



2012

**Capitol Corridor  
Performance Report**



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# Executive Summary

In Federal Fiscal Year 2012 (FY2012), the Capitol Corridor hit two significant milestones: we marked our 20<sup>th</sup> anniversary, and less than six months later we carried our 20 millionth rider. Even better is that we broke previous performance records set in FY2011. In FY2012, 1.75 million people rode Capitol Corridor trains, which represented a 2 percent increase over FY2011; revenue for the year was up 9 percent; we achieved our objective of attaining a 50 percent operating ratio; and on-time performance was 94 percent, keeping the Capitol Corridor as the most reliable intercity passenger rail service in the nation for the third straight year.

There is much to be said about reliability, we know from our decades of experience that customers want a service they can rely on. Riders also want a service that implements innovative benefits for its customer. By embracing technology—whether it's providing estimated time of arrival on digital station signs, using high-definition security cameras at unstaffed stations, providing free wireless internet service on the trains or allowing passengers to use their smart phones to show proof-of-ticket purchase—we are making intercity passenger rail service a relevant choice for today's travelers.

FY2012 began with double-digit ridership increases: October 2011 showed a 14 percent increase compared to October 2010. We continued to enjoy an upward trend for the first seven months of this fiscal year. Then, our upward ridership trend began to flatten and dip during the summer. Yet, despite experiencing four consecutive months of declining ridership, overall Capitol Corridor performance was the best in the history of our service.

The Capitol Corridor Joint Powers Authority's (CCJPA) local representation and regional management organizational structure gives our agency the unique opportunity to be a leader in the intercity passenger rail industry. This year was no exception as the CCJPA has joined other agencies to lead and support the implementation of California High-Speed Rail Authority's proposed High-Speed Train (HST) Blended Service Plan for Northern and Central California.

Along with our customer service focus, we believe our success can also be attributed to the strength of our partnerships. From day one, the CCJPA Board of Directors and staff have sought to collaborate with each of our service partners: Amtrak, Caltrans, Union Pacific Railroad, Caltrain, elected officials, transportation leaders, taxpayers, passengers and the communities along our corridor. By working together for a common goal, we have established a service that serves as a national model for intercity passenger rail.

GRACE CRUNICAN, Executive Director  
DAVID B. KUTROSKY, Managing Director

## KEY STATISTICS

**1.75 million** passengers rode Capitol Corridor from October 1, 2011 through September 30, 2012.

**9% increase** in revenue compared to FY2011, based on year-end projections.

**50% rate** of steady system operating (farebox) ratio, based on year-end projections.

**94% on-time** performance, the best in the Amtrak system.

## PERFORMANCE FOURTEEN YEARS OF CCJPA MANAGEMENT

	SERVICE LEVEL	RIDERSHIP	REVENUE	REVENUE TO COST RATIO
<b>FY 2012</b>	32 Daily Trains*	1,746,397	\$29.6 Million	50%
<b>(PRE-CCJPA) FY 1998</b>	8 Daily Trains	463,000	\$6.25 Million	30%
<b>FOURTEEN YEAR IMPROVEMENT</b>	<b>+400%</b>	<b>+277%</b>	<b>+374%</b>	<b>+66%</b>

\*30 Daily Trains effective August 13, 2012

# Welcome Aboard

## Capitol Corridor Overview

**The Capitol Corridor is an intercity passenger rail route that was established in 1991 with six daily trains between San Jose and Sacramento.**

**A**s manager of the Capitol Corridor service, the Capitol Corridor Joint Powers Authority has steadily built ridership and a solid track record of financial and operational success. In FY1998, annual ridership was 463,000. Fourteen years later, 1.75 million travelers chose to ride Capitol Corridor trains rather than drive, thus ridership and revenue have more than tripled. In the same period, service levels quadrupled—from eight daily train trips between Sacramento and San Jose to 32 trains, which has since been reduced to 30 weekday trains in August 2012. These achievements were made possible by focusing on operational efficiency, safety and security; collaborative planning and partnerships; a commitment to superior customer service and embracing new technology aimed to make the passenger experience safe, enjoyable and convenient.

### OUR VISION

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

- Provide high-quality passenger rail and connecting bus service that is safe, frequent, reliable and affordable;
- Develop rail service as the preferred means of travel along the San Jose - Oakland/San Francisco - Sacramento - Auburn route;
- Deliver cost-effective expansion of superior passenger rail service; and
- Build on constructive relationships with our partners: riders, local communities, National Railroad Passenger Corporation (Amtrak), Union Pacific Railroad (UPRR) and the State of California Department of Transportation (Caltrans).

### OUR HISTORY - 21 YEARS OF SUCCESS

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

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

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

### SERVICE OVERVIEW

In FY2012, the Capitol Corridor provided intercity passenger trains along its 170-mile corridor between San Jose and Sacramento/Auburn with stops at 17 train stations and a motorcoach connection to San Francisco. The Capitol Corridor route operates on tracks primarily owned and dispatched by UPRR, and a small two-mile segment in Silicon Valley owned by Caltrain. The CCJPA manages the Capitol Corridor service through an operating agreement with Amtrak. Trains provide direct connections to 19 local public

transit systems and five passenger rail or rail transit systems, including BART, VTA, ACE, Caltrain, Sacramento Regional Transit and Amtrak's national train network. To supplement the train service, dedicated feeder bus and local transit routes serve communities south of San Jose (Santa Cruz, Monterey, Salinas, San Luis Obispo, Santa Barbara); north of Martinez (Vallejo, Napa, Santa Rosa, Eureka); and east of Sacramento (Truckee, Colfax, Reno, South Lake Tahoe). Together, these transit systems serve the second largest urban area in the western United States.

## ADMINISTRATION & MANAGEMENT

During the past 14 years, the CCJPA has distinguished itself as a successful operator of the Capitol Corridor train service through innovative and collaborative management structure and customer service initiatives. The interregional relationship among the CCJPA's six member agencies—established through State legislation creating the CCJPA—is the first and only one of its kind to manage an intercity train service. The CCJPA Board of Directors is supported by the CCJPA staff and the staff of its member agencies, who work together to develop the service's operating strategies, marketing programs and service planning activities. The CCJPA establishes operating and management policy on capital and operating funds, fares, service levels, equipment maintenance, schedules, marketing and business planning for the Capitol Corridor as part of the State of California's (State) intercity rail program.

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

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



## enhancing the customer experience with eTicketing

Capitol Corridor achieved a major milestone on April 16, 2012 with the launch of an eTicketing program for one-way and round-trip tickets. Passengers can now enjoy a simplified ticketing experience with the convenience of printing their tickets at home, at the office, or on the go. This popular passenger amenity was the direct result of a technological partnership between the Capitol Corridor Joint Powers Authority (CCJPA) and Amtrak.

Capitol Corridor was thrilled to be among the first in the Amtrak's system to offer enhanced eTicketing solution to its customers. Many of the features of Amtrak's new onboard ticketing option were tested and developed in a pilot program conducted on the Capitol Corridor over a two-year period. The CCJPA gives kudos to Amtrak for developing this trial into a national ticketing system.

While Capitol Corridor's on board pilot program took two years, the actual time between the decision to enhance passengers' ticket buying experience to Amtrak's implementation of the current eTicketing program took 10 years. In 2001 CCJPA managers recognized the need to modernize an easy ticket option for riders while increasing passenger manifest accuracy. Electronic ticketing provided a solution to address these needs. CCJPA staff researched options, evaluated different technologies—including various mobile point-of sale devices—and worked closely with Amtrak employees to build a pilot.

eTicketing is proving to be a popular ticket purchase option. 76 percent of all one-way tickets bought in September 2012 were eTickets. That is up from 60 percent in April 2012 when eTicketing was launched on Capitol Corridor trains.

45 MILES

**AUBURN/CONHEIM**

- Depot building, Quik-Trak machines, free parking
- Local transit connections

**ROCKLIN**

- Depot building, Quik-Trak machines, limited free parking
- Local transit connections

**ROSEVILLE**

- Quik-Trak machines, limited parking
- Local transit connections

**SACRAMENTO**

- Staffed station, Quik-Trak machines, paid parking
- Motorcoaches to Redding, Reno and South Lake Tahoe
- Local transit connections

**DAVIS**

- Staffed station, Quik-Trak machines, permit parking
- Local transit connections

**SUISUN/FAIRFIELD**

- Depot building, Quik-Trak machines, limited free parking
- Local transit connections

89 MILES

**MARTINEZ**

- Staffed station, Quik-Trak machine, limited free parking
- Motorcoaches to Vallejo, Napa and Santa Rosa
- Local transit connections

**RICHMOND/BART STATION**

- Intermodal station, Quik-Trak machines, limited parking
- Local transit connections

**BERKELEY**

- Boarding area only, Quik-Trak machines
- Local transit connections

**EMERYVILLE**

- Staffed station, Quik-Trak machines, free parking
- Motorcoaches to San Francisco
- Local transit connections and shuttles to BART

**OAKLAND/JACK LONDON SQUARE**

- Staffed station, Quik-Trak machine, paid parking structure
- Local transit connections

**OAKLAND COLISEUM/BART STATION**

- Intermodal platform, limited free parking
- Local transit connections; access to Oakland International Airport via AirBART shuttle; adjacent to Oakland Coliseum sports/entertainment complex

45 MILES

**HAYWARD**

- Platform only, limited free parking
- Local transit connections

**FREMONT/CENTERVILLE**

- Depot building, Quik-Trak machine, limited free parking
- Local transit connections

**SANTA CLARA/GREAT AMERICA**

- Platform only, Quik-Trak machines, limited free parking
- Local transit connections and employer shuttles

**SANTA CLARA/UNIVERSITY**

- Platform only, paid parking
- Local transit connections

**SAN JOSE DIRIDON/CALTRAIN STATION**

- Staffed station, Quik-Trak machines, limited free parking
- Motorcoaches to Santa Cruz, Monterey and Santa Barbara
- Local transit connections; adjacent to HP Pavilion



related issues; and coordinating with Caltrans, Amtrak, UPRR, the California Transportation Commission (CTC), and local communities to develop and implement a Capital Improvement Program.

### OTHER STAKEHOLDERS

The Capitol Corridor service is developed with input from our riders, private sector stakeholders such as Chambers of Commerce, and public sector stakeholders (local transportation agencies), along with the entities that deliver the service—Amtrak, UPRR, Caltrans—and the various agencies and communities that span the Capitol Corridor.

### FINANCES

Each year the CCJPA receives funding from the State of California Business, Transportation and Housing Agency (BT&H) to cover operating costs and




**Two decades of ridership show that Capitol Corridor riders takes the train as a convenient and enjoyable alternative to driving.**

Fiscal Year	Service Level	Allocated Budget	Actual Costs	Improvement Reinvestment
<b>OPERATING BUDGET (MILLIONS)</b>				
FY 11-12	32 weekday 22 weekend	\$29.6	\$29.5 <sup>a</sup>	\$0.1 <sup>a</sup>
FY 12-13	30 weekday 22 weekend	\$29.1	n/a	n/a
<b>MARKETING BUDGET (MILLIONS)</b>				
FY 11-12		\$1.1	\$1.1	n/a
FY 12-13		\$1.11	\$1.1	n/a

a. Projected.

administrative expenses. In turn, the CCJPA contracts with Amtrak for the operation of the Capitol Corridor service. For intercity passenger rail, the traditional share of funding for capital improvements provided by the State Transportation Improvement Program (STIP) has been depleted by State budgetary measures. Supplemental transportation bond funding measures, long held up with State cash flow issues, were allocated funds from bond sales that will support long-standing capital projects for Capitol Corridor service expansion between Oakland and San Jose. These service expansion plans began to be included

in a larger discussion of blending passenger rail services in Northern California with the planned incremental expansion of the State's High-Speed Train (HST) system as outlined in the California High-Speed Rail Authority's (CHSRA) 2012 Business Plan. The Northern California HST blended passenger rail system is seen as the best collective means to overcome capital funding gaps and provide a more cohesive passenger rail network for California. With the support of the Federal Railroad Administration (FRA), leadership from CCJPA is facilitating the ongoing service planning efforts and a capital finance strategy. Lack of steady and dedicated State capital funding and an expiring federal capital program for High-Speed and Intercity Passenger Rail (HSIPR) continues to hinder significant progress on a fully funded capital program for CCJPA and partners in the blended passenger rail system.



**enhancing  
the customer  
experience  
with on-board  
wireless  
internet**

Wi-Fi service has been the most requested amenity by Capitol Corridor passengers. Experience on other Wi-Fi-enabled intercity routes indicates that more people are enticed to travel on Wi-Fi-enabled trains.

Responding to customer demand, the Capitol Corridor Joint Powers Authority (CCJPA) teamed up with Amtrak to launch free Wi-Fi service on “Cyber Monday” November 28, 2011, coinciding with the busiest Internet holiday shopping day of the year. Beginning that day, passengers traveling California’s state supported intercity passenger rail service could connect to the Internet through AmtrakConnect<sup>SM</sup> to shop online, do general Web surfing and access their email accounts. The complimentary on-board Wi-Fi

service allows access to corporate networks through most standard Virtual Private Networks (VPN), turning train trips into productive work time.

California state passenger rail agencies funded the implementation of Wi-Fi by reinvesting cost savings from prior completed rail projects, further improving the attractiveness of this green travel mode.

The CCJPA recognized that providing a popular on-board amenity like Wi-Fi makes travel by train even more attractive, and it has a demonstrated effect on increased ticket sales. It’s an added benefit when Wi-Fi is offered at no extra cost. Our customers can now make their travel mode choice based on which mode is more productive or entertaining, thus making passenger trains the preferred means of interregional travel.

While Wi-Fi service had long been a priority for the CCJPA and Amtrak, the biggest obstacle was obtaining capital funding. The timing worked out well as CCJPA was able to base the system off of the technology used by 3G networks of third-party cellular providers, which supplies the backhaul connection for on-board Wi-Fi. Fortunately, the AmtrakConnect technology enables it to take advantage of incremental network improvements and the ever-expanding spread of 4G coverage along intercity passenger routes. The CCJPA will begin including 4G backhaul in early 2013 and expand the mix of 4G cards over time as this upgraded technology proliferates.

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

### **ANNUAL BUSINESS PLAN**

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

### **LONG-TERM OBJECTIVES**

To supplement the annual Business Plan, the CCJPA Board began a process in 2012 to update the CCJPA’s prior Vision Plan. Staff refreshed the Plan with a list of long-term financial and service objectives to serve as a guide for the next five to 20 years. Both Caltrans and Amtrak used these objectives to develop their respective State or national passenger rail plans, which include the Capitol Corridor.

With the emergence of Northern California’s blended passenger rail service associated with the incremental development of California’s High-Speed Rail network, the CCJPA has deferred updating the Vision Plan in order to incorporate evolving elements of the blended passenger rail network plan. Instead, the CCJPA will work on revising the Vision Plan in early 2013 to incorporate the foreseeable next steps for the Capitol Corridor and identify the visionary role and service characteristics for the next generation.



## OPERATIONS

### Train Equipment

The CCJPA is responsible for the administration and maintenance supervision of the State-owned fleet of rail cars and locomotives assigned to Northern California. The equipment includes California Locomotives, among the most modern, quiet and cleanest operating locomotives in the United States; the California Café Car with on-board food service and space for 49 passengers; and the wheelchair-accessible California Coach Car with restrooms and seating for 88 passengers.

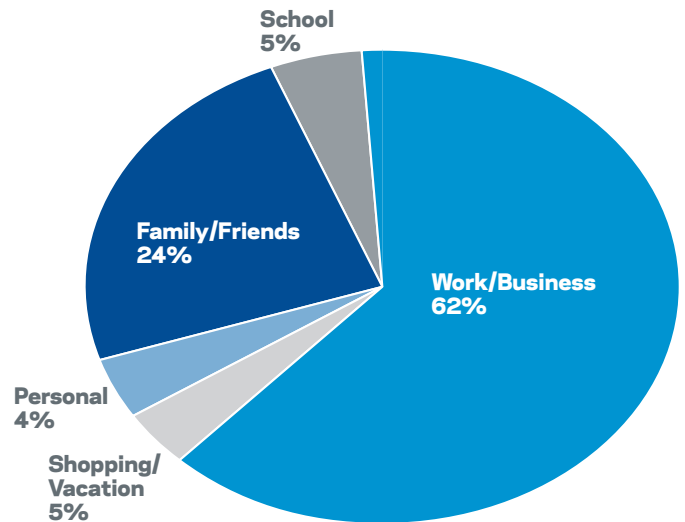
FY2012 has been another busy year of continued progress in making improvements to our fleet. To date 11 locomotives have been retrofitted with the latest technology and emissions controls in the industry. Electric power generators for the trains are being replaced with new TIER 4 compliant clean diesel engines, plus new electronic controls will be installed to improve performance and reliability.

Caltrans, as an owner of the fleet, is on an aggressive schedule to overhaul the remainder of the locomotive fleet by mid-2013.

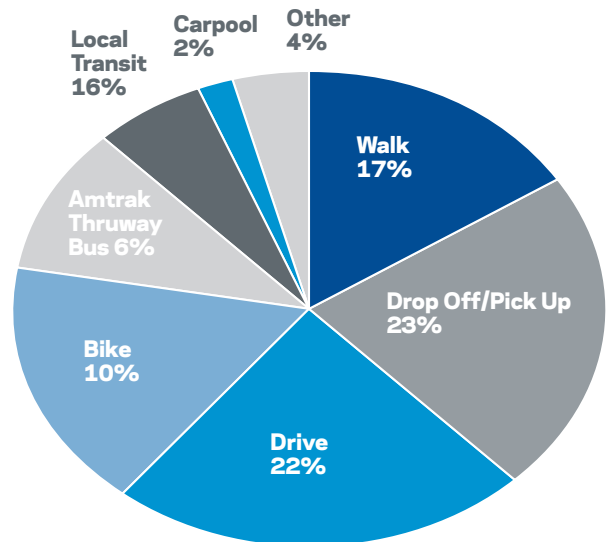
All train car interiors have been refreshed with new seat upholstery, carpets and curtains. Other improvements include Wi-Fi Internet access on all cars, and all 14 California Cab Cars are being converted to provide additional storage space for luggage and bicycles.

Our surveys show that riders who bike to and from trains have grown to 10 percent of our customer base. Bicycle storage onboard is a crucial issue for Capitol Corridor service as demand for on-train storage is higher than we can generally supply. In FY2012, we started the process of working with Caltrans to modify Cab Cars to create more storage for bikes, while keeping aisleways clear to sustain accessibility for our wheelchair-using riders. The first retrofit, Cab Car 8302, was completed in September 2012.

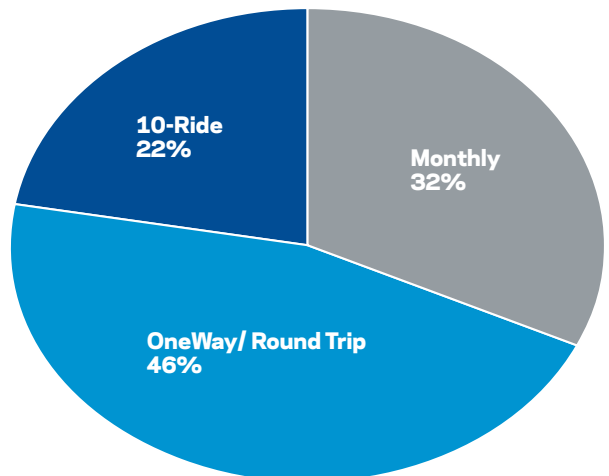
The CCJPA and Caltrans continue to press forward on procuring new rail cars and locomotives to accommodate more passengers. In September of 2012, Caltrans issued an intent to award a contract to Sumitomo Corporation of America to build 42, 100% assembled-in-America, bi-level cars for California. Ten of these cars will be dedicated to the



RIDER PROFILE FY2012



TRAVEL-TO-STATION MODE FY2012



TICKET TYPE FY2012

Capitol Corridor service. Delivery will begin in 2015 with the last car expected to arrive in 2018. Since the rail procurement process may take a few years, Caltrans and Amtrak are overhauling 14 New Jersey Transit, Comet 1B, single-level coaches to supplement the fleet. Delivery of these refurbished cars is expected by mid-2013. Although the Comet Cars will be dedicated to the San Joaquin Corridor, it is expected to free-up additional cars for use on the Capitol Corridor.

### **Bus Equipment**

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

### **Local Connections**

The unique structure of the CCJPA enables communities served by the Capitol Corridor to participate in the development of seamless transit connections that promote riding trains.

- Surveys show that the majority of Capitol Corridor passengers do not drive to or from the train station. By coordinating transit connections with other services, the Capitol Corridor helps reduce the number of vehicles contributing to traffic congestion, greenhouse gas emissions and air pollution.
- The Transit Transfer program allows passengers to transfer free of charge to nearly all local transit lines that serve our stations, including Sacramento RT, Rio Vista Transit, E-Tran (Elk Grove Transit), YoloBus, Unitrans, County Connection, Santa Clara VTA, AC Transit, Fairfield-Suisun Transit, Benicia Breeze, Tri-Delta Transit and WestCAT.
- The CCJPA has negotiated reciprocal ticketing agreements with Roseville Transit and Placer Commuter Express buses, which parallel the Capitol Corridor route between Sacramento, Roseville and Auburn.
- CCJPA offers a 20 percent discount on \$10 BART tickets purchased on board the Capitol Corridor trains to facilitate transfers at the Richmond and Oakland Coliseum Intermodal Stations.

- Agreements with Monterey-Salinas Transit and Santa Cruz Metro offer passengers even more transportation choices throughout Northern California.

### **RIDERSHIP**

Two decades of ridership data show that the typical Capitol Corridor rider takes the train as a convenient and enjoyable alternative to driving. Riders take the train both for business and leisure travel, with destinations concentrated in the Sacramento Valley, Sierra Nevada Foothills, San Francisco/East Bay Area and San Jose/Silicon Valley. More than half of all riders use discounted multi-ride tickets, an attractive option for regular business travelers and those who take the train two or three times a week.

### **CUSTOMER FEEDBACK**

Passenger feedback is the foundation of the CCJPA's customer-focused service delivery. We pride ourselves in our response to our riders and invite passengers to comment on our service performance. Communication avenues run the gamut from comment cards on the trains, phone calls, letters, email, to Facebook posts and tweets. In a one year period, Capitol Corridor's Facebook Fans increased 620 percent, from 614 in September 2011 to 4,424 in 2012. Twitter followers grew from 681 in 2011 to 1,124 in 2012. We use this feedback to identify and prioritize service modifications, capital improvements and desired amenities.

Amtrak regularly conducts customer service surveys, which are scored to note trends for all its passenger train services. In FY2010 passengers rated Capitol Corridor's service 87 on a 100-point scale. In FY2011 Capitol Corridor's customer satisfaction rating rose to 90 points, exceeding its 89-point goal and raising Capitol Corridor's customer satisfaction standing from 10<sup>th</sup> to 5<sup>th</sup> place in the nation. During FY2012 customer satisfaction rose again to 91 points. What helped raise Capitol Corridor standings were customer-focused standards including better on-time performance, friendliness of train crews, restroom cleanliness and Café Car food variety and freshness.

# Where We've Been

## FY2012 Service Plan Highlights

**The CCJPA began FY2012 with 32 weekday trains between Sacramento and Oakland/San Francisco. On August 13, 2012, the service plan was optimized to 30 weekday trains.**

**T**his decision to reduce weekday service levels from 32 to 30 trains took months of careful consideration, but like other public transit systems, the CCJPA was faced with cost-effectiveness decisions that lead to this action. The 14 daily train service to San Jose and two daily trains east of Sacramento to Roseville, Rocklin and Auburn remained intact throughout the year. This modified service plan helped optimize the use of train equipment and deployment of train crews, which resulted in annual cost savings of nearly \$1 million without any reduction in projected ridership and revenues.

Mid-week and weekend promotions, combined with superior on-time performance helped the Capitol Corridor achieve a record-breaking federal fiscal year.

Here are some highlights from the year:

- 1.75 million passengers rode Capitol Corridor from October 1, 2011 through September 30, 2012.
- Revenues increased 9 percent compared to FY2011.
- System operating (farebox) ratio held steady at 50 percent.
- On-time performance was the best in the Amtrak system at 94 percent.
- Staff worked with Amtrak, our operating partner, to employ major technical developments including free Wi-Fi and eTicketing.
- Three federal HSIPR-funded projects are completed or in-progress along the Capitol Corridor:

Sacramento Intermodal Track and Platform Relocation Project (sponsored by City of Sacramento) - Major construction was completed to a point where Capitol Corridor and other trains began using the new facilities in August 2012. Final project completion is expected in mid-2013.

San Jose Diridon Station Track and Platform Improvements (sponsored by Caltrain) - Major project construction elements were completed in early 2012, with final contract details expected to be wrapped up by the end of 2012.

Yolo Causeway West Crossover Project (sponsored by CCJPA) - Construction began in mid-2012, with completion expected in early 2013.

### **CAPITAL IMPROVEMENT PROGRAM (CIP)**

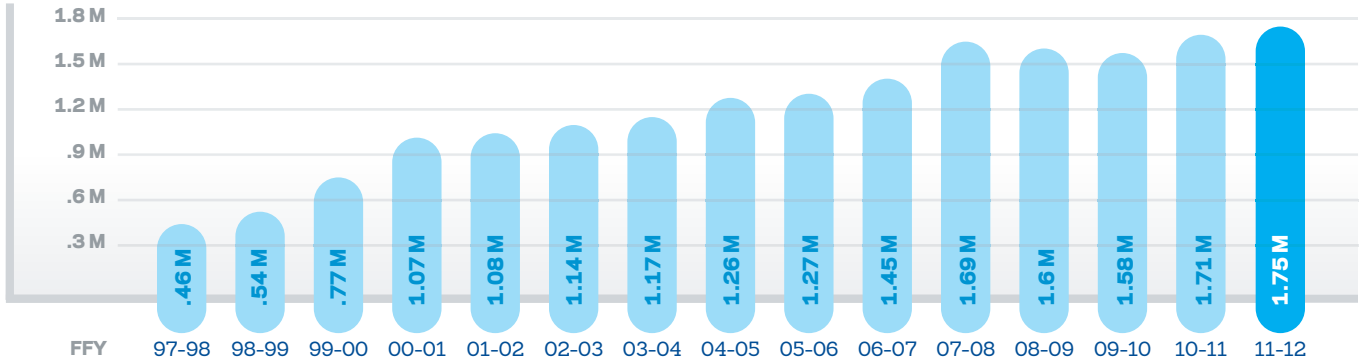
Future sources of capital funding supporting intercity passenger rail at State and federal levels remain uncertain, and very little steady capital funding is available to support larger infrastructure needs. The only significant development for FY2012 regarding large infrastructure funding is that State transportation bond funds were released and allocated in association with State-wide efforts to support the Northern California HST blended passenger rail service plan. For the CCJPA, this funding will partially support the service expansion infrastructure needed between Oakland and San Jose, the CCJPA's portion of the blended service expansion and part of the key early phase in developing the California High-Speed Train system. Other less extensive capital funding sources, mostly from transportation bond sources and a trickle of biannual funding for the State's intercity program are supporting safety projects at stations and the ongoing capitalized maintenance largely responsible for Capitol Corridor's industry leading on-time performance.

### **STATION UPGRADES**

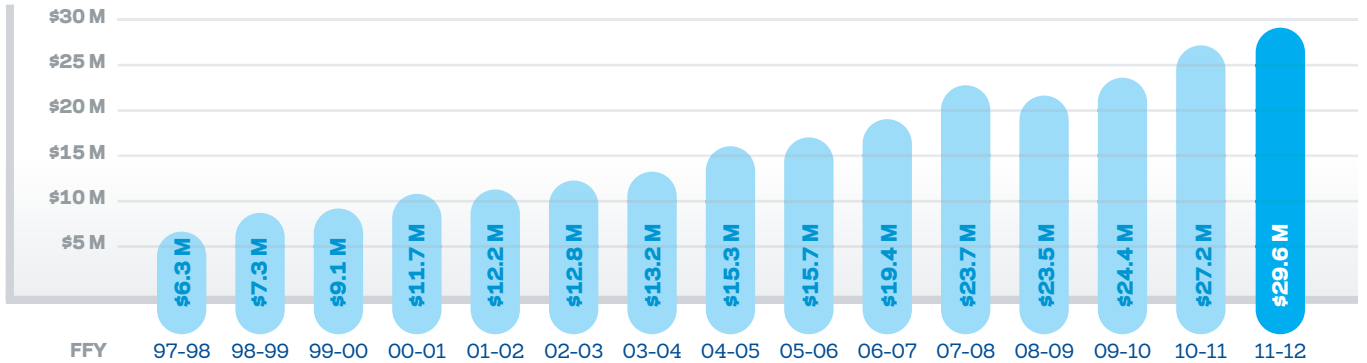
FY 2012 upgrades completed at Capitol Corridor stations include:

- Completed deployment of a video surveillance system, which was installed at six unstaffed stations;

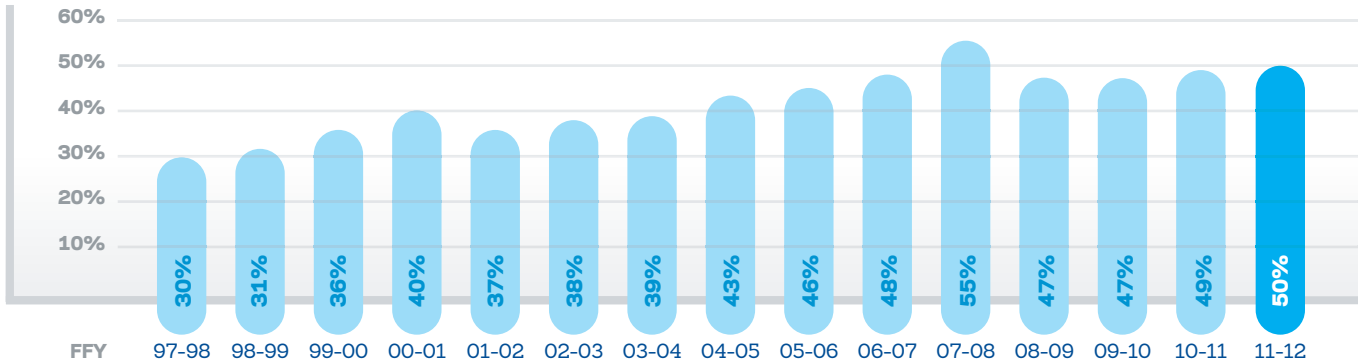
### RIDERSHIP FOURTEEN YEARS OF CCJPA MANAGEMENT



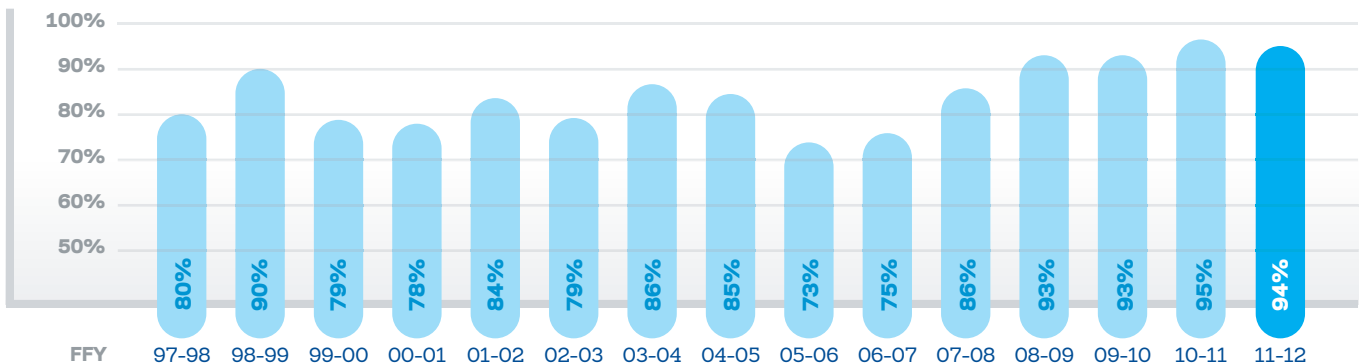
### REVENUE FOURTEEN YEARS OF CCJPA MANAGEMENT



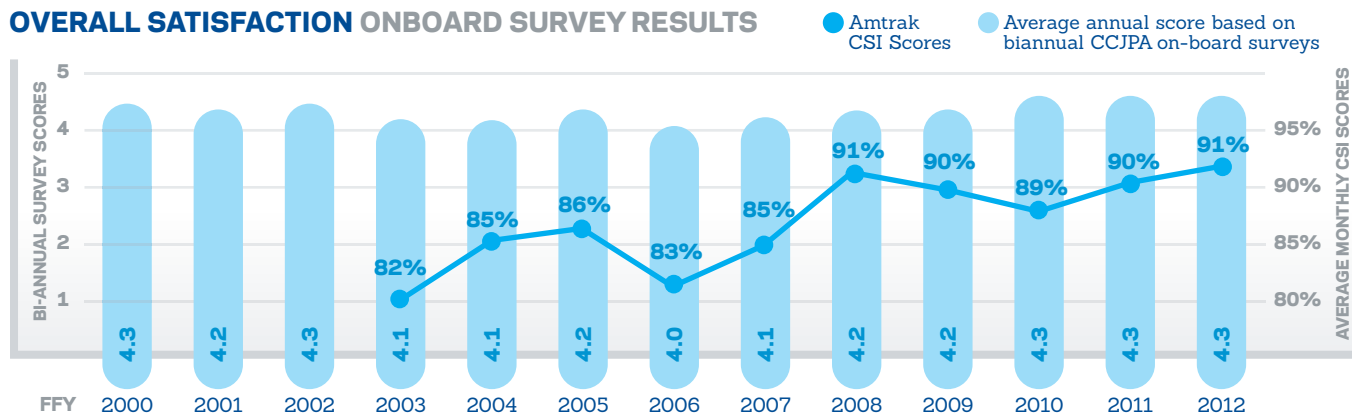
### SYSTEM OPERATING RATIO FOURTEEN YEARS OF CCJPA MANAGEMENT



### ON-TIME PERFORMANCE FOURTEEN YEARS OF CCJPA MANAGEMENT



## OVERALL SATISFACTION ONBOARD SURVEY RESULTS



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

- Text to speech (TTS) upgrades for the Public Information Display Signs (PIDS) were completed at sixteen Capitol Corridor stations; and
- Fencing projects in Suisun as well as North Richmond were completed in September 2012.
- Began service to renovated Caltrain Santa Clara/ University Station in May 2012.

### WIRELESS NETWORKING

In January 2011 the CTC authorized the CCJPA to use cost savings from a capital project toward the installation of Wi-Fi on trains. The CCJPA commissioned an analysis of the customer response to free Wi-Fi with researchers at the University of California Davis. In addition to high satisfaction levels across broad ridership and demographic categories, the researchers found that offering free Wi-Fi attracted more riders and new trips in sufficient numbers to generate enough new ticket revenue to offset the annual operating costs of supporting the Wi-Fi system. On "Cyber-Monday," November 28, 2011, all intercity passenger rail services in California launched the free service. Remaining capital funds are being used to upgrade the system and are held in reserve to have sufficient funding to take advantage of upgrades made available via the pace of rapid technology change. The system provides the basis for developing cost effective operational applications for on-train communications such as eTicketing devices.

### eTICKETING

Amtrak rolled out its eTicketing program in April of 2012. This online amenity provides passengers increased flexibility when making or changing reservations and eliminates the need to obtain traditional paper tickets. Passengers also have the ability to print their reservations at home. Smartphone

users can present their eTicket to the conductor by simply opening the eTicket document from their e-mail to display the barcode for scanning. Should a customer misplace his/her eTicket, the passenger can reprint the document at a ticket office or Quik-Trak™ kiosk at stations.

### MARKETING & COMMUNICATIONS

The CCJPA continued efforts to increase awareness of the Capitol Corridor brand and encourage ridership in Northern California markets with a combination of focused advertising campaigns and strategic promotional partnerships. Staff continued efforts to retain existing ridership and enhance the overall passenger experience with improved customer amenities and communication channels such as CCJPA Managing Director David Kutrosky's *Get On Board* blog, and Planning Manager Jim Allison's *Spoke 'n Word* blog, which features bicycle access information. Both blogs live on the [capitolcorridor.org](http://capitolcorridor.org) website.

Popular campaigns and promotions designed to appeal to budget-conscious travelers continued with programs aimed at building ridership during off-peak hours. In FY2012, the CCJPA increased online and social media advertising efforts to support promotional offers and enhance brand visibility in the digital media space. Focused media outreach efforts also increased Capitol Corridor's visibility and media coverage.

### ADVERTISING AND JOINT CAMPAIGNS

The CCJPA's FY2012 advertising strategy centered on supporting promotional offers and highlighting customer amenities with a media/advertising plan that provided consistent, targeted advertising.

Advertising highlighted the convenience of taking the train and touted new amenities, such as free Wi-Fi. The CCJPA focused on promotions targeting leisure travelers with specific offers to increase ridership mid-day and on weekends. CCJPA worked closely with Amtrak to jointly leverage advertising and promotional assets to increase the visibility of programs such as the Fight Hunger - One Stop at a Time food drive campaign and a partnership with Feld Entertainment.

## PROMOTIONAL EVENTS, PROGRAMS & PARTNERSHIPS

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

- **Wi-Fi Launch** - CCJPA, in partnership with Amtrak and Caltrans, launched free Wi-Fi onboard our trains on November 28, 2011. We promoted this new service at stations, onboard trains, through social media channels and for a limited time with onboard "Wi-Fi Ambassadors" who introduced the service to passengers.
- **20th Anniversary** - Capitol Corridor celebrated its 20th Anniversary. Passengers were offered a 10% discount on all ticket types (including multi-ride and monthly tickets) in the month of December.
- **Seniors Ride Half Off** - This deeply discounted fare was designed to promote mid-week travel among seniors. Despite no dedicated advertising, participation in this special offer exceeded last year's figures due to word-of-mouth.
- **20 Millionth Passenger** - On June 11, 2012, the Capitol Corridor celebrated reaching the 20 millionth rider mark. Unlike past ridership milestones, instead of singling out one passenger to mark this special occasion, the CCJPA commemorated reaching its 20 millionth rider mark by hosting a community focused celebration.
- **Fight Hunger - One Stop at a Time** - The CCJPA expanded our charitable effort this year by leading a wider food collection program in Northern California in partnership with Amtrak, Caltrans, Union Pacific, Caltrain, Solano Transportation Agency, Sacramento Regional Transit and 13 northern California food banks from June 1-15, 2012. The goal of this two-week campaign was to help restock local food banks for the busy summer months. As a result of the 2012 partnership we were able to collect 633 more pounds of food than the previous year.
- **Rider Appreciation Events** - These popular quarterly events are designed to thank our passengers with complimentary refreshments, prize drawings from promotional partners, and opportunities to speak directly with CCJPA team members about the service.
- **Sports Promotional Partners** - The CCJPA partnered with local sports teams—including the Oakland A's, Oakland Raiders and Sacramento River Cats—to promote brand awareness and travel on the Capitol Corridor. Elements included in-game presence, radio spots during game broadcasts and email promotions. Discounted promotions also supported train travel to and from the games.
- **Feld Entertainment** - CCJPA and Amtrak partnered with Feld Entertainment/Ringling Brothers again in FY2012 to promote the Capitol Corridor route as part of the Ringling Brothers & Barnum and Bailey Circus tour through Northern California in the fall. This partnership included discounted train travel, radio and TV spots, promotional opportunities and in-arena visibility.
- **Train Treks** - This discount program targets school and youth groups to promote using the train for educational field trips. In FY2012, we continued to partner with popular destinations along the route to attract a new generation of train riders.

## PUBLIC INFORMATION AND OUTREACH

In FY2012, the CCJPA's public information efforts were aimed to build awareness about its Bicycle Access Plan and rail safety. The media relations strategies focused on the CCJPA's customer service upgrades as well as its many community efforts. Releases were issued about rail safety, Capitol Corridor's efforts to partner in the installation of environmentally friendly stand-by power units at the new Sacramento Valley Station and the Fight Hunger One Stop at a Time annual food drive. The CCJPA also spread the news about its technology enhancements, record ridership thresholds, as well as reaching its 20 millionth rider milestone in June. The stories covered by news outlets achieved an estimated \$641,800 in comparable earned media value.

# SACRAMENTO VALLEY STATION TO ALL TRAINS



## A COMMITMENT TO REINVESTING IN OUR FUTURE

### IN FY2012, CCJPA AND ITS PARTNERS COMPLETED OR HAVE ONGOING THE FOLLOWING CAPITAL PROJECTS:

- Sacramento Railyards Relocation Project – \$71 million<sup>1</sup>
- Santa Clara/University Station Upgrade Project – \$26 million<sup>2</sup>
- San Jose Diridon Platform Additions – \$38.2 million
- Miscellaneous Safety Fence Projects – \$1.2 million (ongoing)
- Station Security Cameras – \$1.2 million
- Wi-Fi System and System Upgrades – \$4.75 million (ongoing)

<sup>1</sup> City of Sacramento led this project.  
<sup>2</sup> Caltrain led these projects.

### FUTURE PLANS

While future capital grant and funding opportunities have diminished at the State and federal level, the CCJPA remains committed to applying for any new funding opportunities as they become available. Capital resources are necessary to advance and implement \$947.2 million in infrastructure improvements for future service expansions, safety initiatives and station facilities. To accommodate our growing ridership, here are our future capital needs:

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

**SERVICE EXPANSION/IMPROVEMENTS** – Track infrastructure projects and new trainsets to expand train frequencies to Placer County and San Jose/Silicon Valley. Total Costs: \$610.5M

**STATION PROJECTS (sponsored by others)** – Proposed new stations (Hercules, Union City) and access upgrades at existing stations. Total Costs: \$281.9M

# Where We're Going

FY2013 Planning

## FY2013 SERVICE PLAN HIGHLIGHTS

With limited new capital funds—and additional rolling stock not expected to arrive for at least three years—the CCJPA will focus on maintaining the 30-train weekday (and 22-train weekend) service plan and improving service performance and reliability. Programs planned or underway will allow for the following improvements in FY2013:

- Working with UPRR to complete the necessary pre-development work for the Donner Pass Phase 2 Project, which will allow a second train to/from Roseville, Rocklin and Auburn to operate daily;
- Prepare a service plan (including schedule, ridership estimates and revenue and costs projections) for the second train to Auburn based on the allocation of funds to finance the Donner Pass Phase 2 Project as described above;
- Advancing the environmental planning and initial design for capital improvements to increase frequency between Sacramento and Roseville;
- Securing funds and begin final design and environmental documents for the capital track improvements to support the service expansion plan for up to 22 daily trains to/from San Jose/Silicon Valley. This expanded service will in turn support the 2018 Northern California HST Blended Service Plan;
- Completing the installation of the next phase of security improvements, including fencing projects in the West Sacramento and Hayward/Union City areas and security enhancements to Auburn Station;
- Working with Amtrak, Union Pacific, and Caltrans to deploy Positive Train Control (PTC) on Capitol Corridor trains and along the service route; and
- Working with BART to procure a new Interactive Voice Response Telephone System for Capitol Corridor, as well as an updated system to provide the Metropolitan Transportation Commission's 511.org with Capitol Corridor service updates.

## CAPITAL IMPROVEMENT PROGRAM

The CCJPA has developed a \$948 million 10-year Capital Improvement Program (CIP) that represents a sustainable investment plan to support the Vision Plan adopted by the CCJPA Board of Directors and the planned blended service plan for Northern California.

The CIP has primarily been State-funded with some local funding and recent federal grant awards from the HSIPR program. However, reductions in the amount of capital funding from both State and federal sources will create significant delays in implementing future capital improvement projects designed to increase service frequency or improve service. The Northern California HST Blended Service Plan has the potential to be the best collective means to address capital funding gaps that have delayed long sought after infrastructure improvements.

## MARKETING PROGRAM

Marketing efforts in FY2013 are expected to increase weekend and mid-day ridership. From October 2012 through April 2013 the CCJPA is offering a deep 50 percent off adult weekend train fares. The Marketing team will also further develop its promotional partnership program to extend advertising dollars and enhance brand awareness. The advertising plan for the upcoming fiscal year will implement social media marketing strategies toward these objectives. CCJPA staff is creating an overall social media campaign and social media advertising plan aimed to engage customers more frequently and promote offers such as discounted weekend travel and other seasonal promotions throughout the year.

Additional marketing endeavors may include:

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

In the short term, social media outreach through popular platforms such as Facebook and Twitter will help increase our engagement with customers and target new riders.



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

#### FY2012 ACCOMPLISHMENTS

**AB 1532 (Pérez) and SB 535 (De León)** - AB 1532 was enacted in September 2012. It creates the Greenhouse Gas Reduction (GHGR) Fund Investment Plan and Communities Revitalization Act to set procedures for the investment of future regulatory fee revenues derived from the auction of greenhouse gas (GHG) allowances pursuant to the “Cap and Trade” Program adopted by the California Air Resources Board (ARB) under the California Global Warming Solutions Act of 2006 (AB 32). The bill would authorize future moneys appropriated from the GHGR Fund to be allocated for the purpose of reducing GHG emissions in California through investments that may include (but not limited to) funding to reduce GHG emissions through the development of advanced biofuels, low-carbon and efficient public transportation; and strategic planning and development of sustainable infrastructure projects, including transportation and housing. The Department of Finance (DOF), in consultation with ARB and any other relevant State entity, would develop and submit a three-year investment plan to the Legislature in the proposed FY2013-14 budget with updates commencing with the FY2016-17 budget and three years thereafter.

The companion bill to AB 1532, SB 535 was also enacted in September 2012. This bill requires that the investment plan related to AB 1532 allocate:

- 1) a minimum of 25 percent of the available moneys in the fund to projects that provide benefits to identified disadvantaged communities; and
- 2) a minimum of 10 percent of the available moneys in the fund to projects located within identified disadvantaged communities.

SB 535 is contingent on the enactment of AB 1532. The enactment of both of these bills sets into place a path forward to allocate GHG Reduction Funds for various projects including those that support “low-carbon and efficient public transportation” services,

which include the Capitol Corridor intercity passenger trains. To that end, the CCJPA will be working with interested agencies to secure these GHG Funds as they become available to implement projects that will advance Capitol Corridor service expansion plans to Silicon Valley/San Jose and Placer County.

**SB 1117 (DeSaulnier)** - This bill was also enacted in September 2012. SB 1117 would require the California Transportation Commission (CTC) to prepare a statewide passenger rail transportation plan containing various elements relative to conventional and high-speed intercity passenger rail, commuter rail, and urban rail transit. The initial plan would be adopted by September 2014, and updated every four years. The bill would require the plan to contain goals for integrated passenger rail services and facilities, to adopt policies and guidelines in the development of their plans, and would prohibit those agencies from taking inconsistent actions. The CCJPA supported this legislation as the planning and development (including expansion) of the Capitol Corridor is financially supported by State public transportation funds and will allow the CCJPA to actively participate in the statewide passenger rail plans developed in conjunction with SB 1117.

#### FY2013 ACTION PLAN

In general, the CCJPA will seek to leverage other limited State and federal funds, to advance projects that will create jobs, and reduce vehicular congestion and corresponding GHG emissions in the region. The CCJPA will work with legislative, transportation and finance officials to:

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

- Pursue and secure federal, State and other funds with its host railroads to finance the capital infrastructure investments to meet the CCJPA's goal for expanded train service to San Jose and Roseville/Auburn; and
- Seek funding to implement and complete projects to enhance system safety and security to protect employees, passengers and facilities, including Positive Train Control (PTC).

**PRIIA Section 209 Policy: Amtrak Pricing for State-Funded Intercity Passenger Rail Operations -**

The CCJPA joined a working group comprised of representatives from the states with Amtrak-operated IPR routes of 750 miles or less. The group worked with Amtrak to develop a new pricing policy for Amtrak's operation of state-supported IPR services pursuant to Section 209 in federal legislation: The Passenger Rail Investment and Improvement Act. PRIIA was enacted in October 2009. On September 1, 2011, a final policy was adopted by the Amtrak Board of Directors and submitted to the affected states (including California) for their concurrence. The policy must be implemented by October 2013 and will affect a total of 27 Amtrak-operated routes, representing almost 50 percent of Amtrak's total ridership. California concurred with the Section 209 Policy through Caltrans on October 11, 2011 and the federal regulatory agency for this policy, the Surface Transportation Board approved this pricing policy in March 2012. The CCJPA Board has supported the policy as it will provide a fair, transparent and equitable allocation of operating costs for the Capitol Corridor, which will stabilize State funding levels to support the train service. The CCJPA will work with Caltrans and the State Legislature to appropriate the funds necessary to support the PRIIA Section 209 Amtrak operation pricing policy as part of the FY2014 state budget process.

The CCJPA's federal legislative action plan will focus on the interrelation and actions associated with the reauthorization of PRIIA (which expires on September 30, 2013) and MAP-21, the current federal surface transportation program which expires in 2014. Efforts have begun to build a Rail Title in both or either of these reauthorization efforts to develop a federal funding program (with new revenue) for rail freight, intercity and high-speed passenger rail as part of the national surface transportation program. These new

federal funds will allow the CCJPA to complete its plans for its service expansion and safety initiatives, such as PTC.

**Cap and Trade Revenues** - For the 2013 State Legislative session, the CCJPA is working with its transportation partners on legislative proposals to advance bills enacted in 2012: AB 1532 and SB 535. These bills will allow revenues that accumulate in the "Cap and Trade" Program to be allocated for projects and initiatives that reduce GHG emissions in California through investments that may include (but are not limited to) the development of advanced biofuels and low-carbon, efficient public transportation such as the Capitol Corridor passenger train service.

## Closing Message

It is our pleasure to present achievements we attained in FY2012 and describe our ongoing work to retain existing ridership and enhance the overall passenger experience with technical innovations, improved customer amenities and varied communication channels. Skyrocketing gas prices encouraged new travelers to try our trains, and once these new riders experienced our superior quality of service and with our high-tech passenger amenities, they continue to use the Capitol Corridor as an alternative to driving.

For the last 14 years, the CCJPA has sustained an upward trend of improving the Capitol Corridor's financial performance, operational efficiency, project delivery and customer service while providing industry-leading reliability along the nation's third busiest intercity passenger route.

In closing, the CCJPA will continue to seek technical enhancements aimed to make the Capitol Corridor service safe, convenient, affordable, reliable and environmentally friendly. We thank our partners, taxpayers and our customers for your ongoing support of our intercity passenger rail service.



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JOINT POWERS AUTHORITY  
BOARD OF DIRECTORS  
FY2012**

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