



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

