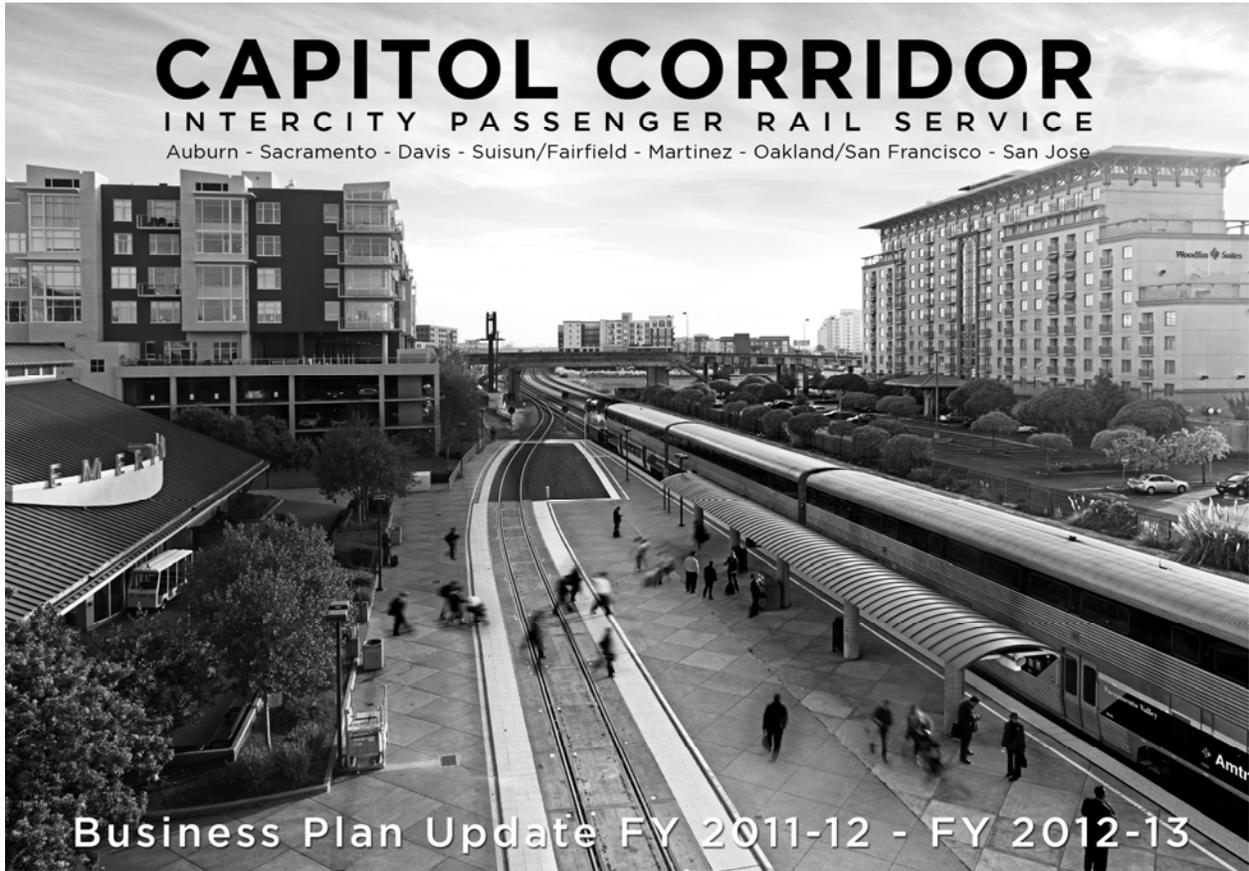


CAPITOL CORRIDOR

INTERCITY PASSENGER RAIL SERVICE

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



Business Plan Update FY 2011-12 - FY 2012-13

**CAPITOL CORRIDOR
INTERCITY PASSENGER RAIL SERVICE
BUSINESS PLAN UPDATE
FY 2011-12 - FY 2012-13
FINAL - MARCH 2011**

**PREPARED BY
CAPITOL CORRIDOR JOINT POWERS AUTHORITY**

**PREPARED FOR
STATE OF CALIFORNIA
BUSINESS, TRANSPORTATION AND HOUSING AGENCY**



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EXECUTIVE SUMMARY

Introduction. This Business Plan Update presents an overview of the Capitol Corridor Joint Powers Authority’s (CCJPA) strategic plan and funding request for the next two fiscal years (FY 2011-12 and FY 2012-13), to be submitted to the Secretary of the Business, Transportation and Housing Agency (BT&H) in April 2011. It also outlines the service and capital improvements that have contributed to the Capitol Corridor’s growth, identifies needed improvements to sustain this growth, and incorporates customer input as detailed in Chapter 263 of the State of California’s (State) Law.

TO MAINTAIN ITS 12-YEAR TRACK RECORD OF SUCCESS, THE CCJPA WILL NEED THE RESOURCES FOR THE NEXT PHASE OF TRACK IMPROVEMENTS AND RAIL VEHICLE ACQUISITION TO MEET FUTURE SERVICE DEMANDS.

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

- 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)

As administrator of the service, the CCJPA’s primary focus is the continuous improvement of the Capitol Corridor train service through effective cost management, revenue enhancement, and customer-focused delivery of a safe, frequent, reliable, and environmentally-friendly transportation alternative to the congested I-80, I-680, and I-880 highway corridors.

History. The Capitol Corridor service began in December 1991 with six daily trains between San Jose and Sacramento. The CCJPA assumed management responsibility for the service in October 1998. Since then, it has grown into the third busiest intercity passenger rail service in the nation. In August 2006, the CCJPA expanded service by 33% from 24 to 32 weekday trains between Sacramento and Oakland, and 14 daily trains between Oakland and San Jose. This expansion was accomplished with two minimal increases in State budget, by growing ridership and revenue, reallocating funds for more efficient use, and making cost-effective service changes. With minor changes since August 2006, this is the service in effect today.

Operating Plan. With its current operating plan, the CCJPA has reached its maximum capacity in terms of rolling stock and service frequency along the core route (Sacramento – Oakland). To maintain its 12-year track record of success, the CCJPA will need the resources and support to begin the next phase of infrastructure improvements and rolling stock acquisition to meet future service demands. The FY 2011-12 and FY 2012-13 operations budgets have been developed to incorporate recent revisions and upgrades to the Amtrak cost allocation and accounting system. The Amtrak Performance Tracking (APT) system has replaced the prior system and will be used to perform cost accounting, allocation, and forecasting for all State-financed, Amtrak-operated intercity passenger rail (IPR) routes under 750 miles in a fair and equitable manner pursuant to Section 209 of the Passenger Rail Improvement and Investment Act of 2008 (PRIIA). These budget estimates are preliminary and will be refined once the Section 209 policy is approved by Amtrak and affected States. Anticipated CCJPA operating plan and expenses are as follows:

Capitol Corridor Service	FY 2011-12	FY 2012-13
Sacramento – Oakland	32 weekday trains (22 weekend)	32 weekday trains (22 weekend)
Oakland – San Jose	14 daily trains	14 daily trains
Sacramento – Roseville	2 daily trains (with plans for up to 10)	2 daily trains (with plans for up to 10)
Roseville – Auburn	2 daily trains (with plans for up to 4)	2 daily trains (with plans for up to 4)
Total Budget (Operations, Marketing & Administration)	\$33,268,800	\$33,853,400
% Change vs. FY 2010-11	-0.11%	+1.64%

After a series of tumultuous fiscal years where funding for the State’s IPR program was in flux, passage of Proposition 22 (in the November 2, 2010 State ballot) is generally thought to provide a stable source of funds, at a minimum, to support the current and projected train operating expenses while, to a lesser degree, secure a limited, steady source of capital funding for the

State’s IPR program. Precise funding details await a comprehensive resolution of the policy implications with the passage of Proposition 26 in the same State ballot.

Performance Standards. In April 2005, the CCJPA Board updated its Vision Plan, which established standards for the Capitol Corridor in usage (ridership), cost efficiency (system operating ratio), and reliability (on-time performance), and strengthened partnerships with the service operators – Amtrak and the Union Pacific Railroad (UPRR).

- Ridership decreased 1.2% in FY 2009-10; to date, FY 2010-11 ridership is up 7.3% (through January 2011).
- Revenue increased 3.7% in FY 2009-10; to date, FY 2010-11 revenue is up 10.8% (through January 2011).
- System operating ratio (a.k.a. farebox return) was 46% in FY 2009-10; to date (January 2011), the FY 2010-11 operating ratio is 48%, primarily due to increased ridership.
- On-time performance (OTP) remained at 93% in FY 2009-10, the best OTP in the Amtrak system, due to disciplined UPRR dispatching and track maintenance; to date (January 2011), FY 2010-11 OTP is at 96%, continuing the stellar trend from the prior year.

The table below summarizes the standards and results for FY 2009-10 and FY 2010-11 (through January 2011) as well as the standards for the next two fiscal years (see Appendix C):

Performance Standard	FY 09-10			FY 10-11			FY 11-12	FY 12-13
	Actual	Standard	% Change	Actual	Standard	% Change	Standard	Standard
Route Ridership	1,580,619	1,602,205	-1.3%	544,069 (through 1/11)	513,635 (through 1/11)	5.9%	1,699,000	1,741,500
System Operating Ratio (train and feeder bus)	46%	49%	-6.1%	48% (through 1/11)	48%	-.%	50%	49%
On-Time Performance	93%	90%	+3.3%	96% (through 1/11)	90%	6.0%	90%	90%

Capital Improvement Program. The CCJPA’s Capital Improvement Program (CIP) is consistent with regional and State transportation plans (e.g. Regional Transportation Plans, [RTPs] and Caltrans’ 10-Year Statewide Rail Plan). The CIP includes projects to increase reliability and capacity, build or renovate stations, add rolling stock, reduce travel times and enhance safety and security. The CIP projects also reduce our impact on the environment and increase the movement of goods.

In FY 2010, the CCJPA and its implementing partners were successful in obtaining \$29.2 million from the initial launch of the Federal Railroad Administration’s (FRA) \$8 billion High Speed Intercity Passenger Rail (HSIPR) five-year capital grant program. However, despite obtaining State and Union Pacific Railroad matching funds, the CCJPA was not successful in its bid for FY2010 HSIPR capital funding that would have provided a phased service expansion program to Placer County and San Jose. Although future HSIPR funding is expected to be even more competitive, CCJPA will again apply for FY2011 HSIPR funding for its proposed expansion projects.

Marketing Strategies. The CCJPA’s marketing strategies for FY 2011-12 and FY 2012-13 will focus on directives set forth in the updated Vision Plan to enhance awareness of the Capitol Corridor brand. Marketing programs and campaigns will target markets with available seating capacity to raise awareness of transit connections, strategic partnerships, enhanced customer service, and amenities to attract and retain loyal riders.

Action Plan. With the State continuing to experience budget deficits, the CCJPA will continue its successful strategy of working with our service delivery and marketing partners to maintain the high level of reliability, improve customer satisfaction, and enhance security measures to retain and grow ridership. CCJPA will leverage State and other funding sources as match to the federal HSIPR capital grant funds implement service efficiencies and expand service to San Jose/Silicon Valley and Placer County. The combination of these initiatives by the CCJPA will position the Capitol Corridor as the premier intercity passenger rail service in the nation.

1. INTRODUCTION

This Business Plan Update modifies the Capitol Corridor Joint Powers Authority's (CCJPA) Business Plan Update submitted to the Secretary of the Business, Transportation and Housing Agency (BT&H) every April. Due to the economic downturn, and since new rolling stock will not be delivered for three to four years, the CCJPA's plan is to maintain current Capitol Corridor service levels at 32 weekday (22 weekend day) trains between Sacramento and Oakland, and 14 daily trains between Oakland and San Jose in FY 2011-12 and FY 2012-13. This Business Plan Update identifies the service and capital improvements that have contributed to the Capitol Corridor's growth during the past 12 years. It also incorporates customer input detailed in Chapter 263 of State Law that allowed for the transfer of the Capitol Corridor service to the CCJPA on July 1, 1998.

As part of that transfer, the CCJPA is required to prepare an annual Business Plan that identifies the current fiscal year's operating and marketing strategies; capital improvement plans for the Capitol Corridor; and the funding request to the Secretary of BT&H for the CCJPA's operating, administrative, and marketing costs for inclusion in the State Budget proposal to the Legislature.

WITH NEW ROLLING STOCK STILL THREE TO FOUR YEARS AWAY FROM DELIVERY, CCJPA PLANS TO MAINTAIN CAPITOL CORRIDOR SERVICE LEVELS AT 32 WEEKDAY TRAINS BETWEEN SACRAMENTO AND OAKLAND, AND 14 DAILY TRAINS BETWEEN OAKLAND AND SAN JOSE IN FY 2010-11 AND FY 2011-12.

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

- 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)

Ex-officio members of the CCJPA include the Metropolitan Transportation Commission (MTC) and the Sacramento Area Council of Governments (SACOG), the Metropolitan Planning Organizations (MPOs) along the route.

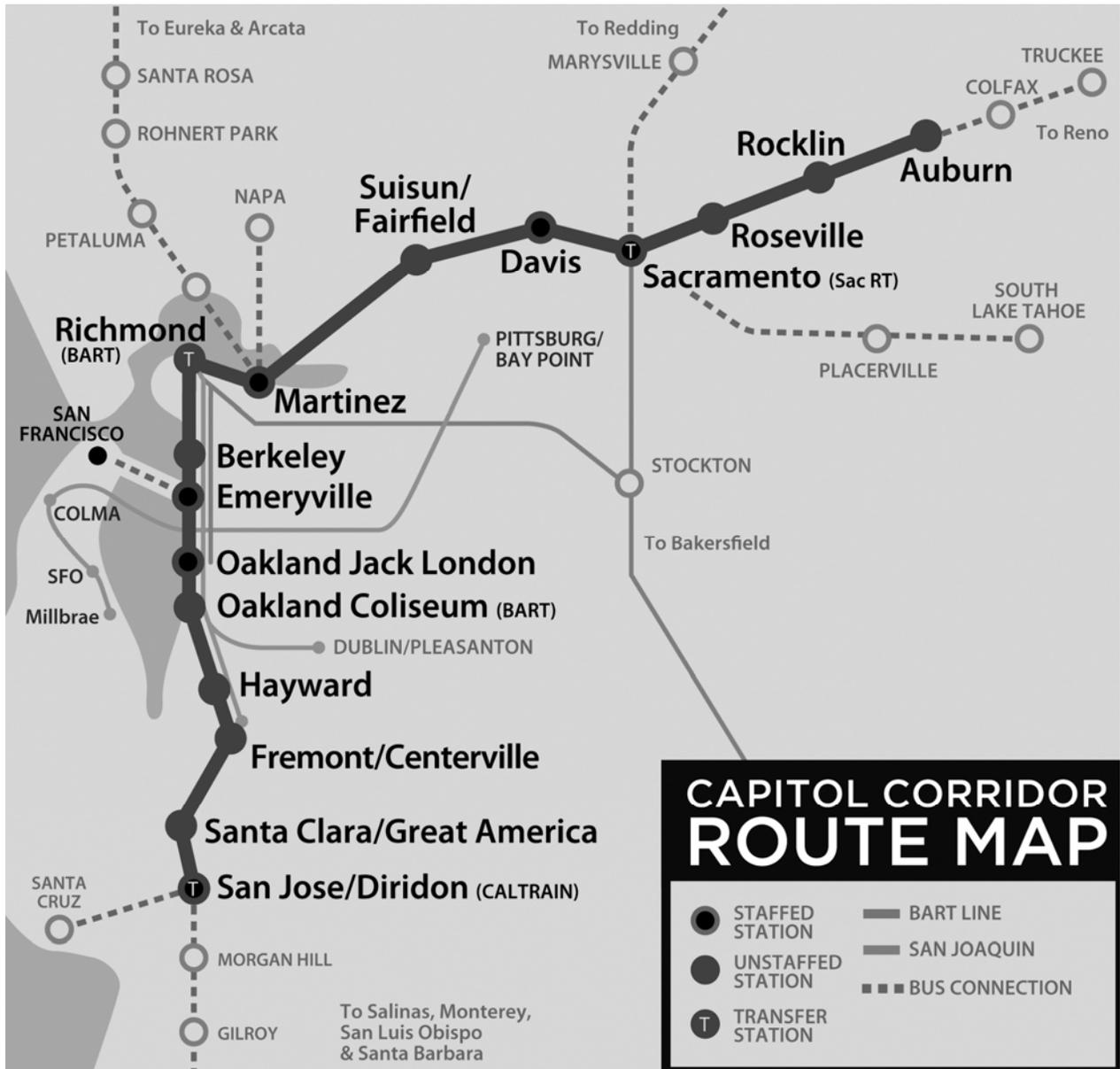
As administrator for the Capitol Corridor, the CCJPA's responsibilities include overseeing day-to-day train and motorcoach scheduling and operations; reinvesting operating efficiencies into service enhancements; overseeing Amtrak's deployment and maintenance of rolling stock for the Capitol Corridor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

Presently, the Capitol Corridor serves 16 stations along the 170-mile rail corridor connecting Placer, Sacramento, Yolo, Solano, Contra Costa, Alameda, San Francisco (via motorcoach), and Santa Clara counties. The train service parallels the I-80/I-680 highway corridor between Sacramento and Oakland, and I-880 between Oakland and San Jose. In addition, the Capitol Corridor connects outlying communities to the train service via a dedicated motorcoach bus network and partnerships with local transit agencies that assist passengers traveling to destinations beyond the train station.

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

In April 2005, the CCJPA updated its Vision Plan, which identifies short- and long-term goals to guide the operating and capital development plans of the Capitol Corridor during the next five to 20 years. The April 2005 update has been incorporated into this Business Plan.

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



2. HISTORICAL PERFORMANCE OF THE SERVICE

On December 12, 1991, the State of California Department of Transportation (Caltrans) and the National Railroad Passenger Corporation (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 Capitol Corridor Joint Powers Authority (CCJPA), a partnership among six local transportation agencies to share in the administration and management of the Capitol Corridor intercity train service.

In July 1998, an Interagency Transfer Agreement (ITA) transferred the operation of the Capitol Corridor service to the CCJPA for an initial three-year term. The CCJPA now operates and manages the Capitol Corridor service through an operating agreement with Amtrak. In July 2001, the ITA was extended for another three-year term through June 2004. In September 2003,

legislation was enacted that eliminated the sunset date in the ITA and established the current, permanent governance structure for the CCJPA.

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

3. OPERATING PLAN AND STRATEGIES

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

Train Service and Recent Expansions

ONE OF THE MOST COST EFFECTIVE CAPITAL IMPROVEMENTS IS TO INCREASE SEATING CAPACITY BY ADDING RAIL CARS TO THE EXISTING SCHEDULED TRAINS. THIS IS THE ONLY PRACTICAL MEANS OF INCREASING RIDERSHIP DURING CONGESTED PEAK HOURS.

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

The August 2006 service expansion, which initiated hourly service between Sacramento and Oakland, represented a major milestone in the CCJPA’s management of the Capitol Corridor. Expanding this hourly train service to and from San Jose will require additional rolling stock and further track capacity improvements (see Section 7). One of the most cost-effective capital improvements is to increase seating capacity by adding more rail cars to the existing scheduled trains. This is the only practical means of increasing ridership during the increasingly congested peak hours.

The benefits of these service expansions and corresponding track capacity improvements and train equipment acquisitions have enabled the Capitol Corridor to increase market share and sustain significant growth in ridership (+242%) and revenues (+290%) during the past 12 years. The Capitol Corridor remains the third busiest route in the Amtrak national system.

Motorcoach Service and Transit Connections

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

The CCJPA offers several programs to enhance transit connectivity. BART tickets are sold at a 20% discount onboard the Capitol Corridor trains to facilitate transfers to BART at the Richmond and Oakland Coliseum stations. The Transit Transfer Program allows Capitol Corridor passengers to transfer free of charge to participating local transit services, including AC Transit, Sacramento RT, Rio Vista Delta Breeze, E-Tran (Elk Grove), Yolobus, Unitrans, County Connection (Martinez), Santa Clara VTA, Fairfield and Suisun Transit, Benicia Breeze, and WestCAT. The CCJPA reimburses the transit agencies for each transfer collected as part of our

operating expenses. CCJPA also partners with Santa Cruz Metro and Monterey-Salinas Transit, sharing operating costs for the benefit of both agencies and their riders. There is also a joint ticketing arrangement with Placer Commuter Express and Roseville Transit.

FY 2010-11 Operating Plan

The CCJPA’s operating plan for FY 2010-11 maintains the same service levels as FY 2009-10:

- Sacramento – Oakland: 32 weekday trains (22 weekend day trains)
- Oakland – San Jose: 14 daily trains
- Sacramento – Roseville – Auburn: 2 daily trains

FY 2011-12 and FY 2012-13 Operating Plan

FY 2011-12. The CCJPA’s operating plan for FY 2011-12 will maintain at least the same service levels as FY 2010-11.

FY 2012-13. The CCJPA’s operating plan for FY 2012-13 will remain the same as for FY 2011-12.

PASSAGE OF PROPOSITION 22 IS EXPECTED TO PROVIDE A STEADY SOURCE OF FUNDS FOR THE ON-GOING ANNUAL CA IPR PROGRAM, ALLOWING IT TO SURVIVE AND EXPAND PER THE STATE RAIL PLAN.

The passage of Proposition 22 (in the November 2, 2010 State ballot) will protect all State funds designated for public transportation services, including the State’s IPR Program and will, more than likely, offset prior uncertainty over the State’s IPR program in conjunction with previous State budgets. The passage of Proposition 26 (in the same ballot), however, poses some confusion with respect to the source and amount of public transportation funds protected under Proposition 22. As of this writing, reconciliation of these two propositions is being developed with the State Legislature; we expect that once the two propositions are reconciled, both current and future operating budgets will be stabilized with limited capital funding from the State for the IPR program.

Stabilizing the State operating and capital funding sources will allow CCJPA to better position itself to apply for future FRA HSIPR capital grants. Notwithstanding these positive State public transport funding developments, there still remains the larger, ongoing issue of the State’s ability to supply sufficient funds to programmed projects through the sale of State general obligation bonds, given California’s poor credit rating that has resulted from continuing unresolved budget deficits.

4. SHORT- AND LONG-TERM CAPITAL IMPROVEMENT PROGRAM

The CCJPA has developed a Capital Improvement Program (CIP) in partnership with the UPRR, Amtrak, and the State, which will be used to continuously improve the Capitol Corridor’s reliability, travel times, on-time performance, and safety/security. Since the inception of the Capitol Corridor service, more than \$885 million from a mixture of funding sources has been invested 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 CCJPA has secured (after several years of State budgetary delays) \$96.3 million for projects designed to improve the Capitol Corridor service and implement safety and security projects and programs. The bulk of these funds are intended to match with as yet unprogrammed capital funding grants, primarily intended to be Federal grants. These improvements will also benefit the UPRR. CCJPA is also involved as a partner with other rail agencies or local jurisdictions for other CIP projects. A list of CIP projects that have been completed or are currently underway is included in Appendix B.

Historically, the State has been the primary funding source for capital projects through the State Transportation Improvement Program (STIP), a biennial transportation funding program, and periodic general obligation bonds (Propositions 108, 116, 1A, and 1B). Special programs or direct project allocations from the State, such as the Traffic Congestion Relief Program (TCRP), or regional funds, such as Bay Area Regional Measure 2 (RM-2), have periodically supplemented these sources. In recent years, State budgets have become increasingly

unreliable by regularly deferring programming capacity, making it impossible for the CCJPA to carry out the CIP. The recent passage of Proposition 22 will protect future state capital funding sources.

THE RETURN OF A STABLE CAPITAL FUNDING SOURCE FOR STATE IPR PROJECTS BODES WELL FOR BEING MATCHED WITH FEDERAL FUNDING SOURCES.

In 2009 federal lawmakers created the FRA's HSIPR program with an initial grant capacity of \$8 billion (from the American Reinvestment and Recovery Act [ARRA]), which for the first time in history established a new federal capital grant source for intercity passenger rail. Over the next five years the HSIPR program will be supplemented with additional funding appropriations through the Passenger Rail Investment and Improvement Act (PRIIA). The CCJPA was fortunate to receive a \$29.2 million HSIPR program award, together with the City of Sacramento and Caltrain. . Subsequently, CCJPA applied for funding from the \$2.4 billion FY 2010 HSIPR program to support its expansion plans, was deemed eligible but was not selected due to a lack of available federal funding. Instead, the FRA allocated the bulk of the funding to high-speed rail corridors in development. Although the annual funding for the HSIPR program is expected to become even more competitive, the mere existence of the program underscores the effectiveness of any matching source of funds (there are requirements for a minimum 20% non-Federal match). Thus, CCJPA is more encouraged than in prior years that a reliable State source of funding will bode well for long-term capital planning and programming especially when combined with any Federal source of funding. Equally, the Department of Transportation's (DOT) Transportation Investment Generating Economic Recovery (TIGER) grant program may have some applicability to some of the projects within CCJPA's CIP and it will be explored as a potential funding source.

Current Capital Improvements (FY 2009-10 – FY 2010-11)

Capital expenditures completed include the Phase 2 of the Bahia crossover and a track and station upgrade at the Emeryville Station. Both of these projects were rescoped to accomplish the same project benefits while allowing for significant cost savings. In the case of the Bahia crossover, a savings of \$3.5 million occurred with \$2.5 million of it reallocated to continue the very successful program of ongoing track maintenance (the remaining \$1.0 million remains to be utilized at the discretion of the Caltrans Division of Rail). The cost savings on the Emeryville project was \$3.7 million, which will be used to install a wireless network on the Northern California fleet of rolling stock for both the Capitol Corridor and San Joaquin IPR services. As of this writing it is not known if the California Transportation Commission (CTC) will allow these funds to be immediately used to realize this service benefit.

Other current capital programs include projects implemented with Proposition 1B funding provided by the California Emergency Management Agency to support implementation of safety and security projects (\$1.9 million per year for the Capitol Corridor) is also currently in place with specially identified Transit Safety and Security funds. Several projects led by other organizations are also underway or programmed which will benefit the Capitol Corridor service.

The most significant aspects of CCJPA's CIP (along with partners who implement aspects of the CIP) for FY 2009-10 is the receipt of \$29.2 million of the initial \$8 billion phase of the HSIPR program. In August 2009, CCJPA with its partners at the City of Sacramento and Caltrain applied for Track 1 ("shovel-ready") HSIPR-ARRA funding with the Federal Railroad Administration. These funds did not require a State or local match. Two of the three projects are being implemented by CCJPA's partners; the Sacramento Rail Relocation project and San Jose Station Improvements. Both projects are in progress and utilize additional funding sources. The third HSIPR grant was for the CCJPA's Yolo West Crossover which is expected to begin construction in Spring 2011 presuming agreement between UPRR and CCJPA to meet the FRA award criteria is achieved. See Table 4-1 for all projects underway or programmed.

Short-Term Capital Improvements (FY 2011-12 – FY 2014-15)

The lack of reliable State capital funding over the past few years has led to a situation where there are no officially programmed short-term capital improvements other than minor safety and security projects. While there are State funds programmed for Capitol Corridor projects using Proposition 1A and 1B funds, there have been no available "steady" sources of funding in recent

budget cycles. The Proposition 1A funds are programmed but intended to become non-Federal sources of matching funding for capital intensive track improvements which will provide for service expansion into Placer County as well as between Oakland and San Jose.

The CCJPA and Caltrans, owner of the rolling stock, have both recognized the need for additional rolling stock to expand seating capacity and grow the State’s intercity rail services. Understanding that additional rolling stock is a major investment, Caltrans is now working through a partnership with Amtrak and revising a prior equipment specification to develop a joint specification with Amtrak to place a larger (and less costly per unit) car order. Upon completion, this specification will be the first generation standard bi-level car specification upon completion and will be incorporated into a Request for Proposal. Caltrans was ultimately successful in the FY 2010 HSIPR program in being awarded \$100 million to acquire additional rolling stock. While the award did not expressly identify the Capitol Corridor service as a recipient, some of this additional rolling stock would accrue to the Northern California rolling stock and thus provide more net train cars to both the Capitol Corridor and San Joaquin IPR services.

Until officially resolved, the lack of reliable State funding sources as well as restrictions on programming are creating difficulties in meeting Federal mandates. Federal law requires that a Positive Train Control (PTC) system be in place by 2015. The CCJPA in partnership with UPRR will have to, at a minimum, participate with Caltrans to retrofit the rolling stock to communicate with both UPRR’s and the Burlington Northern Santa Fe’s (BNSF) wayside PTC equipment (the rolling stock is shared with the San Joaquin which operate on BNSF territory). CCJPA will also need to work with UPRR to identify CCJPA’s share of UPRR’s installation of wayside PTC equipment. The lack of an identified State and Federal source of funding to accomplish this mandate is daunting given the limited time to install and implement PTC by 2015, however, the CCJPA can utilize upwards of \$13.5 million in Proposition 1B (Transit Safety/Security) funding as some amount of possible funding for the CCJPA’s share of wayside PTC installation.

The Proposition 1A (California High Speed Rail) bonds, approved by California voters in the November 2008 general election, are an excellent match for the HSIPR Federal funding program to allow the CCJPA to advance and complete many elements of its CIP. During FY 2010, the

CCJPA, working with Caltrans, made programming commitments approved by the CTC of the dedicated \$47.5 million in Proposition 1A funding toward track capacity/service expansion projects between Oakland and San Jose and then programmed \$15.8 million in “competitive” (a one-third share of the \$47.5 million split between the three State IPR services) Proposition 1A funding toward service expansion in the Sacramento to Roseville territory. While the programming expenditure year of these funds have already been pushed outward due to State budgetary and cash woes, they remain as dedicated sources of funding to be used as match for future year HSIPR funding match.

GRADE SEPARATIONS WILL CONTINUE TO RANK HIGH ON THE LIST WITH BOTH CCJPA AND UPRR. CCJPA HAS IDENTIFIED HIGH-PRIORITY GRADE SEPARATION PROJECTS, BUT AS WITH MANY RAIL OPERATORS AND COMMUNITIES, UNCERTAINTY IN STATE SPENDING HAS MADE IT DIFFICULT TO PREDICT AND SECURE FUNDS TO ADDRESS THEM.

Long-Term Capital Improvements (FY 2015-16 – FY 2019-20)

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

funds required for these long term projects, primarily the Proposition 1A funds, are now partially secured as matching funding to anticipated future federal grants. Other related partnering projects are designed to respond to anticipated ridership demands.

From a long-term perspective, presuming it is extended beyond FY 2013, the emergence of a federally supported rail program is a positive sign for passenger rail improvement not only for CCJPA, but for communities across California and the nation. The success of the short-term HSIPR program will determine the long-term Federal support beyond the initial five years. Assuming a non-federal match will be a continued requirement, consistent with the highway and transit programs, there is renewed benefit of a reliable State capital program for passenger rail; something that may be expected due to the passage of Propositions 22.

Grade separations will continue to rank high on the list with both CCJPA and UPRR. Scarce funding opportunities for these important safety and operational improvements have meant that very few communities along the route can effectively marshal the resources to plan for elimination of grade crossings or separations, much less pay for them. CCJPA has identified high-priority grade separation projects, but as with many rail operators and communities, uncertainty in State spending has made it difficult to predict and secure funds to address them.

There are certainly longer-term projects that will require implementation beyond 2018. In addition to the track improvements in the southern and northern portions of the route, at some point the railroad bridge across the Carquinez Strait must be replaced with a higher elevation bridge that need not be opened for shipping traffic. This replacement, which will benefit freight and passenger rail, requires a new bridge infrastructure, land acquisition, and construction of the rail approaches into the bridge structure. This project is expected to be costly and require an extended effort from all involved.

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

CCJPA Sponsored Projects	Programmed/Underway	Budget	Funding Sources	Description/benefits
Yolo West Crossover	Programmed	\$5.00	HSIPR	Provides crossover point which will allow greater dispatching capability and increase track capacity
Sacramento to Roseville Third Main Track	Underway	\$3.53	RTIP/IIP	Environmental and initial design for a third main track between Sacramento and Roseville
Wireless Network Installation	Programmed/Underway	\$4.45	Prop 1B	Install a wireless network for passenger internet use and operational applications
Capitalized Maintenance Ph 2	Underway	\$2.50	Prop 1B	A track maintenance upgrade and enhancement program to retain high OTP
Passenger Information Display System (PIDS) Station Upgrade	Underway	\$0.85	Prop 1B	Upgrades station alert message signage and signage system
Automated Ticket Validation (ATV) Project	Underway	\$2.10	Prop 1B	Implementation phase of ticket validation project
Security Cameras at CC Stations	Underway	\$1.00	Prop 1B	Establishes video security system at select CCJPA stations -
Sacramento to Roseville Third Main Track Construction	Programmed	\$15.80	Prop 1A	
Oakland to San Jose Track Improvements	Programmed	\$47.50	Prop 1A	
Positive Train Control	Programmed	\$13.30	Prop 1B	Funding share for UPRR installation of wayside signal safety system.
Security Infrastructure Project (Fencing and Signage)	COMPLETED 6/11	\$0.30	Prop 1B	Partial funding used to complete Oakland Jack London Fence, remaining funds to complete Davis and Fairfield.
SUB-TOTAL		\$96.33		
Projects Sponsored by Others	Sponsor & Programmed/Underway	Budget	Funding Sources	Description/benefits
Fairfield-Vacaville Station	City of Fairfield/City of Vacaville Underway	\$44.00	Various local, regional, State and Federal sources	Build a new station at Peabody Road in the Fairfield-Vacaville area, including parking, platform, and other station amenities
Sacramento Station Platform Relocation	City of Sacramento Underway	\$70.95	Various sources including \$6.2M in HSIPR funding	Track and platform relocation setting the stage for extensive Sacramento Station upgrades, including significant land use improvements
Sacramento to Roseville Third Main Track	PCTPA Programmed	\$3.00	RTIP/IIP	Initial construction funding for a third main track between Sacramento and Roseville
San Jose Diridon Station Expansion	Caltrain Underway	\$52.08	Various sources including \$18.M in HSIPR funding	Additional platforms and track access at San Jose Diridon station
On-Train Information System (OTIS) - Wireless Network component	Caltrans Underway	\$1.00	Prop 1B	Funds the wireless network build which is a component of the OTIS planned for the future
SUB-TOTAL		\$171.03		
TOTAL		\$267.36		

The CIP is consistent with the Regional Transportation Plans (RTPs) adopted by Metropolitan Transportation Commission (MTC), Sacramento Area Council of Governments (SACOG), Placer County Transportation Planning Agency (PCTPA), Caltrans' 10-Year Statewide Rail Plan, and Amtrak's Strategic Corridors Initiative. Each RTP includes a list of anticipated projects and cost estimates for a 25-year planning horizon. When possible, the CCJPA will share costs and coordinate with other rail and transit services on station and track projects.

**Table 4-2
Ready to Go and Service Expansion Projects (\$ million)
Capitol Corridor**

READY TO GO PROJECTS (complete within 2 Years)				
CCJPA Sponsored Projects	Budget	Potential Funding Sources	Description/benefits	Status
Donner Pass Improvements for Placer County Service Expansion	\$51.00	UPRR, FY 2011 HSIPR	Capacity upgrades permitting one additional round trip to Auburn; resulting revenue and ridership increase	Applied for with a 2010 HSIPR application - qualified but not funded
SUB-TOTAL	\$51.00			
READY TO GO TOTAL \$51.00				
SERVICE EXPANSION PROJECTS (complete within 2-10 Years)				
CCJPA Sponsored Projects	Budget	Potential Funding Sources	Description/benefits	Status
Oakland to San Jose Track Improvement Program Phase 2	\$402.20	State (Prop 1B, 1A), Federal (HSIPR), and various Federal, State, and Local funds (matched already with \$47.5M in Prop 1A shown in table 4-1 and other potential matching funds based on project partnerships)	Program of track improvements (primarily adding second main tracks or connecting sidings) benefiting addition of service capacity between Oakland and San Jose which includes a new Union City Station (Union City station project to be managed by Union City)	A potential grant application for FY 2011 HSIPR funding. Existing funding match for HSIPR in \$99M in funds for Union City BART/Passenger Rail station funds. Additional \$47.5M Prop 1A fund match available.
Roseville-Sacramento 3rd Main Track	\$250.00	Various Federal, State (STIP (IIP/RIP)) with \$3M in STIP-RIP and \$15.8M in Prop 1A (see table 4-1)	Program of track improvements in Placer County to allow increased service capacity.	Subject of anticipated grant application of FY 2012 HSIPR funding. Additional funding . Some STIP (IIP/RIP) funds may be available to implement early phases of this project.
Positive Train Control	\$31.70	Various Federal, State fund sources (to be matched with already secured \$13.3M in Prop 1B Transit Safety/Security)	Nationwide Class 1 freight and passenger rail mandate to install positive train control by 2015. This is CCJPA's estimated share of track side installation along the Capitol Corridor route with the on-train PTC equipment funded through Caltrans' efforts	Federal funding program to support this federal mandate for passenger rail is evolving. Caltrans and CCJPA are seeking appropriate funding sources to provide support.
Capitalized Maintenance Phase 3	\$8.00	State or Federal HSIPR-PRIIA	Tie tamping and general track maintenance \$2M/year for four years	Subject of anticipated grant application of FY 2013 HSIPR-PRIIA funding
Wireless Network Phase 2	\$30.10	State and Federal HSIPR-PRIIA	Trackside portion of network including Capitol Corridor and San Joaquin route and including real-time right-of-way camera application for security program	Subject of anticipated grant application of FY 2013 HSIPR-PRIIA funding
SUB-TOTAL	\$722.00			
Projects Sponsored by Others	Budget	Potential Funding Sources	Description/benefits	Status
Hercules Station	\$48.00	Various Federal, State, and Local sources	New station at Hercules	Full station funding plan required for CCJPA Board adoption is anticipated in 2011
Additional Rolling Stock	\$125.00	State (Prop 1B, 1A), Federal (HSIPR-PRIIA)	Additional rolling stock for the Northern California Rail Fleet - adds rail cars for greater train seating capacity and allows for service expansions	Also includes a Sacramento area maintenance facility (\$50M in Prop 1B) which with the existing Oakland Maintenance Facility provides sufficient maintenance capacity for the additional rolling stock
SUB-TOTAL	\$173.00			
SERVICE EXPANSION TOTAL	\$895.00			
ALL PROJECTS COST TOTAL	\$946.00			

5. PERFORMANCE STANDARDS AND ACTION PLAN

The CCJPA's management program for the Capitol Corridor utilizes a customer-focused business model approach. It emphasizes delivering reliable, frequent, safe, and cost-effective train service designed to sustain growth in ridership and revenue. During the past 12 years, ridership has trended upward by providing a viable, transport alternative to the parallel congested I-80/I-680/I-880 highway corridors that is competitive in terms of travel time, reliability, and price.

In addition to the typical performance metrics, it is worth examining the environmental impact of the Capitol Corridor's success and growth. The Capitol Corridor's ridership growth benefits the environment by reducing air pollution and greenhouse gas emissions. In California, approximately 58% of greenhouse gas emissions come from the transportation sector. Based on profiles of the Capitol Corridor rider from on-board surveys and on the projected ridership for FY

THE AVAILABILITY OF THE CAPITOL CORRIDOR TRAIN SERVICE WILL ALSO PREVENT ROUGHLY 14, 370 TONS OF CARBON DIOXIDE FROM ENTERING THE ATMOSPHERE. IN ADDITION, THE STATE-OWNED FLEET OF LOCOMOTIVES IS UNDERGOING A RETROFIT PROGRAM TO EXCEED THE LATEST FEDERAL EMISSION STANDARDS AND INCREASE FUEL EFFICIENCY.

2010-11 (see Table 5-1), the Capitol Corridor is expected to generate 103 million passenger miles, which corresponds to over 77 million vehicle miles traveled (VMTs) removed from Northern California highways. This presumes that most trips replaced are automobile trips. The availability of the Capitol Corridor train service will also prevent roughly 14, 370 tons of carbon dioxide from entering the atmosphere. In addition, the State-owned fleet of locomotives is undergoing a retrofit program to exceed the latest Federal emission standards and increase fuel efficiency.

The CCJPA develops performance standards for the Capitol Corridor service pursuant to State legislation that measures usage (ridership), cost efficiency (system operating ratio), and reliability (on-time performance). Table 5-1 summarizes the standards and results for FY 2009-10 and FY 2010-11 (through November 2010), 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 2014-15.

**Table 5-1
Performance Standards for Capitol Corridor Service**

Performance Standard	FY 09-10			FY 10-11			FY 11-12	FY 12-13
	Actual	Standard	% Change	Actual	Standard	% Change	Standard	Standard
Route Ridership	1,580,619	1,602,205	-1.3%	544,069 (through 1/11)	513,635 (through 1/11)	5.9%	1,699,000	1,741,500
System Operating Ratio (train and feeder bus)	46%	49%	-6.1%	48% (through 1/11)	48%	-.%	50%	49%
On-Time Performance	93%	90%	+3.3%	96% (through 1/11)	90%	6.0%	90%	90%

FY 2009-10 Performance Standards and Results

The service plan for FY 2009-10 maintained the service expansion that was initiated on August 28, 2006 with 32 weekday trains (22 weekend day) between Sacramento and Oakland and 14 daily trains between Oakland and San Jose (service between Sacramento and Roseville/Auburn remained at 2 daily trains). This is the maximum level of service attainable between San Jose and Sacramento with the current rolling stock and trainsets available and assigned to the Capitol Corridor, as well as the maximum train frequency approved by the UPRR.

FY 2009-10 began as the FY 2008-09 year ended with lower than anticipated ridership, however as the economy slowly started to recover, throughout the latter half of the year ridership steadily increased although not quite enough to eclipse the total ridership in FY 2008-09. In terms of on-time performance, we have exceeded our goal by achieving 93% OTP rate, making the Capitol Corridor number one in OTP among multi-frequency train services in the Amtrak national system. These levels above the standard were reached in the prior fiscal year but they continue to maintain and even slightly improve during FY 2009-10 due to the very effective capitalized maintenance program and UPRR’s commitment to effective dispatching to keep the Capitol Corridor (and freight) trains operating reliably.

In FY 2009-10:

- Ridership declined slightly by 1.2% mostly due to region-wide poor economic conditions at the beginning of the year, which in turn negatively impacted ridership
- Revenue improved 3.7% in spite of a slight ridership decline
- System operating ratio (a.k.a. farebox return) was 46%
- On-time performance (OTP) remained the same at 93%, making the Capitol Corridor the top performing IPR service in Amtrak’s national system for multi-frequency service

FY 2010-11 Performance Standards and Results to Date

The CCJPA, in cooperation with Amtrak and Caltrans, developed the FY 2010-11 standards based on ridership, revenue, and operating expenses identified in the current FY 2010-11 CCJPA/Amtrak operating contract. These standards are presented in Table 5-1.

Ridership. Year-to-date ridership is 7.3% above last year and 5.9% above business plan projections thus demonstrating the combined effect of eliminating the State’s “Friday furloughs,” rising gas prices and modest economic recovery has on CCJPA’s ridership results

Revenue. Year-to-date revenue is 10.8% above last year and 2.1% above business plan projections.

System Operating Ratio. Year-to-date system operating ratio (total revenues divided by fixed-price operating costs, a.k.a. farebox return) is 48%, which is meets the 48% standard.

On-Time Performance (OTP). Year-to-date OTP is 96%, even exceeding last year’s record performance, which is above the 90% standard. OTP has maintained a high level since August 2008.

FY 2011-12 and FY 2012-13 Performance Standards

Table 5-1 provides the preliminary performance standards for FY 2011-12 and FY 2012-13.

Appendix C shows the measures used to develop the performance standards. Currently, ridership and revenue are expected to grow at significantly lower rates than prior years due to weak economic conditions. The FY 2011-12 and FY 2012-13 and future operating costs assume the implementation of Section 209 of PRIIA, which stipulates that all State-financed, Amtrak-operated intercity passenger rail (IPR) routes under 750 miles will be priced by Amtrak in a fair and equitable manner. In anticipation of the implementing Section 209, Amtrak has developed a new cost allocation and accounting system, Amtrak Performance Tracking (APT). To that end, State IPR agencies like the CCJPA, will work with Amtrak in developing future operating budgets and monitoring these costs for their respective IPR train services (like the Capitol Corridor). The CCJPA’s primary focus for future operating budgets/costs is to ensure that the accounting and allocation of these costs are transparent and the CCJPA and the

CCJPA’S RIDERSHIP TRENDS FOR THE PAST FEW YEARS HAVE STRONGLY FOLLOWED BOTH THE STATE OF THE ECONOMY AND GASOLINE PRICES.

State are receiving the best value for the IPR service provided by Amtrak. To that end, the CCJPA will continue to work with Amtrak during the next few months to stabilize or reduce operating expenses and increase revenue yield through fare adjustments.

FY 2011-12 Action Plan

For FY 2011-12, the CCJPA will focus its work efforts on maintaining a successful service in terms of performance and customer satisfaction while attempting to implement several initiatives and capital projects if funding becomes available. The following actions attempt to meet or exceed the established performance standards and provide exceptional service to the public traveling on the congested I-80/I-680/I-880 transportation corridor.

1Q FY 2011-12

- Update CIP and funding sources based on programming capacity in the State FY 2011-12 budget
- Secure State and Federal funds to advance and complete programmed track and safety and security projects
- Working with Amtrak, complete installation of on-train wireless network system for customer and operational uses and begin testing and pilot program for quality assurance and control.
- Work with Amtrak on the next generation of the Automated Ticket Validation (ATV) system which will assist with e-ticketing to reduce fraud, improve revenue collection, and streamline reporting
- Participate in the development of the planned Fairfield/Vacaville and Hercules stations and the Union City Intermodal Station/Dumbarton Rail commuter service
- Complete the final stages of construction of the Yolo Causeway crossover project
- Monitor performance and operation of ticket vending machines
- Seek marketing and promotional partnerships to leverage added value and/or revenues
- Monitor and expand the programs with transit agencies to improve connectivity between the trains and local transit services
- Prepare applications for the FY 2011 FRA HSIPR capital grants

2Q FY 2011-12

- With Amtrak, complete the deployment of a wireless network system for customer and operational uses and launch the service to the public.

- Evaluate measures to improve train and motorcoach bus performance, including modifications to the service
- Seek funds to support the FY11-12 security improvements, including but not limited to cameras at stations, on trains, and trackside safety points; and signal safety improvements such as Positive Train Control (PTC) being developed by UPRR
- Conduct onboard surveys to assess rider profile and solicit feedback on Amtrak's performance

3Q FY 2011-12

- Host Annual Public Workshops to present service plans and receive input
- Develop Annual Performance Report and other information to present an overview of current performance and future plans
- Develop revised Business Plan Update for FY 2012-13
- Establish funding agreements for any FY 2011 HSIPR grant funds received
- Begin preparations for the FY 2012 FRA HSIPR capital grants

4Q FY 2011-12

- Conduct onboard surveys to assess rider profile and solicit feedback on Amtrak's performance
- Develop FY 2012-13 marketing program, including market research

FY 2012-13 Action Plan

This action plan for FY 2012-13 is preliminary and will be revised during the second half of FY 2012-13. In general, the CCJPA intends to focus on:

- Working with the UPRR and Amtrak to continue ridership and revenue growth by improving reliability and implementing projects that add capacity and reduce travel times
- Monitoring development and manufacturing of additional rolling stock, safety and security upgrades, and track and signal projects to meet service expansion plans
- Using the wireless network system as a basis on which to develop and deploy additional applications
- Working with Caltrans (train equipment owner) implement the on-train hardware to support the installation of the PTC signal safety system
- Developing marketing programs that retain riders through expanded amenities, loyalty campaigns, and offers, and increase ridership through market research
- Updating performance standards as necessary
- Working with Amtrak to secure additional cost efficiencies to be reinvested in service enhancements
- Preparing applications for the FY 2013 FRA HSIPR capital grants

6. ESTABLISHMENT OF FARES

A RECENT AAA STUDY ESTIMATES THE COST OF DRIVING A CAR AT 45-71 CENTS PER MILE. THE AVERAGE COST OF A FULL-FARE CAPITOL CORRIDOR TICKET AVERAGES ABOUT 23 CENTS PER MILE.

The CCJPA will develop fares in conjunction with Amtrak to ensure the Capitol Corridor service is attractive and competitive with other transportation modes, including the automobile. 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 are competitive with other transportation options and have become increasingly popular due to the high number of repeat riders who use the Capitol Corridor trains as their primary means of travel along the corridor. The monthly and multi-ride tickets can be used year-round for all regularly scheduled train service. Reservations are unnecessary for any of the trains.

The current fare structure is based on a one-way tariff, with the roundtrip tariff equal to double the one-way tariff. Discount fares are available to seniors, students, military personnel, and children under age 15. Amtrak also provides reduced fares for certain national partners, such as AAA members. Fare modifications are used selectively to maximize revenue and ridership, while still working toward the State's farebox return goal of 50%.

A recent AAA study estimates the cost of driving a car at 45-71 cents per mile, not including tolls and parking. The average cost of a full-fare Capitol Corridor ticket is about 23 cents per mile, a significant cost savings and attractive value with the service amenities and reliability provided on the Capitol Corridor trains.

FY 2011-12 Fares

During the past 11 years, the CCJPA has incrementally increased fares based on service improvements such as added trains, reduced travel times, and new stations. In FY 2007-08, the CCJPA implemented a simplified fare structure that discontinued seasonal and holiday pricing and recalibrated city-pair multi-ride ticket prices to provide equitable fare tariffs among ticket types. This revised fare structure provides consistency to passengers by eliminating ticket price fluctuation and also enables the CCJPA to better manage revenue, leading to revenue growth that exceeds ridership growth. The CCJPA and Amtrak will implement strategic fare increases in FY 2010-11 (November 2010 increase of 2% with a planned 2% increase in late Spring 2011). Up to two (2) fare increases in the 2%-5% range are projected for FY 2011-12 to meet the operating budget and revenue projection. These projected increases in ticket prices will be thoroughly evaluated by the CCJPA and Amtrak and will consider factors such as ridership results, revenue levels, variable operating expenses (such as fuel) and overall economic conditions along communities in the corridor.

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

- Customer loyalty and referral programs to attract new riders
- Promoting ticket purchases online (through the unveiling of Amtrak’s e-Ticketing initiative) and through the Quik-Trak Ticket Vending Kiosks installed at all Capitol Corridor stations
- Increased utilization of Automated Ticket Validation (ATV) system along with Amtrak’s various e-ticketing initiatives will increasingly enable real-time validation and benefit customer convenience along with real time information on ridership and revenue data, leading toward better operating cost efficiencies
- Expanding awareness of the transit connectivity programs such as the Transit Transfer Program, joint ticketing, and transfer of motorcoach bus routes to parallel local transit services to help increase overall ridership and revenues

Together, these fare and ticketing programs for FY 2011-12 will enhance customer convenience and increase revenue yield through expanded Quik-Trak kiosk availability and improved revenue collection through the ATV units. All of these measures will contribute toward meeting the State’s farebox return goal of 49%.

FY 2012-13 Fares

While still preliminary, the projected fare structure for FY 2012-13 will follow the program set forth in FY 2011-12. The CCJPA will perform periodic reviews of the fare structure and make modifications with Amtrak as necessary. Opportunities include:

- Working with MTC to include the Clipper smart-card fare collection technology on the Capitol Corridor trains provided it can be incorporated into the Amtrak ticketing structure
- Continuation and expansion of transit connectivity programs such as the Transit Transfer Program, joint ticketing, and transfer of motorcoach bus routes to parallel local transit services

CCJPA IS WORKING WITH TO PROVIDE FREE PASSENGER WI-FI INTERNET ACCESS ON THE RAIL CARS PLUS IN-TRAIN PASSENGER INFORMATION DISPLAYS AND ANNOUNCEMENTS.

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

Service Amenities

Accessibility. The Capitol Corridor and San Joaquin Corridor trains provide complete accessibility to passengers. Accessibility features include onboard wheelchair lifts, two designated spaces per train car for passengers in wheelchairs, and one wheelchair-accessible lavatory on the lower level of each train car.

Information Displays. Each California Car is equipped with passenger information displays that provide the train number and destination, plus any required public information.

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

Telecommunications. The current mid-life overhaul program includes the expansion of 110-volt power access to additional locations within all cars to satisfy the growing demand of passengers who bring laptops and electronic devices on the trains.

Bicycle Access. All Northern California Cab and Coach Cars have bicycle storage units that hold three bicycles on the lower level of the car. In addition, the 14 California Cab Cars have been fitted with a bike rack in the lower level seating area that can accommodate up to four more bicycles. Also in the fleet are five Surfliner Cab Cars, which have storage space for up to 13 bicycles in the lower level baggage area.

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Wireless Network Program. The CCJPA will commence, in collaboration with Amtrak's national procurement process, the installation of a wireless network in FY 10-11. The network will initially include passenger internet access and allow for operational applications such as networked in-train passenger information displays. It will be a platform for future operational applications, including safety and security applications, which will be rolled out in future phases. Caltrans Rail Division is a partner with CCJPA in supporting the wireless network development for the rail fleet.

Business/Custom Class Car. Inability to secure the funds to purchase rolling stock has hampered the introduction of the Business/Custom Class Car. This service can only be implemented after the receipt of new rail cars, which is approximately four years after funding for new rolling-stock becomes available. The program seeks to renovate one car per train to be equipped with premium services and amenities not found in other Coach Cars. To better serve business travelers and retain and expand this market, CCJPA will work to ensure these services will increase net revenues or at least be revenue-neutral. Service could include:

- Morning coffee and pastry service and mid-day soft drinks
- Daily and/or weekly periodicals for each Business/Custom-class ticketed passenger
- Wireless network access (included in fare)
- Ability to reserve a seat

Food and Beverage Services. Many of the food and beverage service improvements proposed in prior years have been implemented and are reaping benefits in customer satisfaction and increased sales of menu items. In 2010, the CCJPA installed new point-of sale registers, which greatly improved the efficiency and back-office management of the food and beverage service. Currently, the CCJPA is evaluating the viability of providing food service promotions and advertisements via an on-board marketing program which will include better signage and possibly flat screen monitors.

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

Equipment Acquisition, Maintenance, and Renovation

The CCJPA continues to work closely with Caltrans and Amtrak to refine the maintenance and operations programs to improve the reliability, safety, and cost-effectiveness of the rail fleet. The Capitol Corridor and San Joaquin routes now share a combined fleet of 15 F59PHI locomotives, two DASH-8 locomotives, and 78 Alstom-built passenger coaches and food service cars. In addition, Caltrans and Amtrak have negotiated an overhaul and long-term lease of three Superliner Coach Cars. New fleet acquisitions under development will dramatically increase service capacity. Recent Federal legislative proposals also raise the possibility of leveraging State dollars with a Federal match to purchase and/or upgrade equipment. The FRA allocated \$171 million to California's IPR service of which \$100 million is earmarked for 40 new coaches and six locomotives.

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

Current/Upcoming Work (FY 2010-11 and Beyond)

- The original fleet of locomotives owned by the State has been through an extensive State-funded renovation program that includes the rebuilding of auxiliary power motors, resulting in a marked improvement in performance and reliability.
- Starting in January 2010, Caltrans began a two-year project to replace the door operators and improve the performance of the wheelchair lifts on all coaches.
- The HVAC units, ducting and control system will be renewed, providing better air quality and climate control using new environmentally friendly technology and refrigerants.
- As part of our safety and security program, all passenger coaches and locomotives will be equipped with a digital security camera system. This will provide the CCJPA with a valuable tool to protect equipment from vandalism and prevent accidents and injuries to passengers and crew. The security camera system program will be implemented in FY 2011 or early FY 2012 due to design and funding delays.
- To keep the train cars looking fresh and new, in February 2009 Amtrak and Caltrans began replacing carpets, cloth wainscot, and seat upholstery on all coaches in the Amtrak California fleet. Window curtains will also be added exclusively on the Northern California fleet. Currently, when this report went to press, only eight coaches remain to be completed.
- The fourteen California Cabcars will be converted to Cab/Baggage/Bike similar to the five newer Surfliner Cabs, to provide greater baggage storage and 13 more bike racks.

8. MARKETING STRATEGIES

The CCJPA employs a strategy of combining targeted media campaigns, regional cross-promotions and outreach efforts to build awareness of the Capitol Corridor service. A primary objective is promoting the service to key markets and attracting riders to trains with available capacity. Marketing dollars and impact are maximized through joint promotions and advertising, as well as reciprocal marketing programs with the State, Amtrak, CCJPA member agencies, and other selected partners.

Advertising Campaigns and Brand Awareness. Major media campaigns inform leisure and business travel audiences about the advantages of train travel, including service attributes, promotions/pricing, and destinations. The current advertising mix includes radio spots, local television, traffic sponsorships, and online paid search, and it is continually adjusted to ensure consistent visibility in the target markets. For 2011, CCJPA plans to revamp its general advertising campaign with the help of a professional advertising firm hired to develop new creative concepts to update Capitol Corridor's brand. At CCJPA's direction, the agency will develop a flexible suite of advertising elements incorporating the redesigned creative concepts that can be used in 2011 and in the future. This will allow CCJPA to further the CCJPA Board's edict to create a distinct, regional brand for Capitol Corridor and strengthen brand awareness throughout the service area.

Targeted Marketing Programs. The CCJPA will continue successful programs that target specific markets, such as the popular Kids Ride Free on Weekends and Seniors Save 50% discount program to boost midday, mid-week travel. Destination-focused promotions highlight riding the train to popular events such as Oakland Raiders and Cal Football games, which create awareness of the train as a way to reach other leisure destinations throughout Northern California. Additionally, the CCJPA continues to refine our customer retention efforts through Rider Appreciation programs and expansion passenger-focused communication channels.

THE CCJPA PLACES GREAT IMPORTANCE ON COMMUNICATING WITH OUR PASSENGERS AND DELIVERING SERVICE INFORMATION THROUGH MULTIPLE CHANNELS.

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

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

Online Presence and Customer Communications. The CCJPA places great importance on communicating with our passengers and delivering service information to them through multiple channels. Efforts include:

- An evolving website, e-newsletter, flyers, and posted signs to inform customers about service changes, promotions, and special events
- Upgraded passenger information display sign (PIDS) which have more line space to allow for better quality promotional and service messages to passengers
- Leveraging Capitol Corridor's online presence across the Internet includes integration with transit-related online tools such as Google Transit, selective participation in online social networking sites such as Facebook and Twitter, and listings in informational portals/directories
- Coordinating communications between Contact center, Marketing and Operations staff to ensure customers receive clear and up-to-date information about the Capitol Corridor service and promotions
- Implementation of an enhanced passenger service advisory system, including SMS text and e-mail service alerts. Customers can sign up electronically to receive up-to-the minute advisories via email or mobile devices

Customer Relations. The CCJPA views communication with passengers as the cornerstone of our customer-focused service delivery. We encourage passengers to provide input on our service performance through comment cards on the trains, phone calls, letters, and email. We use this feedback to identify and prioritize service modifications, capital improvements, and desired amenities in the service. In FY 2012, CCJPA hopes to enhance its marketing efforts with more targeted promotions and outreach via a Customer Relationship Management (CRM) program if funding resources are available. CCJPA has developed a preliminary CRM plan in accordance with CRM industry standards and has applied for funding to implement a system. CRM deployment will enable the Capitol Corridor to strengthen its relationship with customers by learning about their travel preferences and then delivering more targeted promotions. It will also support efforts to follow-up on customer service issues.

Public Relations. In FY 2010, the CCJPA's public information efforts achieved new heights as a result of several partnering efforts with Caltrans, Operations Lifesaver, Amtrak UPRR and non-profit agencies to coordinate high profile media events. These efforts, coupled with other news

reports in FY2010 about the Capitol Corridor resulted in an estimated advertising value of \$417,415, the most earned value ever recorded in the history of the service. In FY 2011-12 the CCJPA will continue its work to promote its positive public image as well as its value as a public transport mode for Northern California residents.

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

- Advocacy and public relations efforts that aim to increase the Capitol Corridor’s visibility and recognition as a unique interagency partnership
- Helping communities along the Capitol Corridor route build awareness of the service in their respective cities through local marketing campaigns including transit connections via the Transit Transfer Program
- An Annual Performance Report that informs the public and elected officials of the service’s successes, benefits, and challenges to local communities
- Working with Operation Lifesaver – a voluntary effort by railroads, safety experts, law enforcement, public agencies, and the general public – the CCJPA coordinates with Caltrans Rail to support regional rail safety campaigns through education, engineering, and enforcement
- Leveraging CCJPA riders who use and benefit from the service as advocates in their communities
- Joint media promotions with well-known organizations to maximize media dollars and expand market reach
- Reciprocal marketing with tourism industry members such as hotels, airports, and convention/visitor bureaus
- Targeted marketing to school groups, senior citizens, special interest groups, and new residential communities
- Outreach and public relations efforts in the Silicon Valley/San Jose area to continue to leverage the FY 2006-07 service expansion

MARKETING AND COMMUNICATION EFFORTS WILL EMPHASIZE CCJPA’S COMMITMENT TO HIGH QUALITY, CUSTOMER-FOCUSED PASSENGER RAIL SERVICE AND CONTINUE TO PERSONALIZE THE SERVICE. THIS WORK IS INCREASINGLY IMPORTANT AS ADVERTISING CHANNELS MULTIPLY, YET OUR MARKETING BUDGET REMAINS FLAT.

FY 2011-12 Marketing Program

The CCJPA’s FY 2011-12 Marketing Program will focus on continuing to drive ridership to trains with available capacity by emphasizing the convenience of modern train travel and targeting service periods with the highest growth potential.

The CCJPA will continue its own independent campaigns, and develop CCJPA as a distinct regional service brand. CCJPA will also coordinate with local partners, Amtrak and Caltrans on the most beneficial promotions, outreach, and shared marketing collateral. A revised creative suite of marketing collateral will help build awareness of the Capitol Corridor as a distinct regional service and provide a cohesive theme for media campaigns and promotions. Marketing initiatives will also enhance communications and service to customers. Key elements will include:

- Targeted marketing to school groups, senior citizens, special interest groups, and select demographic and niche markets
- Public relations campaigns to maximize awareness of the Capitol Corridor brand and service and increase news media coverage
- Joint media promotions with well-known organizations and continued coordination with Amtrak and Caltrans on selected events intended to maximize media dollars and expand market reach
- Expansion of social media marketing through networks such as Facebook and Twitter to engage with customers, enhance communications and increase brand visibility
- Enhancement of website and mobile device offerings to push more information out to target markets and customers

FY 2012-13 Marketing Program

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

9. ANNUAL FUNDING REQUIREMENT: COSTS AND RIDERSHIP PROJECTIONS

The primary purpose of this Business Plan Update, as identified in the ITA, is to request the annual funds required by the CCJPA to operate, administer, and market the Capitol Corridor service for agreed-upon service levels. Previous sections in this document describe the proposed operating plan, planned service improvements, and capital improvements for FY 2011-12 and FY 2012-13.

FY 2011-12 and FY 2012-13 Operating Costs

THE FY 2011-12 AND FY 2012-13 OPERATIONS BUDGETS HAVE BEEN DEVELOPED TO INCORPORATE UPGRADES TO THE AMTRAK COST ALLOCATION AND ACCOUNTING SYSTEM NAMED THE AMTRAK PERFORMANCE TRACKING (APT) SYSTEM WHICH WILL ENSURE FAIR AND EQUITABLE PRICING AND COSTS FOR ALL STATE-FINANCED, AMTRAK-OPERATED INTERCITY PASSENGER RAIL ROUTES UNDER 750 MILES

Based on the Operating Plan and Strategies (Section 3), the CCJPA has developed a draft estimate for FY 2011-12 and FY 2012-13 operating expenses. The operations budgets have been developed to incorporate Amtrak's new cost allocation and accounting system, Amtrak Performance Tracking (APT). The APT system will allow Amtrak to perform cost accounting, allocation, and forecasting for all State-financed, Amtrak-operated intercity passenger rail (IPR) routes under 750 miles in a fair and equitable manner pursuant to Section 209 of the Passenger Rail Improvement and Investment Act of 2008 (PRIIA). These budget estimates are preliminary and will be refined once the Section 209 policy is approved by Amtrak and affected States.

The projected operating costs are shown in Table 9-1 and include the basic train service and associated feeder bus service, including the CCJPA's proportionate share of costs relating to the local transit service partnerships. As stated previously, ridership and revenue are expected to grow at a moderate pace for FY 2011-12 and FY 2012-13 given projected

improving economic conditions in California and across the nation. As these projections are estimates, the CCJPA will work with Amtrak to refine operating expenses and/or increase revenue yield.

FY 2011-12 and FY 2012-13 Marketing Expenses

The CCJPA's marketing budget for FY 2011-12 and FY 2012-13 will fund the respective year's Marketing Programs presented in Section 8. The CCJPA will develop the various campaigns and programs. The preliminary budget estimates illustrated in Table 9-1 represent only direct expenditures of the CCJPA and do not include any costs for marketing programs provided solely by Amtrak or the State.

FY 2011-12 and FY 2012-13 Administrative Expenses

Table 9-1 identifies the estimate for the FY 2011-12 and FY 2012-13 budgets that support the administrative activities of the CCJPA for the Capitol Corridor service. There has been a shift in funds from the operating budget to the administrative budget due to the October 2005 transfer of customer service call center operations from Amtrak to BART, the CCJPA's managing agency.

FY 2011-12 and FY 2012-13 Total Budget

Compared to the current period (FY 2010-11), the FY 2011-12 and FY 2012-13 total budgets for operating, marketing, and administrative costs of the CCJPA are expected to decrease slightly by 1.1% in FY 11-12 and increase by 1.2% in FY 12-13. The projected increase in FY 12-13 is primarily due to the anticipated transition to Amtrak's implementation of the policy relating to PRIIA Section 209. These projected expenses are preliminary and are subject to adoption of the

Table 9-1
CCJPA FY 2011-12 - FY 2012-13 Funding Requirement
Capitol Corridor Service

Service Level	Current	PROPOSED	
	FY 2010-11 Budget	FY 2011-12 Budget	FY 2012-13 Budget
Sacramento-Oakland			
Weekday	32	32	32
Weekend	22	22	22
Oakland-San Jose			
Weekday	14	14	14
Weekend	14	14	14
Sacramento-Roseville	2	2	2
Roseville-Auburn	2	2	2
Ridership (a)	1,601,600	1,699,000	1,741,475
Total Train Operating Expenses	\$ 53,061,123	\$ 53,955,800	\$ 55,635,600
Equipment Capital Costs	\$ -	\$ -	\$ -
Total Train Expenses	\$ 53,061,123	\$ 53,955,800	\$ 55,635,600
Total Bus Expenses	\$ 2,010,560	\$ 2,051,000	\$ 2,081,800
TOTAL Expenses (a)	\$ 55,071,683	\$ 56,006,800	\$ 57,717,400
Train Revenue	\$ 24,778,000	\$ 25,886,000	\$ 26,533,200
Bus Revenue	\$ 1,687,000	\$ 1,652,000	\$ 1,700,600
TOTAL Revenue (a)	\$ 26,465,000	\$ 27,538,000	\$ 28,639,000
CCJPA Funding Requirement			
CCJPA Operating Costs	\$ 28,606,683	\$ 28,468,800	\$ 29,078,400
Insurance for State-Owned Equipment (b)	\$ 325,000	\$ 325,000	\$ 350,000
Minor Capital Projects (c)	\$ 250,000	\$ 350,000	\$ 300,000
Subtotal-CCJPA Operating Expenses	\$ 29,181,683	\$ 29,143,800	\$ 29,728,400
Marketing (d)	\$ 1,174,000	\$ 1,174,000	\$ 1,174,000
Administrative Expenses (e)	\$ 2,951,000	\$ 2,951,000	\$ 2,951,000
TOTAL CCJPA Funding Request	\$ 33,306,683	\$ 33,268,800	\$ 33,853,400
Difference from FY10-11 Budget		\$ (37,883)	\$ 546,717
Percent Change from FY10-11 Budget		-0.11%	1.64%

(a) Preliminary planning estimates. Amtrak to provide final ridership, revenue, and operating costs estimates.

(b) Amtrak procures insurance coverage for state-owned equipment that is operated for service.

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

(d) Due to State budget constraints, the FY 2009-10 and FY 2010-11 marketing expenses will be capped at the same levels as the seven prior fiscal years (\$1,174,000). Does not include contributions by Amtrak or additional resources provided by the State (i.e., market research program).

(e) Includes transfer of operating expenses to support CCJPA administrative expenses including call center/phone information and customer services now provided by CCJPA/BART.

PRIIA Section 209 policy by the State of California and any further refinement developed by the CCJPA and Amtrak.

The Capitol Corridor service will remain a part of the State's intercity rail system and continue to be funded by the State. The CCJPA will provide the level of service consistent with funding appropriated by the Legislature and allocated by the State. Any cost savings realized by the CCJPA or revenues in excess of business plan projections during the term of the ITA will be used by the CCJPA for service improvements in the corridor (Section 1).

10. SEPARATION OF FUNDING

As identified in the Joint Exercise of Powers Agreement (JEPA) for the CCJPA, the Controller-Treasurer of the Managing Agency of the CCJPA will perform the functions of Treasurer, Auditor, and Controller of the CCJPA. BART's prior agreement with the CCJPA to serve as the CCJPA's Managing Agency was first renewed in February 2005 for a five-year term through February 2010, and was presented to the CCJPA Board in February 2010 for an additional five-year term, consistent with the enactment of AB 1717 in September 2003. This longer term will allow the CCJPA Board to more effectively measure the performance of the Managing Agency.

As identified in the ITA, the State shall perform audits and reviews of financial statements of the CCJPA with respect to Capitol Corridor service. In addition, the CCJPA requires that the Controller-Treasurer shall provide for an annual independent audit of the accounts of the CCJPA within six months of the close of the State fiscal year. BART has established the appropriate accounting and financial procedures to ensure that the funds secured by the CCJPA during FY 2010-11 and FY 2011-12 to support the Capitol Corridor service are solely expended to operate, administer, and market the service.

11. CONSIDERATION OF OTHER SERVICE EXPANSIONS AND ENHANCEMENTS

Consistent with the CCJPA's Vision Plan, this section presents service expansion and enhancement opportunities beyond the CCJPA's FY 2011-12 and FY 2012-13 service plans and funding requirements. Planning for potential new services will require securing capital improvements, additional operating funds, and institutional agreements.

THE CCJPA AND CALTRANS HAVE COLLABORATED ON DEVELOPMENT OF THE BIENNIAL 10-YEAR STATEWIDE RAIL PLAN TO IDENTIFY CAPITAL AND OPERATIONAL NEEDS. IN 2008, MTC RELEASED ITS 50-YEAR REGIONAL RAIL PLAN, OF WHICH THE CCJPA WAS A MEMBER OF THE STEERING COMMITTEE.

Silicon Valley/Santa Clara County Markets

The CCJPA is working with the proposed Dumbarton Rail commuter rail service planned by Caltrain to identify the infrastructure improvements that Capitol Corridor trains and Dumbarton Rail may share jointly in the Hayward/Union City/Fremont/Newark area. While the Dumbarton Rail project has recently projected less ridership demand with increasing costs, the shared track between Union City and Fremont/Newark could be utilized by Capitol Corridor more immediately along with plans by the UPRR to make improvements elsewhere to increase capacity in the Oakland to San Jose corridor. The Dumbarton Rail project may be postponed or modified to address the ridership and other timing issues.

There is also a strong design and environmental documentation effort underway for the California High Speed Rail system which is planned to serve San Jose Diridon station. In addition in the San Jose area, VTA and BART are moving ahead with environmental studies and engineering plans for the proposed extension of BART from Fremont/Southern Alameda County to San Jose. The development and operation of this proposed BART extension will be coordinated with existing and additional Capitol Corridor trains to and from San Jose and Silicon Valley.

Recent State and Regional Rail Plans – Additional Service Expansions

The CCJPA and Caltrans have collaborated in recent years on development of the biennial 10-Year Statewide Rail Plan to identify capital and operational needs. In 2008, MTC released its 50-year Regional Rail Plan, of which the CCJPA was a member of the steering committee. The

CCJPA was also an active participant in the development of the environmental studies for the California High Speed Rail Authority, which was incorporated into MTC's Regional Rail Plan.

The MTC's Regional Rail Plan has examined future alignments and service plans for the Capitol Corridor. These go beyond MTC's Bay Area boundaries by exploring options extending into the Sacramento region. MTC provides a necessary vision for the future of passenger and freight rail service in Northern California. It will continue offering guidance in future planning periods (10, 20, and 50 years) with alternative alignments, service plans, and rolling stock configurations.

The current State Rail Plan will be updated to become compliant with the FRA which has actively engaged the States to grow the Federal involvement and funding in passenger rail (intercity and high-speed rail) since the establishment of the PRIIA legislation in 2008. As a result, with the need to update the State Rail Plan simply due to State requirements, the next update will be done to conform to meeting Federal planning requirements. The CCJPA will participate through Caltrans Division of Rail in this effort. The expansions which CCJPA will address are those service improvements between Sacramento, Roseville, and Auburn and the Oakland to San Jose territory.

The CCJPA has set forth and adopted a Train Service Policy supporting future extensions to new markets beyond the Capitol Corridor. It encourages partnerships between several passenger rail services and local/regional transportation agencies. For example, there are ongoing discussions with the Transportation Agency of Monterey, Caltrain, and VTA about expanding Capitol Corridor service to Salinas. Pursuant to CCJPA Board direction, CCJPA staff is actively engaged in this discussion in a manner which protects the existing core service but fairly lays out the requirements of extending service to Salinas (e.g., a workable operating schedule, additional rolling stock, complete and compliant stations, operating funding support, and CCJPA governing/legislative modifications). Addressing a service expansion of this nature is conceptual at this time but the potential will be reflected in the State Rail Plan as appropriate.

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

- San Joaquin Corridor service
- Amtrak National Network (California Zephyr and Coast Starlight)
- Altamont Commuter Express service (Stockton – Livermore – San Jose)
- Caltrain service (Gilroy – San Jose – San Francisco)
- California High Speed Rail Authority
- Proposed new passenger rail services to Monterey (Transportation Agency of Monterey), Redding/Chico (Caltrans), Napa/Santa Rosa (Napa/Sonoma counties), and San Francisco-Los Angeles via the Coast Subdivision in Salinas/San Luis Obispo (Coast Rail Coordinating Council)
- Other service extensions/expansions within the Capitol Corridor as identified in current, ongoing interregional rail studies such as the MTC Regional Rail Plan

APPENDICES

APPENDIX A
 Capitol Corridor Historical Performance

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 (i)	32	544,069	6.7%	4,423	\$8,830,459	10.8%	\$14,131,731	5.3%	48.0%	\$7,388,540

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. Year-to-date data through January 2011 with operating expenses and State costs through December 2010

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

Programmed or Completed Projects (Preliminary and Tentative - Subject to Revision)	Costs
Station Projects	
Colfax	\$2,508,165
Auburn	\$3,131,656
Rocklin	\$2,114,173
Roseville	\$1,619,104
Sacramento*	\$81,749,526
Davis	\$5,576,643
Fairfield/Vacaville	\$44,000,000
Suisun/Fairfield	\$3,834,049
Martinez*	\$38,145,628
Richmond*	\$22,384,408
Berkeley	\$4,745,500
Emeryville*	\$13,502,136
San Francisco – Ferry Building*	\$584,842
Oakland Jack London Square*	\$20,469,077
Oakland Coliseum	\$6,132,000
Hayward	\$1,782,500
Fremont/Centerville	\$3,544,050
Great America/Santa Clara	\$3,082,627
San Jose Diridon	\$79,638,542
Platform Signs	\$63,101
Real-time message signs	\$2,344,842
Other	\$4,990,575
SUBTOTAL – Station Projects	\$345,943,144
*shared stations with the San Joaquin route	
Track and Signal Projects	
Placer County	\$500,000
Auburn Track and Signal Improvements	\$350,000
Sacramento – Roseville (3 rd Track) Improvements	\$6,950,000
Yolo Causeway 2 nd Track	\$14,555,533
Yolo West Crossover	\$5,000,000
Sacramento – Emeryville	\$60,219,132
Oakland – Santa Clara (Hayward Line) [1991]	\$14,900,000
Niles Junction – Newark (Centerville Line)	\$10,667,740
Sacramento – San Jose C-Plates	\$14,156
Oakland – San Jose	\$59,405,333
San Jose 4 th Track	\$41,850,000
Bahia-Benicia Crossover Project	\$4,190,000
Harder Road (Hayward) Undercrossing [2001]	\$8,898,000
SUBTOTAL – Track and Signal Projects	\$227,499,894
Maintenance and Layover Facility Projects	
San Jose (Pullman Way) Maintenance Facility	\$5,789,862
Oakland Maintenance Facility (new – owned by the State)	\$64,135,956
Oakland Maintenance Base (former site)	\$464,884
Colfax/Auburn Layover Facility	\$691,956
Roseville Layover Facility	\$157,702
Sacramento Layover Facility	\$941,316
Capitalized Maintenance ¹	\$4,500,000
SUBTOTAL – Maintenance and Layover Facility Projects	\$76,681,676
Rolling Stock (California Cars and Locomotives – owned by the State)	\$235,282,226
TOTAL – PROGRAMMED¹ OR COMPLETED PROJECTS	\$885,406,940

**APPENDIX C
CAPITOL CORRIDOR PERFORMANCE STANDARDS FY 2009-10 TO FY 2014-15**

PERFORMANCE STANDARD	FY 2009-10				FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15
	ACTUAL	STANDARD	VARIANCE ACTUAL TO STANDARD	PERCENT CHANGE	STANDARD	PRELIMINARY STANDARD	PRELIMINARY STANDARD	PRELIMINARY STANDARD	PRELIMINARY STANDARD
NUMBER OF DAILY TRAINS (SAC-OAK)		32			32	32	32	32	32
USAGE									
Route Ridership	1,580,619	1,602,205	(21,586)	-1.3%	1,601,600	1,699,000	1,741,475	1,776,305	1,811,831
Average Daily Ridership	4,330	4,390	(59)	-1.3%	4,388	4,655	4,771	4,867	4,964
Percent Change in Route Ridership	-1.2%	0.2%			1.3%	6.1%	2.5%	2.0%	2.0%
Percent Change in Train Passenger Miles	-0.5%	0.8%			1.8%	5.9%	3.0%	2.0%	2.0%
Percent Change in Train Miles	-1.3%	1.0%			2.3%	0.0%	0.0%	0.0%	0.0%
Passenger Miles per Train Mile (PM/TM)	85.1	85.4	(0.3)	-0.3%	85.8	90.9	93.6	95.5	97.4
COST EFFICIENCY									
System Operating Ratio (as calculated by CCJPA)	46%	49%	-3.1%	--	48%	49%	50%	49%	49%
Percent Change in Total Revenue	2.9%	9.1%	--	--	9.3%	4.1%	4.0%	-0.2%	4.0%
Percent Change in Total Expenses	6.0%	5.2%	--	--	3.6%	1.7%	3.1%	1.4%	3.0%
Train Revenue per Train Mile	\$20.17	\$20.09	\$0.09	0.4%	\$20.63	\$21.55	\$22.09	\$21.42	\$21.42
Train Revenue per Passenger Mile (Yield)	\$0.23	\$0.235	\$0.00	-0.6%	\$0.240	\$0.237	\$0.244	\$0.249	\$0.254
Train Expenses per Train Mile	\$43.45	\$42.30	\$1.15	2.7%	\$44.17	\$44.91	\$45.59	\$46.96	\$48.36
Train Only State Cost per Train Mile	\$23.28	\$22.22	\$1.06	4.8%	\$23.54	\$23.37	\$24.23	\$25.54	\$26.94
Train Only State Cost Per Passenger Mile	\$0.27	\$0.26	\$0.01	3.8%	\$0.27	\$0.26	\$0.26	\$0.27	\$0.28
SERVICE QUALITY									
On Time Performance	93%	90%	3%	--	90%	90%	90%	90%	90%
Percent of California Car Fleet Available	87.0%	87%	0%	--	87%	87%	87%	87%	87%
OPERATING RESULTS									
TRAIN AND BUS									
Total Revenue	\$ 24,219,260	\$25,669,447	-\$1,450,187.02	-5.6%	\$26,465,000	\$27,538,000	\$28,639,000	\$28,571,941	\$29,726,247
Total Expenses	\$ 53,168,501	\$52,769,788	\$398,713.00	0.8%	\$55,071,683	\$56,006,800	\$57,717,400	\$58,541,936	\$60,287,525
Total State Operating Cost ^	\$ 28,483,000	\$28,482,231	\$769.22	0.0%	\$29,181,683	\$29,143,800	\$29,728,400	\$30,769,995	\$31,361,278
TRAIN ONLY									
Train Only Revenue	\$ 23,681,546	\$24,129,280	(447,734)	-1.9%	\$24,778,000	\$25,886,000	\$26,533,200	\$25,732,000	\$25,732,000
Train Only Expenses	\$ 51,013,224	\$50,817,788	195,436	0.4%	\$53,061,123	\$53,955,800	\$55,635,600	\$56,408,091	\$58,100,334
Train Only State Operating Cost	\$ 27,331,678	\$26,688,508	643,170	2.4%	\$28,283,123	\$28,069,800	\$29,102,400	\$30,676,091	\$32,368,334
Passenger Miles	101,250,743	102,596,557	(1,345,814)	-1.3%	103,031,600	109,160,600	112,435,418	114,684,126	116,977,809
Train Miles	1,174,008	1,201,305	(27,297)	-2.3%	1,201,305	1,201,305	1,201,305	1,201,305	1,201,305

^ - 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

**APPENDIX D
HOW'S BUSINESS?**

**How's Business?:
Ridership**

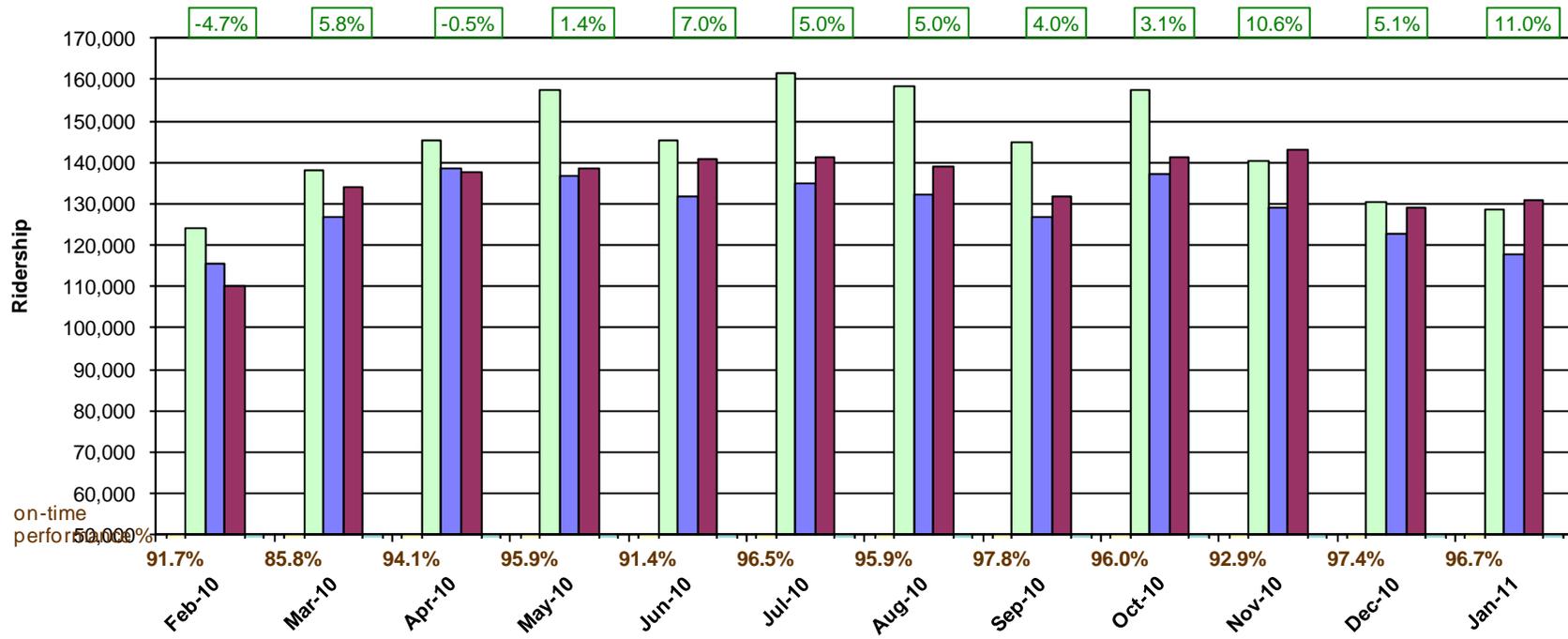


4.38% Overall 12-Month Growth
-10.5% Overall Prior 12-Month Growth

□ 2X Prior 12 Months ■ Prior 12 Months ■ Current 12 Months

Ridership Last 12 Months=1,617,781
Ridership Prior 12 Months=1,549,946

% difference current month to prior year's month



BEFORE THE
CAPITOL CORRIDOR JOINT POWERS AUTHORITY
BOARD OF DIRECTORS

In the Matter of
Approving the State Fiscal Year 2011-12 – FY 2012-13
Business Plan Update for the Capitol Corridor Service
for the Capitol Corridor Joint Powers Authority /

Resolution No. 11-1

WHEREAS, the CCJPA staff have prepared a Draft FY 2011-12 – FY 2012-13 Business Plan Update (“Business Plan Update”) and held a series of public workshops between January 24 and 28 to receive comments and incorporate, as appropriate, such input into the draft document; and

WHEREAS, the Business Plan Update maintains the current 32-train service plan in place since August 2006, outlines a capital funding strategy to advance the CCJPA’s Capital Improvement Program (CIP), and builds upon the success of previous award-winning marketing campaigns/programs to raise the awareness of the Capitol Corridor “brand”; and

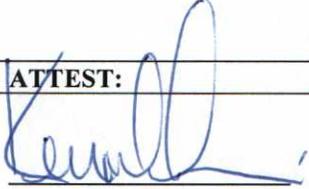
WHEREAS, the CCJPA Board acting for and on behalf of the Capitol Corridor Joint Powers Authority has prepared for the State of California Business, Transportation and Housing Agency (“BT&H”) a Business Plan Update for the Capitol Corridor Service for State FY 2011-12 – FY 2012-13 in the form appended hereto; and

WHEREAS, preparation and submission of the Business Plan Update to the Secretary of BT&H is mandated pursuant to the provisions of California Government Code 14070.4(b);

RESOLVED, that the CCJPA Board does hereby approve and adopt the FY 2011-12 – FY 2012-13 Business Plan Update for the Capitol Corridor Service.

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

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ACTION: Adopted	DATE: March 10, 2011	ATTEST:
Ayes: Franklin, Spering, Serna, Holmes, Nesbitt, Campos, Blalock, Fang, Keller, Murray, Batchelor		
Noes:		Kenneth A. Duron
Abstain:		Secretary