



BUSINESS PLAN UPDATE FY 2021-22 • 2022-23

DRAFT

INTERCITY PASSENGER RAIL SERVICE

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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 2021-22 and FY 2022-23). 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 will submit this draft ABP to the Secretary of the California State Transportation Agency (CalSTA) in April 2021 and, as necessary, a revised version can be submitted by June 15, 2021.

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. Due to the COVID-19 global pandemic, CCJPA reduced service beginning in March 2020 and will continue to operate a temporary reduced operating plan for train and bus service into the first quarter of FY 2021-22 with a goal to transition to full service in the second quarter. For the purposes of budget forecasting, the business plan reflects these presumed service levels but may need to be adjusted based on changing health and financial conditions. Operating plan changes in the next fiscal year include resuming food and beverage services onboard all trains when health conditions allow and the full implementation of a paper-free Transit Transfer Program.

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 2021-22 and any future CCJPA/Amtrak operating agreement, as summarized in the table below for the upcoming fiscal years.

Capitol Corridor Route	FY 2021-22		FY 2022-23
	Q1, <i>Reduced Service</i>	Q 2 – 4, <i>Full Service</i>	Q 1 – 4, <i>Full Service</i>
Sacramento – Oakland	24 weekday (18 weekend) trains	30 weekday (22 weekend) trains	30 weekday (22 weekend) trains
Oakland – San Jose	12 weekday (10 weekend) trains	14 daily trains	14 daily trains
Sacramento – Roseville	2 daily trains	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	2 daily trains
Operating Budget	\$61.04 million		\$57.40 million

Uniform 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 19-20			FY 20-21	FY 21-22	FY 22-23
	Actual	Standard	% Difference	Standard	Standard	Standard
<u>Usage</u>						
Route Ridership	898,007	1,759,000	-49%	388,488	522,000	783,500
Passenger Miles	60,045,281	119,086,000	+50%	26,060,000	35,016,000	52,557,000
<u>Efficiency</u>						
System Operating Ratio (train and feeder bus)	35%	52%	-32%	52%	52%	52%
Total Operating Cost/Passenger-Mile	\$1.82	\$0.55	+230%	\$0.55	\$0.55	\$0.55
<u>Service Quality</u>						
End-Point On-Time Performance	88%	90%	-2%	90%	90%	90%
Passenger On-Time Performance	87%	90%	-3%	90%	90%	90%
Operator Delays/10K Miles	327	>325	+0.5%	>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.

Long-term service plan improvement activities over the next two fiscal years will include the final engineering design of Sacramento to Roseville service expansion project, and the environmental and design phase of the South Bay Connect (formerly Oakland to San Jose Phase 2A) project. CCJPA will also continue to work in partnership with BART on the initial planning stages for Link21, 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 continual Wi-Fi portal improvements in content and bandwidth. 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 North County Transit District (NCTD) to modernize PIDS across State-supported intercity passenger rail services, with implementation ongoing through calendar year 2022. The California Integrated Travel Program, in coordination with the California State Transportation Agency (CalSTA), will be entering a Minimum Viable Project (MVP) phase which is intended during the Fiscal Year to introduce new ticketing options to the public. This will require internal Capitol Corridor management and oversight changes, and as experienced by the public, there will be a notable change to ticket sales can proceed. CCJPA is presently developing the nature of the MVP and will engage with the public as to the nature of the ticketing change.

Marketing Strategies. The CCJPA's marketing strategies for FY 2020-21 and FY 2021-22 and FY 2022-23 will focus on developing and implementing a comprehensive marketing plan to attract and grow ridership to pre-pandemic levels. Over the next two fiscal years, CCJPA will develop renew 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 efforts.

Action Plan. 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 2021 and final form by June 15, 2021 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 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.

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

The 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):

For FY 2021-22, CCJPA will continue the operation of the pulse schedule introduced on March 29, 2021, which is a regularized hourly arrival and departure pattern (i.e. 5:01, 6:01, 7:01, etc.). This was a major change in CCJPA's schedule and is in alignment with the California Rail State plan. Additionally, this new schedule will connect Auburn to San Jose with a direct train each way seven days a week.

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. Due to the unprecedented effects of the COVID-19 global pandemic, CCJPA reduced train service in order to mitigate revenue shortfalls while still providing a critical transportation lifeline to essential and frontline workers during 2020. Immediately following the shelter in place orders in March of 2020, CCJPA reduced train service to ten trains per day. In June of 2020, the service frequency was increased to eight round trips on weekdays and five on weekends, representing fifty-five percent of pre-pandemic levels. The short-term strategy is to match our service to demands as public health and financial conditions allow. CCJPA's goal is to return to pre-pandemic train service levels by the second quarter of FY 2021-22.

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

Prior to the pandemic, through February 2020, the Capitol Corridor train service experienced ridership growth for 31 consecutive months. CCJPA will focus comprehensive strategies to restore service and ridership towards pre-pandemic levels in the FY 2021-22 and FY 2022-23.

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 transit agencies through its Transit Transfer Program that allows Capitol Corridor passengers to transfer free of charge to participating local transit services. CCJPA has a joint ticketing arrangement with Placer Commuter Express and Roseville Transit, and 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.

As part of the overall FY 20-21 COVID-19 temporary service reduction, the motorcoach bus connection to Santa Barbara was discontinued, and the connection to San Francisco was reduced to serve a subset of Capitol Corridor trains. CCJPA will continue to explore the possibility of transitioning to an AC Transit provided connection for this service. CCJPA is currently in discussions to form a partnership with El Dorado Transit for the Sacramento to South Lake Tahoe route.

As of March 2021, CCJPA is close to completing the implementation of a paper-free Transit Transfer program which will allow passengers to transfer to partnering transit agency services by showing an electronic ticket instead of a paper slip. In the coming month, Show Your Amtrak Ticket Transit Transfer program will be fully implemented with all CCJPA transit agency partners which reduces COVID-19 health risks and printing costs.

Pursuant to Senate Bill (SB) 742 which was enacted in 2020 and enables the State-supported intercity passenger rail services (Capitol Corridor, San Joaquins, and Pacific Surfliner) to provide bus service to passengers without a train ticket, CCJPA is coordinating with the other two intercity passenger rail services on the implementation and expect to identify opportunities to provide such services on additional routes during the next fiscal year.

FY 2020-21 Operating Plan

As of March 2021, the current Operating Plan for FY 2020-21 is a temporary reduced schedule due to the current pandemic, with a plan to increase service in the Summer of 2021:

- Sacramento – Oakland - 16 weekday (10 weekend) trains
- Oakland – San Jose: 12 weekday (8 weekend) trains (as of March 29, 2021)
- Sacramento – Roseville – Auburn – 2 daily trains (one round-trip)

FY 2021-22 and FY 2021-22 Operating Plans and Strategies

CCJPA will continue to operate a temporary reduced operating plan for train and bus service in the first quarter of FY 2021-22 with a goal of transitioning to full service in the second quarter.

Capitol Corridor Route	FY 2021-22		FY 2022-23
	Q1, Reduced Service	Q 2 – 4, Full Service	Q 1 – 4, Full Service
Sacramento – Oakland	24 weekday (18 weekend) trains	30 weekday (22 weekend) trains	30 weekday (22 weekend) trains
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Sacramento – Roseville	2 daily trains	2 daily trains	2 daily trains
Roseville – Auburn	2 daily trains	2 daily trains	2 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.

During FY 20-21 CCJPA implemented health and safety measures soon after the COVID-19 global pandemic. This included hand sanitizers aboard, enhanced cleaning procedures and mandated mask wearing while riding onboard. CCJPA is exploring additional technology that can enhance health & safety for FY 21-22.

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 2021-22 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 [~\$700,000 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 have been 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 from a mixture of funding sources. The vast majority of funding has come from the State. See Appendix C for a list of CCJPA capital projects, project status, and related funding.

The 2018 State Rail Plan update lays out a transformative long-term vision of the statewide railroad network. The Plan envisions capital investments supporting a multi-tiered freight and passenger rail operating environment that better serves travel markets with improved cost efficiency. 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 2021-22 and FY 2022-23 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. CCJPA is also working in partnership with BART to continue planning efforts for Link21, which includes a megaregional assessment of both BART and standard gauge rail that would be enhanced by a crossing between San Francisco and Oakland.

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.

Agnew 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 FY 2020-21. 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 2021-22, 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 December 2020, the CCJPA completed significant Wi-Fi system upgrades to the entire Northern California bi-level fleet which serves both the Capitol Corridor and San Joaquin intercity routes. CCJPA, working with Caltrans DRMT, performs this work as a 'center of excellence' on behalf of the State's northern intercity passenger rail systems. In due course, this is available to extend to the Southern California fleet. The upgrades were completed using a service model approach, in which both the capital, ongoing operating support costs, and the associated amenities (e.g., entertainment and service applications) are amortized over time to allow for appropriate and consistent technology life-cycle upgrades. While the bi-level fleet has been upgraded, the new Siemens 'Venture' cars, are tentatively scheduled to be outfitted with the same Wi-Fi system starting in April 2021 and this install may continue into the fiscal year of this Business Plan. In addition to portal/landing page features described in Chapter 8, Marketing Strategies, the CCJPA will work with the Wi-Fi to test some internet traffic shaping treatments that can improve the overall passenger experience.

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 complete testing of renewable diesel as a substitute for carbon-based diesel fuel with the intention to transition the fuel source during FY 21-22.

Additional New Rolling Stock

Caltrans has procured new single-level passenger rail cars (Siemens 'Venture Cars', described above in Wi-Fi) and these cars will be delivered for use on the San Joaquin service (tentatively) beginning in Fall 2021. This delivery will result in a shift of some vehicles to CCJPA. 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

In prior years, CCJPA has implemented a number of projects to support bicycle access to the service, including the installation of new electronic bicycle lockers at most of our stations. The COVID-related decreased ridership has slowed the demand for additional bike storage on and off the train, but we will continue to maintain and install new angled bike racks in additional cars as demand regrows.

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 North County Transit District (NCTD) to modernize PIDS across State-supported intercity passenger rail services, with implementation ongoing through calendar year 2022.

California Integrated Travel Program (Cal ITP)

CCJPA is managing a CalSTA and Caltrans DRMT-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. While the first year of the project was spent developing the work program, 2020 was spent further building capacity in following standards and building upon scale of data systems, hardware, and software that would need to be in place to support early pilots. The latter half of 2020 was also spent developing Minimum Viable Projects (MVP) with selected transit operators. During this fiscal year, the California Intercity Passenger Rail system is expected to begin a Cal ITP payment system upgrade in a MVP approach which builds upon other prior MVP developments in California. As well, the funding grant and responsibilities for Cal-ITP are expanding into a program approach that requires a future entity or collection of partner entities to deliver on this key State level objective. To that end, CCJPA is working with CalSTA/Caltrans DRMT to explore governance options that can emerge handed off from CCJPA's fiscal oversight of Cal-ITP.

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 working towards future design percentages until, nearly mid-2022, we should be at 100% design completed. Starting in early 2021, the CCJPA has been actively seeking additional funding opportunities at the State and Federal level to overcome an estimated \$68M construction phase funding gap. During this fiscal year the CCJPA will seek funding agreements for newly added State and Federal funding sources to prepare for construction commencing in late 2022 or early 2023.

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 at Ardenwood Park & Ride (in the Fremont/Newark area) that connects north-south rail service and existing east-west transit and shuttle 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 and reduces overall freight and passenger train congestion in the East Bay. 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 kicked off a two-year environmental and final design phase in Summer 2020. The draft Environmental Impact Report (EIR) is expected to be released by end of 2021 and the final EIR by end of 2022. While this project is fully funded through environmental and final design, CCJPA will continue to seek additional funding required to complete construction.

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. CCJPA is building towards a distributed delay pulse schedule for 2026 through this work that will require Union Pacific approval.

Link21 (New Transbay Rail Crossing)

CCJPA is partnering with BART on the extensive planning efforts needed to deliver on a Northern California Megaregional Project, a new transbay rail crossing between San Francisco and Oakland with implications that extend far beyond just the connection across the San Francisco Bay. The planned new rail crossing is evaluating provisions to include BART and/or standard gauge passenger rail services. The undertaking of such a project involves considering project concepts, markets, options, formal alternatives, across over 21 Northern California counties and requires a multi-disciplinary team of expertise to complete the extensive process. 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 Link21.

5. PERFORMANCE STANDARDS AND ACTION PLAN

CCJPA maintains a customer-focused business model which 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 2019-20 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 2019-20 Performance Standards and Results

- Ridership: 898 thousand, a decrease of forty-nine percent compared to the prior FY 2018-19.
- Revenue: \$20.3 million, forty-seven percent less than FY 2018-19.
- System Operating Ratio (farebox ratio): 34 percent, forty-three percent less than FY 2018-19, primarily due to the decrease in ridership and revenue as a result of the COVID pandemic.
- On-Time Performance (OTP): 88 percent, slipping one percent from FY 2018-19.

FY 2020-21 Performance Standards and Results to Date

- Ridership: Year-to-date (through February 2021) ridership is 87 percent less than last year and 28 percent below business plan projections.
- Revenue: Year-to-date (through February 2021) revenue is 86 percent less than last year and 41 percent below business plan projections.
- System Operating Ratio: Year-to-date (through February 2021) system operating ratio is 13 percent, less than the FY 2019-20 standard of 52 percent.
- On-Time Performance (OTP): Year-to-date (February 2021) End-Point OTP is 90 percent, which is even with the standard. Passenger OTP is 91 percent, 1 percent above the 90 percent standard.

FY 2021-22 and FY 2022-23 Performance Standards

Table 5-1 provides the preliminary performance standards for FY 2021-22 and FY 2022-23. 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 2021-22 and FY 2022-23 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 19-20			FY 20-21	FY 21-22	FY 22-23
	Actual	Standard	% Difference	Standard	Standard	Standard
<u>Usage</u>						
Route Ridership	898,007	1,759,000	-49%	388,488	522,000	783,500
Passenger Miles	60,045,281	119,086,000	-50%	26,052,000	35,016,000	52,557,000
<u>Efficiency</u>						
System Operating Ratio (train and feeder bus)	35%	52%	-32%	52%	52%	52%
Total Operating Cost/Passenger-Mile	\$1.82	\$0.55	+230%	\$0.55	\$0.55	\$0.55
<u>Service Quality</u>						
End-Point On-Time Performance	88%	90%	-2%	90%	90%	90%
Passenger On-Time Performance	87%	90%	-3%	90%	90%	90%
Operator Delays/10K Miles	327	>325	+0.5%	>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 other transportation options. Ticket types include standard one-way and roundtrip fares, monthly passes, and 10-ride tickets valid for 60 days. Ten-ride tickets are discounted roughly 35 percent as 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.

Under the Cal-ITP process, CCJPA, along with SJJPA staff, are positioned to re-cast the fare and ticketing system in an effort to simplify connections to other transportation services, reduce the costs of fare collection, and greatly simplify travel for customer. The process for this change will emerge over the period of this Business Plan and will require the development of internal capacity for CCJPA to manage revenue and customer service, much of which is handled by Amtrak at present. CCJPA will work closely with Cal-STA and Caltrans DRMT leadership to ensure that the proper staffing resources are in place to shift and then grow into a new fare and ticketing system that delivers on the objectives described.

Table 5-2: FY 2021-22 and FY 2022-23 Action Plan

PROJECT	Past Fiscal Years	FY 2021-22				FY 2022-23				Future Fiscal Years
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
Davis Station Improvements										
Agnew Siding										
UPRR Signal Replacement/Upgrade										
UPRR ROW Safety and Security										
Surfliner Door Panel Replacement										
Renewable Diesel Testing										
Bicycle Access Plan Implementation (Angled Rack Installation)										
California Integrated Travel Program										
California Passenger Information Display System (PIDS) Modernization										
Service Optimization Plan										
Sacramento to Roseville Third Track Phase 1 Service Expansion										
South Bay Connect (Oakland to San Jose Phase 2A)										
Link21										

FY 2020-21 Fares

In 2019, CCJPA completed a multi-year series of fare increases on multi-ride tickets that followed an inflationary increase of two percent per year. Given the budget and ridership demand uncertainties resulting from the COVID pandemic, no fare increases are planned in FY 2021-22 for single-ride or multi-ride tickets. To offer riders more flexibility with their multi-ride tickets, CCJPA extended the 10-ride/45-day ticket to 60 days, recognizing that riders may not be traveling as frequently given that many employees were encouraged and continue to work from home. This year and next, we will seek out more ways to offer ticket flexibility for riders as we learn more about ridership patterns and prepare for a new ticketing platform. 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 were 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 initiatives designed to regain ridership and build customer satisfaction. Opportunities related to fares and ticketing include:

- Perform a fare analysis to benchmark our existing fare offerings and better inform future fare products
- Develop new fare products or adjust existing ones to better meet the needs of riders
- 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 2021-22 will enhance customer convenience and increase revenue yield as part of the expanding eTicketing program.

FY 2022-23 Fares

Currently, we do not anticipate fare increases for multi-ride or single-ride train tickets in FY 2022-23 beyond an inflationary 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
- Integration and implementation of new ticketing platform will likely offer new fare products and expand choices for riders

7. SERVICE AMENITIES, FOOD SERVICES, & EQUIPMENT

Service Amenities

Accessibility

The Capitol Corridor provides complete accessibility to passengers. Accessibility features include onboard 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)

Onboard train journey information is provided via the Wi-Fi landing page/portal associated with the recently upgraded Wi-Fi system. Refinements in this information as regards passenger journeys will evolve over time but remain as a consistent on-train amenity.

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). As described in Chapter 4, CCJPA delivered a next-generation Wi-Fi solution in 2020, a significant upgrade from the original system. CCJPA will manage the upgraded Wi-Fi system under a long-term services-based contract, thus ensuring the Wi-Fi technology on California Intercity trains is kept modernized. See details on the next-generation Wi-Fi in Chapter 9, CA IPR Supplemental Allocation for Onboard Technology (page 19).

Bicycle Access

The impacts of the COVID pandemic reduced the prior trending demand for bicycle storage demand. The CCJPA Bicycle Access Plan (2012) presented key actions to improve and increase on-train and secure station bicycle capacity that have been delivered upon ever since adoption. These improvements 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

In accordance with California public health guidance, Café Car service was temporarily suspended in 2020. While we do not have a firm date as to when Café Car service will return, we anticipate that it will be operational by late summer or early fall 2021, with a limited menu and with health and safety measure in place to limit COVID-19 transmission. Together with SJJPA, CCJPA will review opportunities to improve operational efficiencies while also bringing back customer favorites in the Café Car.

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

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 Joaquin 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. This upcoming change is not included in Table 7-1.

In response to the changing demands for service due to the COVID-19 pandemic, Capitol Corridor has been working collaboratively in a fleet management task force with Caltrans and the other CA IPRs to shift the state-owned fleet in order to minimize the use of Amtrak leased cars. The fleet plan for FY 2021-22 is below in Table 7-1. Capitol Corridor has been operating the temporary reduced service with a fleet that generally relies on seven four-car trainsets.

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
1 MP14B Yard Switcher	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
4 NPCU Single Level Baggage Cars	Assigned to San Joaquin and Capitol Corridor service

Rehabilitation and Modification Programs

Using previously allocated State funds, the CCJPA, Caltrans, and Amtrak have created a multi-year program of periodic overhauls to the existing train fleet that will improve the fleet performance and maintain the valued assets of the State's rolling stock investment, while at the same time still provide enough cars to effectively run the service until new cars start to arrive in 2021. Below are lists of both the completed and upcoming projects.

Rail Equipment Projects Completed in FY 2020-21

- PTC equipment was installed in all the State's 23 locomotives and 19 cab cars and is now fully operational
- 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.
- Wi-Fi upgrades of key components to ensure reliability of the system utilized by the traveling public. These include antennas for cellular and GPS, access point modules and Ethernet switches. Also, the original systems were checked for any defective or worn cables and replaced to maintain the systems to optimal standards.

Rail Equipment Projects Upcoming in FY 2021-22

- Testing of renewable diesel in the new Tier IV California Charger locomotives to be EPA certified began in mid-2019 and will last until one year' hours of operation have been accumulated. This has been delayed due to COVID-19 service changes and is expected to be completed by Fall 2021. 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 2035.
- 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 was successfully completed and can be deployed at a future time when ridership to CCJPA returns to pre-pandemic levels.
- Two of the 15 state owned F-59 are to be decommissioned and replaced with Tier IV Chargers by 2021, with an additional five possible by 2022/23. Caltrans has negotiated with the local air districts to keep and utilize the two HEP engines and Gensets (Generators) as spares for the program. 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 by summer 2021.
- 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.
- Side door operator replacement on the 6000 series Surfliner cars completed July 2020.
- Replacement of 20-year-old side door panels on the 6000 series Surfliner cars scheduled to be completed by July 2021. Original project was due in 2020, but was delayed due to COVID-19 production and delivery challenges.

- Clean the waste tank systems and investigate the possible reroute the venting on the 8800-series cars to help mitigate foul odors.
- Replace the destination sign LED displays by Fall 2021.
- 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-channelled 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 engagement programs such as our virtual "Corridor Conversations" webinars, bringing back onboard programs such as "Cappy Hour" discounted drink hours, and launching new benefits for riders such as our Capitol Corridor Rewards program.
- 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.
- Enhanced onboard complimentary Wi-Fi service ("YourTrainWiFi") that is more reliable and includes new features such as "Share my train status" and selections from local newspapers and magazines. For FY 22, additional content will be featured, including key points of interest along the Capitol Corridor route.

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 onboard 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 incorporate 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 2021-22 Marketing Program

CCJPA's FY 2021-22 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:

- Developing a comprehensive marketing plan to attract and grow ridership to pre-pandemic levels.
- Commemorating Capitol Corridor's 30th year of operation, celebrating the milestone with a series of customer engagement campaigns and promotional offers toward the end of 2021.
- 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.
- Renewing promotions with partners to maximize media spend, attract riders, and expand market reach, as leisure events and destinations resume.
- Conducting deeper analysis of ridership data to identify emerging markets post-COVID, 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.
- Improve overall customer experience, in particular, seeking solutions for Contact Center communication gaps, planning for customer support center in preparation for integrated travel program, evaluate service hours, etc.
- Identifying areas for marketing and customer service automation and personalization, to more efficiently use our resources.

FY 2022-23 Marketing Program

The CCJPA will continue to strive to grow ridership and revenue to pre-pandemic levels in 2022, 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.

9. FY 2021-22 & FY 2022-23 ANNUAL FUNDING REQUIREMENT

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 2021-22 and FY 2022-23.

Operating Costs

Based on the Operating Plan and Strategies (Section 3), the CCJPA has prepared an initial forecast for the FY 2021-22 and FY 2022-23 operating expenses, ridership, and revenues. Due to the decreased ridership demand which commenced in March 2020 related to the COVID-19 global pandemic and is forecast to persist into FY 2021-22, CCJPA will continue to operate a temporary reduced operating plan for train and bus service in the first quarter of FY 2021-22 with a goal of transitioning to full service in the second quarter. For the purposes of budget forecasting, the business plan reflects this reduced level of service. The FY 2021-22 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. There is an unusual level of uncertainty regarding operating costs and passenger revenue that will likely necessitate later updates to the budget forecasts. The CCJPA will submit any updated operating cost forecasts by June 15, 2021.

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.

CCJPA is developing a strategy, in collaboration with the SJJPA, to implement Cal-ITP-compatible ticketing. As of March 2021, this effort is in the initial planning stages. While the program scope is still being developed, CCJPA may need to provide resources for revenue collection and customer support as early as late 2021. Over a transitional period combining both CCJPA ticketing support and Amtrak ticketing support, state funding to support the CCJPA Administrative (for revenue collection support) and Information/Customer Support Services (for customer support) may be required. As the CCJPA responsibility of ticketing ramps up, the Amtrak costs for supporting ticketing will decrease which is expected to fund these new functions going forward. Overall, the Cal-ITP compatible ticketing introduction will require future interaction with Caltrans DRMT staff to give greater definition to the timing and costs. As such, CCJPA is requesting a flexible approach to funding this effort due to the unknowns at this time.

Marketing Expenses

The CCJPA's marketing budget for FY 2021-22 and FY 2022-23 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 2021-22 and FY 2022-23 budgets that support the administrative management activities of the CCJPA for the Capitol Corridor service. See the potential need for funding resources related to the ticketing system operation above in Operating Costs.

Total CCJPA Funding Request

Compared to the current period (FY 2020-21), the FY 2021-22 and FY 2022-23 total proposed budgets for the CCJPA's operating, marketing, and administrative expenses are expected to increase by 56 percent in FY 2021-22 due to the projected low ridership. There is an unusual level of uncertainty regarding operating costs and passenger revenue that will likely necessitate later updates to the budget forecasts.

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.

CCJPA Supplemental Allocations

CCJPA receives additional annual supplemental allocations from Caltrans for special projects that benefit the Capitol Corridor service and are not included in the core CCJPA annual operating budget. These CCJPA Supplemental Allocations are listed in Table 9-1.

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.

California Intercity Passenger Rail (CA IPR) Support Supplemental Allocations

CCJPA receives additional annual supplemental allocations from Caltrans for special projects that benefit the CA IPRs that are led by CCJPA. These CA IPR Supplemental Allocations are listed in Table 9-1.

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. CCJPA commenced the transition to Next Generation Wi-Fi for the Northern California fleet in February 2020 and completed the installation by December 2020.

As well, CCJPA will oversee the Wi-Fi installation for the new Siemens "Venture Cars" fleet that will be part of the SJJPA operation, tentatively planned to be in service in Fall of 2021. In 2020, CCJPA began paying the capitalized and operational service fees for these Venture Cars based on the original schedule of car delivery which has been delayed due to changes in production and delivery schedules. The prototype and commissioning phase is expected to be completed prior to the FY 2021-22 period.

The funding request for FY 2021-22 for the Onboard Wi-Fi program is \$2,539,030. The funding request is inclusive of the capex/open payments to the Wi-Fi service provider for the Northern California fleet comprised of bi-level and the new Siemens Venture Cars, the Wi-Fi oversight provider, cellular SIM costs, maintenance of two legacy Wi-Fi systems, and CCJPA's estimated labor costs. CCJPA and SJJPA marketing and communications managers have also included updated costs for the Wi-Fi portal pages which are necessary for planned updates and delivered content.

Link 21 (formerly 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.

Table 9-1
CCJPA FY 2021-22 - FY 2022-23
Funding Requirement & Supplemental Allocations

Capitol Corridor Service	Approved	Proposed	
	FY 2020-21 Budget <i>Reduced Service</i>	FY 2021-22 Budget <i>Reduced / Full Service</i>	FY 2022-23 Budget <i>Full Service</i>
TRAIN SERVICE BY ROUTE			
Sacramento-Oakland			
Weekday	16	24 / 30	30
Weekend	10	18 / 22	22
Oakland-San Jose			
Weekday	10	12 / 14	14
Weekend	8	10 / 14	14
Sacramento-Roseville	2	2	2
Roseville-Auburn	2	2	2
RIDERSHIP	388,488	522,000	783,500
FUNDING REQUIREMENT			
Amtrak Operating			
Amtrak Operating Expenses	\$ 42,220,000	\$ 72,375,000	\$ 73,823,000
Amtrak Operating Revenue	\$ (4,958,000)	\$ (11,337,000)	\$ (16,422,000)
Amtrak Operating Budget ¹ (Expenses less revenue)	\$ 37,262,000	\$ 61,038,000	\$ 57,401,000
CCJPA Management			
Information/Customer Support Services	\$ 1,161,000	\$ 1,207,000	\$ 1,255,000
Marketing	\$ 1,174,000	\$ 1,174,000	\$ 1,174,000
Administration	\$ 2,846,000	\$ 2,960,000	\$ 3,078,000
TOTAL CCJPA Funding Requirement	\$ 42,443,000	\$ 66,379,000	\$ 62,908,000
CCJPA SUPPLEMENTAL ALLOCATION			
Minor Capital	\$ -	\$ 500,000	\$ 500,000
Capitalized Maintenance	\$ 100,000	\$ 1,000,000	\$ 1,000,000
TOTAL CCJPA Supplemental Allocation	\$ 100,000	\$ 1,500,000	\$ 1,500,000
CA INTERCITY PASSENGER RAIL (IPR) SUPPORT SUPPLEMENTAL ALLOCATION			
Onboard Technology [Wi-Fi]	\$ 2,773,878	\$ 2,539,000	\$ 3,520,000
Link21 (New Transbay Rail Crossing)	\$ 1,000,000	\$ 1,500,000	\$ 1,500,000
TOTAL CA IPR Supplemental Allocation	\$ 3,773,878	\$ 4,039,000	\$ 5,020,000

¹Amtrak Operating funding approved by the State is the estimated amount to cover State costs and is offset by carryover State funding and federal emergency relief funding awarded to Amtrak for State-Supported services.

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.

LINK 21 (Formerly 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 since FY 2019-20, annual CA IPR supplemental allocations provided to CCJPA from CalSTA. CCJPA is working with the Bay Area Council Economic Institute and the University of California Davis, Institute for Transportation Studies, on a combined economic and transportation impact study of the new crossing for the Northern California Megaregion. CCJPA will 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 Station Policy supports future extensions to new markets beyond the Capitol Corridor or new locations 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. On February 12, 2020, the CCJPA Board approved a candidate station status to the City of Hercules, pursuant to the new Train Station Policy. The City of Hercules will continue to pursue funding for station development and travel time mitigation.

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	2.2%	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	-16.6%	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	3.1%	\$57,586,946	-0.8%	52.0%	\$32,595,784
FFY 15/16	30	1,560,814	5.8%	4,276	\$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
FFY 19/20 (k)	30/10/16	898,007	-49.5%	2,460	\$20,364,433	-46.6%	\$48,856,227	-21.8%	35.7%	\$28,174,000

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

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

a. Statistics available for partial year only because service began in December 1991.

b. Increase to 8 trains began in April 1996.

c. Statistics presented for FFY 97/98 and each subsequent FFY to conform with Performance Standards developed by BT&H.

d. 10 trains began on October 25, 1998 and 12 trains began on February 21, 1999.

e. 14 trains began on February 28, 2000.

f. 18 trains began on April 29, 2001.

g. 20 trains began on October 27, 2002; increase to 22 trains began on January 6, 2003; increase to 24 trains began on April 28, 2003.

h. 32 trains began on August 26, 2006 (with increase to 14 daily trains to/from San Jose).

i. 30 trains began on August 13, 2012 (service optimization with re-opening of the Sacramento Valley Station platform).

j. Starting in FY 2014 Amtrak adjusted ridership reports to account for the actual tickets lifted via the scanning of tickets by the conductors, which results in ridership forecasts and reports that are 15%-20% below previous forecasts and reports. Previously, multiride tickets were not directly logged into the system but the passenger counts for multiride tickets were estimated based on assumed inflated usage. Prior year % change is made using adjusted FY 12/13 ridership.

k. Due to the COVID-19 global pandemic, train service was reduced to 16 weekday/10 weekend trains. \$8.5 m in federal CARES Act funding helped to offset State Costs and supplement revenue loss due to the drastic decline in ridership.

APPENDIX B

APPENDIX B

Capitol Corridor Performance Measures FFY 2019-20 to FFY 2022-23

Performance Measure	FY 2019-20			FY 2020-21	FY 2021-22	FY 2022-23
	Actual	Target	% Difference	Projected	Preliminary	Preliminary
DAILY TRAIN TRIPS (SAC-OAK)	30 / 8 / 16	30		24 / 30	30	30
USAGE						
Route Ridership	898,007	1,759,000	-48.9%	388,488	522,000	783,500
Passenger Miles	60,045,281	119,086,000	-49.6%	26,060,000	35,016,000	52,557,000
Average Daily Ridership	2,460	4,819	-48.9%	1,064	1,430	2,147
Percent Change in Route Ridership	-49.5%	5.3%		-77.9%	34.4%	50.1%
Percent Change in Train Passenger Miles	-49.8%	4.9%		-78.1%	34.4%	50.1%
Percent Change in Train Miles	-26.4%	0.0%		-0.5%	1.9%	0.0%
Passenger Miles per Train Mile (PM/TM)	69.9	101.9	-31.4%	22.4	29.5	44.4
COST EFFICIENCY						
System Operating Ratio	42%	57%	--	12%	16%	22%
Total Operating Costs per Passenger Mile	\$0.81	\$0.55	47.5%	\$1.62	\$2.07	\$1.40
Percent Change in Total Revenue	-46.6%	6.2%	--	-86.8%	128.7%	44.9%
Percent Change in Total Expenses	-21.8%	2.4%	--	-35.7%	71.4%	2.0%
Train Revenue per Train Mile	\$21.78	\$29.93	-27.2%	\$4.26	\$9.57	\$13.86
Train Revenue per Passenger Mile (Yield)	\$0.312	\$0.294	6.1%	\$0.300	\$0.306	\$0.312
Train Expenses per Train Mile	\$53.14	\$51.79	2.6%	\$53.34	\$54.94	\$56.59
Train Only State Cost per Train Mile	\$31.36	\$21.86	43.5%	\$28.82	\$48.34	\$48.44
Train Only State Cost Per Passenger Mile	\$0.45	\$0.21	109.1%	\$1.29	\$1.64	\$1.09
SERVICE QUALITY						
End-Point On Time Performance	88%	90%	--	90%	90%	90%
Passenger On Time Performance	87%	90%	--	90%	90%	90%
Operator Delays per 10,000 Miles	327	>325	1%	>325	>325	>325
Percent of California Car Fleet Available	80%	87%	--	87%	87%	87%
OPERATING RESULTS						
Train and Bus						
Total Revenue	\$ 20,364,433	\$ 37,500,000	-45.7%	\$ 4,958,000	\$ 11,337,000	\$ 16,422,000
Total Expenses ¹	\$ 48,856,227	\$ 65,674,000	-25.6%	\$ 42,220,000	\$ 72,375,000	\$ 73,822,000
Total CCJPA Operating Budget ²	\$28,491,794	\$28,174,000	1.1%	\$37,262,000	\$61,038,000	\$57,400,000
Train Only						
Train Only Revenue	\$ 18,712,632	\$ 34,987,500	-46.5%	\$ 4,958,000	\$ 11,337,000	\$ 16,422,000
Train Only Expenses	\$ 45,653,096	\$ 60,537,000	-24.6%	\$ 38,470,000	\$ 68,625,000	\$ 73,818,000
Train Only State Operating Cost	\$ 26,940,464	\$ 25,549,500	5.4%	\$ 33,512,000	\$ 57,288,000	\$ 57,396,000
Train Miles	859,090	1,169,000	-26.5%	1,163,000	1,185,000	1,185,000

¹Includes operating expenses for Amtrak and Information/Customer Support Services provided by CCJPA/BART.

²Amtrak Operating funding approved by the State is the estimated amount to cover State costs and is offset by carryover State funding and federal emergency relief funding awarded to Amtrak for State-Supported services.

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

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

APPENDIX C

Capital Projects by CCJPA (In millions)

CCJPA Sponsored Projects	Status	Programmed	Funding Sources	Project Cost
Davis Station Improvements	Pre-construction activities	\$7.30	PTA, SRA, CCJPA RAB, Amtrak and UPRR	\$7.30
Agnew Siding Project	Pre-construction activities	\$3.34	SRA, Prop 1A	\$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	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 Phase 1	Final design in progress	\$85.65	Prop 1A HST, STIP, PCTPA STIP, TIRCP, SRA	\$150.00
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 Link21 economic analyses and megaregional transportation modeling recommendations	\$2.00	TIRCP	\$2.00
TOTAL - ALL PROJECTS		\$343.29	ESTIMATED TOTAL	\$937.06