

THE CAPITOL CORRIDOR

2002 PERFORMANCE REPORT

INNOVATION
EFFICIENCY



The Capitol Corridor
Joint Powers Authority



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LETTER FROM EXECUTIVE MANAGEMENT

To the Governor, Legislature, Local Elected Officials and Taxpayers of California:

It has now been 48 months since the Capitol Corridor Joint Powers Authority assumed administrative management responsibility for the state's intercity passenger rail route between San Jose, Oakland/San Francisco, and Sacramento/Placer County. Despite tough economic conditions post-September 11, our focus on efficiency and innovation helped us achieve growth in ridership and revenue this fiscal year.

Service levels remained the same as last year at 18 daily trips between Sacramento and Oakland/SF, and 8 weekday trips to and from San Jose (12 trips on weekends and holidays). Ridership increased 133% over 48 months while revenue increased 95%, aided by the capital improvement projects and innovative marketing programs.

BART's contract to provide a dedicated professional management team for the Capitol CorridorSM was recently renewed for an additional three years. As always, we are grateful for the contributions of the staff of our six member agencies, and the assistance of our partners: Amtrak, the California Department of Transportation, and the Union Pacific Railroad.

This report summarizes the Capitol Corridor's financial performance and initiatives during the most recent federal fiscal year (FY 2001-02) —information that may be helpful when evaluating the options for future public investments and their potential for positive impact on the California economy. We thank you for your support of the Capitol Corridor, and hope these performance results are a satisfactory indication that California's public investment is being prudently managed.

Thomas E. Margro
Executive Director

Eugene K. Skoropowski
Managing Director

The Capitol Corridor
Joint Powers Authority



FOUR YEARS OF CCJPA MANAGEMENT: CAPITOL CORRIDOR PERFORMANCE SUMMARY

	Service Level	Ridership	Revenue	Revenue to Cost Ratio	Cost per Passenger Mile
FY 2002	18 daily trains	1,080,000	\$12.2 million	37%	\$0.25
FY 1998	8 daily trains	463,000	\$6.25 million	30%	\$0.34
Four Year Improvement	125%	133%	95%	23%	27%

Welcome Aboard: Capitol Corridor Overview

The Capitol Corridor is an intercity passenger train system that provides a convenient alternative to traveling along the congested I-80, I-680 and I-880 freeways by operating fast, reliable and affordable intercity rail service to 16 stations in 8 Northern California counties: Placer, Sacramento, Yolo, Solano, Contra Costa, Alameda, San Francisco, and Santa Clara.

Managed since 1998 by the Capitol Corridor Joint Powers Authority (CCJPA), the Capitol Corridor has achieved rapid growth and

**"I LOVETRAINS.
I WOULD GO OUT
OF MY WAY TO
RIDE THE TRAIN."**

strong financial results in a relatively short time. Over a 48-month period, ridership increased 133%, revenue increased 95%, and the revenue-to-cost ratio improved 23%. In the same period, the number of daily train trips increased 125% while the train cost per passenger mile (a measure of operating efficiency) improved by 27%.

HISTORY

On December 12, 1991, the State of California Department of Transportation (Caltrans) and the National Railroad Passenger Corporation (Amtrak®) initiated the Capitol Corridor intercity train service with 6 daily trains between San Jose and Sacramento. In 1996, legislation was enacted to establish the Capitol Corridor Joint Powers Authority (CCJPA), a partnership among six local transit agencies to share in the administration and management of the Capitol Corridor intercity train service. The CCJPA is overseen by a Board of Directors comprising members from each of the six transit agencies along the Capitol Corridor route.

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

SERVICE OVERVIEW

In FY 2001-2002, the Capitol Corridor provided intercity passenger trains between San Jose and Sacramento, with service to 16 stations spanning the 170-mile rail corridor. The Capitol Corridor route operates on tracks owned by the Union Pacific Railroad (UPRR) and Caltrain, and provides direct connections to 12 local public transit systems, at least 16 private intercity bus routes, and 6 passenger rail or rail transit systems including Amtrak, BART, VTA, ACE, and Caltrain. To supplement the train service, the Capitol Corridor also provides 4 dedicated feeder bus routes serving communities south of San Jose (Monterey, Santa Cruz, and Santa Barbara) and east of Sacramento (Grass Valley, Reno/Sparks, South Lake Tahoe, and Carson City). Amtrak manages these feeder bus routes for the CCJPA as part of the rail/bus operating agreement. Together, these transit systems serve the second largest urban service area in the Western United States.

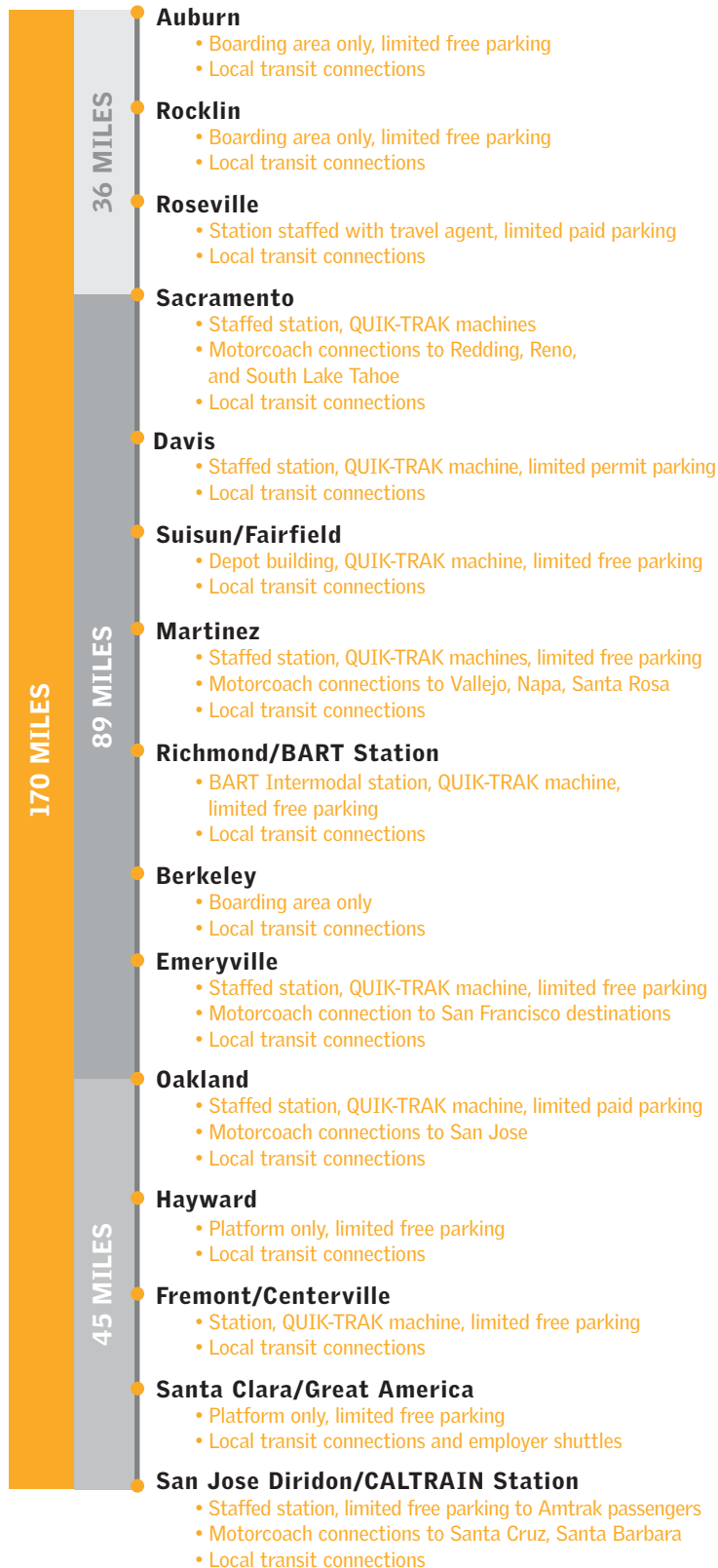
ADMINISTRATION & MANAGEMENT

The partnership among the six member agencies of the CCJPA is the first of its kind to manage an intercity train service, and still the only one in the nation. The CCJPA Board of Directors is supported by the CCJPA staff and the staff of its member agencies, who work



8:42 AM. PASSENGERS ARRIVE AT EMERYVILLE STATION.

THE CCJPA IS CURRENTLY DEVELOPING A PASSENGER INFORMATION SYSTEM THAT WILL PROVIDE REAL-TIME TRAIN STATUS TO RIDERS VIA STATION SIGNAGE AND THE INTERNET



collaboratively to develop the service's operating strategies, marketing programs and service planning activities. The CCJPA establishes operating and management policy on capital and operating funds, fares, service levels, equipment maintenance, schedules, marketing, and business planning for Capitol Corridor train service as part of the State's intercity rail program.

BART Management Contract

The enabling legislation calls for BART to provide dedicated staff and administrative management to the CCJPA for a three-year term (renewed through February 2005). The contract outlines BART's management responsibilities on behalf of the CCJPA:

- Establish schedule and oversee day-to-day train operations as defined in the operating agreement with Amtrak
- Monitor rail and motorcoach operations and coordinate with Amtrak to reinvest operating efficiencies into service enhancements and increased frequency
- Oversee deployment and manage maintenance as performed by Amtrak for rolling stock (passenger cars and locomotives) assigned to the Capitol Corridor and the San Joaquin Corridor
- Oversee the portion of the Capitol Corridor feeder bus system that is subcontracted to private bus operators
- Interface with Amtrak and the UPRR on the dispatching and railroad-related issues
- Coordinate with Caltrans, Amtrak, the UPRR, the California Transportation Commission (CTC) and local communities to develop and implement a Capital Improvement Program

Other Partners

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

FINANCES

Each year the CCJPA receives funding from the State of California Business, Transportation and Housing Agency (BT&H) to cover operating costs and marketing expenses. In turn, the CCJPA pays Amtrak for the operation of the Capitol Corridor service. The primary source of funding for capital improvements is the State Transportation Improvement Program (STIP), which allocates funds every two years. A one-time allocation of the Governor’s Traffic Congestion Relief Program provided additional funding for track and station improvements.

The CCJPA is committed to maximizing cost efficiencies in its operation of the service. By continuing its fixed-price operating agreement with Amtrak, the CCJPA is able to stabilize operating costs and reinvest revenues above business plan projections or any cost savings into service enhancements.

OPERATIONS

Train 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. As part of its maintenance supervision, the

Fiscal Year	Service Levels	Budget	Actual	Reinvested Improvements
Operating Budget				
FY 01-02	18	\$21.5m	\$21.3m	\$0.2m
FY 02-03	18/20/22 ^(a)	\$22.8m	\$22.5m	\$0.3m
Marketing Budget				
FY 01-02		\$1.2m	\$1.2m	
FY 02-03		\$1.2m	\$1.2m	

(a) 18 daily trains in October 2002. 20 trains began on October 27, 2002. 22 trains began on January 6, 2003.

CCJPA ensures that the unique features of the trains are utilized and maintained in accordance with industry standards.

- The California Locomotive is diesel-electric and is among the quietest and cleanest operating in the United States. It can reach a maximum speed of 110 mph
- The California Club/Café Car accommodates at least 49 passengers and is wheelchair accessible on the lower level. The on-board attendant serves a variety of snacks and beverages for passenger enjoyment
- The California Coach Car accommodates up to 88 passengers on two levels. Amenities include restrooms in each car, attendant call buttons, electric hand dryers, soap dispensers, and infant diaper changing tables

Bus Equipment

Through its contracted motorcoach operators, Amtrak provides feeder bus routes that connect outlying communities to the Capitol Corridor service. Each air-conditioned motorcoach is equipped with a wheelchair lift, restroom, and ample storage space for passenger baggage and bicycles.

Local Connections

The unique structure of the CCJPA enables communities served by the Capitol Corridor to participate in the development of programs to promote the use of the Capitol Corridor trains. Some examples:

- The Transit Transfer Program, developed in response to customer feedback, allows Capitol Corridor passengers to transfer free of charge to local transit services including AC Transit, Sacramento RT, and County Connection
 - BART tickets are sold at a 20% discount on Capitol Corridor trains to provide both a convenience and an incentive to transfer to BART at the Richmond Intermodal Station
- The Joint Outreach Program works with the City of Fremont to promote the Capitol Corridor service through sponsorship of local events, reciprocal web links and inclusion in publications

"EXCELLENT WAY TO TRAVEL! DEFINITELY BEATS FREEWAY DRIVING!"

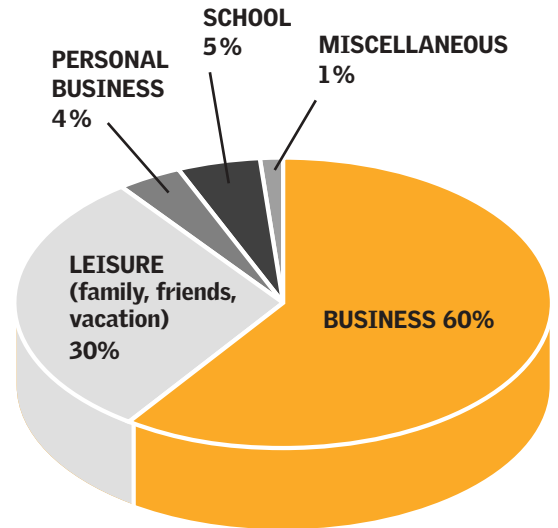
Rail Safety

The CCJPA participates in Operation Lifesaver, a voluntary effort by railroads, safety experts, law enforcement, public agencies, and the general public to provide rail safety information through education, engineering and enforcement.

RIDERSHIP

Rider Profile

The typical rider on the Capitol Corridor takes the train as a less stressful and more relaxing alternative to driving. Riders take the train both for business and leisure travel, with destinations concentrated in the Sacramento



RIDER PROFILE - REASON FOR USING THE CAPITOL CORRIDOR

Valley, Sierra Nevada Foothills, San Francisco East Bay area, and San Francisco South Bay/Silicon Valley area. A rapidly growing number of riders use discounted multi-ride tickets, an attractive option for regular business travelers and those who take the train two or three times a week. These regular repeat riders currently represent about 50% of all Capitol Corridor passengers.

Customer Feedback

The CCJPA solicits customer feedback through comment cards provided on the trains, and also receives feedback via phone calls, letters, and email. These comments are taken very seriously and help the CCJPA to identify and prioritize service modifications, capital improvements, and desired amenities in the Capitol Corridor service. For example, the free Transit Transfer Program was implemented in response to customer feedback requesting easier transfers to other transit operators. The CCJPA strives to reply to all customer inquiries in a responsive, timely and courteous manner.

Trip Highlights: 2002-2003 Service Plan

FY 2002 ACCOMPLISHMENTS

Due to the economic slowdown in California, the CCJPA was unable to secure additional State funding to expand service beyond the 18 daily trains. Despite these financial constraints, the CCJPA was able to make several improvements to its service plan during FY02:

- Improvements to train times to better serve Capitol Corridor passengers
- Improvements to connecting bus and train schedules
- Addition of the County Connection bus transit service (which serves the Martinez Station) to the Transit Transfer Program
- Increased operating efficiencies and revenue yield

Even without service expansion, the Capitol Corridor experienced steady ridership growth in FY02:

- Weekend ridership increased by 5%, due to marketing focus on destinations along our service route and continuing the Kids Ride Free on Weekends campaign
- Market share of business travelers grew to 18% of total riders—an increase of 12%

FY 2003 ACTION PLAN

Given continuing economic challenges, the CCJPA plans to focus on improving efficiency and reallocating existing resources to implement a 22-train schedule within an 18-train State budget allocation. Expected highlights include:

- Add 4 additional weekday trains between Oakland and Sacramento (22 total)
- Add 4 daily trains to Roseville (with 2 trains extended to Auburn)

- Use operating efficiencies to add at least 6 weekday trains to San Jose upon completion of the track construction program
- Adjust morning arrival times into San Jose to better serve Silicon Valley and South Bay destinations
- Continue to expand transit connectivity

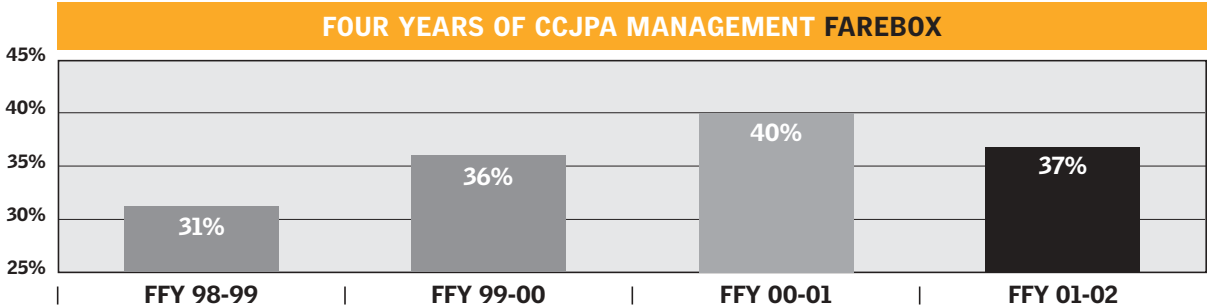
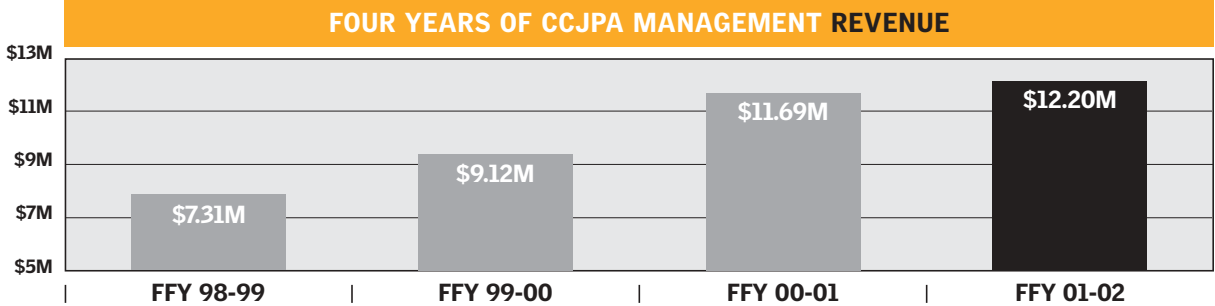
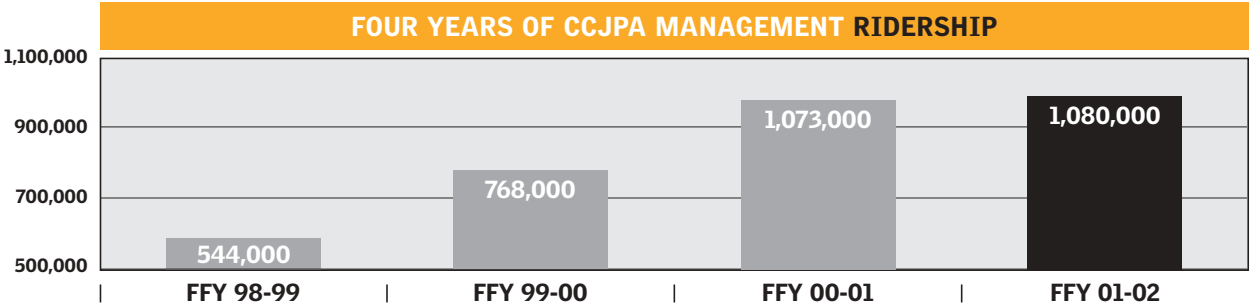


Where We've Been: FY 2002 Performance

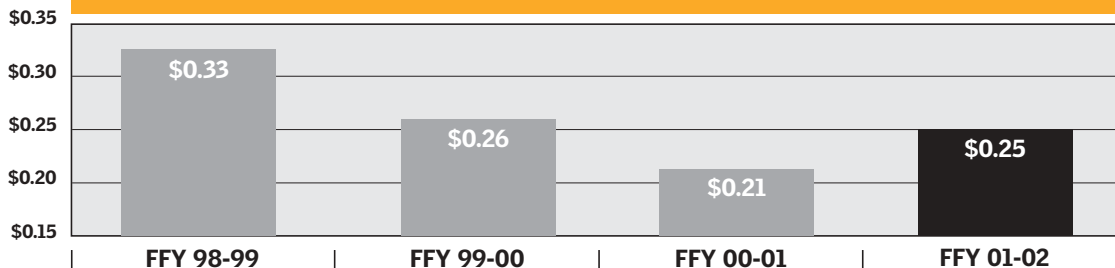
PERFORMANCE SUMMARY

Despite a struggling economy in the aftermath of the September 11 attacks, and without any expansion in train service, the Capitol Corridor experienced growth in both ridership and revenues during FY02. Service levels

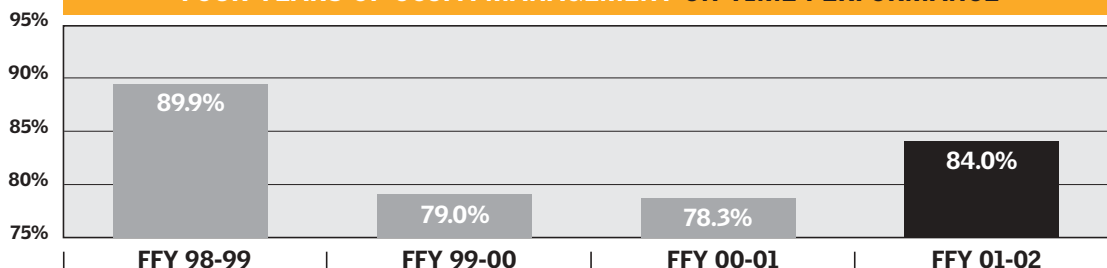
remained at 18 daily trains between Sacramento and Oakland/SF, 8 weekday trains to San Jose (12 on weekends and holidays), and 2 daily trains east of Sacramento to Roseville, Rocklin and Auburn.



FOUR YEARS OF CCJPA MANAGEMENT TRAIN COST PER PASSENGER MILE



FOUR YEARS OF CCJPA MANAGEMENT ON TIME PERFORMANCE



CAPITAL IMPROVEMENT PROGRAM

The CCJPA began or continued work on a variety of capital improvement projects in FY02, thanks to funding from the Governor's Traffic Congestion Relief Program and State Transportation Improvement Program (STIP).

Oakland Coliseum Intermodal Station

The City of Oakland, in collaboration with Amtrak, the CCJPA, and the UPRR, is

developing a new station at the Oakland Coliseum entertainment complex that will allow intermodal connections between Capitol Corridor trains, BART, and shuttles to Oakland International Airport. Construction will begin in 2003 with an anticipated opening date in Fall 2003.



Real-Time Passenger Information

Design plans and specifications have been completed for a passenger information system that will provide real-time status on the Capitol Corridor trains at stations and on the Internet.



Construction began in Summer 2002, with completion expected for early 2003.



12:25 PM. MID-DAY PASSENGER CHECKS THE SPORTS SCORES ON THE WAY TO A MEETING

THE ONGOING OAKLAND
RAIDERS PROMOTION
ENCOURAGES RAIDERS FANS
IN THE SACRAMENTO AREA
TO RIDE IN A DESIGNATED
TRAIN CAR TO WEEKEND GAMES,
FOR MAXIMUM ENJOYMENT
AND CONVENIENCE

Planned Station Upgrades

- Roseville Station secured funding and completed design plans for an additional 80 parking spaces. Construction is scheduled to begin in FY03
- Rocklin and Auburn Stations began the design process for permanent platforms and parking facilities in FY02, with construction scheduled in FY03
- The City of Berkeley is completing its design for platform upgrades and access improvements to the Berkeley Station
- The City of Sacramento and interested transportation agencies have been meeting on a regular basis to develop and implement major improvements to the Sacramento

Valley Station, the busiest station in the corridor. A major private developer has been selected for the 240-acre site

- Caltrans, Amtrak, and the CCJPA jointly designed and implemented ADA improvements at most of the Capitol Corridor stations during FY02

State Transportation Improvement Program (STIP)

The Capitol Corridor applied for 2002 STIP funding from the California Transportation Commission (CTC) and received approval for the projects listed below. These projects represent a broad range of track and station improvements as well as an effective blending of State and local funding sources.

2002 STIP CAPITOL CORRIDOR PROJECTS	Total STIP Funds (millions)	Other Match Funds (millions)	Project Total (millions)
San Jose-Santa Clara 4th Main Track: Construct 4th main line track between Santa Clara and San Jose for increased track capacity and improved operating efficiencies; upgrade tracks and platforms at San Jose Diridon Station.	\$179	\$48.3	\$66.2
Emeryville Station Parking Structure: Develop parking structure in close proximity to Emeryville station.	\$4.2	\$6.6	\$10.8
Richmond Intermodal Station Building: Construct an intermodal station building and provide pedestrian access improvements.	\$2.0	\$2.1	\$4.1
Bahia Viaduct Track Upgrade: Upgrade the Bahia Viaduct to accommodate higher train speeds and reduce travel time.	\$1.2	\$1.0	\$2.2
Sacramento-Roseville Track Project: Complete environmental and design/engineering and construct first phase of an added 3rd main line track and related infrastructure upgrades between Elvas Tower and Roseville freight yard, increasing track capacity and improving operating efficiencies.	\$3.5	\$3.0	\$6.5
Fremont Centerville Station Parking Improvements: Purchase property, add access road, and construct parking lot south of station across the main line tracks.	\$1.2	\$0.5	\$1.7
TOTAL	\$30.0	\$61.5	\$91.5

MARKETING PROGRAM

The CCJPA's FY02 marketing program focused on increasing ridership through a variety of innovative and cost-effective campaigns, promotions and partnerships.

Advertising Campaigns

- Outdoor billboard ads were purchased along the I-80 and I-680 highway corridors
- Newspaper and radio ads were placed in major markets throughout the Capitol Corridor service area
- The CCJPA co-sponsored the "Best of California" campaign, a statewide effort to boost tourism and travel to and within California. The campaign included print ads and a travel TV show with episodes focused on destinations that can be reached by train

"I AM THRILLED THAT TRAIN SERVICE IS AVAILABLE... BETWEEN OAKLAND AND SAN JOSE. THANK YOU. THANK YOU. THANK YOU. MY ONLY REQUEST: MORE TRAINS."

Cross-Promotional and Joint Marketing

- Major media campaigns promoted the Capitol Corridor train service in association with popular destinations and events such as Oakland Raiders games and the Oakland-San Jose track improvement program groundbreaking
- Joint ads and promotions with Amtrak and Caltrans

achieved cost efficiencies in marketing both the Capitol Corridor and San Joaquin service. Ads targeted feeder bus stops at high traffic destinations such as Marine World, PIER 39, and the California State Fair



Capitol Corridor Website

- The website (www.amtrakcapitols.com) was redesigned to enhance visibility of special regional offers and news updates
- More content was added, including details about stations, destinations and ticketing procedures

Ongoing Programs

- To boost midday and midweek travel, the Capitol Corridor launched the Train Treks program, offering discounted rates to students traveling on school or youth group field trips

Where We're Going: FY 2003 Planning

ANNUAL BUSINESS PLAN

Each year the CCJPA prepares and submits to the State a short-range Business Plan that identifies for the subsequent two fiscal years:

- Annual operating and marketing strategies
- Performance standards and goals for farebox ratio, ridership, and on-time performance
- Capital improvement plans for the Capitol Corridor for the current fiscal year
- Funding request to the State for the CCJPA's annual operating, marketing and administrative costs for inclusion in the State budget proposal to the Legislature

LONG-RANGE VISION PLAN

To supplement the annual Business Plan, the CCJPA Board developed a Vision Plan in April 2002 that includes the following long-term goals that will guide our plans over the next 5 to 20 years:

- Provide hourly service daily, 6 a.m.-10 p.m.
- Achieve farebox recovery of 50%
- Reduce train cost per passenger mile to \$0.15
- Reduce travel time by 20%

- Achieve on-time performance of 90%
- Continue to improve customer satisfaction

The Vision Statement describes the CCJPA's priorities and guiding values:

- Provide high quality passenger rail and connecting bus service that is safe, fast, frequent and reliable
- Develop rail service as the preferred means of travel along the San Jose—Oakland/San Francisco—Sacramento—Auburn route
- Deliver cost-effective expansion of superior passenger rail service
- Build on constructive working partnerships with riders, local communities, Amtrak, the UPRR and the State of California
- Accomplish this Vision in a manner which both recognizes and respects the interests of each of the partners

CAPITAL IMPROVEMENT PROGRAM

A variety of station, track, and rolling stock investments are required to realize the Vision Plan goals, consistent with adopted State, regional, and Amtrak long-term plans.

CAPITAL INVESTMENT PROGRAM BENEFITS					
25 Year Planned Investment	Cost (millions)	Increase Train Frequency	Improve On-Time Performance	Serve More/Different Destinations	Improve Passenger Amenities/Value
Additional Trainsets	\$100M	■		■	■
New/Improved Stations	\$90M		■	■	■
Amenities/Safety Improvements	\$17M	■	■		■
Track/Signal Improvements	\$349M	■	■	■	

The Capital Improvement Program (CIP) builds upon the prior \$60 million investment in State funds for track improvements between Sacramento and Oakland and the current investment by the CCJPA and its partners of \$100 million in station work between Auburn and San Jose.

In order to fully realize the service plan, the \$656 million CIP identifies projects to increase capacity, track infrastructure, improve reliability, add or renovate stations, secure more rolling stock, and enhance passenger convenience and amenities. These projects will be incrementally implemented in conjunction with planned increases in service.

MARKETING PROGRAM

The CCJPA strives to combine grassroots local marketing partnerships with broad-based joint media promotions to build awareness of the Capitol Corridor service. Marketing dollars and impact are maximized through the development of joint promotions and advertising with the State, Amtrak, CCJPA member agencies, and other partners.

Future marketing initiatives designed to increase ridership and enhance Capitol Corridor distinctiveness and visibility may include:

- Local destination-based media campaigns with sports events and cultural attractions (Oakland Raiders, Old Sacramento, San Francisco shopping, etc.)
- Partnerships with tourism industry representatives such as hotels, airports, and convention and visitor bureaus
- Familiarity or “fam” tours for tour operators on the Capitol Corridor

- Broad-based media campaigns with the State, Amtrak and other partners
- Localized marketing with community involvement
- Targeted marketing to youth/school groups, senior citizens, university students, and new residential communities
- Programs to inform employers and employees of tax advantages available to regular riders
- Development of a more refined brand image that emphasizes local character and personalizes the service (in coordination with existing partnerships)
- Possible image/identity modifications such as color schemes, uniforms, car names, etc.
- Website enhancements including an email newsletter, Trip Planner, and e-commerce

New Programs

- The Asset Valuation Analysis and Report will identify opportunities for partners to market their services/products through Capitol Corridor marketing channels, and create metrics to enhance CCJPA’s trade promotions negotiations
- The Trial Ride Program will offer free roundtrip trial rides to potential business travelers, primarily through the Capitol Corridor’s employer network. Trial Ride coupons can also be used as prizes at community events
- The Tell-a-Friend Program will reward Capitol Corridor’s loyal riders by creating incentives for them to refer their friends
- The Logo Merchandising Program will develop merchandise such as caps, shirts and tote bags with the Capitol Corridor logo to enhance brand awareness



6:10 PM. FOLLOWING UP ON THE DAY'S BUSINESS EN ROUTE TO THE BAY AREA.

**THE NEW OAKLAND COLISEUM
INTERMODAL STATION WILL PROVIDE
A CONVENIENT AND CENTRAL
CONNECTION POINT FOR CAPITOL
CORRIDOR RIDERS WISHING TO
TRANSFER TO BART TRAINS OR THE
OAKLAND AIRPORT SHUTTLE**

Itinerary: 2002-2003 Legislative Agenda

The CCJPA is pleased to report legislative accomplishments for FY02 and its State Legislative Agenda for FY03.

FY 2002 ACCOMPLISHMENTS

- Enactment of the Safe Reliable High Speed Passenger Train Bond Act for the 21st Century (Senate Bill 1856), which provides up to \$47.5 million in funding for the Capitol Corridor if approved by voters in 2004
- Inclusion in the Metropolitan

**"I AM VERY
THANKFUL THAT
THIS SERVICE
EXISTS."**

Transportation Commission's Regional Transit Expansion Plan (RTEP) for \$413 million in enhancements (Senate Bill 3434)

- Passage of Proposition 42 by California voters, providing a stable, ongoing source of transportation funding (made possible through the enactment of ACA4 in FY01)

FY 2003 ACTION PLAN

- Secure operational and capital funding sufficient to sustain the CCJPA's 22-train service schedule
- Work with interested parties to build support for the Safe Reliable High Speed Passenger Train Bond Act for the 21st Century, which will be on the ballot for California voters in November 2004
- Campaign for enactment of federal legislation that will increase and/or establish a dedicated federal funding program for intercity passenger rail systems such as RIDE 21, TRAIN 21, or the S250/HR2329 bills

CLOSING MESSAGE

Our goal in providing this report is to convey the evolution of the Capitol Corridor passenger rail service as well as its operational and financial successes during the past fiscal year. We are also proud to report a high level of customer satisfaction, demonstrated by the many positive comments we've received and our gains in ridership despite tough economic times. We remain committed to providing a high-quality rail experience to our customers, and to improving the quality of life in the communities we serve through a safe, fast, frequent and reliable intercity train service. We are also committed to ensuring that your public investments in the rail service are managed as prudently and efficiently as possible—now and in the future. On behalf of the CCJPA Board and our member agencies and partners, we thank you for your ongoing support of the Capitol Corridor.



Capitol Corridor Joint Powers Authority Board of Directors FY 2002

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