

CAPITOL CORRIDOR
INTERCITY PASSENGER RAIL SERVICE
BUSINESS PLAN UPDATE FY 2020-21 • FY 2021-22



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

CAPITOL CORRIDOR
INTERCITY PASSENGER RAIL SERVICE
DRAFT ANNUAL BUSINESS PLAN
FY 2020-21 - FY 2021-22
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PREPARED BY
Capitol Corridor Joint Powers Authority

PREPARED FOR
CALIFORNIA STATE TRANSPORTATION AGENCY



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EXECUTIVE SUMMARY

Introduction. This Annual Business Plan (ABP) presents an overview of the Capitol Corridor Joint Powers Authority’s (CCJPA) strategic plan and funding request for the next two fiscal years (FY 2020-21 and FY 2021-22). This document outlines the service and capital improvements that have contributed to the Capitol Corridor’s success, identifies necessary 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 ABP to the Secretary of the California State Transportation Agency (CalSTA) in April 2020 and, as necessary, a revised version can be submitted by June 15, 2020.

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. Minor schedule changes are expected in FY 2020-21 to support the current overall operating plan into FY 2021-22. Key operational areas of focus include maintaining increased seating capacity on select trains to address crowding conditions and enhanced cleaning and security patrols at select East Bay stations. Other important service improvements include an upgrade to the onboard Wi-Fi service that will increase connection speeds and expand onboard entertainment capabilities and a new passenger information display system (PIDS) that will provide better train status and service alerts.

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 2020-21 and any future CCJPA/Amtrak operating agreements. The table below summarizes projected operating budgets for FY 2020-21 and FY 2021-22.

	FY 2020-21	FY 2021-22
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
Budget/Operations	\$32,739,000	\$33,660,000
Change vs. FY 2019-20 Budget	-\$462,000 [-1.4%]	+\$459,000 [+1.4%]

Performance Standards. For this ABP, 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 B for additional details):

Performance Standard	FY 18-19			FY 19-20	FY 20-21	FY 21-22
	Actual	Standard	% Difference	Standard	Standard	Standard
<u>Usage</u>						
Route Ridership	1,777,136	1,670,400	+6%	1,759,000	1,795,000	1,808,000
Passenger Miles	119,601,577	113,555,900	+5%	119,086,000	120,409,000	121,281,000
<u>Efficiency</u>						
System Operating Ratio (train and feeder bus)	60%	52%	+16%	52%	52%	52%
Total Operating Cost/Passenger-Mile	\$0.52	\$0.56	-7%	\$0.56	\$0.56	\$0.56
<u>Service Quality</u>						
End-Point On-Time Performance	89%	90%	-1%	90%	90%	90%
Passenger On-Time Performance	87%	90%	-3%	90%	90%	90%
Operator Delays/10K Miles	429	>325	+32%	>325	>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 regards to long-term service plan improvements in the next two fiscal years, CCJPA will be continuing the final engineering design of Sacramento to Roseville service expansion project, and the South Bay Connect (formerly Oakland to San Jose Phase 2A) project will be in its environmental and design phase; CCJPA will continue to work in partnership with BART on the initial planning stages for a New Transbay Rail Crossing that includes BART and standard gauge interregional passenger rail services. For railroad infrastructure maintenance and improvements, 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 [90%+] for Capitol Corridor trains. For rolling stock improvements, maintaining and improving onboard bike storage will continue to be a priority, and testing of renewable diesel as an alternative fuel source will present an exciting opportunity to decrease carbon emissions associated with train operations. For service amenity improvements, customers can expect to see improvements in the onboard Wi-Fi service in FY 2020-21, and the Passenger Information Display System (PIDS) Modernization project will be in the initial phases of implementation; also, 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.

Marketing Strategies. The CCJPA’s marketing strategies for FY 2020-21 and FY 2021-22 will continue to target specific markets and increase ridership where seating capacity is available by raising awareness of destinations, transit connections, and amenities. Over the next two fiscal years, CCJPA will develop partnerships with new destinations, create programs to enhance the overall customer experience, and seek out opportunities to grow ridership via micro-markets. Seasonal 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 ABP, 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

The Annual Business Plan is submitted in draft form in April 2020 and final form by June 15, 2020 to the Secretary of the California State Transportation Agency (CalSTA), 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 ABP that identifies the current fiscal year’s operating and marketing strategies; summarizes capital improvement plans for the Capitol Corridor; and the includes the funding request to the Secretary of CalSTA for the CCJPA’s operating, administrative, and marketing costs for inclusion in the State Budget proposal to the Legislature.

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)

For FY 2020-21, 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 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 sustainable Capitol Corridor intercity train service. 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 ensures that the CCJPA uses sound business principles in developing short- and long-term operating strategies for the Capitol Corridor trains.

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. Schedule modifications are made periodically to improve service efficiencies and when major capital projects, such as new stations or railroad right-of-way improvements, are implemented. Potential refinements to the Spring 2020 schedule are

being studied and considered with the goal of better aligning services south of Oakland to meet customer demands, improving connectivity to BART, and improving the efficient use of equipment.

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

As of November 2019, the Capitol Corridor train service has experienced ridership growth for the past 28 consecutive months, 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 (DRMT), and the San Joaquin Joint Powers Authority (SJJA), 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 a statewide fleet management

plan that will ensure that Capitol Corridor maintains a sufficient fleet to meet growing passenger demand.

The CCJPA continues to plan for service expansions to/from Roseville and longer-term service expansions to/from San Jose. 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. 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. Figure 3-1 illustrates the range of passenger rail, Amtrak Thru-way bus, and other local transit connections available from Capitol Corridor stations.

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 FY 2020-21 to explore these bus connection improvement strategies.

FY 2019-20 Operating Plan

The current Operating Plan for FY 2019-20 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 2020-21 and FY 2021-22 Operating Plans and Strategies

CCJPA will maintain the same operating plan for FY 2020-21 and FY 2021-22:

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

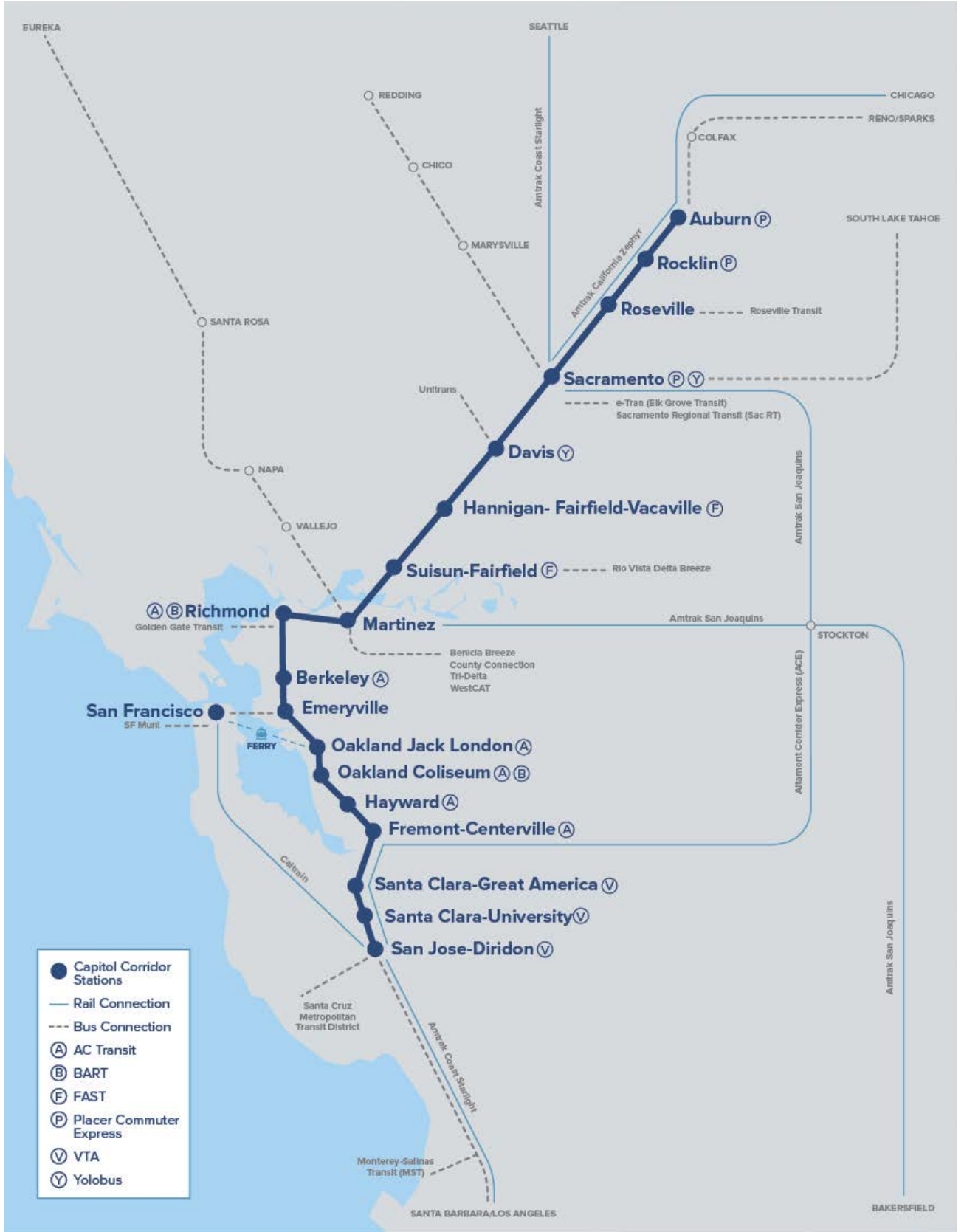
CCJPA WILL PARTNER WITH AMTRAK TO INCREASE THE PRESENCE OF SECURITY AND THE FREQUENCY OF DEEP CLEANING AT SELECT EAST BAY STATIONS.

Safety and Security

The CCJPA will continue to work with partners, including UPRR, Amtrak, Caltrans, and Caltrain, to monitor and maintain the PTC system on Capitol Corridor rolling stock as well as along the route that Capitol Corridor trains operate on for safe and reliable train service.

In FY 2020-21, CCJPA will partner with Amtrak on additional security patrols and increased frequency of deep cleaning at select East Bay stations.

Figure 3-1: Connecting Bus, Transit, and Train Services



Service Reliability

The CCJPA consistently takes action to address issues with service reliability and On-Time Performance (OTP). Two actions that were initiated in FY 2018-19 and that will continue in the FY 2020-21 and future year operating strategies are:

- Supporting an additional two Amtrak 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 with CCJPA State Rail Assistance (SRA) funds [~\$7,000,000 per year] and executed by UPRR) to address vegetation overgrowth, add and repair security barriers/fences, and remove homeless encampments along the ROW.

4. CAPITAL IMPROVEMENT PROGRAM

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

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 vast majority of funding has come from the State.

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.

Programmed and Current Capital Improvements

Improvements made in this fiscal year as well as capital projects planned for FY 2020-21 and FY 2021-22 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 in securing, enables CCJPA to confidently plan for significant, long-term capital projects such as Sacramento to Roseville Third Track, South Bay Connect (formerly Oakland to San Jose Phase 2A). This funding also allows CCJPA to take a variety of measures to optimize service, including working with CalSTA on a statewide Integrated Travel Program. See Appendix C for a list of capital projects and their funding statuses. CCJPA is also working in partnership with BART to continue planning efforts for a New Transbay Rail Crossing that would potentially include standard gauge rail to allow intercity passenger rail service between San Francisco and the East Bay.

Specific Capital Improvement Program Discussion

Railroad Infrastructure Maintenance and Improvements

Davis Station Improvements Design

The CCJPA has entered a partnership with Amtrak, UPRR, and the City of Davis to begin a major program of improvements at the Davis station. This project will improve passenger safety and accessibility at this station while reducing train delays, improving railroad fluidity, and providing new pedestrian connectivity to adjacent neighborhoods. The first phase of this work will involve replacement of track crossovers and railroad signal system near the station. Design of the remaining improvements will proceed concurrently.

Santa Clara Siding Improvement Design

Final design for a new passing siding in the Santa Clara-Great America station vicinity is underway and will be completed in FY2020-21. To date, funding is available to cover all design and pre-construction activities. A new passing siding in the Santa Clara-Great America station vicinity would offer two benefits: 1) Provide a storage track to hold Capitol Corridor special/extra trains to serve events at Levi’s Stadium, which is adjacent to the Santa Clara-Great America Station; and 2) Reduce delays to Capitol Corridor and ACE trains due to unscheduled meets in the current single-track territory. These delays cascade throughout the respective train systems, causing further service disruptions and delays. CCJPA is working to obtain the remaining funds to implement the project as soon as the design phase is complete.

Signal Replacement/Upgrade

The CCJPA has continued to work in partnership with UPRR to improve the railroad signal system. As a result, signal-related train delays have since been reduced. In FY 2020-21, additional improvements will be made to the signal system to reduce train delays and improve the signal system reliability.

Right-of-Way (ROW) Safety and Security Improvements

The ROW Safety and Security Improvement Project is a partnership between CCJPA and UPRR to identify and mitigate safety/security concerns along the UPRR right-of-way, such as removing debris and temporary shelters. These actions help decrease trespasser fatalities as well as delays caused by debris on the tracks. The project is expected to continue in perpetuity based on available funding.

Capitalized Maintenance

The Capitol Corridor Capitalized Maintenance program focuses on upgrades and improvements to the railroad infrastructure 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 to improve passenger ride comfort and on-time reliability. The program also funded railroad signal system reliability improvements.

Rolling Stock Equipment Improvements

Wi-Fi Upgrade

In FY 2020-21, CCJPA will continue working with our Wi-Fi service provider to upgrade the existing onboard Wi-Fi with new equipment and technology. Design and installation commenced in FY 2019-20 will continue and is expected to be complete in early FY 2020-21. Overall, the upgrades will allow faster connection speeds, better service-level monitoring, and allow expanded onboard entertainment functions. The Wi-Fi service and upgrades are provided using a service model approach, in which both the capital and ongoing operating costs of supporting Wi-Fi and the associated amenities (e.g., entertainment and service applications) are amortized over time to allow for appropriate technology life-cycle upgrades to proceed, thus perpetually keeping the system modernized and meet the latest customer experience expectations.

Renewable Diesel Testing

To help the State meet its greenhouse gas reduction targets and eliminate harmful air pollution emissions, CCJPA is actively engaged with its statewide rail partners and the California Air Resources Board (CARB) to test the use of renewable diesel as a substitute for carbon-based diesel fuel. CCJPA, Siemens, Cummins, and Caltrans are presently testing renewable diesel in a new Charger locomotive as well as improving static testing on a F59 locomotive, and testing is expected to conclude in October 2020. With successful test results, renewable diesel is poised to become the standard diesel fuel used on the Capitol Corridor fleet and potentially other intercity and commuter rail fleets in California.

Additional New Rolling Stock

Caltrans has procured new single-level passenger rail cars and these cars will be delivered for use on the San Joaquins service beginning in 2020. This delivery may offer an opportunity to shift some vehicles to CCJPA for assignment to the Capitol Corridor trainset rotation. The service 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 that is supported by the CCJPA, SJJPA, and the LOSSAN Rail Corridor Agency.

Service Amenity Improvements

Bicycle Access

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

- Support operations and maintenance of 184 BikeLink eLockers across all Capitol Corridor stations.
- Made BikeLink cards available for purchase on Capitol Corridor trains and at staffed stations.
- Increased onboard bicycle storage capacity by installing new angled bike racks on select train cars.

CCJPA plans to install angled bike racks in additional cars and implement a bike storage solution for the two Superliner baggage cars in FY 2020-21.

California Passenger Information Display System (PIDS) Modernization

PIDS provides passengers with train arrival information at Capitol Corridor stations and the current system is now in need of replacement. CCJPA is partnering with the San Joaquin Joint Powers Authority (SJJPA), the San Joaquin Regional Rail Commission (management agency of the Altamont Corridor Express, or ACE), and the LOSSAN Rail Corridor Agency (management agency of the Pacific Surfliner service) to modernize PIDS across State-supported intercity passenger rail services, with implementation expected by early 2021.

California Integrated Travel Program (Cal 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 across multiple modes of transportation, including bus, metro, light and intercity rail, paratransit, bike hire, and ride-hailing services in California. With the help of dedicated Caltrans staff leading integration, the CCJPA is fiscally and programmatically supporting these critical objectives. Prior to FY 2020-21, a Market Sounding and Feasibility Study will be complete, and a Business Case start to be developed in Spring 2020. Initial phase of Cal ITP will involve pilots with select public and private transportation operators focusing on payment and/or mobility data implementation. The California Intercity Passenger Rail system is expected to begin a Cal ITP payment system upgrade sometime in 2020, prior to the effective date of the FY 2020-21 Business Plan.

Service Plan Improvements and Expansions

Sacramento to Roseville Third Track Service Expansion Project

The Sacramento to Roseville Third Track Project is currently at the 25% final design phase, and CCJPA is proceeding with the anticipated additional design refinements while also considering a revised access fee model of delivering project benefits with UPRR. A combined approach (capital capacity improvement coupled with an access fee model) may prove to be the most cost-effective method of delivering the Project benefits. The Project's goals remain increased frequency of up to nine additional daily round trips between Sacramento and Roseville and an improved Roseville station.

South Bay Connect (Oakland to San Jose Service Expansion Project Phase 2A)

The South Bay Connect project involves two main elements: 1) the rerouting of Capitol Corridor train service from its existing UPRR Niles Subdivision to the UPRR Coast Subdivision between Oakland and Newark and 2) a new intermodal station in the Fremont/Newark area that connects north-south rail service and existing east-west bus service across the Dumbarton transportation corridor, enhancing transit connections between Alameda County and the Peninsula. The proposed service reroute reduces travel time by up to 13 minutes between Oakland and San Jose. Resulting increases in ridership from travel time reduction and new intermodal station connections would reduce vehicle miles traveled on this congested corridor, resulting in lower overall transportation GHG emissions and harmful air pollutants. This project is being developed in coordination with a broad range of stakeholders, including Alameda CTC, AC Transit, and other public and private entities. The project completed its Project Definition phase in December 2019 and is expected to begin a two-year environmental and final design phase in early 2020.

Service Optimization Study

The Service Optimization Study is a multifaceted look at potential short- to medium-term 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. This work will heavily rely on a Northern California railroad network-level analysis of various NorCal passenger rail services that is expected to commence in early 2020. Another 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 metropolitan planning organization (MPO) models.

New Transbay Rail Crossing

CCJPA is partnering with BART on initial planning efforts needed to deliver a New Transbay Rail Crossing between San Francisco and the East Bay. The planned new rail crossing would include BART and standard gauge passenger rail services. The addition of interregional passenger rail service across the Transbay corridor would enable a one-seat ride between Sacramento and San Francisco and allow further one-seat direct connections between the Peninsula and East Bay locations. Section 9 of this ABP continues to include resources to support the full-time staff positions and supporting resources over the next five years to advance the planning studies and outreach efforts for interregional passenger rail services serving the greater NorCal Megaregion as part of the New Transbay Rail Crossing Project.

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. Table 5-1 summarizes the UPS and CCJPA results for FY 2018-19 and for FY 2019-20 through October/November 2019, as well as the standards for the next two fiscal years. Appendix B shows the measures used to develop standards for two additional years through FY 2023-24.

FY 2018-19 Performance Standards and Results

- Ridership: 1.8 million, an increase of four percent over the prior FY 2017-18.
- Revenue: \$38.1 million, five percent above FY 2017-18.
- System Operating Ratio (farebox ratio): 60 percent, above the 58 percent ratio for FY 2017-18, primarily due to increased revenues and lower fuel expenses.
- On-Time Performance (OTP): 89 percent, slipping one percent from FY 2017-18.

FY 2019-20 Performance Standards and Results to Date

- Ridership: Year-to-date (through November 2019) ridership is 1.6 percent above last year and 6.9 percent above business plan projections.
- Revenue: Year-to-date (through November 2019) revenue is 1.3 percent above last year and 5.9 percent above business plan projections.
- System Operating Ratio: Year-to-date (through November 2019) system operating ratio (a.k.a. farebox return) is 65 percent, above the FY 2019-20 standard of 52 percent.
- On-Time Performance (OTP): Year-to-date (through November 2019) End-Point OTP is 84 percent, which is 6 percent below the 90 percent standard. Passenger OTP is 85 percent, 5 percent below the 90 percent standard.

FY 2020-21 and FY 2021-22 Performance Standards

Table 5-1 provides the preliminary performance standards for FY 2020-21 and FY 2021-22. Appendix B shows the measures used to develop the performance standards. The FY 2020-21 and FY 2021-22 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 2020-21 and FY 2021-22 Action Plan

Table 5-2 summarizes projects, ongoing and planned, over FY 2020-21 and FY 2021-22. 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 18-19			FY 19-20	FY 20-21	FY 21-22
	Actual	Standard	% Difference	Standard	Standard	Standard
<u>Usage</u>						
Route Ridership	1,777,136	1,670,400	+6%	1,759,000	1,795,000	1,808,000
Passenger Miles	119,601,577	113,555,900	+5%	119,086,000	120,409,000	121,281,000
<u>Efficiency</u>						
System Operating Ratio (train and feeder bus)	60%	52%	+16%	52%	52%	52%
Total Operating Cost/Passenger-Mile	\$0.52	\$0.56	-7%	\$0.56	\$0.56	\$0.56
<u>Service Quality</u>						
End-Point On-Time Performance	89%	90%	-1%	90%	90%	90%
Passenger On-Time Performance	87%	90%	-3%	90%	90%	90%
Operator Delays/10K Miles	429	>325	+32%	>325	>325	>325

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. Ten-ride tickets are discounted roughly 35 percent compared to one-way fares and monthly tickets are discounted roughly 50 percent from one-way fares, assuming use of 40 times per month. A 6-ride ticket was introduced in summer 2019, designed for college/university students. These discounted multi-ride fares 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. Multi-ride tickets can be used year-round for all regularly-scheduled train service. Reservations are not required for any of the trains.

The CCJPA also offers targeted discount programs for leisure travelers. The “Take Five for \$5 on Weekends” buy-one/bring up to five others at \$5 each way is 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 a variety of seasonal discounts aimed at specific target groups such as seniors, to promote off-peak and weekend ridership. In addition, Capitol Corridor offers a variety of Everyday Discounts for seniors, children, military, disabled person, and members of select organizations.

ENVIRONMENTAL IMPACT OF CAPITOL CORRIDOR SERVICE

The Capitol Corridor’s success and 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 120 million passenger miles in FY 2018-19, which corresponds to removing approximately 90.6 million vehicle miles traveled (VMTs) from Northern California roadways. **The resulting net reduction of carbon dioxide was over 20,000 tons, which is equivalent to planting more than 2,912 trees.**

Table 5-2: FY 2020-21 and FY 2021-22 Action Plan

PROJECT	Past Fiscal Years	FY 2020-21				FY 2021-22				Future Fiscal Years
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Davis Station Improvements Design										
Santa Clara Siding Improvement Design										
UPRR Signal Replacement/Upgrade										
UPRR ROW Safety and Security										
Surfliner Door Panel Replacement										
Renewable Diesel Testing										
Bicycle Access Plan Implementation										
California Integrated Travel Program										
California Passenger Information Display System (PIDS) Modernization										
Service Optimization Plan										
Sacramento to Roseville Third Track Service Expansion										
South Bay Connect (Oakland to San Jose Phase 2A)										
New Transbay Rail Crossing										

FY 2020-21 Fares

CCJPA recently completed a multi-year series of fare increases on multi-ride tickets that have followed an inflationary increase of two percent per year. No fare increases are planned in FY 2020-21 for single-ride or multi-ride tickets (except for train tickets that include a bus connection) as CCJPA works with Amtrak to seek opportunities to improve the efficiency of our service delivery. CCJPA is working with Amtrak on an overall adjustment for some bus fares to keep pace with a significant increase in bus costs for some routes. Bus fares have not adjusted in recent fare increases and changes may be necessary to maintain current service levels.

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:

- Raise awareness of the flexibility of Capitol Corridor’s “unreserved” ticketing
- Continue to promote the college/university 6-ride ticket and the “Stride On Board” loyalty program.
- Continue to promote California’s “Everyday Discounts”
- Increase utilization of Amtrak’s mobile ticketing features, since they enable real-time validation and improve customer convenience

Together, these fare and ticketing programs for FY 2020-21 will enhance customer convenience and increase revenue yield as part of the expanding eTicketing program.

FY 2021-22 Fares

Currently, we do not anticipate fare increases for multi-ride or single-ride train tickets in FY 2021-22 beyond an inflationary level increase. If operating expenses fluctuate significantly (either increases or decreases), this plan 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.

Passenger Information Displays (PIDS)

Each California rail car is equipped with passenger information displays that provide the train number and destination. These displays will be gradually upgraded with newer replacement parts that still maintain the historic look and feel of the unique California railcar equipment. Upgrades to the displays include new lithium batteries, LED lighting, and new display messages.

At the stations, there are electronic PIDS displays 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. New air fresheners were added in the last fiscal year to help mitigate odors.

Wi-Fi

All cars in the fleet have complimentary Wi-Fi service that originates from the “brain” car (Café car). 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 2020. 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.
- Added former California baggage cars (8200-series) with 15 bike storage capacity per car to the Capitol Corridor fleet as second bike cars on select Capitol Corridor trains.
- Installed secure station bicycle parking at most Capitol Corridor stations.
- Designed 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 worked with SJJPA and Amtrak this past year to shift supplier of fresh foods and have already seen positive feedback and sales in the first few months. In FY 2020-21, CCJPA plans to retain and expand regional choices, increase the number of combination options, and evaluate more ways to improve efficiencies for the Café Car. CCJPA and Amtrak will evaluate the viability of providing food service promotions and advertisements via on-board flat screen monitors. As of early 2020, CCJPA has reinstated food service on all trains with the return of service on Trains 549 and 550.

CCJPA will continue to work with SJJPA and Amtrak to ensure the food and beverage service meets customer needs and expectations.

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

California owned rail equipment	NOTES
15 F59 Locomotives	Assigned to San Joaquin and Capitol Corridor service
2 Dash-8 Locomotives	Assigned to San Joaquin and Capitol Corridor service
8 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

Amtrak Supplemental Equipment	NOTES
2 P42 Locomotives	Assigned to San Joaquin and Capitol Corridor service
1 Bi-Level Superliner Coach Car	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 clean-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. CCJPA expects to receive two more Chargers in 2021, replacing two of the F59 locomotives.

Rehabilitation and Modification Programs

Using previously allocated State funds, the CCJPA, Caltrans, and Amtrak have created a multi-year program of periodic overhauls to the existing train fleet that will improve the fleet performance and maintain the valued assets of the State’s rolling stock investment, 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 2019-20

- PTC equipment was installed in all the State’s 23 locomotives and 19 cab cars and is now fully operational and ready for the January 2019 federal deadline.
- 39 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 2020-21

- Testing of renewable diesel in the new Tier IV California Charger locomotives to be EPA certified began in mid-2019 and will last one year. After successful testing, the new California Charger locomotive will be the cleanest petroleum-powered locomotive in the world and move California-owned passenger rail vehicles towards their goal of being carbon-free by 2040.
- Newly designed bike racks with more storage capacity are being tested and will be installed on all cab cars. A bike rack design for the Amtrak-leased Superliners is also in progress, with implementation planned in early 2020.
- The 15 F-59 locomotives owned by the State are going through a multi-year State-funded renovation program that began in 2011 and are due to go through their final overhaul in 2020. Two of the 15 are to be replaced with Tier IV Chargers by 2021, with an additional five possible by 2022/23. The head-end power units in the locomotives that provide power for lighting, electrical outlets, etc., that were updated to EPA Tier IV standards in 2012, will be overhauled starting in 2020.
- Upgrades to the HVAC, ducting, and thermostatic controllers will continue.
- 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 February 2020.
- For added safety and security, beginning March 2020, 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.
- Replace side door operators on the 6000 series Surfliner cars starting in March 2020.
- Replacement of 20-year-old side door panels on the 6000 series Surfliner cars in 2020.
- Clean the waste tank systems and reroute the venting on the 8800-series cars to help mitigate foul odors.
- Ongoing replacement and upgrading of the floor panels on the 8000 series cars.

- Replace the destination sign LED displays.
- 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. Primary objectives include 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. 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 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, and engaging customers in providing feedback. 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.
- Enabling consistent and timely passenger communications via a variety of channels, including SMS/text and email service alerts, to ensure customers receive clear and up-to-date information.
- Encouraging passengers to provide input via our channels such as the website, social media, and toll-free number. We use this feedback to identify and prioritize service modifications, capital improvements, and desired amenities for the service.

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, enabling 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 relationships with organizations that are close to Capitol Corridor stations and/or share similar target audiences to heighten Capitol Corridor’s brand visibility.

Joint Marketing and Outreach

The CCJPA achieves cost efficiencies by working with local community partners, such as CCJPA member agencies and local destinations, to promote both destination and rail travel.

Customer Relations

The CCJPA views communication with passengers as the cornerstone of our customer-focused service delivery. CCJPA actively encourages passengers to provide input via our website, social media channels,

and toll-free number, funneling these comments into an online platform, which allows CCJPA to better respond to the customer’s 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--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 route to build awareness of the service in their respective cities through local outreach campaigns, including transit connections via the Transit Transfer Program.
- 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 rail safety campaigns through education, engineering, and enforcement.

FY 2020-21 Marketing Program

CCJPA’s FY 2020-21 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 advertising campaigns that position Capitol Corridor as a distinct regional service brand. CCJPA will evolve the Capitol Corridor brand to ensure that marketing and customer touchpoints align with the CCJPA’s overall vision at present and into the future. Key elements will include:

- Creating more digital content (videos, photos, infographics, etc.) for distribution via website, blog, and social media channels, to educate and engage riders and non-riders.
- Collaborating on promotions with partners to maximize media spend and expand market reach.
- 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.
- Extend visibility of the brand, via train exteriors, uniforms, and other channels.
- Seeking solutions for Contact Center communication gaps, research cost-saving options, evaluate service hours, etc.
- Identifying areas for marketing and customer service automation and personalization, to more efficiently use our resources.

FY 2021-22 Marketing Program

The CCJPA will continue to strive for ridership and revenue growth, as well as increased brand awareness through the region and beyond. Additionally, CCJPA will continue to align its marketing efforts with planned service amenity improvement projects, to ensure consistency of the customer experience. As CCJPA marks its 30th year of operation, marketing and communication efforts will focus on commemorating this milestone, along with emphasizing CCJPA’s commitment to high quality, customer-focused passenger rail service into the future.

9. FY 2020-21 & FY 2021-22 ANNUAL FUNDING REQUIREMENT: COST AND RIDERSHIP PROJECTIONS

The primary purpose of this ABP, as defined 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 as well as administer two State IPR technology programs and a megaregional rail service expansion planning

effort. Previous sections in this document describe the proposed operating plan, planned service improvements, and capital improvements for FY 2020-21 and FY 2021-22.

Operating Costs

Based on the Operating Plan and Strategies (Section 3), the CCJPA has prepared an initial forecast for the FY 2020-21 and FY 2021-22 operating expenses, ridership, and revenues. The FY 2020-21 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, 2020.

Projected operating costs are shown in Table 9-1 and include the basic train service and associated throughway bus services provided by Amtrak, 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. The Information and Customer Support Services budget included in Table 9-1 includes proposed increases of 3.85% for both FY 2020-21 and FY 2021-22, the current inflationary level for the SF Bay Area.

Marketing Expenses

The CCJPA's marketing budget for FY 2020-21 and FY 2021-22 will fund the respective fiscal year's Marketing Programs presented in Section 8. 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.

Administrative Expenses

Table 9-1 identifies the estimate for the FY 2020-21 and FY 2021-22 budgets that support the administrative activities of the CCJPA for the Capitol Corridor service which includes increases of 3.2% for each fiscal year. The proposed 3.2% administrative escalation rate increases were determined by using the California Department of Finance Consumer Price Index based on State FY averages for SFY 2017-18 for the San Francisco Bay Area.

Total Budget

Compared to the current period (FY 2019-20), the FY 2020-21 and FY 2021-22 total proposed budgets for the CCJPA's operating, marketing, and administrative expenses are expected to decrease by 1.3 percent in FY 2020-21 and increase by 1.8 percent in FY 2021-22. The operating budget FY 2020-21 should be considered draft as of this version as Amtrak will not provide final forecast until March 2020.

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.

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 \$314,000. Some recent examples of minor capital projects include the installation of signage at stations and the repair of damaged station bike eLockers.

Capitalized Maintenance

See description in Chapter 4, Railroad Infrastructure Maintenance and Improvements section.

**Table 9-1
CCJPA FY 2020-21 - FY 2021-22 Funding Requirement
Capitol Corridor Service**

Service Level	Current	Proposed	
	FY 2019-20 Budget	FY 2020-21 Budget	FY 2021-22 Budget
Sacramento-Oakland			
Weekday	30	30	30
Weekend	22	22	22
Oakland-San Jose			
Weekday	14	14	14
Weekend	14	14	14
Sacramento-Roseville	2	2	2
Roseville-Auburn	2	2	2
Ridership	1,759,000	1,795,000	1,808,000
Third Party Expenses (a)	\$ 12,128,000	\$ 12,269,000	\$ 12,514,000
Amtrak Expenses (b)	\$ 53,546,000	\$ 53,343,000	\$ 54,397,000
Information/Customer Support Services (c)	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000
TOTAL Expenses	\$ 66,790,000	\$ 66,728,000	\$ 68,027,000
Ticket Revenue	\$ 34,987,500	\$ 35,361,000	\$ 35,714,000
Food & Beverage Revenue	\$ 1,912,500	\$ 1,933,000	\$ 1,952,000
Other Revenue (d)	\$ 600,000	\$ 606,000	\$ 612,000
TOTAL Revenue	\$ 37,500,000	\$ 37,900,000	\$ 38,278,000
CCJPA Funding Requirement			
CCJPA Operating Budget	\$ 29,290,000	\$ 28,828,000	\$ 29,749,000
Net Amtrak Operating Costs [Expenses less Revenues]	\$ 28,174,000	\$ 27,712,000	\$ 28,633,000
CCJPA Management			
Information/Customer Support Services	\$ 1,116,000	\$ 1,116,000	\$ 1,116,000
Marketing (e)	\$ 1,174,000	\$ 1,174,000	\$ 1,174,000
Administrative Budget (f)	\$ 2,737,000	\$ 2,737,000	\$ 2,737,000
TOTAL CCJPA Funding Request (g)	\$ 33,201,000	\$ 32,739,000	\$ 33,660,000
Difference from FY18-19 Budget		\$ (462,000)	\$ 459,000
Percent Change from FY18-19 Budget		-1.4%	1.4%
SUPPLEMENTAL ALLOCATIONS TOTAL	\$ 6,386,000	\$ 7,740,000	\$ 10,500,000
Minor Capital Projects (h)	\$ 500,000	\$ 500,000	\$ 500,000
Capitalized Maintenance (i)	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
Onboard Technology [Wi-Fi] (j)	\$ 3,136,000	\$ 4,000,000	\$ 4,000,000
New Transbay Rail Crossing (k)	\$ 1,750,000	\$ 2,000,000	\$ 2,000,000
California Passenger Information Display System [CA PIDS] (l)	\$ -	\$ 240,000	\$ 3,000,000

(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 2019-20 and FY 2020-21 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 FY19-20 previously allocated.

(j) In FY 2018-19, CCJPA assumed (from Amtrak) the management of Wi-Fi for all the CA IPR services. Refer to Section 9 of the Business Plan for more details.

(k) CCJPA has previously received 2019 TIRCP grant to support BART's effort on a New Transbay Rail Crossing. These funds will be used to advance the standard-gauge passenger rail as part of the New Transbay Crossing, pursuant to the California State Rail Plan (2018).

(l) CCJPA is implementing a modern CA Passenger Information Display System (PIDS) to be used for all CA IPR agencies.

Onboard Technology [Wi-Fi]

In 2018, CCJPA worked with Amtrak to transfer the provision of third-party onboard Wi-Fi and its associated management expenses for the two Northern California State-supported intercity passenger rail services (Capitol Corridor and San Joaquins) to the CCJPA, with the understanding that the Southern California Pacific Surfliner would eventually also join under CCJPA’s oversight. As part of this shift, CCJPA procured a Next Generation onboard Wi-Fi service provider and a Wi-Fi service oversight contractor.

Under guidance from the Caltrans DRMT, these procurements were conducted as service-based contracts that ensure:

- 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; and,
- Scaling and sharing of resources are used to reduce costs in the oversight and delivery of Wi-Fi service.

A service-based contract model amortizes capital and ongoing operational costs over a long service period, resulting in planned and predictable monthly payments for all elements of service delivery. CCJPA commenced the transition to Next Generation Wi-Fi for the Northern California fleet in FY 2019-20, and CCJPA incurred costs for supporting the legacy Wi-Fi system (necessary for uninterrupted Wi-Fi service to customers), one-time Next Generation Wi-Fi task order development, design oversight and commissioning, and the monthly payments for the Next Generation Wi-Fi and Wi-Fi oversight contractor. In FY 2020-21, the Pacific Surfliner fleet is expected to go through a transition process similar to how the onboard Wi-Fi service on the Northern California fleet shifted from Amtrak oversight to CCJPA. Thus, in addition to the Next Generation system support costs for the Northern California fleet, the Pacific Surfliner fleet will incur costs for supporting the legacy Wi-Fi system, oversight management and tasks for work directive development, design oversight, and installation commissioning, as well as a limited deployment of Next Generation system equipment. The annual cost of the Next Generation Wi-Fi system on all three IPR services is expected to increase to \$4.0 for FY 2020-21 (this is a preliminary estimate and may change in future versions submitted to CalSTA) and then lower slightly (due to one-time costs going away) for FY 2021-22.

California Passenger Information Display System [PIDS]

CCJPA is leading the procurement, design, and implementation of a modern Passenger Information Display System (PIDS) that can be used by multiple passenger rail services across California, including the three State-supported IPR services. In addition to interoperability at stations shared by multiple service operators, another benefit of designing and implementing a standard PIDS across the State is the ability for multiple services to share the common costs of oversight and management of the system.

Similar to Wi-Fi, the CalPIDS procurement was conducted as a service-based contract to ensure that PIDS technology is kept up-to-date and that costs to public agencies are amortized over many years instead of traditional one-time heavy capital costs. One-time capital investment will need to be made at many stations that require telecommunications infrastructure upgrades, such as power and data circuits. CCJPA has received \$1.1 million from SRA to initiate the project so far, and the estimated cost of CalPIDS modernization for all three State-supported IPR services is \$240,000 in FY 2020-21 and \$3.0 million in FY 2021-22 (these are preliminary estimates and may change in future versions submitted to CalSTA).

New Transbay Rail Crossing

Initial studies have begun though BART and the CCJPA on early planning and implementation strategies for a Second Transbay Rail Crossing that would support both BART trains and interregional (intercity and commuter) passenger train services between the East Bay and San Francisco. Previous studies have identified the need for a new Transbay crossing of BART plus stand-gauge passenger rail services --- Core Capacity Study for the Transbay Corridor (Metropolitan Transportation Commission (MTC) and the 2018 California State Rail Plan (Caltrans).

CCJPA was initially supporting this initial planning in FY 2019-20 with \$1 million from a 2018 TIRCP funding grant for network integration (working with outside consultants). CCJPA is requesting an annual supplemental allocation amount of \$2.0 million per fiscal year starting FY 2020-21 for the purposes of supporting dedicated full-time staff positions plus providing financial resources for project planning and implementation strategies over the next five years.

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 2019, the CCJPA Board approved a five-year term with BART for the period of February 20, 2020 through February 19, 2025. This action was subsequently supported by BART's Board in December 2019.

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 2020-21 and FY 2021-22 to support the Capitol Corridor are solely expended to operate, administer, and market the service.

11. CONSIDERATION OF OTHER SERVICE EXPANSIONS AND ENHANCEMENTS

This section presents service expansion and enhancement opportunities beyond the CCJPA's FY 2020-21 and FY 2021-22 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 DRMT 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 SB1.

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 studied, 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.

New Transbay Rail Crossing

CCJPA is now working with BART on early planning and implementation strategies for a New Transbay Rail Crossing – an opportunity for a second crossing for BART between the East Bay and San Francisco and a first crossing of this heavily traveled corridor for interregional (intercity and commuter) passenger train services. 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 this megaproject.

CCJPA is supporting initial planning for this project with a 2018 TIRCP funding grant and FY 2019-20 supplemental allocations. 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 new 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

Most recently revised in February 2019, the CCJPA's Train Service Policy supports 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. The updated CCJPA Train Station Policy presents an improved process to consider new station viability, benefit, and integration into the Capitol Corridor route. It clarifies 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	30	1,777,136	4.1%	4,869	\$38,109,114	5.0%	\$62,492,832	2.1%	60.0%	\$28,689,495

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.

APPENDIX B

CAPITOL CORRIDOR PERFORMANCE STANDARDS FFY 2018-19 to FFY 2023-24

PERFORMANCE STANDARD	FY 2018-19				FY 2019-20	FY 2020-21	FY 2021-22	FY 2022-23	FY 2023-24
	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)
USAGE									
Route Ridership	1,777,136	1,670,400	106,736	6.4%	1,759,000	1,795,000	1,808,000	1,844,000	1,881,000
Passenger Miles	119,601,577	113,555,900	6,045,677	5.3%	119,086,000	120,409,000	121,281,000	123,179,000	125,651,000
Average Daily Ridership	4,869	4,576	292	6.4%	4,819	4,918	4,953	5,052	5,153
Percent Change in Route Ridership	4.1%	3.6%			5.3%	2.0%	0.7%	2.0%	2.0%
Percent Change in Train Passenger Miles	5.1%	5.0%			4.9%	1.1%	0.7%	1.6%	2.0%
Percent Change in Train Miles	0.8%	0.5%			-0.5%	1.9%	0.0%	0.0%	0.0%
Passenger Miles per Train Mile (PM/TM)	102.4	97.1	5.3	5.4%	102.4	101.6	102.3	103.9	106.0
COST EFFICIENCY									
System Operating Ratio	61%	55%	5.9%	--	56%	57%	56%	56%	57%
Total Operating Costs per Passenger Mile					\$0.56	\$0.56	\$0.56	\$0.57	\$0.57
Percent Change in Total Revenue	5.0%	6.5%	--	--	6.2%	1.1%	1.0%	3.0%	3.0%
Percent Change in Total Expenses	2.1%	-0.2%	--	--	4.1%	-0.1%	1.9%	2.8%	2.7%
Train Revenue per Train Mile	\$30.26	\$28.17	\$2.09	7.4%	\$30.08	\$29.84	\$30.14	\$31.27	\$32.21
Train Revenue per Passenger Mile (Yield)	\$0.296	\$0.290	\$0.01	1.9%	\$0.296	\$0.302	\$0.308	\$0.314	\$0.320
Train Expenses per Train Mile	\$53.14	\$54.54	-\$1.40	-2.6%	\$56.17	\$57.86	\$59.59	\$61.38	\$63.22
Train Only State Cost per Train Mile	\$22.88	\$26.36	-\$3.48	-13.2%	\$22.93	\$21.99	\$22.70	\$23.05	\$23.65
Train Only State Cost Per Passenger Mile	\$0.22	\$0.27	-\$0.05	-17.7%	\$0.22	\$0.22	\$0.22	\$0.22	\$0.22
SERVICE QUALITY									
End-Point On Time Performance	89%	90%	-1%	--	90%	90%	90%	90%	90%
Passenger On Time Performance	87%	90%	-3%	--	90%	90%	90%	90%	90%
Operator Delays per 10,000 Miles	429	>325	104	32%	>325	>325	>325	>325	>325
Percent of California Car Fleet Available	79%	87%	-8%	--	87%	87%	87%	87%	87%
OPERATING RESULTS									
TRAIN AND BUS									
Total Revenue	\$ 38,109,114	\$ 35,300,000	\$2,809,114	8.0%	\$ 37,500,000	\$ 37,900,000	\$ 38,278,000	\$ 39,426,000	\$ 40,609,000
Total Expenses (b)	\$ 62,492,832	\$ 64,135,076	\$ (1,642,244)	-2.6%	\$ 66,790,000	\$ 66,728,000	\$ 68,027,000	\$ 69,898,000	\$ 71,820,000
Total CCJPA Operating Budget	\$24,383,718	\$28,835,076	(\$4,451,358)	-15.4%	\$29,290,000	\$28,828,000	\$29,749,000	\$30,472,000	\$31,211,000
TRAIN ONLY									
Train Only Revenue	\$ 35,347,074	\$ 32,935,000	2,412,074	7.3%	\$ 34,987,500	\$ 35,361,000	\$ 35,714,000	\$ 37,060,000	\$ 38,172,000
Train Only Expenses	\$ 62,069,278	\$ 63,754,000	(1,684,722)	-2.6%	\$ 61,653,000	\$ 61,425,000	\$ 62,617,000	\$ 64,380,000	\$ 66,192,000
Train Only State Operating Cost	\$ 26,722,204	\$ 30,819,000	(4,096,796)	-13.3%	\$ 26,665,500	\$ 26,064,000	\$ 26,903,000	\$ 27,320,000	\$ 28,020,000
Train Miles	1,168,000	1,169,000	(1,000)	-0.1%	1,163,000	1,185,000	1,185,000	1,185,000	1,185,000

(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**Capital Projects by CCJPA (\$ million)**

CCJPA Sponsored Projects	Status	Programmed (\$ millions)	Funding Sources	Project Cost (\$ millions)
Davis Station Improvements	Pre-construction activities	\$7.30	PTA, SRA, CCJPA RAB	\$7.30
Santa Clara Siding Improvement Project	Pre-construction activities	\$3.34	SRA, TIRCP	\$5.73
Capitalized Maintenance	Ongoing (\$1M annually)	\$10.00	STIP, PTA (ongoing 10-year dedicated funding)	\$10.00
UPRR Signal Replacement/Upgrade	In progress	\$7.15	SRA, PTA	\$7.15
UPRR Right-of-Way Safety and Security	In progress	\$7.50	SRA	\$7.50
Surfliner Door Panel Replacement	Procurement in progress	\$0.55	Caltrans DRMT	\$0.55
Renewable Diesel Testing	Pilot testing in progress	\$1.00	CCRP	\$1.00
Bicycle Access Plan Implementation	Refinement for new onboard bike rack and design of Superliner bike rack	\$0.23	CCRP	\$0.23
California Integrated Travel Program	Various studies and business cases are being developed. Initial pilots with select operator are expected in 2020.	\$27.34	TIRCP	\$27.34
California PIDS Modernization (CCJPA share)	Design initiated	\$1.11	SRA	\$1.11
Service Optimization Plan	NorCal network analysis to begin in early 2020	\$0.40	TIRCP, CCRP	\$0.40
Sacramento to Roseville Third Main Track Construction Phase 1	Final design in progress	\$85.65	Prop 1A HST, STIP, PCTPA STIP, TIRCP, SRA	\$85.65
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	CCRP	\$465.40
South Bay Connect (Oakland to San Jose Phase 2A)	Environmental and final design to begin in early 2020	\$196.36	STIP, TIRCP, RM3, Measure BB	\$264.38
Network Integration	Support for initial Second Transbay Crossing economic analysis and Southern Alameda County Rail Study	\$2.00	TIRCP	\$2.00
TOTAL - ALL PROJECTS		\$343.29	ESTIMATED TOTAL	\$872.71