



**CAPITOL  
CORRIDOR**

**Business Plan Update**  
FY 2022-23 & FY 2023-24

**DRAFT ANNUAL BUSINESS PLAN**  
January 2022

**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 2022-23 and FY 2023-24). This document outlines the service and capital improvements that have contributed to the Capitol Corridor’s success, identifies necessary improvements to sustain its growth, and incorporates customer input as detailed in Chapter 263 of California State Law.

Intercity passenger rail business plans are integral to the overall statewide planning, coordination, and budgeting of the services. The CCJPA will submit this draft ABP to the Secretary of the California State Transportation Agency (CalSTA) in April 2021 and, as necessary, a revised version can be submitted by June 15, 2021.

The ongoing pandemic brings a level of uncertainty to the CCJPA Business Plan that is reflected throughout the document. Impacts to ridership, staffing levels, equipment availability, and available funding are all possible with high degrees of variability expected depending on the trajectory of the pandemic. CCJPA has benefited from three tranches of federal funding provided to Amtrak for the State-Supported services which has helped us to support the Capitol Corridor operating costs during a time of an unprecedented decline in ridership and revenue. It is not clear if additional COVID-relief funding from the federal or state governments will be available to offset loss in revenue going forward. There has been a level of unpredictability in Amtrak operating costs, and operating efficiency requires significant improvement in order to return to full service and expand to meet the service expectations as outlined in the CCJPA vision plan. The information included in this document reflects our current expectations as of the date of the current version of the Business Plan. As we have since the beginning of the current public health crisis, CCJPA will continue to work closely with the State, Amtrak, Union Pacific, and other intercity rail partners to ensure that we adapt to continued changes due to the pandemic over the course of the planning period. CCJPA’s long-term plan is to return to full service as soon as health and financial conditions allow and build upon that with future service improvements and expansion.

As administrator of the Capitol Corridor®, the CCJPA’s primary focus is the continuous improvement of the train service through effective cost management, gaining share in the travel market, and delivering a customer-focused, safe, frequent, reliable, and sustainable transportation alternative to the congested I-80, I-680, and I-880 highway corridors. The CCJPA is governed by a Board of Directors comprised of 16 elected officials from six member agencies along the 170-mile Capitol Corridor route (see Figure 1-1):

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

**History.** The Capitol Corridor service began in December 1991 with six daily trains between San Jose and Sacramento. The CCJPA assumed management responsibility for the service in October 1998. In August 2006, the CCJPA expanded service from 24 to 32 weekday trains between Sacramento and Oakland and from eight to 14 daily trains continuing to San Jose. In August 2012, the CCJPA utilized the reconfigured Sacramento station to optimize operational cost effectiveness and reduced service to 30 daily round trips between Sacramento and Oakland

**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 service until at least the first quarter of FY 2022-23. For the purposes of budget forecasting, the business plan reflects a presumed return to full service during the first quarter of FY 2022-23 but future adjustments in those assumptions will be based on changing health and financial conditions as well as equipment availability.

The basic operating costs for the Capitol Corridor conform with Section 209 of the Passenger Rail Improvement and Investment Act of 2008 (PRIIA). This policy is used to develop the costs for the FY 2022-23 and any future CCJPA/Amtrak operating agreement, as summarized in the table below for the upcoming fiscal years. There has been a level of unpredictability in Amtrak operating costs, and operating efficiency requires significant improvement in order to return to full service.

Capitol Corridor Route	FY 2022-23	FY 2023-24
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
Operations Budget	\$39,682,000	\$36,503,000

**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 Standard	FY 20-21			FY 21-22	FY 22-23	FY 23-24
	Actual	Standard	% Difference	Standard	Standard	Standard
<u>Usage</u>						
Route Ridership	354,373	388,488	-9%	792,474	1,158,000	1,384,530
Passenger Miles	24,994,057	16,410,100	+52%	35,015,800	85,446,500	92,905,800
Total Operating Cost/Passenger-Mile	\$1.86	\$2.34	-21%	\$0.98	\$0.75	\$0.70
<u>Service Quality</u>						
End-Point On-Time Performance	90%	90%	0%	90%	90%	90%
Passenger On-Time Performance	92%	90%	+2%	90%	90%	90%
Operator Delays/10K Miles	302	>325	-7%	>325	>325	>325

**Capital Improvement Program.** The CCJPA’s Capital Improvement Program (CIP) is consistent with the CCJPA’s Vision Plan, regional and State of California transportation plans (e.g., Regional Transportation Plans [RTPs] and Caltrans’ 2018 State Rail Plan). The CIP includes projects in four broad categories: railroad infrastructure maintenance and improvements, rolling stock equipment improvements, service amenity improvements, and service plan improvements and expansions.

Long-term service plan improvement activities over the next two fiscal years will include the final engineering design of Sacramento to Roseville service expansion project and the environmental and design phase of South Bay Connect. CCJPA will also continue to work in partnership with BART on the initial planning stages for Link21, a new Transbay rail crossing, that includes BART and standard gauge interregional passenger rail services.

For railroad infrastructure maintenance and improvements, CCJPA will continue to work with Union Pacific Railroad to maintain railroad right-of-way infrastructure in prime condition to reduce delays and ensure excellent on-time performance [90%+] for Capitol Corridor trains with two large scale signal replacement projects near Davis Station and at Stege, near Emeryville Station. In addition, design for improvements for passenger safety and accessibility at the Davis station is currently underway in partnership with Amtrak, UPRR, and the City of Davis. For rolling stock improvements, testing of renewable diesel as an alternative fuel source will present an exciting opportunity to decrease carbon emissions associated with train operations. CCJPA is also coordinating closely with Caltrans to rehabilitate and extend the life of the existing fleet.



For service amenity improvements, customers can expect to see continual Wi-Fi portal improvements in content and bandwidth. CCJPA is partnering with the San Joaquin Joint Powers Authority (SJJPA), the San Joaquin Regional Rail Commission (management agency of the Altamont Corridor Express, or ACE), and the North County Transit District (NCTD) to modernize PIDS across State-supported intercity passenger rail services, with implementation ongoing through calendar year 2022. The California Integrated Travel Program

(Cal-ITP), in coordination with the California State Transportation Agency (CalSTA), will be entering a Minimum Viable Project (MVP) phase which is intended during the Fiscal Year to introduce new ticketing options to the public. This will require internal Capitol Corridor management and oversight changes, and as experienced by the public, there will be a notable change to ticket sales can proceed. CCJPA is presently developing the nature of the MVP and will engage with the public as to the nature of the ticketing change.

**Marketing, Communications, and Customer Experience Strategies.** The CCJPA’s marketing, communications, and customer experience strategies for FY 2022-23 and FY 2023-24 will focus on developing and implementing a comprehensive marketing and communications plan to attract and grow ridership to pre-pandemic levels, where market research and travel trends indicate opportunity for regrowth to those 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.

**Action Plan.** The CCJPA is committed to manage the service to meet or exceed near-term budget projections. Promotional programs and campaigns will showcase the Capitol Corridor as the preferred transport alternative in the Northern California Megaregion. CCJPA will conduct the planning analysis and cultivate the partnerships and funding opportunities necessary to make incremental as well as longer-term transformational changes to the Capitol Corridor route.

## 1. Introduction

The Annual Business Plan is submitted in draft form in April 2021 and final form by June 15, 2021, to the Secretary of the California State Transportation Agency (CalSTA), providing adequate time for Amtrak to develop its final operating cost estimates for the Capitol Corridor® intercity passenger rail service. As part of Chapter 263 of State Law that allowed for the transfer of the Capitol Corridor service to the CCJPA on July 1, 1998, the CCJPA is required to prepare an ABP that identifies the current fiscal year’s operating and marketing strategies; summarizes capital improvement plans for the Capitol Corridor; and includes the funding request to the Secretary of CalSTA for the CCJPA’s operating, administrative, and marketing costs for inclusion in the State Budget proposal to the Legislature.

The ongoing pandemic brings a level of uncertainty to the CCJPA Business Plan that is reflected throughout the document. Impacts on ridership, staffing levels, equipment availability, and available funding are all possible with high degrees of variability expected depending on the trajectory of the pandemic. CCJPA has benefited from three tranches of federal funding provided to Amtrak for the State-Supported services which has helped us to support the Capitol Corridor operating costs during a time of an unprecedented decline in ridership. It is not clear if additional COVID-relief funding from the federal or state governments will be available to offset loss in revenue going forward. There has been a level of unpredictability in Amtrak operating costs, and operating efficiency requires significant improvement to return to full service and expand to meet the service expectations as outlined in the CCJPA vision plan. The information included in this document reflects our current expectations as of the date of the current version of the Business Plan. As we have since the beginning of the current public health crisis, CCJPA will continue to work closely with the State, Amtrak, Union Pacific, and other intercity rail partners to ensure that we adapt to continued changes due to the pandemic over the course of the planning period. CCJPA’s long-term plan is to return to full service as soon as health and financial conditions allow and build upon that with future service improvements and expansion.

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 via a dedicated motorcoach bus network as well as 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 (such as Chambers of Commerce), and public interests (such as local transportation agencies), along with the entities that help deliver the Capitol Corridor service – Amtrak, Union Pacific Railroad (UPRR), Caltrans, and the various transportation agencies and communities that are along the Capitol Corridor route.

## 2. Historical Performance of the Service

On December 12, 1991, the State of California Department of Transportation (Caltrans) and Amtrak initiated the Capitol Corridor intercity train service with six daily trains between San Jose and Sacramento. In 1996, legislation was enacted to establish the CCJPA, a partnership among six local transportation agencies sharing in the administration and management of the Capitol Corridor intercity train service.

In July 1998, an Interagency Transfer Agreement (ITA) transferred the operation of the Capitol Corridor service to the CCJPA for an initial three-year term, which was extended in 2001. In September 2003, legislation was enacted that eliminated the sunset date in the ITA and established the current, permanent governance structure for the CCJPA. The CCJPA now operates and manages the Capitol Corridor service through an operating agreement with Amtrak.

Under management of the CCJPA, collection and use of train operations and revenue data has been a consistent tool to expand and fine tune service plans to optimize ridership, increase revenue, achieve cost efficiency, and improve safety. Appendix A presents an overview of the financial performance and ridership growth of the Capitol Corridor service since its inception in December 1991.

**Figure 1-1**  
**Map of Capitol Corridor Service Area**



### 3. Operating Plan and Strategies

The CCJPA aims to meet the travel and transportation needs of Northern Californians by providing safe, frequent, reliable, and sustainable Capitol Corridor intercity train service. CCJPA is increasing the use of detailed daily operating information (e.g. ridership, delays, safety incidents, and customer comments) to drive efficiencies and identify capital improvement needs to enhance the reliability of service. Applying business intelligence and analytics ensures that the CCJPA uses sound business principles in developing short- and long-term operating strategies for the Capitol Corridor trains.

#### Train Service and Expansions

The Capitol Corridor has maintained service at 30 weekday (22 weekend) trains between Sacramento and Oakland and 14 daily trains between Oakland and San Jose since August 2012. Due to the unprecedented effects of the COVID-19 global pandemic, CCJPA reduced train service to mitigate revenue shortfalls while still providing a critical transportation lifeline to essential and frontline workers during 2020. Immediately following the shelter in place orders in March of 2020, CCJPA reduced train service to ten trains per day. In June of 2020, the service frequency was increased to eight round trips on weekdays and five on weekends, representing fifty-five percent of pre-pandemic levels. In June of 2021, service frequency was increased to 11 round trips on weekdays and 9 round trips on weekends, representing 85% of pre-COVID service level. The short-term strategy is to match our service to demands as public health and financial conditions allow. CCJPA’s goal is to return to pre-pandemic train service levels by the first quarter of FY 2022-23.

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

Prior to the pandemic, through February 2020, the Capitol Corridor train service experienced ridership growth for 31 consecutive months. CCJPA will focus comprehensive strategies to restore service and ridership towards pre-pandemic levels in the FY 2022-23 and FY 2023-24 time period.

For FY 2022-23, CCJPA will continue the operation of the pulse schedule introduced on March 29, 2021, which is a regularized hourly arrival and departure pattern (i.e. 5:01, 6:01, 7:01, etc.). This was a major change in

CCJPA’s schedule and is in alignment with the California Rail State plan. Additionally, this new schedule connects Auburn to San Jose with a direct train each way seven days a week.

The CCJPA continues to plan for service expansions to/from Roseville and longer-term service expansions to/from San Jose. These service expansion/extension projects will also require additional rolling stock.

#### Motorcoach Service and Transit Connections

The Capitol Corridor provides dedicated motorcoach bus connections to San Francisco, communities along the Central Coast region south of San Jose (Salinas and San Luis Obispo), and communities east of Sacramento. In addition, the CCJPA partners with local transit agencies to offer expanded options for transit connections throughout the corridor. The CCJPA reimburses transit agencies through its Transit Transfer Program that allows Capitol Corridor passengers to transfer free of charge to participating local transit services. CCJPA partners with Santa Cruz Metro, El Dorado Transit Authority, and Monterey-Salinas Transit to share operating costs for the benefit of both agencies and their riders. Figure 3-1 illustrates the range of passenger rail, Amtrak Thruway bus, and other local transit connections available from Capitol Corridor stations.

Pursuant to Senate Bill (SB) 742 which was enacted in 2020 and enables the State-supported intercity passenger rail services (Capitol Corridor, San Joaquins, and Pacific Surfliner) to provide bus service to passengers without a train ticket as a part of a trip. During FY 2021-22 CCJPA formed a partnership with El Dorado Transit for the Sacramento to South Lake Tahoe route that allows for connecting service for Capitol Corridor riders, or local trips for those traveling along this route. This is an open-door service like the Monterey-Salinas Transit partnership. CCJPA will continue to explore the possibility of transitioning to an AC Transit provided connection for the service between Emeryville and San Francisco. CCJPA will explore other opportunities for similar partnerships with transit agencies.



**FY 2021-22 Operating Plan**

As of June 7, 2021, the Operating Plan is:

- Sacramento – Oakland - 22 weekday (18 weekend) trains
- Oakland – San Jose: 14 daily trains (12 daily trains on weekdays as of January 24, 2022)
- Sacramento – Roseville – Auburn – 2 daily trains (one round-trip)

**FY 2022-23 and FY 2023-24 Operating Plans and Strategies**

CCJPA is currently planning to return to full service during the first quarter of FY 2022-23 subject to changing impacts of the pandemic on passenger demand, staffing, equipment availability, and budget.

Capitol Corridor Route	FY 2022-23	FY 2023-24
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
Operations Budget	\$39,682,000	\$36,503,000

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

*Safety and Security*

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

During FY 2020-21 CCJPA implemented health and safety measures soon after the COVID-19 global pandemic. This included hand sanitizers aboard, enhanced cleaning procedures and mandated mask wearing while riding onboard. CCJPA will continue to work closely with Amtrak to identify additional measures to enhance health & safety.

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



**Service Reliability**

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

- Supporting an additional two Amtrak transportation supervisors in the Oakland to San Jose section of the route to address unauthorized trespassing and service incidents.
- Funding a right-of-way (ROW) cleaning crew (financed with CCJPA State Rail Assistance (SRA) funds and executed by UPRR) to address vegetation overgrowth, add and repair security barriers/fences, and remove homeless encampments along the ROW.
- Funding two Union Pacific patrol officers to identify safety issues along the corridor, including encampments, abandoned vehicles, and gaps in fencing.

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

During FY 2021-22 CCJPA Board approved funding for two UPRR special agent positions dedicated to the CCJPA ROW. The Capitol Corridor-UPRR Special Agent support will improve safety and security and will improve on-time performance of trains by providing police support for railroad crossing enforcement/education, pedestrian and vehicle trespassing, illegal dumping, and vandalism on Capitol Corridor railroad rights of ways. The project is expected to continue in perpetuity based on available funding.

#### 4. Capital Improvement Program

The CCJPA maintains a Capital Improvement Program (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. As with other transit systems around the country, the COVID pandemic has depressed Capitol Corridor ridership and thrown projections of future ridership into uncertainty. However, there is no current basis for suspending or altering any of the projects currently ongoing within the CIP given the long-term strength of the travel market in the CCJPA service area.

##### **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, and construct train maintenance and layover/storage facilities from a mixture of funding sources. Most of the funding has come from the State. See Appendix B for a list of current CCJPA capital projects, project status, and related funding.



The 2018 State Rail Plan update lays out a transformative long-term vision of the statewide railroad network. The Plan envisions capital investments supporting a multi-tiered freight and passenger rail operating environment that better serves travel markets with improved cost efficiency. The CCJPA's Northern California Megaregional Rail planning efforts, which evolved from the Vision Plan process, are coordinated within the larger context of the 2018

State Rail Plan. We are entering a period where from both the federal and state perspective opportunities for passenger rail funding have never been as promising. The passage of the November 2021 federal infrastructure bill coupled with the existing state SB1 funding programs is the reason why the years ahead for rail improvements are so promising. We are entering a period where emphasis on project delivery is critical to support ongoing investment at the levels established.

##### **Programmed and Current Capital Improvements**

Improvements made in this fiscal year as well as capital projects planned for FY 2023-24 and FY 2024-25 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 to adjacent neighborhoods. The first phase of this work will involve replacement of track crossovers and railroad signal system near the station. Construction of the first phase is expected to begin in FY 2021-22. Design of the remaining improvements will proceed concurrently.

#### *Agnew Siding Improvement Design*

Final design for a new passing siding in the Santa Clara-Great America station vicinity is underway and will be completed in FY 2021-22. To date, funding is available to cover all design and pre-construction activities. A new passing siding in the Santa Clara-Great America station vicinity would offer two benefits: 1) Provide a storage track to hold Capitol Corridor special/extra trains to



serve events at Levi's Stadium, which is adjacent to the Santa Clara-Great America Station; and 2) Reduce delays to Capitol Corridor and ACE trains due to unscheduled meets in the current single-track territory. These delays cascade throughout the respective train systems, causing further service disruptions and delays. As the design is being completed, CCJPA is working with the respective utility owners to be sure their facilities that cross under the railroad are protected or relocated in the area where the new track will be constructed. CCJPA is working to obtain the remaining funds to implement the project as soon as the design phase is complete.

#### *Signal Replacement/Upgrade*

The CCJPA has continued to work in partnership with UPRR to improve the railroad signal system. Two major signal replacement projects, funded jointly by UPRR and CCJPA, are underway including one near Davis Station and the second, at Stege, near the Emeryville Station. Consistent joint investments of CCJPA and UPRR have resulted in a reduction in signal-related train delays.

#### *Grade Crossing Safety Upgrade*

The CCJPA has begun a program seeking safety improvements to 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 provide an opportunity to address needed safety improvements. CCJPA intends to work closely with UPRR, the California Public Utilities Commission, and local communities to highlight areas of concern and support efforts to implement improvements. The improvements will be made in concert with the various road authorities and the Union Pacific Railroad with an aim to reducing incidents and maintaining the safety and on-time performance of Capitol Corridor trains. If appropriate, the CCJPA will seek to promote separation (bridge) or closure of the crossings.

#### *Bridge and Structure Improvement/Upgrades*

The CCJPA has begun a program of improvements to bridges and related structures along the Capitol Corridor route. This program will focus on safety improvements and asset life extension. This program will supplement the work already performed by the Union Pacific Railroad and will aim to improve the safety and on-time performance of Capitol Corridor trains.

*Capitalized Maintenance*

The Capitol Corridor Capitalized Maintenance program focuses on upgrades and improvements to the railroad infrastructure to achieve and maintain a high level of on-time performance. In the past fiscal year, funding was used for improvements to the railroad track to improve passenger ride comfort and on-time reliability. The program also funded railroad signal system reliability improvements.

**Rolling Stock Equipment Improvements***Wi-Fi Upgrade*

In December 2020, the CCJPA completed significant Wi-Fi system upgrades to the entire Northern California bi-level fleet which serves both the Capitol Corridor and San Joaquin intercity routes. CCJPA, working with Caltrans DRMT, performs this work as a ‘center of excellence’ on behalf of the State’s northern intercity passenger rail systems. In due course, this is available to extend to the Southern California fleet. The upgrades were completed using a service model approach, in which both the capital, ongoing operating support costs, and the associated amenities (e.g., entertainment and service applications) are amortized over time to allow for appropriate and consistent technology life-cycle upgrades. While the bi-level fleet has been upgraded, the new Siemens ‘Venture’ cars, are tentatively scheduled to be outfitted with the same Wi-Fi system starting in early 2022. This start date has been amended due to overall delays with the Siemens ‘Venture’ car program deliveries. The second phase of the Siemens ‘Venture’ cars is still expected to be on schedule starting on January 2023 as cars are finalized. In addition to portal/landing page features described in Chapter 8, Marketing Strategies, the CCJPA will work with the Wi-Fi to test some internet traffic shaping treatments that can improve the overall passenger experience.

*Renewable Diesel Testing*

To help the State meet its greenhouse gas reduction targets and eliminate harmful air pollution emissions, CCJPA is actively engaged with its statewide rail partners and the California Air Resources Board (CARB) to complete testing of renewable diesel as a substitute for carbon-based diesel fuel with the intention to transition the fuel source during FY 2021-22. This project was delayed due to vehicle crossing accident damage that occurred to the unit being tested. The locomotive testing phase was completed after special permission was granted by the FRA to run the engine in the number two position. Environmental Protection Agency certification for renewable diesel is expected in 2022. The eventual plan to transition the entire fleet to renewable diesel is planned for FY 2022-23.

*Additional New Rolling Stock*

Caltrans has procured new single-level passenger rail cars (Siemens ‘Venture Cars’, described above in Wi-Fi) and these cars will be delivered for use on the San Joaquin service (tentatively) beginning in Spring 2022. This delivery will result in a shift of some vehicles to CCJPA. In advance of the order of new rail vehicles for the NorCal IPR fleet, Caltrans is spearheading a fleet management plan that is supported by the CCJPA, SJJPA, and the LOSSAN Rail Corridor Agency.

**Service Amenity Improvements***Bicycle Access*

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

*California Passenger Information Display System (PIDS) Modernization*

PIDS provides passengers with train arrival information at Capitol Corridor stations and the current system is in need of replacement. CCJPA is partnering with the San Joaquin Joint Powers Authority (SJJPA), the San Joaquin Regional Rail Commission (management agency of the Altamont Corridor Express, or ACE), and the North County Transit District (NCTD) to modernize PIDS across State-supported intercity passenger rail services, with implementation ongoing through calendar year 2022. This project is currently capitol funded but will likely transition to an ongoing operating cost in future fiscal years as the system matures to a maintenance phase.

*California Integrated Travel Program (Cal-ITP)*

CCJPA is managing a CalSTA and Caltrans DRMT-led, multi-agency initiative to research, develop and implement an Integrated Travel Program (Cal ITP) that will enable California residents and visitors to plan and pay for travel across multiple modes of transportation, including bus, metro, light and intercity rail, paratransit, bike hire, and ride-hailing services in California. With the help of dedicated Caltrans staff leading integration, the CCJPA is fiscally and programmatically supporting these critical objectives. 2021 was spent further developing program capacity in and building upon scale of data systems, hardware, and software that would need to be in place to support early program pilots, but the true Cal-ITP highlight of the year was implementing several pilot tests, called Minimum Viable Products (MVPs). The MVP for California Intercity Passenger Rail system commenced for the Capitol Corridor service, and while it builds on other MVP efforts for bus and light rail transit, the passenger rail operating environment presents unique challenges to overcome for both operations and the banking system. This work has continued into 2022 and will result in an MVP launch in mid-2022. While CCJPA will work with the State to continue supporting this effort, including receiving more funding in FY 2022-23, we are also working with CalSTA/Caltrans DRMT to explore governance options so that the fiscal oversight of Cal-ITP can eventually be handed off from CCJPA.

**Service Plan Improvements and Expansions**

*Sacramento to Roseville Third Track Service Expansion Project*

The Sacramento to Roseville Third Track Phase I Project is currently advancing to the 30% design phase with UPRR and working towards design by early 2023 completion. Over the course of 2021, the CCJPA developed a funding plan to cover the construction funding gap. Due to the various sources, the CCJPA will learn from a combination of federal and state sources if we have been successful in gathering the capital funding needed to complete phase one of this project, thus allowing two additional round trips to/from Roseville. Phase two of this project will add an additional seven round trips but no funding for those phases has commenced with all efforts being focused on assembling funding and completing design and right-of-way acquisition for the phase one effort.



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

The South Bay Connect project comprises two main elements that have independent utility but work together synergistically: 1) the rerouting of Capitol Corridor train service from its existing UPRR Niles Subdivision to the UPRR Coast Subdivision between Oakland and Newark (called the South Bay Connect project) and 2) a new intermodal station at Ardenwood Park & Ride (on the border between the cities of Fremont and Newark) that connects north-south rail service and existing east-west transit and shuttle service across the SR84 Dumbarton transportation corridor, enhancing transit connections between Alameda County and the Peninsula (termed the SR84 Intermodal Facility project). The proposed service reroute reduces travel time by up to 13 minutes between Oakland and San Jose and reduces overall freight and passenger train congestion in the East Bay. The SR84 Intermodal Facility would allow Capitol Corridor passengers to reach destinations on the Peninsula, identified as an underserved market for the Capitol Corridor service in a previous study, via existing bus and shuttle services. Resulting increases in ridership from travel time reduction and new intermodal station connections would reduce vehicle miles traveled on the congested corridors of I-880 and SR84, resulting in lower overall transportation GHG emissions and harmful air pollutants. This project is being developed in coordination with a broad range of stakeholders, including Alameda CTC, AC Transit, and other public and private entities. The draft Environmental Impact Report (EIR) is expected to be released by the end of 2022 and the final EIR by the end of 2023. The SR84 Intermodal Facility project is also advancing with Caltrans District 4 through their project development process. For both project elements, the CCJPA will continue to seek additional funding required to complete construction.

*Link21 (New Transbay Rail Crossing)*

CCJPA is partnering with BART on the extensive planning efforts needed to deliver on a Northern California Megaregional Project, a new transbay rail crossing between San Francisco and Oakland with implications that extend far beyond just the connection across the San Francisco Bay. The planned new rail crossing is evaluating provisions to include BART and/or standard gauge passenger rail services. The undertaking of such a project involves considering project concepts, markets, options, formal alternatives, across over 21 Northern California counties and requires a multi-disciplinary team of expertise to complete the extensive process. Section 9 of this ABP continues to include resources to support the full-time staff positions and supporting resources over the next five years to advance the planning studies and outreach efforts for interregional passenger rail services serving the greater NorCal Megaregion as part of Link21.

## 5. Performance Standards and Action Plan

CCJPA maintains a customer-focused business model which emphasizes delivering reliable, frequent, safe, and cost-effective train service designed to sustain growth in ridership and revenue. During the past 20 years, ridership has trended upward as the service provides a viable, transport alternative to the parallel congested I-80/I-680/I-880 highway corridors that is competitive in terms of travel time, reliability, and cost.

The CCJPA develops performance standards for the Capitol Corridor service to be aligned with the Uniform Performance Standards (UPS) developed by the CalSTA. CCJPA has long used data analysis to drive cost effective service improvements and expects to increase the role of data in future fiscal years. Table 5-1 summarizes the UPS and CCJPA results for FY 2020-21 and for FY 2021-22 through October/November 2021, as well as the standards for the next two fiscal years. The effect of the ongoing pandemic on performance has been quite significant and creates a great deal of uncertainty on future performance expectations.

### **FY 2020-21 Performance Standards and Results**

- Ridership: 354.3 thousand, a decrease of sixty-one percent compared to FY 2019-20.
- Revenue: \$8.9 million, fifty-six percent less than in FY 2019-20.
- System Operating Ratio (farebox ratio): 20 percent, forty-three percent less than FY 2019-20, primarily due to the decrease in ridership and revenue due to the COVID pandemic.
- On-Time Performance (OTP): End-Point OTP 90 percent, an increase of two percent from FY 2019-20.

### **FY 2021-22 Performance Standards and Results to Date**

- Ridership: Year-to-date (through November 2021) ridership is 162 percent more than last year and 1 percent below business plan projections.
- Revenue: Year-to-date (through November 2021) revenue is 181 percent more than last year and 3 percent more than business plan projections.
- System Operating Ratio: Year-to-date (through November 2021) system operating ratio is 36 percent, 30 percent less than the FY 2020-21 standard of 52 percent.
- On-Time Performance (OTP): Year-to-date (November 2021) End-Point OTP is 81 percent, which is lower than the 90 percent standard. Passenger OTP is 80 percent, also lower than the 90 percent standard.

### **FY 2022-23 and FY 2023-24 Performance Standards**

Table 5-1 provides the preliminary performance standards for FY 2022-23 and FY 2023-24. The FY 2022-23 and FY 2023-24 future operating costs have been developed to conform with PRIIA Section 209 pricing policy, which stipulates that all state-financed, Amtrak-operated intercity passenger rail (IPR) routes under 750 miles shall be priced by Amtrak in a fair and equitable manner.

**Table 5-1: System Performance Standards and Results**

Performance Standard	FY 20-21			FY 21-22	FY 22-23	FY 23-24
	Actual	Standard	% Difference	Standard	Standard	Standard
<u>Usage</u>						
Route Ridership	354,373	388,488	-9%	792,474	1,158,000	1,384,530
Passenger Miles	24,994,057	16,410,100	+52%	35,015,800	85,446,500	92,905,800
Total Operating Cost/Passenger-Mile	\$1.86	\$2.34	-21%	\$0.98	\$0.75	\$0.70
<u>Service Quality</u>						
End-Point On-Time Performance	90%	90%	0%	90%	90%	90%
Passenger On-Time Performance	92%	90%	+2%	90%	90%	90%
Operator Delays/10K Miles	302	>325	-7%	>325	>325	>325

**FY 2022-23 and FY 2023-24 Action Plan**

Table 5-2 summarizes projects, ongoing and planned, over FY 2022-23 and FY 2023-24. The projects listed are new, one-time initiatives and do not reflect recurring or annual CCJPA objectives (e.g., develop annual marketing plan, update business plan, rider appreciation events, etc.). Each project shown in Table 5-2 is dynamic and can change based on circumstances beyond CCJPA’s control.

**Table 5-2: FY 2022-23 and FY 2023-24 Action Plan**

PROJECT	Past Fiscal Years	FY 2022-23				FY 2023-24				Future Fiscal Years
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
<b>CAPITAL PROJECTS</b>										
South Bay Connect										
Sacramento to Roseville Third Main Track Phase I										
SR84 Intermodal Bus Facility										
California Integrated Travel Program (Cal ITP)										
Davis Station Signal Improvements										
Agnew Siding										
Stege Signal Improvements										
California Passenger Information Display System (CalPIDS) Modernization										
Contactless Fare Payment Hardware										
Network Integration										
Surfliner Door Panel Replacement										
<b>ANNUAL PROJECTS</b>										
CA IPR Wi-Fi Management										
Right of Way Safety and Security										
Capitalized Maintenance										
Link21										
UPRR Special Agents										



## 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 fund source for CCJPA operations. The pandemic has resulted in a tremendous reduction in fare revenue that has fortunately been offset by one-time Federal funding support. CCJPA has made a concerted effort to keep fares stable during the pandemic but increasing budget challenges may necessitate a review of fares during FY 2022-23. The goal is to work closely with Amtrak to more efficiently deliver service to allow for a continuation of a reasonable fare structure.

Current ticket types include standard one-way and roundtrip fares, monthly passes, and ten-ride tickets valid for 60 days. Ten-ride tickets are discounted roughly 30-35 percent as compared to one-way fares and monthly tickets are discounted roughly 50 percent from one-way fares, assuming use of 40 times per month. A six-ride ticket was introduced in summer 2019, designed for college/university students. These discounted multi-ride fares are ideal for repeat riders who use the Capitol Corridor trains as their primary means of travel along the corridor. Multi-ride tickets can be used year-round for all regularly scheduled train service. To retain flexibility and convenience for our riders, reservations are not required for any of the trains.

The CCJPA also offers targeted discount programs for leisure travelers. The “Friends and Family” year-round offer offers 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, disabled person, and members of select organizations in conjunction with the San Joaquins and Pacific Surfliner.

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

### **FY 2022-2023 Fares**

In 2019, CCJPA completed a multi-year series of fare increases on multi-ride tickets that followed an inflationary increase of two percent per year. To offer riders more flexibility with their multi-ride tickets, in 2020, CCJPA extended the 10-ride/45-day ticket to 60 days, recognizing that riders may not be traveling as frequently given that many employees were encouraged and continue to work from home. We will seek out more ways to offer ticket flexibility for riders as we learn more about emerging ridership patterns and prepare for a new ticketing platform.

There is currently no plan to increase fares in FY 2022-23. CCJPA has made a concerted effort to keep fares stable during the pandemic, but increasing budget challenges may necessitate a review of fares during FY 2022-23. In addition, minor adjustments between some city pairs or for specific connecting bus services may be considered.

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

- Perform a fare analysis to benchmark our existing fare offerings for select city-pairs and better inform future fare products
- Develop new fare products or adjust existing ones to better meet the needs of riders
- Raise awareness of the flexibility of Capitol Corridor’s unreserved ticketing and work with Amtrak on enhancing convenience to customers
- Continue to promote the college/university 6-ride ticket and “Stride On Board” loyalty program.
- Leverage the CC Rewards loyalty program to deepen relationship with members of the community with 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, since they enable real-time validation and improve customer convenience

Together, these fare and ticketing programs for FY 2022-2023 will enhance customer convenience as we prepare for a shift to the Cal-ITP program.

### **FY 2023-2024 Fares**

CCJPA will explore potential changes to fares for FY 2023-24 as we begin to fully implement Cal-ITP. The expectation is that Cal-ITP will allow for a nimble and customer friendly fare system with a wider range of products. Fare changes will be considered in the context of budget conditions at the time, an issue with a high degree of uncertainty given the ongoing pandemic. Other fare and ticketing opportunities include:

- Continue to expand and raise visibility of transit connectivity programs such as the Transit Transfer Program, joint ticketing, and transfer of motorcoach bus routes to parallel local transit services
- Enhance customer loyalty and referral programs to retain existing riders and attract new riders
- Integration and implementation of new ticketing platform will likely offer new fare products and expand choices for riders

## **7. Service Amenities, Food Services, & Equipment**

### **Service Amenities**

#### *Accessibility*

The Capitol Corridor provides complete accessibility to passengers. Accessibility features include onboard wheelchair lifts, two designated spaces per train car for passengers in wheelchairs and one wheelchair-accessible lavatory on the lower level of each train car. Mobility-impaired persons not in wheelchairs can utilize grip bars at each door, work with conductors to utilize on-train step stools, or even utilize the wheelchair lifts, if needed, to board from the platform. Passengers who require assistance may contact the conductors for assistance in boarding or detraining.

#### *Passenger Information*

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

At the stations, there are electronic passenger information displays that provide train arrival times, delay information, and other notifications. CCJPA is leading an effort to modernize the Passenger Information Display System (PIDS) to improve system reliability and functionality. Description of the PIDS modernization project can be found in Section 4, Capital Improvement Program.

#### *Lavatories*

Lavatories in California cars feature electric hand dryers, soap dispensers, and infant diaper-changing tables. New air fresheners were added in the last fiscal year to help mitigate odors.

#### *Wi-Fi*

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

*Bicycle Access*

Providing on-train and secure station bicycle storage remain important aspects of Capitol Corridor bicycle access, despite the impacts of the COVID pandemic reducing the prior trending demand for bicycle storage demand. CCJPA will monitor on-train bicycle storage capacity needs as ridership recovers and maintain adequate bicycle racks to meet demand. 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. As for physical bicycle access to/from stations, CCJPA will pursue opportunities to improve station access as they arise with local station owners.

*Food and Beverage Services*

Café Car service returned for on all trains in June 2021 with a limited menu. CCJPA will continue to monitor performance of the Café Car along with ridership to evaluate the timing for menu expansion. Menus on board the train have been redesigned as sustainable, 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 help with the promotion of the Café Car, plans include placing signage at staffed stations and on seatback trays.

**Equipment Acquisition, Renovation, and Upgrades**

The CCJPA works closely with Caltrans and Amtrak to refine the maintenance and operations programs at the Oakland Maintenance Facility to improve the reliability, safety, and cost-effectiveness of the Northern California rail fleet, which supports both the Capitol Corridor and San Joaquin services. The fleet is a mix of California-owned equipment and leased Amtrak equipment as shown in Table 7-1. New fleet acquisitions under development will dramatically increase service capacity.

In January 2014, the State of Illinois, as lead agency for the Midwest states, California, Oregon, and Washington, announced the award of a federally funded locomotive procurement for Chargers, the cleanest diesel-electric locomotives in the world. Chargers are clean-burning and meet EPA Tier IV emissions requirements. Eight Chargers were assigned to Northern California for use on the Capitol Corridor and San Joaquin services. In 2017, Caltrans accepted ownership of the Chargers, Amtrak was contracted to operate them and CCJPA accepted to oversee the maintenance and service performance of the units. These eight Chargers were all equipped with federally mandated PTC (Positive Train Control). They now are now officially in operation on the Capitol Corridor in the lead position, further enhancing the safety of the Capitol Corridor service. CCJPA received two more Chargers in 2021, replacing two of the F59 locomotives. This change is reflected in Table 7-1.

In response to the changing demands for service due to the COVID-19 pandemic, Capitol Corridor has been working collaboratively in a fleet management task force with Caltrans and the other CA IPRs to shift the state-owned fleet to minimize the use of Amtrak leased cars. The fleet plan for FY 2021-22 is below in Table 7-1. Capitol Corridor has been operating the temporary reduced service with a fleet that generally relies on seven four-car trainsets. For the upcoming FY 2022-23, Capitol Corridor plans to return to pre-pandemic 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)**

<b>California owned rail equipment</b>	<b>NOTES</b>
13 F59 Locomotives	Assigned to San Joaquin and Capitol Corridor service
2 Dash-8 Locomotives	Assigned to San Joaquin and Capitol Corridor service
10 Charger Locomotives	Assigned to San Joaquin and Capitol Corridor service
1 MP14B Yard Switcher	Assigned to San Joaquin and Capitol Corridor service
78 Bi-Level California Coach and Café Cars	Assigned to San Joaquin and Capitol Corridor service
14 Single Level Comet Cars	Assigned to San Joaquin service
<b>Amtrak Supplemental Equipment</b>	<b>NOTES</b>
4 NPCU Single Level Baggage Cars	Assigned to San Joaquin and Capitol Corridor service

### **Rehabilitation and Modification Programs**

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

#### **Rail Equipment Projects Completed in FY 2021-2022**

- Testing of renewable diesel in the new Tier IV California Charger locomotives to be EPA certified began in mid-2019 and will last until one year’ hours of operation have been accumulated. This has been delayed due to COVID-19 service changes and is expected to be completed by Fall 2021. After successful testing, the new California Charger locomotive will be the cleanest petroleum-powered locomotive in the world and move California-owned passenger rail vehicles towards their goal of being carbon-free by 2035.
- Newly designed bike racks with more storage capacity are being tested and will be installed on all cab cars. A bike rack design for the Amtrak-leased Superliners was successfully completed and can be deployed at a future time when ridership to CCJPA returns to pre-pandemic levels.
- Two of the 15 state owned F-59 are to be decommissioned and replaced with Tier IV Chargers by 2021, with an additional five possible by 2022/23. Caltrans has negotiated with the local air districts to keep and utilize the two HEP engines and Gensets (Generators) as spares for the program. The head-end power units in the locomotives that provide power for lighting, electrical outlets, etc., that were updated to EPA Tier IV standards in 2012, will be overhauled starting in 2020.
- Upgrades to the HVAC, ducting, and thermostatic controllers will continue.
- The diner cars built in 1995/96 will undergo a rehabilitation of the upper-level galley to update the equipment with current technology standards. Modifications include installing new chillers, drainage, FDA-compliant stainless steel counter tops, lighting, internet connections and food storage units. The new design will also make the working area more ergonomic for the food service employees. The first diner car to undergo the upgrade is due back in service by summer 2021.
- For added safety and security, beginning March 2020, event recorders (black boxes) will be upgraded for better compatibility with PTC as well as trainset operation monitoring.
- Side door operator replacement on the Northern CA 6000 series Surfliner cars completed July 2020.
- Replacement of 20-year-old side door panels on the 6000 series Surfliner cars scheduled to be completed by July 2021. The State-owned Southern CA fleet will be completed by Spring 2022, with an additional 24 panels to cover both fleets.
- Clean the waste tank systems and investigate the possible reroute the venting on the 8800-series cars to help mitigate foul odors.

#### **Rail Equipment Projects Upcoming in FY 2022-23**

- Replace the destination sign LED displays by Fall 2022.
- Overhaul the hydraulic ADA boarding lifts on all cars.
- Ongoing replacement of current incandescent and fluorescent lighting with more energy efficient, brighter, longer lasting, and cooler operating LED lighting.
- Interior refresh upgrades to cabin areas and restrooms
- Overhaul of trucks and suspension for a safer, smoother ride

## **8. Marketing Strategies**

To raise brand awareness of the Capitol Corridor service and increase ridership, the CCJPA employs a strategy of combining targeted advertising campaigns, multi-channeled cross-promotions with strategic partners, paid social media, and media outreach efforts. Primary objectives include promoting the service in key markets and attracting riders to trains. Staff will focus on rider acquisition and retention through targeted advertising and brand engagement, primarily in the digital media space. Marketing dollars and impact are maximized through joint promotions and social media sharing with key partners along the Capitol Corridor route.

### *Advertising Campaigns, Brand Awareness, and Promotional Partnerships*

- Advertising campaigns aim to attract leisure and business travel riders by highlighting the advantages of train travel, including amenities, value, and destinations
- Advertising efforts emphasize the Capitol Corridor image, brand, and destinations, in accordance with the CCJPA Board’s edict to create a distinct, regional brand for the Capitol Corridor and strengthen brand awareness throughout the service area.
- Promotions target specific markets designed to build ridership during off-peak hours such as midday/mid-week and weekend travel. Destination-focused promotions highlight riding the train to events at venues along the route, such as Levi’s® Stadium, creating awareness of the train as a convenient way to reach leisure destinations throughout Northern California.
- Partnership Brand Marketing: CCJPA’s Strategic Marketing Partnership program has established a marketing asset catalog to support CCJPA’s trade promotion negotiations, enabling selected partners to market their products via Capitol Corridor’s diverse marketing channels, such as interior, exterior, and station signage, social media, email, electronic station signs, and the onboard Wi-Fi landing page. The partnership program is designed to extend advertising reach, as well as increase value, ridership, and revenues by leveraging relationships with organizations that are close to Capitol Corridor stations and/or share similar target audiences to heighten Capitol Corridor’s brand visibility.
- Joint Marketing and Outreach: The CCJPA achieves cost efficiencies by working with local community partners, such as CCJPA member agencies and local Destination Management Organizations, to promote both destination and rail travel.

### *Customer Experience*

The CCJPA views communication with passengers as the cornerstone of our customer-focused service delivery. CCJPA actively encourages passengers to provide input via our website, social media channels, and toll-free number, funneling these comments into an online platform, which allows CCJPA to better respond to the customer’s request or issue. We use this feedback to identify and prioritize service modifications, capital improvements, and desired amenities in the service.

### *Communications: Online Presence and Customer Engagement*

The CCJPA places great importance on delivering timely and accurate passenger communications via multiple channels, and engaging customers in providing feedback. Ongoing efforts include:

- Maintaining a website that is mobile optimized and easy to navigate, with booking and trip planning tools that are easy to use, as well as timely and engaging content.
- Boosting participation in online social networking platforms, such as Facebook, Twitter, Instagram, and LinkedIn and exploring new opportunities within these rapidly evolving platforms.
- Continuing rider engagement programs such as our virtual “Corridor Conversations” webinars, bringing back onboard programs such as “Cappy Hour” discounted drink hours, and launching new benefits for riders such as our Capitol Corridor Rewards program.
- Enabling consistent and timely passenger communications via a variety of channels, including SMS/text and email service alerts, to ensure customers receive clear and up-to-date information.
- Encouraging passengers to provide input via our channels such as the website, social media, and toll-free number. We use this feedback to identify and prioritize service modifications, capital improvements, and desired amenities for the service.

### *Public Relations, Outreach, and Advocacy*

The CCJPA's public information efforts incorporate traditional and digital media to build awareness about its service and projects. Activities include:

- Advocacy and public relations efforts that aim to increase the Capitol Corridor's visibility and recognition as a unique interagency partnership that is aligned with broader statewide goals of enhancing mobility for all and reducing greenhouse gas emissions.
- Helping communities along the route to build awareness of the service in their respective cities through local outreach campaigns, including transit connections via the Transit Transfer Program.
- Publishing an Annual Performance Report that informs the public and elected officials of the service's successes, benefits, and challenges.
- Collaborating with Operation Lifesaver, a voluntary effort by railroads, safety experts, law enforcement, public agencies, and the general public.
- Developing and sharing content that highlights key projects, staff work, partnerships, and other activities that help tell the Capitol Corridor's story and help shape its brand identity.

### **FY 2022-2323 Marketing Program**

CCJPA's FY 2022-2323 Marketing Program will continue to focus on increasing ridership on trains with available capacity by emphasizing the convenience of modern train travel and targeting service periods with the highest growth potential.

CCJPA will continue its own independent advertising campaigns that position Capitol Corridor as a distinct regional service brand. CCJPA will evolve the Capitol Corridor brand to ensure that marketing and customer touchpoints align with the CCJPA's overall vision at present and into the future. Key elements will include:

- Developing a comprehensive marketing plan to attract and grow ridership to pre-pandemic levels, utilizing the latest information from Caltrans' Market Segmentation study and other available market research....
- Creating more digital content (videos, photos, infographics, etc.) for distribution via website, blog, and social media channels, to educate and engage riders and non-riders.
- Renewing promotions with partners to attract riders, maximize media spend, and expand market reach, as leisure events resume and destinations re-open.
- Perform deeper analysis of ridership data to identify emerging markets post-COVID, opportunities for micro-markets (single day/train offers, short-distance city pairs, etc.) and more sophisticated market segmentation.
- Conduct additional surveys of riders and non-riders to learn more about current ridership and opportunities
- Extend visibility of the brand, via train exteriors, uniforms, and other channels.
- Improve overall customer experience, seeking solutions for Contact Center communication gaps and efficiencies, planning for customer support center in preparation for integrated travel program, evaluate service hours, providing timely and relevant service alerts, etc.
- Identifying areas for marketing and customer service automation and personalization, to use our resources more efficiently.

### **FY 2023-2024 Marketing Program**

The CCJPA will continue to strive to grow ridership and revenue in 2023, as well as increased brand awareness through the region and beyond. Marketing strategy and tactics are expected to shift once Cal-ITP debuts, bringing new challenges in effectively reaching target markets, as well as opportunities. Additionally, CCJPA will continue to align its marketing efforts with planned service amenity improvement projects, to ensure consistency of the customer experience.

## 9. FY 2021-22 & FY 2022-23 Annual Funding Requirement

The primary purpose of this ABP, as defined in the ITA, is to request the annual funds required by the CCJPA to operate, administer, and market the Capitol Corridor service for agreed-upon service levels as well as administer two State IPR technology programs and a megaregional rail service expansion planning effort. Previous sections in this document describe the proposed operating plan, planned service improvements, and capital improvements for FY 2022-23 and FY 2023-24.

### Operating Costs – Amtrak

Based on the Operating Plan and Strategies (Section 3), the CCJPA has prepared an initial forecast for the FY 2022-23 and FY 2023-24 operating expenses, ridership, and revenues. Due to the decreased ridership demand which commenced in March 2020 related to the COVID-19 global pandemic, the forecast below has an unusual level of uncertainty. The presumption is that full service will resume in the first quarter of FY 2022-23, but that assumption is dependent on a return of customer demand, available staff, available equipment and sufficient funding. As well, an improvement in operating efficiency and decrease in operating costs are required in order to return to full service. The FY 2022-23 operating costs conform pursuant to PRIIA Section 209, which was implemented in FY 2013-14 as part of a national launch of a pricing policy for all Amtrak-operated IPR services under 750 miles. Given the unusual level of uncertainty regarding operating costs and passenger revenue, future updates to the budget forecasts are expected. The CCJPA will submit any updated operating cost forecasts by June 15, 2022.

Projected operating costs are shown in Table 9-1 and include the basic train service and associated throughway bus services provided by Amtrak, the Information and Customer Support Services provided at the BART/CCJPA Contact Center, as well as CCJPA’s share of costs relating to the local transit service partnerships.



CCJPA is developing a strategy, in collaboration with the SJJPA, to implement Cal-ITP-compatible ticketing. Over a transitional period combining both CCJPA ticketing support and Amtrak ticketing support, state funding to support the CCJPA Administrative (for revenue collection support) and Information/Customer Support Services (for customer support) may be

required. As the CCJPA responsibility of ticketing ramps up, the Amtrak costs for supporting ticketing will decrease which is expected to fund these new functions going forward. Overall, the Cal-ITP compatible ticketing introduction will require future interaction with Caltrans DRMT staff to give greater definition to the timing and costs. As such, CCJPA is requesting a flexible approach to funding this effort due to the unknowns at this time.

### Operating Costs – Non-Amtrak

The non-Amtrak operating costs reflect a reorganization of budget categories to improve the organization of budget categories and better respond to current needs. CCJPA has continued to take on a greater role in supporting the service with direct management of Wi-Fi, implementation of PIDS, and the coming implementation of Cal-ITP. In addition, with increased funding opportunities at the state and Federal, level, the proposed budget is intended to support the development of projects, funding strategies, and grant applications.

### Marketing Expenses

The CCJPA’s marketing budget for FY 2022-23 and FY 2023-24 will fund the respective fiscal year’s Marketing Programs presented in Section 8. The budget estimates shown in Table 9-1 represent only direct expenditures of the CCJPA and do not include any costs for marketing programs provided solely by Amtrak or the State.

**Administrative Expenses**

Table 9-1 identifies the estimate for the FY 2022-23 and FY 2023-24 budgets that support the administrative management activities of the CCJPA for the Capitol Corridor service. The administrative funding request includes the addition of a planner position and an engineer position, for which both will be largely focused on securing and advancing capital projects which will enhance the Capitol Corridor service. Both positions will be partially paid for by capital project funding sources.

**Total CCJPA Funding Request**

Compared to the current period (FY 2021-22), the FY 2022-23 and FY 2023-24 total proposed budgets for the CCJPA’s operating, marketing, and administrative expenses are expected to increase by eleven percent in FY 2022-23. due to the projected low ridership and significant reduction in fare revenue. There is an unusual level of uncertainty regarding operating costs and passenger revenue that will likely necessitate later updates to the budget forecasts. The historic heavy reliance on passenger fare revenue to support operations necessitates a larger funding requirement to support the Capitol Corridor Service operations due to the impacts of the pandemic. CCJPA has limited direct control over the Amtrak operating costs and must follow the Section 209 approach that establishes the cost structure for Amtrak provided services.

The Capitol Corridor service will remain a part of the State’s IPR system, and, pursuant to the ITA, the service will continue to receive annual funding appropriations from the State. To that end, the CCJPA will provide the level of service consistent with funding appropriated by the Legislature and allocated by the State. Any cost savings realized by the CCJPA or revenues exceeding business plan projections during the term of the ITA will be used by the CCJPA for service improvements.



**CCJPA Supplemental Allocations**

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

*Minor Capital Projects*

Minor capital projects are small projects to improve Capitol Corridor passenger rail facilities and operations that are less than \$314,000. Some recent examples of minor capital projects include the installation of signage at stations and the repair of damaged station bike eLockers.

*Capitalized Maintenance*

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

**California Intercity Passenger Rail (CA IPR) Support Supplemental Allocations**

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

*Onboard Technology (Wi-Fi)*

In 2018, CCJPA worked with Amtrak to transfer the provision of third-party onboard Wi-Fi and its associated management expenses for the two Northern California State-supported intercity passenger rail services (Capitol Corridor and San Joaquins) to the CCJPA, with the understanding that the Southern California Pacific Surfliner would eventually join under CCJPA’s oversight. As part of this shift, CCJPA procured a Next Generation onboard Wi-Fi service provider and a Wi-Fi service oversight contractor. CCJPA commenced the transition to Next Generation Wi-Fi for the Northern California fleet in February 2020 and completed the installation by December 2020.



As well, CCJPA will oversee the Wi-Fi installation for the new Siemens “Venture Cars” fleet that will be part of the SJJPA operation, tentatively planned to be in service in Spring 2022. In 2020, CCJPA began paying the capitalized and operational service fees for these Venture Cars based on the original schedule of car delivery which has been delayed due to changes in production and delivery schedules.

The funding request for FY 2021-22 for the Onboard Wi-Fi program is listed in Table 9-1. The funding request is inclusive of the capex/open payments to the Wi-Fi service provider for the Northern California fleet comprised of bi-level and the new Siemens Venture Cars, the Wi-Fi oversight provider, cellular SIM costs, maintenance of two legacy Wi-Fi systems, and CCJPA’s estimated labor costs. CCJPA and SJJPA marketing and communications managers have also included updated costs for the Wi-Fi portal pages which are necessary for planned updates and delivered content.

*Link21 (New Transbay Rail Crossing)*



BART and the CCJPA have been working together to develop the Link21 Program, which includes a new Transbay Rail Crossing between Oakland and San Francisco and includes other rail improvements that would serve both BART and interregional (intercity and commuter) passengers. The Link21 program has the potential to transform rail

travel in Northern California by making rail travel faster, more frequent, more reliable, and accessible to more people in the 21-county Megaregion. Previous studies have identified the need for a new Transbay Rail crossing, including the Core Capacity Study for the Transbay Corridor (Metropolitan Transportation Commission (MTC), the Horizon Crossings Study (MTC), the New Transbay Rail Crossing (Bay Area Council Economic Institute) and the 2018 and 2022 California State Rail Plans (Caltrans).

CCJPA has supported the Link21 program development since FY 2019-20 with \$1 million annually. CCJPA is requesting an annual supplemental allocation amount of \$2.0 million per fiscal year starting FY 2022-23 for the purposes of supporting dedicated full-time staff positions plus providing financial resources for project planning and implementation strategies over the next five years.

*California Integrated Travel Program (Cal-ITP)*

As described in Section 4 under Service Amenity Improvements, CCJPA is managing a CalSTA and Caltrans DRMT-led, multi-agency initiative to research, develop and implement an Integrated Travel Program (Cal-ITP) that will enable California residents and visitors to plan and pay for travel across multiple modes of transportation, including bus, metro, light and intercity rail, paratransit, bike hire, and ride-hailing services in California. The Minimum Viable Products (MVP) or pilot test for California Intercity Passenger Rail system commenced for the Capitol Corridor service, and while it builds on other MVP efforts for bus and light rail transit, the passenger rail operating environment presents unique challenges to overcome for both operations and the banking system. While CCJPA will work with the State to continue supporting this effort, including receiving more funding in FY 2022-23, we are also working with CalSTA/Caltrans DRMT to explore governance options so that the fiscal oversight of Cal-ITP can eventually be handed off from CCJPA.

The funding request included in Table 9-1 to support the Cal-ITP project includes a budget for the following efforts:

- Cal-ITP MVP trial group registration platform;
- Artificial intelligence chatbot for customer support to field customer inquiries and reduce dependencies on contact center staff;
- An increase to the Cal-ITP staffing contract;
- Mobile app to support ticketing, account management, notifications, loyalty, and other customer needs; and a
- Customer Care Center that will support the Cal-ITP MVP and beyond.

**Table 9-1**

<b>DRAFT CCJPA FY 2022-23 - FY 2023-24 FUNDING REQUIREMENT &amp; SUPPLEMENTAL ALLOCATIONS</b>			
<b>Capitol Corridor Service</b>	<b>AUTHORIZED</b>	<b>PROPOSED</b>	
	<b>FY 2021-22 Budget <i>Reduced Service</i><sup>1</sup></b>	<b>FY 2022-23 Budget <i>Full Service</i></b>	<b>FY 2023-24 Budget <i>Full Service</i></b>
<b>TRAIN SERVICE BY ROUTE</b>			
Sacramento-Oakland			
Weekday	22	30	30
Weekend	18	22	22
Oakland-San Jose			
Weekday	14	14	14
Weekend	14	14	14
Sacramento-Roseville	2	2	2
Roseville-Auburn	2	2	2
<b>RIDERSHIP</b>	792,500	1,158,000	1,385,000
<b>FUNDING REQUIREMENT</b>			
<b>Operating</b>			
Amtrak Operating Expenses	\$ 56,202,220	\$ 67,692,000	\$ 69,737,000
Amtrak Operating Revenue	\$ (19,575,885)	\$ (28,010,000)	\$ (33,234,000)
Operating - Amtrak (Expenses less revenue)	\$ 36,626,335	\$ 39,682,000	\$ 36,503,000
Operating - Other <sup>3</sup>	\$ 1,207,000	\$ 1,559,079	\$ 1,837,367
<b>CCJPA Administrative Management</b>			
Administration	\$ 2,960,000	\$ 3,635,276	\$ 3,781,000
Marketing	\$ 1,174,000	\$ 1,683,970	\$ 1,683,970
<b>TOTAL CCJPA Funding Requirement</b>	<b>\$ 41,967,335</b>	<b>\$ 46,560,326</b>	<b>\$ 43,805,337</b>
<b>CCJPA SUPPLEMENTAL ALLOCATION</b>			
Minor Capital	\$ 500,000	\$ 500,000	\$ 500,000
Capitalized Maintenance	\$ 1,000,000	\$ 1,000,000	\$ 1,000,000
<b>TOTAL CCJPA Supplemental Allocation</b>	<b>\$ 1,500,000</b>	<b>\$ 1,985,000</b>	<b>\$ 2,100,000</b>
<b>CA INTERCITY PASSENGER RAIL (IPR) SUPPORT SUPPLEMENTAL ALLOCATION</b>			
California Integrated Travel Program (CalITP)	\$ 2,500,000	\$ 6,485,000	\$ 600,000
Onboard Technology (Wi-Fi)	\$ 2,539,000	\$ 2,809,000	\$ 2,936,000
Link21 (New Transbay Rail Crossing)	\$ 1,500,000	\$ 1,500,000	\$ 1,500,000
<b>TOTAL CA IPR Supplemental Allocation</b>	<b>\$ 6,539,000</b>	<b>\$ 10,794,000</b>	<b>\$ 5,036,000</b>

<sup>1</sup>Reduced Level of service of 22 weekday/18 weekend trains effective June 7, 2021.

<sup>2</sup>Train service is planned to be restored to pre-pandemic levels of 30 weekday/22 weekend in the first quarter of FFY 2022-23.

<sup>3</sup>Operating - Other captures operating expenses that were formerly included in the Amtrak Operating budget, such as the BART Call Center, Information/Customer Support Services, connecting bus service to South Lake Tahoe, and support for the California Information Display system (CalPIDS) in FY 24. This line item also includes other operating expenses required to operate the Capitol Corridor service.

## 10. Separation of Funding

As identified in the Joint Exercise of Powers Agreement (JEPA) for the CCJPA, the Controller-Treasurer of the Managing Agency of the CCJPA will perform the functions of Treasurer, Auditor, and Controller of the CCJPA. San Francisco Bay Area Rapid Transit District's (BART) prior agreement with the CCJPA to serve as the CCJPA's Managing Agency was first renewed in February 2005 for a five-year term through February 2010 and subsequently renewed for another five years for the period of February 2010 through February 2015. These five-year terms are consistent with AB 1717, enacted in September 2003, which allows the CCJPA Board five years to monitor BART's performance as the Managing Agency. In November 2019, the CCJPA Board approved a five-year term with BART for the period of February 20, 2020 through February 19, 2025. This action was supported by BART's Board in December 2019.

As identified in the ITA, the State performs audits and reviews of CCJPA's Capitol Corridor service-related financial statements. In addition, the CCJPA requires that the Controller-Treasurer provide an annual independent audit of the accounts of the CCJPA within six months of the close of the State fiscal year. BART has established the appropriate accounting and financial procedures to ensure that the funds secured by the CCJPA during FY 2022-23 and FY 2023-24 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 2022-23 and FY 2023-24 service plans and funding requirements. Planning for potential new services will require securing capital improvements, additional operating funds, and institutional agreements. The CCJPA CIP is fully aligned with the goals of the 2018 State Rail Plan, which includes integration of rail services (high speed rail, intercity and regional rail, and integrated express buses) and development of multimodal connection points across the State that allows for convenient and timed transfers between different transit services and modes.

The 2018 State Rail Plan was developed by CalSTA and Caltrans DRMT and 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 by CalSTA, as expressed through the 2018 State Rail Plan, is advancing the concepts of State rail planning and has greatly influenced the funding awards CCJPA has received from Cap and Trade as well as under SB1.

### **Megaregional Rail Planning & Vision Plan Update**

In November 2014, the CCJPA Board adopted the Vision Plan Update and in November 2016, adopted the Vision Implementation Plan that directed the CCJPA to plan the future of Capitol Corridor service in a larger Northern California megaregional context. This endeavor includes exploring cross-bay connections in San Francisco Bay Area and connections with passenger rail services in the San Joaquin Valley. In 2018, the State adopted a State Rail Plan that supported actions within the CCJPA Vision Implementation Plan and encourages cooperation among Northern California rail providers under a Northern California Megaregional context.

The long-term vision for Capitol Corridor fundamentally involves developing Capitol Corridor service as one where frequency (currently capped at 15 roundtrips between Sacramento and Oakland) is not limited by existing host railroad agreements. Instead, the vision is for a service with 15-minute frequencies in the peak hour, and one where higher-speed service (up to potentially 150 mph – electrified service) is permitted. This vision was first examined at a high-level in the Vision Plan Update where core concepts were studied, and several viable alignment alternatives were moved forward to the next step. The next step, the Vision Implementation Plan, eliminated alternatives to one alignment via a phased and detailed engineering and operations level analysis. By identifying a path to a railroad corridor in public control, the implications for layering intercity, commuter, and even high-speed rail, are all viable potential outcomes consistent with the objectives of the 2018 State Rail Plan.

### **Link21 (Formerly New Transbay Rail Crossing)**

CCJPA is now working with BART on early planning and implementation strategies for a New Transbay Rail Crossing – an opportunity for a second crossing for BART between the East Bay and San Francisco and a first crossing of this heavily traveled corridor for interregional (intercity and commuter) passenger train services. This approach aligns with the Core Capacity Study needs identified in the Metropolitan Transportation Commission (MTC)-led study and with the CCJPA Board direction to blend a conventional rail crossing toward an expanded rail network described in the 2018 State Rail Plan. The context of the Northern California Megaregion is the backdrop for the planned incremental program development steps for this megaproject.

CCJPA is supporting initial planning for this project with a 2018 TIRCP funding grant and since FY 2019-20, annual CA IPR supplemental allocations provided to CCJPA from CalSTA. CCJPA is working with the Bay Area Council Economic Institute and the University of California Davis, Institute for Transportation Studies, on a combined economic and transportation impact study of the new crossing for the Northern California Megaregion. CCJPA will participate in a BART-led series of procured steps in development; critical program oversight, environmental and design efforts, right-of-way, and finally construction efforts that are aimed at project delivery over the next 15 to 20 years.

### **Rail Service Expansion Planning**

Most recently revised in February 2019, the CCJPA’s Train Station Policy supports future extensions to new markets beyond the Capitol Corridor or new locations within the existing route. This policy encourages partnerships between several passenger rail services and local/regional transportation agencies. The updated CCJPA Train Station Policy presents an improved process to



consider new station viability, benefit, and integration into the Capitol Corridor route. It clarifies the process of establishing a potential new station and of developing the funding program to support the development of new stations along the route. On February 12, 2020, the CCJPA Board approved a candidate station status to the City of Hercules, pursuant to the new Train Station Policy. The City of Hercules will continue to pursue funding for station development and travel time mitigation.

# APPENDICES

# Appendix A

## Historical Service Statistics

Fiscal Year	Daily Trains	Total Ridership	% Change Prior Year	Riders Per Day	Revenue	% Change Prior Year	Operating Expenses	% Change Prior Year	Farebox Ratio	State Costs
SFY 91/92 (a)	6	173,672	--	864	\$1,973,255	--	\$4,848,967	--	40.7%	\$1,592,907
SFY 92/93	6	238,785	--	650	\$2,970,103	--	\$8,333,093	--	35.6%	\$6,712,017
SFY 93/94	6	364,070	52.5%	1,000	\$3,598,978	21.2%	\$9,911,735	18.9%	36.3%	\$6,714,761
SFY 94/95	6	349,056	-4.1%	960	\$3,757,146	4.4%	\$9,679,401	-2.3%	38.8%	\$6,012,315
SFY 95/96 (b)	8	403,050	15.5%	1,100	\$4,805,072	27.9%	\$11,077,485	14.4%	43.4%	\$6,434,940
SFY 96/97	8	496,586	23.2%	1,360	\$5,938,072	23.6%	\$20,510,936	85.2%	29.0%	\$9,701,519
FFY 97/98 (c)	8	462,480	-6.9%	1,270	\$6,245,105	5.2%	\$20,527,997	0.1%	30.4%	\$11,404,143
FFY 98/99 (d)	10/12	543,323	17.5%	1,490	\$7,314,165	17.1%	\$23,453,325	14.3%	31.2%	\$16,022,024
FFY 99/00 (e)	12/14	767,749	41.3%	2,100	\$9,115,611	24.6%	\$25,672,749	9.5%	35.7%	\$16,440,540
FFY 00/01 (f)	14/18	1,073,419	39.8%	2,941	\$11,675,117	28.1%	\$28,696,741	11.8%	40.7%	\$17,680,477
FFY 01/02	18	1,079,779	0.6%	2,960	\$12,201,602	4.5%	\$32,842,038	14.4%	37.2%	\$20,590,919
FFY 02/03 (g)	18/20/22/24	1,142,958	5.9%	3,130	\$12,800,469	4.9%	\$36,469,383	11.0%	38.1%	\$21,540,910
FFY 03/04	24	1,165,334	2.0%	3,190	\$13,168,373	2.9%	\$35,579,266	-2.4%	37.2%	\$22,708,181
FFY 04/05	24	1,260,249	8.1%	3,450	\$15,148,333	15.0%	\$35,110,571	-1.3%	43.2%	\$19,962,238
FFY 05/06 (h)	24/32	1,273,088	1.0%	3,490	\$16,014,636	5.7%	\$35,147,033	0.1%	45.8%	\$19,132,397
FFY 06/07	32	1,450,069	13.9%	3,970	\$19,480,992	21.6%	\$40,533,332	15.3%	48.1%	\$21,052,340
FFY 07/08	32	1,693,580	16.8%	4,640	\$23,822,862	22.3%	\$43,119,290	6.4%	55.2%	\$22,265,039
FFY 08/09	32	1,599,625	-5.5%	4,383	\$23,505,602	-1.3%	\$50,159,032	16.3%	47.0%	\$25,113,642
FFY 09/10	32	1,580,619	-1.2%	4,330	\$24,372,185	3.7%	\$52,843,973	5.4%	46.0%	\$27,499,149
FFY 10/11	32	1,708,618	8.1%	4,681	\$27,176,573	11.5%	\$56,699,385	7.3%	48.0%	\$29,158,222
FFY 11/12 (i)	32/30	1,746,397	2.2%	4,785	\$29,200,000	7.4%	\$59,035,857	4.1%	50.2%	\$29,606,390
FFY 12/13	30	1,701,185	-2.6%	4,661	\$29,186,617	-0.05%	\$60,472,128	2.4%	51.0%	\$29,110,318
FFY 13/14 (j)	30	1,419,084	-16.6%	3,888	\$29,177,880	-0.03%	\$58,063,314	-4.0%	50.9%	\$28,421,000
FFY 14/15	30	1,474,873	3.9%	4,041	\$30,092,694	3.1%	\$57,586,946	-0.8%	52.0%	\$32,595,784
FFY 15/16	30	1,560,814	5.8%	4,276	\$32,187,647	7.0%	\$57,135,316	-0.8%	55.0%	\$31,745,660
FFY 16/17	30	1,607,277	3.0%	4,403	\$33,968,835	5.5%	\$58,010,359	1.5%	57.0%	\$31,729,519
FFY 17/18	30	1,706,849	6.2%	4,676	\$36,305,769	6.9%	\$61,221,333	5.5%	58.0%	\$31,000,000
FFY 18/19	30	1,777,136	4.1%	4,869	\$38,109,114	5.0%	\$62,492,832	2.1%	60.0%	\$28,689,495
FFY 19/20 (k)	30/10/16	898,007	-47.4%	2,460	\$20,364,433	-43.9%	\$48,856,227	-20.2%	35.7%	\$28,174,000
FFY 20/21 (l)	22/18	354,373	-80.1%	971	\$8,869,808	-76.7%	\$42,055,480	-32.7%	20.0%	\$25,385,000

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

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

- a. Statistics available for partial year only because service began in December 1991.
- b. Increase to 8 trains began in April 1996.
- c. Statistics presented for FFY 97/98 and each subsequent FFY to conform with Performance Standards developed by BT&H.
- d. 10 trains began on October 25, 1998 and 12 trains began on February 21, 1999.
- e. 14 trains began on February 28, 2000 .
- f. 18 trains began on April 29, 2001.
- g. 20 trains began on October 27, 2002; increase to 22 trains began on January 6, 2003; increase to 24 trains began on April 28, 2003.
- h. 32 trains began on August 26, 2006 (with increase to 14 daily trains to/from San Jose).
- i. 30 trains began on August 13, 2012 (service optimization with re-opening of the Sacramento Valley Station platform).
- j. Starting in FY 2014 Amtrak adjusted ridership reports to account for the actual tickets lifted via the scanning of tickets by the conductors, which results in ridership forecasts and reports that are 15%-20% below previous forecasts and reports. Previously, multiride tickets were not directly logged into the system but the passenger counts for multiride tickets were estimated based on assumed inflated usage. Prior year % change is made using adjusted FY 12/13 ridership.
- k. Due to the COVID-19 global pandemic, train service was reduced to 16 weekday/10 weekend trains. \$8.5 m in federal CARES Act funding helped to offset State Costs and supplement revenue loss due to the drastic decline in ridership.
- 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.

## Appendix B

### CCJPA Capital Projects

Name	Description	Status	Funding Sources*	Secured Funds	Project Cost
South Bay Connect	Relocate Capitol Corridor service between Oakland Coliseum and Newark from Niles Subdivision to Coast Subdivision, which will decrease travel time between Oakland and San Jose and improve transbay connections to SF Peninsula.	Environmental and Design	<i>Measure BB, RM3, SRA, STIP, TIRCP</i>	\$ 190,363,000	\$ 307,002,000
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.	Final Design	Prop 1A, Prop 1B, SRA, TIRCP	\$ 87,700,000	\$ 174,300,000
SR84 Intermodal Bus Facility	New bus facility on SR84 that connects to the proposed Ardenwood Station from South Bay Connect and reduces travel time for transbay buses and shuttles	Environmental and Design	TIRCP	\$ 8,100,000	\$ 42,420,000
California Integrated Travel Program (Cal ITP)	Develop a governance structure and approach for a system that allows for seamless statewide travel and fare purchase across multiple agencies and modes	MVP Design	TIRCP	\$ 33,340,000	\$ 33,340,000
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.	Pre-construction	Amtrak, PTA, SRA, UPRR, Operating	\$ 11,680,000	\$ 11,680,000
Agnew Siding	Design and construct 2,000' siding in the vicinity of the Santa Clara Great America Station	Pre-construction	SRA, Prop 1A	\$ 3,389,932	\$ 10,600,000
Steger Signal Improvements	Improvements to the railroad signal system and crossovers in the vicinity of Richmond station which will result in improved reliability and better on-time performance.	Pre-construction	PTA, SRA, UPRR	\$ 6,470,000	\$ 6,470,000
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.	Design	ACE, San Joaquins, SRA, Operating	\$ 3,266,695	\$ 3,266,695
Contactless Fare Payment Hardware	Payment hardware to support roll-out of contactless fare payments under CalITP	Procurement	Operating	\$ 2,500,000	\$ 2,500,000
Network Integration	Support for Link21 and initial Carquinez Strait Crossing Study.	Ongoing	TIRCP	\$ 2,000,000	\$ 2,000,000
Surfliner Door Panel Replacement	Procurement of door panels for Caltrans-owned Surfliner Rail Cars	Initial Procurement Completed, Additional Procurement Ongoing	PTA	\$ 575,000	\$ 575,000
<b>Total</b>				<b>\$ 349,384,627</b>	<b>\$ 594,453,695</b>

\* Funding sources in italics require additional action

### CCJPA Annual Projects

Name	Description	Status	Funding Sources	FY 22-23 Funds	FY 22-23 Project Cost
CA IPR Wi-Fi Management	Installation and management of a new higher-bandwidth Wi-Fi system onboard CCJPA services.	Ongoing	Operating	\$ 2,737,484	\$ 2,737,484
Right of Way Safety and Security	Annual funding to support UP in ROW clean-up including vegetation removal, clean-up and encampment relocation (three-year program).	Ongoing	SRA	\$ 2,320,000	\$ 2,320,000
Link21	CCJPA annual contribution to Link21 (Second Transbay Crossing) studies.	Ongoing	Operating	\$ 1,500,000	\$ 1,500,000
Capitalized Maintenance	Track maintenance for State of Good Repair Program to maximize on-time performance (annual program).	Ongoing	PTA, Operating	\$ 1,000,000	\$ 1,000,000
UPRR Special Agents	Special Agents will be responsible for responding to incidents along the Capitol Corridor route and providing improved safety and security services	Ongoing	SRA	\$ 500,000	\$ 500,000
<b>Total</b>				<b>\$ 4,820,000</b>	<b>\$ 4,820,000</b>