



Business Plan Update

FY 2025-26 & FY 2026-27



DRAFT ANNUAL BUSINESS PLAN

FEBRUARY 2025

INTERCITY PASSENGER RAIL SERVICE

Auburn | Sacramento | Davis | Suisun-Fairfield | Martinez | Oakland | San Francisco | San Jose

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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 2025-26 and FY 2026-27). As required by the Capitol Corridor’s Interagency Transfer Agreement with the State of California Department of Transportation (Caltrans), the ABP update 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. CCJPA will submit this draft ABP to the Secretary of the California State Transportation Agency (CalSTA) in April 2025, and, if necessary, a revised final version may be submitted in June 2025.

The COVID-19 pandemic caused long-term disruptions to ridership, revenue, equipment availability, and available funding. During the pandemic, CCJPA benefited from three tranches of federal COVID-relief funding provided to Amtrak for State-Supported services, which helped support Capitol Corridor operating costs during an unprecedented decline in ridership and revenue. CCJPA staff has worked to reduce Amtrak Operating costs and increase revenue since the onset of the 2020 pandemic and has outlined a series of additional steps that could be taken in the event of a financial crisis to continue running train service. The information included in this document reflects our current expectations as of the date of the current version of the ABP. CCJPA will continue to work closely with the State, Amtrak, Union Pacific, and the California intercity passenger rail Joint Powers Authority (JPA) partners to ensure we adapt to continued changes. CCJPA’s plan is to return to pre-pandemic service as financial resources and equipment availability allow, and to build upon that with future service improvements and expansion.

As the administrator of the Capitol Corridor service, the CCJPA’s primary focus is on the continuous improvement of the train service through effective cost management, gaining share in the travel market, and delivering a customer-focused, safe, frequent, dependable, 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; page 5):

- 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. In August 2006, the CCJPA expanded weekday service from 24 to 32 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 on weekdays between Sacramento and Oakland.

Operating Plan. Due to the COVID-19 global pandemic, CCJPA reduced service beginning in March 2020 and expects to continue to operate a temporary reduced operating plan for train and bus services through Q3 FY 2024-25. The goal is to restore train service levels to pre-pandemic levels prior to the beginning of FY 2025-26, which is reflected in the budget forecasts in this ABP.

The Amtrak operating costs for the Capitol Corridor conform with the recently revised Section 209 of the Passenger Rail Improvement and Investment Act of 2008 (PRIIA) and costing methodology. This policy is used to develop the budget for FY 2025-26 and any future CCJPA/Amtrak operating agreements, as summarized in the table below for

the upcoming fiscal years. Improved operating efficiency is essential to allow a return to pre-pandemic levels of train service.

Capitol Corridor Route	FY 2025-26	FY 2026-27
Sacramento – Oakland	30 weekday/22 weekend trains	30 weekday/22 weekend trains
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
Amtrak Operations + Train Equipment Maintenance Budget	\$39.3 million	\$40.3 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:

PERFORMANCE METRIC	FY2023-2024			FY 2024-25	FY 2025-26	FY 2026-2027
	Actual	Budget	Actuals vs Budget	Budget	Budget	Budget
Usage						
Route Ridership	1,032,633	1,032,299	0%	1,196,448	1,338,620	1,480,790
Passenger Miles	76,694,786	68,451,517	12%	77,925,482	86,636,366	90,236,316
Total Operating Cost/Passenger Mile	\$0.78	\$0.92	-15%	\$0.90	\$0.81	\$0.80
Farebox Recovery	46%	41%	12%	43%	44%	44%
Service Quality	Actual	Standard	Actuals vs Standard	Standard	Standard	Standard
End-Point On-Time Performance	87%	90%	-3%	90%	90%	90%
Passenger On-Time Performance	89%	90%	-1%	90%	90%	90%
Operator Delays/10K Miles	305	>325	-7%	>325	>325	>325

Capital Improvement Program. The CCJPA’s Capital Improvement Program (CIP) aligns with the CCJPA’s Vision Plan, regional, and State of California transportation plans (e.g., Regional Transportation Plans [RTPs] and Caltrans’ 2024 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. The Federal Railroad Administration’s (FRA) support of a viable capital funding process for intercity passenger rail is now emerging via the FRA’s Corridor Identification (ID) Program, which requires long-range Service Development Plans with detailed project plans for corridors seeking Federal funding. This developmental funding approach, combined with the leveraging of discretionary State grant programs for passenger rail, will reinvigorate Capitol Corridor’s CIP for many years to come.

Long-term service plan improvement activities over the next two fiscal years (and included in the FRA’s Corridor ID process) seeking suitable state and federal funding for future service expansion to/from Roseville, the construction of the Agnew Siding project in Santa Clara, and the federal environmental evaluation and design phase of South Bay Connect, which is the proposed shift of service to a shorter, more direct route between Oakland and San Jose. CCJPA will also continue to shepherd the ongoing planning efforts for Link21, a new Transbay rail crossing that includes interregional passenger rail services and connections to BART and other transit services.

For railroad infrastructure maintenance and improvements, CCJPA will continue collaborating with Union Pacific Railroad (UPRR) to maintain the railroad right-of-way (ROW) infrastructure in prime condition. This continued effort will reduce delays and foster excellent on-time performance [90%+] for Capitol Corridor trains, with one remaining large-scale signal replacement project near Davis station. In addition, design for improvements for passenger safety and accessibility at the Davis, Rocklin, Suisun, and Santa Clara Great America stations is currently underway in partnership with Amtrak, UPRR, and the respective cities and local transportation agencies.

For rolling stock improvements, CCJPA has transitioned to renewable diesel as an alternative fuel source to decrease carbon emissions associated with train operations. Additionally, CCJPA is coordinating closely with Caltrans to rehabilitate and extend the life of the existing fleet.



For service amenities, customers can expect to see continual technology updates enhancing the passenger experience. CCJPA will continue to update the onboard Wi-Fi portal with new content and improved bandwidth. Implementation of a modern Passenger Information Display System (PIDS) on the Capitol Corridor and other State-supported intercity passenger rail services is expected to continue in FY 2026 and FY 2027, with initial functionality expected on the Capitol Corridor in late FY 2025 or early FY 2026. CCJPA staff, in collaboration with the California Integrated Travel Project (Cal-ITP) and CalSTA, spent much of 2023 and 2024 improving on the initial Minimum Viable Product (MVP) phase to introduce new ticketing options on Capitol Corridor trains to the public. This new contactless payment system, coined Tap2Ride, has demonstrated an invaluable amount of data on travel patterns by Capitol Corridor riders, previously unavailable to CCJPA staff through the Amtrak ticketing

system. CCJPA staff is now working to increase customer uptake. Since the launch of Tap2Ride, CCJPA has revealed a host of improvements that could be made. With some minor exceptions, these are now solved or going through subsequent programmatic advancement to make contactless payment a viable, CCJPA-managed payment option for Intercity Passenger Rail travel.

Marketing, Communications, and Customer Experience Strategies. The CCJPA’s marketing, communications, and customer experience strategies for FY 2025-26 and FY 2026-27 will focus on developing and implementing a comprehensive marketing and communications plan to attract and grow ridership to pre-pandemic levels. Over the next two fiscal years, CCJPA will renew partnerships with destinations, create programs to enhance the overall customer experience, including the support of Cal-ITP, and seek out opportunities to grow ridership via micro-markets. Seasonal offers will seek to attract new riders and position Capitol Corridor as a distinct regional service brand. CCJPA will continue to coordinate with local partners on promotions, outreach, and shared marketing efforts. Ridership has been slowest to bounce back on Capitol Corridor as compared to other state-supported routes nationwide. Restoring ridership will require an aggressive approach to marketing that demands an increase in funds to support the planned efforts.

CCJPA is committed to managing the service to meet or exceed near-term budget projections. CCJPA has maintained flat fares since 2019 with a small increase being implemented for multi-ride tickets on April 1, 2025. During FY 2024-25, CCJPA conducted an extensive fare study across all fare types. This fare evaluation will result in varying fare changes among single and multi-ticket fares with a reduction in the fares for trip lengths of less than fifty miles for some multi-ticket fares. Select increases in multi-ride and longer distance single-ride fares are expected with the implementation. All fare changes will be made with the intent to improve ridership, ensure financial stability of revenue, respond to changes in travel market, and improve equity access of the service.

1. Introduction

As part of Chapter 263 of State Law, which 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 ABP will be submitted in draft form in April 2025 and final form in June 2025 to the Secretary of CalSTA.

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):

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 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 through a dedicated motorcoach bus network and partnerships with local transit agencies that assist passengers traveling to destinations beyond the immediate vicinity of the CCJPA train stations.

Capitol Corridor train and connecting motorcoach services are developed with input from riders, private sector stakeholders, and public interests, along with the entities that help deliver the Capitol Corridor service – Amtrak, 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, 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 annual operating agreement with Amtrak.

Under the management of the CCJPA, the collection and use of train operations and revenue data have been consistent tools to expand and fine-tune service plans, 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

CCJPA aims to meet the transportation needs of Northern Californians by providing a safe, frequent, reliable, and sustainable Capitol Corridor intercity train service. CCJPA has increased, and will continue to increase, 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.

Train Service and Expansions

Capitol Corridor provided service with 30 weekday (22 weekend) trains between Sacramento and Oakland and 14 daily trains between Oakland and San Jose beginning in August 2012, continuing that service through the start of the pandemic in March 2020. Following the shelter-in-place orders in March 2020, CCJPA reduced train service to five round trips per day, increased to eight round trips on weekdays and five on weekends in June 2020. In June 2021, service was increased to 11 round trips on weekdays and nine round trips on weekends. In October 2022, the

weekend service was fully restored to pre-pandemic service levels. CCJPA expects to return weekday service to pre-pandemic train service levels prior to the beginning of FY 2025-26.

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

For FY 2025-26, CCJPA will continue the operation of the pulse schedule, a regularized hourly arrival and departure pattern (i.e., 5:01, 6:01, 7:01, etc.), introduced in March of 2021 to the extent possible. This was a major change in CCJPA’s schedule to improve the ease of use for customers and is in alignment with the California Rail State plan. Additionally, this schedule connects Auburn to San Jose with a direct train each way seven days a week.

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

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. In addition, 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, allowing Capitol Corridor passengers to transfer free of charge to participating local transit services. The CCJPA partners with Santa Cruz Metro, El Dorado Transit Authority, and Monterey-Salinas Transit to share operating costs for open door services available to those connecting to rail service and local passengers. Figure 3-1 illustrates the range of passenger rail, Amtrak Thruway bus, and other local transit connections available from Capitol Corridor stations.



Pursuant to Senate Bill (SB) 742, enacted in 2020, State-supported intercity passenger rail services (Capitol Corridor, San Joaquins, and Pacific Surfliner) are enabled to provide bus service to passengers without a train ticket as part of a trip. CCJPA formed a partnership with El Dorado County Transit Authority (EDCTA) in July 2021 to jointly fund connecting bus service from the Sacramento station to South Lake Tahoe. Similar open-door service is provided through a Monterey-Salinas Transit partnership. CCJPA is exploring other opportunities for similar partnerships with other transit agencies with the goal to expand available transit connections in a cost-effective manner, such as working to establish an agreement for service to/from the Salesforce Transit Center and Emeryville station. To support these improvements and address the high operational costs of this connection, a fare adjustment of up to approximately 50% is planned.

FY 2024-25 Operating Plan

As of October 1, 2023, the Operating Plan is as follows:

- Sacramento – Oakland: 24 weekday (22 weekend) trains
- Oakland – San Jose: 12 weekday (14 weekend) trains
- Sacramento – Roseville – Auburn: 2 daily trains (one round-trip)

FY 2025-26 and FY 2026-27 Operating Plans and Strategies

CCJPA is currently planning to return to full service in the Spring or early Summer of 2025, prior to the beginning of FY 2025-26, subject to ridership, equipment availability, and budget resources.

Capitol Corridor Route	FY 2026-27 Proposed	FY 2027-28 Proposed
Sacramento – Oakland	30 weekday/22 weekend trains	30 weekday/22 weekend trains
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
Amtrak Operations + Train Equipment Maintenance Budget	\$39.3 million	\$40.3 million

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

CCJPA-California Operation Lifesaver (CAOL) Annual Safety Project is a partnership between CCJPA and COAL to collaborate in identifying key focus locations, communities, and campaign project options where CAOL educational programs and campaigns will provide rail safety awareness along the Capitol Corridor route. This project is expected to continue in perpetuity based on available funding.

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



Service Reliability

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 are:

- Two Amtrak transportation supervisors were added in the Oakland to San Jose section of the route to address unauthorized trespassing and service incidents.
- The ROW Safety and Security Improvement Program is a partnership between CCJPA and UPRR to identify and mitigate safety and security concerns along the UPRR ROW. The program addresses vegetation overgrowth, installs security barriers and fences, and removes homeless encampments along the ROW. These actions help decrease trespasser incidents and fatalities, as well as delays caused by debris on the tracks. The project is expected to continue in perpetuity based on available funding.

During FY 2021-22, the CCJPA Board approved funding for two UPRR special agent positions dedicated to the ROW that the Capitol Corridor operates through. The Capitol Corridor-UPRR Special Agent support is to improve safety and security and on-time performance of trains by providing police support for railroad crossing enforcement, pedestrian and vehicle trespassing, illegal dumping, and vandalism. The project is expected to continue in perpetuity based on available funding. Additionally, CCJPA is undertaking a Right-of-Way Fencing Program to provide high-security fencing in the highest priorities areas to reduce safety incidents; more information on the Program can be found in the Right-of-Way Fencing Program section in part 4, Capital Improvement Program.

Service Operations Efficiencies

In 2023, CCJPA introduced a new database tool, Train Manager, to track the daily rail equipment line-up for the Northern California intercity passenger rail fleet (Capitol Corridor and San Joaquins trains). This new tool is a significant improvement over the previous tracking method used by Amtrak. It will enable synchronization of multiple sources of operational data related to equipment maintenance, Cal ITP, onboard Wi-Fi, and PIDS, thus allowing CCJPA to provide better data-driven management and oversight and system monitoring of the Capitol Corridor service.

4. Capital Improvement Program

The CCJPA maintains a CIP intended to incrementally 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. The CIP is anticipated to benefit from substantial and programmatic processes for significant federal funding investment which will bolster the effectiveness of the historically strong state funding support for intercity passenger rail.

Capital Improvement Program Funding

Since the inception of the Capitol Corridor service in 1991, more than \$1 billion has been invested or programmed to purchase rolling stock, build or renovate stations, upgrade track and signal systems for increased capacity, construct train maintenance, layover and storage facilities from a mixture of funding sources. Most of the funding has come from the State but with the recent emergence of a viable FRA funding program, both processes and strategies for combined state and federal projects are emerging. See Appendix B for a list of current CCJPA capital projects, project status, and related funding.



The adopted 2024 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. The CCJPA’s Northern California Megaregional Rail planning efforts, which evolved from the Vision Plan process, are bolstered by the State Rail Plan, and potentially accelerated by federal and state funding programs for intercity passenger rail. The passage of the November

2021 federal infrastructure bill, coupled with the existing state Senate Bill 1 (SB1) funding programs, is the reason why the years ahead for rail improvements are so promising – provided the timings between state and federal phases of work can be aligned.

This alignment between state and federal grant programs is built around the concept of corridor planning to better define long-term investment strategies. The corridor approach is now officially included in the Federal Railroad Administration (FRA) Corridor ID Program (Corridor ID), which establishes a structured long-term planning process to guide investments at all levels of government (federal and state) over the next fifteen to twenty years. CCJPA is now and will continue to work with Caltrans and the other State JPA’s to incrementally deliver on the three-step

Corridor ID program with tasks: (1) scope the Service Identification Plan, (2) deliver the Service Identification Plan, and (3) complete incrementally planned project delivery via the Service Identification Plan.

Programmed and Current Capital Improvements

Improvements made in this fiscal year, as well as capital projects planned for FY 2025-26 and FY 2026-27, 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.

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. The first phase of this work involves the replacement of track crossovers and the railroad signal system near the station. CCJPA and partners participating in the design of the remaining improvements including the complete reconstruction of the Davis Station with a center island platform and direct pedestrian access to the neighborhoods across the railroad tracks from the station.



Other Station Improvements

The CCJPA is cooperating with Amtrak’s ADA Stations program to make safety and accessibility improvements to many stations served by Capitol Corridor. The work at each station varies from platform repair and replacement (e.g., Rocklin, Santa Clara Great America) to complete reconstruction of the platform and routes of access (e.g., Suisun). The CCJPA is working to ensure these improvements will not only provide the required accessibility but also enhance passenger safety. This work will be ongoing until the stations meet Amtrak’s federally mandated ADA program requirements.

Agnew Siding Improvement Design

Final design for Agnew Siding, a new passing siding in the Santa Clara-Great America station vicinity, is nearly complete with funding available for construction. The new passing siding in the Santa Clara-Great America station vicinity will offer two benefits: 1) Provide a storage track to hold Capitol Corridor special extra trains to serve events at Levi’s Stadium; and 2) Reduce delays to Capitol Corridor and ACE trains due to unscheduled meets in the current single-track territory.

Grade Crossing Safety Upgrade

CCJPA is actively seeking safety improvements for the many highway-railway grade crossings along our route. While CCJPA does not have direct authority to make improvements to railroad crossings, substantial increases in federal funding for crossing improvements will provide opportunities to address needed safety upgrades. CCJPA intends to work closely with UPRR, the California Public Utilities Commission, and local communities to identify areas of concern and support efforts to implement improvements. One such program, launched in 2023, uses CCJPA funds to assist local road authorities with at-grade crossing safety improvements, which can be the basis for future design and, subsequently, construction grant funding programs that are established and expanded at both the state and federal levels. Other, more significant grade-separation projects will be coordinated with various road authorities and the UPRR, aiming to reduce incidents and maintain the safety and on-time performance of Capitol Corridor trains. When

appropriate, CCJPA will actively seek to promote, fund, and deliver on the grade-separation (i.e., bridge) or closure of crossings.

Right-of-Way Safety Improvement Program

The ROW Safety Improvement Program aims to secure the Union Pacific Railroad (UPRR) ROW in locations with a particularly high rate of fatalities, injuries, and/or delay causing incidents through the installation of security fencing. The footprint of this project is entirely on the UPRR right-of-way. This project will include a before and after study to understand the effectiveness of the fencing in preventing unauthorized access to the ROW and related incidents, identify locations where fencing is often breached, and develop a plan of how to secure other locations on our route and maintain its condition to maximize its effectiveness over time. The project is planned to complete environmental and final design in FY25 and enter construction in FY26.

Bridge and Structure Improvement/Upgrades

The CCJPA has begun a program of improvements to bridges and related structures along the Capitol Corridor route. Supported by State Rail Assistance funds, this program will focus on safety improvements and asset life extension. This program will supplement the work already performed by UPRR and will aim to improve the safety and on-time performance of Capitol Corridor trains.

Capitalized Maintenance

The Capitol Corridor Capitalized Maintenance program, funded by the ABP allocation, 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 helps to fund 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. The Wi-Fi system is continually being upgraded to become the basis for other technologies using the digital communication backbone, including contactless EMV readers used consistent with Cal-ITP.

Additional New Rolling Stock

Caltrans has procured new single-level passenger rail cars (Siemens ‘Venture Cars’, described above in Wi-Fi), and the first set of cars were delivered for use on the San Joaquins service in the calendar year 2023, two more sets in 2024, and more are expected to be delivered for use in service in late 2025 or early 2026. After various build and delivery acceptance issues, we anticipate that the final delivery will result in a shift of some current bi-level vehicles to CCJPA. In advance of ordering new rail vehicles for the NorCal IPR fleet, Caltrans is spearheading a fleet management plan that is supported by CCJPA, San Joaquin Joint Powers Authority (SJJPA), and Los Angeles -San Diego -San Luis Obispo Rail Corridor Agency (LOSSAN).

Service Amenity Improvements

Bicycle and Scooter Access

In prior years, CCJPA implemented several projects to support bicycle and scooter access to the service, including the installation of onboard bicycle racks and electronic bicycle lockers at most of our stations. As ridership gradually rebounds post-COVID, onboard bicycle/scooter storage capacity is sometimes exceeded on particularly busy trains. The steadily increasing use of e-bike and e-scooters among Capitol Corridor riders is changing the nature of the onboard storage solutions that CCJPA identified even just a few years ago, making the application of capacity-increasing design solution an evolving dynamic. CCJPA will continue to work with Amtrak to identify onboard bicycle and scooter storage issues and brainstorm potential solutions, both in terms of rider policy and physical storage.

California Passenger Information Display System (PIDS) Modernization

PIDS provides passengers with train arrival information at Capitol Corridor stations and the current system is undergoing a significant hardware and software upgrade. CCJPA is partnering with 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 FY 2026 and FY 2027. This project also involves bringing improved telecommunications services to stations on the Capitol Corridor, San Joaquins, and ACE. An early deliverable of this project is the publication of General Transit Feed Specification (GTFS) Realtime feeds for Capitol Corridor and ACE (introduced in December 2023), which allows third-party travel planning apps such as Google Maps and Transit App to consume industry-standard transit schedule and real-time train status data.

California Integrated Travel Program (Cal-ITP)

CCJPA is managing a CalSTA and Caltrans led, multi-agency initiative to research, develop and implement Cal-ITP that will enable California residents and visitors to plan, pay, and demonstrate discount eligibility 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, CCJPA is fiscally and programmatically supporting these critical objectives. In 2024, efforts were focused on further developing programmatic support for eligibility discounts (e.g., seniors, veterans) and building up to support expansion into various transit systems statewide. From March 2023 onward, CCJPA has been in the first phase of a Minimum Viable Product (MVP), called Tap2Ride, and has spent the intervening time applying valuable ‘project pilot’ lessons for contactless payment in a passenger rail operating environment with adoption by a significantly larger number of Capitol Corridor customers using Tap2Ride. While CCJPA will continue to work with the State to support this effort, we are also working with CalSTA and Caltrans’ Division of Rail and Mass Transportation (DRMT) to explore governance options so that the fiscal oversight of Cal-ITP can eventually transition from CCJPA to one or more state agencies.

Service Plan Improvements and Expansions

Sacramento to Roseville Third Track Service Expansion Project

The Sacramento to Roseville Third Track Phase I Project is funded through a complex mix of various State funding source requirements and one federal funding awarded to CCJPA in August 2023. Prior to the federal funding award, CCJPA was in the 90% design phase with UPRR (by UPRR standards), but progress was halted to allow for the National Environmental Protection Act (NEPA) environmental review process required with the receipt of federal funding. This delay and subsequent information learned since submitting for the State and federal grant in the Spring of 2022, means that the cost of the project has increased with inflation as well some unanticipated changes in utility relocation costs within the UPRR right-of-way. CCJPA is now working with the State and FRA to ascertain how to cover the funding gap. Phase two of this project will add an additional seven round trips, but no funding for that phase is available at this point.



South Bay Connect

The South Bay Connect Project proposes to relocate the Capitol Corridor service between Oakland and Newark from the current Union Pacific Railroad (UPRR) Niles Subdivision route to the UPRR Coast Subdivision. The proposed Project also includes constructing a new passenger rail station at the existing Ardenwood Park-and-Ride in Fremont on the Coast Subdivision. South Bay Connect is expected to improve the service efficiency and reliability of the Capitol Corridor service overall by relocating service to a shorter and less congested rail corridor through Alameda County. Although the service relocation will discontinue Capitol Corridor service at Hayward and Fremont-Centerville stations, a new station is proposed to be constructed at the Ardenwood Park-and-Ride in

Fremont, to serve passengers in southern Alameda County and facilitate intermodal transfers between rail and transbay buses/shuttles to the San Francisco Peninsula.

On May 29, 2024, CCJPA released the Draft Environmental Impact Report (EIR) of the Project for public review and comment for a period of 45 days, in accordance with the requirements of CEQA. Subsequently, a Final EIR was prepared, including formal responses to all public comments received during the draft EIR circulation period and a summary of clarifications and revisions to the Draft EIR, as well as a Mitigation Monitoring and Reporting Program. The Final EIR and the Mitigation Monitoring and Reporting Program were presented before the Capitol Corridor Joint Powers Board on November 20, 2024, and the CCJPA Board certified the Final EIR and approved the Project to continue to the next phase.

In FY 2026-2027, CCJPA plans to continue preliminary engineering design of the Project, which requires close coordination with UPRR, the owner of the railroad right-of-way, and work with the Federal Railroad Administration to include the Project as part of the Corridor Identification Program for federal funding toward NEPA analysis and preliminary design up to 30%. Additional public outreach and coordination by CCJPA for the Project is expected once NEPA analysis begins. The Project is currently fully funded through final design but will need to seek and identify additional funding for Right-of-Way and Construction.

State Route 84 (SR-84) Intermodal Bus Facility

Related to South Bay Connect but not dependent on its implementation, a separate SR-84 Intermodal Bus Facility is proposed on the elevated level of SR-84 along the Dumbarton Corridor to improve operations of transbay buses and shuttles by allowing direct passenger pick-up and drop-off at bus platforms located directly in the median of SR-84. The Bus Facility would be entirely within Caltrans right-of-way, and CCJPA is closely coordinating engineering design review and CEQA/NEPA environmental impact analyses with Caltrans District 4. Two different design alternatives are currently under consideration, and environmental impact analyses are expected to be complete in early 2027.

Link21 (New Transbay Rail Crossing)

CCJPA is partnering with BART on the extensive planning efforts needed to deliver a Northern California Megaregional Project—a new transbay rail crossing between San Francisco and Oakland with implications that extend far beyond the connection across the San Francisco Bay. Undertaking such a project involves developing project concepts and understanding the potential market from 21 Northern California counties.

Fare Study

CCJPA put typical annual fare increases on hold in 2020 in association with the onset of the COVID-19 Pandemic and the ensuing severe loss in ridership. It is increasingly difficult for CCJPA to achieve the State's requirement that it recover at least 50% of operating costs from fares. To adjust to changes in travel since 2020, CCJPA consulted with transit fare policy experts to obtain strategic advice on a suite of fare policy actions. The report recommends that CCJPA lower fares for shorter trips (less than 50 miles) while pursuing marginal increases in other ticket products, particularly multi-ride fares. The goal is changes over the next several years is to transition fare policy to support a broader adaptation of Tap2Ride.

5. Performance Standards and Action Plan

CCJPA maintains a customer-focused business model that emphasizes delivering reliable, frequent, safe, and cost-effective train service designed to sustain growth in ridership and revenue. Over 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 CalSTA. The 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 2023-24, as well as the standards for the next three fiscal years.

FY 2023-24 Performance Standards and Results

- Ridership: 1,032,633- an increase of 12 percent as compared to FY 2022-23.
- Revenue: \$27.3 million- an increase of 18 percent from FY 2022-23.
- End Point On-Time Performance (OTP): 87 percent- an increase of six percent as compared to FY 2022-23.
- Passenger OTP: 89 percent- a six percent increase as compared to FY 2022-23.

FY 2024-25 Performance Standards and Results through December 2024

- Ridership: Year-to-date ridership is four percent above FY 2023-24 and 12 percent below ABP projections.
- Revenue: Year-to-date revenue is five percent above the prior fiscal year and seven percent above the ABP budget.
- End Point OTP: Year-to-date is 84 percent, zero percent lower than FY 2023-24 and seven percent below the 90 percent standard.
- Passenger OTP: Year-to-date is 86 percent, one percent below FY 2023-24 and four percent below the 90 percent standard.

FY 2025-26 and FY 2026-27 Performance Standards

Table 5-1 provides the preliminary performance standards for FY 2025-26 and FY 2026-27. The future operating costs for FY 2025-26 and FY 2026-27 have been developed to conform with the PRIIA Section 209 pricing policy, which stipulates that all state-financed, Amtrak-operated intercity passenger rail routes under 750 miles shall be priced by Amtrak in a fair and equitable manner.

Table 5-1: System Performance Standards and Results

PERFORMANCE METRIC	FY2023-2024			FY 2024-25	FY 2025-26	FY 2026-2027
	Actual	Budget	Actuals vs Budget	Budget	Budget	Budget
Usage						
Route Ridership	1,032,633	1,032,299	0%	1,196,448	1,338,620	1,480,790
Passenger Miles	76,694,786	68,451,517	12%	77,925,482	86,636,366	90,236,316
Total Operating Cost/Passenger Mile	\$0.78	\$0.92	-15%	\$0.90	\$0.81	\$0.80
Farebox Recovery	46%	41%	12%	43%	44%	44%
Service Quality	Actual	Standard	Actuals vs Standard	Standard	Standard	Standard
End-Point On-Time Performance	87%	90%	-3%	90%	90%	90%
Passenger On-Time Performance	89%	90%	-1%	90%	90%	90%
Operator Delays/10K Miles	305	>325	-7%	>325	>325	>325

FY 2025-26 and FY 2026-27 Action Plan

Table 5-2 summarizes projects, ongoing and planned, through FY 2025-26 and FY 2026-27. Each project shown in Table 5-2 is dynamic and may change based on circumstances beyond CCJPA’s control.

Table 5-2: FY 2025-26 and FY 2026-27 Action Plan

PROJECT	Past Fiscal Years	FY 2026				FY 2027				Future Fiscal Years
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
CAPITAL PROJECTS										
South Bay Connect										
Sacramento to Roseville Third Main Track Phase I										
California Integrated Travel Program (Cal ITP)										
Davis Station Signal Improvements										
Agnew Siding										
Steger Signal Improvements										
California Passenger Information Display System (CalPIDS) Modernization										
Contactless Fare Payment Hardware										
Right-of-Way Safety Improvement Program										
ONGOING PROJECTS										
Right-of-Way Safety and Security										
Capitalized Maintenance										
Network Integration/Link21										

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. Fares provide a critical funding source for CCJPA operations. The pandemic resulted in a significant reduction in fare revenue that was temporarily offset by federal funding support. Although CCJPA made a concerted effort to keep fares stable during the pandemic, increasing budget challenges will require increases in select fares during FY 2025-26 due to the increasing cost of service delivery. It is increasingly difficult for CCJPA to achieve the State’s requirement that it recover at least 50% of operating costs from fares. CCJPA consulted with transit fare policy experts to obtain strategic advice on a suite of fare policy actions. The report recommends that CCJPA lower fares for shorter trips (less than 50 miles) while pursuing marginal increases in other ticket products, particularly multi-ride fares. The goal is to make changes over the next several years is to transition fare policy that supports and encourages a broader adaptation of Tap2Ride. The final recommendation for fare adjustments will be determined through an ongoing analysis with changes expected in the summer of 2025. While the expectation is that some fare adjustment will be necessary, CCJPA’s goal is to work closely with Amtrak to promote the efficient delivery of service and minimize the need for fare increases.



Current ticket types include standard one-way and roundtrip fares, monthly passes, ten-ride tickets valid for 90 days, and six-ride/1-year tickets for college and university students. Ten-ride tickets are discounted by roughly 30-35 percent as compared to one-way fares, and monthly tickets are discounted by roughly 50 percent from one-way fares, assuming use of 40 times per month. In recognition of changing ridership patterns, ten-ride tickets were extended to be valid for 90 days in

2022. These discounted multi-ride fares are ideal for repeat riders who use Capitol Corridor trains as their primary means of travel along the corridor. To retain flexibility and convenience for our riders, reservations are not required for any of the trains.

CCJPA also offers targeted discount programs for leisure travelers, including the year-round “Friends and Family” offer, providing 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 California Everyday Discounts for seniors, children, military personnel, disabled individuals, and members of select organizations, in conjunction with the San Joaquins and Pacific Surfliner.

FY 2025-2026 Fares

Maintaining the fiscal viability of CCJPA service will likely require some increase in fares during FY 2024-25. CCJPA has made few changes in fares since 2019, effectively reducing the cost of service by nearly 20% considering inflationary levels during the period. Increasing budget challenges necessitates increases to address the increasing cost of service delivery. At a minimum, increases will equal inflationary levels during the most recent year.

In the Capital Improvement Section, CCJPA discussed the objectives and outcomes of the 2024/25 Fare Study. The initial actions to decrease short-trip fares (e.g., adjacent stations) should help drive ridership and marginally raise all other fares will be implemented in 2025, aiming to ensure CCJPA can meet the State’s 50% fare-box recovery objectives.

To provide riders with more flexibility for their multi-ride tickets, in 2020, CCJPA extended the 10-ride/45-day ticket to 60 days, and in 2022, extended it to 90 days, to encourage greater flexibility. However, analysis of the 10-ride product clearly shows a cohort of more frequent 10-ride utilization and very infrequent utilization, both suggesting that differentiation of the 10-ride product by two time periods and pricing levels may be warranted. We will explore

additional ways to offer ticket flexibility for riders as we learn more about emerging ridership patterns and prepare for a new ticketing platform.

As part of its Marketing Program (Section 8), CCJPA will develop initiatives designed to regain ridership and build customer satisfaction. Opportunities related to fares and ticketing include:

- Use findings from the fare analysis to develop new future fare products or adjust existing products to better meet the needs of riders.
- Raise awareness of the flexibility and benefits of Capitol Corridor’s unreserved ticketing.
- Continue to promote the Tap2Ride contactless fare pilot program.
- Leverage the CC Rewards loyalty program to deepen relationships with members of the community through promotional offers and giveaways.
- Continue to promote California’s “Everyday Discounts” and other ongoing discounts such as “Friends & Family”.
- Increase utilization of Amtrak’s mobile ticketing features in the short-term, as they enable real-time validation and improve customer convenience.

Together, these fare and ticketing programs for FY 2025-2026 will enhance customer convenience as we prepare for the growth of the Tap2Ride program.

FY 2026-2027 Fares

The expectation is that Tap2Ride will allow for a nimble and customer-friendly fare system with a wider range of products by FY 2026-27. Fare changes will be considered in the context of budget conditions at the time and are likely to, at a minimum, increase at an inflationary level. 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 the 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 the 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 use 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 help in boarding or detraining.

Passenger Information

Onboard train journey information is provided via the Wi-Fi landing page/portal associated with the 2020 upgraded Wi-Fi system. Refinements in this information regarding passenger journeys will evolve over time but remain as a consistent on-train amenity.

At the stations, electronic passenger information displays provide train arrival times, delay information, and other notifications. These displays are part of the California PIDS. CCJPA is leading an effort to initially modernize the back-office PIDS system to improve system reliability and functionality and, in the future, upgrade station signs and audio equipment. Description of the PIDS Modernization project can be found in Section 4, Capital Improvement Program. An early deliverable of this project is the publication of GTFS Realtime feeds for Capitol Corridor and ACE in FY 2024, which allows third-party travel planning apps such as Google Maps and Transit App to consume industry-standard transit schedule and real-time train status data.

Lavatories

Lavatories in California cars feature electric hand dryers, soap dispensers, infant diaper-changing tables, and air fresheners.

Wi-Fi

All cars in the fleet have complimentary Wi-Fi service. CCJPA delivered a next-generation Wi-Fi solution in 2020, a significant upgrade from the original system. It is now managed under a long-term services-based contract, which allows CCJPA to keep pace with technological improvements for hardware elements that reach end-of-life on a relatively rapid basis. At this time, the Wi-Fi system is being further leveraged for its IP-based communications for the Tap2Ride contactless payment readers. See details on the next-generation Wi-Fi in Chapter 9, CA IPR Supplemental Allocation for Onboard Technology (page 19).

Bicycle/Scooter Access

Providing on-train and secure station bicycle and scooter storage remain important aspects of Capitol Corridor bicycle access, as we see train ridership gradually returning. CCJPA will monitor on-train bicycle/scooter storage capacity needs as ridership recovers and maintain adequate racks to meet demand, which, for some busy trains, are already being challenged with an increasingly diverse ecosystem of non-powered and powered mobility devices of all types, making safe storage and transport a growing challenge for CCJPA, Amtrak, and customers. CCJPA will also continue to operate and maintain all existing BikeLink eLockers at stations and work with the eLocker vendor to raise awareness of secure station bike parking to mitigate on-train crowding. For physical bicycle access to and from stations, CCJPA is pursuing opportunities to improve station access as they arise with local municipalities.

Food and Beverage Services

CCJPA will continue to evolve and expand the menu based on the performance of the Café Car. Menus onboard the train have been sustainably redesigned, with a QR code linking to <https://www.capitolcorridor.org/cafe-car/>, allowing for changes to be made incrementally and in response to market demand, without having to reprint menus. To promote the Café Car, seatback tray decals offer QR code links to the menu, schedules, and other helpful links.



Equipment Acquisition, Renovation, and Upgrades

CCJPA is focused on refining 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 primarily California-owned equipment as shown in Table 7-1. New fleet acquisitions under development will dramatically increase service capacity. In November 2023, CCJPA received board authorization to enter into a joint services agreement with SJJPA for maintenance of the Northern California rail fleet with its third-party maintainer – Transit Services America Inc. (TASI). This transition will allow both services to adhere to higher maintenance quality, cleanliness, and be more agile with overhaul projects.

The fleet plan for FY 2024-25 is below in Table 7-1. Capitol Corridor has been operating temporary reduced service with a fleet that relies on eight four-car trainsets. For the upcoming FY 2025-26, Capitol Corridor plans to return to pre-pandemic train service levels which will require additional equipment. This will be possible as the “Venture Fleet” is commissioned along the SJJPA route.

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

California owned rail equipment	NOTES
13 F59 Locomotives	Assigned to San Joaquin and Capitol Corridor service
2 Dash-8 Locomotives	Assigned to the Oakland Maintenance Facility Yard
10 Charger Locomotives	Assigned to San Joaquin and Capitol Corridor service
75 Bi-Level California Coach and Surfliner Cars	Assigned to San Joaquin and Capitol Corridor service
7 Single Level Comet Cars	Assigned to San Joaquin service
4 Single Level Siemens Venture Sets (6 cars each)	Assigned to San Joaquin service
Amtrak Supplemental Equipment	
2 NPCU Single Level Baggage Cars	Assigned to San Joaquin and Capitol Corridor service
1 Amtrak Bi-Level Superliner Cars	Assigned to San Joaquin and Capitol Corridor service

Rehabilitation and Modification Programs

Using previously allocated State funds, the CCJPA, Caltrans, and Amtrak have established a multi-year program of periodic overhauls for the existing train fleet. This program aims to improve fleet performance, maintain the valued assets of the State’s rolling stock investment, and provide enough cars to effectively run the service until enough new cars arrive in 2025. Below are lists of both completed and upcoming projects.

Rail Equipment Projects in FY 2023-24

- Installed Cal-ITP-compliant card readers on all remaining cars to allow contactless credit card fare payments without pre-reservation.
- Developed & Implemented Train Manager lineup tool to improve the digital management of rail equipment and communication with Wi-Fi, Tap2ride, and GTFS Transition of maintenance provider (TASI) planning begun
- Truck Overhaul for suspension for a safer, smoother ride began

Rail Equipment Projects in FY 2024-25

- Maintenance transition to new provider expected to be completed.
- Truck Overhaul work will continue through the remainder of the fleet.
- State of Good Repair Asset Condition Assessment completed to inform short- and long-term overhaul plans as well as document the transition to TASI for mechanical maintenance
- Equipment Redeployment will begin as Siemens Venture Car sets are deployed on the San Joaquin Corridor to both Capitol Corridor JPA and LOSSAN JPA

Rail Equipment Projects Upcoming in FY 2025-26

- Truck Overhaul work will continue through the remainder of the fleet.
- Equipment Redeployment will continue to Capitol Corridor JPA and LOSSAN JPA as Siemens Venture Car sets are deployed on the San Joaquin Corridor.
- F-59 Locomotive Overhaul to begin
- Fleet Modernization RFP to be completed and planning of phased overhaul of legacy equipment finalized
- Charger Locomotive Technical Support and Spares Supply Agreement (TSSSA) led by San Joaquin JPA to be completed
- Continue to engage with SJJPA, LOSSAN and Caltrans on Zero Emission Technologies

8. Marketing Strategies

The Capitol Corridor Joint Powers Authority (CCJPA) is dedicated to growing ridership and increasing brand visibility through strategic marketing, enhanced customer engagement, and data-driven insights. In FY 2026, CCJPA will focus on understanding and adapting to changing customer demographics, leveraging major events, and expanding digital and grassroots outreach.

Advertising, Brand Awareness, and Partnerships

Advertising campaigns will target a diverse range of riders, emphasizing comfort, convenience, and value for both leisure and essential travel. With shifts in commuting patterns, campaigns will address the needs of hybrid workers, infrequent travelers, and those visiting family and friends.

Strategic partnerships will maximize visibility through joint promotions, onboard signage, and digital outreach. Promotions will focus on off-peak and event-driven travel, including major events like Super Bowl LX and FIFA World Cup matches in the region.

Customer Experience and Communication

Improving customer experience remains at the forefront of CCJPA's strategy. Efforts will focus on personalized engagement and addressing evolving rider expectations. Key initiatives include:

- Enhance website Search Engine Optimization (SEO) and User Experience (UX) for better navigation and search engine visibility.
- Translate website content into multiple languages to serve diverse audiences effectively.
- Leverage the evolving California Passenger Information Display Sign (PIDS) project to help deliver consistent and timely passenger communications via a variety of channels, including SMS/text and email service alerts, to provide customers clear and up-to-date information
- Deploy AI-powered tools to enhance the IVR system, ensuring efficient and accurate customer interactions.
- Scale customer service capabilities to meet demand during large-scale events and Tap2Ride expansion.

Marketing Program Highlights for FY 2026

In FY 2026, CCJPA will adapt its marketing and service strategies to address the evolving needs of its customer base. Key initiatives include:

- Develop targeted campaigns and promotional partnerships that appeal to leisure travelers and those visiting family and friends.
- Promote train travel for high-profile events such as Super Bowl LX and FIFA World Cup matches.
- Launch a College Ambassador Program to engage younger audiences and encourage rail travel among students along the Capitol Corridor route.
- Extend advertising reach by leveraging CCJPA's marketing asset catalog to negotiate mutually beneficial promotional partnerships, allowing partners to advertise via CCJPA's collection of digital and print channels.
- Conduct surveys and in-depth analyses to better understand the current rider profile, including the decline in daily commuters and the rise of hybrid workers and infrequent travelers.

Public Relations, Grassroots Engagement, and Outreach

CCJPA will prioritize building connections with local communities, younger audiences, and the broader public through targeted outreach and public relations. Activities include:

- Media outreach to showcase CCJPA's alignment with regional mobility and sustainability goals and innovations in service delivery.
- Engage with riders through virtual "Corridor Conversations" webinars and onboard programs, such as "Cappy Hour" discounted drink hours
- Grassroots engagement programs to strengthen ties with communities along the Capitol Corridor route, promoting awareness and fostering stronger relationships.
- Continue collaborations with organizations like Operation Lifesaver to promote rail safety awareness.

Looking Ahead: FY 2026-2027

CCJPA will continue to refine its understanding of changing customer needs, ensuring its strategies align with emerging travel patterns and preferences. Initiatives will include:

- Continuous analysis of ridership trends and customer feedback to adapt services and campaigns effectively.
- Strengthen marketing efforts to attract infrequent travelers, including hybrid workers and those traveling for leisure or family visits.
- Expand community outreach and grassroots programs to build lasting connections with key audiences.
- Leverage digital innovations and AI-driven tools to enhance customer experience and operational efficiency.

9. FY 2025-26 & FY 2026-27 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 2025-26 & FY 2026-27. The funding request for the same period is detailed in Table 9-1. and described below.

Amtrak Operations

Based on the Operating Plan and Strategies (Section 3), the CCJPA has prepared an initial forecast for the FY 2025-26 & FY 2026-27 operating expenses, ridership, and revenues. In close collaboration with JPA staff from the three California intercity rail JPAs, including Capitol Corridor, Caltrans has developed a Cost Optimization Strategic Initiative (COSI) model to project the estimated operations subsidy needed for each California intercity rail corridor based on various service levels and revenue assumptions. This model is updated quarterly based on current trends and analyzes various scenarios to assess the availability of resources. The COSI model was used to estimate the operations funding needed for the FY 2025-26 & FY 2026-27 Amtrak Operations, while actual Amtrak Operating costs will be determined by the implementation of the newly revised Passenger Rail Investment and Improvement Act (PRIIA) policy and costing methodology.

The Amtrak operating forecast shown in Table 9-1 assumes that pre-pandemic, full train service will resume in the March of 2025 contingent upon a return of customer demand, available equipment, and sufficient operating subsidy from the State. The forecasts for Amtrak Operating for FY 2025-26 and FY2026-27 reflect full, pre-pandemic train service levels. Additionally, an improvement in operating efficiency and a decrease in operating costs are required to return to full service. The proposed operating costs conform pursuant to the new PRIIA Section 209, which was implemented in FY 2013-14 and revised in FY 2023-24 as part of a national launch of a pricing policy for all Amtrak-operated IPR services under 750 miles.

An operational efficiency initiative currently underway is the shift of responsibility for the maintenance of the Northern California rail fleet from Amtrak to a new service provider. This cost reduction is described below in the California Intercity Passenger Rail (CA IPR) Support Supplemental Allocation Requested by San Joaquins Joint Powers Authority (SJJPA) on Behalf of CCJPA section and is reflected in the current Amtrak Operating cost estimate and Train Equipment Maintenance budget in Table 9-1.



As described in Section 4, CCJPA launched the Cal-ITP MVP, Tap2Ride, in March 2023. During a transitional period combining both CCJPA ticketing support and Amtrak ticketing support, state funding to support CCJPA revenue collection may be required. As CCJPA's responsibility for ticketing ramps up, Amtrak costs for supporting ticketing are expected to decrease, funding these new functions going forward. Overall, the

introduction of Cal-ITP compatible ticketing 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

current unknowns. Funding to support Tap2Ride was previously requested under the California Intercity Passenger Rail (CA IPR) Support Supplemental Allocation for Cal-ITP and is incorporated in the Direct Operations funding request for FY 2025-26 and FY 2026-27.

Direct Operations

The Direct Operations funding request captures operating expenses that were formerly included in the Amtrak Operating budget, such as the partnership with El Dorado County Transit Authority for the Sacramento to South Lake Tahoe connecting motorcoach route, and other direct operating expenses, such as bus partnerships, station contracts, transit transfers, rail safety initiatives, and system monitoring. Expenses for CCJPA’s implementation of Tap2Ride, contactless payments consistent with the State’s CalITP project, are also included in the Direct Operations request for FY2025-26 and FY2026-27. Prior to FY 2025-26, Tap2Ride was funded along with the CalITP supplemental allocation for CA IPR support below. Included under system monitoring, as described in Section 3 under Service Operations Efficiencies, is funding for ongoing monthly support of an improved Train Manager “line-ups” tool that is web-accessible and integrates with train consist data used by various other systems, including Wi-Fi and contactless EMV readers (see below).

Tap2Ride

While Tap2Ride builds on other MVP efforts for buses and light rail transit, the passenger rail operating environment presents unique challenges to overcome for both operations and the banking system, and newly to CCJPA – a customer service hosting requirement. Programmatic enhancements and infrastructure are required so that CCJPA can transition as many customers as feasible and practical to the contactless payments mode over time, replacing the longstanding ticket system currently in place. Additionally, CCJPA will need to investigate other complimentary payment modes, such as mobile ticketing, to handle the plethora of customer needs as a complement to contactless payment methods. We anticipate a focus on a complimentary mobile ticketing mode might commence in FY 2025-26, and will seek other grant funding, an ABP allocation or wrap this into the overall Cal-ITP program in the future.

Marketing Expenses

The CCJPA’s marketing budget for FY 2025-26 and FY 2026-27 includes resources required to support marketing strategies as described in Section 8. Bringing back passengers and increasing ridership will require an aggressive approach to marketing that demands an increase in funds to support the planned efforts. The budget estimates shown in Table 9-1 represent only the 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 estimates for the FY 2025-26 and FY 2026-27 budgets that support the administrative management activities of the CCJPA for the Capitol Corridor service. The administrative funding request includes resources focused on supporting capital project funding and advancing capital improvements due to anticipated federal and state grant opportunities. Also included in the administrative budget request are resources to support the recently acquired responsibilities of direct management of Northern California Wi-Fi, management of legacy CA PIDS, and the implementation of Cal-ITP or Tap2Ride on the Capitol Corridor service. As in recent years, CCJPA staff will continue to execute strategies to charge appropriate CCJPA labor costs to capital project grants, which will offset administrative expenses.

Total CCJPA Funding Request for Operating, Marketing, Administration

As detailed in Table 9-1, the total proposed combined budget requested by CCJPA for operating, marketing, and administrative expenses for FY 2025-26 is expected to decrease overall by four percent of the currently authorized funding amount for the current period FY 2024-25. As of the writing of this ABP version, CCJPA has received seventy-five percent of the requested amounts for Administration, Information Customer Support Services, and Marketing line items for FY 2024-25. It is expected that we will receive an allocation for the remaining twenty-five percent in the coming weeks, after which there will be an eight percent reduction in requested operating, marketing, and administrative expenses for FY 2025-26 as compared to FY 2024-25. This includes:

- A net decrease of 19 percent in the Amtrak operating contract due to the transition of train equipment maintenance to a new provider (with contract held by San Joaquins Joint Powers Authority (SJJPA) for which funding will be requested by SJJPA on behalf of CCJPA);
- An increase in Amtrak Operating costs, for which CCJPA has limited direct control over actual Amtrak operating costs and must follow the newly revised costing methodology that establishes the cost structure for Amtrak-provided services;
- A projected increase of 15 percent in Amtrak Operating revenue as compared to FY 2024-25;
- Significant increase in the Direct Operations budget due to the transition of funding from the CalITP line item to Direct Operations for Tap2Ride expenses; and
- An increase of four percent to the Administrative and Information Customer Support Services budgets due to inflationary increases. It is important to note that there is currently an overhead rate study underway which may result in an increase to the Administrative, Information Customer Support Services, and Marketing funding requests for payment to CCJPA’s Managing Agency under the Administrative Services Agreement.

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 \$388,000. Recent examples of minor capital projects include the installation of signage at stations, installation of fencing along the Capitol Corridor route, and the repair of vandalized station bike eLockers.

Capitalized Maintenance

Refer to the description in Chapter 4, Railroad Infrastructure Maintenance and Improvements section.

California Intercity Passenger Rail (CA IPR) Support Supplemental Allocations Requested by CCJPA

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

Northern California Onboard Wi-Fi

In 2018, CCJPA transferred 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) from Amtrak to the CCJPA. There has been an understanding that the Southern California Pacific Surfliner may eventually join under CCJPA’s oversight, but this has not transpired to date. Funding for the provision of onboard Wi-Fi was formerly included in the Amtrak Operating budget and has since been funded to CCJPA as a CA IPR Supplemental Allocation. As part of this shift, CCJPA procured a Next Generation onboard Wi-Fi service provider and a Wi-Fi service oversight contractor. CCJPA transitioned to Next Generation Wi-Fi for the Northern California fleet in 2020. In 2022, notable features leveraging the initial Wi-Fi investment were launched to sustain and modernize operations, such as contactless EMV readers used with Cal-ITP.

Additionally, CCJPA will oversee the Wi-Fi installation for the new Siemens “Venture Cars” fleet that will be part of the SJJPA operation. Unfortunately, due to the unforeseen delays in the delivery of the Venture Cars, there have been budgetary adjustments as equipment and labor costs rose over the years of delay. These updated costs and the actual delivery of two full Venture Car trainsets have now been captured and paid out using funds received in FY 2023-24.

The funding request for FY 2025-26 for the Northern California Onboard Wi-Fi program is listed in Table 9-1. The funding request is inclusive of the capex and operating payments to the Wi-Fi service provider for the Northern California fleet, comprised of bi-level and the (anticipated) new Siemens Venture Cars, a new set of Stadler (SEMU) cars in the initial design stages needing Wi-Fi consultation, the Wi-Fi oversight provider, cellular SIM costs, maintenance of two legacy Wi-Fi systems, and CCJPA’s estimated project 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. CCJPA staff will continue to refine the Onboard WiFi funding request prior to presenting to the CCJPA Board for adoption in April 2025, and additional detail will be provided regarding the funding request.

California Passenger Information Display System

Table 9-1 includes a request for operating funding support for both the legacy and modern (upgraded) California Passenger Information Display System for the California IPRs as described below.

Legacy California Passenger Information Display System (PIDS) - In FY 2023, CCJPA assumed the management responsibilities of the existing (legacy) CA PIDS for the CA IPR system, including Capitol Corridor, the San Joaquins, and the Pacific Surfliner, which were formerly supported by Amtrak and funded under the Amtrak Operating allocation. As part of this management shift, CCJPA entered into new contracts with the vendors who support the regular oversight, operations, and maintenance of CA PIDS. While the PIDS Modernization project is being implemented, the legacy CA PIDS needs to be kept operational for critical passenger information at stations. The funding request for FY 2025-26 and FY 2026-27 for the CA PIDS management and O&M for CCJPA, SJJPA, and LOSSAN is listed in Table 9-1 under the IPR Support Supplemental Allocation section and includes funding for vendor costs and CCJPA labor costs for program administrative management. As CalPIDS Modernization is implemented across different rail corridors, the cost of maintaining the existing CA PIDS is expected to decrease over time, while costs for maintaining the new PIDS will increase as the modern PIDS is implemented.

CalPIDS Modernization - The legacy CA PIDS was originally implemented in the early 2000’s, and both the hardware and software components of the system are reaching useful end-of-life. CCJPA is leading procurement of new PIDS hardware and software for multiple rail agencies in California. CCJPA is partnering with 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 FY 2025-26 and FY 2026-27. This project also involves bringing improved telecommunications services to stations on the Capitol Corridor, San Joaquins, and ACE. In FY 2025, the first phase of CalPIDS implementation should be complete at all Capitol Corridor stations and implementation planned or started at San Joaquins and ACE stations. Operating funding support for modern CalPIDS management and maintenance for both CCJPA and SJJPA is included in Table 9-1.

California Integrated Travel Program (Cal-ITP)

As described in Section 4 under Service Amenity Improvements, CCJPA serves as the fiscal sponsor for a CalSTA- and Caltrans-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 buses, metro, light and intercity rail, paratransit, bike hire, and ride-hailing services in California. While CCJPA will continue to work with the State to support this effort, we are also working with CalSTA and Caltrans DRMT to explore governance options so that the fiscal oversight of Cal-ITP can eventually be handed off from CCJPA.

The Minimum Viable Product (MVP) or pilot test for the CA IPR system commenced for the Capitol Corridor service in March 2023. Funding to support the MVP in FY 2023-24 and FY 2024-25 was included under the CalITP

supplemental allocation funding request. For FY25-26 and FY2026 -27, funding to support Tap2Ride is incorporated in the Direct Operations forecast in Table 9-1.

We anticipate the need for support through FY 2025-26; however, into FY 2026-27, CalSTA and Caltrans have objectives to incorporate all Cal-ITP elements into State agency programs. Funding for CalITP is reflected in Table 9-1. It is important to note, however, that funding for CalITP for FY 2024-25 includes Tap2Ride funding. The funding request for CalITP in FY 2025-26 and FY2026-27 does not include funding for Tap2Ride, however, the amount requested for FY 2025-26 is reduced by unexpended prior year funding for CalITP and Tap2Ride.

California Intercity Passenger Rail (CA IPR) Support Supplemental Allocations Requested by San Joaquins Joint Powers Authority (SJPA) on Behalf of CCJPA

Northern California Rail Fleet Maintenance

As described in Section 7, CCJPA will enter into a joint services agreement with SJPA for the maintenance of the Northern California rail fleet through its third-party maintainer. This transition will allow both Capitol Corridor and San Joaquins services adhere to higher quality maintenance standards and be more agile with overhaul projects. As of this writing, the expectation is that CCJPA will transition to the new third-party maintainer from Amtrak at the beginning before the end of FY 2024-25.

As a result of this change, there will be a reduction in Amtrak operating costs for equipment maintenance as compared to historical funding requests, and CCJPA's funding requirement for Amtrak Operations is reduced by the costs that will be paid to the new maintainer. Given that SJPA will hold the new maintenance contract for equipment used in the Capitol Corridor service, SJPA requested funding on behalf of Capitol Corridor for equipment maintenance costs in its FY 2024-25 ABP and will continue to do so in FY 2025-26 and FY 2026-27 and going forward under the Joint Services Agreement between CCJPA and SJPA. The amount requested by SJPA on behalf of CCJPA for these services is reflected in Table 9-1 as Train Equipment Maintenance. Note that this amount is not included in CCJPA's funding request.

Table 9-1

CCJPA FY 2025-26 & FY 2026-27

PRELIMINARY FUNDING & SUPPLEMENTAL ALLOCATION REQUEST - FEBRUARY 2025

Budget forecasts will continue to be developed prior to CCJPA Board adoption and submission to CalSTA in April 2025

Capitol Corridor Service	AUTHORIZED	PROPOSED	PROPOSED
	FY 2024-25 Budget <i>Reduced Service</i>	FY 2025-26 Budget <i>Pre-Pandemic Service</i>	FY 2026-27 Budget <i>Pre-pandemic</i>
¹TRAIN SERVICE BY ROUTE			
Sacramento-Oakland			
Weekday	24 Current / 30 Planned	30	30
Weekend	22	22	22
Oakland-San Jose			
Weekday	12	14	14
Weekend	14	14	14
Sacramento-Roseville	2	2	2
Roseville-Auburn	2	2	2
RIDERSHIP	1,196,448	1,338,620	1,480,790
FUNDING REQUEST			
Operating			
Amtrak Operating Expenses	\$ 55,044,968	\$ 53,637,178	\$ 55,212,195
Amtrak Operating Revenue	\$ (26,819,910)	\$ (30,757,629)	\$ (32,009,040)
² Operating Subsidy - Amtrak (Expenses less revenue)	\$ 28,225,058	\$ 22,879,549	\$ 23,203,155
³ Train Equipment Maintenance	\$ 12,646,693	\$ 16,443,955	\$ 17,101,713
⁴ Direct Operations	\$ 831,258	\$ 2,608,365	\$ 2,373,074
⁵ Information Customer Support Services	\$ 1,144,551	\$ 1,587,111	\$ 1,650,595
CCJPA Administrative Management			
⁵ Administration	\$ 3,170,150	\$ 4,430,609	\$ 4,607,834
⁵ Marketing	\$ 1,262,997	\$ 1,683,970	\$ 1,683,970
⁶TOTAL CCJPA Admin & Operating Allocation	\$ 34,634,014	\$ 33,189,604	\$ 33,518,628
CCJPA SUPPLEMENTAL ALLOCATION			
Minor Capital	\$ 500,000	\$ 500,000	\$ 500,000
Capitalized Maintenance	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
TOTAL CCJPA Supplemental Allocation	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
⁷CA INTERCITY PASSENGER RAIL (IPR) SUPPORT SUPPLEMENTAL ALLOCATION			
Northern California Onboard Wi-Fi	\$ 3,074,776	\$ 3,228,515	\$ 3,389,940
⁸ California Integrated Travel Program (CalITP)	\$ 7,000,000	\$ 5,300,000	\$ 6,300,000
Passenger Information Display System Support	\$ 2,031,945	\$ 1,839,779	\$ 1,432,354
TOTAL CA IPR Supplemental Allocation	\$ 12,106,721	\$ 10,368,294	\$ 11,122,295
⁹Total Funding Request	\$ 48,240,735	\$ 45,057,897	\$ 46,140,923

Table 9-1 Funding Request Footnotes

1. Train Service forecast for FY 2024-25 assumes restoration to pre-pandemic levels of 30 weekday/22 weekend in March of 2025.
2. Forecasts for Amtrak Operations is based on the Cost Optimization Strategic Initiative (COSI) model outputs developed by California Department of Transportation (Caltrans) Division of Rail and Mass Transit (DRMT) along with the California Intercity Passenger Rail Joint Powers Authorities, including CCJPA. Amtrak estimates commencing in FY 2024-25 do not include train equipment maintenance which will be provided by a new maintainer. Train Service forecast for FY 2024-25 assumes restoration to pre-pandemic levels of 30 weekday/22 weekend in March of 2025.
3. Funding for the maintenance of the equipment to operate the Capitol Corridor service is transitioning from Amtrak to another third-party maintainer. The new equipment maintenance contract has been procured by SJJPA who will pay for the costs on behalf of the Northern California Fleet, including CCJPA, for which funding will be requested by San Joaquin Joint Powers Authority (SJJPA) on behalf of CCJPA in its Annual Business Plan process.
4. Direct Operations captures operating expenses that were formerly included in the Amtrak Operating contract, as well as other direct operating expenses, such as bus partnerships, station contracts, transit transfers, rail safety, and system monitoring. The FY2025-26 and FY2026-27 Direct Operations funding request includes Tap2Ride expenses, which were formerly funded under the CA Intercity Passenger Rail Supplemental allocation for CalITP.
5. As of the writing of this ABP, given the as-yet unspecified impacts of the adopted State of California FY 2024-25 budget reductions, the amounts represented for FY 2024-25 are 75 percent of CCJPA’s annual request for Administration, Marketing, and Information/Customer Support Services.
6. Total CCJPA Funding Requirement to provide administrative management and operations of the Capitol Corridor Service does not include the Train Equipment Maintenance budget which is being requested on behalf of CCJPA by SJJPA.
7. CA Intercity Passenger Rail (IPR) Support Supplemental Allocation is funding to support CCJPA-led projects that benefit the three California IPRs including the Capitol Corridor, the San Joaquins, and the Pacific Surfliner.
8. FY 2024-25 request for California Integrated Travel Program includes funding for Tap2Ride, Capitol Corridor's implementation of contactless payments on CC trains. The FY2025-26 & FY2026-27 funding requests for CalITP do not include forecasts for Tap2Ride, which have been budgeted for under Direct Operations.
9. Total CCJPA Funding Requirement does not include the Train Equipment Maintenance budget which is being requested on behalf of CCJPA by SJJPA.

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. The prior agreement between the San Francisco Bay Area Rapid Transit District (BART) and CCJPA, wherein BART serves as the CCJPA’s Managing Agency, was first renewed in February 2005 for a five-year term through February 2010. Subsequently, it was 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 supported by BART’s Board in December 2019. In November 2024, the CCJPA Board approved an additional five-year term through February of 2030.

As identified in the ITA, the State performs audits and reviews of CCJPA’s service-related financial statements. In addition, the CCJPA requires that the Controller-Treasurer provides an annual independent audit of the CCJPA’s accounts within six months of the close of the State fiscal year. BART has established appropriate accounting and financial procedures to ensure that funds secured by the CCJPA during FY 2025-26 and FY 2026-27 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 2025-26 and FY 2026-27 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 2024 State Rail Plan, which includes integration of rail services (high-speed rail, intercity and regional rail, and integrated express buses) and the development of multimodal connection points across the State that allows for convenient and timed transfers between different transit services and modes.

The 2024 State Rail Plan, developed by CalSTA and Caltrans Division of Rail, envisions a larger-scale passenger and freight rail network in California. The Plan incorporates not only the IPR services but also the planning efforts for the California High-Speed Rail system. The leadership demonstrated by CalSTA, as expressed through the 2024 State Rail Plan, is advancing the concepts of State rail planning and has 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, it adopted the Vision Implementation Plan that directed the CCJPA to plan the future of Capitol Corridor service within a larger Northern California megaregional context. This endeavor includes exploring cross-bay connections in the San Francisco Bay Area and connections with passenger rail services in the San Joaquin Valley. In 2018, the State published a State Rail Plan that supported actions within the CCJPA Vision Implementation Plan and encouraged cooperation among Northern California rail providers within a Northern California Megaregional context. The revised Plan published in 2024 lays out a vision for a future electrified passenger rail network and supports major rail investments to support increasingly greater levels of train service.

The long-term vision for the Capitol Corridor fundamentally involves developing the service where frequency is not limited by existing host railroad agreements, currently capped at 15 roundtrips between Sacramento and Oakland. Instead, the vision is for a service with 15-minute frequencies during peak hours, 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 under public control, the implications for layering intercity, commuter, and even high-speed rail are all viable potential outcomes consistent with the objectives of the 2024 State Rail Plan.

CCJPA has been officially identified as part of the Federal support for intercity rail planning through the Corridor Identification and Development Program (Corridor ID). In conjunction with Caltrans, CCJPA anticipates that the Corridor ID program will build upon the Vision Plan with far greater and robust analysis that was possible given the limited Vision Plan budget. The Corridor ID planning efforts will include the existing Capitol Corridor route, the new crossing between Oakland and San Francisco (Link21), as well as new markets passing through communities into Reno, Nevada, and California communities leading to Novato and Salinas. This analysis will be crucial in developing a capital investment and operating plan strategy that can sustain Capitol Corridor's service improvement plans for the next twenty years.

CCJPA is working with BART on the planning of a New Transbay Rail Crossing – an opportunity for a passenger rail crossing between Oakland and San Francisco. This approach aligns with the Core Capacity Study needs identified in the Metropolitan Transportation Commission (MTC)-led study and with the CCJPA Board's direction to study a conventional rail crossing in support of an expanded rail network as described in the 2024 State Rail Plan. The context of the 21-county Northern California Megaregion is the backdrop for the planned incremental program development steps for this megaproject. The project is in a transition phase with the expectation that CCJPA will take a more significant role in future project development.

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 and 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 Funding Requirement
SFY 91/92 (a)	6	173,672	--	864	\$1,973,255	--	\$4,848,967	--	41%	\$1,592,907
SFY 92/93	6	238,785	--	650	\$2,970,103	--	\$8,333,093	--	36%	\$6,712,017
SFY 93/94	6	364,070	52.5%	1,000	\$3,598,978	21.2%	\$9,911,735	18.9%	36%	\$6,714,761
SFY 94/95	6	349,056	-4.1%	960	\$3,757,146	4.4%	\$9,679,401	-2.3%	39%	\$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%	\$6,434,940
SFY 96/97	8	496,586	23.2%	1,360	\$5,938,072	23.6%	\$20,510,936	85.2%	29%	\$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%	\$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%	\$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%	36%	\$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%	41%	\$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%	\$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%	35%	\$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%	\$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%	\$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%	46%	\$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%	\$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%	\$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%	\$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%	\$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%	\$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%	49%	\$29,606,390
FFY 12/13	30	1,701,185	-2.6%	4,661	\$29,186,617	0.0%	\$60,472,128	2.4%	48%	\$29,110,318
FFY 13/14 (j)	30	1,419,084	-16.6%	3,888	\$29,177,880	0.0%	\$58,063,314	-4.0%	50%	\$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%	\$32,595,784
FFY 15/16	30	1,560,814	5.8%	4,276	\$32,187,647	7.0%	\$58,034,765	0.8%	55%	\$25,847,118
FFY 16/17	30	1,607,277	3.0%	4,403	\$33,968,835	5.5%	\$56,644,500	-2.4%	60%	\$22,675,665
FFY 17/18	30	1,706,849	6.2%	4,676	\$36,305,769	6.9%	\$61,221,333	8.1%	59%	\$24,915,564
FFY 18/19	30	1,777,136	4.1%	4,869	\$38,109,114	5.0%	\$62,492,832	2.1%	61%	\$24,383,718
FFY 19/20 (k)	30/10/16	898,007	-49.5%	2,460	\$20,364,433	-46.6%	\$48,744,937	-22.0%	42%	\$28,380,504
FFY 20/21 (l)	22/18	354,373	-60.5%	971	\$8,869,808	-56.4%	\$42,055,480	-13.7%	21%	\$33,185,672
FFY 21/22 (m)	22/18	705,365	99.0%	1,933	\$17,795,622	100.6%	\$50,983,505	21.2%	35%	\$33,187,883
FFY 22/23	22/18	921,105	30.6%	2,524	\$23,050,510	29.5%	\$60,021,847	17.7%	38%	\$36,971,337
FFY 23/24	22/18	1,032,633	12.1%	2,829	\$27,301,749	18.4%	\$59,860,805	-0.3%	46%	\$32,559,056

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.

l. In response to slow recovery from the COVID-19 global pandemic, train service was increased to 22 weekday/18 weekend trains. \$13.5 m in federal CRRSA funding and \$13.5 m in federal ARPA funding helped to offset State Costs and supplement revenue loss due to the decline in ridership.

m. Operating costs were offset by federal COVID relief ARPA funding in the amount of \$4.3 m.

*Numbers are an estimate until we receive Amtrak's Final Reconciliation for FY24.

Appendix B

CCJPA CAPITAL PROJECTS February 2025						
Project Name	Project Description	Projected Completion	CCJPA Secured Funds	Partner Contribution	Total Project Cost	Fund Source
South Bay Connect (formerly Oakland to San Jose Phase 2A)	Relocate Capitol Corridor service between Oakland Coliseum and Newark from Niles Subdivision to Coast Subdivision, which will improve operational efficiency and service reliability and facilitate intermodal connections to the SF Peninsula.	Environmental: Nov-24 Design: June-30 Construction: Dec-34*	\$ 173,820,000	N/A	\$ 990,400,000	Measure BB, RM3, SRA, STIP, TIRCP, CCJPA Operating
Sacramento to Roseville Third Main Track Phase I	Construct first phase of third main track and layover facility improvements in order to increase service frequency between Sacramento and Roseville.	Environmental: Apr-25 Design: Jun-26 Construction: Dec-29	\$ 213,990,000	N/A	\$ 228,990,000	CalTrans, CRISI, ITIP, TIRCP, CMAQ, Prop 1A, Prop 1B, SRA, CCJPA Operating
SR84 Intermodal Bus Facility	New intermodal bus facility on SR 84 adjacent to the proposed Ardenwood Station (South Bay Connect), improves operational efficiency for transbay buses and shuttles.	Design: Jul-29 Construction: Feb-32	\$ 9,280,000	N/A	\$ 140,080,000	TIRCP
Davis Station Signal Improvements	Improve the railroad signal system and replace track crossovers at Davis station to improve reliability and lifespan of the railroad infrastructure.	Design: Oct-24 Construction: Dec-25	\$ 8,266,838	\$ 3,250,000	\$ 15,815,577	Amtrak, PTA, Caltrans, SRA, UPRR, CCJPA Operating
Agnew Siding	Design and construct 2,000' siding in the vicinity of the Santa Clara Great America Station.	Design: Mar-25 Construction: Sept-26	\$ 8,816,552	N/A	\$ 11,647,620	SRA, Prop 1A, CCJPA Operating
Stege Signal Improvements	Improvements to the railroad signal system in the vicinity of Richmond station which will result in improved reliability and better on-time performance.	Jun-24	\$ 5,570,000	\$ 920,000	\$ 7,590,000	PTA, UPRR, Caltrans, SRA, CCJPA Operating
Santa Clara Crossover	Improve train operations through the installation of a new crossover on the Coast Subdivision by allowing passenger train meets north of Santa Clara University Station.	Design: Mar-25 Construction: Sept-26	\$ 5,350,000	N/A	\$ 5,350,000	Capitalized Maintenance
CCJPA Station Improvements	Station improvement projects for improved passenger comfort, safety, state-of-good repair, and Americans with Disability Act (ADA) accessibility at Capitol Corridor stations.	Ongoing	\$ 1,500,000	N/A	\$ 1,500,000	SRA
Grade Separation and Safety	Promote safety improvements to existing grade crossings, promote grade separations, and promote grade crossing closures along the Capitol Corridor route in partnership with local agencies.	Ongoing	\$ 1,650,000	N/A	\$ 1,650,000	SRA
Infrastructure Reliability	Capital investment to keep these bridges and structures in serviceable and safe condition.	Ongoing	\$ 4,200,000	N/A	\$ 4,200,000	SRA
Strategic Operations Enhancement	To explore opportunities to more efficiently deliver elements of service provide on the corridor.	Ongoing	\$ 666,666	N/A	\$ 666,666	SRA
Right-Of-Way Safety Improvement Program	Includes installation of security fencing at three identified priority locations: Oakland to Fremont, Richmond to Emeryville, and Fairfield to Suisun City. (Recently awarded CRISI funding)	Project Pending Grant Acceptance Process	\$ 20,000,000	N/A	\$ 25,000,000	CRISI, SRA
CAPITAL PROJECT TOTAL			\$ 453,110,056	\$ 4,170,000	\$ 1,432,889,863	

*CCJPA is working to pull in timelines subject to federal and state funding availability

CAPITOL CORRIDOR DRAFT FY 2025 -26 & FY 2026-27 ANNUAL BUSINESS PLAN – FEBRUARY 2025

CCJPA ONGOING PROJECTS February 2025					
Project Name	Project Description	Projected Completion	Secured Funds	Total Project Cost	Fund Source
Right-Of-Way (ROW) Safety/Security - Clean-Up	UPRR ROW clean-up including vegetation removal, clean-up and encampment relocation (Annual State Rail Assistance funding)	Ongoing	\$ 1,014,393	\$ 1,014,393	SRA
Capitalized Maintenance	Track maintenance for State of Good Repair Program to maximize on-time performance (Annual Business Plan funding)	Ongoing	\$ 1,000,000	\$ 1,000,000	Capitalized Maintenance
Tap2Ride	Pilot program for contactless fare collection onboard the Capitol Corridor trains. (Annual Business Plan funding)	Ongoing	\$ 1,000,000	\$ 1,000,000	CalSTA, CCJPA Operating
UPRR Special Agents	Special Agents will be responsible for responding to incidents and providing improved safety and security services. (Annual State Rail Assistance funding)	Ongoing	\$ 500,000	\$ 500,000	SRA
ONGOING PROJECT TOTAL			\$ 3,514,393	\$ 3,514,393	

CCJPA-Led Projects Supporting the California Intercity Rail Services February 2025					
Project Name	Project Description	Projected Completion	Secured Funds	Total Project Cost	Fund Source
On-Board Wi-Fi for Northern California Fleet	Upgrade, provide, and manage On-Board Wi-Fi for the Northern California Fleet	Ongoing	\$ 3,074,776	\$ 3,730,005	CCJPA Operating
California Integrated Travel Program (CallTP)	Develop a governance structure and approach for a system that allows for seamless statewide travel and fare purchase across multiple agencies and modes	June-25	\$ 49,483,500	\$ 49,483,500	TIRCP, PTA, CalSTA, CDT, CARB
California Passenger Information Display System (CalPIDs) Modernization	Design, test, and implement an improved passenger train arrival/alerts system all communication channels including station hardware, servers, data, and software, for Capitol Corridor, San Joaquins, ACE, and NCTD.	Construction: Sep-26 Operations: Ongoing	\$ 6,445,748	\$ 11,201,051	SRA, SJRRC, SJJPA, CCJPA Operating
California Passenger Information Display System (CalPIDs) Legacy	Support operations and maintenance of legacy CA-PIDS for CCJPA, SJJPA, and LOSSAN. Annual funding allocations by State.	September-25	\$ 661,198	\$ 661,198	CCJPA Operating
Sacramento Valley Station (SVS) Transit Center	Pass through grant to the City of Sacramento for improvements at the SVS	Jun-26	\$ 3,194,000	\$ 3,194,000	TIRCP
Network Integration	Support for initial Second Transbay Crossing study and Carquinez Strait Crossing Study	Aug-24	\$ 2,000,000	\$ 2,000,000	TIRCP
Link21 (New Transbay Rail Crossing)	Planning and implementation strategies for a new Transbay Rail Crossing (Annual Business Plan and TIRCP funding)	Ongoing	\$ 11,476,000	\$ 11,476,000	TIRCP, CalSTA Link21, CCJPA Operating
CCJPA-LED INTERCITY PASSENGER RAIL SUPPORT PROJECT TOTAL			\$ 76,335,222	\$ 81,745,754	