



**DATE:** February 8, 2019  
**FROM:** David B. Kutrosky, Managing Director  
**TO:** CCJPA Board of Directors  
**SUBJECT:** Supplemental Materials for the CCJPA Board Meeting -  
February 13, 2019

A handwritten signature in blue ink, appearing to read "D. B. Kutrosky".

Please find attached the following supplemental materials for your review:

- Annual Business Plan Draft (FY 2019/20 – FY 2020/21) – Item V.1
- Annual Business Plan Comments – Item V.1
- CCJPA Train Station Policy Draft – Item V.3
- Managing Director’s Report – Item V.8
- Capitol Corridor Annual Performance Report (FY 2018) – Item V.8
- FY 2019 Performance Chart – Item V.8
- Marketing and Communications Activities Report – Item V.9

If you have any questions or comments, please do not hesitate to call me at (510) 464-6993.

Attachments



# CAPITOL CORRIDOR

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

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

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

DRAFT

PREPARED BY  
Capitol Corridor Joint Powers Authority

PREPARED FOR  
CALIFORNIA STATE TRANSPORTATION AGENCY



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## EXECUTIVE SUMMARY

**Introduction.** This Business Plan Update presents an overview of the Capitol Corridor Joint Powers Authority’s (CCJPA) strategic plan and funding request for the next two fiscal years (FY 2019-20 and FY 2020-21). This document outlines the service and capital improvements that have contributed to the Capitol Corridor’s success, identifies needed improvements to sustain its growth, and incorporates customer input as detailed in Chapter 263 of California State Law.

Intercity passenger rail business plans are integral to the overall statewide planning, coordination, and budgeting of the services. The CCJPA submits its Business Plan Update to the Secretary of the California State Transportation Agency (CalSTA) in draft form by in April 2019 and in final form by June 15, 2019, which provides Amtrak the time to develop its final operating cost estimates.

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

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

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

**Operating Plan.** Schedule changes are expected for FY 2019-20, the first of which is the reduction of up to 7 minutes between Fremont and San Jose (benefit of the CCJPA Travel Time Savings Project) and will maintain the current overall operating plan into FY 2020-21. Maintaining the current increased seating capacity on select trains experiencing crowding conditions will be a key operational focus for the next fiscal years. Another important service improvement is an upgrade to the onboard Wi-Fi service in FY 2019-20 that will increase connection speeds and expand onboard entertainment capabilities.

The basic operating costs for the Capitol Corridor conform with Section 209 of the Passenger Rail Improvement and Investment Act of 2008 (PRIIA). This policy is used to develop the costs for the FY 2019-20 and any future CCJPA/Amtrak operating agreements. Based on the CCJPA’s initial forecasts, the FY 2019-20 budget is projected to decrease by \$701,000 [-2.1%] compared to FY 2018-19 due to increased revenues resulting from projected ridership growth and stabilized operating costs.

	FY 2019-20	FY 2020-21
Sacramento – Oakland	30 weekday trains (22 weekend)	30 weekday trains (22 weekend)
Oakland – San Jose	14 daily trains	14 daily trains
Sacramento – Roseville	2 daily trains (with plans for up to 20)	2 daily trains (with plans for up to 20)
Roseville – Auburn	2 daily trains	2 daily trains
<b>Total Budget</b> (Operations, Marketing & Administration)	<b>\$32,870,000</b>	<b>\$33,608,000</b>
<b>Change vs. FY 2018-19 Budget</b>	<b>-\$701,000 [-2.1%]</b>	<b>\$37,000 [+0.1%]</b>

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

Performance Standard	FY 17-18			FY 18-19 (through November 2018)			FY 19-20	FY 20-21
	Actual	Standard	% Change	Actual	Standard	% Change	Standard	Standard
<u>Usage</u>								
Route Ridership	1,706,849	1,612,000	+6%	310,244 (through November 2018)	293,649 (through November 2018)	+9%	1,724,000	1,741,200
Passenger Miles	113,798,088	108,133,000	+5%	10,681,678	9,462,992	+13%	115,646,000	117,388,000
<u>Efficiency</u>								
System Operating Ratio (train and feeder bus)	58%	52%	+12%	65%	52%	+20%	52%	52%
Total Operating Cost/Passenger-Mile	\$0.54	\$0.59	-9%	\$0.47	\$0.57	-18%	\$0.58	\$0.60
<u>Service Quality</u>								
End-Point On-Time Performance	90%	90%	+0%	88	90%	-2%	90%	90%
Passenger On-Time Performance	91%	90%	+1%	87%	90%	-3%	90%	90%
Operator Delays/10K Miles	361	>325	+11%	382	>325	+18%	>325	>325

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

In the next two fiscal years, CCJPA will continue to work with Union Pacific Railroad to maintain railroad right-of-way infrastructure in prime condition to reduce delays and ensure excellent on-time performance for Capitol Corridor trains. Improving onboard bike storage will continue to be a priority for FY2019-20, and the project to modernize the Passenger Information Display System (PIDS) and expand passenger-oriented train status notification functionalities will kick off in FY 2019-20. The California Integrated Travel Program, in coordination with the California State Transportation Agency, will be entering an important phase of research and development of core concepts in the next fiscal year, and the beginnings of a pilot program should be clear in FY 2020-21. In terms of long-term service plan improvements, CCJPA will be continuing the final engineering design of Sacramento to Roseville service expansion project, and the Oakland to San Jose Phase 2A service expansion project will be kicked off in early 2019.

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

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

## 1. INTRODUCTION

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

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

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

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

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

The Capitol Corridor serves 18 train stations along the 170-mile rail corridor connecting the counties of Placer, Sacramento, Yolo, Solano, Contra Costa, Alameda, San Francisco (via motorcoach), and Santa Clara. The train service parallels the I-80/I-680 highway corridor between Sacramento and Oakland, and I-880 between Oakland and San Jose. In addition, the Capitol Corridor connects outlying communities to the train service via a dedicated motorcoach bus network as well as partnerships with local transit agencies that assist passengers traveling to destinations beyond the train station.

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

## 2. HISTORICAL PERFORMANCE OF THE SERVICE

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

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

Under management of the CCJPA, collection and use of train operations and revenue data has been a consistent tool to expand and fine tune service plans to optimize ridership, increase revenue, achieve cost efficiency, and improve safety. Appendix A presents an overview of the financial performance and ridership growth of the Capitol Corridor service since its inception in December 1991.

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



**3. OPERATING PLAN AND STRATEGIES**

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

**Train Service and Expansions**

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

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

The Capitol Corridor train service has achieved record-setting ridership in the two past years, and passenger seating capacity on select peak ridership trains has become a challenge. In November 2018, CCJPA, working with Amtrak, Caltrans Division of

Rail and Mass Transportation, and the San Joaquin Joint Powers Authority (SJJPA), was able to increase seating capacity on select trains experiencing crowded conditions by adding a coach car, thereby adding 80-90 seats per train. To address expected future crowding conditions and the planned increase in service frequencies to Roseville and San Jose, the CCJPA has been working with these same service partners to develop specific strategies to to pursue opportunities to purchase additional rolling stock for delivery in the next 3-5 years (see Rolling Stock Equipment Improvements section in Chapter 4. Capital Improvement Program).

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

**Motorcoach Service and Transit Connections**

The Capitol Corridor provides dedicated motorcoach bus connections to San Francisco, communities along the Central Coast region south of San Jose (Salinas and San Luis Obispo), and communities east of Sacramento (South Lake Tahoe, CA and Reno, NV). In addition, the CCJPA partners with local transit agencies to offer expanded options for transit connections throughout the corridor. The CCJPA reimburses the transit agencies through the Transit Transfer Program that allows Capitol Corridor passengers to transfer free of charge to participating local transit services, as listed below in Table 3-1. There is a joint ticketing arrangement with Placer Commuter Express and Roseville Transit. CCJPA also partners with Santa Cruz Metro and Monterey-Salinas Transit to share operating costs for the benefit of both agencies and their riders.

**Table 3-1: Connecting Bus, Transit, and Train Services**

Service Provider	Connecting Station	Service Area
AC Transit*	Richmond Oakland Jack London Berkeley Oakland Coliseum Hayward Fremont-Centerville	Contra Costa and Alameda Counties
Altamont Corridor Express (ACE)	Fremont-Centerville Santa Clara-Great America Santa Clara-University	San Jose/Pleasanton/Tracy/Lathrop/Stockton
Amtrak California Zephyr	Roseville Sacramento Davis Martinez	San Francisco/Chicago
Amtrak Coast Starlight	Sacramento Davis Martinez Emeryville Oakland Jack London San Jose	Seattle/Los Angeles
Amtrak San Joaquin	Sacramento Martinez Richmond Emeryville Oakland Jack London	Sacramento and SF Bay Area/Bakersfield
Amtrak Thruway Motorcoach	Auburn	Sacramento/Roseville/Colfax/Reno

	Rocklin	
	Roseville	
	Sacramento	
	Sacramento	Marysville/Chico/Redding
	Sacramento	South Lake Tahoe
	Martinez	Vallejo/Napa/Santa Rosa/Eureka
	Emeryville	San Francisco
	San Jose	Santa Barbara
BART	Richmond Oakland Coliseum	SF Bay Area
Benicia Breeze*	Martinez	El Cerrito/Martinez/Vallejo
Caltrain	Santa Clara-University San Jose	Gilroy/SF
County Connection*	Martinez	Central Contra Costa County (Concord/Pleasant Hill/Walnut Creek/Clayton/Lafayette/Orinda/Moraga/Danville/San Ramon)
e-Tran (Elk Grove Transit)*	Sacramento	Elk Grove
Fairfield and Suisun Transit (FAST)*	Suisun-Fairfield	Fairfield/Suisun City
Golden Gate Transit	Richmond	San Rafael/Novato/Petaluma/Santa Rosa
Monterey-Salinas Transit (MST)	San Jose	Monterey
Rio Vista Delta Breeze*	Suisun-Fairfield	Rio Vista/Fairfield/Suisun City/Antioch
Sacramento Regional Transit (Sac RT)*	Sacramento	Sacramento region (North Highlands/Citrus Heights/Rancho Cordova/Meadowview)
San Francisco Bay Ferry	Oakland Jack London	San Francisco
Santa Clara Valley Transportation Authority (VTA)*	Santa Clara-Great America Santa Clara-University San Jose	Santa Clara County
Santa Cruz Metropolitan Transit District	San Jose	Santa Cruz
Tri-Delta Transit	Martinez	Pittsburg/Bay Point/Antioch/Oakley/ Brentwood
Unitrans*	Davis	Davis
WestCAT*	Martinez	Hercules/San Pablo/Richmond
Yolobus*	Sacramento Davis	Sacramento/Davis/Woodland

\* Transit Transfer Program

CCJPA is exploring strategies to better provide connecting bus service from Emeryville to San Francisco to improve the efficiency and flexibility compared to current Amtrak Thruway motorcoach service. CCJPA staff will be actively coordinating with AC Transit in 2019 to explore these bus connection improvement strategies. Providing transit connections to the job centers on the Peninsula (e.g. Palo Alto) from the Capitol Corridor service is also a strategy to pursue, as identified from the Service Optimization Plan (detailed in Section 4).

**FY 2018-19 Operating Plan**

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

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

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

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

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

#### *Safety and Security:*

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

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

CCJPA has requested Amtrak to increase the presence of security and the frequency of deep cleaning at select East Bay stations. While Amtrak has not yet provided an estimate, the CCJPA has included a placeholder of an additional \$250,000 in FY 2019-20 and FY 2020-21 operating expenses of these customer service measures (see Table 9-1).

#### *Service Reliability:*

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

- Adding two transportation supervisors in the Oakland to San Jose section of the route to address unauthorized trespassing and service incidents.
- Introducing a right-of-way (ROW) cleaning crew (financed by the CCJPA and executed by UPRR) to address vegetation overgrowth, do repairs, add security barriers/fences, and remove homeless encampments along the ROW.

#### *Operating Plan and Train Schedule Development:*

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

## **4. CAPITAL IMPROVEMENT PROGRAM**

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

### **Capital Improvement Program Funding**

Since the inception of the Capitol Corridor service in 1991, more than \$1 billion from a mixture of funding sources were invested or programmed to purchase rolling stock, build or renovate stations, upgrade track and signal systems for increased capacity, and construct train maintenance and layover/storage facilities. The majority of funding has come from the State. Appendix B details the capital investments made on Capitol Corridor since 1991.

The 2018 State Rail Plan update lays out a transformative long-term vision of the statewide railroad network. The 2018 State Rail Plan envisions capital investments supporting a multi-tiered freight and passenger rail operating environment that better serves travel markets and delivers better cost efficiency than services do today. While ambitious, this plan would transform State rail operations and service, including

Capitol Corridor service in the years to come. The CCJPA’s Northern California Megaregional Rail planning efforts, which evolved from the Vision Plan process, are coordinated within the larger context of the 2018 State Rail Plan.

**Table 4-1  
Capital Projects by CCJPA and Others (\$ million)**

CCJPA Sponsored Projects	Status	\$ Programmed (millions)	Funding Sources	Project Cost	Description
Capitalized Maintenance	Ongoing	\$10.00	STIP, PTA (ongoing 10-year dedicated funding)	\$10.00	An ongoing program to upgrade track, bridge and signal systems throughout the Capitol Corridor route. This helps the Capitol Corridor avoid delays and retain high on-time performance. Funding subject to annual allocation approval.
UPRR Signal Replacement/Upgrade	In progress	\$6.80	SRA	\$6.80	Replace and upgrade trackside signal infrastructure to improve on-time performance.
UPRR Right-of-Way Safety and Security	In progress	\$7.50	SRA	\$7.50	A dedicated UPRR ROW maintenance crew will improve safety on the Capitol Corridor route by removing debris and other materials (e.g. trespasser encampments).
Wayside Power, Lighting, and Security Cameras at Auburn Station and Layover Site	Construction in progress	\$1.90	Prop 1B and CCRP	\$1.90	Wayside power system will save fuel and lower emissions by allowing shutdown of on-board diesel engines during nighttime equipment layover and servicing. Lighting and cameras will improve security at the Auburn station and layover site.
Renewable Diesel Testing	Pilot testing scheduled for 2019	TBD	CCRP and PTA (possible)	TBD	To help the State meet its greenhouse gas reduction targets and eliminate harmful emissions, CCJPA is actively engaged with its statewide rail partners and the California Air Resources Board (CARB) to test the use of RD as a substitute for carbon-based diesel fuel.
Bicycle Access Plan Implementation	Refinement for new onboard bike rack and design of Superliner bike rack	\$0.23	CCRP	\$0.23	An ongoing program to improve bicycle access onboard and at Capitol Corridor stations. Secure eLockers have been installed at majority of stations, and current focus is to increase onboard bike storage capacity.
California Integrated Travel Program	Phases 3 (design and development) and 4 (pilot implementation) planned	\$27.34	TIRCP	\$27.34	Develop a governance structure and approach for a system that allows for seamless statewide travel and fare purchase across multiple agencies and modes.
California PIDS Modernization (CCJPA share)	Procurement released	\$1.11	SRA	\$1.11	Upgrade of station information signs and back office systems that support PIDS.
Travel Time Savings Project	Construction in progress	\$15.50	TIRCP, Prop 1A, STIP	\$15.50	Project will improve running times along existing Capitol Corridor route by increasing speed on selected curves. This will take advantage of the enhanced abilities of the California equipment to travel faster on curved track.
Service Optimization Plan	In progress	\$0.40	TIRCP & CCRP	\$0.40	Plan will try to identify solutions to optimize ridership and revenue and coordinate service transfers, if possible, among Capitol Corridor, San Joaquin, and even ACE.
Sacramento to Roseville Third Main Track Construction Phase 1	Final design in progress	\$85.65	Prop 1A HST, STIP, PCTPA STIP	\$85.65	Phase one of a third main track between Sacramento and Roseville allowing 2 additional round-trips to/from Roseville. Benefits will extend service frequency to/from Roseville and increase ridership and reduce emissions.
Sacramento to Roseville Third Main Track Construction Phase 2	Phase 2 for 7 additional round trips (10 round trips total). This phase is not fully funded.	\$4.00	Applied for various SB1 grants and other misc sources	\$465.40	A third main track between Sacramento and Roseville that will permit a total of 10 round-trips to/from Roseville. Benefits will extend service frequency to/from Roseville and increase ridership and reduce emissions. Third track project is coordinated with Caltrans District 3 for simultaneous construction work on Business 80 (SR51).
Oakland to San Jose Phase 2A	Procurement released	\$60.00	TIRCP & RM3	\$281.70	Realigning the Capitol Corridor service route from its existing Niles Subdivision to the Coast Subdivision will reduce travel time between Oakland to San Jose by 13 minutes. The project also includes a new intermodal transit station in Fremont/Newark connecting rail and bus service, enhancing the connection from Alameda County to the Peninsula across the Dumbarton Corridor.
SUBTOTAL: CCJPA SPONSORED PROJECTS		\$220.43	ESTIMATED TOTAL	\$903.53	
New Rolling Stock	In progress	\$54.00	Prop 1B ICR, HSIPR (federal funding)	\$54.00	Funds the addition of 10 cars and 2 locomotives for use in CCJPA operations
On-Board Passenger Information System (OBIS)	Pilot testing in progress	\$5.00	Prop 1B	\$22.70	Funds the development and installation of an on-board video/audio information system based on geo-fencing and real time information.
Salinas Service Extension	Planning and environmental documentation steps in various stages of development	\$141.00	TAMC	TBD	Not yet approved by the CCJPA Board but was planned and coordinated with CCJPA and TAMC. UPRR modeling results required to determine project costs. Oakland to San Jose service frequency improvements are holding the project in a state of uncertainty. Funding availability is uncertain given the OKJ-SJC and UPRR negotiations.
SUBTOTAL: NON- CCJPA SPONSORED PROJECTS		\$200.00	ESTIMATED TOTAL	\$76.70	
<b>TOTAL - ALL PROJECTS</b>		<b>\$420.43</b>	<b>ESTIMATED TOTAL*</b>	<b>\$980.23</b>	

## **Programmed and Current Capital Improvements**

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

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

The out-year CIP is bolstered with new stable, long-term funding sources from the passage of Senate Bill 1 (SB1). A combination of dedicated (State Rail Assistance) and competitive grant (TIRCP) funds, for which CCJPA has been historically successful, enables CCJPA to confidently plan for significant, long-term capital projects such as Sacramento to Roseville Third Track, Oakland to San Jose Phase 2A as well as to take a variety of measures to optimize service, including working with CalSTA on a statewide Integrated Travel Program. See Table 4-1 for a list of capital projects and their funding statuses.

## **Specific Capital Improvement Program Discussion**

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

#### *Signal Replacement/Upgrade:*

The Signal Replacement/Upgrade Project is aimed to improve reliability by upgrading the Capitol Corridor host railroad signal system. In FY 2018-19, the CCJPA made improvements to the communication backbone that serves the railroad signals. Before the improvements, trains were sometimes delayed when the radio-based communication system suffered from atmospheric disruption. By installing backup communication, these types of delays have been reduced or eliminated. In FY 2019-20, signal upgrades will include replacing the wayside signal lights with LED-type lights and upgrading standby power batteries to reduce train delays and improve the signal system reliability. In future fiscal years the CCJPA will continue its improvements to the railroad signal system.

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

The ROW Safety and Security Improvement Project began in July 2018. Workers successfully removed debris along the railroad tracks, deterred trespassing, and eliminated/reduced the amount of temporary shelters that were built alongside the railroad tracks. CCJPA will continue to partner with UPRR to identify safety/security concerns and swiftly mitigate the problem areas. These improvements appear to help decrease trespasser fatalities as well as delays caused by debris on the tracks. The ROW Safety and Security Improvements project is expected to continue in perpetuity based on available funding.

#### *Capitalized Maintenance:*

For the past 15 years, the Capitol Corridor Capitalized Maintenance program has focused on upgrades and improvements to the railroad infrastructure in order to achieve and maintain a high level of on-time performance. In the past fiscal year, funding was used for improvements to the railroad track, which helped achieve both improved passenger ride comfort and improved on-time reliability for the trains. The ongoing program also provided additional funding to railroad signal system reliability improvements. In the coming fiscal year, the program will again focus on improvements to the railroad track infrastructure.

### **Rolling Stock Equipment Improvements**

#### *Wi-Fi Upgrade:*

In FY 2019-20, CCJPA will be working with a Wi-Fi service provider to upgrade the existing onboard Wi-Fi with new equipment and technology. The existing Wi-Fi service equipment is considered end-of-life in terms of technology, and the new next-generation Wi-Fi system will allow faster connection speeds, better service-level monitoring, and expanded onboard entertainment functions. The next-generation Wi-Fi system will be implemented in a way to ensure smooth transition from existing system to the new and no outages of Wi-Fi to customers.

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

OBIS is a project initially supported by CCJPA in partnership with Amtrak and Caltrans. who now provides most of the funding. CCJPA has used California Office of Emergency Services funds on an annual basis to develop the final design documentation for an on-board audio and integrated on-train video display system. OBIS will fulfill a Federal Railroad Administration-led Americans with Disabilities Act requirement. After a successful laboratory test, the system has been installed as a prototype on a limited number of vehicles. The

goal of this partnership is to install the service on California-owned rolling stock, although the completion date of the OBIS project is uncertain.

*Renewable Diesel (RD) Testing:*

To help the State meet its greenhouse gas reduction targets and eliminate harmful emissions, CCJPA is actively engaged with its statewide rail partners and the California Air Resources Board (CARB) to test the use of RD as a substitute for carbon-based diesel fuel. An initial test using an F59 locomotive was conducted in 2017. The test results in 2018 indicated that the RD fuel did not have any material impact to the function of the F59 engine and oil filter; however, the emissions testing showed only limited expected benefits primarily due to issues with RD fuel quality. The CCJPA, Siemens, Cummins, and Caltrans have agreed to move forward with another (2<sup>nd</sup>) pilot program that will include a static emissions testing of a F59 locomotive with 100% RD fuel and conduct a more thorough dynamic and static tests of 100% RD fuel on one of the new Charger locomotives in 2019. To fully meet test protocols, the test team will request CARB measure the locomotive emissions for compliance. Presuming the test results remain satisfactory, RD is poised to become the standard diesel fuel used on Capitol Corridor and potentially other intercity and commuter rail fleets in California.

*Additional New Rolling Stock:*

The rail vehicles assigned to the Capitol Corridor and San Joaquin train services – the Northern California Intercity Passenger Rail (NorCal IPR) Fleet – is comprised of 128 units, with 23 locomotives and 105 passenger rail cars. The ownership split for the NorCal IPR fleet is: Caltrans owns 114 units and Amtrak leases 14 units to Caltrans. The CCJPA and SJJPA (management agency of the San Joaquins service) jointly manage the assignment of the NorCal IPR fleet for each of their respective services. Both services operate the cleaner-burning, more powerful “Charger” (Tier IV) locomotives. A total of eight (8) Chargers were added to the fleet in 2017 and 2018.

In 2012, Caltrans managed a multi-state contract initially intended for the procurement of new bi-level passenger rail cars. The procurement ultimately ended unsuccessfully with significant vendor challenges. Recent procurement actions by Caltrans have been able to salvage the project to produce single-level passenger rail cars, rather than bi-level cars. Fleet partners expect that these cars will be delivered for use on the San Joaquins service beginning in 2021, which may offer an opportunity to shift some vehicles to CCJPA at that time.

While the actual arrival of added rolling stock is unknown, it is certain that the expansion to/from Roseville—in association with the completed phase one of the Sacramento to Roseville Third Track project—will require more locomotives and rail cars for the Capitol Corridor service. In advance of the order of new rail vehicles for the NorCal IPR fleet, Caltrans is spearheading a fleet management plan in 2019 that will be supported by the CCJPA and SJJPA.

## **Service Amenity Improvements**

*Bicycle Access Program:*

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

- Installed 184 BikeLink eLockers across all Capitol Corridor stations.
- Sold BikeLink cards onboard Capitol Corridor trains as well as at Sacramento, Davis, Martinez, Emeryville, and Oakland Jack London stations.
- Produced educational and promotional materials to encourage passengers to use BikeLink eLockers (additional marketing efforts will continue in FY 2019-20).
- Increased onboard bicycle storage capacity by installing a new angled bike rack on select train cars.

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

*Integrated Travel Program (ITP):*

CCJPA is managing a CalSTA-led multi-agency initiative to research, develop and implement an Integrated Travel Program (Cal ITP) that will enable California residents and visitors to plan and pay for travel anywhere in the State across multiple modes of transportation, including bus, metro, light and intercity rail, paratransit, bike hire, and ride-hailing services. Cal ITP is a project fundamental to the 2018 State Rail Plan and its objectives to lower costs of fare collection, increase transportation access to low-income populations,

and vastly simplify the trip planning and payment process for non-auto mobility across the State. The Phase 1 was completed in 2017 with research that suggests a solution in the form of a single end-use application for mobile phones supported by a sophisticated back-office platform. Phase 2, completed in 2018, was the organization of a Cal ITP Conference that showcased European and North American leaders in the diverse field of integrated travel with a report recommending next steps for design and development. CCJPA secured funding to proceed with the next Cal ITP phases. Phase 3 will develop a pilot with select public and private transportation operators with pilot implementation in Phase 4.

*Passenger Information Display System (PIDS) Modernization:*

CCJPA, in partnership with Amtrak installed the current digital signage system in the early 2000's. PIDS provides passengers with train arrival information at Capitol Corridor stations and is now in need of replacement. CCJPA is partnering with the San Joaquin Joint Powers Authority (SJJA) and the San Joaquin Regional Rail Commission (management agency of the Altamont Corridor Express, or ACE), to lead a project to modernize PIDS to ensure a consistent digital station signage experience in Northern California. Implementation is expected by mid-2020.

### **Service Plan Improvements and Expansions**

*Travel Time Savings:*

CCJPA received funding support to design and implement a project that would allow Capitol Corridor trains to travel faster on certain sections of track, thereby improving running times along the existing Capitol Corridor route. UPRR completed track construction work in late 2018. Testing of higher speed limits is underway with a resulting new timetable expected in the spring of 2019. The expected travel time reduction is an estimated seven minutes between Fremont and San Jose.

*Sacramento to Roseville Third Track Service Expansion Project:*

The Sacramento to Roseville Third Track Project is currently in the final design phase. CCJPA staff and consultants are working with UPRR to review and refine 10 percent of the design plans that have been submitted. Final design is expected to complete in late 2020, and construction is planned to begin in 2021. Once complete, the project will allow for the addition of two daily round trips between Sacramento and Roseville and an improved Roseville station with new platform and station tracks. The additional round trips between Sacramento and Roseville expands the mobility options for residents in the greater Sacramento area and are expected to reduce vehicle miles traveled by nearly 12 million per year. Peak-hour Capitol Corridor trains can carry upward of 600 people, which means taking 500 cars off the road during peak congestion periods.

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

As identified in the CCJPA Vision Plan, the routes used by freight and Capitol Corridor trains in the Oakland to Newark territory present capacity conflicts for both freight and passenger rail modes. Currently, UPRR primarily uses the lengthier Coast Subdivision to run freight trains between the Port of Oakland and the San Joaquin Valley, whereas Capitol Corridor trains later use the lengthier Niles Subdivision to get to the Coast subdivision. These routing conflicts reduce capacity overall and especially impact the Centerville neighborhood of the City of Fremont as both rail services cross over through Fremont to ultimately reach their intended destinations.

CCJPA is studying a project to re-align the southern Alameda service route from its existing UPRR Niles Subdivision line to the UPRR Coast Subdivision. This project is an active partnership with the Alameda CTC, AC Transit, and other public entities and seeks to build the necessary infrastructure for both freight and Capitol Corridor passenger operations so that they can run far more efficiently and better serve their respective markets. If implemented, CCJPA will adjustment service to stations affected by the realignment. Adjustments to the track connections on the Niles and Oakland Subdivisions would also be necessary to facilitate the separation of freight to the Niles/Oakland Subdivision and Capitol Corridor trains to the Coast Subdivision.

This new routing would create a faster link from Oakland to Fremont/Newark, Santa Clara, and San Jose by reducing travel time for passenger trains by 13 minutes. Increased ridership on CCJPA trains means reduced vehicle miles traveled on this congested corridor, resulting in lower GHG emissions and harmful pollutants. The project would also be a cornerstone for a new intermodal transit center at Fremont/Newark connecting

existing rail and bus service, enhancing the connection from Alameda County to the Peninsula across the Dumbarton Corridor.

With this new routing, CCJPA would eliminate service to two existing stations (Fremont/Centerville and Hayward) and replace them with an upgraded multi-modal (rail/bus/“park & ride”) station at the location of an existing park & ride facility on the city borders of Fremont and Newark. Circulation and access between modes of travel would be enhanced and travel times for public and private buses to the Peninsula would be significantly reduced. The public and private transbay bus services currently utilizing local roadway network to the existing Ardenwood Park & Ride facility would instead be relocated to an elevated SR 84 median bus expressway (SR 84 is an elevated crossing above the Coast Subdivision tracks) with direct vertical access to the new passenger rail station and upgraded park & ride.

In April 2018, the State awarded the CCJPA a portion of the overall funding for this project to complete the design, environmental review, entitlements, and assemble the remaining funding needed for construction of the Oak-SJC Phase 2A project. CCJPA also applied for federal CRISI funds to supplement State and local funding.

*Service Optimization Plan:*

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

## 5. PERFORMANCE STANDARDS AND ACTION PLAN

The CCJPA’s management approach for the Capitol Corridor utilizes a customer-focused business model. This approach emphasizes delivering reliable, frequent, safe, and cost-effective train service designed to sustain growth in ridership and revenue. During the past 20 years, ridership has trended upward as the service provides a viable, transport alternative to the parallel congested I-80/I-680/I-880 highway corridors that is competitive in terms of travel time, reliability, and cost.

The CCJPA develops performance standards for the Capitol Corridor service to be aligned with the Uniform Performance Standards (UPS) developed by the CalSTA. CCJPA has long used data analysis to drive cost effective service improvements and expects to increase the role of data in future fiscal years. On June 30, 2014, in accordance with the Intercity Passenger Rail Act of 2012, the CalSTA updated the UPS to measure usage (ridership and passenger-miles), cost efficiency (system operating ratio and total operating costs/passenger-mile), and reliability (end-point on-time performance, station on-time performance, and operator delays/10,000 miles). Table 5-1 summarizes the updated standards and CCJPA results for FY 2017-18 and for FY 2018-19 through November 2018, as well as the standards for the next two fiscal years. Appendix C shows the measures used to develop standards for two additional years through FY 2020-21.

### ENVIRONMENTAL IMPACT OF CAPITOL CORRIDOR SERVICE

In addition to the typical performance metrics, it is worth examining the environmental impact of the Capitol Corridor’s success and growth. The Capitol Corridor’s ridership growth benefits the environment by reducing air pollution and greenhouse gas emissions. In California, approximately 41 percent of greenhouse gas emissions come from the transportation sector. The Capitol Corridor generated an estimate of more than 116 million passenger miles in FY 2017-18, which corresponds to removing approximately 87 million vehicle miles traveled (VMTs) from Northern California roadways. **The resulting net reduction of carbon dioxide was over 18,610 tons, which is equivalent to planting more than 2,659 trees.**

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

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

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

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

FY 2017-18 results:

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

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

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

- Ridership: Year-to-date (through November 2018) ridership is 5.7 percent above last year and 8.7 percent above business plan projections due to an improving economy in Northern California (more specifically in Silicon Valley and San Francisco Bay Area employment bases) and strong weekend ridership (due to travel to sporting events [49ers, Raiders, Oakland A’s] and weekend promotional offers).
- Revenue: Year-to-date (through November 2018) revenue is 3.8 percent above last year and 8.6 percent above business plan projections.
- System Operating Ratio: Year-to-date (through November 2018) system operating ratio (a.k.a. farebox return) is 65 percent, above the FY 2018-19 standard of 52 percent.
- On-Time Performance (OTP): Year-to-date (through November 2018) End-Point OTP is 91 percent, which is 1 percent above the 90 percent standard. Passenger OTP is 87 percent, 3 percent below the 90 percent standard.

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

Table 5-1 provides the preliminary performance standards for FY 2019-20 and FY 2020-21. Appendix C shows the measures used to develop the performance standards. The FY 2019-20 and FY 2020-21 future operating costs have been developed to conform with PRIIA Section 209 pricing policy, which stipulates that all state-financed, Amtrak-operated intercity passenger rail (IPR) routes under 750 miles shall be priced by Amtrak in a fair and equitable manner.

### **FY 2019-20 and FY 2020-21 Action Plans**

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

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

Performance Standard	FY 17-18			FY 18-19 (through December 2018)			FY 19-20	FY 20-21
	Actual	Standard	% Change	Actual	Standard	% Change	Standard	Standard
<u>Usage</u>								
Route Ridership	1,706,849	1,612,000	+6%	310,244 (through November 2018)	293,649 (through November 2018)	+9%	1,724,000	1,741,200
Passenger Miles	113,798,088	108,133,000	+5%	10,681,678	9,462,992	+13%	115,646,000	117,388,000
<u>Efficiency</u>								
System Operating Ratio (train and feeder bus)	58%	52%	+12%	65%	52%	+20%	52%	52%
Total Operating Cost/Passenger-Mile	\$0.54	\$0.59	-9%	\$0.47	\$0.57	-18%	\$0.58	\$0.60
<u>Service Quality</u>								
End-Point On-Time Performance	90%	90%	+0%	88%	90%	-2%	90%	90%
Passenger On-Time Performance	91%	90%	+1%	87%	90%	-3%	90%	90%
Operator Delays/10K Miles	361	>325	+11%	382	>325	+18%	>325	>325

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

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

## 6. ESTABLISHMENT OF FARES

The CCJPA develops fares in conjunction with Amtrak to ensure the Capitol Corridor service is attractive and competitive with the automobile and other transportation options. Ticket types include standard one-way and roundtrip fares, as well as monthly passes and 10-ride tickets valid for 45 days. These discounted multi-ride fares are competitive with other transportation options and have become increasingly popular due to the high number of repeat riders who use the Capitol Corridor trains as their primary means of travel along the corridor. The monthly and multi-ride tickets can be used year-round for all regularly-scheduled train service. Reservations are not required for any of the trains. eTicketing was introduced in FY 2011-12 for one-way/round trip ticket purchases, and in January 2014 all multi-ride tickets were moved to an eTicketing platform. In 2013, CCJPA worked with Amtrak to create a small group ticketing option to replace the loss of ten-ride ticket transferability.

CCJPA also offers targeted discount programs. The “Take Five for \$5” buy-one/bring up to five others at \$5 each way was a seasonal discount for small group travel. Due to its popularity, CCJPA developed the “Friends and Family” year-round offer that allows savings for buy-one/bring up to five others at 50 percent off. The Capitol Corridor also utilizes seasonal discounts, such as “Take 5 for \$5 Weekends” (and holidays that fall on a Monday), “Buy-One, Get-One Saturdays”, and 25 percent off on “Travel to Raiders Home Games”. These programs, aimed at specific target groups, successfully promoted ridership during off-peak times and helped to increase weekend ridership.

In 2018, Amtrak implemented significant changes to its nationwide Everyday Discounts program, which reduced discounts for seniors, passengers with a disability, families with more than one child, and eliminated discounts for students, AAA members, and veterans. To maintain value and continuity for passengers, in 2018 the CCJPA worked with the SJJPA and the Pacific Surfliner to offer its own “California Everyday Discounts” program to preserve some of the discounts reduced or eliminated by Amtrak’s nationwide tariff change. Capitol Corridor passengers who wish to take advantage of a particular discount now must use a promo code to receive the reduction instead of the discount being automatically applied. CCJPA elected to go along with Amtrak’s change to the 50 percent child discount but promoted the Friends & Family deal as a value option for families and will continue do so as part of its focus on promoting off-peak travel. The CCJPA, in coordination with the SJJPA and the Pacific Surfliner, is also planning to bring back a veteran’s discount as part of the joint California Everyday Discounts program, early in 2019.

### FY 2019-20 Fares

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

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

- Explore a new discount offer for less-frequent, single-ticket riders and boost ridership during off-peak times (e.g. weekends and midday/midweek).
- Continue to promote California’s “Everyday Discounts”.
- Pursue promotional relationships with a variety of first/last-mile connection services such as rideshare, scooters, etc.
- Pursue a new fare ticket designed for college/university students.
- Increase utilization of Amtrak’s various eTicketing initiatives, as they enable real-time validation and improve customer convenience. Having real-time information on ridership and revenue data will also lead to better operating cost efficiencies.

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

### FY 2020-21 Fares

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

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

## 7. SERVICE AMENITIES, FOOD SERVICES, AND EQUIPMENT

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

### Service Amenities

#### *Accessibility:*

The Capitol Corridor provides complete accessibility to passengers. Accessibility features include on-board wheelchair lifts, two designated spaces per train car for passengers in wheelchairs and one wheelchair-accessible lavatory on the lower level of each train car. Mobility-impaired persons not in wheelchairs can utilize grip bars at each door, work with conductors to utilize on-train step stools, or even utilize the wheelchair lifts, if needed, to board from the platform. Passengers who require assistance may contact the conductors for assistance in boarding or detraining. The future OBIS system will include support for inductive hearing devices and ADA-compliant video and audio messaging.

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

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

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

#### *Lavatories:*

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

#### *Wi-Fi:*

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

#### *Bicycle Access:*

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

- Installed bike storage racks in all Northern California Coach Cars to store three bicycles on the lower level of the car.
- Retrofitted 14 first generation California Cab Cars (8300-series) in FY 2013-14 to hold 13 bicycles as opposed to seven bicycles.

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

*Food and Beverage Services:*

Menu changes and promotional efforts that CCJPA implemented in the past fiscal year have resulted in improved customer satisfaction and increased sales of select menu items. CCJPA and Amtrak are in the process of upgrading the current point-of sale registers to increase reliability and provide more flexibility of on-board promotions. CCJPA works with Amtrak to obtain enhanced sales reports to facilitate menu changes that are more responsive to customer tastes. As a future phase of OBIS, CCJPA and Amtrak will evaluate the viability of providing food service promotions and advertisements via on-board flat screen monitors.

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

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

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

<b>Amtrak Supplemental Equipment</b>	<b>NOTES</b>
3 P42 Locomotives	Assigned to San Joaquin and Capitol Corridor service
1 Bi-Level Superliner Coach Cars	Assigned to Capitol Corridor service
1 Bi-Level Superliner Baggage Car	Assigned to Capitol Corridor service
3 Bi-Level Superliner Café Cars	Assigned to Capitol Corridor service
3 Single Level Café Cars	Assigned to San Joaquin service
3 NPCU Single Level Baggage Cars	Assigned to San Joaquin service

**Equipment Acquisition, Renovation, and Upgrades**

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

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

**Rehabilitation and Modification Programs**

Using previously allocated State funds, the CCJPA, Caltrans, and Amtrak have created a multi-year program of periodic overhauls to the existing train fleet that will improve the fleet performance and maintain the valued assets of the State’s rolling stock investment, while at the same time still provide enough cars to

effectively run the service until new cars start to arrive in 2021. Below are lists of both the completed and upcoming projects:

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

- PTC equipment was installed in all the State's 17 locomotives and 19 cab cars and is now fully operational and ready for the January 2019 federal deadline.
- A new OBIS was installed on six legacy cars for testing. This system includes upgraded Wi-Fi, automated next stop announcements, and video display screens for each car and new video display menus for the dining cars.
- Thirty of the 66 first generation California IPR cars have gone through a multi-year project to upgrade HVAC systems to a more environmentally friendly-refrigerant (R-410A), redesign ducting, and upgrade computer-controlled thermostats for more comfortable and constant temperature. During this modification, workers replaced aging floors with new linoleum and enhanced bracing at high traffic areas.

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

- Newly designed bike racks are being tested and will be installed on all cab cars increasing bike carrying capacity. A bike rack design for the Amtrak-leased Superliners is also in progress for installation by late 2019.
- The 15 F-59 locomotives owned by the State went through a multi-year State-funded renovation program which began in 2011 and are due to go through their final overhaul in 2020. The head-end power units in the locomotives that provide power for lighting, electrical outlets, etc., which were updated to EPA Tier IV standards back in 2012, will be overhauled starting in 2019.
- Workers will continue to upgrade the HVAC, ducting, and thermostatic controllers.
- The diner cars built in 1995/96 will undergo a rehabilitation of the upper level galley to update the equipment with current technology standards. Modifications include installing new chillers, drainage, counter tops, lighting, internet connections and food storage units. The new design will also make the working area more ergonomic for the food service employees. The first diner car to undergo the upgrade is due back in service January 2019.
- For added safety and security, beginning March 2019, event recorders (black boxes) will be upgraded for better compatibility with PTC as well as trainset operation monitoring.
- Assess a new seating proposal to replace existing seats on the 6000 series Surfliner cars and solicit passenger feedback.
- Rebuild door operators for the 6000 series Surfliner cars (expected to start June 2019).
- Install new side door panels for the 6000 series Surfliner cars, which are due to arrive in January 2019.
- Clean the waste tank systems on the 8800-series car and reroute the venting on the waste system on the 8000 series cars to help mitigate foul odors.
- Ongoing replacement and upgrading of the floor panels on the 8000 series cars.
- Replace the old faded tiles with new ones on the destination sign LED displays.
- Test the new OBIS, PIDS, and PA systems to replace the outdated analog systems.
- Overhaul the suspension and trucks, first on the twelve 6000 series Surfliner cars and finish with the 66 original first generation Northern California IPR cars.
- Overhaul the hydraulic ADA boarding lifts on all cars.
- Ongoing replacement of current incandescent and fluorescent lighting with more energy efficient, brighter, longer lasting, and cooler operating LED lighting.

## **8. MARKETING STRATEGIES**

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

*Advertising Campaigns and Brand Awareness:*

Advertising campaigns inform leisure and business travel audiences about the advantages of train travel, including amenities, promotions/pricing, and destinations. Campaigns typically employ a mix between traditional and digital media, although increasingly more marketing dollars are now going towards paid search and digital platforms, including social media, because of the ability for sophisticated targeting, messaging flexibility, and tracking capabilities. CCJPA’s advertising efforts emphasize the Capitol Corridor image, brand, and destinations, in accordance with the CCJPA Board’s edict to create a distinct, regional brand for the Capitol Corridor and strengthen brand awareness throughout the service area.

*Promotions:*

The CCJPA will continue successful programs that target specific markets designed to build ridership during off-peak hours such as midday/mid-week and weekend travel. Destination-focused promotions highlight riding the train to events at venues along the route, such as Oakland Coliseum and Levi’s® Stadium, creating awareness of the train as a convenient and fun way to reach leisure destinations throughout Northern California.

*Online Presence and Customer Engagement:*

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

- Maintaining a website that is mobile optimized and easy to navigate, with booking and trip planning tools that are easy to use, as well as timely and engaging content.
- Boosting participation in online social networking platforms, such as Facebook, Twitter, Instagram, and LinkedIn and exploring new opportunities within these rapidly evolving platforms.
- Continuing rider appreciation programs such as “Cappy Hour” discounted drink hours, and other rider-focused programs.
- Coordinating with Amtrak to enhance customer loyalty via Amtrak Guest Rewards and explore Capitol Corridor regional loyalty program.
- Enabling consistent and timely passenger communications via a variety of channels, including SMS/text and email service alerts, as well as information exchanged between the Customer Contact center and Marketing and Operations staff to ensure customers receive clear and up-to-date information about the Capitol Corridor service and promotions.
- Integrating our passenger service advisory system, including SMS text and e-mail service alerts, with the Capitol Corridor website and social media channels.

*Partnership Brand Marketing:*

The Capitol Corridor’s Strategic Marketing Partnership program has established a catalog of marketing assets and associated metrics to enhance the CCJPA’s trade promotion negotiations. These assets enable selected partners to market their products via Capitol Corridor’s diverse marketing channels, such as interior, exterior, and station signage, social media, email, electronic station signs, and the on-board Wi-Fi landing page. The partnership program is designed to increase value, ridership and revenues by leveraging partnerships with well-known organizations that are close to Capitol Corridor stations and/or share similar target audiences to heighten visibility of the Capitol Corridor brand.

*Joint Marketing and Outreach:*

The CCJPA achieves cost efficiencies by working with local community partners, such as CCJPA member agencies and local destinations, to develop creative programs that promote both destination and rail travel. Through a long-standing partnership with Placer County Transportation Planning Agency (PCTPA), CCJPA and PCTPA collaborate to promote visibility of the Capitol Corridor service as a transportation option throughout the Placer County area, at local events and via social media. CCJPA plans to partner with additional member agencies and organizations to supplement their efforts at promoting the Capitol Corridor to their local communities and stakeholders. CCJPA also partners with Amtrak and other agencies on select promotions and events to better leverage shared marketing dollars and assets.

*Customer Relations:*

The CCJPA views communication with passengers as the cornerstone of our customer-focused service delivery. We actively encourage passengers to provide input on our service via our website, social media channels, and toll-free number. We use an online customer comment tracking portal to collect and track these comments, allowing CCJPA to improve its communication with the public and coordinate internally to

ensure that passengers receive an appropriate and timely response to their request or issue. We use this feedback to identify and prioritize service modifications, capital improvements, and desired amenities in the service.

*Public Relations, Outreach, and Advocacy:*

The CCJPA’s public information efforts uses traditional and digital media to build awareness about its service, promotional offers, transit connections (including the Transit Transfer Program), rail safety, and customer amenities. Public information activities include:

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

**FY 2019-20 Marketing Program**

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

CCJPA will continue its own independent campaigns that position Capitol Corridor as a distinct regional service brand. CCJPA will conduct a brand assessment to examine current strengths/weaknesses and determine future initiatives to strengthen the brand. CCJPA will also participate in discussions about the possibility of brand alignment with other State-supported passenger rail services, as requested by the State. CCJPA will coordinate with local partners and the other JPAs on the most beneficial promotions, outreach, and shared marketing collateral. Marketing initiatives will also aim to enhance customer communications and engagement with passengers. Key elements will include:

- Conducting a brand assessment of Capitol Corridor, to ensure that marketing and customer touchpoints align with the CCJPA’s overall vision at present and into the future.
- Developing more digital content (videos, photography, infographics, etc.) for distribution via website, blog, social media channels, and wireless website, to reduce dependency on printed media and enhance engagement with customers and potential customers.
- Conducting deeper analysis of ridership data to identify opportunities for micro-markets (single day/train offers, short-distance city pairs, etc.) and more sophisticated market segmentation.
- Identifying and find solutions for Contact Center communication gaps (night/weekend hours, customer service, voice response/Instant Messenger/chat solutions), research cost-saving options, evaluate service hours, etc.
- Exploring opportunities for shared programs and marketing efforts with the San Joaquin and Pacific Surfliner JPAs to strengthen visibility of intercity passenger rail services in California.
- Collaborating on joint media promotions with marketing partners to maximize media dollars and expand market reach.

- Implementing data visualization and customer support technology to increase customer engagement and enhance overall customer experience.
- Evaluating additional areas for service efficiency regarding group travel program and Café Car service/marketing.

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

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

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

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

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

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

Projected operating costs are shown in Table 9-1 and include the basic train service and associated throughway bus services provided by Amtrak, CCJPA’s costs for the Onboard Wi-Fi and for the Information and Customer Support Services provided at the BART/CCJPA Contact Center, as well as CCJPA’s share of costs relating to the local transit service partnerships. A supplementary allocation for a potential Dumbarton bus connection service is included in the FY 2019-20 operating cost, as a result of the Service Optimization Study conducted in 2018.

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

The CCJPA’s marketing budget for FY 2019-20 and FY 2020-21 will fund the respective fiscal year’s Marketing Programs presented in Section 8. The CCJPA will develop the various campaigns and programs. The budget estimates shown in Table 9-1 represent only direct expenditures of the CCJPA and do not include any costs for marketing programs provided solely by Amtrak or the State.

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

Table 9-1 identifies the estimate for the FY 2019-20 and FY 2020-21 budgets that support the administrative activities of the CCJPA for the Capitol Corridor service.

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

Compared to the current period (FY 2018-19), the FY 2019-20 and FY 2020-21 total budgets for the CCJPA’s operating, marketing, and administrative expenses are expected to increase by 0.4 percent in FY 2019-20 and increase by 2.5 percent in FY 2020-21. The operating budget FY 2019-20 should be considered draft as of this version as Amtrak will not provide final forecast until March 2019.

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

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

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

#### *Minor Capital Projects:*

Minor capital projects are small projects to improve Capitol Corridor passenger rail facilities and operations that are less than \$250,000. Some recent examples of minor capital projects include the installation of signage at select stations and the repair of damaged station bike eLockers.

#### *Capitalized Maintenance:*

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

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

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

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

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

A service-based contract model amortizes capital and ongoing operational costs into a higher annual cost than just when CCJPA was paying operating costs for an aged Wi-Fi system and (conceptually) finding capital grants to replace the system via procurement every four years. The annual cost of a next-generation Wi-Fi system on all three IPR services is expected to increase to \$3.136M for FY 2019-20 and FY 2020-21.

#### *Dumbarton Thruway Bus Service:*

CCJPA staff will work with AC Transit to examine strategies to improve transit connections to the job centers on the Peninsula (e.g. Palo Alto) from the Capitol Corridor service. Costs included in this effort include a ridership demand study to determine level of service improvement needed and potential service improvement cost support to AC Transit.

## **10. SEPARATION OF FUNDING**

As identified in the Joint Exercise of Powers Agreement (JEPA) for the CCJPA, the Controller-Treasurer of the Managing Agency of the CCJPA will perform the functions of Treasurer, Auditor, and Controller of the CCJPA. San Francisco Bay Area Rapid Transit District's (BART) prior agreement with the CCJPA to serve as the CCJPA's Managing Agency was first renewed in February 2005 for a five-year term through February 2010 and subsequently renewed for another five years for the period of February 2010 through February 2015. These five-year terms are consistent with AB 1717, enacted in September 2003, which allows the CCJPA Board five years to monitor BART's performance as the Managing Agency. In November 2014, the CCJPA Board approved a five-year term with BART for the period of February 2015 through February 2020. This action was subsequently supported by BART's Board in 2015.

As identified in the ITA, the State performs audits and reviews of CCJPA's Capitol Corridor service-related financial statements. In addition, the CCJPA requires that the Controller-Treasurer provide an annual independent audit of the accounts of the CCJPA within six months of the close of the State fiscal year. BART has established the appropriate accounting and financial procedures to ensure that the funds secured

by the CCJPA during FY 2018-19 and FY 2019-20 to support the Capitol Corridor are solely expended to operate, administer, and market the service.

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

Service Level	Current		Proposed	
	FY 2018-19 Contract	FY 2019-20 Budget	FY 2019-20 Budget	FY 2020-21 Budget
Sacramento-Oakland				
Weekday	30	30		30
Weekend	22	22		22
Oakland-San Jose				
Weekday	14	14		14
Weekend	14	14		14
Sacramento-Roseville	2	2		2
Roseville-Auburn	2	2		2
Ridership	1,670,400	1,724,000		1,741,200
Third Party Expenses (a)	\$ 11,864,000	\$ 12,428,000	\$	\$ 12,677,000
Amtrak Expenses (b)	\$ 52,125,495	\$ 52,596,000	\$	\$ 53,640,000
Information/Customer Support Services (c)	\$ 1,074,000	\$ 1,074,000	\$	\$ 1,074,000
<b>TOTAL Expenses</b>	<b>\$ 65,063,000</b>	<b>\$ 66,098,000</b>		<b>\$ 67,391,000</b>
Ticket Revenue	\$ 32,935,000	\$ 34,554,000	\$	\$ 35,073,000
Food & Beverage Revenue	\$ 1,800,000	\$ 1,889,000	\$	\$ 1,917,000
Other Revenue (d)	\$ 565,000	\$ 593,000	\$	\$ 601,000
<b>TOTAL Revenue</b>	<b>\$ 35,300,000</b>	<b>\$ 37,036,000</b>		<b>\$ 37,591,000</b>
CCJPA Funding Requirement				
CCJPA Operating Budget	\$ 29,763,000	\$ 29,062,000	\$	\$ 29,800,000
<i>Net Amtrak Operating Costs [Expenses less Revenues]</i>	\$ 28,689,495	\$ 27,988,000	\$	\$ 28,726,000
CCJPA Operating Costs				
Information/Customer Support Services	\$ 1,074,000	\$ 1,074,000	\$	\$ 1,074,000
Marketing Budget (e)	\$ 1,174,000	\$ 1,174,000	\$	\$ 1,174,000
Administrative Budget (f)	\$ 2,634,000	\$ 2,634,000	\$	\$ 2,634,000
<b>TOTAL CCJPA Funding Request (g)</b>	<b>\$ 33,571,000</b>	<b>\$ 32,870,000</b>		<b>\$ 33,608,000</b>
<b>Difference from FY18-19 Budget</b>		<b>\$ (701,000)</b>		<b>\$ 37,000</b>
<b>Percent Change from FY18-19 Budget</b>		-2.1%		0.1%
<b>SUPPLEMENTAL ALLOCATIONS</b>				
Minor Capital Projects (h)	\$ 500,000	\$ 500,000	\$	\$ 500,000
Capitalized Maintenance (i)	\$ 1,000,000	\$ 1,000,000	\$	\$ 1,000,000
Onboard Technology [Wi-Fi] (j)	\$ 1,368,000	\$ 3,136,000	\$	\$ 3,136,000
Dumbarton Thruway Bus Service (k)				

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

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

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

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

(e) The FY 2018-19 and FY 2019-20 marketing expenses will be capped at the same levels as the 12 prior fiscal years (\$1,174,000). Does not include contributions by Amtrak or additional resources provided by the State (i.e. market research program).

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

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

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

(i) Allocation for FY18-19 previously allocated.

(j) In FY 2018-19, CCJPA assumed (from Amtrak) the management of Wi-Fi for all the CA IPR services. CCJPA will include the prorated amount in the Operating costs and Quarterly Uniform Performance Standards. Refer to Section 9 of the Business Plan for more details.

(k) Potential thruway bus connections from Fremont across the Dumbarton Bridge.

## 11. CONSIDERATION OF OTHER SERVICE EXPANSIONS AND ENHANCEMENTS

This section presents service expansion and enhancement opportunities beyond the CCJPA’s FY 2019-20 and FY 2020-21 service plans and funding requirements. Planning for potential new services will require securing capital improvements, additional operating funds, and institutional agreements. The CCJPA CIP is fully aligned with the goals of the 2018 State Rail Plan, which includes integration of rail services (high speed rail, intercity and regional rail, and integrated express buses) and development of multimodal connection points across the State that allows for convenient and timed transfers between different transit services and modes.

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

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

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

The long-term vision for Capitol Corridor fundamentally involves developing Capitol Corridor service as one where frequency (currently capped at 15 round-trips) is not limited by existing host railroad agreements. Instead, the vision is for a service with 15-minute frequencies in the peak hour, and one where higher-speed service (up to potentially 150 mph – electrified service) is permitted. This vision was first examined at a high-level in the Vision Plan Update where core concepts were examined and several viable alignment alternatives were moved forward to the next step. The next step, the Vision Implementation Plan, eliminated alternatives to one alignment via a phased and detailed engineering and operations level analysis. By identifying a path to a railroad corridor in public control, the implications for layering intercity, commuter, and even high-speed rail, are all viable potential outcomes consistent with the objectives of the 2018 State Rail Plan.

### **Second Transbay Crossing:**

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

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

### **Rail Service Expansion Planning**

The CCJPA has a Train Service Policy supporting future extensions to new markets beyond the Capitol Corridor or to potentially open up new markets within the existing route. This policy encourages partnerships between several passenger rail services and local/regional transportation agencies. On the

matters of extensions of Capitol Corridor service, there are ongoing discussions with the Transportation Agency of Monterey, Caltrain, and VTA regarding expanding Capitol Corridor service to Salinas. Pursuant to CCJPA Board direction, CCJPA staff are actively engaged in this discussion in a manner that protects the existing core service but fairly lays out the requirements of extending service to Salinas (e.g., an integrated train schedule, additional rolling stock, complete and compliant stations, operating funding support, and CCJPA governing/legislative modifications). Plans for this expansion have advanced slowly but steadily and will continue to evolve as funding, operational, and governance matters are addressed.

On the infill of new stations, the CCJPA's Ad Hoc Subcommittee, first convened for the purposes of the CCJPA Vision Plan Update, is undertaking a much-needed update of the CCJPA Station Policy. Planned for adoption in early 2019, the updated CCJPA Station Policy presents an improved process to consider new station viability, benefit, and integration into the Capitol Corridor route; it will clarify the process of establishing a potential new station and of developing the funding program to support the development of new stations along the route.

# APPENDICES

**APPENDIX A**

**Historical Service Statistics**

Fiscal Year	Daily Trains	Total Ridership	% Change Prior Year	Riders Per Day	Revenue*	% Change Prior Year	Operating Expenses*	% Change Prior Year	Farebox Ratio*	State Costs*
SFY 91/92 (a)	6	173,672	--	864	\$1,973,255	--	\$4,848,967	--	40.7%	\$1,592,907
SFY 92/93	6	238,785	--	650	\$2,970,103	--	\$8,333,093	--	35.6%	\$6,712,017
SFY 93/94	6	364,070	52.5%	1,000	\$3,598,978	21.2%	\$9,911,735	18.9%	36.3%	\$6,714,761
SFY 94/95	6	349,056	-4.1%	960	\$3,757,146	4.4%	\$9,679,401	-2.3%	38.8%	\$6,012,315
SFY 95/96 (b)	8	403,050	15.5%	1,100	\$4,805,072	27.9%	\$11,077,485	14.4%	43.4%	\$6,434,940
SFY 96/97	8	496,586	23.2%	1,360	\$5,938,072	23.6%	\$20,510,936	85.2%	29.0%	\$9,701,519
FFY 97/98 (c)	8	462,480	-6.9%	1,270	\$6,245,105	5.2%	\$20,527,997	0.1%	30.4%	\$11,404,143
FFY 98/99 (d)	10/12	543,323	17.5%	1,490	\$7,314,165	17.1%	\$23,453,325	14.3%	31.2%	\$16,022,024
FFY 99/00 (e)	12/14	767,749	41.3%	2,100	\$9,115,611	24.6%	\$25,672,749	9.5%	35.7%	\$16,440,540
FFY 00/01 (f)	14/18	1,073,419	39.8%	2,941	\$11,675,117	28.1%	\$28,696,741	11.8%	40.7%	\$17,680,477
FFY 01/02	18	1,079,779	0.6%	2,960	\$12,201,602	4.5%	\$32,842,038	14.4%	37.2%	\$20,590,919
FFY 02/03 (g)	18/20/22/24	1,142,958	5.9%	3,130	\$12,800,469	4.9%	\$36,469,383	11.0%	38.1%	\$21,540,910
FFY 03/04	24	1,165,334	2.0%	3,190	\$13,168,373	2.9%	\$35,579,266	-2.4%	37.2%	\$22,708,181
FFY 04/05	24	1,260,249	8.1%	3,450	\$15,148,333	15.0%	\$35,110,571	-1.3%	43.2%	\$19,962,238
FFY 05/06 (h)	24/32	1,273,088	1.0%	3,490	\$16,014,636	5.7%	\$35,147,033	0.1%	45.8%	\$19,132,397
FFY 06/07	32	1,450,069	13.9%	3,970	\$19,480,992	21.6%	\$40,533,332	15.3%	48.1%	\$21,052,340
FFY 07/08	32	1,693,580	16.8%	4,640	\$23,822,862	22.3%	\$43,119,290	6.4%	55.2%	\$22,265,039
FFY 08/09	32	1,599,625	-5.5%	4,383	\$23,505,602	-1.3%	\$50,159,032	16.3%	47.0%	\$25,113,642
FFY 09/10	32	1,580,619	-1.2%	4,330	\$24,372,185	3.7%	\$52,843,973	5.4%	46.0%	\$27,499,149
FFY 10/11	32	1,708,618	8.1%	4,681	\$27,176,573	11.5%	\$56,699,385	7.3%	48.0%	\$29,158,222
FFY 11/12 (i)	32/30	1,746,397	6.7%	4,785	\$29,200,000	7.4%	\$59,035,857	4.1%	50.2%	\$29,606,390
FFY 12/13	30	1,701,185	-2.6%	4,661	\$29,186,617	-0.05%	\$60,472,128	2.4%	51.0%	\$29,110,318
FFY 13/14 (j)	30	1,419,084	1.1%	3,888	\$29,177,880	-0.03%	\$58,063,314	-4.0%	50.9%	\$28,421,000
FFY 14/15	30	1,474,873	3.9%	4,041	\$30,092,694	3.14%	\$57,586,946	-0.8%	52.0%	\$32,595,784
FFY 15/16	30	1,560,814	5.8%	4,264	\$32,187,647	7.0%	\$57,135,316	-0.8%	55.0%	\$31,745,660
FFY 16/17	30	1,607,277	3.0%	4,403	\$33,968,835	5.5%	\$58,010,359	1.5%	57.0%	\$31,729,519
FFY 17/18	30	1,706,849	6.2%	4,676	\$36,305,769	6.9%	\$61,221,333	5.5%	58.0%	\$31,000,000
FFY 18/19 (k)	30	310,244	5.7%	5,086	\$6,549,512	3.8%	\$5,009,548	3.2%	65.5%	\$2,416,776

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

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

- a. Statistics available for partial year only because service began in December 1991.
- b. Increase to 8 trains began in April 1996.
- c. Statistics presented for FFY 97/98 and each subsequent FFY to conform with Performance Standards developed by BT&H.
- d. 10 trains began on October 25, 1998 and 12 trains began on February 21, 1999.
- e. 14 trains began on February 28, 2000 .
- f. 18 trains began on April 29, 2001.
- g. 20 trains began on October 27, 2002; increase to 22 trains began on January 6, 2003; increase to 24 trains began on April 28, 2003.
- h. 32 trains began on August 26, 2006 (with increase to 14 daily trains to/from San Jose).
- i. 30 trains began on August 13, 2012 (service optimization with re-opening of the Sacramento Valley Station platform).
- j. Starting in FY 2014 Amtrak adjusted ridership reports to account for the actual tickets lifted via the scanning of tickets by the conductors, which results in ridership forecasts and reports that are 15%-20% below previous forecasts and reports. Previously, multiride tickets were not directly logged into the system but the passenger counts for multiride tickets were estimated based on assumed inflated usage. Prior year % change is made using adjusted FY 12/13 ridership.
- k. Year-to-date data through November 2018 for Ridership and Revenue, all other categories through October 2018

APPENDIX B

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

PERFORMANCE STANDARD	FY 2017-18				FY 2018-19	FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23
	ACTUAL	STANDARD	VARIANCE ACTUAL TO STANDARD	PERCENT CHANGE	STANDARD	PRELIMINARY STANDARD	PRELIMINARY STANDARD	PRELIMINARY STANDARD	PRELIMINARY STANDARD
NUMBER OF DAILY TRAINS (SAC-OAK)	30	30			30	30	30	30 (a)	30 (a)
<b>USAGE</b>									
<b>Route Ridership</b>	<b>1,706,849</b>	<b>1,612,000</b>	<b>94,849</b>	<b>5.9%</b>	<b>1,670,400</b>	<b>1,724,000</b>	<b>1,741,200</b>	<b>1,792,100</b>	<b>1,828,000</b>
<b>Passenger Miles</b>	<b>113,798,088</b>	<b>108,133,000</b>	<b>5,665,088</b>	<b>5.2%</b>	<b>113,555,900</b>	<b>115,646,000</b>	<b>118,053,000</b>	<b>119,712,000</b>	<b>122,110,000</b>
Average Daily Ridership	4,676	4,416	260	5.9%	4,576	4,723	4,770	4,910	5,008
Percent Change in Route Ridership	6.2%	6.1%			3.6%	3.2%	1.0%	2.9%	2.0%
Percent Change in Train Passenger Miles	4.8%	15.3%			5.0%	1.8%	2.1%	1.4%	2.0%
Percent Change in Train Miles	-0.9%	-0.5%			0.5%	0.0%	0.0%	1.9%	0.0%
Passenger Miles per Train Mile (PM/TM)	98.2	93.0	5.2	5.6%	97.1	98.9	101.0	100.5	102.5
<b>COST EFFICIENCY</b>									
<b>System Operating Ratio</b>	<b>59%</b>	<b>52%</b>	<b>7.7%</b>	<b>--</b>	<b>54%</b>	<b>56%</b>	<b>56%</b>	<b>56%</b>	<b>56%</b>
<b>Total Operating Costs per Passenger Mile</b>					<b>\$0.57</b>	<b>\$0.57</b>	<b>\$0.57</b>	<b>\$0.58</b>	<b>\$0.58</b>
Percent Change in Total Revenue	6.9%	12.2%	--	--	6.5%	4.9%	1.5%	3.8%	3.0%
Percent Change in Total Expenses	5.5%	4.8%	--	--	1.3%	1.6%	2.0%	3.1%	2.8%
Train Revenue per Train Mile	\$28.84	\$26.64	\$2.20	8.3%	\$28.17	\$29.56	\$30.00	\$30.81	\$31.73
Train Revenue per Passenger Mile (Yield)	\$0.294	\$0.287	\$0.01	2.5%	\$0.292	\$0.298	\$0.304	\$0.310	\$0.316
Train Expenses per Train Mile	\$48.51	\$51.35	-\$2.84	-5.5%	\$52.89	\$54.48	\$56.11	\$57.79	\$59.53
Train Only State Cost per Train Mile	\$19.67	\$24.71	-\$5.04	-20.4%	\$23.42	\$22.45	\$23.02	\$23.67	\$23.95
Train Only State Cost Per Passenger Mile	\$0.20	\$0.27	-\$0.07	-24.6%	\$0.24	\$0.23	\$0.23	\$0.24	\$0.23
<b>SERVICE QUALITY</b>									
<b>End-Point On Time Performance</b>	<b>90%</b>	<b>90%</b>	<b>0%</b>	<b>--</b>	<b>90%</b>	<b>90%</b>	<b>90%</b>	<b>90%</b>	<b>90%</b>
<b>Stations On Time Performance</b>	<b>90%</b>	<b>90%</b>	<b>0%</b>	<b>--</b>	<b>90%</b>	<b>90%</b>	<b>90%</b>	<b>90%</b>	<b>90%</b>
<b>Operator Delays per 10,000 Miles</b>	<b>361</b>	<b>&gt;325</b>	<b>36</b>	<b>11%</b>	<b>&gt;325</b>	<b>&gt;325</b>	<b>&gt;325</b>	<b>&gt;325</b>	<b>&gt;325</b>
Percent of California Car Fleet Available	88%	87%	1%	--	87%	87%	87%	87%	87%
<b>OPERATING RESULTS</b>									
<b>TRAIN AND BUS</b>									
Total Revenue	\$ 36,305,733	\$ 33,159,000	\$3,146,733	9.5%	\$ 35,300,000	\$ 37,036,000	\$ 37,591,000	\$ 39,031,000	\$ 40,202,000
Total Expenses (b)	\$ 61,221,333	\$ 64,240,243	\$ (3,018,910)	-4.7%	\$ 65,063,000	\$ 66,098,000	\$ 67,391,000	\$ 69,458,500	\$ 71,369,000
<b>Total CCJPA Operating Budget</b>	<b>\$24,915,600</b>	<b>\$31,081,243</b>	<b>(\$6,165,643)</b>	<b>-19.8%</b>	<b>\$29,763,000</b>	<b>\$29,062,000</b>	<b>\$29,800,000</b>	<b>\$30,427,500</b>	<b>\$31,167,000</b>
<b>TRAIN ONLY</b>									
Train Only Revenue	\$ 33,428,166	\$ 30,981,000	2,447,166	7.9%	\$ 32,935,000	\$ 34,554,000	\$ 35,073,000	\$ 36,689,000	\$ 37,790,000
Train Only Expenses	\$ 56,222,050	\$ 59,718,000	(3,495,950)	-5.9%	\$ 60,315,000	\$ 60,795,000	\$ 61,981,000	\$ 64,877,500	\$ 66,316,000
Train Only State Operating Cost	\$ 22,793,885	\$ 28,737,000	(5,943,115)	-20.7%	\$ 27,380,000	\$ 26,241,000	\$ 26,908,000	\$ 28,188,500	\$ 28,526,000
Train Miles	1,159,000	1,163,000	(4,000)	-0.3%	1,169,000	1,169,000	1,169,000	1,190,900	1,190,900

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

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

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

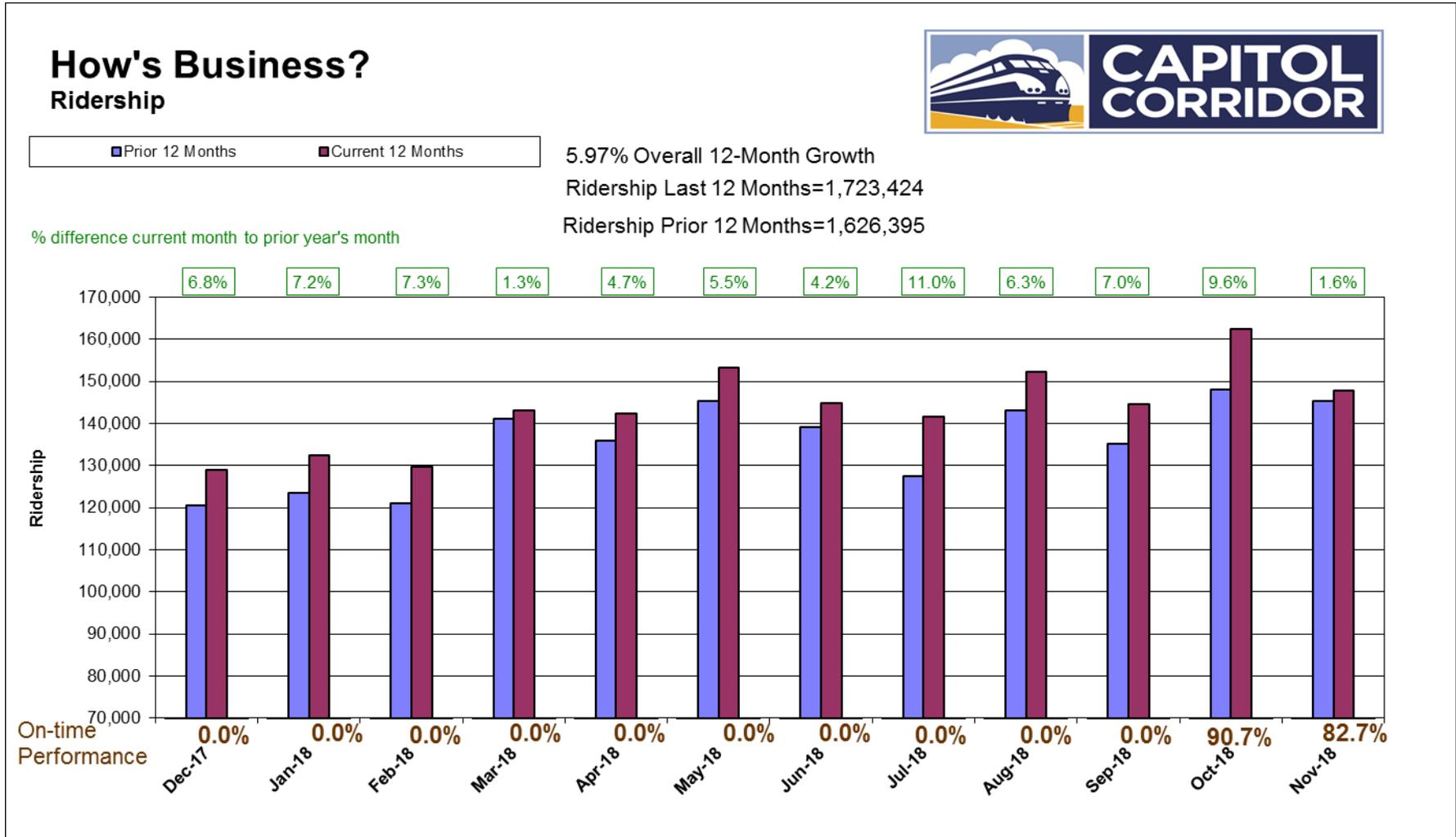
• - Represents fixed price contract cost Actual contract cost may be lower, but not higher.

¶ - Per Business Plan Update/Amtrak Contract

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

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

# APPENDIX C





CCJPA Business Plan Update FY 2019-20 and 2020-21  
Public Comments and Staff Responses

February 5, 2019

ONSITE AND ONBOARD WORKSHOPS	
Tues, Jan 22 – Facebook Live – 20 attendees – 3.5K views – comments in chronological order	
1.	<p>Q. I know this may sound impossible but could a stop in Antelope, on your way to Roseville be in the picture? Is it even possible?</p> <p>A. Rail station placement is a balance act between serving communities with convenient locations and maintaining fast travel times. A potential station in Antelope would likely be too close to Roseville to be ideally considered. The CCJPA Board of Directors has a policy on adding stations and requires any new station to be sponsored by a local community.</p>
2.	<p>Q. What plans does Capitol Corridor have to be more competitive with driving for non-commute trips? Driving on I-80 is awful on weekends now and CC could get a lot of people out of their cars if it was cheaper and more integrated into the two regions that it serves. Any plans to introduce cheaper off-peak fares for non-group riders?</p> <p>A. We are currently offering a “Visit SF” \$19 one-way fare on weekends for travelers from the Suisun/Sacramento/Auburn areas to get to San Francisco. This is a single-traveler offer. We are also looking into other discounts aimed at single travelers.</p>
3.	<p>C. Berkeley station needs a cleaning.</p> <p>R. We are working with Amtrak and the City of Berkeley to perform more frequent cleaning at select East Bay stations, including Berkeley.</p>
4.	<p>Q. Is there still a plan to add an additional track east of Sacramento to allow more trains between Sacramento and Roseville (and, hopefully, Rocklin)?</p> <p>A. We'll be discussing this :-)</p>
5.	<p>Q. Public transit ridership is down for most organizations throughout the country - why do you think the Capitol Corridor route is bucking that trend and seeing such growth?</p> <p>A. We believe that the strong jobs economy and the housing cost disparity in the NorCal megaregion are driving the strong ridership performance for Capitol Corridor. We see a lot of passengers traveling from the Sacramento area to the Bay Area for work/business trips, and they're choosing to ride the train rather than drive on congested highways.</p>
6.	<p>Q. Any plans to staff the telephones to the office in weekends? I like to call about schedules.</p> <p>A. We do not plan to staff the call center on the weekends at this time. We chose to close the call center on the weekends due to decreasing overall call volume. Our schedules are available online on our site <a href="http://capitolcorridor.org">capitolcorridor.org</a>, as well as via Google Maps.</p>
7.	<p>Q. Is there any leadership at the state level? <i>(in reference to ITP)</i></p>

	<p>A. Yes, Cal ITP is a state-led effort by Caltrans and funded by CalSTA. The project would not be possible without the strong state-level leadership.</p>
8.	<p>Q. I think every train station needs a station agent and more cops around there and more cleaning.</p> <p>A. We are aware of the security and cleanliness concerns that passengers have, and we're working with Amtrak to increase security presence and cleaning frequency at select stations.</p>
9.	<p>Q. Have you ever considered Business Class?</p> <p>A. We have given thought to this, and the conclusion we reached was that our existing train equipment is not ideally set up for a separate business class. We may reconsider in the future when new train equipment joins the fleet.</p>
10.	<p>Q. How long until 10 trains a day to Roseville, Ca?</p> <p>A. Having up to 10 trains to Roseville will likely be at least until 2027 simply due to the fact that CCJPA does not yet have a full funding plan nor do we have the complete design process underway (or funded) at this time.</p>
11.	<p>C. Richmond needs more security.</p> <p>A. We are working with Amtrak to increase security presence at select East Bay stations, including Richmond.</p>
12.	<p>Q. If Amtrak routes like the Coast Starlight are threatened under federal leadership, how plausible is the idea of the western state agencies pitching in to continue that route under your own authority? The Coast Starlight for example, connects with Cascades, San Joaquins, Surfliners, and Capitol Corridors. With split costs amongst all of these states, I doubt it would be too hard to continue those trains.</p> <p>A. The CCJPA is not mandated to look after the various Amtrak long distance trains that may be under the threat that you mention. Nor is the structure of the State of California set up, at this time, to address these concerns. This is not to say that it could not change. Until mandates change, the legislative mandate and mission of the CCJPA is the continued success and growth of the Capitol Corridor route.</p>
13.	<p>Q. Will the discounted BART ticket option continue?</p> <p>A. The discounted BART tickets that were sold in the Café Car have been discontinued. We now sell Clipper cards that waive the \$3 initial card purchase fee.</p>
14.	<p>Q. Is it possible to have a more realistic estimation for delays on the PIDS system? Instead of +3min +3min??</p> <p>A. We are currently in the middle of a procurement process for a new PIDS system that would have a more real-time station arrival prediction algorithm. Implementation of that new PIDS is estimated for end of 2019.</p>
15.	<p>Q. How is the high speed rail project going to affect Amtrak?</p> <p>A. The Capitol Corridor will be an important feeder route that connects to CA High Speed Rail at San Jose Diridon station. We are coordinating station integration plans at San Jose together with other rail transit systems there, including High Speed Rail.</p>

<b>Comments on <a href="#">Twitter Post</a> Promoting the Workshops</b>	
1.	<p>C. More trains between Oakland and San Jose</p> <p>A. It's in our Vision Plan Update, and we are continually working on it via the Oakland to San Jose Phase 2 Service Expansion project.</p>
2.	<p>Q. Can we get a non-stop express route between Sacramento and Emeryville, with a thruway bus connection to San Francisco? It would really help!</p> <p>A. We don't currently have enough train equipment and train frequency to realistically consider a non-stop express train between Sacramento and Emeryville, but we will reconsider if those factors change in the future.</p>
<b>Comments on <a href="#">Instagram Post</a> Promoting the Workshops</b>	
1.	<p>C. Salinas 2020 please!</p> <p>Q. Train service (whether that's Capitol Corridor, Caltrain, or something else) in 2020 is probably unlikely, but we will continue to assist the Transportation Agency of Monterey County (TAMC) in their project as much as feasible. Negotiations with UPRR to acquire train slots between Salinas and San Jose is key for starting train service, but we haven't heard any news on that front yet.</p>
2.	<p>C. Fix the destination signs on the cars. You can't hardly see them anymore. You need better LED ones like the new locomotives.</p> <p>A. We are aware that the exterior destination signs are reaching their end-of-life, and unfortunately, the parts used for them have been discontinued so we are unable to fix them as quickly as we'd like. We have found a retired gentleman in South Bay who can fix them, but he is not full-time.</p>
<b>Tue, Jan 22 – Train 536 from Richmond to Auburn (6 RIC/SAC &amp; 4 SAC/RLN)</b>	
1.	<p>Q. If the blue light you talked about at RIC is for making sure Capitol Corridor trains don't leave as a BART train comes in, the engineers are not paying attention to it. It seems a wasted effort because I have missed at least two trains of late that probably should have been stopped.</p> <p>A. CCJPA has asked Amtrak to investigate this comment – it should be used as intended.</p>
2.	<p>Q. They should sell Advil in the café car.</p> <p>A. We will look into that.</p>
3.	<p>Q. The café car should sell Oatmeal, Guacamole, and Chips/Salsa.</p> <p>A. We will consider those requests.</p>
4.	<p>Q. Fresh ground coffee should be used for better flavor. There are machines that grind and brew each cup.</p> <p>A. We will consider this request.</p>
5.	<p>Q. It would be great if you are considering new seats, maybe some standing tables would be good. Can you consider those?</p>

	A. CCJPA will consider this request but will need to also consider the safety implications and headroom against other on-train amenities such as overhead storage.
6.	Q. When you consider LED lighting, make sure you get quality capacitors or there will be flickering A. Comment noted.
7.	Q. Why are tickets limited to time of use? A. The time of use tickets (the 10-rides and monthlies) are products that Amtrak sells to control revenue management while offering discounted products for repeat use.
<b>Tue, Jan 22 – Train 545 from Davis to Martinez (35 attendees)</b>	
1	Q. Capitol Corridor train tracker has been down/not connected [separately from 4 riders] A. Thanks. The train status app was not working properly in early January due to certificate issue, but it has since been resolved.
2	Q. Request to have weekend train 720 leave 60 minutes earlier so as to get to events/meetings in Sacramento before 10am; also have trains 543 and 545 return earlier departure times (5-10 minutes earlier) A. We will evaluate these requests as part of the Cap Corridor timetable change in Spring/April 2019.
3	Q. The bus run from SF to Emeryville to meet train 522 arrives too early, causing a wait of up to 25 minutes at Emeryville for the train to arrive. Kudos to the bus driver, Arthur. A. CCJPA will work Amtrak bus management to evaluate each individual bus run and make any run time adjustments.
4	Q. Passenger has noticed that the onboard restrooms are cleaner. A. Thanks. We appreciate the compliment.
5	Q. Can adjustments be made to train 723 to connect with thruway bus that connects with Pacific Surfliner train? A. Staff will evaluate if this train adjustment will reduce costs and/or increase ridership/revenues.
6	Q. The ETA info for arriving trains is not up on the digital board long enough. A. Staff will make adjustments to increase the length of time these ETA messages are displayed.
7	Q. Can there be USB plug-in ports at the seats in addition to the current standard electrical outlets? Q. Any new bilevel cars will have USB plugin ports. Staff will check to see if USB ports can be added to the current fleet of bilevel cars.
8	Q. How do Capitol Corridor use the Richmond BART Parking Garage? A. Staff sent rider a link to the Capitol Corridor website for the Richmond Station, which included instructions on purchasing a Clipper Card/E-Z Rider pass and how to use the Clipper Card parking validation machine in the free area/BART concourse at the base of stairs to the Amtrak/Capitol Corridor platform.
9	Q. What can be done to improve the timing of the connection with Sac RT light rail trains at the Sacramento Valley Station?

	A. For the upcoming Spring 2019 timetable change, staff will see what can be done to improve timing of these connections.
10	<p>Q. Has the CCJPA looked to serving Soda Springs or special ski trains?</p> <p>A. The CCJPA partnered with Placer County TPA over 10 years ago on a proposal to extend 2-4 round trip daily trains to/from Reno; however, the Union Pacific Railroad stated that there was not enough capacity available as adding track infrastructure was difficult due to the right-of-way constraints through the Sierra mountains and Donner Pass. That being said, the CCJPA will work Amtrak to evaluate the opportunities of operating special winter season trains to Truckee.</p>
<b>Wed, Jan 23 – Train 540 from Richmond to Sacramento (8 attendees)</b>	
1.	<p>Q. What is Capitol Corridor doing about the vandalized signals?</p> <p>A. CCJPA has partnered with Union Pacific Railroad, who owns the tracks, to assist with funding signal system improvements and hardening of the signal houses for the Capitol Corridor route.</p>
2.	<p>Q. Why does the current Wi-Fi not work on the trains? Unable to log on.</p> <p>A. If unable to connect, it maybe the security settings. Go to amtrakconnect.com and accept to log into the onboard Wi-Fi.</p>
3.	<p>Q. Regarding the upcoming bike racks on Superliner cars. Where will they be located?</p> <p>A. The bike racks will be located downstairs on the lower level.</p>
	<p>Q. How will bike riders access the car to store their bikes or depart the train?</p> <p>A. Conductors open/close the doors to allow passengers to enter and exit the car.</p>
4.	<p>Q. At Berkeley station there is an increase in homeless encampments. What is the Capitol Corridor doing to address this issue?</p> <p>A. The Capitol Corridor has partnered with Union Pacific Railroad, Amtrak, Cities and counties along our route. The cities and counties have been working with non-profit groups to provide outreach, prior to clearing the encampments. If encampments are in harm's way we immediately remove to ensure individuals safety.</p>
5.	<p>Q. Regarding equipment availability, will Capitol Corridor be adding additional cars to the four car trains? They really are three cars, if you count the diner car.</p> <p>A. We have isolated our heavy ridership trains and group them in a four day rotation and have increased the trains to six cars. We are unable to add cars to every train, due to low equipment stock. We will be working with the State of California to upgrade our fleet to new cars. This will provide Capitol Corridor with the flexibility to add cars where needed.</p>
<b>Wed, Jan 23 – Train 542 from Santa Clara/Great America to Oakland Jack London (10 attendees)</b>	
1.	<p>Q. Are there any plans to upgrade the Benicia rail bridge?</p> <p>A. In the CCJPA Vision Plan, we do have a long-term vision for a new rail bridge crossing the Carquinez Straight, connecting Martinez and Benicia. However, there are currently no planning efforts studying the option or funding for a new rail bridge. Our service expansion efforts are currently focused on Sacramento to Roseville and Oakland to San Jose.</p>
2.	<p>Q. Are there plans to underground the rail tracks in Jack London Square?</p>

	<p>A. That concept is also an option presented in the long-term Vision Plan, however, not something we’re actively pursuing. We hope to have a future opportunity to examine this concept further with UPRR, City of Oakland, and Port of Oakland.</p>
3.	<p>Q. When will better Wi-Fi be coming?</p> <p>A. The new Wi-Fi system should be implemented by the end of 2019.</p>
<p><b>Thu, Jan 24 – Train 542 from Richmond to Sacramento (7 attendees)</b></p>	
1.	<p>Q. I would like to be able to sign up for alerts for just the trains I want to be notified about.</p> <p>A. We don’t offer it ‘by train’ because there are often domino effects when there is a delay, so receiving just alerts for your train may not provide enough information. We are looking into offering weekend alerts (to cover a gap in service info there) but will continue to look to converting messaging to ‘by-train’.</p>
2.	<p>Q. Train 542 does not seem to get the text messages.</p> <p>A. We will investigate but the system is set up for all train subscribers to get alerts for all applicable trains.</p>
3.	<p>Q. We would like to have discounted weekends for multi-rides.</p> <p>A. CCJPA offers a variety of discounted trains with incentives for weekend travel. The multi-ride tickets are available for use any time, weekdays or weekends.</p>
4.	<p>Q. There should be better spacing between trains in the Oakland to San Jose section or just more trains.</p> <p>A. The trains that the CCJPA is allowed to currently run in the Oakland to San Jose territory are limited to the slots that CCJPA has the right to use with the host railroads (Union Pacific and Caltrain). We have to space the use of those slots out to maximize ridership while ensuring the schedule remains reliable.</p>
5.	<p>Q. Please keep those extra cars coming!</p> <p>A. We are going to do what we can to lease spare Amtrak rolling stock to provide some more seating capacity but also to acquire more rolling stock as soon as can be arranged.</p>
6.	<p>Q. Bags that have been stored out of sight have been stolen by people that just want to steal luggage. I suggest you put warning signs to lock or secure baggage or keep it within your sights.</p> <p>A. We will consider making adjustments in our ride guide and/or with signage on the train.</p>
7.	<p>Q. It would be great if you could time your trains with Caltrain so I could get up the Peninsula.</p> <p>A. We do try and look at those opportunities but there are many factors to consider with the train slot opportunities we are provided so it is not unlikely that some trains will not sync well with a Caltrain transfer. The solution for that are more Capitol Corridor trains to/from San Jose, which we are working on but the progress will be methodical as we do not own rights to have any additional slots right now – that all takes funding and approval from the host railroads.</p>
8.	<p>Q. Uber stops on the wrong side of the station at GAC.</p>

	A. Unfortunately this is an Uber or database mapping issue that CCJPA can't fix.
9.	<p>Q. The Roseville to Sacramento bus drivers are really flaky.</p> <p>A. CCJPA will bring this matter to the attention of Amtrak who oversee that contract with the winning bus operator.</p>
10.	<p>Q. You should consider putting posters in the train cars about how to get the various alerts and sign up for information about Capitol Corridor.</p> <p>A. We are planning to include this info on our next set of posters.</p>
11.	<p>Q. CCJPA should put a GHG calculator on the website for CC trips.</p> <p>A. We will bring this request up again (we studied it before but did not act on it) and reconsider.</p>
<b>Thu, Jan 24 – Train 543 from Davis to Martinez (4 attendees)</b>	
1.	<p>Q. Is CCJPA planning on increasing the amount of trains per day?</p> <p>A. CCJPA is limited by the equipment stock. We are working with the state of California (Caltrans) to increase the availability of equipment to increase train frequency.</p>
2.	<p>Q. Is there a station being built at Hercules?</p> <p>A. There are talks but it depends on a number of factors.</p>
3.	<p>Q. Why is the Fremont to San Jose travel time so long?</p> <p>A. There are many curves in that section of track, resulting in slower travel speeds. The travel time savings (TTS) program is increasing speeds in this section by banking curves (super-elevation), allowing for faster travel speeds.</p>
4.	<p>Q. What is Positive Train Control (PTC)?</p> <p>A. PTC is a safety signal feature that does not allow trains to run past red signals and determines when to slow down the train if the operator is unresponsive. There are some associated delays with PTC as the new technology is worked free of bugs.</p>
5.	<p>Q. Are there efforts for discounted transfers to BART or bus?</p> <p>A. The California Integrated Program (Cal ITP) will attempt to incentivize multi-agency travel by streamlining ticket purchases.</p>
6.	<p>Q. Why is Oakland to Stockton less expensive than Oakland to Sacramento? They are approximately the same distance.</p> <p>A. Different agencies (San Joaquin, ACE, etc) have different amenities and fare structures.</p>
7.	Q. Right-of-way (ROW) cleanup efforts?

	<p>A. The ROW includes the track and the area between the track and fencing. To protect people, workers, and equipment, ROW cleanup crews have been working since July to repair/add fences, and clear encampments, illegal dumping, and overgrown vegetation.</p>
8.	<p>Q. The quality at Berkeley station has declined over time. There is trash, debris, encampments, and cases of harassment of passengers.</p> <p>A. CCJPA is working with Amtrak and the City of Berkeley to increase cleanings at the station.</p>
<p><b>Fri, Jan 25 – Train 538 from Santa Clara/Great America to Sacramento (10 attendees Santa Clara to Oakland; 12 attendees Richmond to Suisun)</b></p>	
1.	<p>Q. Are there cameras in the parking lots of stations? There have been a number of break-ins at the Oakland Coliseum Station.</p> <p>A. Need to check on that station. The parking lots are typically owned by the local jurisdiction. If ever this happens in the future be sure to report it so that we can try and help in any investigation by pulling available camera footage.</p>
2.	<p>Q. Are there any plans to increase bike storage on the trains? Morning trains going into Santa Clara are particularly problematic.</p> <p>A. We are adding capacity on the trains by replacing some of our three slot racks with four slot racks. We are also close to installing multi-space racks on the Superliner cars. We are also looking at ways to encourage our riders to leave bikes at the station with secure parking if they do not need a bike on one end of the trip.</p>
3.	<p>Q. When a train strikes a passenger at a station, why are customers not allowed to leave the train? This happened recently at the Fremont Station.</p> <p>A. We will check on that particular incident. When we are aware of a long-term delay, we try to have the train pull into a station so that passengers can embark and seek alternative transportation.</p>
4.	<p>Q. Delays seem unnecessarily long when vehicles are on the tracks. Typically the train will sit while waiting for a UP track inspector. Are there plans to try and deal with this issue?</p> <p>A. Track inspectors are required to visit a location when a vehicle is stuck on the tracks to make sure it is safe for passage. We are working closely with UP to minimize delays and also to reduce the number of incidents when vehicles are on the tracks.</p>
5.	<p>Q. Is it possible to sell 30 day passes that start on the day of purchase and not the first day of the month?</p> <p>A. This is a good suggestion. The Cal ITP project discussed will allow lots of innovation in how we approach fare policy.</p>
6.	<p>Q. Would you consider a 20-trip ticket with a steeper discount than the 10-ride?</p> <p>A. We will take that into consideration.</p>
7.	<p>Q. When will the Roseville project be implemented</p>

	A. Phase I to be implemented around 2023 to 2025; Phase 2 after that time period.
8.	<p>Q. Is it possible to work with Caltrain to allow CCJPA customers to pay for parking at the station. The current setup allows for payment for up to 24 hours, but only allows Caltrain customers to purchase monthly parking passes. The two customers commenting noted that they leave a car at the station and need it to reach their final destination. On Friday, they can only pay for 24 hours, which means they occasionally receive a ticket over the weekend.</p> <p>A. We will check with Caltrain to see if this is possible.</p>
9.	<p>Q. Is it possible to allow customers to purchase tickets online using employer vouchers related to tax-free travel so that customers do not need to purchase directly from agents? (question from two different attendees at different times)</p> <p>A. This is something we hope to do as we implement the Cal ITP. Our constraint today is with the Amtrak ticketing system.</p>
10.	<p>Q. There is a need to better mark the quiet car, preferably with signs. This is problem with trains 521 and 523. Is it possible to add a second quiet car in the morning on the six-car sets? The conductors sometimes designate two cars, but this is inconsistent.</p> <p>A. This is a good suggestion and we will see what we can do to improve signage.</p>
11.	<p>Q. On Train 540 Wednesday, Thursday and Friday, the conductors are taking up an entire table downstairs even though there is limited seating. (the commenter has trouble with stairs and has asked them to move, but they have not been willing)</p> <p>A. We will pass on this information to Amtrak mgmt to get it resolved.</p>
	<b>Richmond to Suisun Questions Below</b>
12.	<p>Q. Do not like that the multi-ride has been going up in cost.</p> <p>A. We have been generally raising the multi-ride costs at a level similar to inflation.</p>
13.	<p>Q. Why was the discount taken away for Veterans?</p> <p>A. This was an Amtrak national decision that impacted our fares. We are in the process of reinstating this discount.</p>
14.	<p>Q. Would you consider a discount for teachers or other public sector employees?</p> <p>A. We will take that into consideration.</p>
15.	<p>Q. Can you display the time on the new PIDs system?</p> <p>A. Good suggestion.</p>
16.	<p>Q. It would be helpful to use Clipper on the train</p>

	<p>A. We are limited by the Amtrak ticketing system. But, we are working to quickly implement a new ticketing system through the Cal ITP project. Our goal is to make the whole process of planning and paying for trips much easier.</p>
17.	<p>Q. Is it possible to lower to brightness of the lights in the morning?</p> <p>A. We will check on this possibility.</p>
18.	<p>Q. The Superliner restrooms are good. It would be helpful to add changing tables to the bathrooms and a place to put a bag when in the restroom.</p> <p>A. These are good suggestions. We will pass these suggestions on to Amtrak who own the Superliners.</p>
<b>ONLINE QUESTIONNAIRE</b>	
<b>Tuesday, Jan 15 – Friday, Feb 1: SurveyMonkey</b>	
1.	<p>C. Please reinstate weekday senior discount and enable it to be used all year long. Thanks.</p> <p>A. The Seniors Ride Half-Price Midweek offer will be returning again this year. We do not have plans at this time to offer it year-round, however, seniors age 62 and older may ride any day with our ‘everyday’ 15% discount—visit our website at <a href="http://capitolcorridor.org">capitolcorridor.org</a> for information.</p>
2.	<p>C. I’m looking forward to seeing the business plan come to fruition. One item where I would like to see additional information is the proposed route through Alameda to shorten travel time, which would also result in the closure of the Hayward and Fremont stations. If it’s possible to add an appendix of the proposed route map that also includes the location of the new replacement stop on the Fremont/Newark border, it would be helpful. Thanks for all you do!</p> <p>A. The shift to the Coast Subdivision is a project CCJPA will be evaluating through some more planning and definitely through environmental disclosure requirements. For now, we can indicate that the Ardenwood Park and Ride lot is probably the most interesting location to picture a new train station serving this portion of the East Bay should there be a shift to the Coast Subdivision.</p>
3.	<p>C. To: CCJPA staff</p> <p>From: [NAME REDACTED], monthly pass rider BKY-GAC</p> <p>As a returning regular commuter I'm mostly pleasantly reminded what a great alternative to driving to Silicon valley the Capitol Corridor is.</p> <p>Please upgrade service announcements when trains are cancelled!</p> <p>Regards,</p> <p>[NAME REDACTED], monthly pass rider BKY-GAC</p>

	<p>A. Thank you for riding! As part of the new PIDS upgrade, one of the goals is to improve service alerts communications with our passengers.</p>
<p>4.</p>	<p>Q. When are more trains to auburn ca</p> <p>A. Adding more trains to Auburn is quite distant in our Vision Implementation Plan and probably would not be contemplated until we were successful with the service enhancements in other parts of the corridor first (Sacramento-Roseville and Oakland-San Jose projects).</p>
<p>5.</p>	<p>C. Please reinstate the special lower fare for seniors and make it year-round, not just for a few months.</p> <p>A. The Seniors Ride Half-Price Midweek offer will be returning again this year. We do not have plans at this time to offer it year-round, however, seniors age 62 and older may ride any day with our 'everyday' 15% discount—visit our website at capitolcorridor.org for information.</p>
<p>6.</p>	<p>C. Please provide more weekend service to Auburn. The afternoon schedule on Sunday has huge holes in it. Also, please provide free hot and cold water for passengers who have their own cups. I carry 2 large thermoses with me for the Oakland/Auburn trip because I can't easily get water on board. For hot water they use the disposable cup regardless that I brought my own. Wasteful. Also, healthy snacks would be great. Because the food on board is all bad, I bring my own. However, if there were some decent options, I would buy it on board. I miss the V8s. There's really nothing left now that I would eat.</p> <p>A. We do not have the rights with our host railroad to provide more service to/from Auburn and it will be some time before CCJPA can contemplate more service to Auburn than currently exists as there are other strategic priorities in our route to first focus upon.</p> <p>As for the food requests, the CCJPA has tried healthy food items in the past and unfortunately many of the healthier items did not sell fast enough and thus they became a cost (in spoilage). We do continually try new items over the course of a year and will always try to find healthy items that will sell.</p>
<p>7.</p>	<p>C. I'm glad that CC is finally taking lowering off-peak fares for single riders seriously. This is very valuable to those of us who have been displaced from the Bay Area and makes riding the train less cost prohibitive. Please explore permanent off-peak discounts for weekends and non-peak travel trains as well as discounts on connecting transit agencies. It should not cost \$60 round trip to get one person from San Francisco to Sacramento on BART when it's possible to do the same trip for \$20 on Megabus.</p> <p>A. We are currently offering a \$19 one way "Visit SF" fare, aimed at single travelers from Suisun/Sacramento/Auburn areas headed to San Francisco. We will evaluate how this promotion performs and see if we can offer a longer-term "weekend" fare for our single travelers.</p>
<p>8.</p>	<p>C. Plan is fine, HOWEVER, there are these very important gaps that I'm not sure I see sufficiently addressed in the plan:</p> <ol style="list-style-type: none"> <li>1. Commute-hour train schedules are EXTREMELY unreliable and getting worse (e.g. regular morning delays due to drawbridge near Martinez, regular delays due to "train traffic," Jan 16 "annulment" of 546, and 90-minute delay of follow on 548 left &gt; 100 commuters stranded in the pouring rain at GAC). I've ridden for 5 years this go around and several years in the late 90s, and it definitely has gotten less reliable.</li> <li>2. Insufficient bike room in commute-hour cars leading to crowding.</li> </ol>

	<p>3. No connection at GAC to ACE shuttles in the AM - people need to be able to get to work - I bike but will not be able to for the next 2 months - my only option is to pay \$10/day in the morning for Lyft.</p> <p>If (one of your) goals is increasing commute viability, there's lots more to be done.</p> <p>(Still beats driving on the 880 from BKY to GAC, though.)</p> <p>A. The CCJPA will continue to have gaps in our schedule because we have capacity limitations with a host railroad that limits the number of round-trip trains we can run in certain markets. The Oakland to San Jose market is currently limited but we are working to change that so that we can get more train frequency serving that market but suffice it to say that the process of service frequency expansion is costly and time consuming. Our delays of the past year are many and varied but thankfully they are in decline right now and on-time performance is getting back to where it should be and what the passengers are accustomed to. We are undertaking car modifications to increase bicycle storage in cars (4 bikes where 3 used to fit) but as we get more riders with this mode connecting to/from trains, we are hoping that local bikeshare options can be utilized. Overall, many of the abilities to do all that might be ideal is limited by funding or by the viability of the business model that can support access to/from the CC trains. We agree that more can be done, and we will continue to prioritize passengers in our projects and plans.</p>
<p>9.</p>	<p>C. There have been several of instances where there has been conflict or confusion with passengers in the morning going to Berkeley and Emeryville. During the morning commute, after the train departs the Richmond station, people who get off at Emeryville block the doorway and stairs making it impossible for people who are getting off at the next station (Berkeley) to exit the train. The Emeryville passengers have not been modest or courteous of making it convenient for passengers to exit the train. People have had to be aggressive as far as yell or push because several Berkeley passengers have been left on the train because they couldn't get out. This issue has yet to be resolved on the Capitol Corridor morning commute. November 19th, 2018 at 7:30am I was physically and verbally assaulted by another passenger as I tried to exit the crowded train at the Berkeley, CA stop. This passenger, along with a few others, constantly block the train exits from Richmond, CA to Emeryville, CA. Berkeley is in between those stops. As I tried to exit the train when the doors opened, the passenger violently stuck out her elbow to try to hit me as I was trying to get by her from blocking the door. I turned to look at her as to what she was doing and she said aggressively, "F*** You!" I immediately notified the conductors who were aware of the situation as one explained that the traffic prevented them from opening the doors. This is a situation that happens every day. I have documented these incidents in a ticket to the capitol corridor website in which I received little to no information.</p> <p>A. We have communicated this issue to Amtrak, and they are instructing their conductors to make announcements (prior to arrival at Berkeley) to keep stairwells and doors clear for passengers who are boarding and getting off. Amtrak and CCJPA staff will continue to monitor the situation.</p>
<p>10.</p>	<p>C. I commute from the East Bay to South Bay and I would like to take Capitol Corridor more often. The delays I have experienced discourage me from doing so. Also, it would be great if there were more number of Weekday Trains from SJC to OAC. The current frequency is quite inadequate.</p> <p>A. We are aware that recent on-time performance has slipped, and we continue to explore strategies with partners (Amtrak and Union Pacific) to reduce delays. More train frequency between Oakland and San Jose is in our Vision Plan, and we're working on the preliminary planning for that service expansion right now. At this time, unfortunately, we don't have enough train slots on the current alignment to operate more trains between Oakland and San Jose.</p>

<p><b>11.</b></p>	<p>C. Overall, I support the plan as proposed. My partner and I both ride Amtrak regularly - twice a week. It enables us to live where cost of living is cheaper but still work in the bay area at jobs we love. We both highly value the alternative to driving along the congested I80 corridor.</p> <p>Some features of the service that are very important to me:</p> <ul style="list-style-type: none"> <li>- Wifi. A significant part of my workday is spent working on the train. (Similarly, having enough seats at tables in order to work on my laptop is important).</li> <li>- The regular service direct to/from the Bay Area and Auburn is super important to me. I live east of Auburn, so I might consider driving to Roseville if there were additional trains at other times.</li> <li>- On the other end, being able to get into San Francisco more easily would be fantastic (and would probably entice more people to use the train service). So additional bus service from Emeryville to SF or the second transbay connection which is being considered would be fantastic.</li> <li>- I always use the 10-ride passes, but occasionally I have gaps where I don't travel as frequently and I don't end up using all 10 passes. Increasing the period during which 10-ride passes are valid from 45 days to 60 days would be great. Otherwise I sometimes drive because I don't want to buy another 10-ride pass when I won't use all of the rides.</li> </ul> <p>Additional features that I value but that are less important:</p> <ul style="list-style-type: none"> <li>- Better updates on train status - I have not found them to be accurate or up to date, so I simply don't trust them.</li> <li>- I bike extensively in the bay area, so bike accommodations are nice.</li> </ul> <p>In summary, specific comments on elements of the plan:</p> <ul style="list-style-type: none"> <li>- I would love to see additional trains to Roseville (perhaps even Auburn or Truckee in the future)</li> <li>- I would love to see work continue towards the second transbay connection</li> <li>- I would love to see 10-ride pass durations extended to 60 days</li> </ul> <p>A. We're working on getting more trains to Roseville with our Sacramento to Roseville Third Track project, and CCJPA staff will actively be involved in the second transbay crossing project with BART in the coming years. We are considering different multi-ride fare products that may extend to 60 days.</p>
<p><b>12.</b></p>	<p>C. I reviewed with enthusiasm the draft of the FY 2019-20 - FY 2020-21 Business Plan Update, and I am very excited about the future. I ride regularly from Sacramento to Santa Clara for work, and I rely heavily on the Capitol Corridor. The fares, schedule and stations have been great. Keep up the good work!</p> <p>A. Thank you!</p>
<p><b>13.</b></p>	<p>C. Keep the cost down, and trains clean please</p>

	<p>A. Our operating costs have been stabilizing over the last 5 years, and we will continue to work with Amtrak to ensure that trains are maintained and cleaned according to standards.</p>
<p>14.</p>	<p>C. Would like to see train service with limited stops, similar to the Baby Bullet on Caltrain. If someone is going from Sacramento to Oakland it would cut the travel time.</p> <p>A. Unfortunately, we don't have enough service frequency to realistically consider a limited-stop or express service between Sacramento to Oakland. However, it may be something we explore in our future as outlined in the Vision Plan Update.</p>
<p>15.</p>	<p>C. While not a frequent use of Capitol Corridor's service, I have lived in the Bay Area for 15 years without a car, and therefore rely upon and use the regions rail service whenever necessary. I enjoy riding CC's trains and look forward to more and faster service.</p> <p>I am writing this comment to offer two suggestions regarding Capitol Corridor's capital improvement plans.</p> <p>I appreciate that I am tilting at windmills by suggesting this, but I would like the CCJPA to reconsider the new Oakland/San Jose routing via Newark and Alviso and instead consider routing service via the Oakland Subdivision on the northern portion from Oakland to Fremont, and the Warm Springs Subdivision from Fremont to San Jose. I offer the following reasons for making this suggestion.</p> <p>Transit Connectivity - there are rich opportunities for connections to BART and ACT on the Niles/Warm Springs line including a future multi-modal station at Union City with connections to BART and Dumbarton service. A flyover at Niles Junction could resolve the congestion issues at that location. Current connections between BART and CC are very poor. This proposed routing would better connect to BART-adjacent TOD and existing urban areas at a limited number of stop locations such as Hayward, Union City, Irvington, and Great Mall/Milpitas. This route has the potential to be faster than the proposed route via Newark.</p> <p>Population Density - Given the high-level of service CC aims to provide, the trains should be where the people are. An essentially express only service from Oakland to San Jose will not serve as many people as one that stops in places where people live and work. Train service should be used to support new Transit Oriented Development that can be supported in the historic urban areas of the East Bay. The industrial parks, subdivisions and marshes the proposed route passes through cannot easily support TOD.</p> <p>CC service alongside BART does not necessarily compete with BART. CC will provide a parallel express service for some passengers between San Jose, Oakland, and Richmond on either routing, but CC would be able to offer many more people in the East Bay one-seat trips to areas beyond the reach of BART service such as Gilroy, Salinas, Fairfield, Sacramento, etc.</p> <p>Freight train interference - While there is significant freight activity serving Tesla, there appears to be no through freight trains and fewer freight customers along the route I have proposed. The Oakland subdivision north of Niles is nearly unused despite being the newest and best-engineered of the three lines between Oakland and Fremont. CCJPA could probably acquire this ROW for their exclusive use. A flyover track at Niles Junction could eliminate delays at that location.</p> <p>Sea level rise and sensitive habitats make the routing via Alviso problematic and potentially expensive to maintain.</p> <p>My second suggestion is not fully fleshed out, but I believe the proposal has enough merit to warrant consideration. Instead of constructing a new high-level bridge over the Carquinez Strait near Martinez, I'd</p>

	<p>suggest building a tunnel under the strait from near Rodeo at Selby to South Vallejo and use the former tracks of the California Pacific via Vallejo, American Canyon, and Cordelia. This routing would add direct service to Vallejo, while making it very easy to provide connecting DMU service to Napa and Novato toward the aims of the California State Rail Plan.</p> <p>The route would eliminate miles of curvy, sea rise-vulnerable tracks along the strait, operations over the Suisun Bay Bridge, miles of subsiding marshland track, and miles of tracks congested with freight trains. Martinez would continue to be served by San Joaquin service.</p> <p>The biggest drawback of this scheme is that it commits to the continued use of miles of bay-side tracks from Giant to Rodeo. Perhaps a later phase could address these curvy and vulnerable tracks, or perhaps the route could share the BNSF ROW from Giant to Luzon with the tunnel starting at the latter location?</p> <p>Thank you for your consideration</p> <p>A. We appreciate the thought that has gone into your comments. We did consider both the routing and the tunnel options you raised when we were doing our Vision Implementation Plan process. Briefly, the routing concept we have favored is one that separates the Capitol Corridor service from freight and using the Niles Subdivision is one that is better suited to freight traffic due to their destinations in the San Joaquin valley and beyond. The Capitol Corridor market is truly connecting the Sacramento, SF Bay Area/Oakland to Silicon Valley area markets so that local stops in other east bay communities, and there are many along the location you mention, just is not as viable from a market to market comparison. As such, our Vision Implementation Plan (VIP) suggests that using the Coast Subdivision is likely the best travel time option for the markets that predominate. The Warm Springs route is likely a freight-focused route. As for the tunnel suggestion, we initially had that idea and then we checked with engineers and that route was not really feasible due to tunnel lengths, elevations, and other critical parameters. Thus, the bridge appears to be the best of two costly options.</p>
<p><b>16.</b></p>	<p>Q. Hope more train schedules between Oakland to San Jose. And don't be late every day. Could you have a waiting room or restroom in Great America Station?</p> <p>A. We're working on a long-term project to expand service between Oakland and San Jose and exploring different strategies with partners to reduce delays. We will work with the City of Santa Clara to explore the possibilities of adding a waiting room or restroom at Great America station.</p>
<p><b>17.</b></p>	<p>C. Please integrate better into the bay area transit system (e.g. using Clipper card readers on platforms/train), increase speed of system through Oakland - San Jose area, and increase frequency of service.</p> <p>A. The Clipper card is solely used on the Bay Area Region and is not applicable at the Sacramento region, which is approximately 50% of the Cap Corr ridership. That being said, the California Integrated Travel Program (ITP) is intended to remove the fare payment barriers that currently exist for transit riders in California. Increasing speed and frequency between Oakland to San Jose is something we're working towards in our Oakland to San Jose Phase 2 project!</p>
<p><b>18.</b></p>	<p>Q. The plan going forward looks great so far! I would like to know whether there is a chance for increasing the speed of the trains along the straight paths between Sacramento and Martinez stations. Is this something that would require signal light programming or does PTC make this feasible now? Or would having 2 locomotives per train result in more time savings? Thank you!</p> <p>A. There are opportunities to speed trains up to 125 in this corridor, but current speeds are limited due to signaling systems and the approval of the host railroad, which operates freight trains at a max speed of 70 mph. This mix of passenger and freight trains complicates the ability to increase speeds. The real key, and this is shown in our Vision Implementation Plan, is to work to separate the tracks they both operate upon.</p>

	<p>This, obviously, takes money and lots of it. One day, perhaps, speed increases can be supported but for now, CCJPA is mainly just concentrated on core service expansions and try to allow trains to operate at the safest maximum speeds.</p>
<p><b>19.</b></p>	<p>C. I want to make sure you know that the new bike racks while appreciated, are very challenging to use when the bike car is full. Already, I have been in situations where the arm is broken and unusable to lock my bike and/or won't stay up. In addition, when the racks are full and there are many sized bikes it is much more difficult to take the bikes down. This causes back up for loading and unloading the car.</p> <p>I appreciate that there are many planned updates to the cars and would like to encourage consideration of train cars that better accommodate riders. The seating and storage is such that it is difficult to stow the many things I need for my daily commute in overhead bins or under the seat that are too narrow or shallow. This is one reason you see riders putting stuff on extra seats.</p> <p>I also want to encourage you to have more regular upkeep at the stations. The Berkeley platform appears to get attention every 6 months, while trash and debris pile up daily. This makes the platform feel uncared for and unsafe.</p> <p>Finally, please consider running train that arrives in Sacramento around 9am.</p> <p>A. Thank you for your feedback on the new angled racks. Since it is a new product, we're definitely still looking for ways to improve its functionality with the manufacturer. Keeping up with the demand for onboard bike storage is a constant challenge for us, and we want to provide safe storage that works for our passengers. We imagine that loading and unloading in a crowded car would be difficult in any situation, new rack or not, so we encourage passengers to help each other out and be patient.</p> <p>Your comments for better seating and storage are acknowledged, and we will keep them in mind as we look at options for upgrading existing rail equipment and things to look for in new equipment.</p> <p>We are actively working with Amtrak to increase station cleaning frequency at select East Bay stations, including Berkeley.</p>



## POLICY ON TRAIN STATIONS

**DRAFT VERSION: 12/7/18**  
**Updated from 2006 Version**

### CAPITOL CORRIDOR JOINT POWERS AUTHORITY

**Capitol Corridor Service**  
**(Auburn-Sacramento-Suisun/Fairfield-Oakland/San Francisco-San Jose)**

This Station Policy establishes the guidelines for existing and new stations along the Capitol Corridor Route for regional and megaregional economic and transportation system benefits. If exceptions are proposed, the initiating entity/community shall present their case to the CCJPA Board enumerating the benefits expected, which may be judged by the CCJPA Board to outweigh strict adherence to the specific guidelines included herein. The CCJPA Board shall make the final determination regarding establishment of new stations along the Capitol Corridor route based upon their judgment of the benefits to all riders and residents of the communities served by Capitol Corridor trains.

#### 1. INTRODUCTION

The CCJPA Board had adopted the “Policy on Train Stations” in October 1998 as one of its first actions in conducting business as manager of the Capitol Corridor passenger train service. The policy, at the direction of the CCJPA Board of Directors, needed to be updated to reflect the many significant (positive) developments in the Capitol Corridor route since the adoption of the policy in 1998. To that end, the CCJPA Board adopted a set of principles at its February 15, 2006 meeting that guide the revision of this policy. The CCJPA Board further modified this station policy document in an update to the policies for existing and new stations on **DATE TBD**.

The Capitol Corridor trains serve eighteen (18) stations along its approximate 180-mile route (6 staffed and 12 unstaffed) With the considerable success of the train service, the CCJPA has been approached by numerous communities and project sponsors for additional stations along the corridor. It is recognized that a stop at any station provides a service to additional new passengers using that station while simultaneously adding travel time to passengers whose destinations are at other stations. It is also recognized that the end-point to end-point train running time, if not addressed through mitigations or system improvements, will result in increased by adding additional stops.

CAPITOL CORRIDOR JOINT POWERS AUTHORITY  
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The Train Station Policy describes the general guidelines and minimum requirements for adding a station and continuing service to an existing or new station on the Capitol Corridor. The most significant requirement to be met for adding a station is defined by the overall measurable enhancements to the Service. Since the service is currently no faster and in some cases slower than the competing private automobile, the overall impact upon the time it takes the train(s) serving an additional station to complete its trip from origin to destination is a significant factor for consideration. In addition to the travel time competitiveness of the private automobile, the impact of adding a train station in the corridor will be dependent on improvements to the railroad right of way and the CCJPA's management of the train service to meet the transportation needs in the corridor such as skip-stops, express service and/or limited service.

The policy allows the CCJPA to balance the addition of a new station or the reduction of, or increase in, train service to a station against (1) train travel times, (2) service frequency, (3) the operating and marketing strategies identified by the CCJPA, (4) the Service's systemwide quality/performance, ridership and revenues, (5) participation by the station owner and local communities, and (6) regional transportation system benefits and economic benefit. This policy, which may be modified from time to time, provides the flexibility for the CCJPA to make sound business decisions, in accordance with its Operating and Business Principles (adopted July 9, 1997).

## **2. ADDING A TRAIN STATION**

If a project sponsor requests to add a station to be served by Capitol Corridor trains, the CCJPA will review the request to insure that the added station stop will provide a benefit to the Service while not degrading any aspect of the Service (e.g., quality, financial performance, and ridership and revenues).

Approval of a new train station requires passing through two phases of CCJPA Board approval which dictate the nature and focus of CCJPA's participation.

- PHASE ONE: Candidate station status from the CCJPA Board.
- PHASE TWO: Official station status from the CCJPA Board.

### Achieving Candidate Station Status:

CCJPA will work with the station sponsor or local jurisdiction in this phase of work to help identify the meeting the parameters of a candidate station but will not actively support funding requests until the CCJPA Board of Directors supports the station as a candidate station. To be considered a candidate station to be potentially served by Capitol Corridor trains, the CCJPA requires that the following must be accomplished:

Local approvals. The project sponsor must reach consensus among the political entities within the jurisdiction that a station is being requested.

Funding. The local jurisdiction sponsoring the station must acknowledge that they will be responsible for obtaining 100% of the funding, including any improvements requested by the Union Pacific Railroad and the CCJPA. Funding sources may include any and all applicable funding sources, including local, state, and/or funding sources, subject to CCJPA Board approval.

Basic facilities. The CCJPA requires that the project sponsor for any new potential station served by Capitol Corridor trains must include in the design and analysis, at a minimum, the following:

- Platforms will be a minimum of 800 feet in length and eight (8) inches top-of-rail (any deviations or exemptions will require approval by host railroad and/or CCJPA/Amtrak)
- Design will provide access to platforms so that passengers never cross a mainline track (e.g., grade separated access to island platform, station-only track not used by freight trains)
- Lighting (platform-4.00 average foot candles, shelter-4.00 foot candles, parking-2.00 foot candles);
- ADA acceptable access and egress;
- Where two or more main tracks exist there will be fencing to prevent passengers from crossing the tracks not served by the Capitol Corridor trains;
- Bomb-resistant trash receptacles will be provided at platforms and inside station passenger waiting areas (or trash receptacles will be placed in less vulnerable areas);
- Access to/from the proposed station will include an adequate number of parking spaces (including the required amount of designated handicapped spaces) will be based upon a parking demand analysis/study with a focus on a sustainable access plan including ADA compliance, zones for carpool, pick-up/drop-off, and ride-hailing/taxi zones, non-automobile vehicle access (such as bicycles, walking paths, scooters) and transit stops,
- Sustainable land uses that are adjacent to the station site that are supportive and can accommodate current and future ridership projections.
- Local law enforcement agency will patrol and inspect station and parking facilities;
- Signage (including station, pathfinder, and roadway) and informational kiosks;
- Canopy shelters to provide seating for twelve (12) people (and accommodate two (2) wheelchairs) with capacity to add more shelters to meet future demand
- Coordination/approval of station design plans with “host” railroad
- Install security cameras on platforms, waiting areas, station facilities, and parking areas with the connecting communication system to be developed as part of design plans
- Emergency call boxes will be provided, at a minimum, at all unstaffed stations
- Passenger Information Display System (PIDS) real time electronic message signs will be provided at platforms and inside station passenger waiting areas, based on CCJPA design specifications
- Ticket vending machines(s) and associated communication equipment will be provided at either platforms (under the canopy) or inside station passenger waiting areas
- An intermodal transit connection plan must be developed by the station project sponsor that may include joint ticketing or transit transfer with the CCJPA trains
- Secure storage bike racks/lockers (compatible eLockers) will be provided at a safe location away from platforms and passenger waiting areas

Additional facilities. Any additional facilities above the basic level will be selected, identified to be funded, and installed by the project sponsor subject to the CCJPA’s approval and the added facilities will not detrimentally impact the Capitol Corridor Service.

Passenger safety. Existing and new stations shall be maintained in a clean and safe condition in accordance with the provisions of California State law and agreements relating to Capitol Corridor trains serving the proposed station. CCJPA will maintain an annual operating agreement with Amtrak to maintain safe and clean conditions for the station platform area. Outside of the platform area, stations areas, including parking and other waiting areas under the control of a local jurisdiction be maintained as clean, safe, and crime-free environments for train passengers. Minimal safety standards for station areas include functional lighting, minimization of loitering in accordance with State Law, provision of garbage containers, maintaining safe

access to the station for all patrons, and frequent patrols by local law enforcement within the jurisdiction of the station area.

Projected patronage. Projected patronage shall be based on the use of the most current and applicable California intercity passenger rail ridership demand model or an approved model acceptable to the CCJPA (or a regionally approved model system) which is used by the CCJPA to develop baseline ridership and revenue forecasts for the Capitol Corridor train service annual business plan. Three schedule scenarios will be developed to forecast annual ridership and station patronage (boardings and alightings) with a forecast year of five years after the projected opening date of the new station for a 12 month period of ridership. These schedule scenarios shall at a minimum include; (1) a base case without a new station; (2) an unmitigated new station stop addition representing any increased travel time with an additional stop; and (3) a mitigated new station that includes improvements to offset any increased travel time.

The average projected patronage for a proposed station for boardings and/or alightings per train stopping at the station that has been requested by the sponsoring agency must be analyzed using the current/acceptable passenger rail ridership demand model, as described above. CCJPA will expect every new station considered as a candidate station to achieve an average projected patronage (boardings + alightings) per train (based on a calculated annual average) based on the implementation of any mitigation improvements to offset any increased travel time. Provided below are the minimum thresholds for forecasted ridership (boardings and alightings) per train stopping at the station for the first five years of train service to the proposed train station:

Year of Service	Projected Ridership (Boardings + Alightings) Per Train Stop (<20 daily trains)*	Projected Ridership (Boardings + Alightings) Per Train Stop (20+ daily trains)*
1	Equal to or greater than 7	Equal to or greater than 8
2	Equal to or greater than 8	Equal to or greater than 10
5 or more	Equal to or greater than 12	Equal to or greater than 15
*Per train ridership thresholds parsed to reflect service frequency differences		

Thresholds based on service levels recognizes that, historically, station ridership levels increase when service levels exceed twenty trains daily, a level equivalent to hourly service. Planned service increases in the CCJPA Vision Plan identify additional train frequencies to Roseville and San Jose that can help increase station ridership thresholds across the system.

Location. The location must be acceptable to the CCJPA, Union Pacific, and Amtrak. The CCJPA’s goal is to have station stops separated by five (5) miles, but station spacings less than five (5) miles will be considered on a project-by-project basis.

Coordination with Union Pacific. The CCJPA, working in concert with Amtrak, will provide the interface with the Union Pacific Railroad on the location and any improvements required by the Union Pacific.

Impact on service. One of the goals of the CCJPA is not to increase travel time with the addition of a station. If the new station will lengthen the end terminal to end terminal train travel time, CCJPA staff will work with the project sponsor to ameliorate the incremental increase in train travel time due to the added station, including, but not limited to, track and signal improvements to increase track speed, reduced station dwell times, relocation of station stops, incorporating skip stops, express service, and/or limited service. In conjunction with these efforts with any project sponsors, the CCJPA will prepare a service operating plan to assist in the mitigation of

added train travel times due to an added station. The service operating plan that includes the mitigation of added train travel times will be a schedule used for patronage calculations.

Consideration of the impacts on service will consider the following in assessing impacts of service:

- Regional and megaregional benefits
- Local zoning supportive of transit-oriented development
- Geographic transit equity
- Public-private partnerships in project delivery or associated with the new station project

Maintenance. The local jurisdiction should be aware that maintenance will be arranged by the project sponsor and funded by the project sponsor or local jurisdiction.

Marketing a new station. As part of its request for Capitol Corridor train service, the project sponsor will be required to submit to the CCJPA a local marketing plan to promote the new station. In addition to any local marketing the project sponsor undertakes for the station opening and its continuous operation, the CCJPA will work with the project sponsor to include the station in the CCJPA's overall marketing plan including the station opening. The CCJPA would encourage station owners to engage with the CCJPA prior to the beginning each fiscal year to allow the CCJPA to set aside funds for joint promotional activities for the station.

Approval by the CCJPA. If a new station sponsor can demonstrate or document that the candidate requirements listed can be met, the CCJPA staff will prepare a recommendation to the CCJPA Board of Directors to consider identifying the subject potential station as a candidate station. If approved, candidate station status allows CCJPA staff to actively participate with the project sponsor or local jurisdiction supporting acquisition of funding sources for future station development. Regardless, at the candidate station phase, the CCJPA Board reserves the right to approve or deny train service to a candidate station for other reasons.

CCJPA Candidate Station commitments. After approval by the CCJPA Board of Directors as a candidate station the CCJPA will represent the station in the annual Business Plan Update. To assist in securing grant and other funding the CCJPA will consider a Memorandum of Understanding with the project sponsor or local jurisdiction regarding next steps to secure funding that can serve as a preliminary commitment to provide service.

#### Achieving Official Station Status:

All commitments included in the process of the candidate station process must continue to be supported by the station sponsor or local jurisdiction to move to official station status. Only after being designated as a candidate station by the CCJPA Board of Directors, can the CCJPA actively participate with the station sponsor for the purposes of supporting funding requests. The action to become an official station by the CCJPA Board is suitable when the station sponsor or local jurisdiction can demonstrate that a comprehensive funding plan is in place sufficient to initiate Capitol Corridor service to the new station.

Approval by the CCJPA. If a new station sponsor can demonstrate or document that the candidate station now has the sufficient funding programmed and committed, the CCJPA Board of Directors will consider granting official station status to providing Capitol Corridor train

service to the station. Regardless, the CCJPA Board of Directors still retains the right to approve or deny train service to a station for other reasons throughout the process.

Pre-Station Opening Requirements. Throughout the construction phase and prior to official opening of the station the project sponsor or local jurisdiction will be responsible for coordinating, with CCJPA staff assistance, the necessary pre-service requirements for providing station service. These include working to meet host railroad requirements, CCJPA’s rail operator requirements, and all applicable safety and customer service requirements that CCJPA or other authorities requires. The marketing plans for pre and post station opening must be refined and implemented and maintained according to the marketing plan developed in the pre-candidate station phase. Station design may be modified to accommodate changes in transportation technology or mobility evolutions that may have occurred since being approved as a candidate station. After opening, the new station will be subject to the conditions of operating as a new station within one year of station opening.

**3. CONTINUING SERVICE TO AN EXISTING OR NEW TRAIN STATION**

New stations that were previously analyzed for their projected activity based on the accepted CCJPA station ridership model(s) are, once in operations, expected to achieve the actual measured following per train average patronage (boardings and alightings based on annual results) according to the following schedule.

Year of Service	Projected Ridership (Boardings + Alightings) Per Train Stop (<20 daily trains)*	Projected Ridership (Boardings + Alightings) Per Train Stop (20+ daily trains)*
1	Equal to or greater than 7	Equal to or greater than 8
2	Equal to or greater than 8	Equal to or greater than 10
5 or more	Equal to or greater than 12	Equal to or greater than 15
*Per train ridership thresholds parsed to reflect service frequency differences		

For all established stations (stations that have been served more than five continuous years of Capitol Corridor service) a minimum daily average of fifteen (15) boarding or alightings per train is required. While these thresholds are recommended as guidance to determine the success of a station, consideration may be given to stations that are close to these thresholds that generate per passenger ticket revenue above average for the system.

The CCJPA will continuously review ridership and related performance at all train stations and present results as informational data associated with each CCJPA Board of Director meeting. Performance below par will result in the station being placed under probationary evaluation by the CCJPA with respect to the corridor’s systemwide service quality/performance, ridership, and revenues. Additionally, CCJPA will may seek to place a station on probationary evaluation should other agreed to local support not continue, including but not limited to an adequate provision of law enforcement patrols and other critical elements of customer safety and support. CCJPA will formally notify the station owner of the start of the probationary period and include an attachment of this station policy with the formal notification. The expectation is that the local station owner or sponsor will develop the action plan with technical support from CCJPA staff.

A probationary action plan will be required that incorporates one or more of the following actions:

1. Develop a budget indicating financial commitment and implement a locally-based marketing and communications plan featuring the suite of actions to increase station patronage

2. Work with public transit operators to enhance connecting service
3. Develop programs with rideshare, bikeshare, carshare, transportation network companies, and local employers to incentivize or provide greater shared access modes to/from the station
4. Inventory physical barriers to pedestrian and bicycle access to the station and develop and implement an accessibility improvement plan
5. Document actions that support the modification of local land use within the surrounding station area up to a 0.5 mile radius to increase the density of jobs, housing, or commercial services
6. Addressing any identified deficiencies in local support critical to customer support and safety at a station.

Probationary action plans shall be in effect up to three years from the formal probationary notice issued by CCJPA. The CCJPA and the station owner shall review the effectiveness of the Probationary Plan's implementation on an annual basis and if there is no improvement, the Probationary Plan shall be updated to try and meet the standards. If after three years the station ridership standards are not being met, the CCJPA Board may consider actions to reduce service to the required boardings and alightings per day in accordance with the corridor's systemwide service quality/performance, ridership, revenues, and local participation.

In no circumstance will a train station receive less than one daily round-trip train so long as Capitol Corridor train service is operated on the rail line that provides service to the station and there are some boardings or alightings at the station. In the event that train service is to be restored to a station, the CCJPA will work with the station owner to develop marketing and operating plans to bring trains back to that station.

Staff will continue to monitor the status of affected station(s), including the restoration of an increase in train services to stations, as part of the CCJPA's management of the Service. All changes affecting Capitol Corridor train stations will be made in accordance with all applicable Federal and State laws.



**Date:** February 8, 2019  
**From:** David B. Kutrosky  
**To:** CCJPA Board of Directors  
**Subject:** Managing Director's Report – February 2019

### Service Performance Overview

Approximately 140,339 passengers rode Capitol Corridor trains in January 2019. This is 5.9% more passengers than in January 2018. Revenue increased by 10.1% over January 2018. The System Operating Ratio for January was 54%, with the FYTD 19 ratio at 61%, well above the FY 19 standard of 52%.

For January 2019, Capitol Corridor End-Point and Passenger On-Time-Performance (OTP) were both 88%. Both measures are below the FY 19 OTP standard of 90%. Reasons for the substandard reliability include 3<sup>rd</sup> party incidents (seasonal-related bridge lifts, holds for police activities along tracks) and lingering delays related to the introduction of the Positive Train Control (PTC) safety system. While the number of PTC-related delays is trending downward, Amtrak and Union Pacific (UP) are continuing to address the delays. The Customer Satisfaction score for December 2018 (the most recent results available) was 89% with a FYTD 19 customer satisfaction at a solid 90.5%, lower than the FY 19 standard of 92%.

Standard	Jan. 2019	Jan. 2018	YTD	vs. Prior YTD	vs. FY19 Plan
Ridership	140,339	5.9%	582,169	4.9%	8.0%
Revenue	\$2,899,369	10.1%	\$12,699,440	5.6%	11.5%
Operating Ratio	54%	48%	61%	4.4%	18.0%
End-point OTP	88%	90%	87%	-3.0%	-3.0%
Passenger OTP	88%	90%	86%	-5.6%	-4.4%
Customer Satisfaction	89	83	90	5.8%	-2.2%

The following are ridership highlights for January 2019:

- Average weekend ridership for January increased by 6.7% as compared to January 2018 due to more weekend events, including Raiders and 49er home football games.
- Average weekday ridership for January was 1.5% higher than it was in the prior year. This is attributed to growth on morning and late afternoon/early evening trains outside the holiday season.

### State and Federal Legislation and Funding

#### State Funding and Legislation

Governor Newsom released his first draft budget as governor on January 10, 2019. While details are not yet available, it appears that capital funding for the State's Intercity Passenger Rail (IPR) services will increase for directly-allocated annual SB1 State Rail Assistance as well as the Transit Intercity Rail Capital Program (TIRCP) funds (combination of Cap and Trade auction revenues and increased Vehicle License Fees (VLF)) and operating support for the three CIPR services will remain the same as last year ---- \$131 million.

#### Federal Legislation

With the start of the 2019 Congressional session, recent reports show interest in increasing infrastructure spending. While details are limited, various proposals range from green energy investments to reauthorization of FAST Act surface transportation program to addressing the projected funding shortfall for the Highway Trust Fund. Future reports will provide more information as these proposals advance through the legislative process in Congress.

## Updates

- **Station Safety Upgrades:** Security cameras have been installed and now are in operation at Rocklin, Roseville, and Suisun stations to enhance the safety of passengers and station staff.
- **Auburn Wayside Power:** Amtrak has completed installation of a wayside power system at the Auburn layover site. Use of the new system began in January 2019 and will allow shutdown of the locomotive during overnight layover servicing, reducing emissions and fuel consumption.
- **Capitol Corridor Annual Performance Report (FY 18):** The **Annual Performance Report** covering the Fiscal Year 2017-18 (October 2017-September 2018) for the Capitol Corridor has been completed and is now available for viewing at [www.capitolcorridor.org](http://www.capitolcorridor.org).
- **CCJPA Annual Independent Audit (FY 18):** The CCJPA Controller-Treasurer's completed the annual independent audit of the CCJPA for Fiscal Year 2018 (July 2017-June 2018) and is now online at [www.capitolcorridor.org](http://www.capitolcorridor.org).
- **Marketing and Communications:**

**Advertising/offers:** A Veteran's discount was added to California's Everyday discounts and is valid on all three intercity routes. Other current offers include the Take 5 for \$5 on Weekends, the Friends & Family 50% Discount, and a Visit SF \$19 one-way weekend fare that will run January through April to promote single-traveler off-peak ridership to San Francisco.

**Social Engagement/Partnerships/ Events:** Partnerships, either active or in the works, include SHN Orpheum Theatre, Oakland A's, SF Travel, Visit Oakland, Visit Sacramento, SF Beer Week, Harlem Globetrotters, Hornblower Cruises, Davis Pride, and Bike East Bay.

**Other:** In addition to the regular January Business Plan public on-board workshops, staff coordinated a Facebook Live broadcast that resulted in significant engagement and many comments.



## Outlook

At the one-third mark in FY 19, the performance of the Capitol Corridor service remains at or above standard for ridership, revenue, operating ratio/efficiency, and customer satisfaction. End-Point and Passenger OTP have been substandard; however recent actions taken by Amtrak mechanical and Union Pacific Railroad have recently begun to improve service reliability with daily OTP scores ranging between 90%-95% over the last two weeks. Safety remains a top priority with PTC operating on all Capitol Corridor trains and station security programs (cameras and patrols) set to begin in the next few months. The service expansion plans for the Capitol Corridor are underway by the CCJPA team final design continues for the Sacramento-Roseville 3<sup>rd</sup> Track Phase 1 Project and initial planning work has begun for the Oakland-San Jose Phase 2A Project.

## Save the Date – 7<sup>th</sup> Annual California Passenger Rail Summit in Oakland



Join us for the 2019 California Passenger Rail Summit in Oakland on April 24 – 25, 2019!

See attached Save the Date Flyer for additional information.



Join us at the 7th annual California Passenger Rail Summit in Oakland! The Program for the 2019 Summit will include the following topics:

- Future of the California Passenger Rail Network
- California's Integrated Travel/Ticketing Program
- The State's Megaregional Rail Megaprojects
- New Passenger Rail Vehicles
- Sustainability Initiatives
- Tourism and Rail Travel
- Passenger Experience Enhancements

Summit activities will include:

- Tours of the Caltrans/Amtrak Oakland Maintenance Facility
- Evening Reception in Jack London Square
- Tours on BART and Capitol Corridor trains highlighting recent and planned developments along the East Bay

Email [info@californiapassengerrailsummit.com](mailto:info@californiapassengerrailsummit.com) for sponsorship opportunities.

[www.californiapassengerrailsummit.com](http://www.californiapassengerrailsummit.com)



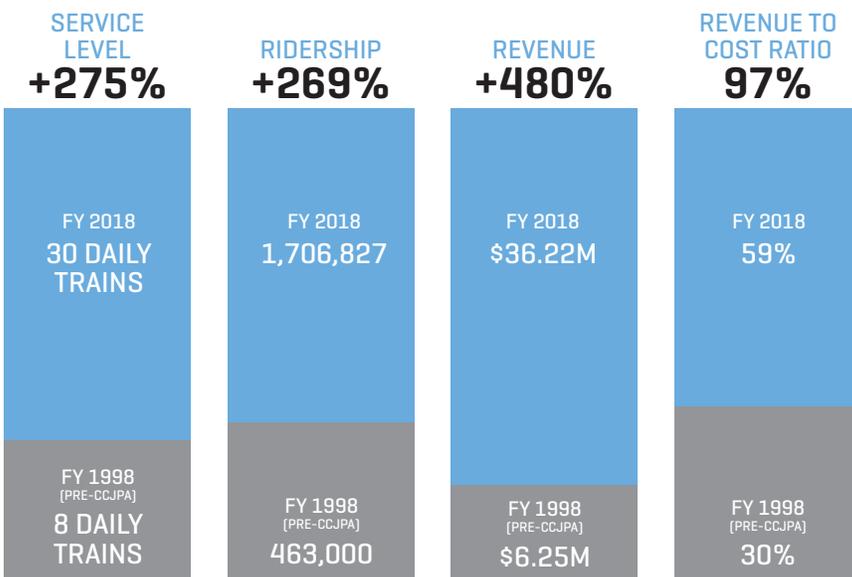
# Performance Report FY18

CAPITOL CORRIDOR JOINT POWERS AUTHORITY

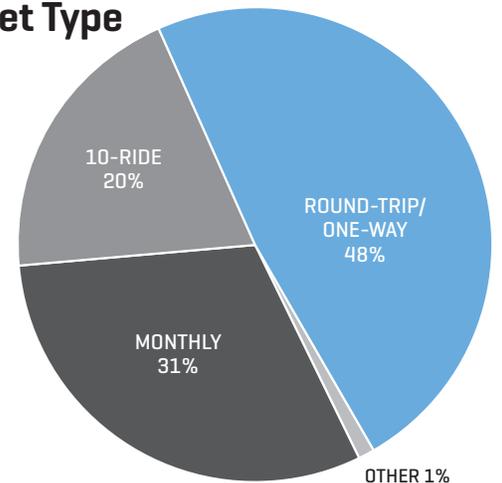
## Welcome Aboard!

Capitol Corridor celebrated another record-breaking year, with both ridership and revenue in FY2018 reaching all-time highs, and on-time performance maintained its standard with an average of 90%. As a premier green travel option in the Northern California megaregion, the Capitol Corridor Joint Powers Authority (CCJPA) has redoubled its efforts to sustain growth into the future, with over \$90 million in state funding for infrastructure improvements, safety upgrades, customer service enhancements, and service expansion, positioning the Capitol Corridor to remain committed to excellence in the years to come.

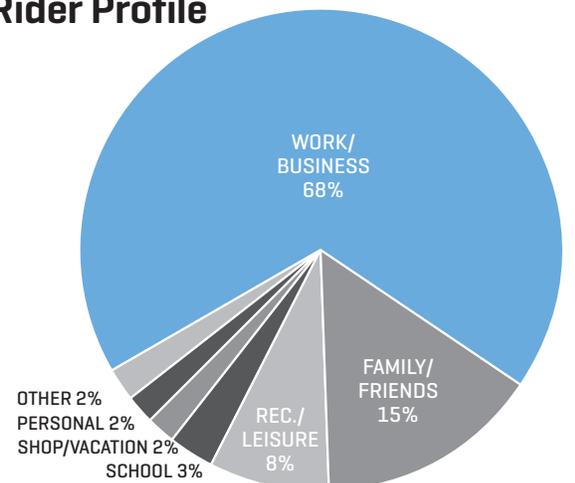
## 20 Year Improvement



## Ticket Type



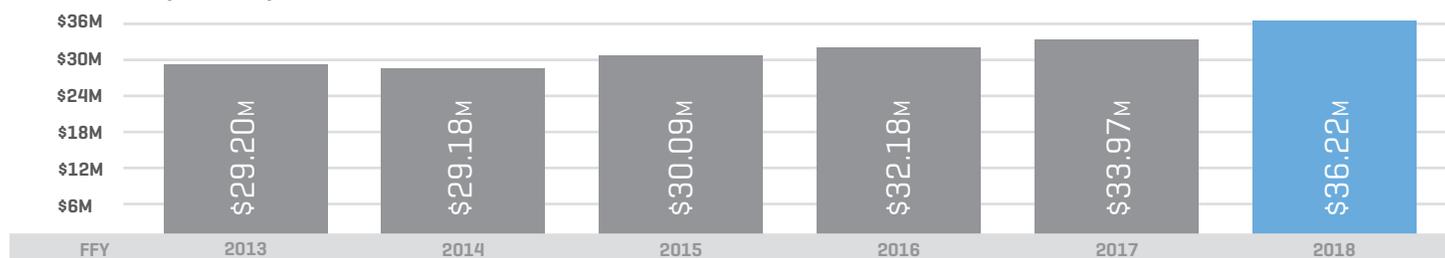
## Rider Profile



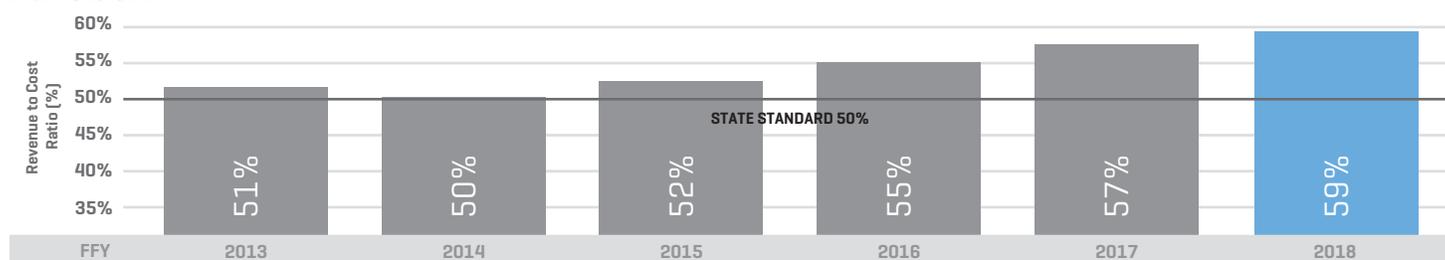
### Ridership (IN MILLIONS)



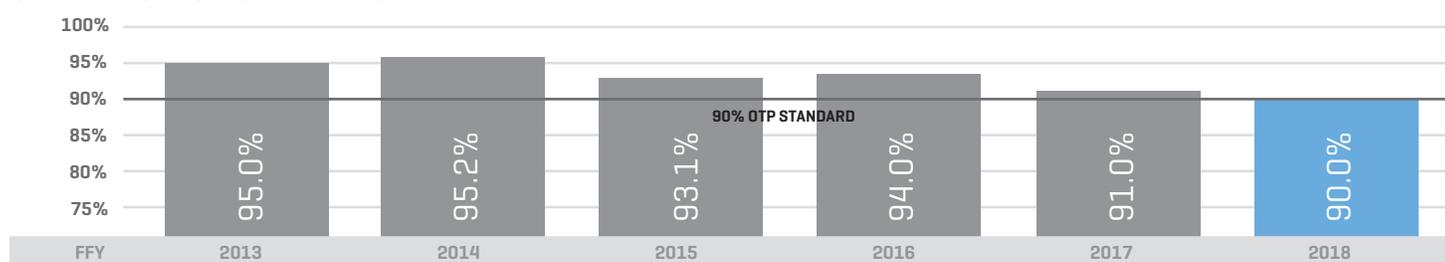
### Revenue (IN MILLIONS)



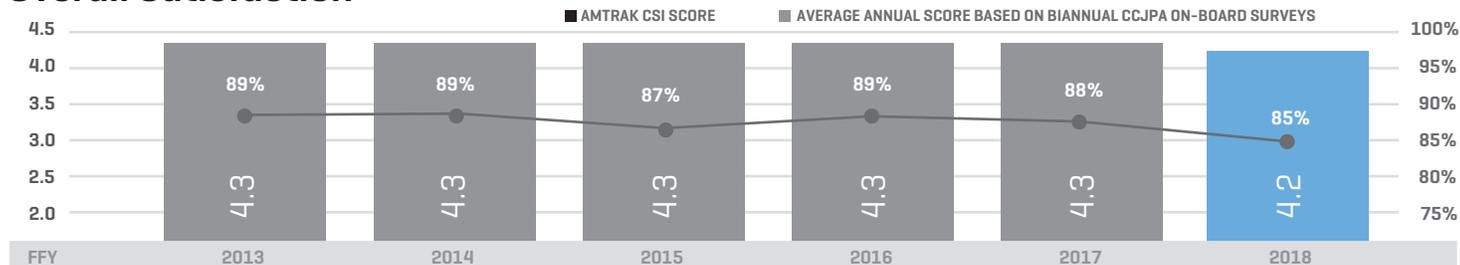
### Farebox



### On-Time Performance



### Overall Satisfaction



Eleven of the twenty-eight state supported routes saw an increase in ridership for FY2018, and Capitol Corridor led the pack with **an increase of 100,000 new riders for the year.**

### Expanding Service

The Capitol Corridor began service at the Fairfield-Vacaville station on Monday, November 13, 2017.

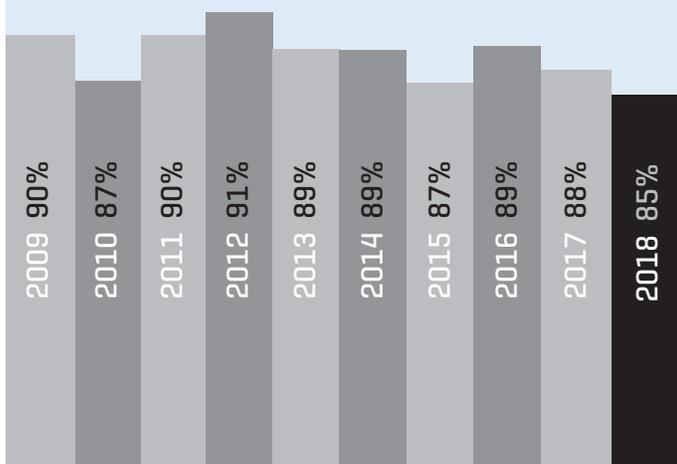


**15%**  
CALIFORNIA EVERYDAY DISCOUNTS FOR SENIORS, STUDENTS, AND PASSENGERS WITH DISABILITY



HOURLY TRAIN SERVICE CONNECTS SACRAMENTO WITH BAY AREA  
MORE THAN 10K TRIPS ANNUALLY

### Customer Satisfaction



"I Love the conductors, the lack of traffic, the location of stations."

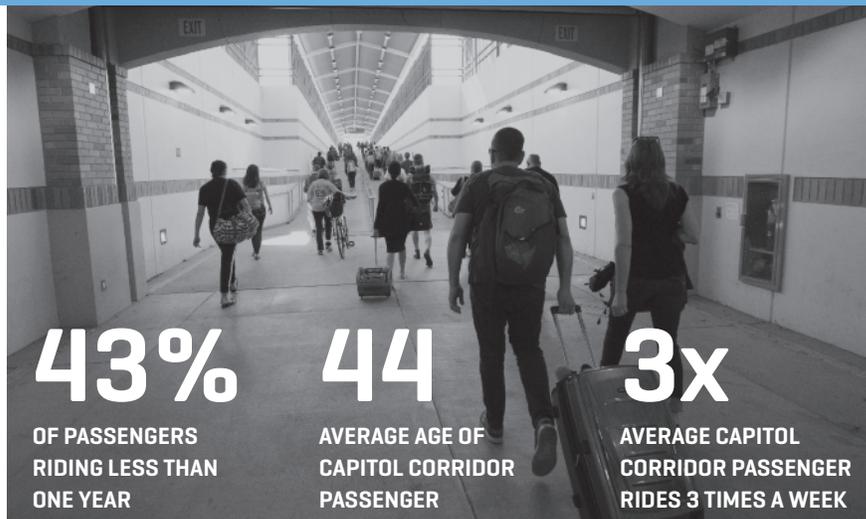
**\$36.2M**  
Annual Revenue in FY2018  
+6.6% vs. FY2017



**10%**  
**100% OF STATIONS**

OF CAPITOL CORRIDOR RIDERS BRING THEIR BIKES ON BOARD

HAVE BIKE E-LOCKERS FOR SECURE STORAGE



**43%**

OF PASSENGERS RIDING LESS THAN ONE YEAR

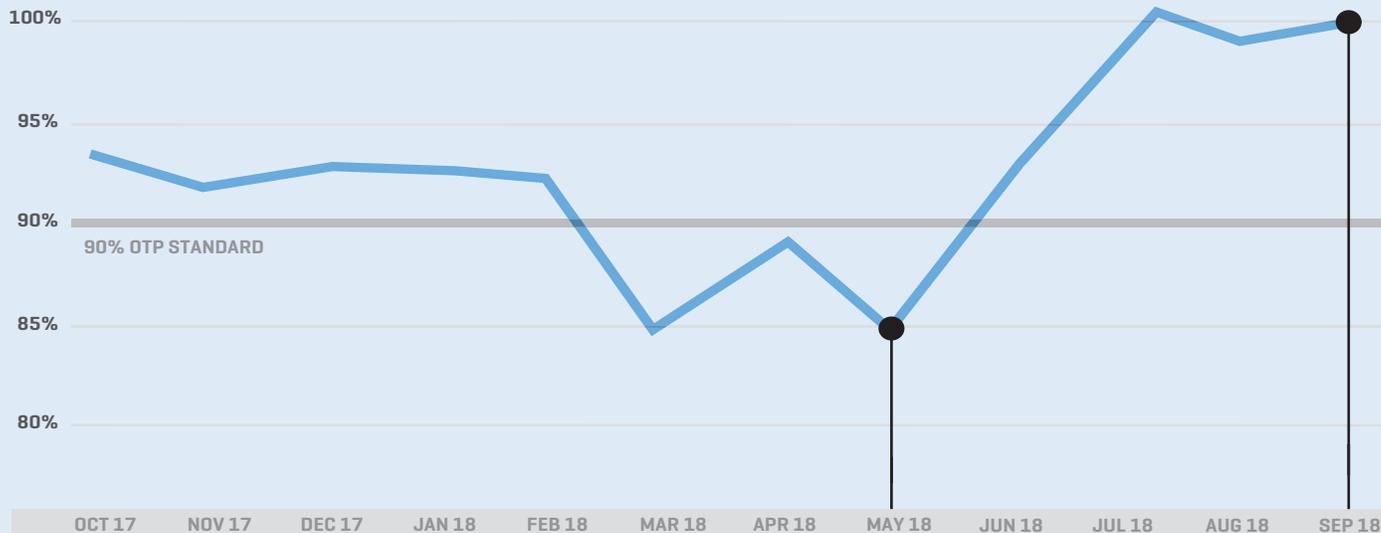
**44**

AVERAGE AGE OF CAPITOL CORRIDOR PASSENGER

**3x**

AVERAGE CAPITOL CORRIDOR PASSENGER RIDES 3 TIMES A WEEK

## On Time Performance



**\$832,000**

INVESTMENT FOR SIGNAL WORK TO IMPROVE ON TIME PERFORMANCE

**MAY: 10% DISCOUNT PROVIDED TO PASSENGERS**

**SEPT: SIGNAL WORK COMPLETED**

When OTP dipped below standard, CCJPA responded with a quick decision, improving OTP reliability within 90 days



**“Trains are on time,** seats are comfortable, free wi-fi allows working remotely possible, café car has good options.”



**Busiest Trains**

#523 #525 #538

**Top 3** SAC ↔ EMY  
 Origin & Destination Pairs SAC ↔ RIC  
 SAC ↔ OKJ

**Every Ride Has a Story**

LAUNCH DATE  
 APRIL 2018



**Capital Improvements**

CCJPA was hard at work during FY2018 to ensure that our equipment met federal safety regulation deadlines, provided some updates to station amenities, and secured funding that will allow us to take our customer experience and service into the next generation.

**Positive Train Control (PTC):** All Capitol Corridor equipment certified PTC compliant.

**100%**  
 PTC Compliant

**California Integrated Ticket Program:** Kickoff conference held in May of 2018, and program funding approval thereafter.

**Passenger Information Display (PIDs):** SRA funding approval to update all stations with new, updated PIDs sign.

**Bike Access:** Completed installation of eLockers at all stations.

**Service Expansion:** Funding approved for Environmental Review and Planning Design for increased frequencies between Oakland and San Jose.

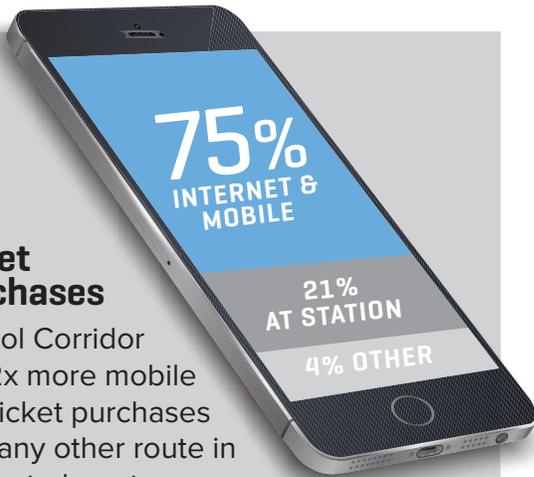
**Nine Stations with new platform signs**

**Sac-Roseville Third Rail Project:** Initial design completed.

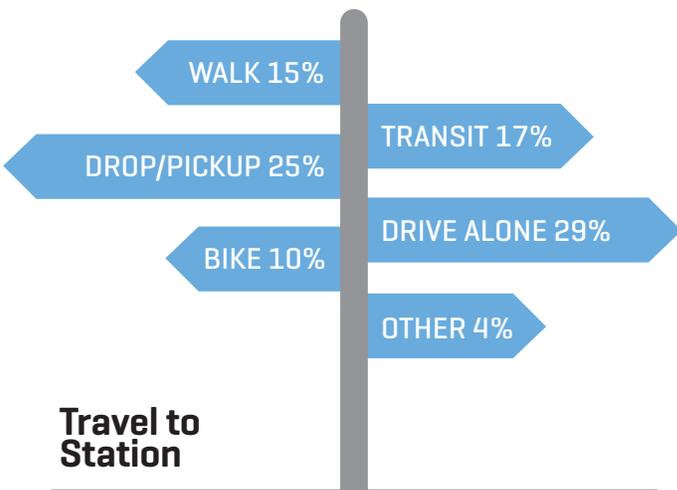
**New Platform Sign:** Installed new 47"x47" platform signs at 9 stations.

**Ticket Purchases**

Capitol Corridor has 2x more mobile app ticket purchases than any other route in the Amtrak system



“Easy mode of travel—comfortable, easy to buy tickets online, beautiful view, friendly customer service, very on-time.”



# Passenger Portraits: Every Ride Does Have a Story

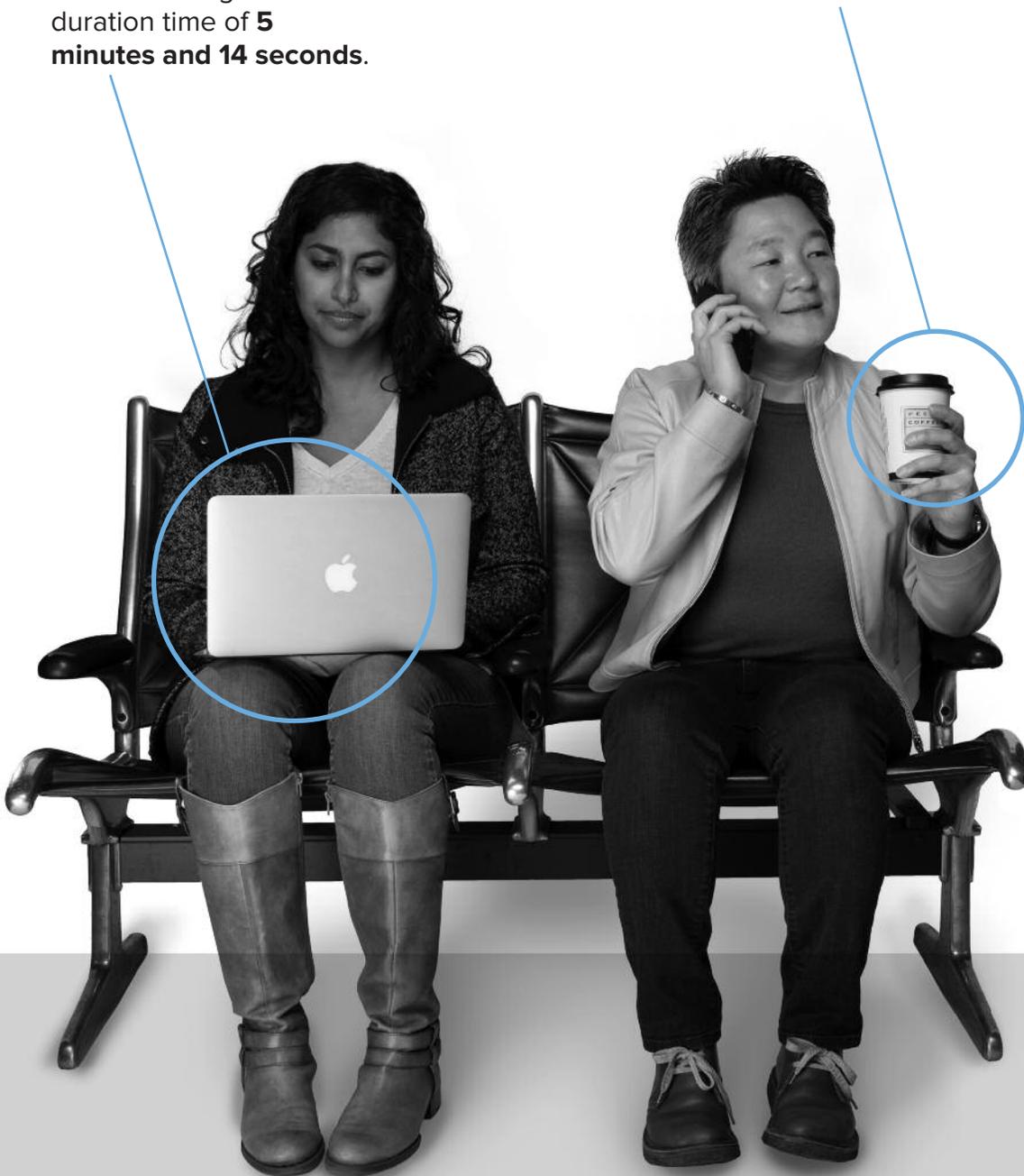
## Complimentary Onboard Wifi

Passengers launched **664,734 sessions**, with an average session duration time of **5 minutes and 14 seconds**.

## Café Car

Trips to the Café Car generated **over \$2M in onboard food and beverage sales**.

Favorites included coffee, Lagunitas India Pale Ale, and hot dogs.



# Passenger Portraits: Every Ride Does Have a Story

## Promotions

Whether it's an everyday discount or a promotion offered for a limited time only, Capitol Corridor passengers never miss out on a deal. **Discounted one-way and round-trip revenues totaled \$4.6M.**

## Special Events

Sports fans were able to **catch every Oakland Raiders and San Francisco 49er's home game** with our regular schedule and attend the Oakland A's 50th anniversary game with an adjusted schedule.



# Passenger Portraits: Every Ride Does Have a Story

## Colleges & Universities

Over **11,000** students hopped onto the **15% California student discount** and trekked along to the **8 major universities** along our route.

## Social Media Buzz

**Follows, likes, and shares connected passengers** to SHN's Aladdin The Musical as well as Live Nation's OTR II tour featuring Beyoncé and Jay-Z and Coldplay at Levi's® Stadium.





# Safety Upgrades

With funding from the State Rail Assistance (SRA) and Capital Maintenance funds, CCJPA was able to invest in key safety projects along the route.

**Right of Way Cleanup:** Began in July 2018 and completed 17 locations between Roseville and Fremont by the end of September 2018.

**Security Cameras:** Upgraded and added security cameras at Auburn, Rocklin, Roseville and Suisun stations.



**7,000 ft**  
Safety fencing added to key locations on the route in 2018

## Board of Directors

### PLACER COUNTY TRANSPORTATION AGENCY

- Jim Holmes
- Susan Rohan
- Bridget Powers (Alt.)

### SACRAMENTO REGIONAL TRANSIT DISTRICT

- Jeff Harris
- Steve Miller
- Steve Hansen (Alt.)
- Rick Jennings (Alt.)

### SAN FRANCISCO BAY AREA RAPID TRANSIT DISTRICT

- Debora Allen
- Bevan Dufty
- Nicholas Josefowitz
- Robert Raburn
- Rebecca Saltzman, Vice Chair
- Joel Keller (Alt.)
- John McPartland (Alt.)

### SANTA CLARA VALLEY TRANSPORTATION AUTHORITY

- Teresa O'Neill
- Raul Peralez

### SOLANO TRANSPORTATION AUTHORITY

- Harry Price
- James P. Spering
- Len Augustine (Alt.)

### YOLO COUNTY TRANSPORTATION DISTRICT

- Lucas Frerichs, Chair
- Don Saylor
- Robert Davis (Alt.)

### EXECUTIVE OFFICERS

- Grace Crunican, Executive Director
- David B. Kutrosky, Managing Director
- Matt Burrows, General Counsel
- Patricia K. Williams, Secretary
- Rose Poblete, Controller-Treasurer

**"I love** taking the train to and from Oakland for A's games. Getting home after the game is easy – no need to worry about driving or traffic."



Get Social with @CapitolCorridor  
www.capitolcorridor.org



### CAPITOL CORRIDOR JOINT POWERS AUTHORITY

300 Lakeside Drive, 14th Floor East · Oakland CA, 94612  
1-877-9-RIDECC (1-877-974-3322) · Fax: 510-464-6901  
www.capitolcorridor.org

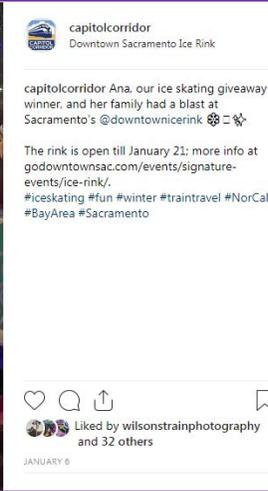
# Capitol Corridor FY19 Performance (Oct 2018 – Jan 2019)

	<b>Ridership</b>	<b>Revenues</b>	<b>On Time Performance End-point</b>	<b>On Time Performance Passenger</b>	<b>System Operating Ratio</b>	<b>Customer Satisfaction</b>
Actual	579,802	\$12,715,792	87%	86%	61%	90.5
Business Plan	539,195	\$11,394,620	90%	90%	52%	92.5
Actual vs Business Plan % Diff	+8%	+12%	-3%	-4%	+18%	-2%
Previous YTD % Diff	+4%	+6%	-3%	-6%	+5%	+6%



**Marketing Partnerships**

**Holiday Ice Skating Rinks  
(Sacramento & San Jose)**



**Oakland Restaurant Week**



capitolcorridor Bay Area foodies, are you ready for Oakland Restaurant Week?! 🍴 This weekend through next week, participating Oakland restaurants will celebrate the most diverse restaurant week in the region with dining deals at every price point. 📱: @itaniramen @visitoakland #ORW19 #foodie #oakland #restaurantweek #ramen #bayarea

**Recap of 2018 Football Season: Incremental Ridership\***

**250+**

**3100+**  
(7 home games)

**3300+**  
(8 home games)



*\*Calculated using the variance between ridership on game day and average ridership for that train on a normal day*

# Public Relations & Rider Experience: January 2019

## Special Deals & Promotions

TAKE 5  
FOR \$5!



Launched  
Dec. 12

Kick off 2019 with  
\$19 Fares to San Francisco!



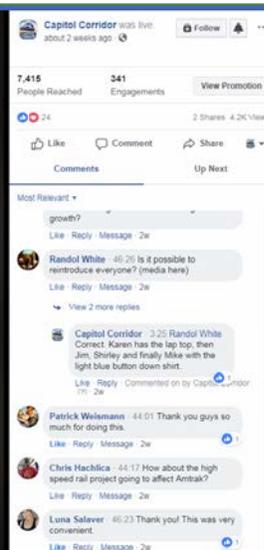
Launched  
Jan. 10

## California Everyday Discounts

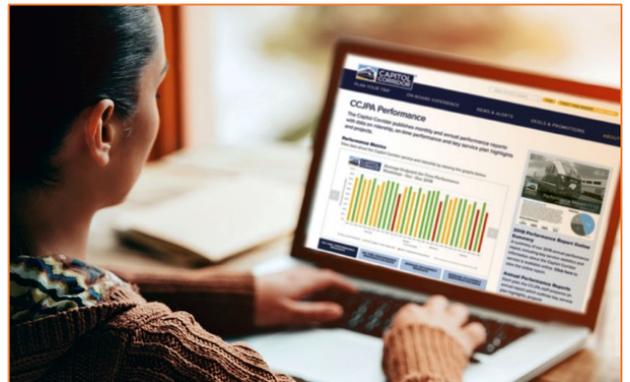


Active duty military, passengers with disabilities, seniors, students, and now veterans all receive 15% off their fare when booking through the Capitol Corridor website.

## Business Plan Onboard & Facebook Live Workshops



## FY18 Annual Performance Report



“Every Ride Has A Story”



YOU'RE ON YOUR WAY.



# Communications: Social Media, Service Alerts, CC Rail Mail and Blog

Followers as of 2/5/19



14,341  
▲ 36



5,514  
▲ 38



2,231  
▲ 18

January 1 – 31, 2019

	New Subscribers	Total Subscribers	Avg. Open Rate
CC Rail Mail	54	4,966	17%
Service Alerts	44	4,379	13%
Get on Board	3	1,478	19%

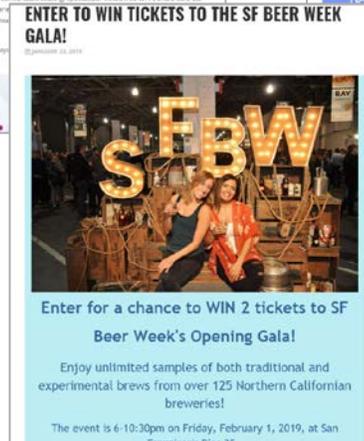
## Get on Board Blog Posts

Jan. 1 – 31, 2019

Total page views: **4,071**

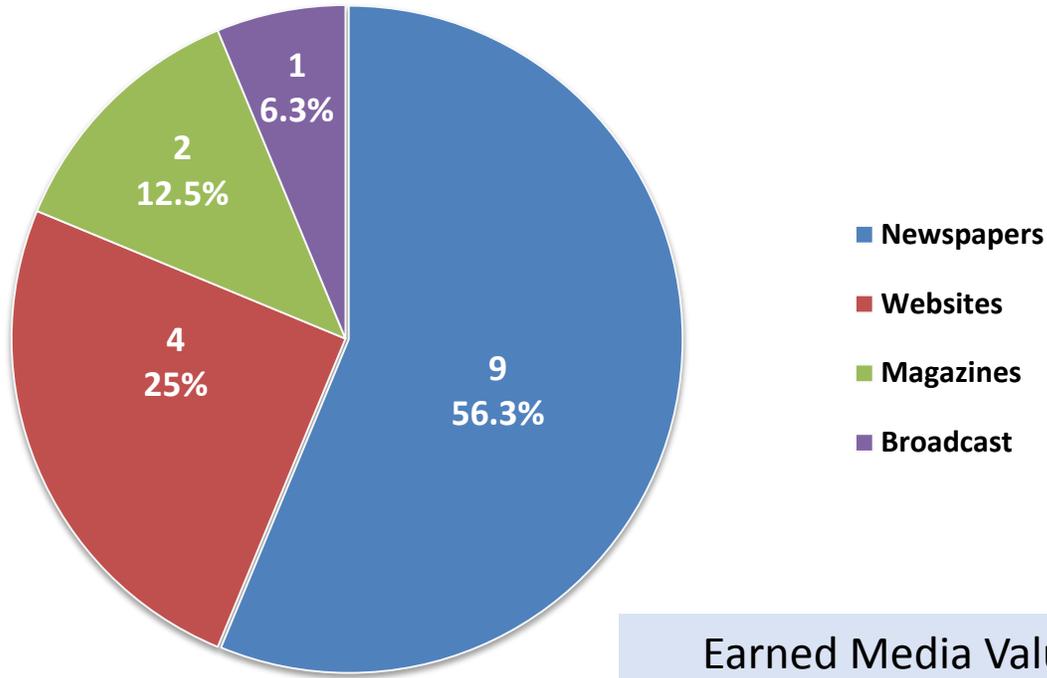
### Top 3 Blog Posts

1. "Three Ways to Get to San Francisco via the Capitol Corridor": **1,006**
2. "Enter to Win Tickets to the SF Beer Week Gala!": **470**
3. "Enter to Win Tickets for the Harlem Globetrotters!": **256**



# Earned Media Reporting – January 2019

## Media Type Analysis



Earned Media Value for  
January 2019

\$264,413

### Media Type Analysis

**Capitol Corridor** generated **16** articles in January 2019.

**Online version of Newspapers** published **nine** articles (56.3 percent). The prominent newspapers by impression were *San Francisco Business Times*, *Sacramento Business Journal* and *Silicon Valley Business Journal*.

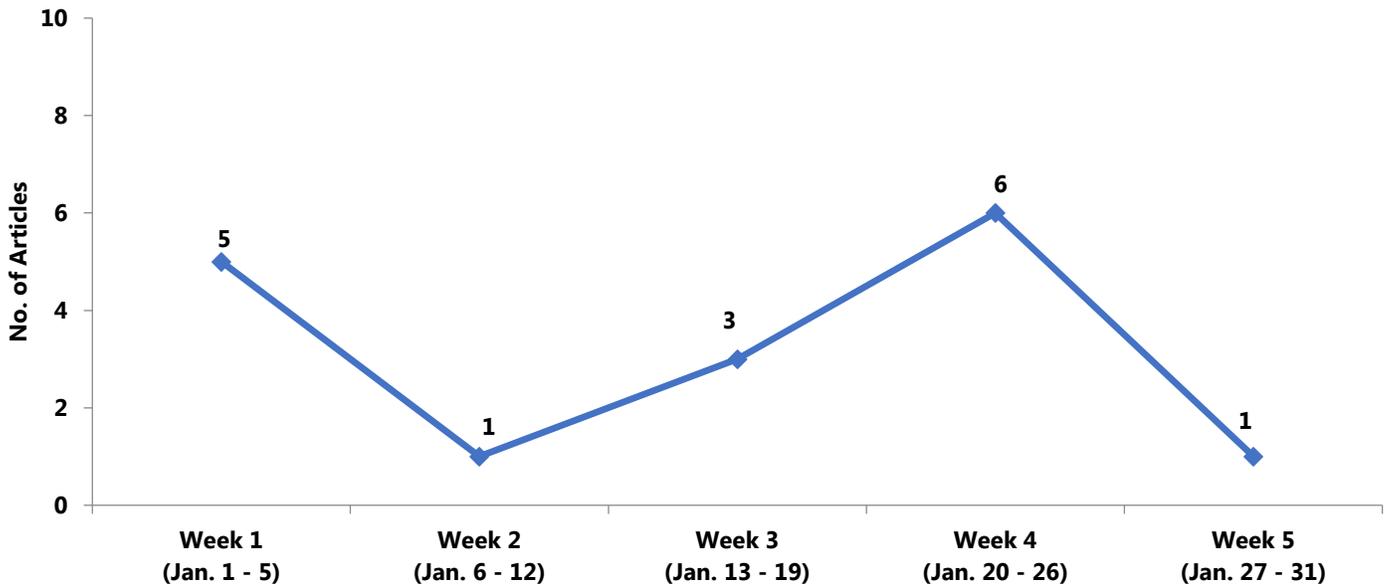
**Websites** contributed **four** articles (25 percent). The most prominent website by impression was *SFGate*.

**Magazines** had **two** articles (12.5 percent) from *Mass Transit* and *Climate Online*.

**Broadcast** earned **one** clip (6.3 percent) from *KXJZ*.

# Earned Media Reporting – January 2019

## Trend of Coverage - Capitol Corridor



**Week 1** contributed **five** articles. Major themes included:

- People headed to national football championship events held in Santa Clara being advised to take Amtrak's Capitol Corridor trains

**Week 2** earned **one** article. News included:

O'Neill, one of the board members of Capitol Corridor Joint Powers Authority Board, being elected as 2019 Vice Chair of the Santa Clara Valley Transportation Authority Board

**Week 3** had **three** articles. News included:

Diridon Station, a hub for the Capitol Corridor line, light rail, Caltrain, Amtrak and the ACE Train, being poised to become a future Bay Area Rapid Transit station

**Week 4** contributed the highest volume of coverage with **six** articles. Highlights included:

The Capitol Corridor planning to shorten travel time and increase train frequencies between San Jose and Oakland

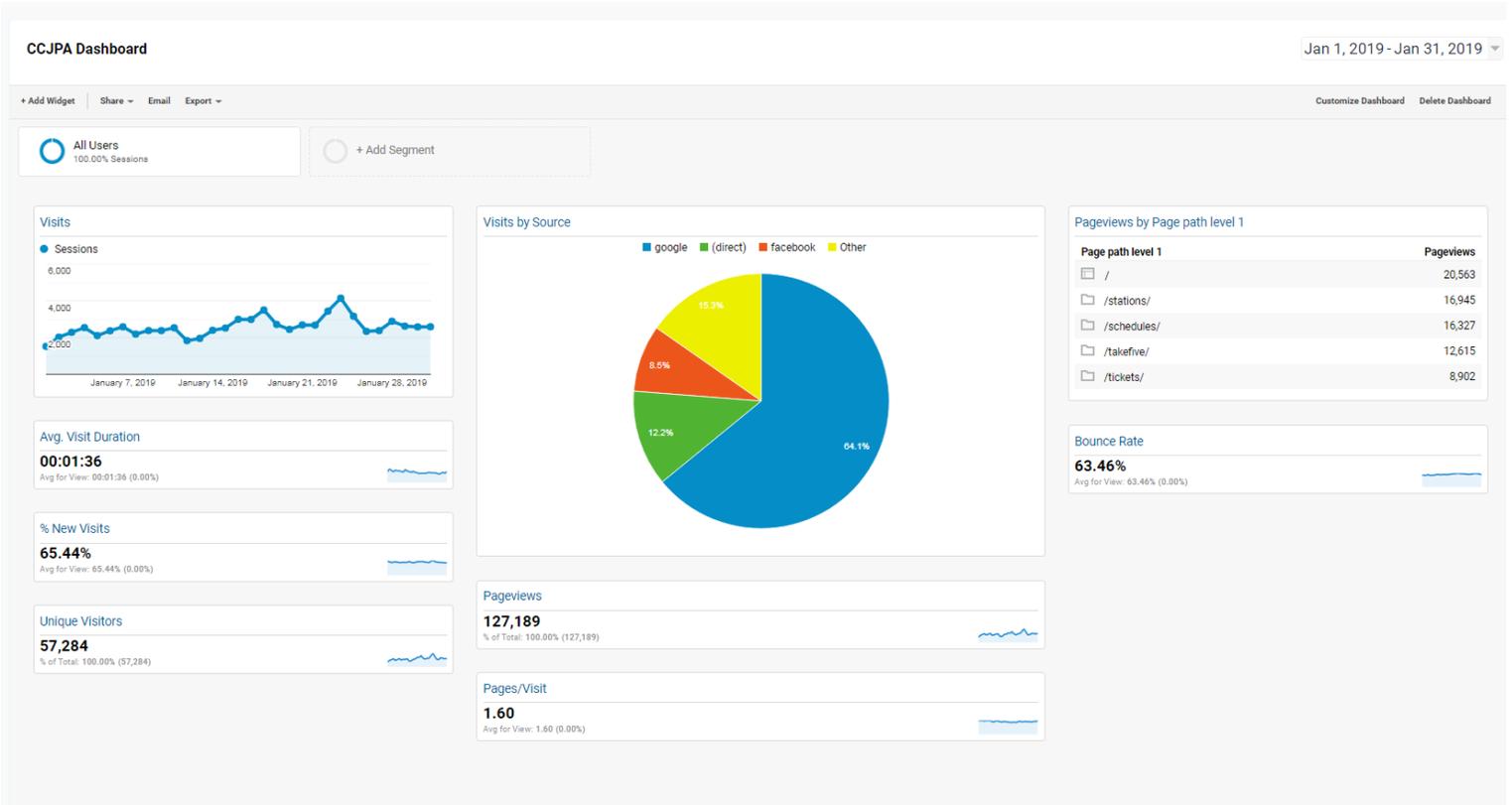
Capitol Corridor planning to expand train service to and from Roseville

**Week 5** earned **one** article. News included:

Capitol Corridor booming Northern California economy by increasing ridership on its passenger trains in 2018



# Website - January 2019



# FY19 Marketing and Communications Overview

July	August	September
<ul style="list-style-type: none"> <li>✓ Café Car menu</li> <li>✓ Annual Report</li> <li>✓ Zoho Desk Implementation</li> <li>✓ BART weekend ticket giveaway and on board Cappy Hour</li> <li>✓ Great America ticket giveaway</li> <li>✓ San Jose Jazz Summerfest ticket giveaway</li> </ul>	<ul style="list-style-type: none"> <li>✓ Group Travel Planning for FY18</li> <li>✓ Veteran’s Discount (TBD)</li> <li>✓ Safety Train Event – Stockton</li> <li>✓ Yolo 150<sup>th</sup> Anniversary</li> <li>✓ Rail Safety Month kickoff event</li> <li>✓ Oakland Raiders Promotion Begins</li> <li>✓ CA Craft Bee Summit promotion</li> <li>✓ Courtesy On board Signage</li> <li>✓ Eat Real Food Festival ticket giveaway</li> </ul>	<ul style="list-style-type: none"> <li>✓ 2018 Transit Transfers, Placer Step-Up Coupons</li> <li>✓ Rail Safety Month</li> <li>✓ Eat Real Food Festival</li> <li>✓ Raiders/KHTK radio ticket contest</li> <li>✓ Raiders game train on 9/10</li> <li>✓ Jay-Z/Beyoncé concert train</li> <li>✓ SHN Phantom of the Opera ticket giveaway</li> <li>✓ CHP Wellness and Transportation Fair</li> </ul>
October	November	December
<ul style="list-style-type: none"> <li>✓ Begin design/production of Annual report</li> <li>✓ SHN Miss Saigon ticket giveaway</li> <li>✓ Cal State Rail Plan (TBD)</li> <li>✓ Updated Ride Guide (planned)</li> <li>✓ Cappy Hour – “Cappy Halloween”</li> <li>✓ Café Car Menu update (Pot Roast Sandwich and new Turkey Sandwich)</li> <li>✓ SB 1 project outreach</li> <li>✓ PTC outreach and PR</li> </ul>	<ul style="list-style-type: none"> <li>✓ Thanksgiving service communications</li> <li>✓ 49ers/Raiders Nov. 1 &amp; 12 game trains</li> <li>✓ Ticket giveaway for 49ers v Broncos game on 12/9</li> <li>✓ San Jose and Sacramento Holiday Ice Rink Partnerships</li> <li>✓ California Everyday Discounts (Renew)</li> <li>✓ Veterans Discount, Active-Duty Military Discount for 2019 + Amtrak Flash Sale participation</li> <li>✓ Last-mile transit partnerships (e.g. Jump, Gig) and website updates</li> <li>✓ Safety Outreach plan for 2018-19</li> <li>✓ Blog/News content refresh</li> <li>✓ Airport connections website update and outreach</li> </ul>	<ul style="list-style-type: none"> <li>✓ Take 5 for \$5 offer on wknds</li> <li>✓ Holiday card &amp; communications</li> <li>✓ Harlem Globetrotters promo &amp; contest</li> <li>✓ SF 49ers ticket giveaway for 12/9</li> <li>✓ Holiday travel tips/service communications</li> <li>✓ Rail safety messaging/PR for holiday season</li> <li>✓ SHN partnership renewal for 2019 show season (specific shows and dates TBD)</li> <li>✓ Lake Tahoe ski promotion</li> <li>✓ Oakland Jack London Station Photoshoot</li> <li>✓ Holiday ice rink partnerships (San Jose and Sacramento)</li> </ul>
January	February	March
<ul style="list-style-type: none"> <li>✓ Launch of advertising campaign</li> <li>✓ Visit SF fares start</li> <li>✓ Visit Oakland Restaurant Week</li> <li>✓ Business Plan– draft and Public Workshops; Facebook Live</li> <li>✓ Annual Performance Report</li> <li>✓ College Football Playoff National Championships promotion and adjusted schedule</li> <li>✓ Friends &amp; Family fare discount renewal for 2019</li> <li>✓ Capitol Corridor new video launch</li> </ul>	<ul style="list-style-type: none"> <li>• Stitch ‘n’ Ride Discount</li> <li>• Service Announcements: new BART Schedule, Performance Report and web page, Veterans discount</li> <li>• SF Beer Week</li> <li>• SF Travel</li> <li>• SHN: Hello Dolly</li> <li>• Veterans and Military CA Everyday Discounts launched</li> <li>• Valentines Day Cappy Hour</li> </ul>	<ul style="list-style-type: none"> <li>• Oakland A’s</li> <li>• Oakland Running Festival partnership</li> <li>• SHN: Hello Dolly and Charlie &amp; the Chocolate Factory</li> <li>• Last-mile partnerships</li> <li>• Hamilton ticket contest</li> </ul>
April	May	June
<ul style="list-style-type: none"> <li>• Earth Day events and promotions</li> <li>• Spring Timetable change planned – Travel Time Savings</li> <li>• Sacramento River Cats/Giants</li> </ul>	<ul style="list-style-type: none"> <li>• Bike to Work outreach/Bike East Bay partnership</li> <li>• College marketing campaign</li> <li>• Rolling Stones concert – possible adjusted schedule</li> </ul>	<ul style="list-style-type: none"> <li>• Contract/Vendor planning for FY19</li> </ul>