2019, the updated CCJPA Train Station Policy presents an improved process to consider new station viability, benefit, and integration into the Capitol Corridor route. It clarifies the process of establishing a potential new station and of developing the funding program to support the development of new stations along the route.

# 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	30	1,474,873	3.9%	4,041	\$30,092,694	3.14%	\$57,586,946	-0.8%	52.0%	\$32,595,784
FFY 15/16	30	1,560,814	5.8%	4,264	\$32,187,647	7.0%	\$57,135,316	-0.8%	55.0%	\$31,745,660
FFY 16/17	30	1,607,277	3.0%	4,403	\$33,968,835	5.5%	\$58,010,359	1.5%	57.0%	\$31,729,519
FFY 17/18	30	1,706,849	6.2%	4,676	\$36,305,769	6.9%	\$61,221,333	5.5%	58.0%	\$31,000,000
FFY 18/19 (k)	30	867,620	4.8%	4,767	\$18,761,003	5.6%	\$25,451,902	2.1%	62.4%	\$14,753,566

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 through March 2019 for all categories, through February 2019 for Operating Expenses

APPENDIX B

APPENDIX B  
CAPITOL CORRIDOR PERFORMANCE STANDARDS FFY 2017-18 to FFY 2022-23

PERFORMANCE STANDARD	FY 2017-18				FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
	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 (a)	30 (a)
<b>USAGE</b>									
<b>Route Ridership</b>	<b>1,706,849</b>	<b>1,612,000</b>	<b>94,849</b>	<b>5.9%</b>	<b>1,670,400</b>	<b>1,759,000</b>	<b>1,777,000</b>	<b>1,829,100</b>	<b>1,866,000</b>
<b>Passenger Miles</b>	<b>113,798,088</b>	<b>108,133,000</b>	<b>5,665,088</b>	<b>5.2%</b>	<b>113,555,900</b>	<b>117,994,000</b>	<b>120,481,000</b>	<b>122,184,000</b>	<b>124,649,000</b>
Average Daily Ridership	4,676	4,416	260	5.9%	4,576	4,819	4,868	5,011	5,112
Percent Change in Route Ridership	6.2%	6.1%			3.6%	5.3%	1.0%	2.9%	2.0%
Percent Change in Train Passenger Miles	4.8%	15.3%			5.0%	3.9%	2.1%	1.4%	2.0%
Percent Change in Train Miles	-0.9%	-0.5%			0.5%	0.0%	0.0%	1.9%	0.0%
Passenger Miles per Train Mile (PM/TM)	98.2	93.0	5.2	5.6%	97.1	100.9	103.1	102.6	104.7
<b>COST EFFICIENCY</b>									
<b>System Operating Ratio</b>	<b>59%</b>	<b>52%</b>	<b>7.7%</b>	<b>--</b>	<b>54%</b>	<b>56%</b>	<b>56%</b>	<b>56%</b>	<b>56%</b>
<b>Total Operating Costs per Passenger Mile</b>					<b>\$0.57</b>	<b>\$0.57</b>	<b>\$0.57</b>	<b>\$0.57</b>	<b>\$0.58</b>
Percent Change in Total Revenue	6.9%	12.2%	--	--	6.5%	6.2%	1.5%	3.8%	3.0%
Percent Change in Total Expenses	5.5%	4.8%	--	--	1.3%	2.7%	2.0%	3.1%	2.8%
Train Revenue per Train Mile	\$28.84	\$26.64	\$2.20	8.3%	\$28.17	\$29.93	\$30.38	\$31.19	\$32.13
Train Revenue per Passenger Mile (Yield)	\$0.294	\$0.287	\$0.01	2.5%	\$0.292	\$0.298	\$0.304	\$0.310	\$0.316
Train Expenses per Train Mile	\$48.51	\$51.35	-\$2.84	-5.5%	\$52.89	\$54.48	\$56.11	\$57.79	\$59.53
Train Only State Cost per Train Mile	\$19.67	\$24.71	-\$5.04	-20.4%	\$23.42	\$22.81	\$23.43	\$23.29	\$23.89
Train Only State Cost Per Passenger Mile	\$0.20	\$0.27	-\$0.07	-24.6%	\$0.24	\$0.23	\$0.23	\$0.23	\$0.23
<b>SERVICE QUALITY</b>									
<b>End-Point On Time Performance</b>	<b>90%</b>	<b>90%</b>	<b>0%</b>	<b>--</b>	<b>90%</b>	<b>90%</b>	<b>90%</b>	<b>90%</b>	<b>90%</b>
<b>Stations On Time Performance</b>	<b>90%</b>	<b>90%</b>	<b>0%</b>	<b>--</b>	<b>90%</b>	<b>90%</b>	<b>90%</b>	<b>90%</b>	<b>90%</b>
<b>Operator Delays per 10,000 Miles</b>	<b>361</b>	<b>&gt;325</b>	<b>36</b>	<b>11%</b>	<b>&gt;325</b>	<b>&gt;325</b>	<b>&gt;325</b>	<b>&gt;325</b>	<b>&gt;325</b>
Percent of California Car Fleet Available	88%	87%	1%	--	87%	87%	87%	87%	87%
<b>OPERATING RESULTS</b>									
<b>TRAIN AND BUS</b>									
Total Revenue	\$ 36,305,733	\$ 33,159,000	\$3,146,733	9.5%	\$ 35,300,000	\$ 37,500,000	\$ 38,062,000	\$ 39,516,000	\$ 40,701,000
Total Expenses (b)	\$ 61,221,333	\$ 64,240,243	\$ (3,018,910)	-4.7%	\$ 65,063,000	\$ 66,790,000	\$ 68,139,000	\$ 70,227,500	\$ 72,159,000
<b>Total CCJPA Operating Budget</b>	<b>\$24,915,600</b>	<b>\$31,081,243</b>	<b>(\$6,165,643)</b>	<b>-19.8%</b>	<b>\$29,763,000</b>	<b>\$29,290,000</b>	<b>\$30,077,000</b>	<b>\$30,711,500</b>	<b>\$31,458,000</b>
<b>TRAIN ONLY</b>									
Train Only Revenue	\$ 33,428,166	\$ 30,981,000	2,447,166	7.9%	\$ 32,935,000	\$ 34,987,500	\$ 35,512,000	\$ 37,145,000	\$ 38,259,000
Train Only Expenses	\$ 56,222,050	\$ 59,718,000	(3,495,950)	-5.9%	\$ 60,315,000	\$ 61,653,000	\$ 62,899,000	\$ 64,882,500	\$ 66,708,000
Train Only State Operating Cost	\$ 22,793,885	\$ 28,737,000	(5,943,115)	-20.7%	\$ 27,380,000	\$ 26,665,500	\$ 27,387,000	\$ 27,737,500	\$ 28,449,000
Train Miles	1,159,000	1,163,000	(4,000)	-0.3%	1,169,000	1,169,000	1,169,000	1,190,900	1,190,900

(a) Anticipated start of two (2) additional round trip trains to/from Roseville in FY20/21, based upon the expected completion of Phase 1 of the Sacramento-Roseville 3rd track project.

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

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

• - Represents fixed price contract cost Actual contract cost may be lower, but not higher.

¶ - Per Business Plan Update/Amtrak Contract

@ - Standard assumes increased train service to San Jose, Placer County: 30 Oakland-Sacramento weekday trains (22 on weekends), 22 daily trains to/from San Jose, 8 daily trains to/from Roseville and 4 daily trains to/from Auburn.

NOTE 1 - Performance measures not calculated where no standard was developed.

APPENDIX C

# How's Business?

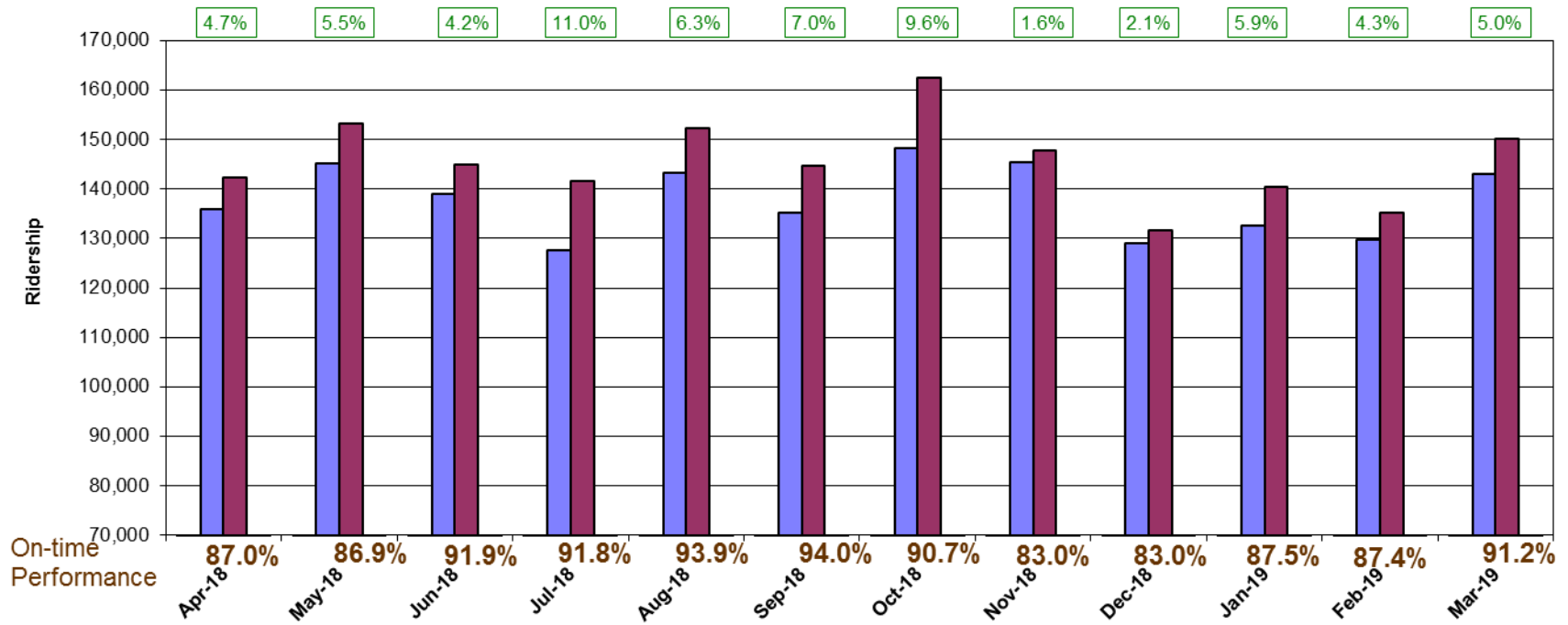
## Ridership



■ Prior 12 Months    ■ Current 12 Months

5.59% Overall 12-Month Growth  
 Ridership Last 12 Months=1,746,619  
 Ridership Prior 12 Months=1,654,094

% difference current month to prior year's month





APPENDIX D

**Capital Projects by CCJPA (\$ million)**

<b>CCJPA Sponsored Projects</b>	<b>Status</b>	<b>Programmed (\$ millions)</b>	<b>Funding Sources</b>	<b>Project Cost (\$ millions)</b>
Capitalized Maintenance	Ongoing (\$1M annually)	\$10.00	STIP, PTA (ongoing 10-year dedicated funding)	\$10.00
UPRR Signal Replacement/Upgrade	In progress	\$6.80	SRA	\$6.80
UPRR Right-of-Way Safety and Security	In progress	\$7.50	SRA	\$7.50
Wayside Power, Lighting, and Security Cameras at Auburn Station and Layover Site	Construction in progress	\$1.90	Prop 1B and CCRP	\$1.90
Renewable Diesel Testing	Pilot testing scheduled for 2019	TBD	CCRP and PTA (possible)	TBD
Bicycle Access Plan Implementation	Refinement for new onboard bike rack and design of Superliner bike rack	\$0.23	CCRP	\$0.23
California Integrated Travel Program	Phases 3 (design and development) and 4 (pilot implementation) planned	\$27.34	TIRCP	\$27.34
California PIDS Modernization (CCJPA share)	System design scoping in progress	\$1.11	SRA	\$1.11
Service Optimization Plan	In progress	\$0.40	TIRCP, CCRP	\$0.40
Sacramento to Roseville Third Main Track Construction Phase 1	Final design in progress	\$84.23	Prop 1A HST, STIP, PCTPA STIP, TIRCP, SRA	\$84.23
Sacramento to Roseville Third Main Track Construction Phase 2	Phase 2 for 7 additional round trips (10 round trips total). This phase is not fully funded.	\$4.00	CCRP	\$195.00
Oakland to San Jose Phase 2A	Project scoping in progress	\$60.00	TIRCP & RM3	\$246.00
Santa Clara Siding Improvement Project	Pre-construction activities	\$3.34	SRA, TIRCP	\$5.73
Network Integration	Support for initial Second Transbay Crossing economic analysis and Southern Alameda County Rail Study	\$2.00	TIRCP	\$2.00
<b>TOTAL - ALL PROJECTS</b>		<b>\$208.85</b>	<b>ESTIMATED TOTAL</b>	<b>\$588.24</b>