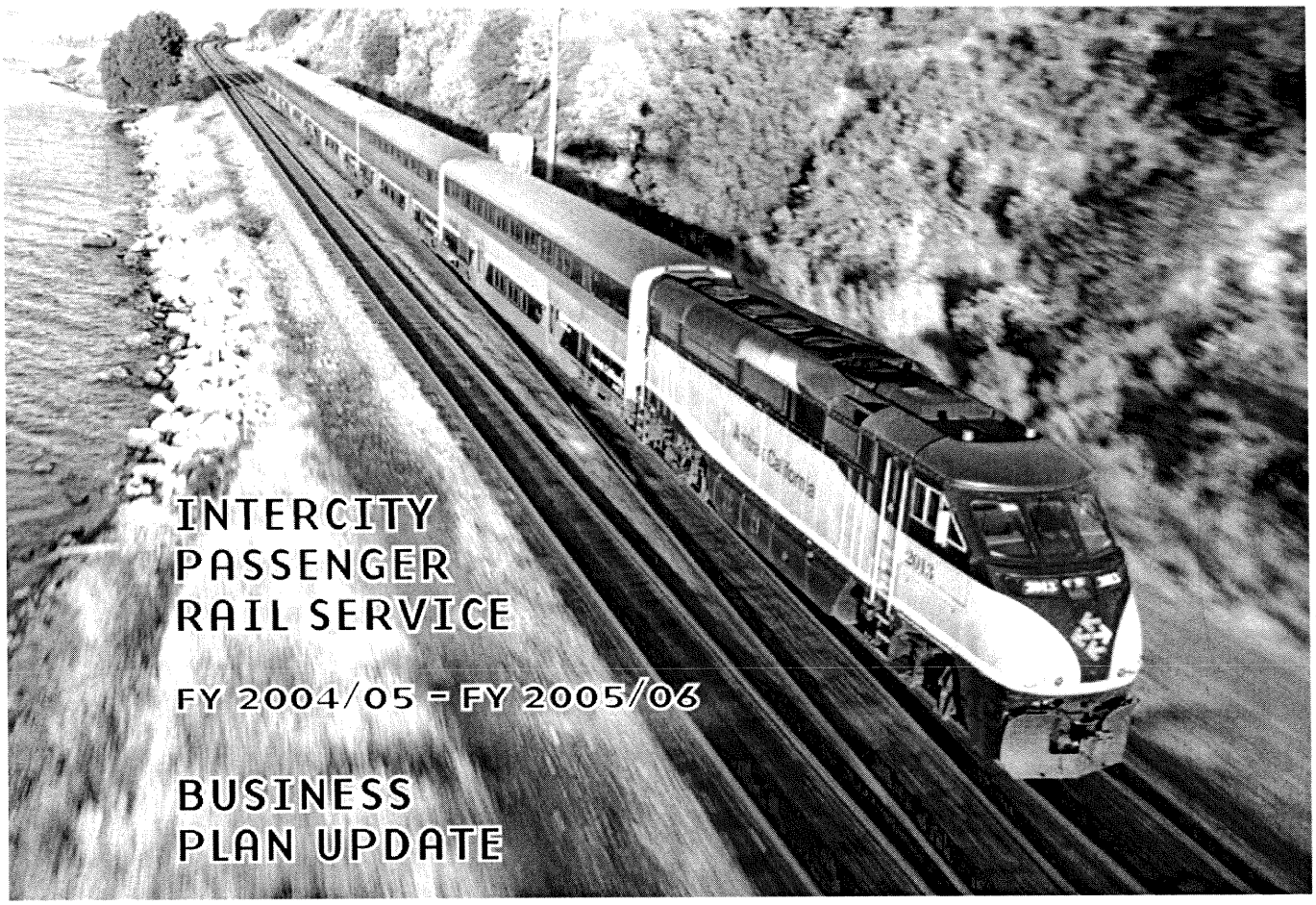
CAPITOL CORRIDOR

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



INTERCITY PASSENGER RAIL SERVICE

FY 2004/05 - FY 2005/06

BUSINESS PLAN UPDATE

CAPITOL CORRIDOR

Prepared by
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DRAFT

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Executive Summary

Introduction. This Business Plan Update presents an overview of the Capitol Corridor Joint Powers Authority's (CCJPA) strategic plan and funding request for the next two fiscal years (FY 2004-05 and FY 2005-06), to be submitted to the Secretary of the Business, Transportation and Housing Agency in April 2004. This Business Plan Update identifies the service and capital improvements that have contributed to the Capitol Corridor's growth over the past five years, and incorporates customer input as put forth in Chapter 263 of State Law that allowed for the transfer of the Capitol Corridor service to the CCJPA on July 1, 1998.

The CCJPA's primary focus is the continuous improvement of the Capitol Corridor service through cost management, revenue enhancement, and customer service to deliver safe, reliable, frequent, high-quality passenger rail service that is a viable transportation alternative.

The CCJPA is governed by a Board of Directors, comprised of 16 elected officials from six member agencies along the 170-mile Capitol Corridor rail route (see Figure 1-1):

- Placer County Transportation Planning Agency
- Solano County Transportation Authority
- Yolo County Transportation District
- Sacramento Regional Transit District
- San Francisco Bay Area Rapid Transit District
- Santa Clara Valley Transportation Authority

As administrator of the service, the CCJPA's primary focus is on the continuous improvement of the Capitol Corridor service by employing a business-model approach to manage costs, enhance revenues, and provide superior customer service to deliver safe, reliable, frequent, high-quality passenger rail service that is a viable transportation alternative to the congested I-80, I-680, and I-880 highway corridors.

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, and today it has grown to become the third busiest intercity passenger rail service in the United States. In April 2001, the CCJPA expanded service to 18 daily trains using six trainsets in the State-owned Northern California pool (Capitol Corridor and San Joaquin services). In FY 2002-03, using seven trainsets and the same operating budget for 18 daily trains, service was increased three times: to 20 weekday trains (18 weekend) in October 2002; 22 weekday trains in January 2003; and 24 weekday trains in April 2003. These expansions were accomplished with no increase in budget, by reallocating funds from unprofitable motorcoach routes.

Operating Plan. Due to the slow economic recovery in California, State budget allocations have been flat for three consecutive years, resulting in a Draft State Budget for FY 2004-05 that maintains the current funding level sustaining the current 24-train service plan. This service level will be maintained over the next two State fiscal years with anticipated CCJPA operating expenses as follows:

Capitol Corridor Service	**FY 2004-05**	**FY 2005-06**
Oakland – Sacramento	24 weekday trains (18 weekend)	24 weekday trains (18 weekend)
Oakland – San Jose	14 daily trains	14 daily trains
Roseville – Sacramento	Up to 6 daily trains	Up to 6 daily trains
Roseville – Auburn	Up to 4 daily trains	Up to 4 daily trains
Total Budget (Operations, Marketing & Administration)	**$26,020,000**	**$26,026,000**

Performance Standards. In April 2002, the CCJPA Board adopted a Vision Plan for the Capitol Corridor service. Among other things, the plan helped establish performance standards for the Capitol Corridor in the areas of ridership, cost efficiency (farebox ratio), and on-time performance. Despite tough economic conditions and a flat budget allocation from the State,

the CCJPA was able to increase weekday trains by 33% in FY 2002-03 by reinvesting cost savings into additional train service. These expansions contributed to robust performance compared to other transit agencies in Northern California, with ridership and revenue records established each month in FY 2002-03, and positive trends that continue into the current year:

- Ridership grew 6% during FY 2002-03; to date, FY 2003-04 ridership is up 3%
- Revenue grew 4% during FY 2002-03; to date, FY 2003-04 revenue is up 9%
- Farebox recovery ratio remained the same at 38% in FY 2002-03
- On-time performance declined from 84.0% to 78.5% in FY 2002-03, but has since rebounded to 84.9% to date for FY 2003-04.

The CCJPA develops performance standards in partnership with the State and Amtrak. The table below summarizes the standards and results for FY 2002-03 and FY 2003-04 (through December 2003) as well as the standards for the next four fiscal years (see Appendix C):

	FY 02-03			FY 03-04			FY 04-05	FY 05-06
Performance Standard	Actual	Standard	Variance	Actual	Standard	Variance	Standard	Standard
Route Ridership	1,139,136	1,171,800	(5.6%)	372,150 (through 1/04)	392,300 (through 12/03)	(5.1%)	1,346,000	1,383,800
Farebox Return (train and feeder bus)	38.0%	37.0%	2.7%	39.3% (through 12/03)	42.0%	(6.4%)	41.0%	42.0%
On-Time Performance	78.5%	90.0%	(12.8%)	85.0% (through 1/04)	90.0%	(5.5%)	90.0%	90.0%

Capital Improvement Program. The CCJPA continually updates its Capital Improvement Program (CIP) that was built upon the initial $60 million investment of State funds for track improvements between Sacramento and Oakland. Currently, the CCJPA has invested $98 million in track and station projects currently under design and/or construction between Auburn and San Jose. In order to realize the eventual goal of hourly train service, the CCJPA has prepared a $462 million CIP, developed in collaboration with the Bay Area and Sacramento area Metropolitan Planning Organization regional transportation plans. Elements of this CIP, which include projects to increase capacity, upgrade track infrastructure, build or renovate stations, add rolling stock, reduce travel times, improve reliability and enhance passenger convenience and amenities, have been incorporated into this Business Plan Update.

Each action in this Business Plan Update will allow us to continuously improve the CCJPA's management of the passenger train and feeder bus service as a viable transportation alternative in the congested I-80/I-680/ I-880 travel corridors in Northern California.

The CCJPA acknowledges that due to financial limitations in the State Transportation Improvement Program (STIP), the capital/construction needs for the Capitol Corridor greatly exceed the available funding. Nevertheless, the CCJPA is aggressively seeking supplemental funding sources to leverage the current $98 million investment over the next two to five years.

Marketing Strategies. The CCJPA's marketing strategies for FY 2004-05 and FY 2005-06 include targeting markets where we have capacity, expanding connections with other transit systems, increasing the value of marketing investments through strategic partnerships, and enhancing customer service and amenities to attract and retain loyal, frequent riders.

Action Plan. Each action in this Business Plan Update will allow for the continuous improvement of the CCJPA's management of the passenger train and feeder bus service as a viable transportation alternative in the congested I-80-/I-680 travel corridor in Northern California. This annual Business Plan Update provides an overview of the CCJPA's goals for maintaining a cost-effective delivery of the Capitol Corridor service. This plan continues the CCJPA's efforts to achieve gains in ridership, revenue, and customer satisfaction through the CCJPA's partnerships with passengers, local communities, the Union Pacific Railroad (UPRR), Amtrak, and the State of California.

1. Introduction

This Business Plan Update modifies the Capitol Corridor Joint Powers Authority's (CCJPA) FY 2003-04 – FY 2004-05 Business Plan Update submitted to the Secretary of the Business, Transportation and Housing Agency (BT&H) each April. Given the current constraints on the State budget, the CCJPA's goal is to maintain Capitol Corridor service levels at 24 daily trains in FY 2004-05 and FY 2005-06, and, where possible, add service while staying within the State's budget allocation. This Business Plan Update identifies the service and capital improvements that have contributed to the Capitol Corridor's growth over the past five years. It also incorporates customer input as put forth in Chapter 263 of State Law that allowed for the transfer of the Capitol Corridor service to the CCJPA on July 1, 1998.

As part of that transfer, the CCJPA is required to prepare an annual Business Plan that identifies the current fiscal year's operating and marketing strategies; capital improvement plans for the Capitol Corridor; and the funding request to the Secretary of BT&H for the CCJPA's operating, administrative and marketing costs for inclusion in the State Budget proposal to the Legislature.

The CCJPA is governed by a Board of Directors, comprised of 16 elected officials from six member agencies along the 170-mile Capitol Corridor rail route (see Figure 1-1):

- Placer County Transportation Planning Agency
- Solano County Transportation Authority
- Yolo County Transportation District
- Sacramento Regional Transit District
- San Francisco Bay Area Rapid Transit District
- Santa Clara Valley Transportation Authority

Ex-officio members of the CCJPA include the Metropolitan Transportation Commission (MTC) and the Sacramento Area Council of Governments (SACOG), the Metropolitan Planning Organizations (MPOs) along the route.

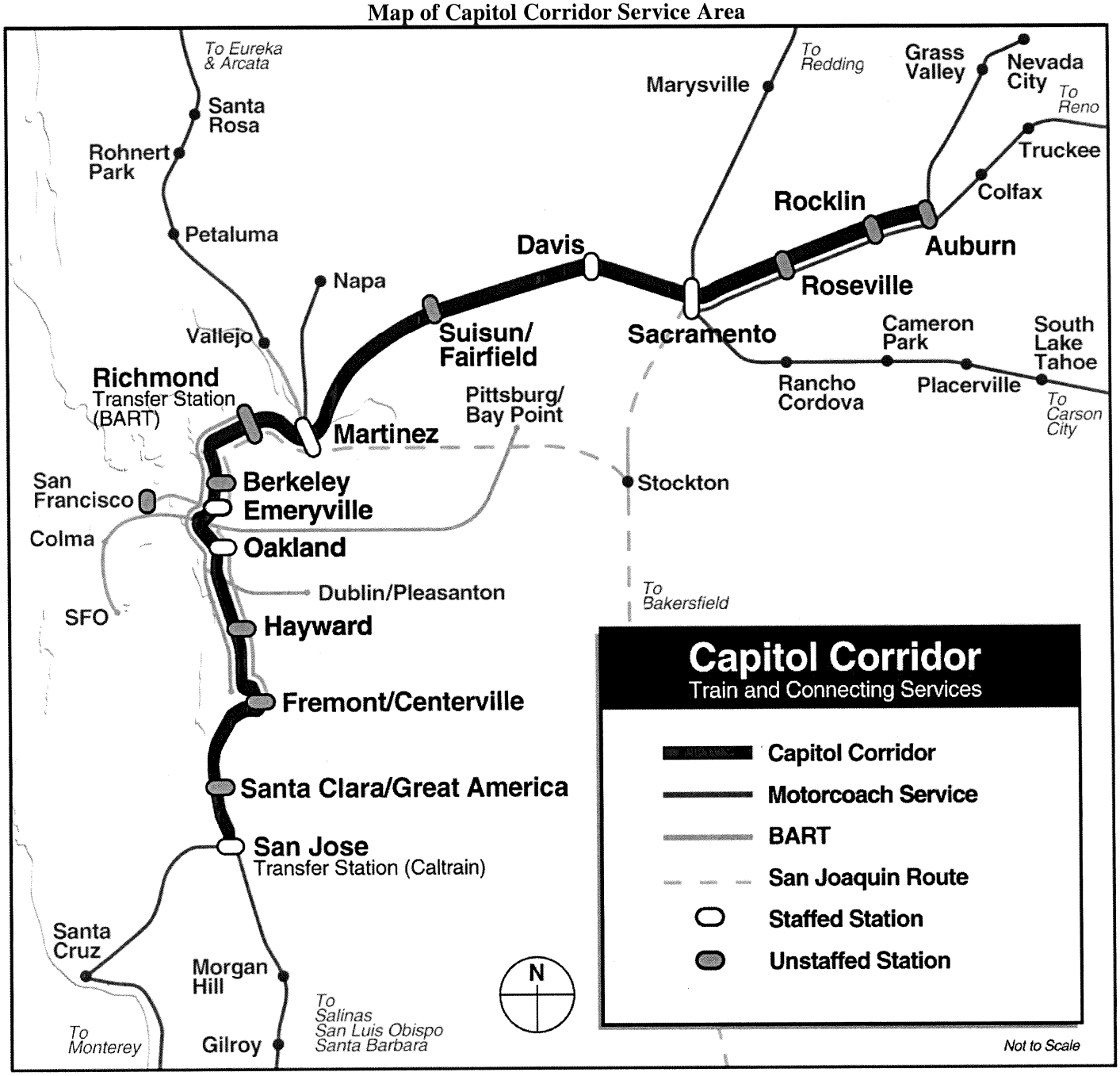
Given the current constraints on the State budget, the CCJPA's goal is to maintain Capitol Corridor service levels at 24 daily trains in FY 2003-04 and FY 2004-05, and, where possible, add service while staying within the State's budget allocation.

As the administrator for the Capitol Corridor, the CCJPA's responsibilities include overseeing day-to-day train and motorcoach 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 Corridor; and interfacing with Amtrak and the UPRR on dispatching and railroad-related issues.

Presently, the Capitol Corridor serves 16 stations along the 170-mile rail corridor connecting Placer, Sacramento, Yolo, Solano, Contra Costa, Alameda, San Francisco, and Santa Clara Counties. (The new Oakland Coliseum Intercity Train Station, adjacent to the Oakland Coliseum complex and Coliseum BART station, is expected to open in Fall 2004.) The train service parallels the I-80/I-680 highway corridor between Sacramento and Oakland and I-880 between Oakland and San Jose. The Capitol Corridor connects outlying communities to the train service via an extensive, dedicated motorcoach network that assists passengers traveling beyond the train station.

Capitol Corridor services are developed with input from our riders, private sector stakeholders (such as Chambers of Commerce) and public sector stakeholders (such as local transportation agencies), along with the partners who help deliver the Capitol Corridor service – Amtrak, the UPRR, Caltrans, and the various agencies and communities that make up the Capitol Corridor.

Figure 1-1
Map of Capitol Corridor Service Area



In April 2002, the CCJPA and its partners developed the Vision Plan, a document that identifies both short-term and long-term goals to guide the operating and capital development plans of the Capitol Corridor over the next 5 to 20 years.

2. Historical Performance of the Service

On December 12, 1991, the State of California Department of Transportation (Caltrans) and the National Railroad Passenger Corporation (Amtrak®) initiated the Capitol Corridor intercity train service with 6 daily trains between San Jose and Sacramento. In 1996, legislation was enacted to establish the Capitol Corridor Joint Powers Authority (CCJPA), a partnership among six local transportation agencies to share in the administration and management of the Capitol Corridor intercity train service.

Along with improved cost efficiency, the service continues to experience rapid growth in ridership, with an increase of 146% over five years.

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. The CCJPA now operates and manages the Capitol Corridor service through an operating agreement with Amtrak. In July 2001, the ITA was extended for another three-year term through June 2004. In September 2003, legislation was enacted that eliminated the sunset date in the ITA, and established a permanent governance structure for the CCJPA.

Appendix A presents an overview of the financial performance and ridership growth of the Capitol Corridor service since its inception in December 1991.

3. Operating Plan and Strategies

The CCJPA aims to meet the travel and transportation needs of more Northern Californians by providing frequent, safe, reliable Capitol Corridor train service. To that end, the CCJPA has implemented several cost-effective service expansions with an eventual goal of providing hourly train service. Using the available rolling stock (see Section 7) provided by the State, the CCJPA expanded service in October 2002, January 2003, and April 2003 to achieve the current schedule of 24 daily trains within the budget allocated for 18 daily trains. Along with improved cost efficiency, the service continues to experience rapid growth in ridership, with an increase of 146% over five years.

In response to positive feedback, the free Transit Transfer Program was expanded in January 2004 to include the San Joaquin trains as well as Santa Clara VTA and Fairfield-Suisun Transit.

To supplement its motorcoach service, the CCJPA is working with its partners and local transit providers to offer expanded options for improved transit connections. Currently, the train service connects with the BART rapid transit system at Richmond station, the Caltrain service (Gilroy – San Jose – San Francisco) at San Jose Diridon station, and the Altamont Commuter Express service (Stockton – San Jose) at the Fremont/Centerville, Great America/Santa Clara and San Jose Diridon stations. With the anticipated opening of the Oakland Coliseum Intercity Train station in Fall 2004, the Capitol Corridor will offer another connection to BART at the Oakland Coliseum Station. Together with these local transit connections, the Capitol Corridor covers the second largest urban service area in the Western United States.

The CCJPA offers several programs to enhance transit connectivity. BART tickets are sold at a 20% discount on board the Capitol Corridor trains to facilitate transferring to BART at the Richmond Intermodal Station. In addition, the popular Transit Transfer Program allows Capitol Corridor passengers to transfer free of charge to participating local transit services (the CCJPA reimburses the transit agencies for each transfer collected). In response to positive feedback, the free Transit Transfer Program was expanded in January 2004 to include the San

Joaquin trains as well as Santa Clara VTA and Fairfield-Suisun Transit. The CCJPA will continue to expand the program to other transit agencies along the corridor.

To facilitate an improved and cost-effective connection between the Capitol Corridor and San Joaquin services with destinations in Santa Cruz, the CCJPA, Caltrans, and Amtrak reached an agreement with the Santa Cruz Metropolitan Transit District and VTA to transfer the San Jose – Santa Cruz motorcoach service from Caltrans/CCJPA to an expanded Highway 17 bus service that would extend from Scotts Valley to Santa Cruz and operate daily from 5:00 a.m. to 11:00 p.m (between San Jose and Santa Cruz.) The transfer is scheduled to occur in April 2004; Caltrans and the CCJPA will continue to provide some funding (though less than in previous years) to support this expanded service.

FY 2003-04. The CCJPA's operating plan for the current fiscal year is as follows:

- Oakland to Sacramento: 24 weekday trains (18 weekend trains)
- Oakland to San Jose: 8 weekday trains (12 weekend trains)
- Sacramento to Auburn via Roseville: 2 daily trains

Additional rolling stock is required to expand the Capitol Corridor and San Joaquin services beyond the planned FY 2005-06 service levels.

FY 2004-05. Given the State budget deficit, the CCJPA's operating plan for FY 2004-05 will maintain the same service levels as FY 2003-04 between Oakland and Sacramento, while expanding train service to Silicon Valley/San Jose and Roseville/Auburn based on completion of required track infrastructure upgrades and approval by the UPRR. Service levels will change to:

- Oakland to Sacramento: 24 weekday trains (18 weekend trains)
- Oakland to San Jose: 14 daily trains
- Sacramento to Roseville: 6 daily trains
- Roseville to Auburn: 4 daily trains

FY 2005-06. Assuming there continues to be a State budget deficit, the CCJPA's operating plan for FY 2005-06 will remain the same as for FY 2004-05.

The rolling stock provided to the CCJPA for maintenance supervision also includes the San Joaquin Corridor trains. Additional rolling stock is required to expand the Capitol Corridor and San Joaquin services beyond the planned FY 2005-06 service levels.

Special Event Trains

In addition to the operating plans for daily Capitol Corridor service, the CCJPA will continue to pursue opportunities to provide special event trains, which can be a cost-effective way to increase usage within the current operating budget. Opportunities include:

- Major sporting events (e.g. Oakland Raiders, Warriors, A's, San Jose Sharks)
- Community festivals (e.g. Sacramento Memorial Day Weekend Jazz Festival)
- Seasonal excursion services (e.g. Reno and Monterey weekend markets)
- Historic special events (e.g. World Gold Panning Championships)
- Year-round tourism excursion services (e.g. Gold Country exploration)

4. Short-Term and Long-Term Capital Improvement Programs

The CCJPA has developed a Capital Improvement Program (CIP), in partnership with the UPRR, Amtrak, and the State of California, which will be used to provide the foundation for the Capitol Corridor service to become the preferred means of travel along the I-80 and I-880 highway corridors. The CIP includes projects that have been completed or are currently underway. Since the inception of the Capitol Corridor service, over $692 million has been invested to purchase rolling stock, build and renovate stations, upgrade track and signal

systems for added trains, and construct train maintenance and layover/storage facilities. A list of CIP projects that have been completed or are currently underway is included in Appendix B.

Recent increases in passenger and freight train traffic have impacted train reliability and the ability to increase train frequency. The CIP addresses these issues by directing appropriations and/or allocated funds toward projects designed to improve these conditions.

The primary funding sources for capital projects are the State general obligation bonds (Proposition 108 and 116) and the State Transportation Improvement Program (STIP), which allocates funds in even-numbered years. These sources have periodically been supplemented by special programs or direct project allocations from the State, such as the Traffic Congestion Relief Program (TCRP).

The CCJPA has secured $98 million for projects that are currently underway or have funding committed to them. The benefits of these projects include added Capitol Corridor trains, improved on-time performance, reduced travel times, and enhanced passenger amenities. Table 4-1 provides a summary and status report on these projects.

Table 4-1
Projects with Secured Funding in the Capitol Corridor

Projects Underway	Budget ($ million)	Status
Passenger Information Display System (PIDS): A passenger communications system was developed to deliver real-time information on train arrivals using advanced technology. Global positioning satellite (GPS) transponders were installed on all Capitol Corridor trains, which transmit the train's position along the route. A central server converts this real time information to an estimated train arrival (ETA) for the train, which is sent to electronic signage at stations and to the internet.	$1.42	After extensive testing, the system was accepted in June 2003. Since then the CCJPA has been implementing updates to keep up with the latest advances in real-time technology.
Oakland Jack London - Elmhurst Track Improvements: Install central traffic control signaling system to increase speeds and add track and bridges to support the new Oakland Coliseum Intercity Train Station	$11.70	Construction 90% complete
Yolo Causeway Double Track: Add 6 miles of second main line track over Yolo Bypass flood channel. Project will eliminate single largest rail bottleneck in corridor, thereby improving reliability and reducing travel time between Oakland and Sacramento.	$22.00	Construction 95% complete
Newark Siding Extension Double Track: Extend and upgrade siding to main line standards to add trains to San Jose.	$17.10	Design plans complete; construction to start in April 2004, complete by fall 2004.
CP Coast Double Track: Add second mainline track through UPRR/Caltrain junction to add capacity for Capitol Corridor and freight trains.	$15.39	Design plans complete; construction to start in June 2004, complete by fall 2004.
Track upgrades in Berkeley, Emeryville, Hayward, and Santa Clara/San Jose: Various projects to upgrade track conditions to improve reliability and passenger safety.	$2.55	Construction in various stages from 10% to 50% complete
Subtotal-Projects Underway	**$70.16**	
Committed Programming		
San Jose 4th Track Phase 1: Add 4th main line track between Santa Clara and San Jose to accommodate more Caltrain, ACE, and Capitol Corridor trains.	$17.90	Design plans 65% complete; construction dependent upon allocation of on 2002 STIP funds (see Table 4-3).
Sacramento-Roseville Track Improvements: Add track and related infrastructure between Sacramento and UPRR's Roseville Yard, for near-term expansion of Capitol Corridor trains to Roseville and Auburn.	$7.28	Design plans complete; construction to begin in summer 2004
Bahia Viaduct (Solano County) Track Upgrades: Improve track infrastructure to reduce travel times.	$2.25	Design and construction dependent upon allocation of on 2002 STIP funds (see Table 4-3).
Subtotal-Committed Programming	**$27.43**	
TOTAL SECURED FUNDING	**$97.59**	

Station Improvements

- Auburn completed its Intermodal station with a permanent platform and parking and bus layover facilities.
- Rocklin broke ground on an expanded parking lot and station building/plaza in 2003. Parking will be complete by Spring 2004 and the plaza will be complete in Summer 2004.
- Roseville completed the construction of 80 additional parking spaces

- Berkeley completed its design for platform upgrades and landscape improvements; construction is scheduled for completion in late 2004.
- Emeryville completed the design of the track and platform improvements at the station and is awaiting approval from the State to start construction on Phase I of the passenger access and safety improvements in 2004 (see Table 4-2).
- The City of Oakland, in collaboration with Amtrak, the CCJPA, and the UPRR, completed the design plans for the new Oakland Coliseum Intercity Station that will allow connections between Capitol Corridor trains, BART, and shuttles to Oakland International Airport. The UPRR will complete the track and signal infrastructure work in March 2004; construction of the $5 million station is expected to be complete by fall 2004.

Traffic Congestion Relief Program (TCRP) Funding Constraints

To help mitigate the current State budget deficit, allocations have been limited from the Traffic Congestion Relief Program (TCRP) in December 2002 and January 2004. Of the $25 million in TCRP funds identified for Capitol Corridor track and station projects between Emeryville and San Jose, $22.2 million has been allocated to the CCJPA for work which is under contract and/or in various stages of design and construction (see Table 4-2).

Table 4-2
Status of TCRP-Funded Projects in the Capitol Corridor

Project	Budget	Allocated TCRP Funds	Project Status
Harder Road (Hayward) Grade Separation	$8.9M	$0.6M	Complete
Oakland-San Jose Track Improvements (Construction)	$41.7M	$19.6M	Construction underway
Emeryville Station Track and Platform Upgrades (Environmental/Design)	$0.2M	$0.2M	Environmental/Design phase complete
Emeryville Station Track and Platform Upgrades (Construction)	$4.6M	$1.8M	$1.8M to fund Phase I Construction; Phase II awaiting balance of funds ($2.8M)
TOTAL	**$55.4M**	**$22.2M**	

The balance of unallocated TCRP funds for the CCJPA ($2.8 million) is earmarked for the completion of Phase II of the Emeryville Station Track and Platform Upgrades that will lengthen the station track to improve performance and reliability. This is the only TCRP-funded project that is not under contract. If these improvements cannot be implemented, on-time performance will be adversely affected under the current 24-train service plan and will be exacerbated as more Capitol Corridor and San Joaquin trains are added. If the remaining TCRP construction funds cannot be allocated, the CCJPA will evaluate and prioritize this project along with other projects nominated for inclusion in the future STIP Interregional Improvement Program.

If the remaining TCRP construction funds cannot be allocated, the CCJPA will evaluate and prioritize the Emeryville project along with other projects nominated for inclusion in the future STIP Interregional Improvement Program.

While it is possible that the $1.8 million currently allocated for Phase I construction in Emeryville may be withdrawn as a result of the Governor's proposal, it is not expected to happen. The CCJPA is working with MTC, Caltrans, and CTC to secure the TCRP funds to construct the improvements, which include widening the platforms to increase passenger safety and ADA compliance, improve service reliability and increase track capacity.

Short-Term Capital Improvements (FY 2003-04)

Recent proposals in the Governor's Draft Budget for FY 2004-05 will have a significant impact on the ability of the CCJPA to deliver projects programmed in the 2002 STIP. This situation is compounded by earlier actions to delay allocation dates for 2002 STIP projects. As of this writing, it appears as though there will be no new programming capacity to fund new projects in the 2004 STIP. In the worst-case scenario, the State's financial constraints may be so acute that projects may be removed from the previously approved 2002 STIP.

It is the CCJPA's understanding that no new funds will be available in the 2004 STIP, and that the CCJPA should not submit new capital projects for the 2004 STIP unless they will replace any projects of equal value included in the CCJPA's 2002 STIP project list. Table 4-3 illustrates a scenario where Capitol Corridor projects adopted in the 2002 STIP that have yet to receive allocations are reprogrammed at a later date.

Table 4-3
Preliminary 2004 STIP Interregional Improvement Program Funds List
(Reprogramming of Initial List of 2002 STIP IIP Projects)

2002 STIP IIP Projects	Total Project Cost (in millions of $)	Total 2002 STIP IIP Funds (in millions of $)	Original Scheduled Allocation Date	ESTIMATED ADJUSTED ALLOCATION DATE (a)
San Jose-Santa Clara 4th Main Track- Construct fourth main track between Santa Clara and San Jose	$66.20	$17.900	2004	2009
Emeryville station parking structure - Build a parking structure next to Emeryville station	$10.80	$4.200	2004	2009
Richmond Intermodal Station Building - Construct an intermodal station building and provide pedestrian access improvements.	$4.10	$2.000	2003	2007
Bahia Viaduct Track Upgrade - Upgrade track for increased speed	$2.25	$1.250	2002	2006
Sacramento-Roseville Track Project - Complete engineering and construction to provide track capacity and improve operating efficiencies	$6.53	$3.530	2004	2006 (b)
Fremont Centerville Station Parking Improvements (c)- Construct parking lot south of station across the main line tracks.	$1.76	$1.205	2003	2003

a) Due to the State financial deficit, original allocation dates have been pushed out due expected delays in cash flow from State transportation funding sources.
b) This project may be implemented in advance of the originally programmed date utilizing authorized financial provisions to reimburse project sponsors from the State.
c) City of Fremtont received its allocation in 2003.

An additional funding source may be available if voters in the Bay Area approve the Regional Measure 2 (which includes the Bridge Toll Expenditure Plan) in March 2004. This proposed plan would raise tolls on all Bay Area bridges except the Golden Gate Bridge by $1 to create funds for projects that connect to a State highway bridge crossing. The CCJPA has been actively involved in developing the Bridge Toll Expenditure Plan, which earmarks funding for Capitol Corridor projects in Solano County associated with the planned Fairfield/ Vacaville Station, and in the East Bay associated with the proposed Dumbarton Rail commuter rail service (Union City/Fremont – SF Peninsula).

The CCJPA also has the potential to receive at least $47.5 million in additional funding for Capitol Corridor projects if the California High Speed Rail Bond goes forward and is approved by California voters.

Long-Term Capital Improvements (FY 2005-06 and Beyond)

Future STIP cycles after 2004 will provide additional opportunities to fund the long-term CIP as outlined in the CCJPA's Vision Plan. In addition, the CCJPA continually works with Amtrak and other agencies to seek potential new federal funding sources, such as those programs proposed in S. 1505 (Hutchinson) and S. 1961 (Hollings).

In anticipation of further investment, the CCJPA is working with Amtrak and Caltrans to use the current $98 million capital investment to leverage federal funding. Assuming an 80/20 federal/state split, the CCJPA could receive up to $390 million in federal funds, which would be invested in the unfunded CIP projects listed in Table 4-4. These projects will support the CCJPA service expansion plans with projects designed to reduce travel times, upgrade track infrastructure, and improve passenger amenities.

Table 4-4
Long-Term Capital Improvement Categories

CIP Category	*Cost*	*Location*
Track Improvements	$289.5M	• Dumbarton Rail/Union City • Rocklin to Auburn CTC • Roseville to Auburn Track Speed Project • Auburn Layover Upgrades • Davis to Dixon Track and Signal Upgrades • Yolo Causeway Crossover • Roseville 3rd Track Project • Hayward Double Track • Emeryville Phase Two Track Improvements • High Street Grade Separation • Davis Street Grade Separation • Hesperian Street Grade Separation • Oakland to San Jose Track and Signal Upgrades • Oakland JLS Station, Track and Platform Improvements • Oakland - Pinole Third Track • Bahia to Dixon Track and Signal Upgrades • Tolenas Lead Track (share for FF/VV Station) • Richmond-Martinez Track Straightening
Station Improvements*	$70.0M	• Emeryville Parking Improvements • Richmond Station Improvements • Davis Parking Improvements • Auburn Station Improvements • Rocklin Station Improvements • Martinez Station Parking and Access Expansion • New Sacramento Valley Station Intermodal Facility • Union City Station • Hercules Station • Fairfield/Vacaville Station • Miscellaneous Station Upgrades
Rolling Stock	$102.0M	Additional Equipment for Service Expansion
TOTAL	**$ 461.5M**	
* Note: individual station owners will be the project sponsors with CCJPA providing matching funds		

The CIP is consistent with the Regional Transportation Plans (RTPs) adopted by the San Francisco Bay Area Metropolitan Transportation Commission (MTC) and the Sacramento Area Council of Governments (SACOG). Each RTP includes a list of anticipated projects and cost estimates for a 25-year planning horizon. In addition, the CIP projects are included in the State of California's California State Rail Plan (2003-04 – 2013-14) and Amtrak's California

Passenger Rail System 20-Year Plan. When possible, the CCJPA will share costs and coordinate with other rail and transit services on station and track projects. The projects that comprise the long-term CIP include those funded by multiple entities and those that the CCJPA will fund alone.

5. Performance Standards & Action Plan

Service

As guided by its Vision Plan, the operation of the Capitol Corridor service under the CCJPA's management will continue to be measured by its cost effectiveness and ability to sustain growth in ridership and revenue. Ridership has been increasing steadily and will continue to grow by increasing market demand along the congested I-80/I-680/I-880 highway corridors and by providing a high quality, customer-oriented transportation service that is competitive in terms of frequency, travel time, reliability, and price.

Performance Standards

The CCJPA has developed performance standards for the Capitol Corridor service that measure ridership, cost efficiency (farebox ratio), and reliability (on-time performance). Table 5-1 illustrates the performance standards for FY 2002-03, FY 2003-04, FY 2004-05, and FY 2005-06, as well as the actual results to date. Appendix C shows the measures used to develop standards for two additional years through FY 2007-08.

FY 2002-03 Performance Standards and Results

Service during FY 2002-03 was incrementally increased from 18 to 24 weekday trains between Sacramento and Oakland (weekend service remained at 18 trains). This includes the 8 weekday trains between Oakland and San Jose (12 weekend trains) and 2 daily trains between Roseville/Auburn and Sacramento. This service level represents a 33% increase in trains between Sacramento and Oakland, achieved without an increase in State operating funds. This also reflects the maximum level of service attainable with the rolling stock/trainsets available and assigned to the Capitol Corridor.

During FY 2002-03, the Capitol Corridor continued to experience growth in ridership and revenue, yet this growth did not meet the aggressive performance standards. Nevertheless, the performance of the Capitol Corridor was better than expected, especially compared to other regional transit services that were more noticeably affected by the stagnant California economy and loss of jobs in the Bay Area.

- Ridership grew 6% during FY 2002-03 (6% below standard)
- Revenue increased 5% during FY 2002-03 (5% below standard)
- Farebox recovery ratio remained the same at 38% in FY 2002-03, slightly above the standard of 37%
- On-time performance declined from 84.0% to 78.5% in FY 2002-03, primarily due to Suisun drawbridge openings, railroad delays (dispatching, freight congestion and track repairs) and mechanical delays

FY 2003-04 Performance Standards and Results to Date

The CCJPA, in cooperation with Amtrak and Caltrans, developed the FY 2003-04 standards based on the ridership, revenue, and operating expenses identified in the current FY 2003-04 CCJPA/Amtrak operating contract. These standards, presented in Table 5-1, were modified to reflect changes to the operating contract, including Amtrak's restructured cost allocation program for all of its national trains, which resulted in cost savings for the service. The service expansions during FY 2002-03 have allowed for continued growth in FY 2003-04 ridership and revenues for the service.

Ridership. Following the increase in service, ridership to date for FY 2003-04 is below business plan projections by 5%. The projections take into consideration the current stagnant economic conditions, yet anticipate over the fiscal year some growth in the job market and a boost in the State's economy. This anticipated recovery is supported by trends in the Capitol Corridor's performance: over the last twelve months (ending November 2003), monthly records have been established for both ridership and revenue. Ridership has increased at a rate of 3% (see Appendix D).

Farebox Ratio. For October-December 2003 (the only months for which statistics are available), the farebox ratio was at 38%, below the 42% standard yet above the 36% during the prior year. It is anticipated that with continued ridership and revenue growth, the farebox ratio standard will be met or exceeded.

On-Time Performance. Current on-time performance (85.0%) is above the previous fiscal year (80%). Compared to the prior year, on-time performance has been steadily improving primarily due to management and organizational changes at the Union Pacific Railroad. Effective December 1, 2003, Amtrak, CCJPA, and UPRR have revised the incentive payments for on-time performance of Capitol Corridor trains. This revision will provide increased payments to UPRR for a higher level of reliability (a minimum of 92%) for Capitol Corridor trains, calculated separately from UPRR's incentives for other Amtrak trains.

Table 5-1
Performance Standards for Capitol Corridor Service (a)

	FY 02-03			FY 03-04			FY 04-05	FY 05-06
Performance Standard	Actual	Standard	Variance	Actual	Standard	Variance	Standard	Standard
Route Ridership	1,139,136	1,171,800	(5.6%)	372,150 (through 1/04)	392,300 (through 12/03)	(5.1%)	1,346,000	1,383,800
Farebox Return (train and feeder bus)	38.0%	37.0%	2.7%	39.3% (through 12/03)	42.0%	(6.4%)	41.0%	42.0%
On-Time Performance	78.5%	90.0%	(12.8%)	85.0% (through 1/04)	90.0%	(5.5%)	90.0%	90.0%

FY 2004-05 and FY 2005-06 Performance Standards
Table 5-1 provides the preliminary performance standards for FY 2004-05 and FY 2005-06. Appendix C provides the measures that were used to develop the performance standards. These fiscal year standards will be revised when more data becomes available.

FY 2004-05 Action Plan
For FY 200-05, the CCJPA will continuously develop action plans that focus upon the customer and the service offered. These action plans are aimed at meeting and exceeding the established performance standards set forth in the CCJPA Vision Plan. The CCJPA is keenly aware that its action plans must meet the needs of traveling public in the congested, I-80/I-680/I-880 transportation corridor. Following are action steps for each quarter of the fiscal year.

1Q FY 2004-05

- Finalize with the State the list of Capitol Corridor intercity rail projects to be included in the 2004 STIP Interregional Improvement Program (IIP)
- Prepare a market research program in cooperation with Caltrans and Amtrak
- Work with the State to secure additional rolling stock
- Continue implementation of capital improvements funded by past STIP and TCRP funds
- Expand the "car marker program" at selected stations to decrease passenger loading time and improve overall running times

- Use Capitol Corridor real-time information signs at stations as a tool to raise awareness of service while also leveraging added value and/or revenues through partnership marketing advertising
- Monitor and expand the Transit Transfer Program with other interested agencies

2Q FY 2004-05

- Begin train service to the new Oakland Coliseum Intercity Train Station
- Select vendor to install "wi-fi" equipment on all trains in Northern California fleet to enable wireless Internet access
- Evaluate measures to improve train and motorcoach performance, including modifications to the service
- Conduct on-board surveys to assess rider profile and solicit feedback on Amtrak's performance
- Open parking improvements and plaza at Rocklin Station – parking complete Spring '04 Complete Phase I of track/signal improvements between Oakland and San Jose – plaza summer '04

3Q FY 2004-05

- Develop revised Business Plan Update for FY 2005-06
- Hold Annual Public Workshops hosted by the CCJPA
- Develop Annual Performance Report and other information to present an overview of current performance and future plans

4Q FY 2004-05

- Develop FY 2005-06 marketing program, including market research
- Conduct on-board surveys to assess rider profile and solicit feedback on Amtrak's performance

FY 2005-06 Action Plan

This action plan for FY 2005-06 is preliminary and will be revised during the second half of FY 2004-05. In general, the CCJPA intends to focus on the following:

- Work with the UPRR and Amtrak to continue ridership and revenue growth through improvements in on-time performance and implementing track/signal upgrade projects that will reduce travel times and add capacity.
- Continue to secure additional rolling stock to meet service expansion plans.
- Develop marketing programs that retain riders through expanded passenger amenities and loyalty campaigns/offers and grow ridership through market research.
- Update performance standards as necessary.
- Work with Amtrak to secure additional cost efficiencies to be reinvested in service enhancements.

These multi-ride fares are discounted and even more competitive with other transportation modes and have become increasingly popular due to high frequency of repeat riders who continually use the Capitol Corridor trains as their prime means of travel along the corridor.

6. Establishment of Fares

The CCJPA will develop fares in conjunction with Amtrak to ensure that the Capitol Corridor service is attractive and competitive with other transportation modes in the corridor, including the automobile. The ticket types provided for Capitol Corridor consist of standard one-way and round-trip fares as well as multi-ride tickets including monthly passes and 10-ride tickets valid for a 45-day period. These multi-ride fares are discounted and even more competitive with other transportation modes and have become increasingly popular due to high frequency of repeat riders who continually use the Capitol Corridor trains as their primary means of travel along the corridor. The monthly and multi-ride tickets can be used year-round for all regularly scheduled train service.

The current fare structure is based on a one-way tariff, with the round-trip tariff being equal to double the one-way tariff. Generally, there are two seasonal periods for Capitol Corridor fares: peak season during the summer, and off-season for the remainder of the year. There are also holiday fares that are slightly higher than those charged during the peak season. Discount fares are available to seniors, students, military personnel, and children under age 15. Amtrak also provides reduced fares for certain groups, such as AAA members. The goal of fare modifications is to maximize revenue and ridership.

FY 2004-05 Fares

In FY 2004-05, the CCJPA will work with Amtrak to assess the fare structure and policies, and will make modifications in conjunction with service improvements to increase ridership and revenues. As part of its Marketing Program (Section 8), the CCJPA will develop a variety of fare promotions that pursue opportunities to increase customer service and ridership without making major changes to Amtrak's current fares and fare structure. Opportunities include:

- The "Tell-A-Friend" and frequent rider programs will reward customer loyalty by selectively distributing free round-trip tickets, much like the Trial Ride Program.
- A joint effort with Amtrak to initiate a demonstration project to provide an on-board automated fare collection system in Capitol Corridor trains using handheld ticket readers. Benefits of this system include customer convenience, real-time information on ridership and revenue, and cost efficiencies.
- Further expansion of the free Transit Transfer Program. By providing convenient connections between Capitol Corridor trains and local transit services, the CCJPA aims to increase overall system ridership and revenues.
- As a joint effort with Amtrak, the CCJPA has secured funding in FY 2002-03 to develop and install automated ticket vending machines (TVMs) at unstaffed Capitol Corridor stations that are equipped to accommodate outdoor climate and related elements. Implementation of these TVMs is scheduled for Fall 2004. These TVMs accept debit and credit cards only and will be modified where possible to use Translink fare media.

FY 2005-06 Fares

While still preliminary, the projected fare structure for FY 2005-06 will follow the program set forth in FY 2004-05. The CCJPA will perform periodic reviews of the fare structure and make modifications with Amtrak as necessary. In addition, the CCJPA will pursue opportunities to increase customer service and ridership without making major changes to Amtrak's current fares and fare structure. These opportunities include:

- Working with Metropolitan Transportation Commission (MTC) to include the Translink smart-card fare collection technology on the Capitol Corridor trains.
- Continuation and expansion of the Transit Transfer Program.
- Further expansion of the demonstration program to install on-board automated fare collection system via hand-held ticket readers in all of the Northern California fleet assigned to the Capitol Corridor and San Joaquin trains.

7. Service Amenities, Food Services and Equipment

The goal of the CCJPA is to ensure equity in the operation and maintenance of equipment assigned to the Capitol Corridor and San Joaquin Corridor services.

The CCJPA is responsible for the administration and the maintenance supervision of the state-owned fleet of rail cars and locomotives assigned to Northern California. The goal of the CCJPA is to ensure equity in the operation and maintenance of equipment assigned to the Capitol Corridor and San Joaquin Corridor services. In accordance with the ITA, the CCJPA is entrusted with ensuring that the rail fleet is operated and maintained to the highest standards of reliability, cleanliness and safety; and that the unique features and amenities of the State-owned equipment are well utilized and maintained to standards

established as agreed to by Amtrak, the State and the CCJPA.

Service Amenities

Accessibility. The Capitol Corridor and San Joaquin Corridor trains provide complete accessibility to passengers. Accessibility features include on-board wheelchair lifts, two designated spaces per train car for passengers in wheelchairs, and one wheelchair accessible lavatory on the lower level of each train car.

Information Displays. Each California Car is equipped with passenger information displays that provide the train number and destination, plus any required public information.

Lavatories. Lavatories in California Cars feature attendant call buttons, electric hand dryers, disposable soap dispensers, and infant diaper changing tables.

Telecommunications. California Cars that provide food service are equipped with one telephone for passenger use in the lower level of the car. Future enhancements include the expansion of 110-Volt power access to additional locations within all cars to satisfy the growing demand of passengers who bring laptop computers on the trains.

Bicycle Access. The original Cab and Coach Cars and newly acquired California Cars have bicycle storage units that hold three bicycles on the lower level of the car. The newly acquired Cab Cars have storage space for up to 16 bicycles on the lower level.

Quiet Car. This amenity was introduced in response to passenger demand. One car per train, at the conductor's discretion, will be reserved for passengers wanting to sleep or relax. The CCJPA and Amtrak have defined the amenities and guidelines for the Quiet Car:

- Dimmed lighting
- Reduced volume on personal listening devices
- Limited PA announcements
- One seat per passenger
- No conversation of any type (cell phone, voice recorders, etc.) is allowed
- Pagers, cell phones, laptop computers and other electronic devices should be turned to "silent" mode

Wi-fi Internet Access. In early FY 2003-04, the CCJPA began plans to initiate a wireless fidelity ("wi-fi") Internet access pilot program on one of its trains. In October 2003, the first trial was initiated in one train car. This was the first phase of a year-long demonstration in which several wireless Internet providers will test their equipment on the Capitol Corridor trains. Based on the outcome of the trial, the CCJPA and the California Center for Innovative Transportation (CCIT) at UC Berkeley will develop a Request for Qualification, with the goal of selecting one vendor to provide wireless Internet access for the entire fleet. The CCJPA is also exploring the use of wireless technology to improve operational applications such as ticketing and security.

Business/Custom Class Car. While current economic conditions in the State have deferred the CCJPA's introduction of the Business/Custom Class Car, concepts are still under evaluation to continuously upgrade and better serve business travelers with premium services that will retain and expand this market. The basic premise is to renovate one car per train to be equipped with additional services and amenities not found in other Coach Cars, such as:

- Window curtains
- Morning coffee and pastry service
- Daily periodicals
- Satellite Internet access

Food and Beverage Services

Many of the food and beverage service improvements proposed in prior years have been implemented, and are reaping benefits in customer satisfaction and increased sales of menu items. Recent modifications include:

- Point-of-sale cash registers that track sales data
- More attractive menu choices
- New signage and seat pocket menus promote food service
- Improved inventory and accounting procedures enhance profitability
- New galley equipment enables faster service

These efforts by the CCJPA and Caltrans will continue to enhance the unique food and beverage service provided on the Capitol Corridor and San Joaquin Corridor trains.

Equipment Acquisition, Maintenance, and Renovation

The CCJPA continues to work closely with Caltrans and Amtrak to refine the maintenance and operations programs to improve the reliability, safety and cost-effectiveness of the rail fleet. The Capitol Corridor and San Joaquin routes now share a combined fleet of 17 F59PHI locomotives and 78 Alstom-built passenger coaches and food service cars. New fleet acquisitions in the near future will depend on improved economic conditions permitting an increase in State and federal funding. In the interim, the CCJPA is investigating other possible sources of rolling stock to take advantage of service expansion opportunities as they arise.

Rehabilitation and Modification Programs. Using prior allocated State funds, the CCJPA, Caltrans, and Amtrak have created a multi-year program of upgrades to the existing train fleet that will improve the performance of the rolling stock and maintain the valued assets of the State's investment in the service.

Work Completed (FY 2003-04 and Prior)

- The original fleet of locomotives has been through an extensive renovation program that included the rebuilding of auxiliary power motors (HEP), which has resulted in a marked improvement in performance and reliability.
- The individual HVAC units on each passenger car were rebuilt prior to summer 2003.
- The original fleet of locomotives, coaches, diner cars, and cab cars were painted.

The CCJPA continues to work closely with Caltrans and Amtrak to refine the maintenance and operations programs to improve the reliability, safety and cost-effectiveness of the rail fleet.

Upcoming Work (FY 2004-05 and Beyond)

- The door systems will be completely redesigned to improve operation and maintenance via a microprocessor-controlled door operator system.
- Improvements will be made to the ducting and filtration systems of the renovated HVAC control system, providing better air quality and climate control.
- Restroom facilities will be upgraded, including rebuilt toilet operating systems, new flooring and improved doors and latching mechanism.
- Based on the successful testing of a re-engineered suspension package, an improved ride quality suspension package and collision protection system will be installed to enhance passenger and crew safety.

New Oakland Maintenance Facility. Amtrak and Caltrans are funding a new maintenance facility for Amtrak long-distance and State-supported Capitol Corridor and San Joaquin trains. Construction began in Spring 2003 with completion anticipated for Fall 2004. The new facility will include:

- A new locomotive and coach repair shop
- A train washer

- Service, inspection, and fueling tracks
- Storage tracks
- Plans for a future crew base and commissary

8. Marketing Strategies

The CCJPA uses a combination of grassroots local marketing efforts and broad-based joint media campaigns to build awareness of the Capitol Corridor service. Marketing dollars and impact are maximized through joint promotions and advertising as well as reciprocal marketing programs with the State, Amtrak, CCJPA member agencies, and other selected partners. A primary objective is to promote the service to key markets and attract riders to trains where available capacity already exists.

Advertising Campaigns. Major media campaigns inform leisure and business travel markets about service attributes, promotions/pricing, and destinations. The advertising mix includes print, radio, outdoor billboards, direct mail, and online media buys, and it is continually adjusted to ensure consistent visibility in premium markets.

Cross-Promotions & Joint Marketing. Working with Amtrak and Caltrans, the CCJPA achieves cost efficiencies in marketing the State-supported rail services through joint campaigns. Major media campaigns promote riding the train to popular events such as Oakland Raiders games. The Capitol Corridor's Strategic Marketing Partnership Program has established metrics to enhance CCJPA's trade promotion negotiations, allowing selected partners to market their products through Capitol Corridor marketing channels, and will provide the foundation for increasing values, and possibly revenues, for the advertising program.

Marketing dollars and impact are maximized through joint promotions and advertising as well as reciprocal marketing programs with the State, Amtrak, CCJPA member agencies, and other selected partners.

Targeted Marketing Programs. The CCJPA creates programs that target specific markets, such as the Train Treks youth group discount program to boost mid-day, mid-week travel. Working with hotels and convention/visitor bureaus, the CCJPA will create seasonal destination-based packages to sports events and cultural attractions (Oakland Raiders, Old Sacramento, etc.). Building upon successful targeted programs, the CCJPA will research other niche markets for opportunities, such as college students and new homeowners.

Customer Communications. The CCJPA places great importance on keeping in constant communication with our passengers.

- The real-time PIDS signs update customers on train status and arrival/departure times at stations and via the Internet.
- CC Rail Mail, an electronic newsletter, informs customers about service changes, promotions, and special events.
- A printed train service guide (to be released in summer 2004) will answer frequently asked questions about riding the train (safety, bicycles, etc.).
- Proposed new website features include an interactive trip planner, e-commerce capabilities, and virtual tours.

Community Outreach and Public Relations. Communities along the Capitol Corridor have joined the CCJPA to share awareness-building efforts in their respective cities through local marketing campaigns. The CCJPA will continue to produce an Annual Performance Report informing the public and elected officials of the service's success and benefits to local communities. Public relations will take a lifestyle marketing approach and focus on creating

"buzz" through attention-getting events and amenities, like the current "Relax and Ride" Onboard Massage Therapy program.

The CCJPA will continue participation in Operation Lifesaver, a voluntary effort by railroads, safety experts, law enforcement, public agencies, and the general public to promote rail safety near trains and stations. CCJPA co-sponsored California Rail Safety Week on September 8-12, 2003. Together with Amtrak and Caltrans, the CCJPA will provide initiatives and support for the three-pronged Operation Lifesaver rail safety campaign through education, engineering and enforcement.

Brand Loyalty and Awareness. Capitol Corridor will create new programs and refine efforts to build, maintain, and reward customer loyalty, reinforcing the value of the service. The CCJPA will seek out high profile and grassroots opportunities to enhance customer awareness.

FY 2004-05 Marketing Program

The CCJPA's FY 2004-05 Marketing Program will focus on meeting the increased ridership projections, using marketing strategies based on our existing core service. Future marketing initiatives will also aim to enhance the distinctiveness and visibility of the Capitol Corridor brand. Key elements:

- CCJPA, Amtrak, and Caltrans collaborated on the creative strategy for the "Travel Made Simple" campaign, launched in Fall 2003. This campaign, which will continue through 2004-05, emphasizes the convenience of modern train travel.
- Develop Strategic Marketing Partnership Programs to maximize media dollars, align ourselves with valuable organizations, and expand market reach.
- The CCJPA will continue the Trial Ride Program to enhance outreach efforts to employers along the route to attract new riders.
- Reciprocal marketing with tourism industry members such as hotels, airports, and convention/visitor bureaus.
- Targeted marketing to school groups, senior citizens, special interest groups, and new residential communities.

The CCJPA's FY 2004-05 Marketing Program will focus on meeting the increased ridership projections, using marketing strategies based on our existing core service. Future marketing initiatives will also aim to enhance the distinctiveness and visibility of the Capitol Corridor brand.

FY 05-06 Marketing Program

In addition to continuing our most successful programs, the CCJPA will also consider new approaches for future implementation:

- Expand promotional partnerships with high-profile entities to maximize media dollars and visibility.
- Refinement of the Capitol Corridor brand to emphasize local character and personalize the service, including possible image and identity modifications.
- Focus on business travel, especially in the Placer County and Santa Clara County areas, as service to those areas increases.

9. Annual Funding Requirement: Costs & Ridership Projections

The primary purpose of this Business Plan Update, as identified 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. Previous sections in this document describe the proposed operating plan, planned service improvements, and capital improvements for FY 2004-05 and FY 2005-06.

FY 2004-05 and FY 2005-06 Operating Costs

Based on the Operating Plan and Strategies (Section 3), Amtrak has provided its best estimate for FY 2004-05 and FY 2005-06. These costs are shown in Table 9-1 and include the basic train service and associated feeder bus service (routes 20, 21, and 23), including the CCJPA's proportionate share of its costs relating to the transfer of Route 22 (San Jose-Santa Cruz) connecting thruway motorcoach service to Santa Cruz Metro/VTA Route 17 bus service.

FY 2004-05 and FY 2005-06 Marketing Expenses

The CCJPA's marketing budget for FY 2004-05 and FY 2005-06 will fund the respective year's Marketing Programs presented in Section 8. The CCJPA and Caltrans will develop the budgets. The preliminary budget estimates illustrated in Table 9-1 represent only those direct expenses attributed to the CCJPA and do not include any costs for marketing programs provided solely by Amtrak or the State.

Table 9-1
CCJPA FY 2004-05 – FY 2005-06 Funding Requirement
Capitol Corridor Service

	FY 2004-05					FY 2005-06
Service Level		**Incremental Increase**			**TOTAL**	**TOTAL**
Sacramento-Oakland						
Weekday	24				24	24
Weekend	18				18	18
Oakland-San Jose						
Weekday	8	6			14	14
Weekend	12	2			14	14
Sacramento-Roseville	2		4		6	6
Roseville-Auburn	2			2	4	4
Ridership (a)	1,220,300	74,200	39,100	12,400	1,346,000	1,383,800
Total Train Operating Expenses	$ 33,039,000	$ 1,297,000	$ 597,000	$ 310,000	$ 35,243,000	$ 35,948,000
Equipment Capital Costs	$ -	$ -	$ -	$ -	$ -	$ -
Total Train Expenses	$ 33,039,000	$ 1,297,000	$ 597,000	$ 310,000	$ 35,243,000	$ 35,948,000
Total Bus Expenses	$ 3,320,000	(42,000)	-	(29,000)	$ 3,249,000	$ 3,281,000
TOTAL Expenses (a)	$ 36,359,000	$ 1,255,000	$ 597,000	$ 281,000	$ 38,492,000	$ 39,229,000
Train Revenue	$ 12,945,000	$ 719,000	$ 409,000	$ 157,000	$ 14,230,000	$ 14,942,000
Bus Revenue	1,476,000	(20,000)	-	(15,000)	1,441,000	1,470,000
TOTAL Revenue (a)	$ 14,421,000	$ 699,000	$ 409,000	$ 142,000	$ 15,671,000	$ 16,412,000
CCJPA Funding Requirement						
CCJPA Operating Costs (b)	$ 21,938,000	$ 556,000	$ 188,000	$ 139,000	$ 22,821,000	$ 22,817,000
Insurance for State-Owned Equipment (c)	$ 440,000	$ -	$ -	$ -	$ 440,000	$ 450,000
Minor Capital Projects (d)	$ 325,000	$ -	$ -	$ -	$ 325,000	$ 325,000
Subtotal-CCJPA Operating Expenses	$ 22,703,000	$ 556,000	$ 188,000	$ 139,000	$ 23,586,000	$ 23,592,000
Marketing (e)	$ 1,174,000	$ -	$ -	$ -	$ 1,174,000	$ 1,174,000
Administrative Expenses (f)	$ 1,260,000	$ -	$ -	$ -	$ 1,260,000	$ 1,260,000
TOTAL CCJPA Funding Request	$ 25,137,000	$ 556,000	$ 188,000	$ 139,000	$ 26,020,000	$ 26,026,000

(a) CCJPA provided initial estimates for ridership, revenue, and operating costs. Amtrak to provide final estimates in March 2004.

(b) Starting in FY 2003-04 Amtrak revised its allocation of train operating expenses, whereby indirect expenses (i.e., depreciation, interest/taxes, and other administrative costs) are incurred by Amtrak but are not passed on to the CCJPA, resulting in lower CCJPA/State operating costs.

(c) Amtrak procures insurance coverage for state-owned equipment that is operated for service.

(d) Expenses to be allocated for small or minor capital projects.

(e) Due to State budget constraints, the FY 2004-05 and FY 2005-06 marketing expenses will be capped at the same levels as the five prior fiscal years ($1,174,000). Does not include contributions by Amtrak or additional resources provided by the State as part of market research program.

(f) Due to State budget constraints, the FY 2004-05 and FY 2005-06 administrative expenses will be capped at the same funding level as the three prior fiscal years ($1,260,000).

FY 2004-05 and FY 2005-06 Administrative Expenses

Table 9-1 identifies the estimate for the FY 2004-05 and FY 2005-06 CCJPA administrative budgets. These funds support the administrative activities of the CCJPA for the Capitol Corridor service.

The Capitol Corridor service will remain a part of the State's intercity rail system and continue to be funded by the State. The CCJPA will provide the level of service consistent with funding appropriated by the Legislature and allocated by the State. Cost savings realized by the CCJPA or revenues in excess of business plan projections during the term of the ITA will be used by the CCJPA for service improvements in the corridor (Section 1).

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 shall perform the functions of Treasurer, Auditor, and Controller of the CCJPA. BART's agreement with the CCJPA to serve as the Managing Agency for the CCJPA has been extended for a second 3-year term through February 2005. Pursuant to the enactment of AB 1717 in September 2003, the term of future agreements between the CCJPA and the Managing Agency will be for five years, allowing the CCJPA Board a better means to measure the performance of the Managing Agency.

As identified in the ITA, the State shall perform audits and reviews of financial statements of the CCJPA with respect to Capitol Corridor service. In addition, the CCJPA requires that the Controller-Treasurer shall provide for 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 appropriated and otherwise secured by the CCJPA during FY 2004-05 and FY 2005-06 to support the Capitol Corridor service are solely expended to operate, administer, and market the service.

11. Consideration of Other Service Expansions & Enhancements

Consistent with the CCJPA's Vision Plan, this section presents service expansion and enhancement opportunities beyond the CCJPA's FY 2004-05 and FY 2005-06 service plans and funding requirements. Planning for potential new services will require securing capital improvements, additional operating funds and institutional agreements.

Additional Service Expansion

The CCJPA will continue working with Amtrak and Caltrans to increase train service levels on the Capitol Corridor. The CCJPA will utilize the California Rail Passenger Program Report (FY 2003-04 – FY 2013-14) to develop and implement its vision of bi-directional hourly service from 5:00 a.m. to 10:00 p.m. and the extension of Capitol Corridor service to Reno/Sparks (via Truckee). Included in the report is Amtrak's 10-year ridership and operations plan that identifies the CCJPA's goal of at least 32 daily trains in the corridor by 2011.

The CCJPA has set forth and adopted a Train Service Policy that supports the future extensions to new markets beyond the Capitol Corridor. It encourages partnerships among several passenger rail services and local/regional transportation agencies to ensure that these extensions provide mutual cost savings through the use of joint facilities and equipment. In addition to the Capitol Corridor extension to Reno/Sparks and other proposed regional commuter rail services, the CCJPA has developed working relationships with:

- San Joaquin Corridor service
- Amtrak National Network (California Zephyr and Coast Starlight)
- Altamont Commuter Express service (Stockton – Livermore – San Jose)
- Caltrain service (Gilroy/San Jose – San Francisco)
- California High Speed Rail Authority

Beyond the proposed extensions of the Capitol Corridor service, future service enhancements between the three urban centers located in the Capitol Corridor (Sacramento, Oakland/San Francisco and San Jose) present the opportunity to achieve significant ridership increases.

These proposed [regional rail] trains would be integrated with the Capitol Corridor intercity trains to rovide 30-minute headways during the weekday peak periods.

Sacramento-S.F. Bay Area Markets. Over the past year, a preliminary planning study has been underway to determine the feasibility and funding opportunities for the operation and necessary capital improvements to provide regional rail peak period train service between Auburn/Sacramento and Richmond/Oakland. These proposed trains would be integrated with the Capitol Corridor intercity trains to provide 30-minute headways during the weekday peak periods.

Silicon Valley/Santa Clara County Markets. Despite the current economic slowdown in Northern California, long-term projections indicate continued job and housing growth in Santa Clara County and Silicon Valley. With increased congestion in the I-80, I-880, and I-680 corridors, Santa Clara County is leveraging local sales tax funds to seek and secure State and federal funds to finance the proposed extension of BART from Southern Alameda County to San Jose. The development and operation of this proposed BART extension would be coordinated with existing and additional Capitol Corridor trains to and from San Jose and Silicon Valley.

Appendices

Appendix A Capitol Corridor Historical Performance

Fiscal Year	Daily Trains	Total Ridership	% Change Prior Year	Riders per day	Revenue*	% Change Prior Year	Operating Expense*	% 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 (h)	24	372,150	N/A	3,030	$3,286,790	N/A	$4,257,024	N/A	39.3%	$1,737,251

* Cost statistics include train service as well as bus service

RT = Round trip

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. Fourth round-trip 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 were added effective February 28, 2000

f. 18 trains were added effective April 29, 2001

g. 20 trains were added October 27, 2002; 22 trains were added January 6, 2003; 24 trains were added April 28, 2003

h. Ridership and revenue shown is the period October 2003 through January 2004. The operating expense and farebox ratio is shown for the period of December 2003

Appendix B Programmed or Completed Capitol Corridor Projects (As of January 2004)

Programmed or Completed Projects (Preliminary and Tentative - Subject to revision)	Costs
Station Projects	
Colfax	$2,508,165
Auburn	$3,131,656
Rocklin	$2,181,661
Roseville	$1,619,104
Sacramento	$8,280,014
Davis	$5,326,643
Fairfield/Vacaville (a)	$5,275,000
Suisun/Fairfield	$3,834,049
Martinez	$38,145,628
Richmond	$21,924,408
Berkeley	$1,754,616
Emeryville	$20,383,540
San Francisco-Ferry Building	$584,842
Oakland-Jack London Square	$20,319,077
Oakland-Coliseum	$4,607,000
Hayward	$1,145,000
Fremont-Centerville	$3,544,050
Great America/Santa Clara	$3,082,627
San Jose-Diridon	$26,501,042
Platform Signs	$23,101
Real-time message signs (design)	1,420,000
Other (b)	$1,970,575
Subtotal-Station Projects	$177,561,798
Track and Signal Projects	
Placer County	$500,000
Auburn Track and Signal Improvements	$350,000
Sacramento-Roseville (3rd Track) Improvements	$6,950,000
Yolo Causeway 2nd Track	$24,577,248
Sacramento-Emeryville	$60,219,132
Oakland-Santa Clara (Hayward Line) [1991]	$14,900,000
Niles Junction - Newark (Centerville Line) (c)	$6,000,000
Sacramento-San Jose C-Plates	$14,156
Oakland-San Jose	$43,600,000
San Jose 4th Track	$41,850,000
Harder Road (Hayward) Undercrossing (2001)	$8,898,000
Subtotal - Track and Signal Projects	$207,858,536
Maintenance and Layover Facility Projects	
San Jose (Pullman Way) Maintenance Facility	$5,789,862
Oakland Maintenance Facility (opening Fall 2004)	$63,835,956
Oakland Maintenance Base (existing)	$464,884
Colfax/Auburn Layover Facility (d)	$691,956
Roseville Layover Facility	$157,702
Sacramento Layover Facility	$941,316
Subtotal – Maintenance and Layover Facility Projects	$71,881,676
Rolling Stock (California Cars and Locomotives) (e)	$235,282,226
TOTAL - Programmed or Completed Projects	**$692,386,740**

Note: a. Environmental, design/engineering, and right-of-way only.

b. Wheelchair lifts, ADA studies, and other station equipment.

c. Estimate from San Joaquin County for introduction of ACE service.

d. Placer County TPA will reprogram funds from Colfax to Auburn for a layover ounty

e. Includes existing and future delivery of state-owned locomotives and cars in a equipment pool to be assigned to Capitol Corridor and San Joaquin Trains

Appendix C Capitol Corridor Performance Standards FY 2001-02 to FY 2004-05

PERFORMANCE STANDARD	FY 2002-03 ACTUAL	FY 2002-03 STANDARD ¶	FY 2002-03 VARIANCE ACTUAL TO STANDARD	FY 2002-03 PERCENT CHANGE	FY 2003-04 STANDARD ¶	FY 2004-05 DRAFT STANDARD	FY 2005-06 PRELIMINARY STANDARD	FY 2006-07 PRELIMINARY STANDARD	FY 2007-08 PRELIMINARY STANDARD
NUMBER OF DAILY TRAINS (SAC-OAK)	18/20/22/24#	18/20/22/24#			24	24~	24~	28	32@
USAGE									
Route Ridership	**1,139,136**	**1,171,800**	**(32,664)**	-2.8%	**1,190,500**	**1,346,000**	**1,383,800**	**1,710,500**	**1,856,000**
Average Daily Ridership	3,121	3,210	(89)	-2.8%	3,262	3,688	3,791	4,686	5,085
Percent Change in Route Ridership	5.5%	§	§	§	1.6%	13.1%	2.8%	23.6%	8.5%
Percent Change in Train Passenger Miles	5.9%	§	§	§	0.6%	13.9%	4.5%	23.6%	17.9%
Percent Change in Train Miles	27.1%	§	§	§	4.8%	11.4%	3.9%	21.4%	26.7%
Passenger Miles per Train Mile (PM/TM)	90.0	92.7	(2.7)	-2.9%	89.0	91.0	91.5	93.1	86.7
COST EFFICIENCY									
Farebox Ratio (Train and Bus Service)	**38.1%**	**37%**	**0.9%**	–	**42%**	**41%**	**42%**	**43%**	**41%**
Percent Change in Total Revenue	5.7%	–	–	–	1.8%	15.7%	4.7%	19.6%	13.9%
Percent Change in Total Expenses	11.0%	–	–	–	1.8%	8.7%	1.9%	15.8%	21.5%
Train Revenue per Train Mile	$ 13.46	$ 13.45	$ 0.02	0.1%	$ 13.44	$ 14.17	$ 14.32	$ 14.30	$ 12.94
Train Revenue per Passenger Mile (Yield)	$ 0.150	$ 0.148	$ 0.001	0.8%	$ 0.151	$ 0.156	$ 0.156	$ 0.154	$ 0.149
Train Expenses per Train Mile	$ 38.28	$ 37.26	$ 1.02	2.7%	$ 35.94	$ 35.10	$ 34.45	$ 33.07	$ 32.05
Train Only State Cost per Train Mile	$ 23.26	–	–	–	$ 20.91	$ 20.93	$ 20.13	$ 18.27	$ 18.71
Train Only State Cost Per Passenger Mile	$ 0.26	–	–	–	$ 0.23	$ 0.23	$ 0.22	$ 0.20	$ 0.22
SERVICE QUALITY									
On Time Performance	**79%**	**90%**	**-12%**	–	**90%**	**90%**	**90%**	**90%**	**90%**
Percent of California Car Fleet Available	89%	80%	9%	–	87%	87%	87%	87%	87%
OPERATING RESULTS									
TRAIN AND BUS									
Total Revenue	$12,893,231	$ 13,309,000	$ (415,769)	-3.1%	$ 13,549,000	$ 15,671,000	$ 16,412,000	$ 19,625,000	$ 22,359,000
Total Expenses	$36,469,383	$ 34,785,800	$ 1,683,583	4.8%	$ 35,396,000	$ 38,492,000	$ 39,229,000	$ 45,413,000	$ 55,156,000
Total State Operating Cost ^	**$22,165,910**	**$ 22,103,000 ▪**	**$ 62,910**	**0.3%**	**$ 22,172,000 ▪**	**$ 23,586,000 ▪**	**$ 23,592,000 ▪**	**$ 26,008,000 ▪**	**$ 33,182,000 ▪**
TRAIN ONLY									
Train Only Revenue	$11,563,909	$ 11,826,000	(262,091)	-2.2%	$ 12,116,000	$ 14,230,000	$ 14,942,000	$ 18,126,000	$ 20,789,000
Train Only Expenses	$32,875,929	$ 32,040,000	835,929	2.6%	$ 32,391,000	$ 35,243,000	$ 35,948,000	$ 41,904,000	$ 51,472,000
Train Only State Operating Cost	$19,976,091	$ 19,714,000 ▪	262,091	1.3%	$ 18,842,000 ▪	$ 21,013,000 ▪	$ 21,006,000 ▪	$ 23,147,000 ▪	$ 30,052,000 ▪
Passenger Miles	77,278,876	79,682,400	(2,403,524)	-3.0%	80,196,300	91,367,400	95,482,200	118,025,000	139,200,000
Train Miles	858,858	859,938	(1,080)	-0.1%	901,302	1,004,202	1,043,530	1,267,280	1,606,000

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

▪ - Represents fixed price contract cost for FFY 2002-03 and FFY 2003-04. Actual contract cost may be lower, but not higher.

¶ - Per Business Plan Update/Amtrak Contract

- Standards measured assume 19th and 20th trains added October 27, 2002; 21st and 22nd train added January 6, 2003; and 23rd and 24th trains added on April 28, 2003.

~ - Standards measured assume extension of 4 trains (2 daily round trips) to Roseville and 2 trains (1 daily round trip) to Auburn.

@ - Standards measured assume extension of 4 trains (2 daily round trips) to Reno/Sparks, NV.

Appendix D How's Business

How's Business?

Ridership

THE CAPITOL CORRIDOR

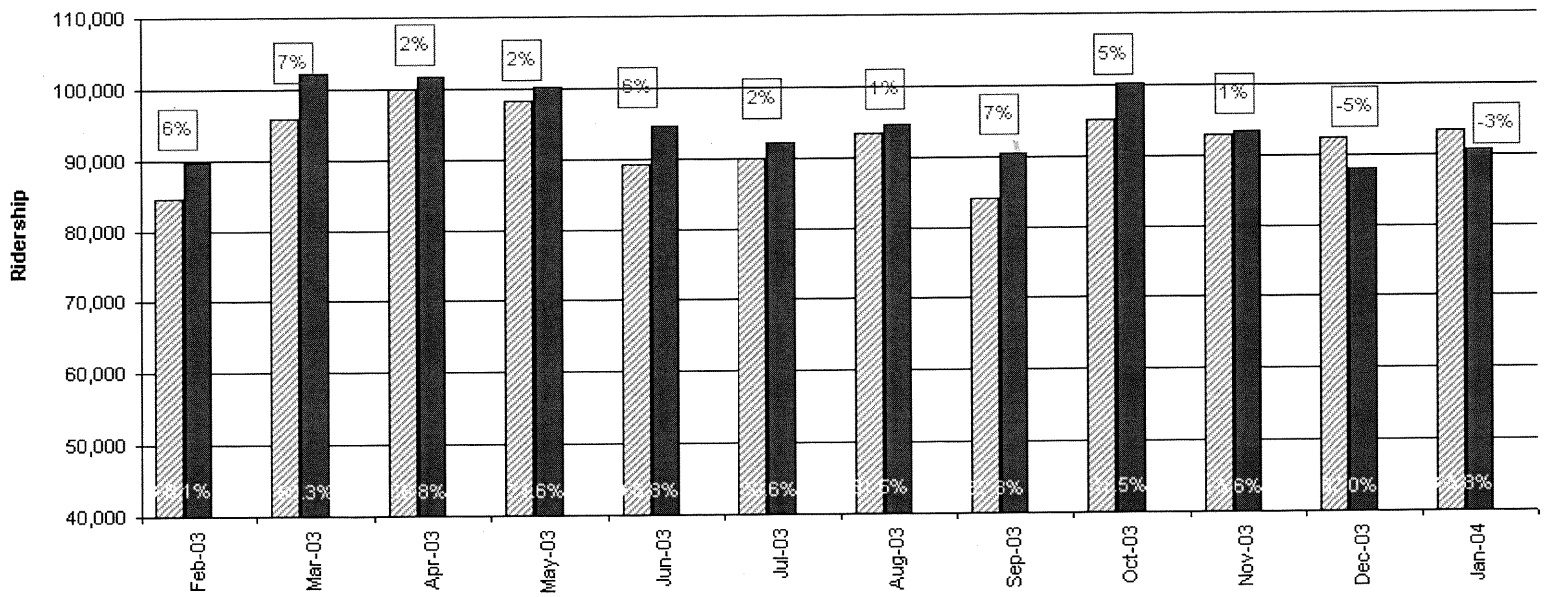
COLFAX • SACRAMENTO • DAVIS • SUISUN/FAIRFIELD • MARTINEZ • OAKLAND/SAN FRANCISCO • SAN JOSE

Capitol Corridor Performance
Ridership Trends
FFY 04 vs. FFY 03

Prior Year ■ Last 12 Months

2.6% Overall 12-Month Growth
2.7% Overall Prior 12 Month Growth Period

Ridership Last 12 Months=1,137,717
Ridership Prior 12 Month Period=1,108,833



Yellow numbers represent monthly on time performance for the last 12 months

Green numbers in squares represent monthly ridership growth

THE CAPITOL CORRIDOR

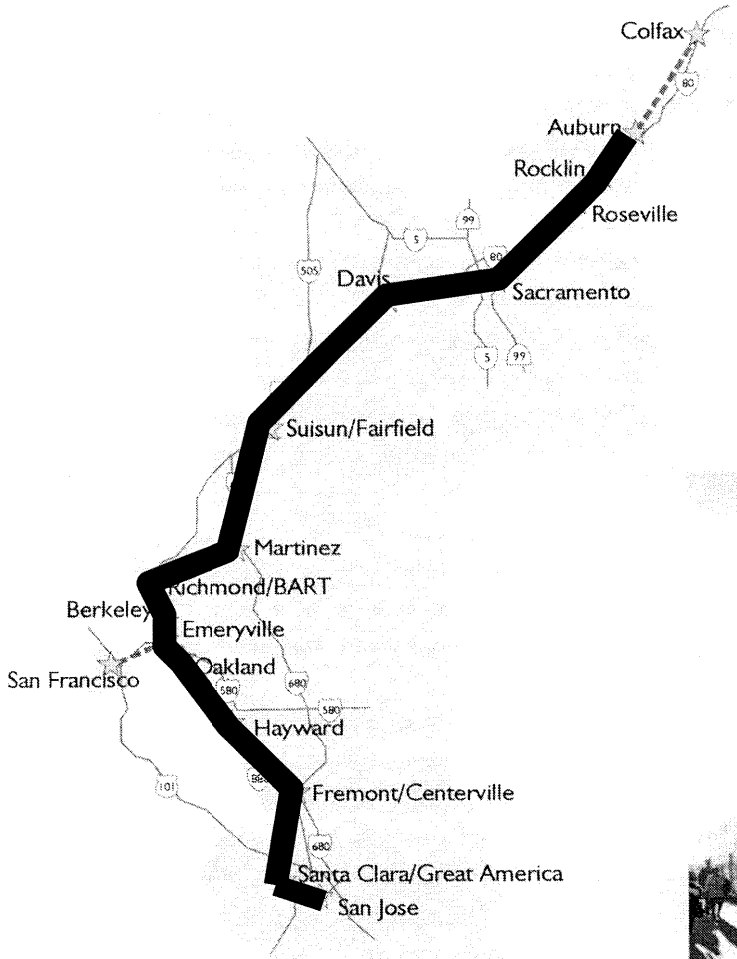
Amtrak®

Capitol Corridor
Business Plan Update
FY 2004/05-FY 2005/06

Eugene K. Skoropowski, AIA
Managing Director
CCJPA

April 8, 2004
California Transportation Commission

THE CAPITOL CORRIDOR



-The Route-

The 170 mile route includes 15 train stations and can be thought of in three sections:

Auburn to Sacramento

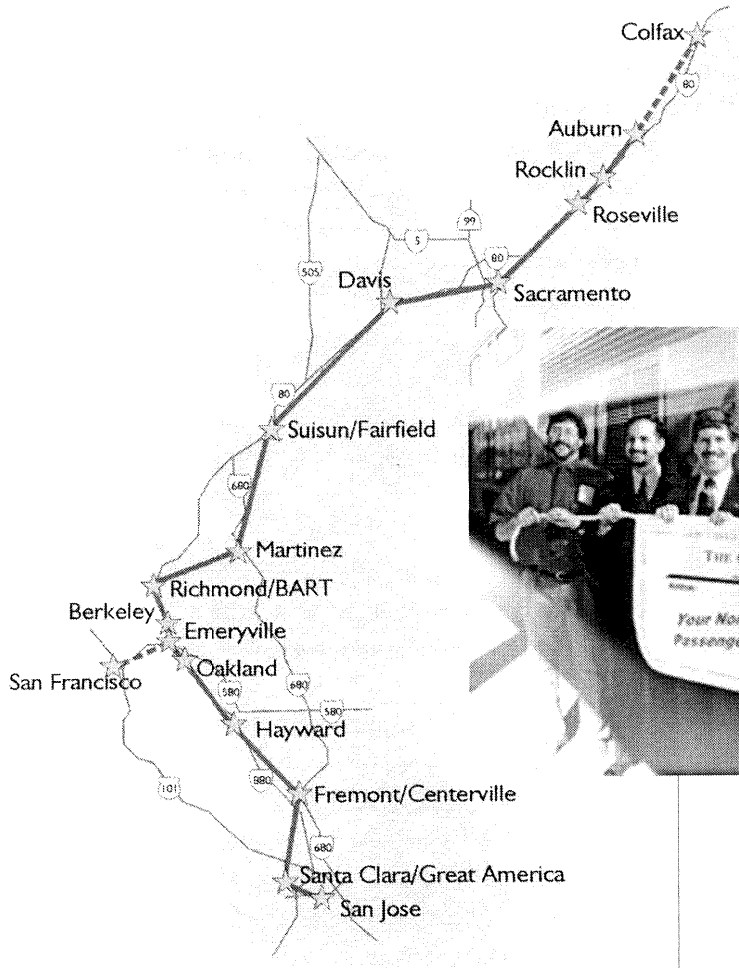
Sacramento to Oakland

Oakland to San Jose

The majority of the train route is owned and dispatched by Union Pacific Rail Road (UPRR)

2.5 miles in the southern route is owned and dispatched by Caltrain

THE CAPITOL CORRIDOR



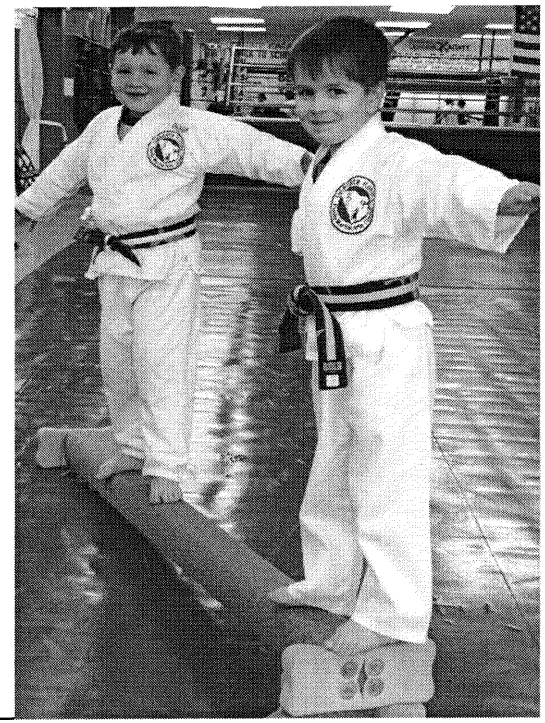
History

- 1996 Legislation
  - BART designated managing agency
- October 1, 1998 Transfer
  - Operations of Capitol Corridor Transferred to CCJPA
- October 1, 2001
  - ITA extended for another 3 year term

CCJPA Agreements

- BART for management
- Amtrak for operations
- Amtrak for rolling stock maintenance
- UPRR for track access and design
- UPRR for capital construction and maintenance
- Caltrans/BT&H for operating funds
- Caltrans for lease of rolling stock
- Local communities for stations, parking, etc.
- Local transit for transfers

It is a real balancing act!



Five Years of CCJPA Improvement

BART

THE CAPITOL CORRIDOR

FIVE YEARS OF CCJPA MANAGEMENT: CAPITOL CORRIDOR PERFORMANCE SUMMARY

	Service Level	Ridership	Revenue	Revenue to Cost Ratio
FY 2003	24 daily trains	1,139,000	$12.8 million	38%
Pre-CCJPA ➡ FY 1998	8 daily trains	463,000	$6.25 million	30%
Five Year Improvement	200%	146%	105%	27%

How's Business Today?

How's Business?

Ridership

THE CAPITOL CORRIDOR

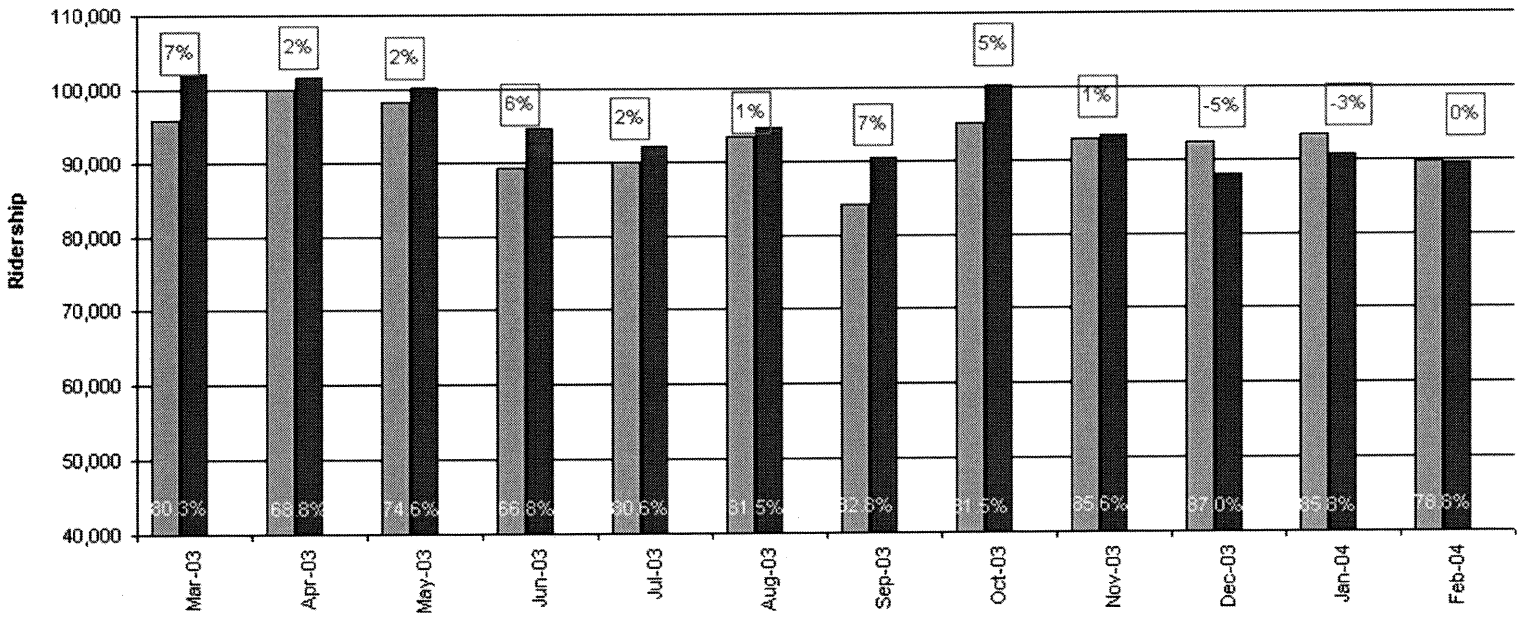
COLFAX • SACRAMENTO • DAVIS • SUISUN / FAIRFIELD • MARTINEZ • OAKLAND / SAN FRANCISCO • SAN JOSE

Capitol Corridor Performance
Ridership Trends
FFY 04 vs. FFY 03

Prior Year ■ Last 12 Months

2.1% Overall 12-Month Growth
2.6% Overall Prior 12 Month Growth Period

Ridership Last 12 Months=1,137,439
Ridership Prior 12 Month Period=1,114,113



Yellow numbers represent monthly on time performance for the last 12 months

Green numbers in squares represent monthly ridership growth

FY 2004-05 and FY2005-06 Business Plan Update

- Pursuant to enabling legislation and ITA, CCJPA develops an annual Business Plan for the two subsequent fiscal years, identifying:
  - Operating strategies/service plan
  - Capital improvement program
  - Marketing strategies
  - Performance standards

Operating Strategies/Service Plan

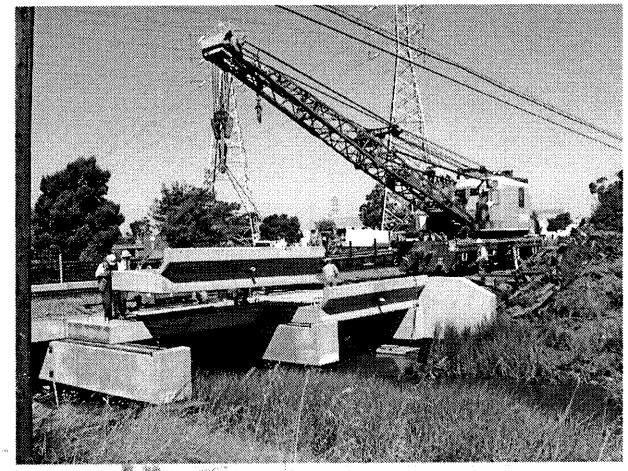
- April 26, 2004 Timetable Change
  - 10-minute reduction in travel times
  - Transfer of San Jose-Santa Cruz thruway to Highway 17 Santa Cruz Metro bus (more service, lower fares)
- For both FY 2004-05 and FY 2005-06
  - Sacramento-Oakland (core service): 24 daily trains
  - In late 2004 upon completion of track improvements:
    - Oakland to San Jose expand from 8 to 14 daily trains
    - Roseville to Sacramento expand from 2 to 6 daily trains
    - Auburn to Roseville expand from 2 to 4 daily trains
- Service expansion limited: no funds for new rolling stock and operating costs of added service
- Control expenses; increase revenue yield

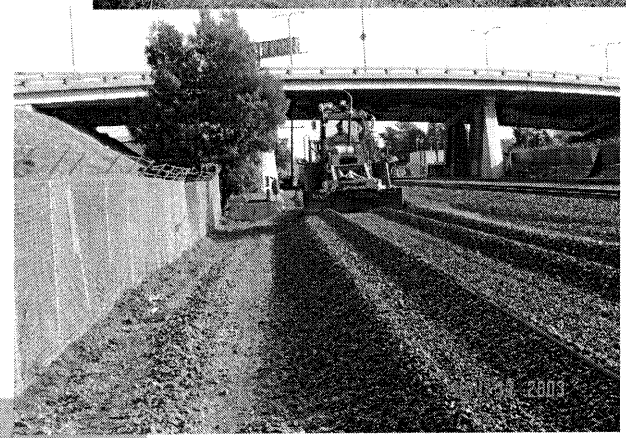
Capital Improvement Program

- Short Term CIP
  - 2004 STIP
    - VERY grim State funding outlook
    - No new funding; defer delivery of 2002 STIP projects
  - Regional Measure 2
    - Fairfield/Vacaville improvements (Solano County)
    - Union City/Dumbarton Rail service (So. Alameda Co.)
- Long Term
  - STIP (2006+ awaiting State economic recovery)
  - High Speed Rail Bond Act (if put on a ballot)
  - Federal dedicated funding for intercity rail??

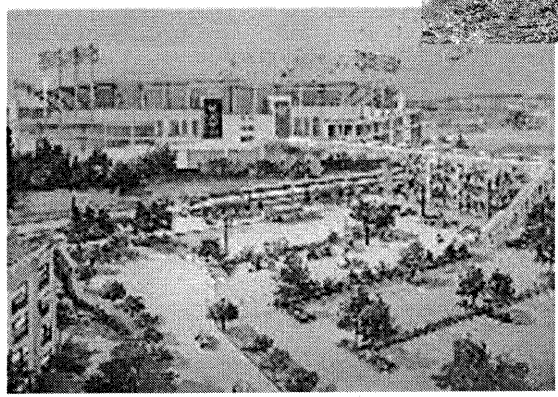
Ongoing Capital Projects

- Oakland to San Jose Double Track
  - $44 million
  - Immediate increase to 14 daily trains to/from San Jose
  - Capacity for up to 22 daily trains (but need additional trainsets)



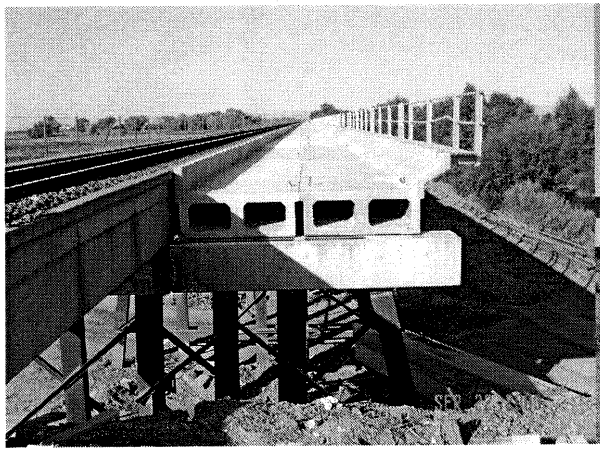


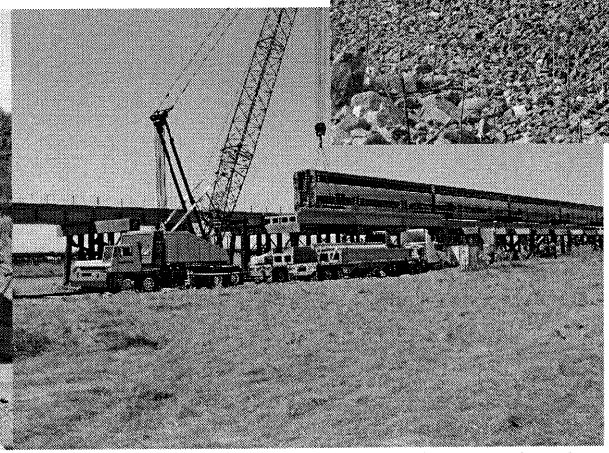
- Coliseum Station
  - $5 million

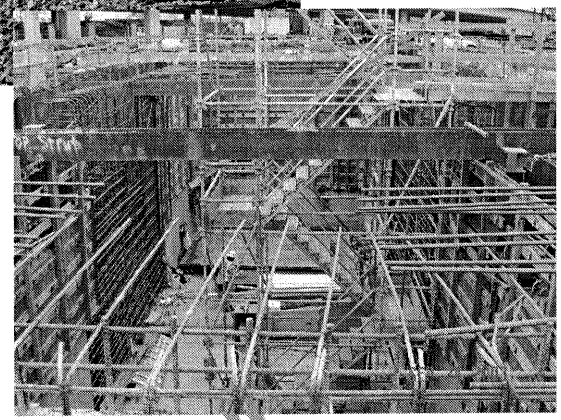


Ongoing Capital Projects

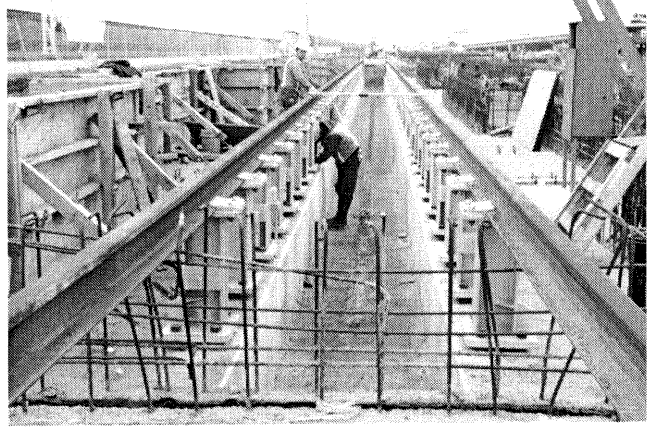
- Yolo Causeway Double Track (recently completed)
  - $22 million



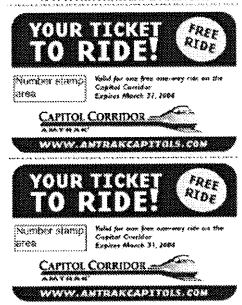


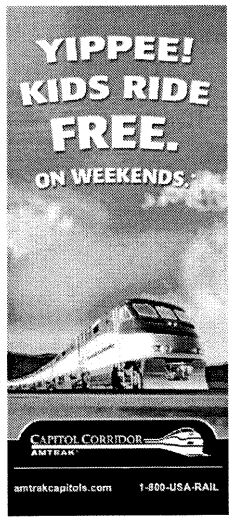


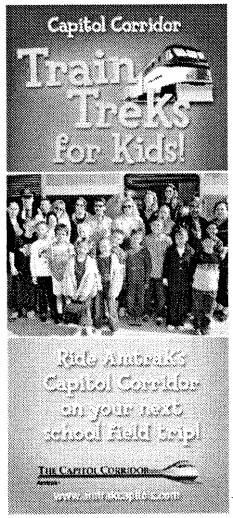
- Oakland Maintenance Facility
  - $70 million

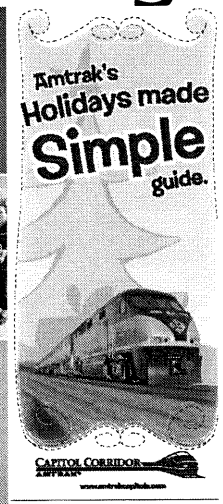


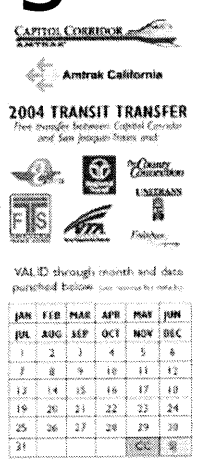
Marketing Strategies

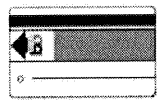


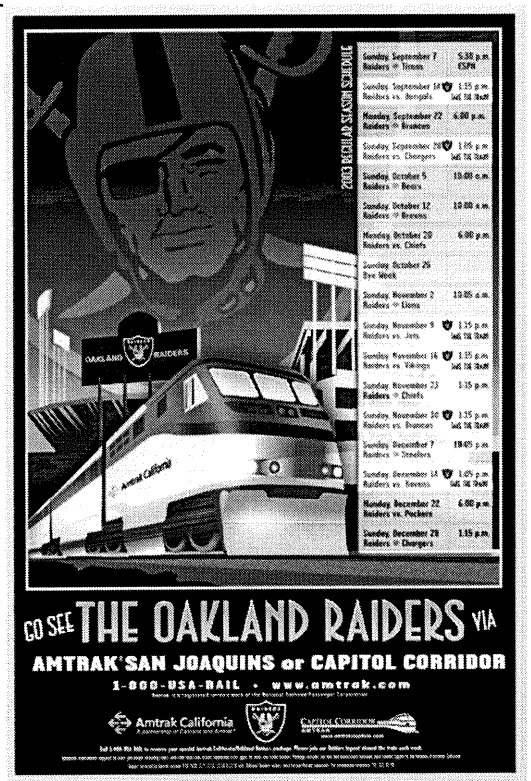


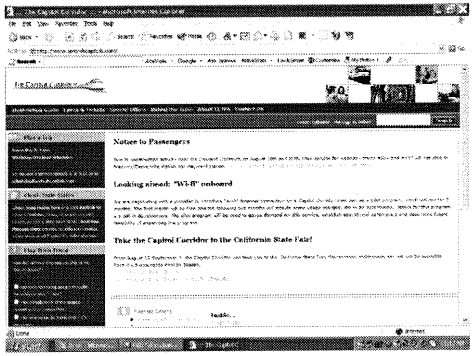


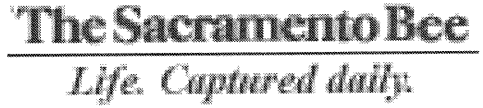


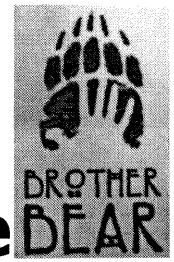


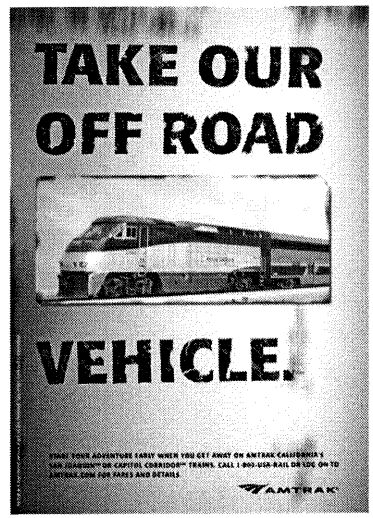












Increasing customer convenience and selling available seating capacity

Hi-Tech Customer Amenities

- Passenger Information Display System (PIDS)
  - GPS-based real-time train status at stations
  - System accepted in June 2003 after extensive testing
  - Updates also available via internet
- Wireless fidelity (Wi-fi) on trains
  - Demonstration program began in Oct. 2003
  - Expand pilot with other interested vendors in next 6 months
  - Utilize customer surveys, business model, and technology research to select a process to deploy wi-fi on all trains
  - Scheduled to installed on trains by Dec. 2004
- Outdoor Ticket Vending Machines (TVMs)
  - Modify existing Quik Trak TVMs for outdoor operations
  - Four locations: Great America, Berkeley, Rocklin, Auburn
  - Amtrak to develop, install by Dec. 2004

Performance Standards

- Measured Performance Standards:
  - Ridership (effectiveness)
  - Farebox Return (efficiency)
  - On Time Performance (reliability)
- For FY 2002-03 despite economic downturn:
  - Ridership, revenue better than prior year, slightly below plan
  - Train reliability improved, but not good enough (90%)
- For FY 2003-04, CCJPA is tracking just below Business Plan for ridership but close to Revenue plan
- FY 2004 and FY 2005 - projected modest ridership growth; contain expenses; cost effective, customer-responsive transportation service

THE CAPITOL CORRIDOR

Amtrak®

The Capitol Corridor:

- Provides high-quality, safe, fast, frequent, and reliable transport
- Customer focus
- Improve quality of life

The CCJPA:

- Manages the public investments prudently and efficiently

Convenience and Technology= Continued Positive Growth