



2011

CAPITOL CORRIDOR PERFORMANCE REPORT

ALBANY
ROCKLIN
ROCKVILLE
SACRAMENTO
DANVILLE
DANVILLE
SUNSHINE
MARTINEZ
RICHMOND
BERKELEY
SAN FRANCISCO
OAKLAND
COLLEEN
MAYNARD
EMERYVILLE
SAN JOSE



*FY2011 will be remembered
as a year of superior
service performance and high
customer satisfaction ratings.*



Executive Summary

Federal Fiscal Year 2011 (FY2011) was a year of superior performance for the Capitol Corridor. A preview of the year's success began in November 2010, when holiday ridership set a new record for the Thanksgiving weekend. Setting new performance records continued through most of the federal fiscal year making 2011 the best performing year in Capitol Corridor history.

The Capitol Corridor Joint Powers Authority blended high reliability, customer-focused service delivery and innovative marketing promotions into a winning formula for this year's success. Thus, the Capitol Corridor shattered many monthly, as well as federal fiscal year ridership and revenue records. It maintained its position as the most dependable Amtrak-operated service in the nation and held its standing as the third busiest intercity passenger rail service in the nation (behind the Northeast Corridor and the Pacific Surfliner). The Capitol Corridor's formula for success helped to attract more than 1.71 million riders in FY2011. This means even bigger results for Northern California residents: More travelers on Capitol Corridor trains mean fewer cars congesting Northern California highways, cleaner air for our communities and serves as an annual contributor of \$170 million into the regional economy.

KEY STATISTICS

1.7 million Number of passengers who rode Capitol Corridor from October 1, 2010 through September 30, 2011.

16% increase in revenue compared to FY2010, based on year-end projections.

48% rate of steady system operating (farebox) ratio, based on year-end projections.

95% on-time performance, the best in the Amtrak system

PERFORMANCE THIRTEEN YEARS OF CCJPA MANAGEMENT

	SERVICE LEVEL	RIDERSHIP	REVENUE	REVENUE TO COST RATIO
FY 2011	32 DAILY TRAINS	1,708,618	\$27.2 MILLION	48%
(PRE-CCJPA) FY 1998	8 DAILY TRAINS	463,000	\$6.25 MILLION	30%
THIRTEEN YEAR IMPROVEMENT	+300%	+269%	+335%	+60%

January marked the first double-digit increase for the Capitol Corridor ridership this federal fiscal year, when 11 percent more passengers rode trains that month, making January 2011 the best January in service history. Continued increases in gas prices in FY2011 helped to motivate travelers to save fuel and ride trains instead. Similar to our last breakthrough year in 2008, passengers who tried the train stayed on the train as ridership continued to pick up from March through September

FY2011 will be remembered for its superior service performance and high customer satisfaction ratings. We want to acknowledge our operating partners, Union Pacific Railroad, for its improved dispatching and track maintenance; and Amtrak for its commitment to improve mechanical performance.

As we approach our 20th anniversary of the Capitol Corridor service (in December 2011), we are well aware that our ability to sustain such superior performance in a time of economic challenges would not be possible without the contributions of those entities that have supported the Capitol Corridor the past two decades—the CCJPA Board, California taxpayers and voters, as well as our six member agencies, transportation partners, loyal riders and elected officials of the communities that we serve.

Because of the solid support from you—government entities and the general public—the CCJPA is well on its way to manifest its vision to achieve new levels of success for the Capitol Corridor.

GRACE CRUNICAN, *Executive Director*

DAVID B. KUTROSKY, *Managing Director*

CAPITOL CORRIDOR OVERVIEW

The Capitol Corridor is an intercity passenger rail route that was established in 1991 with six daily trains between San Jose and Sacramento. The Capitol Corridor Joint Powers Authority (CCJPA) assumed management of the service in 1998. In 20 years, the Capitol Corridor service has evolved into a convenient and environmentally responsible alternative for people traveling along the congested I-80, I-680, and I-880 freeways by operating safe, frequent, reliable, and affordable service to 17 stations in eight Northern California counties: Placer, Sacramento, Yolo, Solano, Contra Costa, Alameda, San Francisco and Santa Clara.

As manager of the Capitol Corridor service, the CCJPA has steadily built ridership and a solid track record of financial and operational success. In FY1998, annual ridership was 463,000. Thirteen years later, 1.71 million travelers chose to ride Capitol Corridor trains rather than drive, thus ridership and revenue have more than tripled. In the same period, service levels quadrupled—from eight daily train trips between Sacramento and San Jose to the current schedule of 32 daily trips. These achievements were made possible by focusing on operational efficiency, safety, and security; collaborative planning and partnerships; and a commitment to superior customer service.

OUR VISION

The CCJPA's priorities and guiding values are described in our Vision Statement. We exist to:

- Provide high-quality passenger rail and connecting bus service that is safe, frequent, reliable, and affordable;
- 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; and
- Build on constructive relationships with our partners: riders, local communities, National Railroad Passenger Corporation (Amtrak), Union Pacific Railroad (UPRR), and the State of

California Department of Transportation (Caltrans).

OUR HISTORY – 20 YEARS OF EXCELLENCE

On December 12, 1991, Caltrans and Amtrak initiated the Capitol Corridor intercity passenger train service. In 1996, legislation established the Capitol Corridor Joint Powers Authority (CCJPA), a California joint powers authority with members from six local transportation agencies along the Capitol Corridor route.

The CCJPA is responsible for the administration and management of the Capitol Corridor service and is managed by a Board of Directors comprised of individuals from each of the six member agencies. In July 1998, an Interagency Transfer Agreement (ITA) transferred the operation of the Capitol Corridor service to the CCJPA for a three-year term. In the first two years of CCJPA management, the Capitol Corridor expanded train service by 50 percent and achieved substantial gains in ridership, revenues, and operating efficiency. In July 2001, the ITA was extended through June 2004.

In September 2003, legislation was enacted that eliminated the sunset date in the ITA and established the current, permanent governance structure for the CCJPA.

SERVICE OVERVIEW

In FY2011, the Capitol Corridor provided intercity passenger trains along its 170-mile corridor between San Jose and Sacramento/Auburn with stops at 16 train stations and a motorcoach connection to San Francisco. The Capitol Corridor route operates on tracks primarily owned and dispatched by UPRR, and a small two-mile segment in Silicon Valley owned by Caltrain. The CCJPA manages the Capitol Corridor service through an operating agreement with Amtrak. Trains provide direct connections to 19 local public transit systems and five passenger rail or rail transit systems, including BART, VTA, ACE, Caltrain, Sacramento Regional Transit and Amtrak's national train network. To supplement the train service, dedicated feeder bus and local transit routes

serve communities south of San Jose (Santa Cruz, Monterey, Salinas, San Luis Obispo, Santa Barbara), north of Martinez (Vallejo, Napa, Santa Rosa, Eureka), and east of Sacramento (Truckee, Colfax, Reno, South Lake Tahoe). Together, these transit systems serve the second largest urban area in the Western United States.

ADMINISTRATION & MANAGEMENT

Over the past 13 years, the CCJPA has distinguished itself through its successful operation of the Capitol Corridor train service, its innovative and collaborative management structure and its customer service initiatives. The interregional relationship among the CCJPA's six member agencies—established through State legislation creating the CCJPA—is the first and only one of its kind to manage an intercity train service. The CCJPA Board of Directors is supported by the CCJPA staff and the staff of its member agencies, who work together 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 the Capitol Corridor as part of the State of California's (State) intercity rail program.

San Francisco Bay Area Rapid Transit District (BART) Management Contract

The enabling legislation called for BART to provide dedicated staff and administrative management to the CCJPA. Since that time, the CCJPA Board has extended the contract through February 2015. BART's management responsibilities on behalf of the CCJPA include: providing a professional management staff whose sole focus is the Capitol Corridor; overseeing day-to-day train and bus scheduling and operations; reinvesting operating efficiencies into service enhancements; overseeing deployment and maintenance (by Amtrak) of rolling stock for the Capitol Corridor and San Joaquin routes; managing subcontracted feeder bus routes; interfacing with Amtrak and the UPRR on dispatching and railroad-related issues; and coordinating with Caltrans, Amtrak, UPRR, the



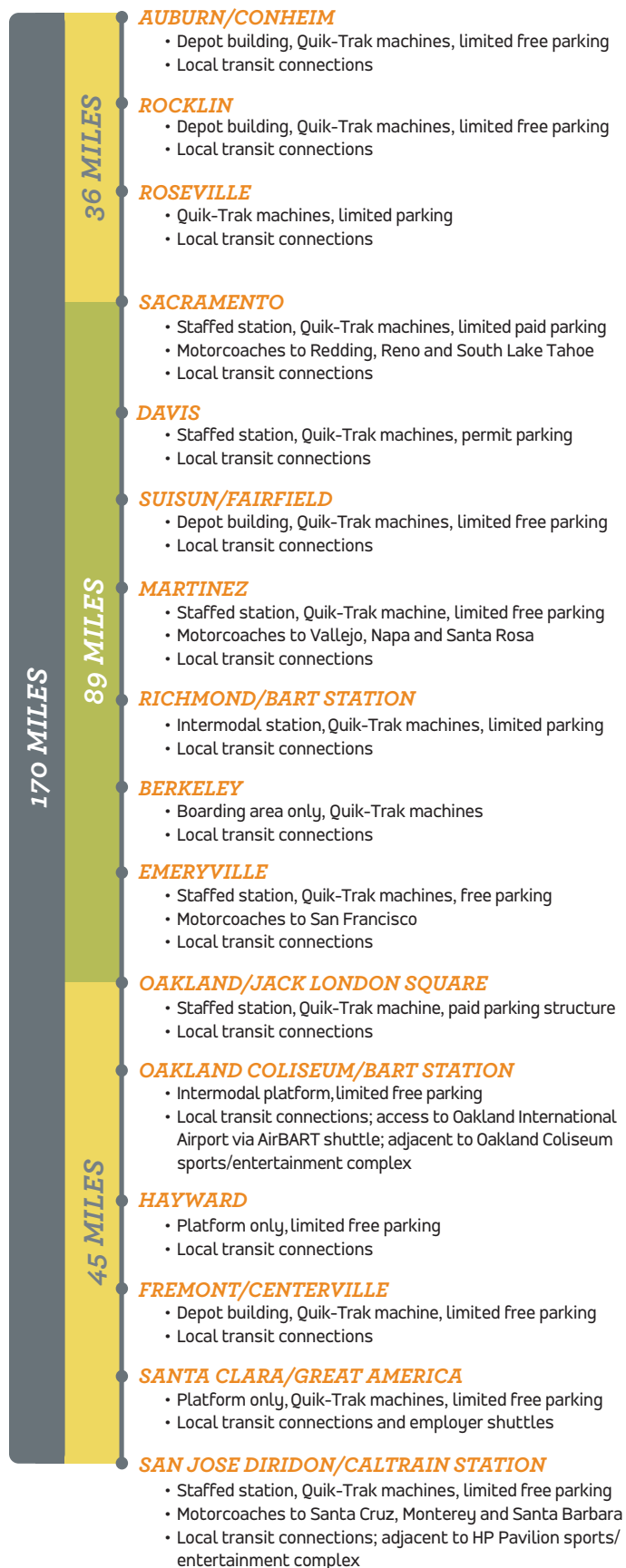
A COMMITMENT TO RAIL SAFETY

The CCJPA and Amtrak are committed to upholding the highest standards of safety and safe operating practices. In FY2011, the CCJPA enhanced its safety and security initiatives through the procurement of video security systems as well as fencing and barriers to protect passengers/employees, stations and rail facilities. In addition, lighting and electronic signage at stations were upgraded.

The Capitol Corridor is assisted in its safety and security efforts by local, Amtrak, BART and Union Pacific police departments. Another top priority for the CCJPA is to promote rail safety awareness to the public by partnering with local agencies and communities to provide effective education, outreach, and enforcement.

The CCJPA continues to work closely with Caltrans and Operation Lifesaver, a voluntary effort by railroads, safety experts, law enforcement officials and public agencies to provide safety education campaigns for the media and the public.

FY2011 saw the expansion of the Automated Ticket Validation (ATV) pilot program from 18 handheld devices to 54 handheld devices used on Capitol Corridor trains. These handheld devices proved extremely efficient in reducing on-board ticket and credit card fraud as well as providing, for the first time, a real time passenger manifest that can be viewed via remote access anywhere. Early on in the coming year, the ATV program will transition into the Amtrak "eTicketing" initiative, which will feature Apple® iPhone™ handsets being used on Capitol Corridor trains.



California Transportation Commission (CTC), and local communities to develop and implement a Capital Improvement Program.

Other Stakeholders

The Capitol Corridor service is developed with input from our riders, private sector stakeholders (such as Chambers of Commerce), and public sector stakeholders (such as local transportation agencies), along with the entities that deliver the service—Amtrak, UPRR, Caltrans—and the various agencies and communities that span 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 administrative expenses. In turn, the CCJPA contracts with Amtrak for the operation of the Capitol Corridor service. For intercity passenger rail, the traditional share of funding for capital improvements, the State Transportation Improvement Program (STIP) has been depleted by State budgetary measures. Supplemental transportation bond funding sources (voter-approved Propositions 1A and 1B) have either already been expended on completed projects or remain awaiting allocation due to State cash flow issues. In 2009, the Obama Administration created the federal capital program for High-Speed and Intercity Passenger Rail (HSIPR), which is administered by the Federal Railroad Administration (FRA). This federal resource supported intercity passenger rail—either by providing funding to select capital projects in construction or by obligating grants in FY2011. As the federal HSIPR was not funded in FY2011 and FY2012, the CCJPA faces

Fiscal Year	Service Level	Allocated Budget	Actual Costs	Reinvestment in Improvements
OPERATING BUDGET (MILLIONS)				
FY 10-11	32	\$28.8	\$28.7 ^a	\$0.1 ^a
FY 11-12	32	\$29.6	\$29.5 ^a	\$0.1 ^a
MARKETING BUDGET (MILLIONS)				
FY 10-11		\$1.1	\$1.1	
FY 11-12		\$1.1	\$1.1	

a. Projected.



Between operations and construction, Capitol Corridor provides and supports close to 1,000 jobs annually.





A COMMITMENT TO **EFFICIENCY**

Capitol Corridor is on track to help the State of California meet its climate change goals. Pursuant to the enactment of AB 32, the “Global Warming Solutions Act,” the Capitol Corridor trains are an effective means to help meet the goal of AB 32 to significantly reduce statewide greenhouse gases by 2050. The Capitol Corridor’s soaring ridership demonstrates its value in preventing greenhouse gas emissions. The 1.71 million trips taken in FY2011 helped to prevent roughly 16.2 tons of carbon dioxide (CO₂) emissions in the region.

Riding public transit is the most effective choice an individual can make to be part of the climate change solution. On average, each individual who drives a car generates about one pound of CO₂ emissions per mile traveled, or about 64 lbs. of CO₂ for a typical trip to a destination served by the Capitol Corridor. Each individual who takes the Capitol Corridor instead of driving alone generates less than one-third of the CO₂ emissions for the same trip.

Increasing train capacity by adding more train cars to the fleet is one of the most cost effective strategies for the state to achieve its environmental goals. In FY2011 the CCJPA, working with the State of California, secured \$210 million in federal and State funds to begin the procurement for 42 bi-level passenger rail car and six green locomotives for passenger rail services in California, which are scheduled to arrive in late 2015.

a lack of steady and dedicated State capital funding, which makes obtaining future federal funding a challenge due to the federal matching requirements. In light of the budgetary challenges facing the capital program, the CCJPA has positioned any and all remaining programmed State funds to be available as match for future HSIPR appropriations.

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

ANNUAL BUSINESS PLAN

Each year, the CCJPA submits to the State a Business Plan for the following two fiscal years that specifies annual operating and marketing strategies; performance standards and goals for farebox ratio, ridership, and on-time performance; capital improvement plans; and the funding request to the State for the CCJPA’s annual costs for inclusion in the State budget proposal to the legislature.

LONG-TERM OBJECTIVES

To supplement the annual Business Plan, the CCJPA Board developed a Vision Plan that includes a list of long-term financial and service objectives to guide our plans over the next five to 20 years:

- Provide hourly service daily, from 5 a.m.–10 p.m.
- Achieve farebox recovery of 50 percent
- Reduce train cost per passenger mile to 20 cents
- Reduce travel time by 12 percent
- Achieve on-time performance of 90 percent or more
- Continuously improve customer satisfaction

Both Caltrans and Amtrak used these objectives to develop their respective State or national passenger rail plans that include the Capitol Corridor.

OPERATIONS

Train Equipment

The CCJPA is responsible for the administration and maintenance supervision of the fleet of rail cars

and locomotives assigned to Northern California. The equipment includes California Locomotives, among the most modern, quiet and cleanest operating locomotives in the United States; the California Café Car with on-board food service and space for 49 passengers; and the wheelchair-accessible California Coach Car with restrooms and space for 88 passengers.

FY2011 saw continued progress in making improvements to our fleet. To date, five locomotives have been retrofitted with the latest technology and emissions controls in the industry, and Caltrans is on an aggressive schedule to overhaul the rest of the locomotive fleet by 2012. Electric power generators for the trains have been rebuilt, thus new electronic controls will be installed to improve performance and reliability.

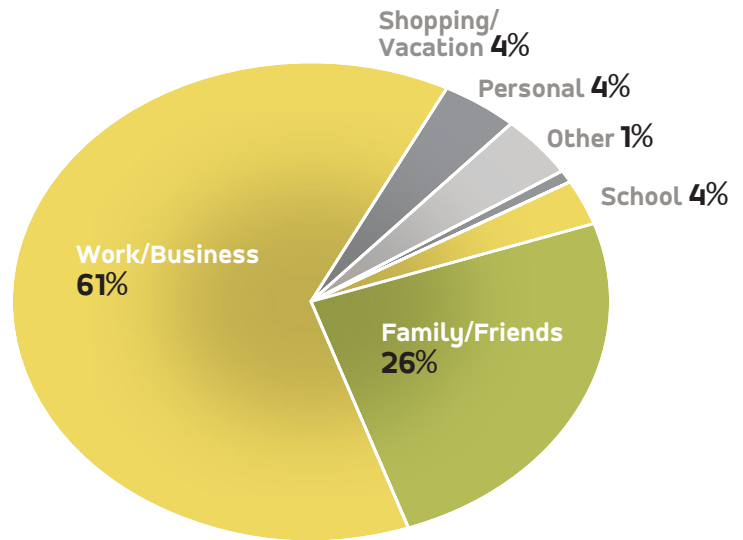
By March 2011, all train car interiors were refreshed with new upholstery, carpets, and curtains. Future improvements include free Wi-Fi Internet access on all cars, improved on-board passenger information systems, and additional storage space for luggage and bicycles. The CCJPA and Caltrans continue to press forward on procuring new rail cars and locomotives to accommodate more passengers. The FRA recently obligated \$168 million in federal HSIPR funds for 42 new rail cars and six locomotives for the State intercity passenger rail program.

Bus Equipment

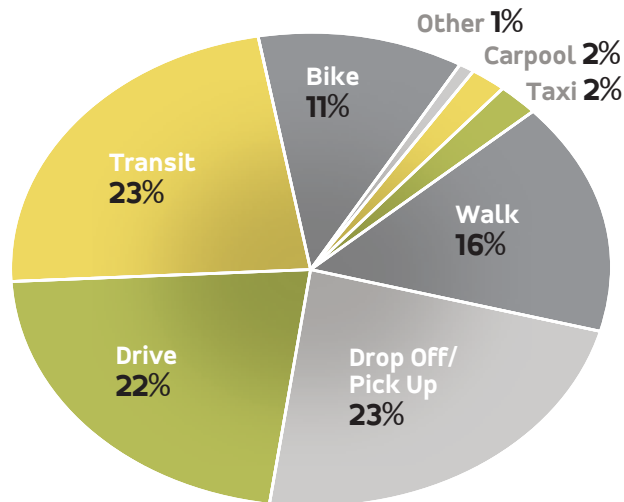
Through its contracted private bus operators, Amtrak provides feeder bus routes that connect outlying communities to the Capitol Corridor service. Depending on the specific route, each air-conditioned bus is equipped with a wheelchair lift, restroom, and storage space for carry-on luggage and may include racks for bicycles and free Wi-Fi service.

Local Connections

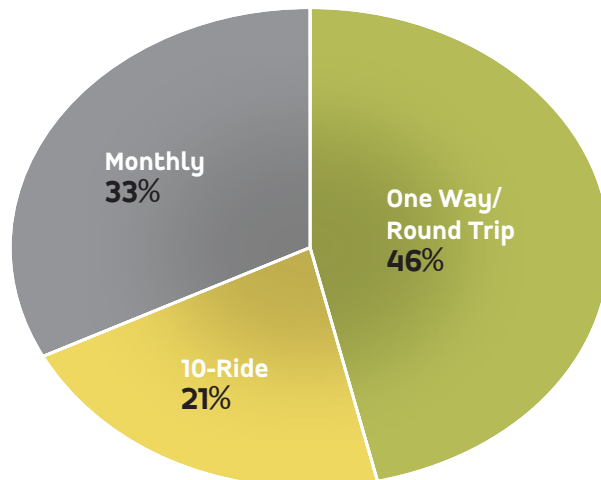
The unique structure of the CCJPA enables communities served by the Capitol Corridor to participate in the development of programs that promote the use of our trains.



RIDER PROFILE FFY11



TRAVEL TO STATION MODE FFY11



TICKET TYPE FFY11

- Surveys show that many Capitol Corridor passengers do not use a personal vehicle when arriving or departing the train station. By coordinating transit connections with other services, the Capitol Corridor helps reduce the number of vehicles contributing to traffic congestion and pollution.
- The Transit Transfer program allows passengers to transfer free of charge to nearly all local transit lines that serve the stations, including Sacramento RT, Rio Vista Transit, E-Tran (Elk Grove Transit), YoloBus, Unitrans, County Connection, Santa Clara VTA, AC Transit, Fairfield-Suisun Transit, Benicia Breeze, Tri-Delta Transit and WestCAT.
- The CCJPA's negotiated reciprocal ticketing agreements with Roseville Transit and Placer Commuter Express buses, which parallel the Capitol Corridor route between Sacramento, Roseville and Auburn.
- CCJPA offers a 20 percent discount on BART tickets purchased on board the Capitol Corridor trains to facilitate transfers to the Richmond and Oakland Coliseum Intermodal Stations.
- Agreements with Monterey-Salinas Transit and Santa Cruz Metro offer passengers even more transportation choices throughout Northern California.

RIDERSHIP

Twenty years of ridership data shows that the typical Capitol Corridor rider takes the train as a convenient and enjoyable alternative to driving. Riders take the train both for business and leisure travel, with destinations concentrated in the Sacramento Valley, Sierra Nevada Foothills, San Francisco/East Bay Area and San Jose/Silicon Valley. More than half of all 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.

CUSTOMER FEEDBACK

The CCJPA views communication with passengers as the cornerstone of our customer-focused service delivery. We encourage passengers to provide input on our service performance through comment cards on the trains, phone calls, letters, and email. We use



“Keep your steel wheels rolling on. Do as you’re doing.”

“Thank you for making our life easier!”

“I enjoy taking the train. A convenient and comfortable way to travel.”

this feedback to identify and prioritize service modifications, capital improvements, and desired amenities in the service. In FY2011, the CCJPA expanded its use of social media outreach via Facebook and Twitter. In May, CCJPA Managing Director David Kutrosky launched his “Get On Board” blog, which lives on the capitolcorridor.org website. These social channels have been very well received and customer satisfaction is high, according to the biannual on-board surveys conducted by the CCJPA.

For all its passenger train services, Amtrak regularly conducts customer service surveys, which are scored to note trends. In FY2010 passengers rated Capitol Corridor’s service 87 on a 100-point scale. In FY2011 Capitol Corridor’s customer satisfaction ratings rose to 90 points, exceeding its 89-point goal and raising Capitol Corridor’s customer satisfaction standing from 10th to 4th place in the nation. What helped to raise Capitol Corridor standings were improved restroom and carpet cleanliness and food quality ratings.

WHERE WE'VE BEEN: FY2011 PERFORMANCE

FY2011 SERVICE PLAN HIGHLIGHTS

The CCJPA maintained service levels at 32 weekday trains between Sacramento and Oakland/San Francisco; 14 daily trains to San Jose; and two daily trains east of Sacramento to Roseville, Rocklin, and Auburn. Keeping in mind the slowly recovering economy and unemployment rates throughout Northern California, the CCJPA marketing team continued its strategy to focus on discretionary travel to help fill seats. Mid-week and weekend promotions, combined with superior on-time performance helped the Capitol Corridor achieve a recordbreaking federal fiscal year.

Here are some highlights from the year:

- More than 1.71 million passengers rode Capitol Corridor from October 1, 2010 through September 30, 2011.
- Revenues increased 16 percent compared to FY2010, based on year-end projections.
- System operating (farebox) ratio held steady at 48 percent, based on year-end projections.
- On-time performance was the best in the Amtrak system at 95 percent.
- Customer satisfaction is higher than ever based on our most recent on-board surveys, which are conducted twice a year.
- Three federal HSIPR-funded projects are being constructed along the Capitol Corridor:
 - *Yolo Causeway West Crossover Project (sponsored by CCJPA)* – Project design plans were approved, and federal funding was obligated on September 30.
 - *Sacramento Intermodal Track and Platform Relocation Project (sponsored by City of Sacramento)* – The City broke ground and began construction in the spring of 2011.
 - *San Jose Diridon Station Track and Platform Improvements (sponsored by Caltrain)* – Construction is expected to be complete in February 2012.

CAPITAL IMPROVEMENT PROGRAM (CIP)

Capital funding from the State and the federal level, even with the relatively new federal HSIPR program, remains uncertain. The FY2012 HSIPR program is expected to be minimal or entirely unfunded and state funding sources have been so reduced for intercity passenger rail that the CCJPA's maintained capital improvement program will require several decades to be implemented without any new funding programs.

Station Upgrades

In FY2011, CCJPA began implementation of a video surveillance system, which is expected to be completed in FY2012. Text to speech upgrades for the Public Information Display Signs (PIDS) upgraded in FY2010 were also initiated in FY2011.

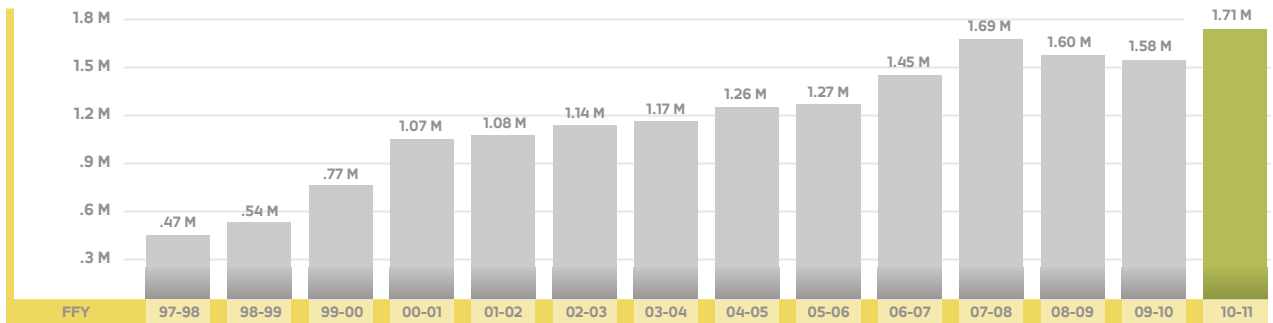
WIRELESS NETWORKING

In January 2011, the CCJPA was authorized by the California Transportation Commission to use cost savings from another capital project to install a wireless network for passenger internet access. As FY2011 came to a close, nearly half the fleet was outfitted with wireless hardware with the intent to launch the free service to the public prior to the end of the calendar year. Not only will passengers have Internet connectivity while riding on board the Capitol Corridor, the network will provide a foundation for operational applications. Already in FY2011, the CCJPA began planning with Caltrans and Amtrak, the next level of operational and safety applications and passenger-facing enhancements that can further leverage and improve the utility of the network.

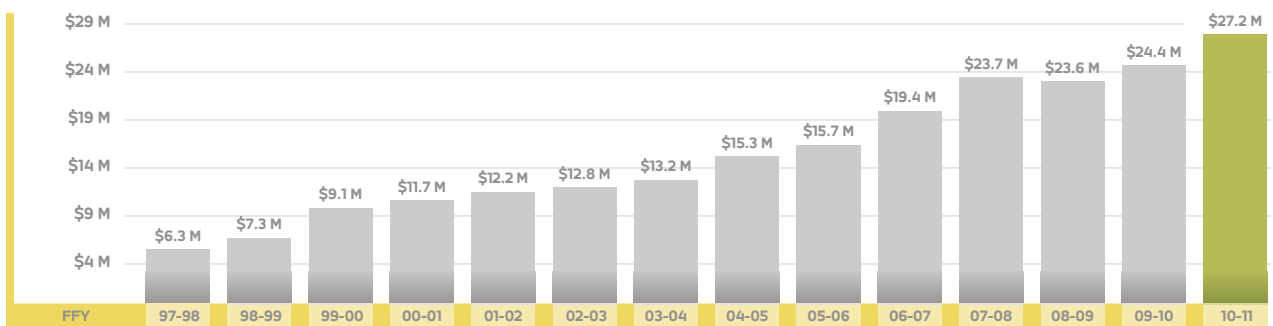
MARKETING & COMMUNICATIONS

The CCJPA continued its focus on building awareness of the Capitol Corridor brand through multi-faceted media campaigns and local outreach in Northern California markets. Staff continued efforts to retain existing ridership and enhance the overall passenger experience with improved customer amenities and communication channels. Popular campaigns and promotions designed to appeal to

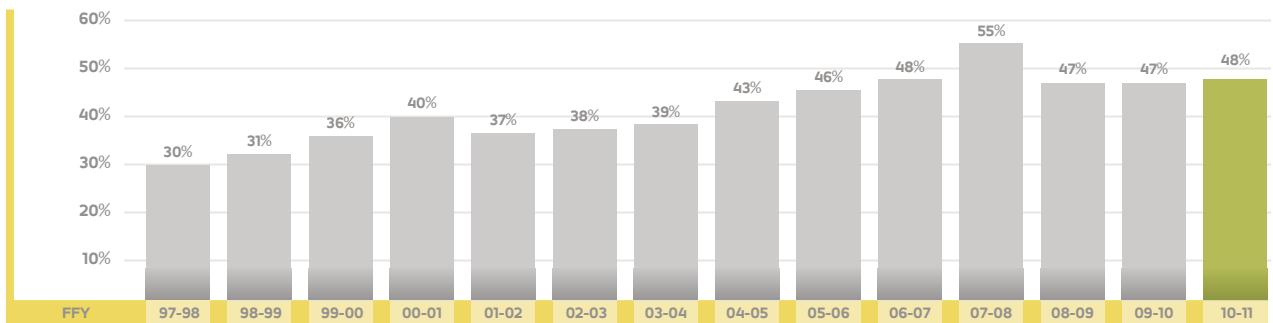
RIDERSHIP THIRTEEN YEARS OF CCJPA MANAGEMENT (Millions)



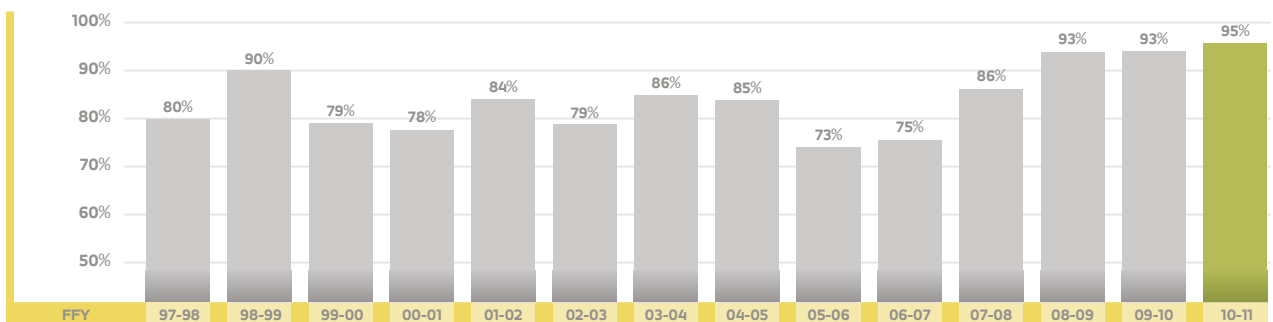
REVENUE THIRTEEN YEARS OF CCJPA MANAGEMENT (Millions, \$)



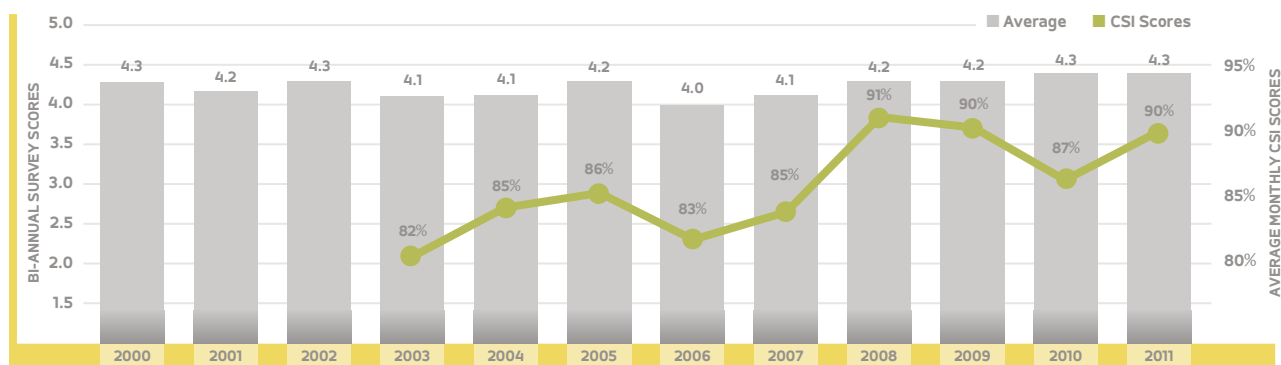
SYSTEM OPERATING RATIO THIRTEEN YEARS OF CCJPA MANAGEMENT



ON-TIME PERFORMANCE THIRTEEN YEARS OF CCJPA MANAGEMENT



CUSTOMER SATISFACTION BI-ANNUAL SURVEYS AND AMTRAK CSI SCORES



Respondents were asked the question, "Considering both your station and on-board experience how would you rate your overall experience?" Mean score is based on number giving a rating, eliminating not applicable and blanks. The higher the mean the more positive the rating. Optimum positive mean score = 5.00. Lowest negative mean score possible = 1.00.

budget-conscious travelers continued with programs aimed at building ridership during off-peak hours. In FY2011, the CCJPA secured an advertising agency to develop, execute, and apply new creative concepts to support and promote an update of Capitol Corridor's brand. Focused media outreach efforts also increased Capitol Corridor's visibility and media coverage.

Advertising and Joint Campaigns

The CCJPA's FY2011 advertising strategy centered on revitalizing messaging and creative elements, and creating a media/advertising plan that provides consistent, targeted advertising to CCJPA's intended audience. The new campaign highlights the convenience of taking the train and amenities available to passengers on board to illustrate the quality of the overall train experience and Capitol Corridor brand. The campaign's design allows for flexible messaging and tailoring to specific audiences, while retaining a consistent brand image.

Additionally, the CCJPA worked more closely with Amtrak to jointly leverage advertising and promotional assets to increase the visibility of shared programs, like a partnership with Feld Entertainment.

Promotional Events, Programs & Partnerships

A variety of events and programs promoted awareness and ridership this year. Many of these partnership promotions allowed the CCJPA to multiply the value of its marketing dollars by sharing advertising assets.

- ***Kids Ride Free on Weekends*** – This popular promotion returned for the FY2011 summer travel season to attract families and boost leisure travel on weekends.
- ***Seniors Ride Half Off*** – This deeply discounted fare was designed to promote mid-week travel among seniors. Despite no dedicated advertising, participation in this special offer exceeded last year's figures due to word-of-mouth advertising.
- ***Fight Hunger – One Stop at a Time*** – The CCJPA, in partnership with Amtrak and seven northern California food banks, collected non-perishable food donations at our seven staffed Capitol Corridor stations. The goal of this two-week campaign was to help restock local food banks for the busy summer months. In total, we collected over half a ton of food along the Capitol Corridor route, and donations at Sacramento Station alone provided 680 of the 1231 total pounds of food collected from June 1-15, 2011.
- ***Rider Appreciation Events*** – These popular quarterly events are designed to thank our passengers with complimentary refreshments, prize drawings from promotional partners, and opportunities to speak directly with CCJPA team members about the service.
- ***National Train Day*** – A community event was held in Martinez to celebrate National Train Day. The celebration included kids' activities, a model train display, local vendors, and train-related goodies provided by the vendors. At the event, representatives from the CCJPA, Caltrans, and Amtrak bestowed the 2011 Golden STAR



A COMMITMENT TO *FUTURE IMPROVEMENTS*

In FY 2011, CCJPA and its partners completed or commenced the following capital projects:

- **Sacramento Railyards Relocation Project - \$71 million¹**
- **Santa Clara University Station Upgrade Project - \$26 million²**
- **San Jose Diridon Platform Additions - \$38.2 million²**
- **Miscellaneous Safety Fence Projects - \$948,203**
- **Station Security Cameras - \$1.0 million**
- **Wi-Fi Install - \$4.75 million**

FUTURE PLANS

While future capital grant and funding opportunities have diminished at the State and Federal level, the CCJPA remains committed to apply for any new funding opportunities as they become available. Capital resources are necessary to advance and implement \$920.5 million in infrastructure improvements for future service expansions, safety initiatives and station facilities. To accommodate our growing ridership, here are our future capital needs:

SAFETY/SECURITY PROJECTS – Safety fences along route; Positive Train Control collision avoidance system; Security operations center; and On-board security information system.
Total Costs: \$54.8M

SERVICE EXPANSION/IMPROVEMENTS – Track infrastructure projects and new trainsets to expand train frequencies to Placer County and San Jose/Silicon Valley.
Total Costs: \$592.7M

STATION PROJECTS (sponsored by others) – Proposed new stations (Hercules, Union City) and access upgrades at existing stations.
Total Costs: \$273.0M

1. City of Sacramento led this project; 2. Caltrain led these projects

(State Advocate of Rail) award, which was designed to honor passenger rail advocates in California and help build awareness about National Train Day throughout the state.

- ***Sports Promotional Partners*** – The CCJPA partnered with local sports teams—including the Oakland A's, Oakland Raiders and Sacramento River Cats—to promote brand awareness and travel on the Capitol Corridor. Elements included in-game presence, radio spots during game broadcasts, and email promotions. Discounted promotions also supported train travel to and from the games.
- ***Feld Entertainment*** – CCJPA and Amtrak partnered with Feld Entertainment/Ringling Bros. to promote the Capitol Corridor route as part of the Ringling Brothers & Barnum and Bailey Circus tour through Northern California in the fall. This partnership included discounted train travel, radio and TV spots, promotional opportunities and in-arena visibility.
- ***Train Treks*** – This discount program targets at school and youth groups using the train for midday/mid-week travel. In FY2011, we continued to partner with museums and attractions on the southern end of our route to promote travel to and from San Jose.

PUBLIC INFORMATION AND OUTREACH

In FY2011, the CCJPA's public information efforts included participating in informative panels, regional public transit communications working groups, community town hall meetings and the CCJPA's partnership with Amtrak to issue email service updates to riders.

Also, the CCJPA attained a new media threshold as a result of several partnership efforts. The CCJPA worked with UPRR, Caltrans, Amtrak and the American Public Transportation Association (APTA) to promote intercity passenger rail topics with the media. Stories about rising gas prices and record ridership as well as positive publicity for the Capitol Corridor's June's food drive help to deliver an estimated advertising/publicity value of more than \$1.4 million—tripling what was earned in FY2010 and achieving the highest earned value recorded in the history of the service.

WHERE WE'RE GOING: FY 2012 PLANNING

FY2012 SERVICE PLAN HIGHLIGHTS

With limited new capital funds—and additional rolling stock not expected to arrive for at least four years—the CCJPA will focus on maintaining the 32-train service plan and improving service performance and reliability. Programs planned or underway will allow for the following improvements in FY2012:

- Finishing the installation of the next phase of security improvements, including fencing projects and security cameras at unstaffed stations
- Working with Amtrak to migrate from CCJPA's on-board Automated Ticket Validation (ATV) program toward Amtrak's ATV system which will be fully integrated with eTicketing (print-at-home) capabilities
- Initiation of free Wi-Fi service before January 2012
- Working with UPRR to complete the Yolo Crossover project to improve train reliability
- Launching the environmental planning and initial design for capital improvements to increase frequency between Sacramento and Roseville

CAPITAL IMPROVEMENT PROGRAM

The CCJPA has developed a \$921 million 10-year Capital Improvement Program (CIP) that represents a sustainable investment plan to support the Vision Plan adopted by the CCJPA Board of Directors.

The CIP has primarily been state-funded with some local funding support and recent federal grant awards from the HSIPR program. Reductions in the amount of capital funding from both State and federal sources will likely create significant delays in implementing future capital improvement projects designed to increase service frequency or improve the service.

The CCJPA has a limited amount of State funds programmed to be combined with anticipated HSIPR funding, which will help to implement projects that support future service frequency expansion projects in the Oakland-to-San Jose and Sacramento-to-Roseville areas.

MARKETING PROGRAM

Marketing efforts in FY2012 will continue to drive ridership to trains with available capacity by emphasizing the convenience of modern train travel. A newly redesigned portfolio of marketing collateral will help build awareness of the Capitol Corridor as a distinct regional service and provide a cohesive theme for media campaigns and promotions. Additional marketing endeavors may include:

- Discount promotions aimed at selected demographic and niche markets
- Collaborative media campaigns with local and promotional partners to leverage exposure across a variety of advertising channels and social media
- Coordination with Amtrak to enhance current website functionality
- Development of a mobile website and applications to enhance customer communications
- Public relations campaigns to maximize awareness and increase media coverage
- Continued coordination with Amtrak and Caltrans on selected events, promotions, and creative campaigns

In the short term, social media outreach through popular platforms such as Facebook and Twitter will increase our engagement with customers, and increase brand visibility. Longer-term marketing plans include the development of more targeted promotions and outreach via a customer relationship management (CRM) program. The deployment of a CRM solution will enable the Capitol Corridor to strengthen its relationship with customers by learning about passengers' travel preferences, delivering more tailored promotions, and following up on customer service issues.

Capitol Corridor reduces carbon dioxide (CO₂) emissions by more than 16,000 metric tons annually.



A COMMITMENT TO
THE COMMUNITY
*Between Sacramento
and Oakland, the
Capitol Corridor
provides as much
capacity during
peak periods as one-
half of a freeway
lane, each way.*

ITINERARY: 2012 LEGISLATIVE AGENDA

The CCJPA actively participates in seeking legislative solutions to enhance train service and transportation choices in Northern California.

FY2011 ACCOMPLISHMENTS

- **AB 147 (Dickinson)** – This bill, which was enacted on September 2010, authorizes a local agency to utilize existing fees collected under the Subdivision Map Act to be considered for transit, bicycle, and pedestrian facilities. The CCJPA supported AB 147 as it provides the necessary tools to encourage regional sustainable development and will enhance the attractiveness of public transport services like the Capitol Corridor trains.
- **Proposition 22** – Proposition 22 is a citizen's initiative to protect transit system funding from being diverted to other state-funded services, was placed on the November 9, 2010 ballot and was passed by the voters of California. For the CCJPA, the passage of Proposition 22 protects all motor fuel tax revenues that flow into the State's Public Transportation Account (PTA), the CCJPA's sole source of operating funds and capital matching investment funds. The immediate benefit of Proposition 22 was the enactment of the State FY11-12 Budget Act on June 29, 2011, which protected the PTA funds to support the current service levels of the State's three popular Intercity Passenger Rail (IPR) corridors (Capitol Corridor, San Joaquin, Pacific Surfliner).
- **PRIIA Section 209 Policy – Amtrak Pricing for State-Funded Intercity Passenger Rail Operations** – The CCJPA joined a working group comprised of representatives from the states with Amtrak-operated intercity passenger rail (IPR) routes (750 miles or less) to work with Amtrak to develop a new pricing policy for Amtrak's operation of state-supported IPR services pursuant to Section 209 in federal legislation enacted in October 2008—the Passenger Rail Investment and Improvement Act of 2008 (PRIIA). On September 1, 2011,

a final policy was adopted by the Amtrak Board of Directors and submitted to the affected states (including California) for their concurrence. The policy must be implemented by October 2013 and will affect a total of 27 Amtrak-operated routes, representing almost 50 percent of Amtrak's total ridership. The CCJPA Board has supported the policy as it will provide a fair, transparent and equitable allocation of operating costs for the Capitol Corridor, which will stabilize state funding levels to support the train service. [Subsequently, California concurred with the Section 209 Policy through the State Department of Transportation (Caltrans) on October 11, 2011.]

FY2012 ACTION PLAN

For the 2012 State Legislative session, the CCJPA is working with its transportation partners on legislative proposals to support efforts to comply with previously enacted clean air and land use transportation legislation—AB 32 and SB 375. The proposals would seek to increase revenues from vehicle fuel tax receipts to fund transportation improvements necessary to reduce vehicular traffic congestion; examples include: transit capital to support service expansion plans; operating and maintenance costs; safety and security initiatives; bicycle and pedestrian programs and projects; and transportation demand management programs and projects (e.g., transit, carpool facilities, enhanced telecommuting, etc.). The CCJPA supports the concepts as these funds will allow public transport agencies to leverage other limited State and federal funds, thereby expending projects, to create jobs while meeting the primary goal of the bill—reducing vehicular congestion in the region.

The CCJPA will work with legislative, transportation, and finance officials to:

- 1) Ensure that the State transit funding levels to support the operation of the three California IPR corridors is consistent with the funding requirements to meet the implementation of PRIIA Section 209 Policy;

2) Pursue and secure federal, State and other funds with its host railroads to finance the capital infrastructure investments to meet the CCJPA's goal for expanded train service to San Jose and Roseville/Auburn; and

3) Seek funding to implement and complete projects to enhance system safety and security to protect employees, passengers and facilities, including Positive Train Control (PTC).

CLOSING MESSAGE

As we poise to celebrate 20 years of service, the Capitol Corridor remains a model of public transit success. It is our pleasure to present the FY2011 accomplishments and performance highlights of the Capitol Corridor passenger rail service. Since 1998, the CCJPA has sustained an upward trend of improving the Capitol Corridor's financial performance, operational efficiency, project delivery and customer service while providing industry-leading reliability along the nation's third busiest intercity passenger route. We are committed to managing public resources responsibly and efficiently; therefore, we are an ideal investment for public funds. Future investments into the service include upgrading rail infrastructure, enhancing security, providing free on-board wireless network and working to add new train cars and locomotives to the fleet.

In closing, the CCJPA will continue improving the quality of life of Capitol Corridor riders by providing safe, convenient, affordable, reliable and environmentally-friendly intercity train service; while contributing to the economic activity of the communities along the route.

On behalf of the CCJPA Board of Directors and our member agencies and partners, thank you for your ongoing support of the Capitol Corridor.

Each year, the Capitol Corridor generates \$170 million in economic activity for the region it serves.

CAPITOL CORRIDOR JOINT POWERS AUTHORITY BOARD OF DIRECTORS FY2011

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A COMMITMENT TO
THE COMMUNITY
*Capitol Corridor
reduces morning
commute travel times
by nearly 200,000
hours annually, a
value of \$5.1 million
in savings during this
one-way morning
commute alone.*

Track 2 D

CAPITOL CORRIDOR ROUTE MAP



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