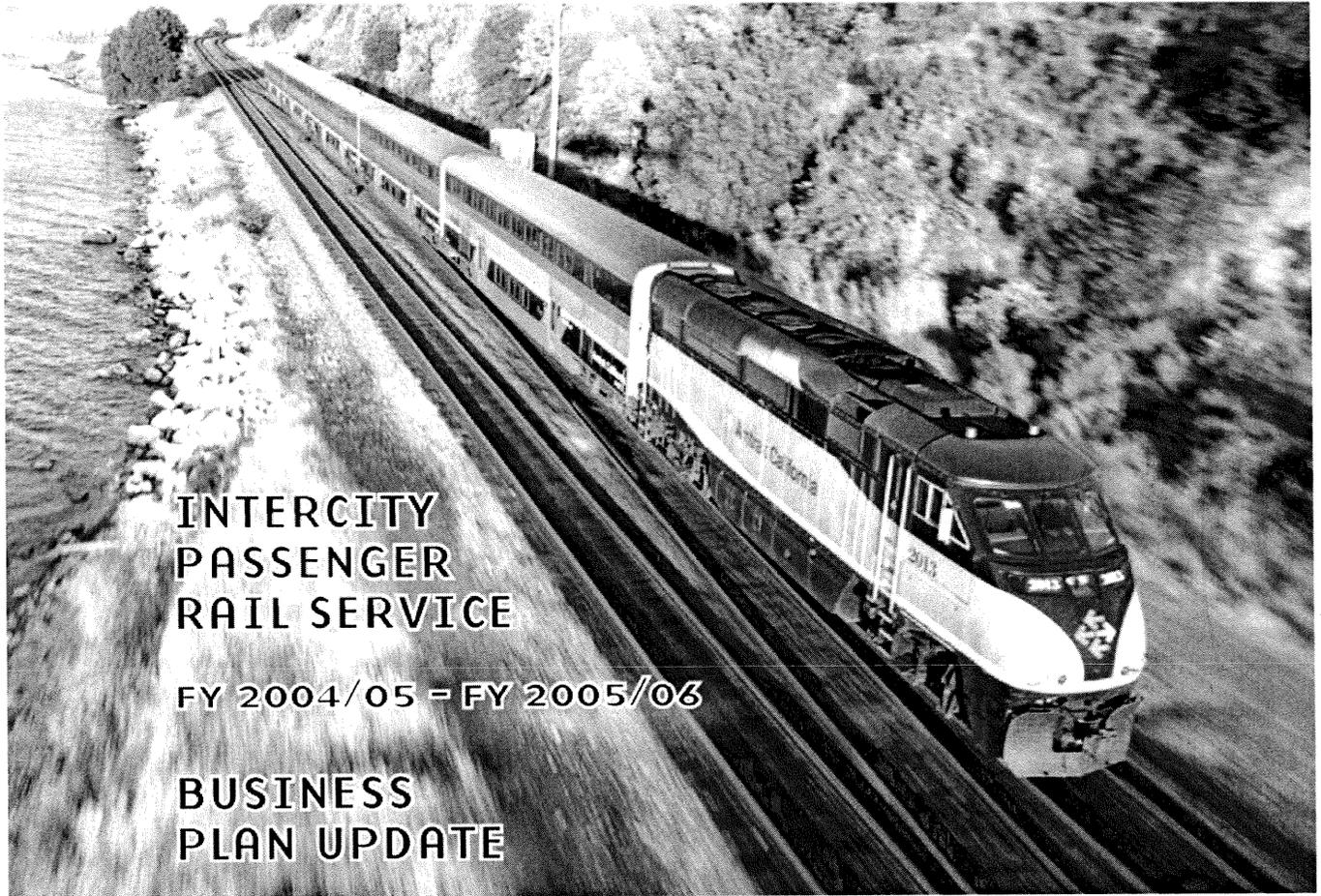


# CAPITOL CORRIDOR

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



INTERCITY  
PASSENGER  
RAIL SERVICE

FY 2004/05 - FY 2005/06

BUSINESS  
PLAN UPDATE



Prepared by  
Capitol Corridor Joint Powers Authority

Prepared for  
State of California  
Business, Transportation and Housing Agency  
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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
<b>Total Budget</b> <small>(Operations, Marketing &amp; Administration)</small>	<b>\$26,020,000</b>	<b>\$26,026,000</b>

**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):

Performance Standard	FY 02-03			FY 03-04			FY 04-05	FY 05-06
	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.

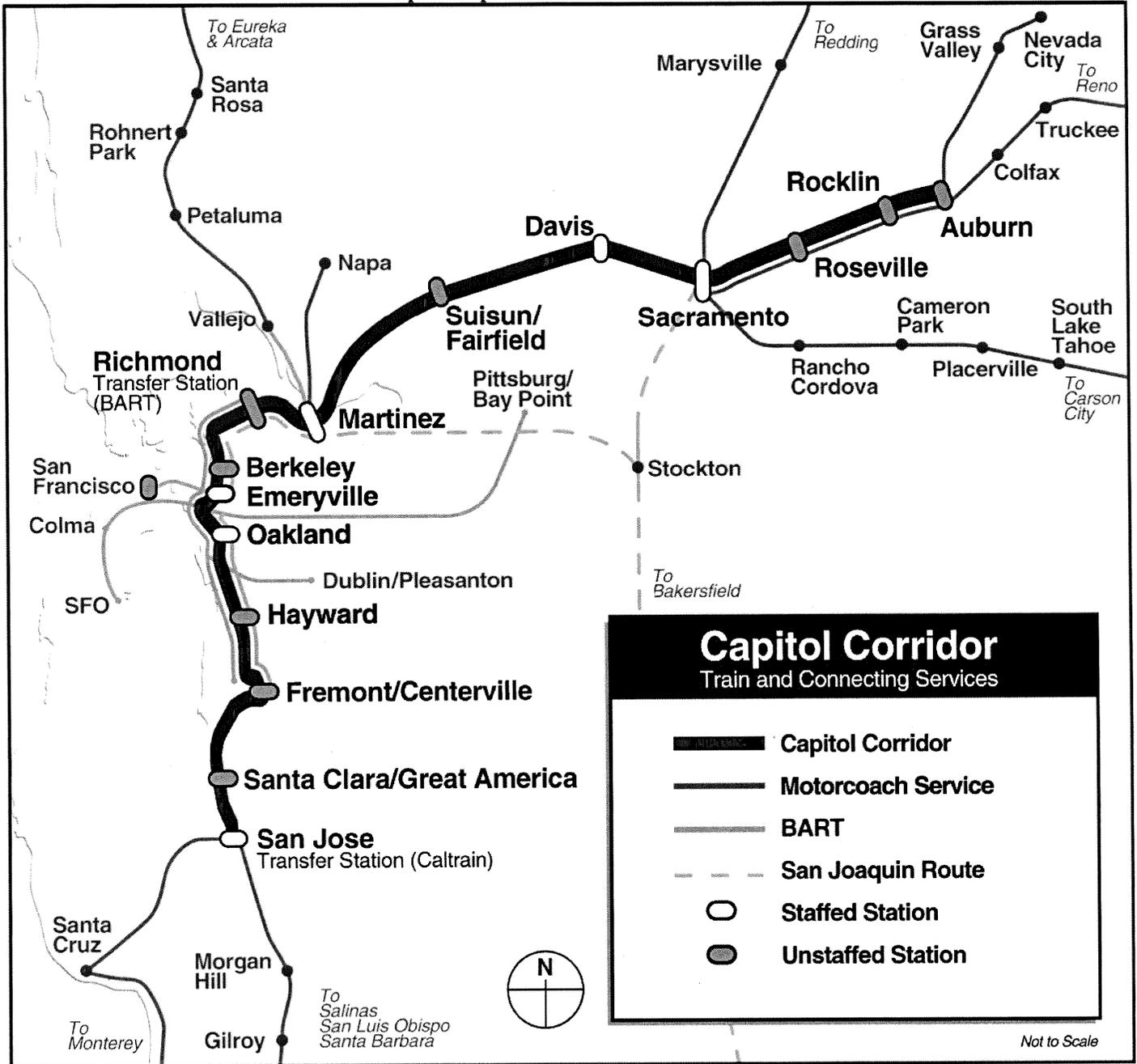
Given the current constraints on the State budget, the CCJPA's goal is to maintain Capitol Corridor service levels at 24 daily trains in FY 2003-04 and FY 2004-05, and, where possible, add service while staying within the State's budget allocation.

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

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.

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.

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
<b>Subtotal-Projects Underway</b>	<b>\$70.16</b>	
<b>Committed Programming</b>		
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).
<b>Subtotal-Committed Programming</b>	<b>\$27.43</b>	
<b>TOTAL SECURED FUNDING</b>	<b>\$97.59</b>	

### 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**

<b>Project</b>	<b>Budget</b>	<b>Allocated TCRP Funds</b>	<b>Project Status</b>
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)
<b>TOTAL</b>	<b>\$55.4M</b>	<b>\$22.2M</b>	

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-

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.

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.

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 Fremont 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**

<i>CIP Category</i>	<i>Cost</i>	<i>Location</i>
Track Improvements	\$289.5M	<ul style="list-style-type: none"> <li>• Dumbarton Rail/Union City</li> <li>• Rocklin to Auburn CTC</li> <li>• Roseville to Auburn Track Speed Project</li> <li>• Auburn Layover Upgrades</li> <li>• Davis to Dixon Track and Signal Upgrades</li> <li>• Yolo Causeway Crossover</li> <li>• Roseville 3rd Track Project</li> <li>• Hayward Double Track</li> <li>• Emeryville Phase Two Track Improvements</li> <li>• High Street Grade Separation</li> <li>• Davis Street Grade Separation</li> <li>• Hesperian Street Grade Separation</li> <li>• Oakland to San Jose Track and Signal Upgrades</li> <li>• Oakland JLS Station, Track and Platform Improvements</li> <li>• Oakland - Pinole Third Track</li> <li>• Bahia to Dixon Track and Signal Upgrades</li> <li>• Tolenas Lead Track (share for FF/VV Station)</li> <li>• Richmond-Martinez Track Straightening</li> </ul>
Station Improvements*	\$70.0M	<ul style="list-style-type: none"> <li>• Emeryville Parking Improvements</li> <li>• Richmond Station Improvements</li> <li>• Davis Parking Improvements</li> <li>• Auburn Station Improvements</li> <li>• Rocklin Station Improvements</li> <li>• Martinez Station Parking and Access Expansion</li> <li>• New Sacramento Valley Station Intermodal Facility</li> <li>• Union City Station</li> <li>• Hercules Station</li> <li>• Fairfield/Vacaville Station</li> <li>• Miscellaneous Station Upgrades</li> </ul>
Rolling Stock	\$102.0M	Additional Equipment for Service Expansion
<b>TOTAL</b>	<b>\$ 461.5M</b>	
* 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)**

Performance Standard	FY 02-03			FY 03-04			FY 04-05	FY 05-06
	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.

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.

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

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/MTA 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**

Service Level	FY 2004-05				FY 2005-06	
		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 provide 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	\$6,245,106	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)**

<b>Programmed or Completed Projects (Preliminary and Tentative - Subject to revision)</b>	<b>Costs</b>
<b>Station Projects</b>	
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
<u>Other (b)</u>	<u>\$1,970,575</u>
Subtotal-Station Projects	\$177,561,798
<b>Track and Signal Projects</b>	
Placer County	\$500,000
Auburn Track and Signal Improvements	\$350,000
Sacramento-Roseville (3 <sup>rd</sup> Track) Improvements	\$6,950,000
Yolo Causeway 2 <sup>nd</sup> 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 4 <sup>th</sup> Track	\$41,850,000
<u>Harder Road (Hayward) Undercrossing (2001)</u>	<u>\$8,898,000</u>
Subtotal - Track and Signal Projects	\$207,858,536
<b>Maintenance and Layover Facility Projects</b>	
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
<u>Sacramento Layover Facility</u>	<u>\$941,316</u>
Subtotal – Maintenance and Layover Facility Projects	\$71,881,676
Rolling Stock (California Cars and Locomotives) (e)	\$235,282,226
<b>TOTAL - Programmed or Completed Projects</b>	<b>\$692,386,740</b>

- 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 facility.
  - 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				FY 2003-04 STANDARD 24	FY 2004-05 DRAFT STANDARD 24~	FY 2005-06 PRELIMINARY STANDARD 24~	FY 2006-07 PRELIMINARY STANDARD 28	FY 2007-08 PRELIMINARY STANDARD 32@
	ACTUAL 18/20/22/24#	STANDARD 18/20/22/24#	VARIANCE ACTUAL TO STANDARD	PERCENT CHANGE					
NUMBER OF DAILY TRAINS (SAC-OAK) 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
<b>COST EFFICIENCY</b>									
<b>Farebox Ratio (Train and Bus Service)</b>	<b>38.1%</b>	<b>37%</b>	<b>0.9%</b>	<b>-</b>	<b>42%</b>	<b>41%</b>	<b>42%</b>	<b>43%</b>	<b>41%</b>
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%	\$ 0.156	\$ 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
<b>SERVICE QUALITY</b>									
<b>On Time Performance</b>	<b>79%</b>	<b>90%</b>	<b>-12%</b>	<b>-</b>	<b>90%</b>	<b>90%</b>	<b>90%</b>	<b>90%</b>	<b>90%</b>
Percent of California Car Fleet Available	89%	80%	9%	-	87%	87%	87%	87%	87%
<b>OPERATING RESULTS</b>									
<b>TRAIN AND BUS</b>									
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
<b>Total State Operating Cost ^</b>	<b>\$22,165,910</b>	<b>\$ 22,103,000</b>	<b>\$ 62,910</b>	<b>0.3%</b>	<b>\$ 22,172,000</b>	<b>\$ 23,586,000</b>	<b>\$ 23,592,000</b>	<b>\$ 26,008,000</b>	<b>\$ 33,182,000</b>
<b>TRAIN ONLY</b>									
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	79,662,400	(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

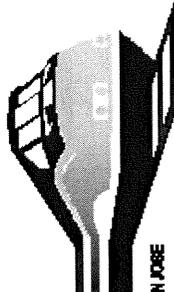
# - Standards measured assume 19th and 20th trains added October 27, 2002; 21st and 22nd train added January 6, 2003; and 23rd and 24th trains added on April 28, 2003.

~ - 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

COLORADO • SACRAMENTO • DAVIS • SUBSUN/FAIRFIELD • MARTINEZ • OAKLAND/SAN FRANCISCO • SAN JOSE

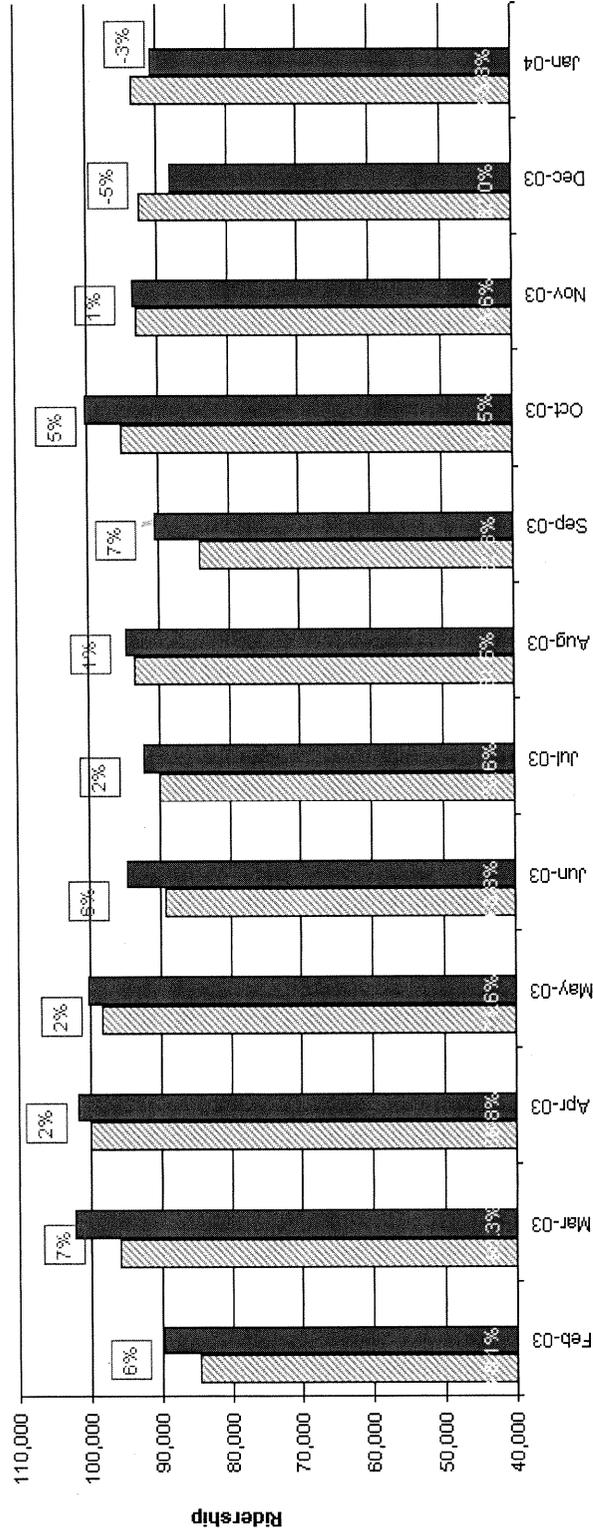
### Capitol Corridor Performance

**Ridership Trends**  
FFY 04 vs. FFY 03

**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

□ Prior Year ■ Last 12 Months

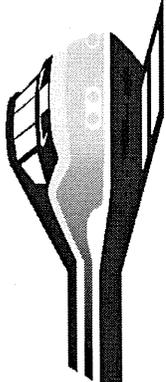


Yellow numbers represent monthly on time performance for the last 12 months  
Green numbers in squares represent monthly ridership growth



THE CAPITOL CORRIDOR

Amtrak®

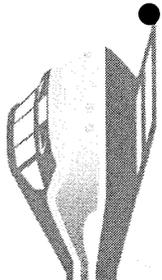


# Capitol Corridor Business Plan Update FY 2004/05-FY 2005/06

Eugene K. Skoropowski, AIA  
Managing Director  
CCJPA

April 8, 2004  
California Transportation Commission

# THE CAPITOL CORRIDOR



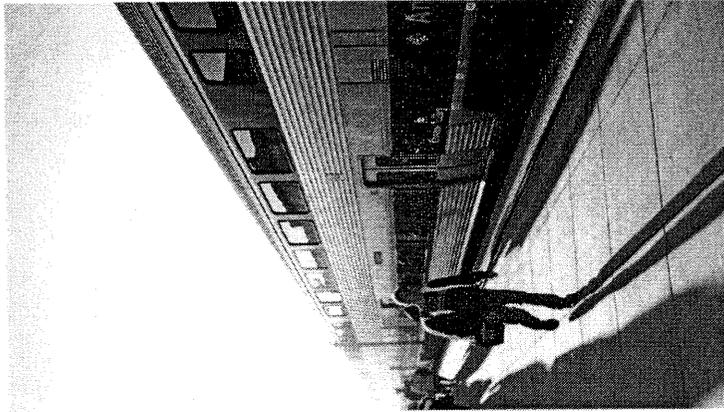
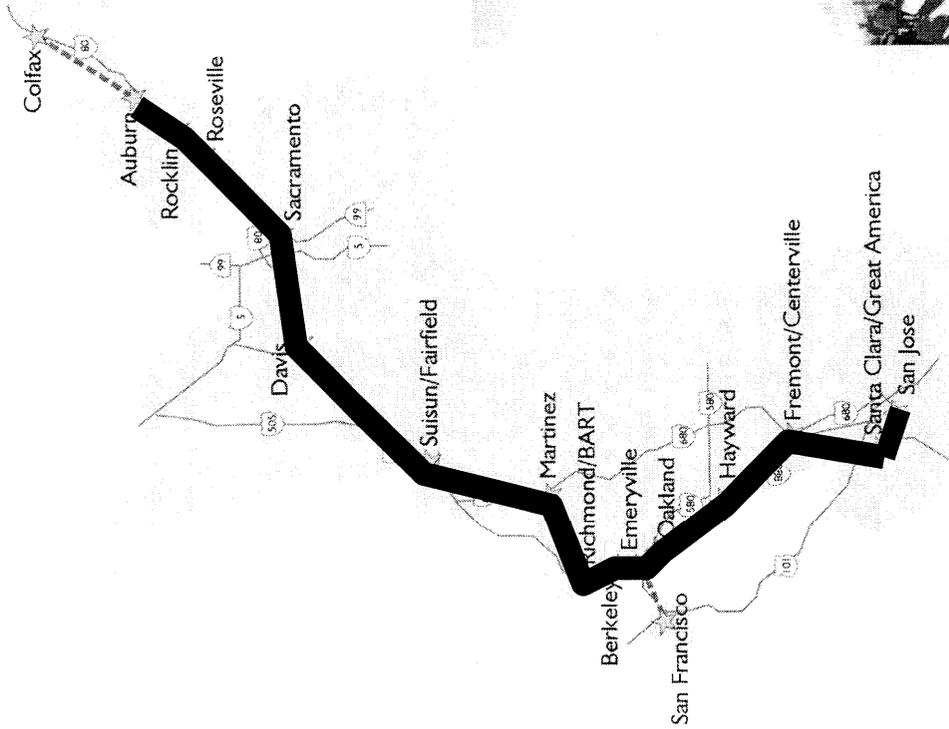
## -The Route-

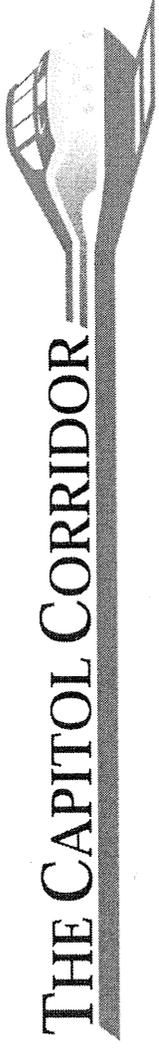
The 170 mile route includes 15 train stations and can be thought of in three sections:

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)

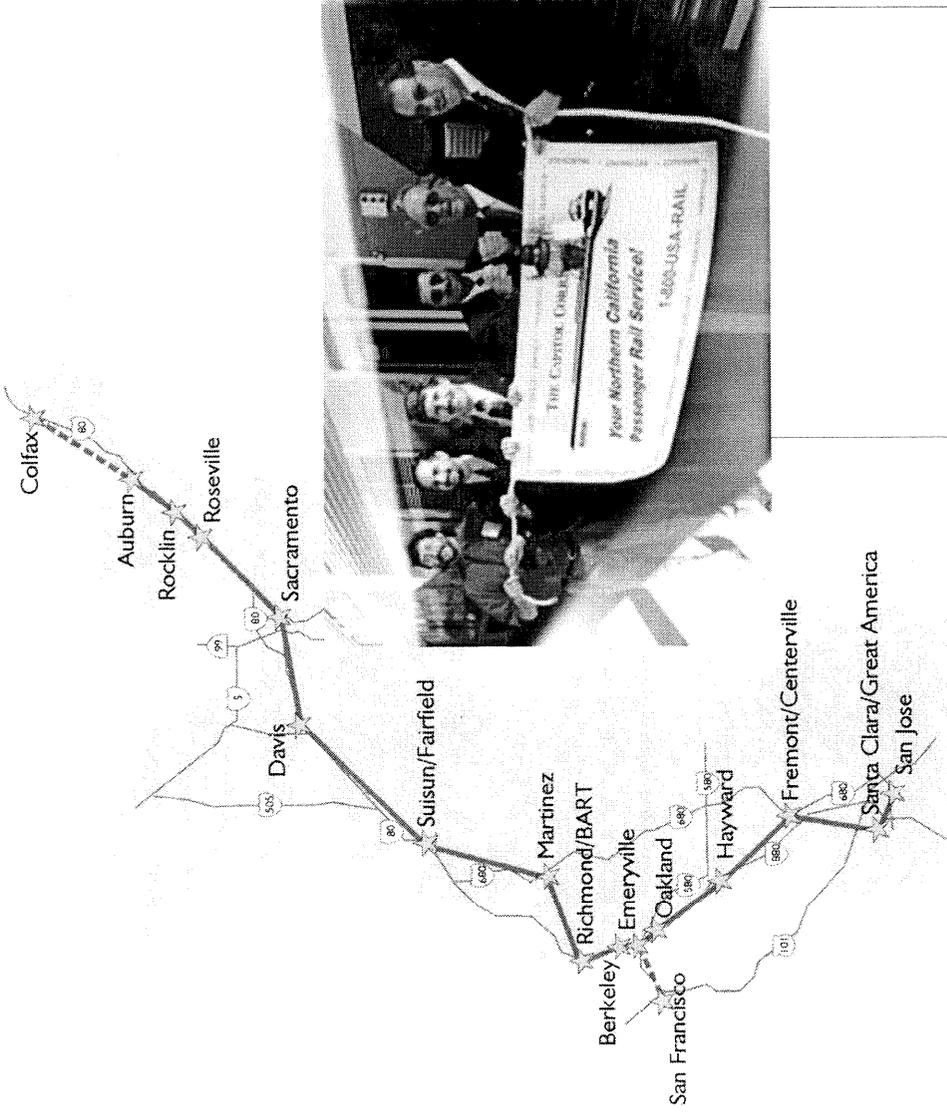
2.5 miles in the southern route is owned and dispatched by Caltrain





# History

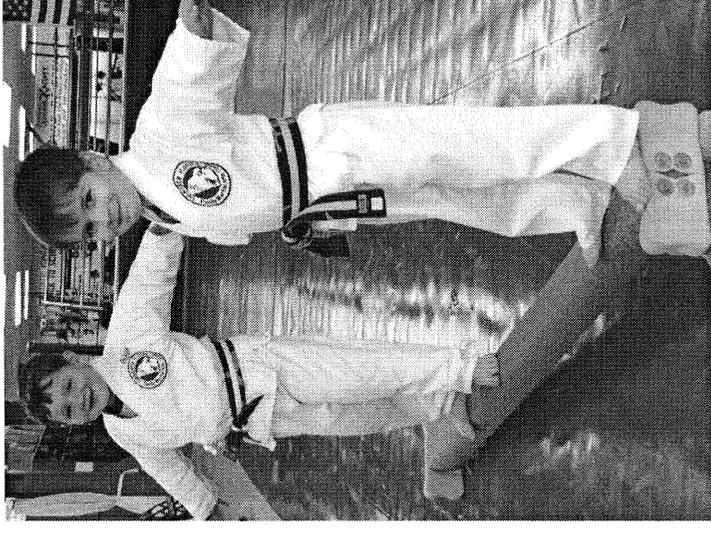
- 1996 Legislation
  - BART designated managing agency
- October 1, 1998 Transfer
  - Operations of Capitol Corridor Transferred to CCJPA
- October 1, 2001
  - ITA extended for another 3 year term



# 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



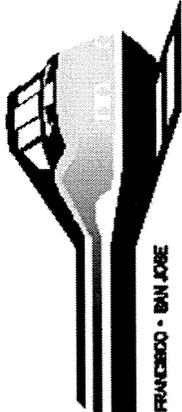
THE CAPITOL CORRIDOR

## 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

COLORADO • SACRAMENTO • DAVIS • SULLIVAN/FAIRFIELD • MARTINEZ • OAKLAND/SAN FRANCISCO • SAN JOSE

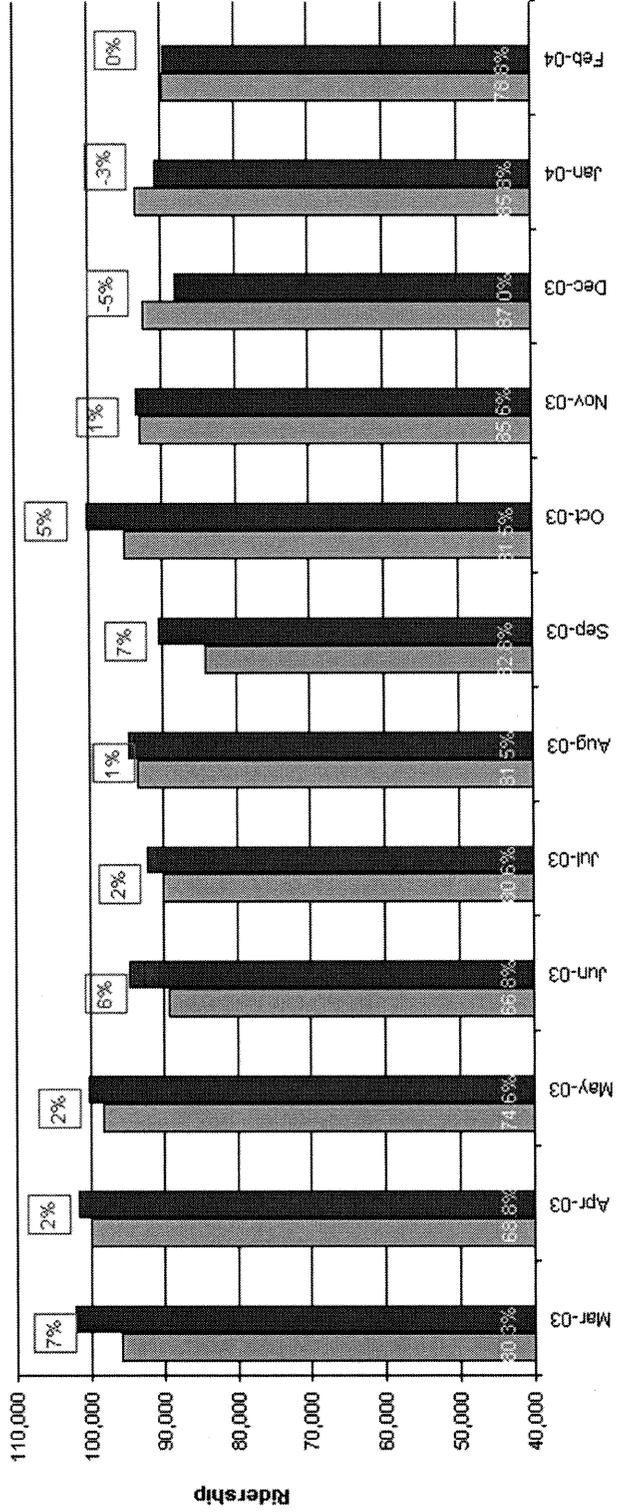
#### Capitol Corridor Performance

Ridership Trends  
FFY 04 vs. FFY 03

**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

□ Prior Year ■ Last 12 Months



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

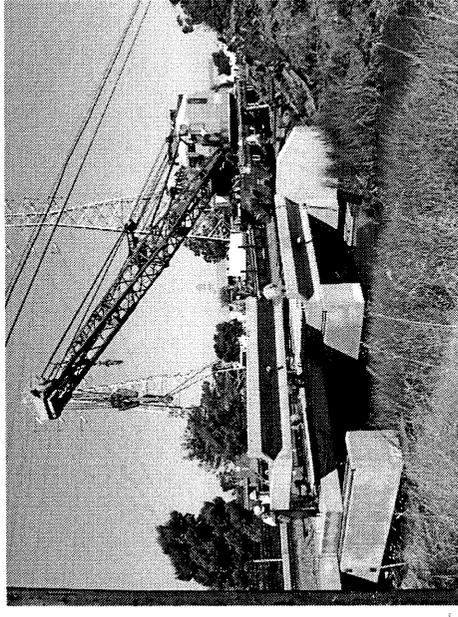
# Capital Improvement Program

- 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

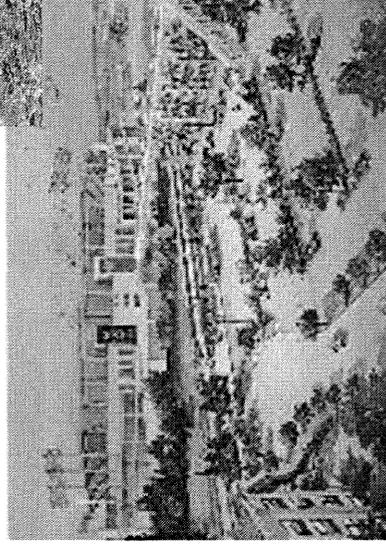
- **Oakland to San Jose Double Track**

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



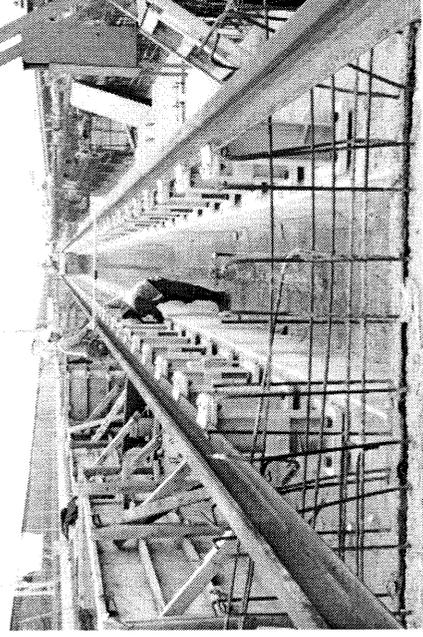
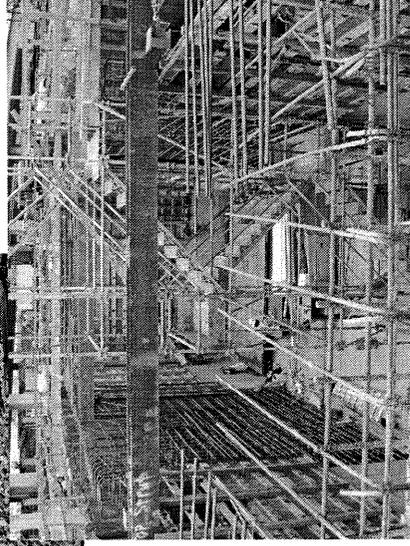
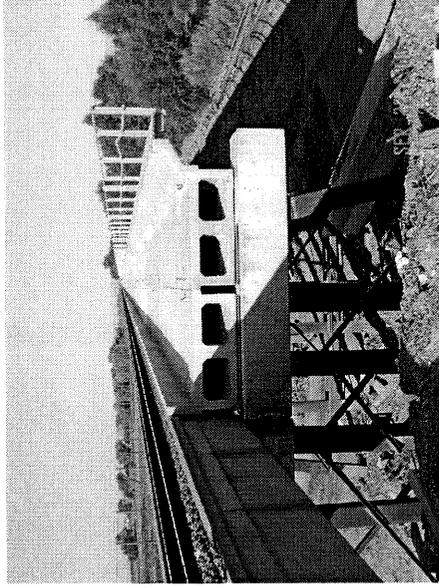
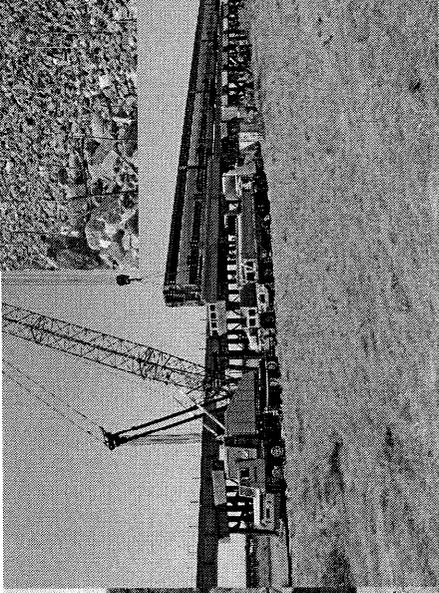
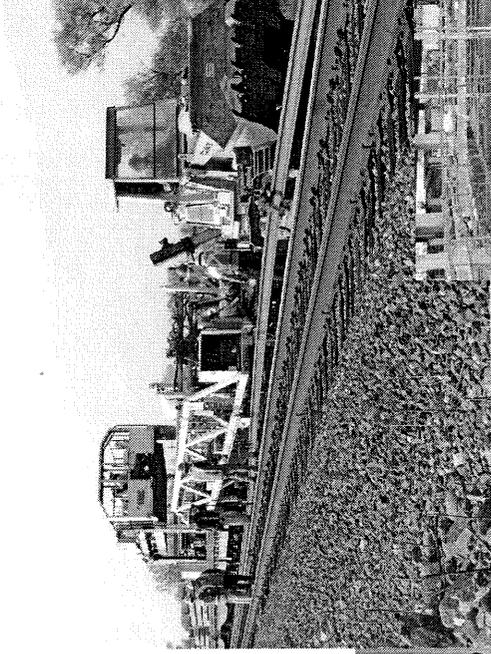
- **Coliseum Station**

- \$5 million



# Ongoing Capital Projects

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



- **Oakland Maintenance Facility**  
– \$70 million

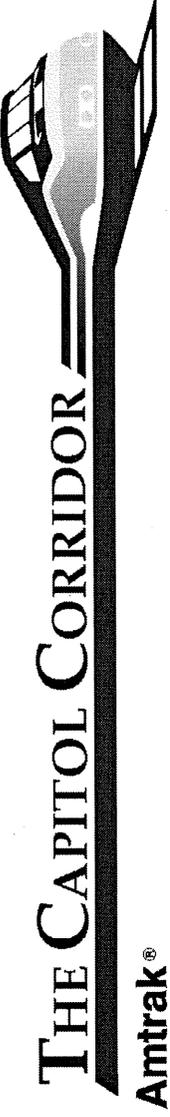


# Hi-Tech Customer Amenities

- **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:

- 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**



# Memorandum

To: CHAIR AND COMMISSIONERS

CTC Meeting: April 7-8, 2004

Reference No.: 5.1b.  
Action Item

From: ROBERT L. GARCIA  
Chief Financial Officer

Prepared by: Warren Weber  
Division Chief  
Rail

Ref: **DRAFT FEDERAL FISCAL YEAR (FFY) 2004-05 BUSINESS PLAN FOR  
THE SAN JOAQUIN INTERCITY RAIL CORRIDOR**

The Department of Transportation (Department) prepares the San Joaquin Business Plan (Plan) in accordance with the Supplemental Report of the 2002 Budget Act that directs the Department to prepare annually, for the Legislature and the Secretary for Business, Transportation and Housing, a business plan for each intercity rail route it administers. These plans present the Department's short-term operational and capital plans for each route administered by the State for the next contract year.

At the California Transportation Commission's request, the Department is presenting this Draft San Joaquin Business Plan to the Commission for review. This Plan reflects the Governor's Proposed Budget for FY 2004-05.

Key elements in the Draft FFY 2004-05 San Joaquin Route (Bay Area – Sacramento – Stockton – Los Angeles) Business Plan are summarized below:

Operating Improvements: Marketing and advertising will continue to be based on seasonal themes. The Department has expanded the successful group travel program for school groups to a senior group travel program. The community outreach program that gives presentations to community groups about the Department's Rail Program will be expanded. The Department will establish additional partnerships with other organizations for joint advertising and promotions. The "Free Transfer" program with local transit operators will be expanded to valley cities such as Stockton, Fresno and Bakersfield. The Department will continue to work with Amtrak and the railroads to improve on-time performance and monitor feeder bus performance. In FFY 2004-05, pathfinder signs will be replaced on city streets.

Capital Improvements: The Department plans to complete construction on the new Oakland Maintenance Facility, continue design on the new Stockton station, and complete construction on the

new Fresno station. Also, the Department will continue construction on two key double track segment projects (Calwa to Bowles and Shirley to Hanford), continue Phase I construction on 17.6 miles of double track from Port Chicago to Oakley, and continue environmental work, design and engineering for a second main track from Shafter to Jastro. Also, the mid-life overhaul of the original California Cars will be completed in FFY 2005-06, and the sign-system on the cars will be updated to an automated system in FFY 2004-05.

Performance Measures: FFY 2002-03 ridership of 782,778 was above the standard of 768,300 by 1.9 percent, and was the highest ever for this route. The farebox ratio was 41.7 percent (almost equal to the standard of 42.0 percent). Thus, key performance measures for FFY 2002-03 show a strong year for the San Joaquins.

In the current year, FFY 2003-04, a ridership increase of 2.7 percent to 804,100 is projected with revenues from passengers projected to increase by 3.3 percent to \$22.7 million. In the Plan year, FFY 2004-05, ridership is projected to increase by 2.3 percent, and revenues to increase by 3.3 percent. These performance measures indicate that steady ridership growth and financial stability are projected in FFY 2003-04 and FFY 2004-05.

Attachment

# SAN JOAQUIN ROUTE FFY 2004-05 BUSINESS PLAN

**DRAFT**



## State of California Department of Transportation

April 2004



**ARNOLD SCHWARZENEGGER**, Governor

**SUNNE WRIGHT MCPEAK**, Secretary  
Business, Transportation and Housing Agency

**TONY HARRIS**, Acting Director  
Department of Transportation



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## EXECUTIVE SUMMARY

During FFY 2004-05, the Department will take the following key actions to enhance the San Joaquin Route service in order to meet the performance measures established for the San Joaquins.

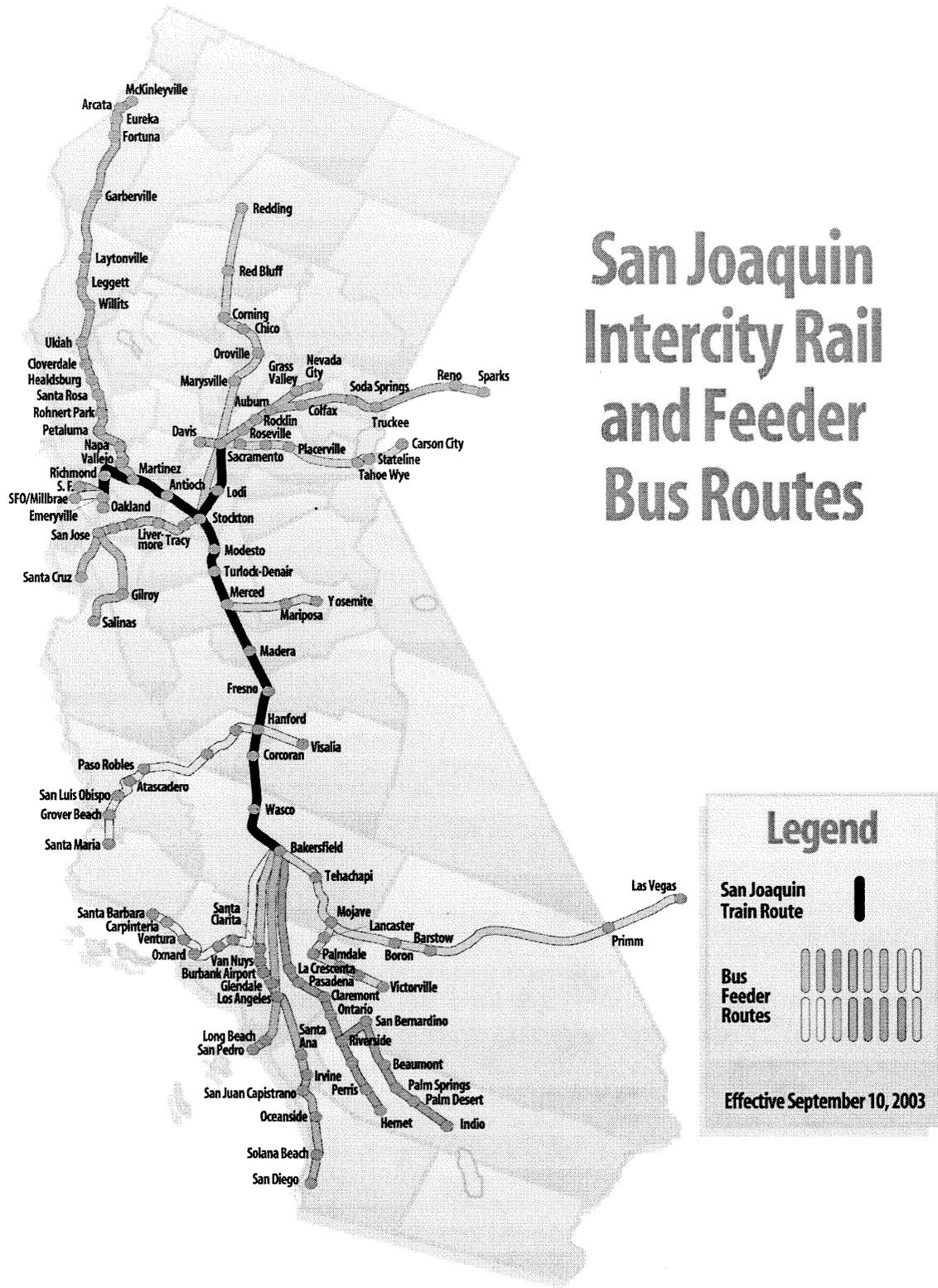
### Operating Elements

- Continue marketing and advertising based on seasonal themes.
- Continue the successful group travel program for school groups. This program was also expanded to seniors in 2004.
- Continue to expand the community outreach program that gives presentations to community groups about the Department's Rail Program.
- Expand partnerships with other organizations for joint advertising and promotions. Continue joint Department of Tourism "Rediscover California" TV marketing campaign.
- Improve on-time performance through careful monitoring of the operations of Burlington Northern Santa Fe and Union Pacific Railroads.
- Expand "Free Transfer" program with local transit operators to Valley cities such as Stockton, Fresno, and Bakersfield. Agreements were made in 2003-04 with AC Transit, Sacramento Regional Transit, and Central Contra Costa Transit.
- Continue evaluation of feeder bus services to assure continued cost-effective operations.
- In 2003-04 pathfinder signs were replaced on state highways. In 2004-05 replace pathfinder signs on city streets.

### Capital Elements

- Complete construction on the new Oakland Maintenance Facility by the end of 2004.
- Complete renovation of the historic Fresno station in fall 2004 and continue design of the new Stockton station.
- Continue construction on double tracking two major track segments (Calwa to Bowles, and Shirley to Hanford).
- Continue Phase I work on 17.6 miles of double track from Port Chicago to Oakley, including installation of CTC, curve straightening and siding construction.
- Continue environmental work, design and engineering for second main track from Shafter to Jastro.
- Continue mid-life overhaul of the original California Cars to be complete in 2005-06. Replace outdated destination sign system on California Car fleet with state-of-the-art automated sign system in 2004-05.

Figure 1.1 - San Joaquin Route Map



# San Joaquin Intercity Rail and Feeder Bus Routes

**Legend**

San Joaquin Train Route 

Bus Feeder Routes 

Effective September 10, 2003

# CHAPTER I INTRODUCTION

## BACKGROUND

This San Joaquin Route Business Plan (Plan) is for Federal Fiscal Year (FFY) 2004-05 (October 2004 – September 2005). It was prepared by the Department of Transportation's (Department) Division of Rail (Division) in accordance with the Supplemental Report of the 2002 Budget Act that directs the Department to prepare a business plan for each intercity rail corridor it administers. Item 2660-001-0046 of the 2002 Supplemental Report, states:

Intercity Rail Business Plans. The Department of Transportation shall submit annually by April 1 to the Legislature and to the Secretary for Business, Transportation and Housing, a business plan for each intercity rail corridor which the department administers. For each such corridor, the business plans shall include performance standards which shall be updated annually and projected for three years into the future. The standards shall measure the usage (for example, ridership), cost efficiency (for example, fare box ratio) and quality (for example, on-time performance) for each such corridor. The business plans shall contain all of the business plan requirements set forth in Section 14070.4(b) of the Government Code. (Also, the regional boards administering intercity rail service should incorporate these performance standards into their annual business plans.)

The Plan is supplemented by the *California State Rail Plan 2003-04 to 2013-04*, which includes both a passenger and a freight element, and presents a longer-range ten-year plan for State-supported rail passenger services in California. The State Rail Plan provides both long-range capital and operating plans for the route.

To supplement the Plan, an **Appendix** provides a geographical listing and description of the rail stations on the San Joaquin Route.

## OUTLOOK

On the operations side, FFY 2002-03 was a positive year for the San Joaquins. Ridership of 782,778 was the highest ever for the Route; ridership was seven percent above 2001-02 ridership of 734,236. The Route remains the fourth busiest route in the Amtrak system outside of the Northeast Corridor. Financial indicators were also solid. Farebox return was 41.7 percent, 0.4 percent above the 2001-02 farebox return of 41.3 percent. Given the relatively slow economy in 2002-03, the San Joaquins made an excellent showing. The Department projects continued

steady ridership growth of between two and three percent in 2003-04 and 2004-05, as well as a slightly elevated farebox return.

On the capital side, the Route is also on stable ground in the short run. The significant projected decrease in transportation capital funds in the current and Plan years will not have a detrimental effect on capital work on the Route in these years. This is because the Department was able to complete important capital projects before the funding crisis hit. These projects include: a new Bakersfield station; the Mococo Line Project from Martinez to Port Chicago with seven miles of new rail and Centralized Traffic Control; Sacramento to Stockton SP line improvements which allowed service to be initiated from Stockton to Sacramento, as well as other track projects that allowed increased speeds.

The Department has adequate funds to be able to complete a number of important capital projects, including the new Oakland Maintenance Facility, renovation of the historic Fresno station, and construction of two double track segments (Calwa-Bowles and Shirley-Hanford) totaling 14.9 miles. However, the availability of capital funding for the Route in the long term is uncertain.

## **HISTORICAL PERSPECTIVE**

The San Joaquin Valley has enjoyed rail passenger service for over 100 years. In the first half of the century, frequent service was available on both the Southern Pacific (SP) and Santa Fe (ATSF) railroads. However, by the late 1960s, service on each railroad had been reduced to a single train per day. The San Joaquin Daylight on the SP tracks served passengers from Los Angeles to Oakland with a connection to Sacramento. The San Francisco Chief on the ATSF operated between Richmond and Chicago, via Bakersfield.

When Amtrak was created on May 1, 1971, service ended altogether because Amtrak's initial route structure did not include any San Joaquin Valley service. However, in 1974, Congress passed a special funding bill to provide for the restoration of a single daily round-trip between Oakland and Bakersfield. This service began on March 6, 1974, and was entirely funded by Amtrak. It used the SP line from Oakland to Port Chicago (in eastern Contra Costa County) and ATSF tracks for the remaining portion of the route to Bakersfield. The initial service also had a direct feeder bus connection between Bakersfield and Los Angeles.

In 1979, Amtrak faced a severe funding cutback, which resulted in the proposed elimination of 42 percent of its national route structure, including the San Joaquin Route. To save the service, the State of California provided financial support for the single round-trip on the route under the authority of former section 403(b) of the Amtrak law. As part of this arrangement with Amtrak, a second daily round-trip was added in February 1980 with State support. Service further expanded on the route with state-support when the third and fourth daily round-trips were added in December 1989 and October 1992.

In June 1990, the California voters passed Propositions 108, 111, and 116. These propositions provided nearly \$3 billion for rail capital projects over a ten-year period. Major accomplishments for the San Joaquin Route from these propositions were: construction of new California Cars and locomotives; major upgrading of the line to allow operation of six round-trips; track and signal improvements to allow train service to Stockton-Sacramento; track and signal projects to improve efficiency; and station construction and rehabilitation.

In February 1999, the first direct Sacramento-Stockton-Bakersfield train was added, providing a fifth frequency down the San Joaquin Valley. The sixth round-trip San Joaquin from Sacramento-Stockton-Bakersfield began operation on March 18, 2002. Both Sacramento-Stockton trains now operate on the upgraded former SP main line, with reduced running times (from the old fifth train schedule) and a new stop in Lodi.

The feeder bus system has been significantly expanded over the years so that the San Joaquins currently offer service to points as far north as Eureka/McKinleyville and as far south as Palm Springs/Indio and San Diego. In 2002-03, over 60 percent of San Joaquin passengers used a connecting bus at either the beginning or end of their trip, making the feeder bus system an essential part of the San Joaquin Route.

Ridership has continued to grow, and the San Joaquin Route is now the fourth busiest route in the Amtrak national system outside of the Northeast Corridor. Ridership in FY 2002-03 was over 780,000, the highest ever for the Route.

Since 1974, the Department and other agencies have committed over \$544 million to station, track and signal projects on the San Joaquin Route, including both completed and programmed projects.

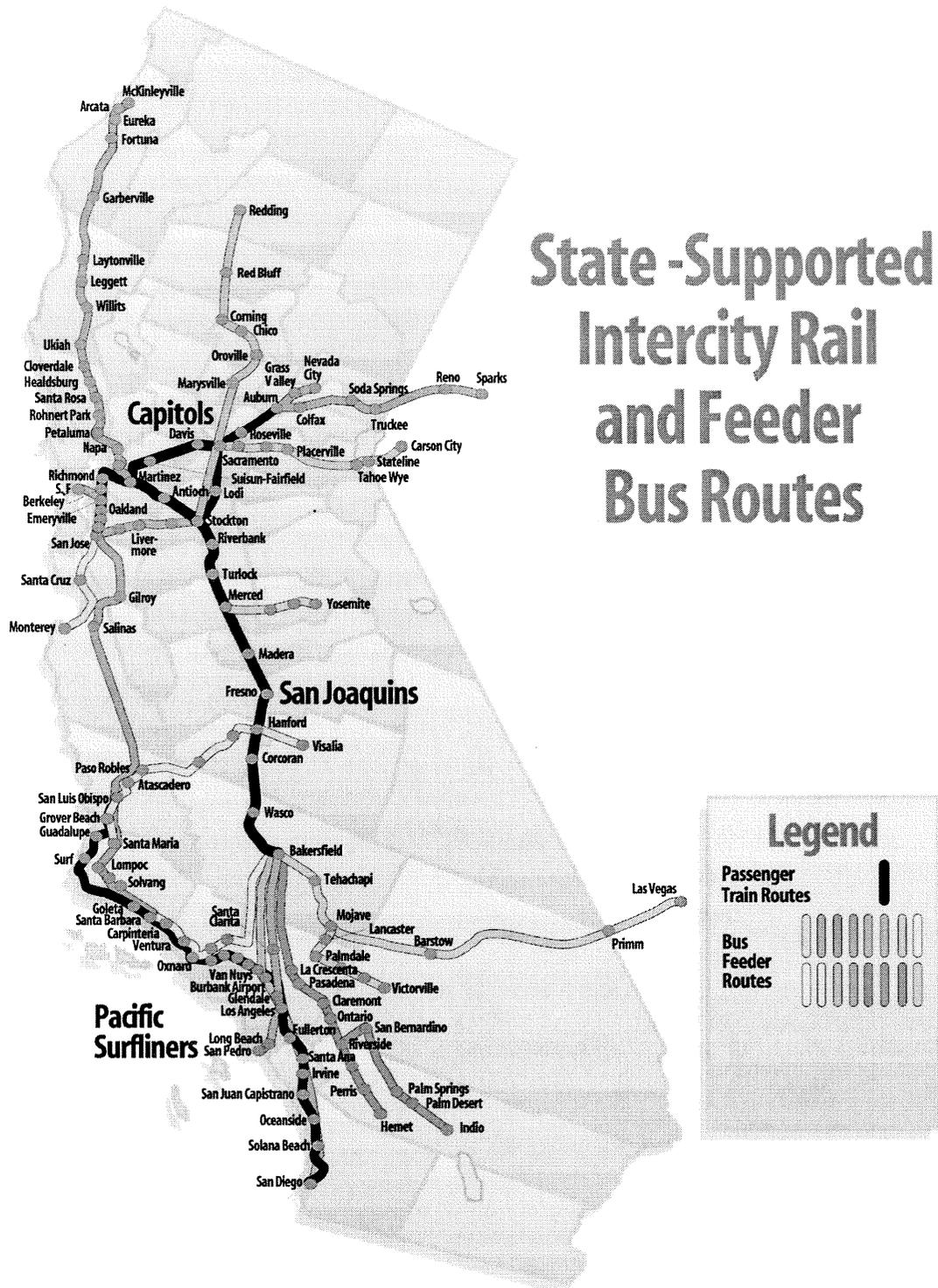
**Figure 1.1** is a map of the San Joaquin Route and **Figure 1.2** is a map of all California State-supported intercity rail and feeder bus routes. **Figure 1.3** shows the current San Joaquin Route train schedule.

## **ROUTE DESCRIPTION**

The San Joaquin Route presently extends 314 route miles between Oakland and Bakersfield with 13 intermediate stops. The route between Sacramento and Bakersfield is 282 miles with 11 intermediate stops. Total route miles are 363.

Predominant right-of-way ownership is by the Burlington Northern Santa Fe (BNSF), successor company to ATSF, between Port Chicago and Bakersfield. The Union Pacific (UP) acquired the SP in 1996, and owns 39 miles at the northerly end of the route between Oakland and Port Chicago, and 49 miles between Stockton and Sacramento. Amtrak operates the San Joaquins under provisions of its contracts with BNSF and UP.

Figure 1.2 - State-Supported Intercity Rail and Feeder Bus Route Map



Scheduled train running time between Bakersfield and Oakland averages six hours 13 minutes. Overall average speed, including station dwell time, is 50 mph. Scheduled train running time between Sacramento and Bakersfield averages five hours 19 minutes, and overall average speed is 53 mph.

## **ADMINISTRATIVE STRUCTURE**

The State and Amtrak share responsibilities for operating train service. Amtrak operates the trains, and the Department is responsible for the oversight of the San Joaquin service through its operating contract with Amtrak. The Department coordinates functions such as marketing, scheduling, and on-board services with Amtrak with the aim of improving passenger satisfaction and increasing ridership. The State owns all San Joaquin equipment, while Amtrak maintains it.

Since the beginning of State support in 1979, the State and Amtrak have shared operating costs. The State's portion has steadily increased over time as Amtrak has worked to become more self-sufficient. Starting in FFY 2003-04 Amtrak is charging states based on "full recovery of costs." This means that the state is responsible to pay all variable costs, while Amtrak continues to cover fixed costs.

The San Joaquin Valley Rail Committee is informed of all significant matters affecting the San Joaquins. It provides valuable input to the Department on all aspects of the service. Section 14074.8 of the Government Code provides that the Committee may confer with the Secretary of the Business, Transportation and Housing Agency on issues relating to intercity passenger rail service for the San Joaquin Route. The Committee consists of representatives from each county served by the San Joaquin trains and many of the connecting buses. Associate members represent Amtrak, the Public Utilities Commission, BNSF, UP, the Metropolitan Transportation Commission, Southern California Association of Governments, and the Department.



## CHAPTER II

# PERFORMANCE MEASURES AND OPERATING PERFORMANCE

### PERFORMANCE MEASURES

#### Background

Item 2660-001-0046 of the Supplemental Report of the 2002 Budget Act, in addition to requiring the Department to produce annual business plans, requires the plans to include presentation and analysis of performance measures:

For each such corridor, the business plans shall include performance standards which shall be updated annually and projected for three years into the future. The standards shall measure the usage (for example, ridership), cost efficiency (for example, fare box ratio) and quality (for example, on-time performance) for each such corridor.

The San Joaquin Route performance standards are included here as **Figure 2.1**. The standards are categorized by usage, cost efficiency, and service quality.

- **Usage** is measured by ridership, the percent change in train passenger miles and train miles, and passenger miles per train mile.
- **Cost Efficiency** is measured by farebox ratio (operating revenues divided by operating costs), the percent change in total revenues and expenses, train revenue per train mile and train revenue per passenger mile (yield), train expenses per train mile, and train-only State costs per train mile and per passenger mile.

**Service Quality** is measured by on-time performance and percent of available State-owned California equipment in service.

**Figure 2.2** shows ridership and financial performance data on an annual (State FY) basis from the start of State-supported service in 1979-80 through 2002-03. (Note that **Figure 2.1** is on the basis of a FFY, so the annual data on **Figures 2.1** and **2.2** is not the same.) **Figure 2.3** provides three graphs that show the route's historical ridership and financial trends. The two figures provide information on the historical basis for the performance measures discussed in this chapter.

#### Historical Performance

As can be seen in **Figure 2.2**, ridership has climbed fairly steadily over the years, with only a few years when ridership dipped below the prior year's level. Farebox return in the late-1980's was also impressive, peaking at 86.9 percent in 1988-89. However, the trend in passenger-miles per train mile (PM/TM), a measure of the average number of passengers on a train over its entire route, has not been as

consistent. In other words, train service has increased without the same level of ridership increase, making average expenses per passenger higher. PM/TM was at its highest level in 1988-89 and has fluctuated since then.

The San Joaquins' financial performance has been impacted by a number of intertwined factors. First, the introduction of the third train in December 1989 increased expenses by about 70 percent, but ridership only increased initially by about 25 percent. Farebox return dropped from its peak of 86.9 percent in 1988-89 to 68.8 percent in 1990-91 (the first full year of third train service). Next, the fourth train was added in October 1992. Amtrak charged a higher cost basis on this train (long-term avoidable vs. short-term avoidable), so expenses increased 44 percent between 1991-92 and 1993-04 (the first full year of fourth train service), and ridership only increased by 16 percent. The drop in farebox return was not quite as large on the fourth train as on the third train: farebox dropped from 66.4 percent in 1991-92 to 52.1 percent in 1993-94.

Then in October 1996, the cost basis changed again to a full cost basis for all trains, with the result being that billed expenses increased dramatically. Between 1995-96 and 1996-97, billed expense increased by 36 percent even though service levels did not increase. (For further details, see Notes F2 and F3 in **Figure 2.2.**)

Since then the Department has been able to add two trains and maintain a fairly stable farebox return. On longer distance corridor routes, such as the San Joaquins, the addition of service usually results in a drop in farebox return. This is because expenses rise immediately, while it may take years for ridership to increase as a result of the additional service.

### **Future Performance**

Ridership was strong in FFY 2002-03 and farebox return was slightly above 2001-02. Beginning in FFY 2002-03 State operating costs have stabilized and the financial outlook for operations through the period under discussion (though 2007-08) is positive. Combined State operating costs for the San Joaquins and Pacific Surfliners are projected to remain steady for five years, from 2002-03 through 2006-07. State operating costs have never been constant for such a long period of time in the history of State-supported service. This situation is primarily the result of the change in cost basis in 2003-04, when Amtrak began charging the states on the basis of full recovery of direct costs. Under this cost basis, the State pays all direct costs, with Amtrak covering all fixed costs. Additionally, a steady ridership increase (not connected to service increase) will produce increasing revenues, with lesser increases in expense. The result is projected to be an increase in the farebox ratio, from 43.9 percent in 2003-04, up to 44.8 percent in 2007-08.

### **Basis for Performance Standards**

The 2002-03 and 2003-04 standards are consistent with the Amtrak operating contract for those years. The 2004-05 standards are consistent with the Governor's Proposed Budget, with State costs (for the San Joaquins and Pacific Surfliners combined) remaining at the same level as in 2002-03 2003-04. The 2005-06 through 2007-08 standards are based on projections developed for the *California State Rail Plan 2003-04 – 2013-14* in conjunction with Amtrak. Ridership projections are based on the results of the Rail Ridership/Revenue Forecasting Model used by the Department and Amtrak.

The section in **Figure 2.1** titled "Operating Results" includes the base data from which the performance standards were derived (revenues, expenses, State costs, etc.). This section facilitates the comparison of the standards to the actual data. The funds for Amtrak service in the State budget are used for an annual operating contract period that coincides with the FFY. Thus, all data is shown on the basis of the October – September FFY, instead of the July – June State FY.

### **Comparison of FFY 2002-2003 Performance Standards and FFY 2002-2003 Actual Results**

In FFY 2002-03 the actual ridership of 782,778 was above the standard of 768,300 by 14,478, or 1.9 percent. Additionally, 2002-03 ridership is the highest ever for the corridor, and seven percent above 2001-02 ridership of 734,236. Farebox return in 2002-03 was 41.7 percent, 0.3 percent below the standard of 42.0 percent. Overall, ridership and financial indicators were very solid for FFY 2002-03, particularly in light of the slow economy in that year.

On-time performance in FFY 2002-03 was 62 percent, 19 percent below the standard of 81 percent. Reduced OTP is the result of a number of factors. First, BNSF took track and sidings out of service in anticipation of reduced freight traffic. However, traffic did not decrease as projected, causing track congestion and decreasing OTP. Also deferred track maintenance and dispatching issues on the BNSF and Union Pacific negatively impacted OTP.

The Department expects increased OTP in FFY 2003-04. First, the BNSF has returned track and sidings back to service. Additionally, for the first time ever the BNSF did not receive their OTP incentive payments from Amtrak, accounting for a significant revenue loss to BNSF. As a result BNSF is now working aggressively to increase OPT.

### **FFY 2003-04 Performance Standards**

The 2003-04 performance standards show a 2.7 percent ridership increase, a 4.2 percent revenue increase and a 0.9 percent expense decrease from actual results in the prior year. Farebox return is projected to increase to 43.9 percent. Overall, the standards show a steady growth, realistic for the state of the economy.

**FFY 2004-05 Performance Standards**

The Performance Standards for this year are consistent with the proposed Governor's Budget. The standards assume the same train frequency level and the same total State/Amtrak contract amount for intercity rail services as in 2003-04. In 2004-05 the ridership standard is a 2.3 percent increase, revenue a 3.3 percent increase, and expense a 1.9 percent increase from the prior year standards.

**FFY 2005-06 – 2007-08 Performance Standards**

The Performance Standards for these three years are based on projections for the *California State Rail Plan 2003-04 – 2013-14* developed in conjunction with Amtrak and assume no new services in these years. In all years, the ridership standard is a 2.3 percent increase, revenue a 3.3 percent increase, and expense a 3.0 to 3.2 percent increase from the prior year standards.

Figure 2.1- San Joaquin Route Performance Standards

SAN JOAQUIN ROUTE PERFORMANCE STANDARDS										
	FFY 2002-03			FFY 2003-04	FFY 2004-05	FFY 2005-06	FFY 2006-07	FFY 2007-08		
	ACTUAL	STANDARD*	VARIANCE ACTUAL TO STANDARD	PERCENT CHANGE	CURRENT YEAR STANDARD <sup>Δ</sup>	BUDGET STANDARD <sup>Δ</sup>	PROJECTED STANDARD <sup>Δ</sup>	PROJECTED STANDARD <sup>Δ</sup>	PROJECTED STANDARD <sup>Δ</sup>	PROJECTED STANDARD <sup>Δ</sup>
	6	6			6	6	6	6	6	6
<b>USAGE</b>										
NUMBER OF DAILY ROUND TRIPS										
<b>Route Ridership</b>	782,778	768,300	14,478	1.9%	804,100	822,600	841,500	860,900	880,700	
Average Daily Ridership	2,145	2,105	40	1.9%	2,203	2,254	2,305	2,359	2,406	
Percent Change in Route Ridership	--	4.6%	--	--	2.7%	2.3%	2.3%	2.3%	2.3%	
Percent Change in Train Passenger Miles	--	3.7%	--	--	2.6%	2.3%	2.3%	2.3%	2.3%	
Percent Change in Train Miles	--	8.0%	--	--	0.3%	0.0%	0.0%	0.0%	0.0%	
Passenger Miles per Train Mile (PM/TM)	91.5	89.1	2.4	2.7%	93.6	95.7	97.9	100.2	102.5	
<b>COST EFFICIENCY</b>										
<b>Farebox Ratio (Train and Bus Service)</b>	41.7%	42.0%	-0.3%	--	43.9%	44.5%	44.6%	44.7%	44.8%	
Percent Change in Total Revenue	--	4.0%	--	--	4.2%	3.3%	3.3%	3.3%	3.3%	
Percent Change in Total Expenses	--	1.6%	--	--	-0.9%	1.9%	3.0%	3.0%	3.2%	
Train Revenue per Train Mile	\$ 11.43	\$ 11.01	\$ 0.43	3.9%	\$ 11.77	\$ 12.16	\$ 12.56	\$ 12.97	\$ 13.40	
Train Revenue per Passenger Mile (Yield)	\$ 0.12	\$ 0.12	\$ 0.00	1.2%	\$ 0.13	\$ 0.13	\$ 0.13	\$ 0.13	\$ 0.13	
Train Expenses per Train Mile	\$ 29.99	\$ 28.67	\$ 1.32	4.6%	\$ 29.48	\$ 29.93	\$ 30.84	\$ 31.76	\$ 32.72	
Train Only State Cost per Train Mile	\$ 18.22	\$ 17.67	\$ 0.55	3.1%	\$ 17.71	\$ 17.77	\$ 18.27	\$ 18.79	\$ 19.32	
Train Only State Cost Per Passenger Mile	\$ 0.20	\$ 0.20	\$ 0.00	0.4%	\$ 0.19	\$ 0.19	\$ 0.19	\$ 0.19	\$ 0.19	
<b>SERVICE QUALITY</b>										
On Time Performance	62%	81%	-19%	--	83%	84%	85%	85%	85%	
Percent of California Equipment Available	91%	90%	1%	--	90%	90%	90%	90%	90%	
<b>OPERATING RESULTS</b>										
<b>TRAIN AND BUS</b>										
Total Revenue	\$ 21,052,632	\$ 20,500,600	\$ 552,032	2.7%	\$ 21,929,500	\$ 22,653,200	\$ 23,400,700	\$ 24,172,900	\$ 24,970,600	
Total Expenses**	\$ 50,430,404	\$ 48,803,200	\$ 1,627,204	3.3%	\$ 49,989,500	\$ 50,930,800	\$ 52,463,000	\$ 54,040,600	\$ 55,781,200	
<b>Total State Operating Cost*</b>	<b>\$ 28,928,180</b>	<b>\$ 28,602,600</b>	<b>\$ 325,580</b>	<b>1.1%</b>	<b>\$ 28,385,000</b>	<b>\$ 28,602,600</b>	<b>\$ 29,387,300</b>	<b>\$ 30,192,700</b>	<b>\$ 31,135,600</b>	
<b>TRAIN ONLY</b>										
Train Only Revenue	\$ 15,222,122	\$ 14,704,400	\$ 517,722	3.5%	\$ 15,724,400	\$ 16,243,300	\$ 16,779,300	\$ 17,333,000	\$ 17,905,000	
Train Only Expenses**	\$ 39,929,121	\$ 38,303,200	\$ 1,625,921	4.2%	\$ 39,387,800	\$ 39,988,700	\$ 41,192,600	\$ 42,432,100	\$ 43,708,400	
Train Only State Operating Cost	\$ 24,257,407	\$ 23,598,800	\$ 658,607	2.8%	\$ 23,663,400	\$ 23,745,400	\$ 24,413,300	\$ 25,099,100	\$ 25,803,400	
Passenger Miles	121,869,234	119,091,000	2,778,234	2.3%	125,022,000	127,898,000	130,840,000	133,849,000	136,928,000	
Train Miles	1,331,520	1,335,900	(4,380)	-0.3%	1,335,900	1,335,900	1,335,900	1,335,900	1,335,900	

# - T&B includes train and bus results. All other elements are train only.  
 \* - Includes payments to Amtrak for minor capital projects not included in any other line item.  
 \*\* - Total expenses equals all train (and bus) expenses net of Amtrak's portion of costs.  
 Δ - Percent changes refer to the difference between the FFY 2003-04 Standard and the FFY 2002-03 Actual.  
 • - FFY 2002-03 standard based on 2002-03 Amtrak contract.  
 ◊ - FFY 2004-05 based on proposed Governor's Budget.  
 \$ - FFY 2005-06 - 2007-08 projected standards based on Amtrak projections.  
 NOTE 1 - Performance measures not calculated where no standard was developed.  
 NOTE 2 - Percents of change not shown when measure itself is a percent.

Figure 2.2 - San Joaquin Route Annual Operating Performance

SAN JOAQUIN Route Annual Operating Performance - State Fiscal Years										
State Fiscal Year	Notes	Ridership Data		Financial Data for Operations						
		Ridership	PM/TM (F1)	Revenue	Expense (F2)	Loss	State Cost (F3)	Amtrak Cost (F4)	Train Loss per PM (F5)	Farebox Ratio (F6)
1973-74	(S1)	38,770	83.6							
1974-75		66,990	44.2							
1975-76		66,530	43.8							
1976-77		87,642	56.0							
1977-78		80,611	52.7							
1978-79		87,645	60.2							
1979-80	(S2)	123,275	63.6	\$ 1,174,065	\$ 3,975,185	\$ 2,801,120	\$ 518,206		18.4¢	29.5%
1980-81		159,498	55.3	\$ 2,224,137	\$ 6,940,934	\$ 4,716,797	\$ 1,360,391		18.4¢	32.0%
1981-82		189,479	65.3	\$ 3,115,710	\$ 7,774,029	\$ 4,658,319	\$ 2,228,585		14.0¢	40.1%
1982-83		186,121	62.9	\$ 3,342,137	\$ 7,991,697	\$ 4,649,560	\$ 2,490,275		14.6¢	41.8%
1983-84		248,275	85.3	\$ 4,730,431	\$ 8,094,789	\$ 3,364,358	\$ 2,518,066		7.3¢	58.4%
1984-85		269,837	94.6	\$ 5,210,951	\$ 8,641,293	\$ 3,430,342	\$ 2,802,955		7.7¢	60.3%
1985-86		280,798	101.1	\$ 5,425,329	\$ 8,610,554	\$ 3,185,225	\$ 2,658,895		6.8¢	63.0%
1986-87		304,668	106.1	\$ 6,084,677	\$ 9,179,133	\$ 3,094,456	\$ 2,929,148		5.1¢	66.3%
1987-88		340,573	121.1	\$ 7,457,686	\$ 9,633,659	\$ 2,175,973	\$ 2,605,572		2.2¢	77.4%
1988-89		370,190	133.7	\$ 9,527,268	\$ 10,968,216	\$ 1,440,948	\$ 1,887,450		1.3¢	86.9%
1989-90	(S3)	418,768	116.9	\$ 11,845,743	\$ 15,286,520	\$ 3,440,777	\$ 3,544,332		3.2¢	77.5%
1990-91		463,906	104.1	\$ 12,691,986	\$ 18,456,785	\$ 5,764,799	\$ 5,803,565		4.9¢	68.8%
1991-92		483,593	104.3	\$ 12,369,805	\$ 18,633,777	\$ 6,263,972	\$ 6,472,598		4.3¢	66.4%
1992-93	(S4)	516,113	109.6	\$ 12,628,496	\$ 22,227,149	\$ 9,598,653	\$ 10,789,651		6.5¢	56.8%
1993-94		558,569	94.6	\$ 13,894,624	\$ 26,678,861	\$ 12,784,237	\$ 12,335,021	\$ 3,937,150	8.3¢	52.1%
1994-95		524,680	88.8	\$ 12,244,668	\$ 25,077,153	\$ 12,832,485	\$ 12,668,018	\$ 3,705,069	9.7¢	48.8%
1995-96		526,088	86.6	\$ 12,477,497	\$ 25,386,099	\$ 12,908,602	\$ 14,483,048	\$ 1,360,327	11.8¢	49.2%
1996-97		652,544	106.1	\$ 13,817,681	\$ 34,528,165	\$ 20,710,484	\$ 16,265,387	\$ 5,672,236	18.6¢	40.0%
1997-98		702,178	118.0	\$ 15,230,966	\$ 36,517,290	\$ 21,286,324	\$ 17,190,515	\$ 4,493,597	17.7¢	41.7%
1998-99	(S5)	680,687	102.8	\$ 16,496,457	\$ 37,269,835	\$ 20,773,378	\$ 19,938,254	\$ 1,712,168	17.6¢	44.3%
1999-00		671,295	92.7	\$ 18,061,512	\$ 41,791,782	\$ 23,730,270	\$ 24,232,326	\$ 652,236	19.0¢	43.2%
2000-01		710,833	97.9	\$ 19,667,681	\$ 43,404,325	\$ 23,736,644	\$ 24,350,127	\$ 540,809	18.2¢	45.3%
2001-02	(S6)	733,152	96.9	\$ 20,114,693	\$ 46,503,548	\$ 26,388,855	\$ 26,281,035	\$ 396,392	20.0¢	43.3%
2002-03		769,708	89.9	\$ 20,318,564	\$ 50,552,529	\$ 30,233,965	\$ 29,729,650	\$ 504,315	21.7¢	40.2%
<b>TOTAL</b>		<b>11,313,016</b>		<b>\$ 260,152,764</b>	<b>\$ 524,123,307</b>	<b>\$ 263,970,543</b>	<b>\$ 246,083,070</b>			

(S1) Service started 3/6/74 with one round-trip between Oakland and Bakersfield. Data is for four months only.

(S2) State support started 10/1/79. Data is for nine months, during which time ridership totaled 93,206. Second round trip added 2/3/80 between Oakland and Bakersfield.

(S3) Third round trip added 12/17/89 between Oakland and Bakersfield.

(S4) Fourth round trip added 10/25/92 between Oakland and Bakersfield.

(S5) Fifth round-trip added 2/21/99 between Sacramento and Bakersfield.

(S6) Sixth round-trip added 3/18/02 between Sacramento and Bakersfield.

(F1) Passenger-miles per train mile (PM/TM), a measure of the average load on a train over its entire route.

(F2) Prior to October 1983, all trains billed on solely related cost basis. From October 1983 through September 1995, all trains billed on short term avoidable cost basis, except fourth round trip billed at long term avoidable cost basis. Effective October 1995, all trains billed on long term avoidable cost basis. Effective October 1996, all trains billed on Full Cost (Train, Route and System) Basis. Includes cost of connecting buses. Depreciation and interest (equipment capital cost) included in operating cost under solely-related cost basis but excluded and charged separately under short-term, long-term avoidable and full cost bases.

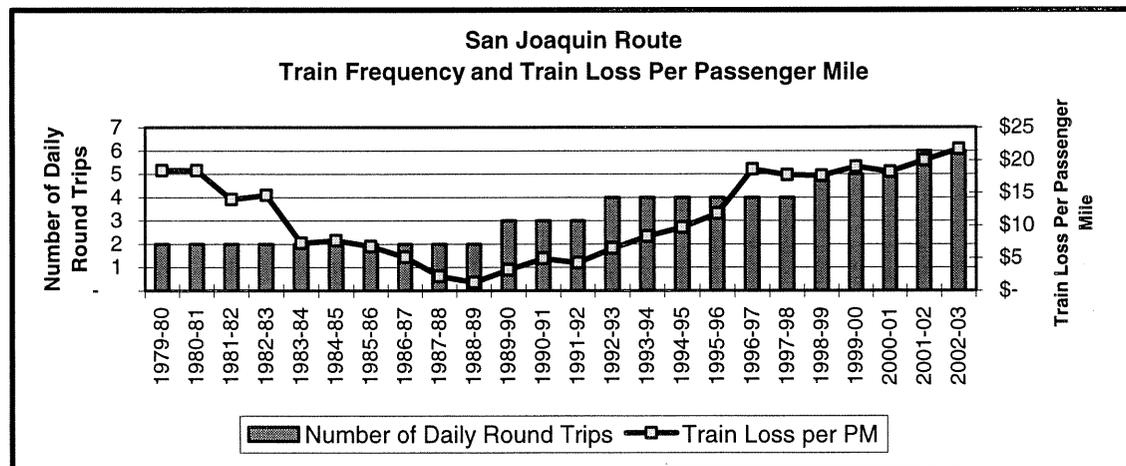
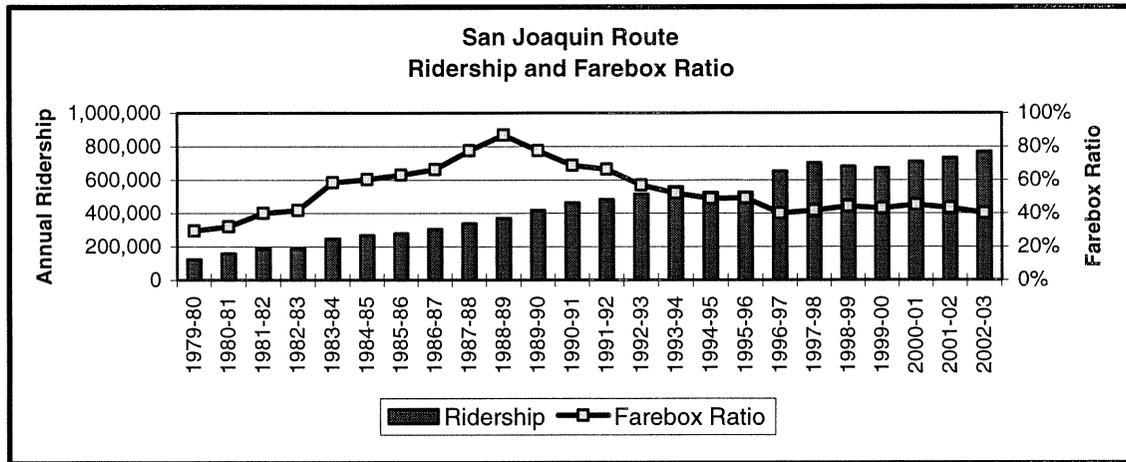
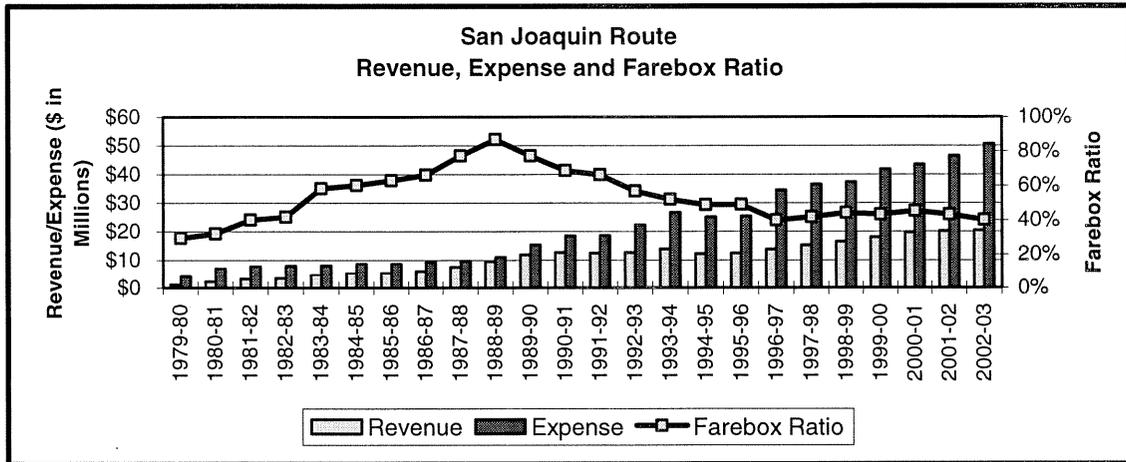
(F3) From October 1979 through September 1983, State cost increased in stages from 18.5 to 48.5 percent of operating loss (including equipment costs). Between October 1983 and September 1995, State cost was 65 percent of train operating loss for first three round trips, plus 50 percent of depreciation and interest (equipment capital cost). For the fourth round trip, State cost was 70 percent of train operating loss plus equipment capital cost. Between October 1995 and September 1996, State cost was 100 percent of train operating loss and 60 percent of equipment capital cost. Between October 1996 and September 1997, State cost was 65 percent of train operating loss. Effective October 1997, State is billed contractually specified percentages of most individual cost elements, plus a fixed amount for certain other cost elements. Also includes State payment of costs of special agreements with Amtrak for use of equipment, and State payment of entire net cost of all connecting bus routes.

(F4) Beginning in State Fiscal Year 1993-94, Amtrak cost is based on billings submitted and reflects cost bases and Amtrak shares as stated in notes (F2) and (F3) above, but does not include the unbilled Amtrak share of fixed cost elements. Prior to FY 1993-94, data to calculate Amtrak cost is not available. Does not represent the difference between Loss and State Cost, as the latter includes bus expenses and equipment capital costs not included in Amtrak costs.

(F5) Train loss (deficit) per train passenger-mile. Connecting buses not included in loss per passenger mile data.

(F6) Farebox Ratio, the ratio of Revenue to Expense.

Figure 2.3 – San Joaquin Route Financial Trends – SFY 1979-80 through 2002-03





## CHAPTER III OPERATING PLAN

### SERVICE LEVELS

The sixth San Joaquin train started operation from Sacramento-Stockton-Bakersfield on March 18, 2002. Now two trains operate from Bakersfield to Sacramento and four trains operate from Bakersfield to Oakland. The Sacramento trains operate on the newly upgraded ex-SP line (now owned by UP) and include a new stop at Lodi where the city has refurbished the former SP station into a transportation center. The use of the new line has reduced total running time from Sacramento to Stockton by an average of 17 minutes.

The first San Joaquin round-trip from Bakersfield to Sacramento was inaugurated in February 1999. This train provided direct rail service between Sacramento and the San Joaquin Valley for the first time since 1971. Although all San Joaquin trains to and from Oakland have offered dedicated Sacramento bus connections since 1980, restoring direct train service to Sacramento had been a high priority for the San Joaquin Route for many years. (The four round-trips between Oakland and Bakersfield continue to offer bus connections to Sacramento.)

The current schedule for the two Sacramento-Bakersfield trains is an early morning departure in both directions, with a late afternoon/evening return, also in both directions. This makes day trips in either direction possible, and is attractive for business and leisure travelers in the Valley.

The current San Joaquin Route schedule for six round-trips is shown in **Figure 1.2**. With the addition of a second Bakersfield-Sacramento round-trip in March 2002, the Route provides many travel options to both the Bay Area and Sacramento. The Department does not project market demand in the near future for additional round-trips.

### MARKETING

#### Marketing Funding

The Division's budget includes \$5 million in State FY 2003-04 for intercity rail marketing. The Governor's Proposed 2004-05 Budget also includes \$5 million for marketing. This amount, unchanged in nine years, is divided among the three intercity rail corridors – the Pacific Surfliners, San Joaquins, and Capitols. (The Capitol Corridor Joint Powers Authority [CCJPA] administers Capitol Corridor marketing funds.) In 2003-04, \$3.8 million in State funds is budgeted for marketing expenditures on the Pacific

Surfliner and San Joaquin Corridors. Typically, media advertising receives just under \$3.0 million of these funds, and the remainder is divided between rail safety,

passenger information, and market research. The remaining \$1.2 million in marketing funds goes to the Capital Corridor.

Amtrak supplements the Department's annual budget with an additional contribution for media advertising, which in 2002-03 was \$1.2 million. Amtrak contributed \$200,000 of this to the San Joaquins. (Amtrak plans similar expenditures in 2003-04 and 2004-05.) Thus, the total annual marketing budget for the three corridors in 2003-04 is \$6.2 million. A similar amount is planned to be spent in 2004-05.

### **Advertising and Public Relations**

The Department and Amtrak combine resources to create a single advertising program for California services. In 2003-04, the Department is in its second year of a two-year contract with Glass-McClure Advertising of Sacramento for \$4.7 million over two years. In 2004-05 the Department will renew the marketing contract using a competitive bid process.

The Department and Amtrak direct Glass-McClure in the development of the joint marketing program. Contract services include strategic planning, media planning, production and creative services, and media buys. The contract also includes public relations services, promotions and partnership development services. The Department also spends about \$600,000 annually in non-contract advertising activities, such as special advertising in bus markets.

The 2003-04 advertising plan used themes related to seasonal activity. A fall campaign was directed at the senior market and the general/families market using a combination of radio and print ads. The campaign introduced the "Travel Made Simple" concept and promoted everyday low fares in place of specific discounts. A special winter promotion in January and February touted a 30 percent fare reduction in the period immediately following a track rehabilitation project that shut down the route between Fresno and Bakersfield for two weeks in mid-January. A winter promotion in February and March 2004 will return to the highly successful "lowest everyday fares" theme using print, English and Spanish radio, and online advertising to reach seniors, general and Hispanic market segments. Spring and summer promotions will focus on family travel using English and Spanish radio, outdoor billboards, and online ads to reach the traveling audience. Outdoor advertising will continue into the summer with a "Kids Ride Half Price" message as part of a "Vacations Made Simple" advertising theme that encourages families to ride Amtrak California to favorite destinations.

Specific advertising initiatives for 2004-05 have not yet been formulated, pending the award of another two-year advertising contract. However, the Department anticipates conducting a fall promotion in 2004 in the major Valley markets to target both the mature market and general markets, including families. Newspaper and radio works well for both markets. A winter promotion is planned for the period after mid-January, again targeting the mature market and the general/family markets. Media support would include radio, newspaper, traffic sponsorships, and

Spanish language radio. Spring 2005 offers opportunities to speak to the general market and families, with a reminder that kids ride for half price. Outdoor advertising supports radio spots, traffic sponsorships, Spanish language radio, and on-line e-mail messaging.

The Department has also been pursuing partnerships in advertising. In 2002-03, the Department and the Department of Tourism entered into an advertising partnership to encourage the State's residents to "Rediscover California" aboard one of its trains. The Department of Tourism produced a multi-week T.V. travel series under the auspices of Sunset Magazine, and California Amtrak services were advertised in the production. The partnership provided heavily increased T.V. advertising exposure at about the same expenditure as each department previously contemplated. In 2003-04 the partnership again is resulting in greatly enhanced T.V. advertising exposure this time including a major Spanish language component. In 2004-05, the Department may have the opportunity to launch a television campaign as part of the "Rediscover California" program during the spring and summer periods. This campaign would complement summer advertising targeted at families such as "Kids Ride Half Price," supported by radio and outdoor billboards in major Valley markets.

Partnerships of this kind make advertising dollars more productive than they might be otherwise. When different organizations have a common goal and message, their combined resources can be used more effectively to transmit the joint message. In addition to the tourism partnership, the Department continues to partner with the San Joaquin Valley Air District. Also, national Amtrak campaigns will be used to augment or complement the advertising efforts in California markets. The Department continues to explore additional opportunities for partnerships, including partnerships with cities, public agencies, private businesses and others.

The public relations plan works in conjunction with the advertising plan to improve ridership and revenue by offering promotional programs and special events, such as press conferences, station grand opening events, and service inauguration celebrations. This program is far more personal and hands-on than the advertising program, but is designed to work in conjunction with and support advertising efforts. The public relations program includes media relations; production of brochures and informational materials including the quarterly newsletter, "Making Tracks"; and design and development of displays for use at fairs, special events, and exhibits.

Public relations plans for 2004-05 will include a major station dedication event at Fresno to celebrate the reopening of the historic downtown Santa Fe Station. "Making Tracks," having received a new look in 2003-2004, will continue to be printed at least three times each year and will be used to support offers in the market, highlight destinations, and promote special events accessible to train travelers.

### **Passenger Information**

The Department produces informational materials designed to inform customers about routes, schedules, fares, connecting buses, and other Amtrak services. Passenger information devices include printed materials, signage, an Internet website, and telephone information. These materials are updated annually or as needed.

Passenger Information displays at Amtrak stations have been redesigned to be more user friendly, including a new format for the schedules. Local area maps showing hotels, restaurants, rental car agencies and other services near the station, along with phone numbers, are now on display at staffed stations, and will added at unstaffed stations in 2004. Work was begun in July 2003 on a San Joaquin Destination Guide featuring detailed information about services available near Amtrak stations along the San Joaquin route. The guide, to be completed in the spring of 2004, will be distributed to stations, placed on trains and mailed to interested parties.

### **Community Outreach**

To promote San Joaquin ridership and explain rail programs and policies, the Department has an aggressive outreach program involving the communities served by the route. In order to make each community feel a part of the corridor, the Department, with assistance from the San Joaquin Valley Rail Committee, continues to:

- Conduct multi-media presentations to service clubs, chambers of commerce, schools and other interested groups to foster open communication between communities and the Department and stressing the value of partnership. The Department delivered the presentation to 51 service clubs and other interested groups in 2003-04, and plans to continue offering the presentation to groups in 2004-05.
- Suggest, develop, and implement partnerships with local agencies having a mutual interest in promoting train service. Previous year efforts in this area resulted in partnerships with the California State Railroad Museum, Six Flags Marine World, the Hanford Visitor Agency, and Colonel Allensworth State Historic Park. In 2003-04, similar partnerships were established with the Sacramento Convention and Visitors Bureau, the City of Martinez Chamber of Commerce, and the Golden State Museum. In 2004-05, the Department plans to develop and implement partnerships with the Lodi Convention and Visitors Bureau, Castle Air Museum, and the City of Stockton Chamber of Commerce.
- Include station agents in outreach efforts to establish a local tie to communities. Previous year efforts resulted in several references by station agents to interested local groups for presentations.
- Sponsor local events at low or no-cost.

- Promote station pickup service by hotels and rental car companies.

The Department has also greatly expanded Amtrak's group travel program since the spring of 2000, when Caltrans and Amtrak staged a two-month experiment in which a five-dollar system-wide round-trip fare was charged for schools and other youth groups. As a result, more than 4,400 kids, teachers and group leaders used the promotion for field trips. The success of this effort led to a new full-year program later that fall with a zoned fare structure of \$5, \$10 and \$15 fares. Now in its fourth full season, the youth field trip group program ("Kids N' Trains") has become the second largest producer of group ridership and the largest producer of group revenue in the entire Amtrak system. Program boardings are rapidly approaching the 150,000 mark.

The Department continues to refine the program to make it more user-friendly and easier to assimilate into existing Amtrak reservation and operations systems. In 2003-04, program refinements included a streamlined reservation form and offering expanded destination information on the Department's website. The "Kids N' Trains" program was also promoted during 2003-04 at three statewide educator's conferences and conventions. Eleven school trips with more than 500 passengers resulted. The Department plans to return to these events and seek other similar venues in 2004-05. For 2004-05, a survey of program users will be conducted to identify any refinements to the Program, and an evaluation of the program's overall structure will be conducted. In addition, teacher and group leader workshops to promote youth group travel will be conducted in 2004-05.

In January, 2004, the Department began a new senior group travel program ("All Aboard Seniors!") patterned after the Kids N' Trains Program. Early indications show encouraging public response. Plans for 2004-05 include the development of a senior-specific multi-media outreach presentation to promote "All Aboard Seniors!" and senior travel on the San Joaquin in general. The program will be offered to senior groups and other similar venues, much the same as the general community outreach presentation.

### **Rail Safety**

The Division has a campaign to educate the public about the dangers of railroad tracks. The Department coordinates its rail safety activities with California Operation Lifesaver, the State affiliate of the national nonprofit organization whose major focus is encouraging safe behavior at railroad grade crossings, and discouraging, for safety reasons, trespassing on railroad property. The State organization is a coalition of railroads; federal, State, and local agencies; and private businesses and individuals concerned about promoting safety. The Department is a member of the California Operation Lifesaver Board of Directors. Each year, the Operation Lifesaver Campaign includes a combination of media advertising and public education events concentrated on certain geographically prioritized areas where accidents have happened.

## **Market Research**

The Department contracts with Amtrak for market research services. With the Department's participation, Amtrak contracts with various market research firms to measure customer attitudes, desires and preferences in order to match customer services to customer needs. In 2003-04, this will include on-board surveys, special purpose research and various efforts to measure the effectiveness of advertising, and promotions efforts. Similar activities are planned for 2004-05.

## **RAIL OPERATIONS**

### **Reservations and Fares**

As with coach reservations throughout the Amtrak network, a "yield-management" system is utilized on the San Joaquins. The system does not assign specific seats to individual passengers; rather, it establishes a fixed inventory of seats for each individual train and limits ticket sales on that train to the number of available seats, thus assuring each passenger a seat. Blocks of low fare seats can be reserved during low demand off-peak periods in order to encourage ridership, while higher fare tickets can be sold during peak periods in order to maximize fare revenue.

The system does not require reservations to be made in advance. As long as seats are available on an individual train, tickets may continue to be purchased right up to departure time as the reservation is made as part of the purchase transaction. The reservation system simply precludes purchasing a ticket once all the seats are sold. However, the price of the ticket may be higher at the time of departure than it would have been if purchased in advance.

The San Joaquins, like most Amtrak trains, use a one-way fare structure, with no discount given for a round-trip purchase. Under the yield management system, there are several fare levels. The number of seats at each level varies seasonally, according to anticipated demand. Fare levels can also vary on a train-by-train basis (for example, offering lower fares early Sunday morning than on Sunday afternoon, normally a busier time). City-by-city variations can also be train specific, to encourage increased travel on lightly patronized segments (which are not in the same place on every train). Finally, lower fares can be offered to passengers who purchase their tickets in advance.

No significant changes in the overall yield management fare structure for the San Joaquins are anticipated in 2004-05, though the availability of different fare levels at different times will continue to be adjusted with experience. Certain standard discounts, such as seniors, students, AAA members, etc., will continue to be given, regardless of fare level. In addition, several fare promotions are planned to target specific types of riders, route segments, and times of year. (See "Advertising " above.)

### **Food Service**

The "Eat Easy" meal service introduced in October 2002 continues to be available on all trains. The service provides a full meal on a tray. The passenger has the option of eating in the dining car or taking the meal back to their seat. Sales of these meals continue to improve as passengers become aware of their availability. To increase awareness, seat back menu cards were produced in 2003 to provide information on the food service in the dining car.

The Point-of-Sale (POS) system was fully implemented in 2003. Aside from a few equipment problems, the system provides ongoing accounting of sales and inventory. This information provides management with the tools to adjust inventory and food selections on a regular basis. Approximately every two months, menu items are added or deleted based on the POS system input.

Slated for 2004, on-board food tasting and surveys will be conducted to improve quality and allow items to be offered based on passenger input. Also, vendors will provide advertising materials for the trains to promote their food products served on the trains.

### **On-Time Performance**

On-time performance (OTP) for FFY 2000-01 was 67.2 percent and 78 percent in FFY 2001-02. Increased OTP was the result of extensive Department financed track work and subsequent negotiations between Amtrak and BNSF.

OTP for FFY 2002-03 fell to 61.8 percent. Reduced OTP is the result of a number of factors. First, BNSF's economic projections had anticipated the downturn in the economy would reduce freight traffic, and consequently took track and sidings out of service. However, freight traffic did not reduce as anticipated, causing track congestion and decreasing OTP. Also deferred track maintenance and dispatching issues on the BNSF and Union Pacific negatively impacted OTP.

The Department expects increased OTP in FFY 2003-04 and 2004-05. First, the BNSF has returned track and sidings back to service. Additionally, for the first time ever the BNSF did not receive their OTP incentive payments from Amtrak. This accounts for a significant loss in revenue to BNSF. As a result BNSF is now working aggressively to increase OPT.

## **AMTRAK BUS OPERATIONS**

In 2002-2003, over 60 percent of all San Joaquin passengers used at least one connecting bus at the beginning or the end of their trip, making this network an important element of San Joaquin service. Buses are used to reach markets not served by rail service. Government Code Section 14035.55 requires that Amtrak bus riders must use the train for part of their trip, thus Amtrak has specific ticketing policies to ensure bus access is not provided to non-train riders.

In FFY 2004-05, the basic structure of the San Joaquin bus network will be maintained. Under Government Code Section 14035.2, the Department is required

to do cost recovery analysis on bus routes, and restructure or discontinue routes if they do not meet standards. Cost recovery (or break-even) is determined by subtracting bus route operations costs from bus route revenue plus the train revenue contributed from bus route passengers. The Department continues to evaluate bus routes on this basis and restructure or eliminate routes as necessary. Also, certain stops may be added, relocated, or eliminated, and frequencies may be adjusted to reflect changing market conditions

The following principles are used to maximize the effectiveness of the feeder buses:

- Make the transfer between bus and train as seamless as possible. Amtrak buses are waiting for train passengers upon arrival at the connecting point, and deliver the passengers to their destinations on time.
- Take advantage of regularly scheduled stops at high traffic generators, such as Marine World, San Francisco's Pier 39 and Pacific Bell Park, the downtown baseball stadium for the San Francisco Giants.
- Continue stops at special events such as fairs and festivals. This not only generates revenue, but also increases public awareness of the service.

Eleven Amtrak Thruway bus routes connect with the San Joaquins. These Routes are described below.

**Bus Route 1** is the major trunk line connection between Bakersfield and Los Angeles and other Southern California destinations. There are three related services under the Route 1 designation as follows: Route 1A provides direct service between Bakersfield and Los Angeles Union Station, connecting with all six San Joaquin round-trips. One round-trip extends beyond Los Angeles to San Diego and intermediate points, and another to Fullerton and Santa Ana during late-night and early-morning hours when Pacific Surfliner trains are not operating. Route 1B also provides six round-trips between Bakersfield and Los Angeles, with an intermediate stop at Glendale and extended service to Long Beach and San Pedro. Route 1C offers four round-trips between Bakersfield and San Fernando Valley area stops, including Santa Clarita/Newhall, Burbank Airport, Van Nuys, Chatsworth, and Simi Valley.

**Bus Route 3** connects Stockton with Sacramento for the four San Joaquin round-trips that serve the Bay Area. Route 3 service extends beyond Sacramento to Davis, Chico, Redding, and other Sacramento Valley stops. All four Bay Area trains have connections between Stockton and Davis, while three trains also have connections to or from Redding. A Sacramento-Redding round-trip and a Sacramento-Davis round-trip connect with a Sacramento-Bakersfield round-trip. A similar connection operates between Suisun/Fairfield, Davis and Sacramento for the second Sacramento-Bakersfield round-trip. Route 3 also provides connections to or from Capitol Corridor trains at Sacramento.

**Bus Route 6** offers six round-trips between San Jose and Stockton, with four of these extending beyond San Jose to Santa Cruz. The sixth trip was added at the same time as the sixth train. This route also provides additional frequencies for Altamont Commuter Express (ACE) passengers through a ticket honoring agreement between Amtrak and ACE.

Beginning in April 2004, the San Jose-Santa Cruz portion of Route 6 (along with Capitol Corridor Route 22) will be combined with the Highway 17 Express service operated by Valley Transportation Authority (VTA) and Santa Cruz Metropolitan Transportation District (SCMTD). Caltrans and the Capitol Corridor JPA will provide funding to VTA and SCMTD for the operation of service on weekends and extension of service into downtown Santa Cruz. In exchange, Amtrak passengers will be able to use their Amtrak tickets on the Highway 17 Express. This change will avoid costly duplication of service, provide additional connections on weekdays, and eliminate the requirement that bus passengers must be using a train for part of their trip. This new service will be designated as Amtrak Thruway Route 35.

**Bus Route 7** consists of two basic services. The northern segment provides two daily round-trips between Martinez and the Redwood Empire, serving Ukiah, Willits, Eureka, Arcata, McKinleyville, and intermediate stops. The southern segment consists of five daily round-trips between Martinez and Santa Rosa, with additional service between Martinez and Marine World, Vallejo, and Napa. Some of these trips are scheduled to connect with Capitol Corridor trains instead of San Joaquins.

**Bus Route 9** connects Bakersfield with Las Vegas and intermediate points with two daily round-trips. **Route 12** provides service between Bakersfield and Lancaster/Palmdale/Victorville. Since both routes also service Tehachapi and Mojave, Routes 9 and 12 tend to complement each other. Route 12 was increased from one to two daily round trips in October, 2003. In addition to the regular Amtrak Route 9 service, one Greyhound schedule from Bakersfield to Las Vegas also stops at the Bakersfield Amtrak depot and accepts Amtrak tickets.

**Bus Route 10** provides four daily round-trips between Bakersfield and Santa Barbara via Oxnard and other intermediate points.

**Bus Route 15** connects San Joaquin train service at Merced with Yosemite National Park. This service, consisting of three round-trips, is operated on an interline basis with the carrier (Via Adventures), meaning that there is no Amtrak subsidy for the route, as it is entirely supported by ticket revenues.

**Bus Route 18A** offers two daily round-trips between Hanford and the Central Coast area, with stops in Paso Robles, Atascadero, San Luis Obispo, Grover Beach, Santa Maria, and intermediate points. This route is also operated on a mixed-mode basis with Orange Belt Stages. Orange Belt is permitted to carry its own passengers on the same bus on a space-available basis.

**Bus Route 18B** connects Hanford with Goshen Junction and Visalia with two daily round-trips. The route is operated on a mixed-mode basis by Orange Belt Stages.

**Bus Route 19** features four daily round-trips between Bakersfield and San Bernardino via La Crescenta, Pasadena, Claremont, Ontario, and Riverside. One round-trip extends beyond San Bernardino to the Coachella Valley with stops at Beaumont, Palm Springs, Palm Desert, and Indio. A second round-trip extends beyond San Bernardino to Moreno Valley, Perris, and Hemet.

**Bus Route 33** began in March 2002 operating as a mixed-mode route between Fresno and Porterville via Visalia. Unfortunately, ridership fell far short of expectations, and service was discontinued effective September 1, 2003.

**Bus Route 34** connects with the two trains serving Sacramento, offering Bay Area connections from Stockton to Oakland and San Francisco. Greyhound operates Route 34 on a mixed-mode basis. Greyhound, in December 2002, extended the route beyond Stockton to Modesto, Oakdale, and Sonora, using Federal 5311(f) Intercity Bus funding. The Sonora and Oakdale connection can be made with Amtrak at Modesto. This segment operates as an interline feeder, with no State funding.

In addition to the 11 bus routes described above, the Capitol Corridor feeders also provide connections with the San Joaquins at Sacramento and San Jose. Amtrak also provides bus connections between Emeryville and six stops in San Francisco. Route 99 not only connects with all San Joaquin trains that serve the Bay Area, but also with all Capitol Corridor trains, the Coast Starlight, and the California Zephyr.

In 2002-03, 486,312 passengers used San Joaquin connecting buses for part of their trip. This is a three percent decrease from 497,882 bus riders in 2001-02. The change in ridership is primarily the result of slight ridership decreases in a number of routes and a large increase in ridership on Route 34.

## **INTERCITY RAIL CONNECTIVITY WITH OTHER TRANSPORTATION SYSTEMS**

### **Connectivity With Commuter and Urban Transportation Services**

The San Joaquins connect with a number of commuter and urban rail services as is described below. Additionally, the Department in 2003-04 completed agreements with Alameda-Contra Costa Transit District, the Central Contra Costa Transit Authority, and Sacramento Regional Transit District to create free transfers from San Joaquin trains to local transit services. The transfer agreements compensate the operators for the cost of free transfers. A similar agreement is pending with Fresno Area Express. The Department will work in 2004-05 to develop additional agreements with transit operators in Valley cities, such as Stockton and

Bakersfield. These agreements further the goal of making intercity rail a seamless and coordinated transportation system for the passenger.

**Caltrain** - Connecting buses stop at the Caltrain stations in San Francisco, Santa Clara, San Jose, and Gilroy.

**Bay Area Rapid Transit District (BART)** - In Richmond, the Amtrak and BART stations are adjacent and designed for interconnectivity. Amtrak buses also stop at BART's Dublin/Pleasanton station. BART now provides direct service to the SFO Airport and a shuttle bus connects the Oakland Coliseum Station to the Oakland Airport.

**ACE** - Sacramento-Bakersfield trains stop at the ACE station in Stockton, and San Joaquin Route connecting buses stop at the ACE station in Livermore, and ACE shares the Amtrak stations at Fremont/Centerville, Great America and San Jose. An agreement between ACE and Amtrak permits ACE passengers to ride three Amtrak bus schedules on Route 6 between Stockton and San Jose.

**San Francisco Muni** – San Joaquin bus stops at Market and Fourth Streets and in the Financial District are adjacent to Muni Metro stations and stops on Muni's F-Market/Wharf historic trolley line. The F line also serves the Ferry Building and Pier 39 San Joaquin stops. Muni's Powell Street cable car terminal is across the street from the Market and Fourth Streets bus stop.

**Santa Clara County (VTA) Light Rail** – The VTA Light Rail line is currently being extended into the Amtrak/Caltrain/ACE station in San Jose with the opening scheduled for 2005. Limited connections are also available at the Great America San Joaquin stop.

**Sacramento Regional Transit** – Sacramento Light Rail extension into the Sacramento Amtrak station is planned for late 2005.

See also the **Appendix** for a description of local transit connections at San Joaquin stations. The State will continue to pursue and enhance coordination between intercity, commuter, and urban rail and other transportation services.

### **Connectivity with Other Amtrak Services**

The San Joaquin Route is an element of Amtrak's national intercity rail passenger network. Many passengers use the San Joaquins as part of a longer rail trip. Coordination of schedules with other services generates additional ridership and can improve overall efficiency. The following routes/trains provide significant connecting ridership to the San Joaquins:

**Pacific Surfliner Route** – This train provides service between San Luis Obispo-Los Angeles-San Diego. This route is the most important connection to the San Joaquins. Approximately 10 percent of all San Joaquin passengers connect to or from points on the Pacific Surfliner Route. Accordingly, close schedule connections at Los Angeles between the

San Joaquin feeder buses and Pacific Surfliner trains will continue to be provided whenever possible.

**Capitol Corridor** – This route provides service between San Jose-Oakland-Sacramento-Auburn. The Capitol Corridor service is now under the management of the CCJPA. Coordination of the San Joaquins with the Capitols is important because of a number of jointly used feeder bus routes, including Martinez-Santa Rosa-Eureka-McKinleyville, Sacramento-Redding, Sacramento-Reno/Nevada City, and Sacramento-Lake Tahoe. Where possible, San Joaquin schedules will continue to be coordinated with the Capitols to ensure the most efficient use of these feeder bus routes.

**Coast Starlight** – This train provides service between Los Angeles-Oakland-Sacramento-Portland-Seattle. This train provides important connections between the San Joaquin Valley and the Pacific Northwest, including Portland and Seattle. Historically, the official connection point has alternated between Martinez (which involves a direct train-to-train transfer) and Sacramento (which involves taking the bus between Stockton and Sacramento), depending on schedules. The two Sacramento-Bakersfield San Joaquin round-trips provide a direct train-to-train transfer at Sacramento.

**California Zephyr** – This train provides service between Emeryville-Reno-Denver-Chicago. This popular train provides connections between the San Joaquin Valley and Reno, as well as points east, including Salt Lake City, Denver, and Chicago. Connections can be made either through Martinez or Sacramento, depending on schedules.

**Southwest Chief and Sunset Limited/Texas Eagle** - These trains connect with the San Joaquin feeder buses at Los Angeles. They provide important connecting service to the Southwest, Midwest, Chicago, Texas, the Gulf Coast, and Florida. In addition, a number of passengers currently use the San Joaquin Route to make a connection between the southbound Coast Starlight and the eastbound Southwest Chief, since these trains do not make a connection in Los Angeles.

### **Connectivity with Streets and Highways**

In 2003-04, a survey of Amtrak pathfinder signs along the major highways in the Central Valley revealed signs to be absent in various areas. New signs were erected to direct highway travelers to Amtrak stations. Plans for 2004-05 include an inventory and replacement of Amtrak station pathfinder signs on city streets adjacent to the state highways.

## CHAPTER IV CAPITAL PLAN

### BACKGROUND

In FFY 2004-05, the Department will continue a capital improvement program designed to improve service and increase ridership on the San Joaquins. This chapter will focus on current capital projects. For the San Joaquin Route long-term capital program, see the *California State Rail Plan 2003-04 to 2013-14*.

Capital improvements for the San Joaquin Route will primarily focus on stations and track and signal infrastructure improvements. A new maintenance facility, under construction in Oakland will serve the San Joaquins, Capitol Corridor, and California Zephyr. Descriptions of all rail stations served by the San Joaquins are found in the **Appendix**.

**Figure 4.2** is a summary of all capital investments on the corridor since the Department began participation in funding and administering the route in 1980. The column in the Figure titled “Underway” is detailed in **Figure 4.3** and the column titled “Programmed” is detailed in **Figure 4.4**. Together, **Figures 4.2, 4.3** and **4.4** give a complete picture of the capital projects and improvements on the corridor. A total of over \$544 million has been spent, allocated or programmed on the route on stations, track and signal projects, and maintenance facilities since 1980. (Note that these figures include some projects that have no direct State financial involvement.)

**Figure 4.3** shows all projects that are currently underway. (Underway is defined as State funds having been allocated by the CTC and for other fund sources as funds being under contract.) **Figure 4.4** shows all projects that are programmed for funding – generally in the STIP. It is important to note that a single project will usually be funded from multiple funding sources and larger projects are often funded and completed in phases. Therefore, one project (particularly larger projects) could be listed on both **Figures 4.3** and **4.4** and also be included in the “Completed” column on **Figure 4.2**. As an example: the completed first phase of a project and fully expended funds (from one specific fund source) for the second phase of the project would be listed on **Figure 4.2**; allocated but unexpended funds from a second fund source for the second phase of the project would be listed on **Figure 4.3**; and programmed funds for the project would be listed on **Figure 4.4**. Thus, these figures show the completed, current and programmed activity for all projects, consistent with the 2002 STIP, as amended.

Since December 2002, allocations of Traffic Congestion Relief Program (TCRP) funds have been suspended. Currently the Governor’s Proposed 2004-05 Budget would repeal the TCRP and eliminate special statutory status for projects identified in the TCRP. Originally, a total of \$25 million in TCRP funds were specified for the San Joaquin Route, of which the Commission has allocated \$3 million.

The remaining \$22 million were reserved for Shirley-Hanford Double Track (\$15 million) and Stockton Escalon Double Track (\$7 million). The \$22 million in TCRP funds have been deleted from the San Joaquin's capital program as listed in **Figures 4.3** and **4.4**. Other fund sources will be sought for TCRP projects, including potential STIP funding.

The new 2004 STIP Fund Estimate was approved by the CTC in December 2003. Based on this Fund Estimate, a new 2004 STIP will be adopted in late 2004. As a result of a number of factors, including the State budget crisis, and projected reductions in federal transportation revenues, the 2004 Fund Estimate projects a decrease in available funding in the new STIP period. Therefore, most projects will have to be delayed to later years.

## **NEW STATIONS AND STATION IMPROVEMENTS**

Below are descriptions of station projects that were completed since 2000, and are underway or programmed. The stations are listed in geographical order from north to south. Only projects with a total cost of over \$2 million are described (although all projects are listed on **Figures 4.3** and **4.4**). See the "Capital Program" section above for further detail on the organization of **Figures 4.3** and **4.4**.

The State, in most cases, does not own stations. Most stations are owned by cities, Amtrak, railroads, or private development companies. However, the State funds and oversees many station improvement projects.

**Emeryville** – \$1.8 million in funds have been allocated to construct station track and platform improvements. Construction is planned for completion in 2004-05. Additionally \$8.8 million is programmed to construct a bus terminal with nine bus bays and construct a 337-space parking garage.

**Richmond** – \$680,000 in funds have been allocated to design a new 800 space parking garage. \$4.5 million in federal Housing and Urban Development (HUD) funds are programmed to construct the garage.

A related project is the design and construction of an upgraded station. \$4.9 million is programmed for this project, which will include a new station building, walkway, kiosk, waiting area and improved bus access. The new station, like the old one, will serve both BART and Amtrak. However, the multi-modal access will be much improved, including staffing at the station, better security, and passenger waiting area. The first phase of this project, a new center platform and center elevator was opened in July 2001. In a closely related project, the City of Richmond is constructing a hallmark transit village, adjacent to the station.

**Martinez** – A new station was completed in October 2001. The project included a new station building, platform, extensive track and signal work, and a new parking lot. Currently, \$2 million is programmed to acquire land for additional parking.

**Sacramento** – The Department, the City, and Amtrak have funded almost \$3 million in short-term improvements to the station. These improvements corrected major deficiencies to the existing historic station. Also, a study to

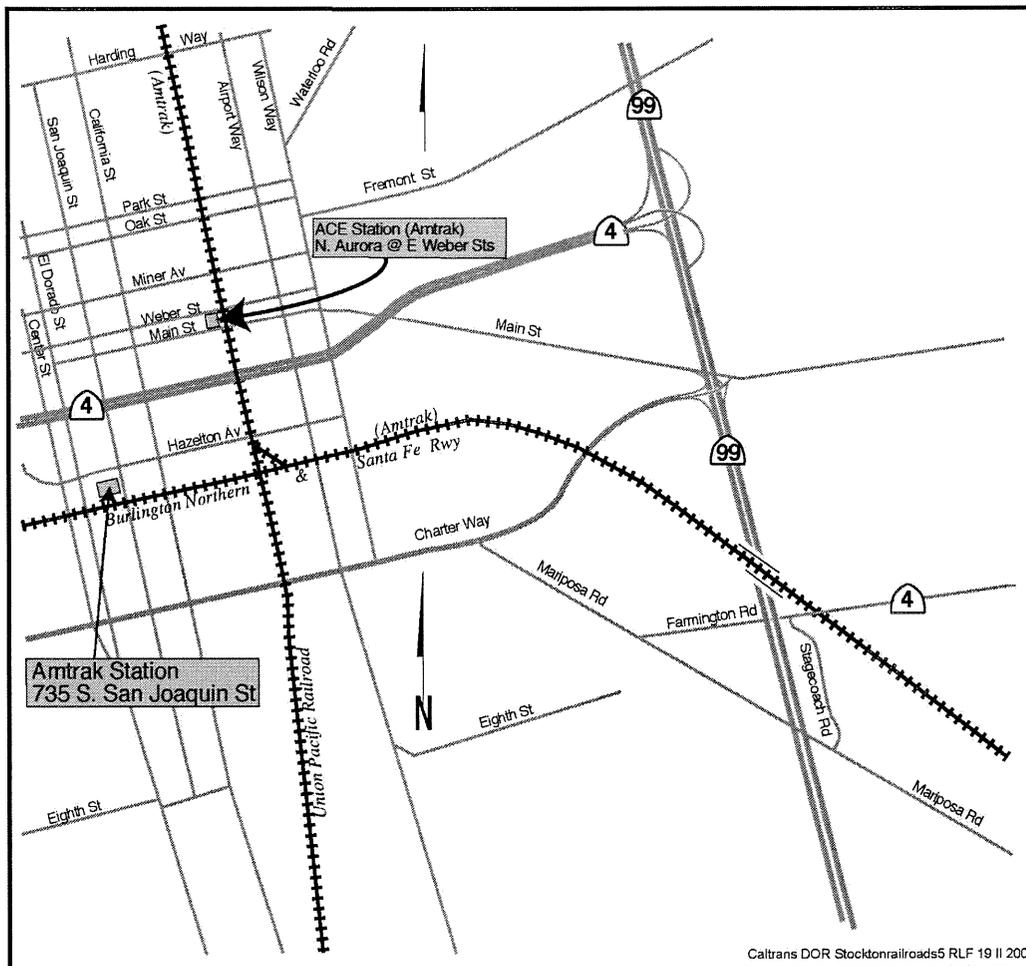
ascertain long-term development is pending. The Sacramento station is funded under the Capitol Corridor, so is not listed in **Figure 4.3** or **4.4**.

**Lodi** – In October 1999, the old station was rehabilitated at a cost of \$5.4 million. The station now serves the two San Joaquin trains that go to Sacramento, as well as the connecting buses that link Stockton and Sacramento. Also, a \$5.4 million parking structure project was completed in 2002.

**Stockton BNSF - New Station** – The existing Stockton Amtrak station is located in the former Santa Fe depot, west of the BNSF/UP crossing. It serves the four Bakersfield-Oakland trains but is not on the direct route of Bakersfield-Sacramento service. Another rail station in Stockton, the ACE station completed in the fall of 2003, serves the two Bakersfield-Sacramento trains at the site of the former SP depot, north of the BNSF/UP crossing, but is not on the direct route of Bakersfield-Oakland service.

**Figure 4.1** is a map showing the various rail lines and current station locations in the Stockton area.

**Figure 4.1 - Stockton Passenger Rail Lines and Existing Station Locations**



With the initiation of train service to Sacramento, it was decided that a new Stockton station location be chosen that would serve both Sacramento and Oakland bound trains. This location will be on the BNSF at a point east of the BNSF/UP crossing and will serve all San Joaquin trains. The Department is proceeding with the design, engineering, and purchase of right-of-way for this station and \$1.3 million has been allocated for this portion of the project. An additional \$6.1 million has been programmed to complete design and construct the station.

**Stockton SP ACE** – This new station was completed in the fall of 2003. \$4.4 million in improvements to the ACE station are programmed to accommodate San Joaquin service to Sacramento.

**Merced** – A new station costing \$1.8 million was completed in August 2000 at the site of the old station. The new station provides improved passenger amenities, parking, and access.

**Madera (Country Club Dr.)** – The current Madera Station will be relocated to County Club Drive, a site that is closer to the Madera population center and is safer for passengers than the existing station location in a warehouse area. The \$800,000 project will include purchase of right-of-way, construction of a two-lane access road, a new parking lot, platform, and shelter for the new station. The project is planned for completion in 2005-06.

**Fresno** – Work has begun on this project to rehabilitate the old depot building currently being used for BNSF offices, for the new Fresno station. The City has negotiated with BNSF for title to the property. A total of \$6.2 million has been allocated for this project, which includes renovation of the historic 1899 California mission-style depot, plazas, landscaping and new parking improvements. The project also includes a mixed-use component with 21,000 square feet to be rented for office, restaurant and other uses. The anticipated completion date is fall of 2004.

**Bakersfield** – A new \$13.7 million station, located on a six-acre site, opened in July 2000. The construction included two underpasses, the closing of several crossings, 12 bus bays with standby parking for 11 additional buses, 265 parking spaces, a double platform, layover facilities, three new station tracks, and a new two-story building. In addition, \$1.4 million in track improvements were completed to improve access to the station.

## **TRACK AND SIGNAL IMPROVEMENTS**

Below are descriptions of track and signal projects that have been completed since 2000, and are underway or programmed. Only projects with a total cost exceeding \$2 million are listed (although all projects are listed on **Figures 4.3** and **4.4**). The projects are listed geographically from north to south. See the “Capital Program” section above for further detail on the organization of **Figures 4.3** and **4.4**.

The State does not own any rail tracks on the San Joaquin corridor. Between Oakland-Jack London Square and Port Chicago, and Sacramento and Stockton, the track is owned by UP. Between Port Chicago and Bakersfield, the track is owned by BNSF. However, the State funds and oversees many track and signal projects.

**Martinez-Port Chicago Track and Signal Improvements** – This project was completed in mid-2002. From Martinez to Port Chicago, the Mococo Line Project provides approximately seven miles of new rail and Centralized Traffic Control (CTC) signals, and increased speed to 79 mph and reduced running time by six minutes. The cost of the project was about \$6.9 million.

**Phase I - Second Track Port Chicago to Oakley** – This project is Phase I of a double tracking project of 17.6 miles from Port Chicago to Oakley. Phase I will include engineering, design, and environmental work for double tracking of the entire 17.6 miles. The project also includes extension of CTC signals on the entire segment, straightening of a speed-restricted curve and extension of a siding. The CTC, curve-straightening and siding project will reduce delays and decrease running times. Work has begun on this \$33.9 million project. Of this amount, \$29.4 million was appropriated in the 2001 Budget Act from the PTA.

**BNSF Port Chicago-Stockton Track Improvements** – BNSF has reserved \$5.0 million to make improvements to track between Port Chicago and Stockton.

**BNSF Signal System Improvements** – \$7.1 million of BNSF funds is reserved to upgrade the BNSF wayside and signal system.

**Sacramento-Stockton Track and Signal Improvements on Former SP Line** – From Sacramento to Stockton, a \$40.1 million project on the former SP main line to install new track, new signals, and improved sidings throughout the 50 miles was completed in Spring 2002. This improvement allowed the two Sacramento trains to be rerouted to the former SP line (now owned by UP). The trains now serve the new Lodi station and running times were reduced by an average of 17 minutes.

**Orwood Drawbridge Upgrades and Stockton Speed Improvements** – This \$9.9 million project completed in mid-2002 converted sidings to two main tracks, raising speeds to 79 mph where possible. Also, the Orwood Bridge was upgraded for 60 mph speed.

**San Joaquin Route Double Tracking - Engineering** – Final engineering for several double track projects (Stockton to Escalon, Calwa to Bowles near Fresno, and Shirley to Guernsey near Hanford) was completed in mid-2001.

**Belmont and Fig Garden Sidings** - \$11.3 million is programmed to construct a new siding at Belmont and a siding extension at Fig Garden. This project will increase capacity.

**Calwa-Bowles Double Track and Signal Improvements** – \$26.7 million has been allocated to design and construct 8.5 miles of double track and related signal improvements. Construction started in March 2002 on the project with completion estimated in 2004-05. This project will improve speeds and on-time performance.

**Shirley–Hanford Double Track and Signal Improvements** – \$22.0 million has been allocated to construct double track and related signal improvements on 5.8 miles. This project will improve speeds and on-time performance. Construction started in August 2003 and completion scheduled in 2005-06.

**Second Main Track Shafter to Jastro** – \$4.3 million is allocated for engineering, design, environmental work and signal improvements for 12.5 miles of second main track between Shafter and Jastro.

**San Joaquin Corridor Capacity Improvements** - \$31.7 million is programmed for track and signal improvements between Bakersfield and Stockton.

## **OAKLAND MAINTENANCE FACILITY**

This project is to construct a 141,000 square-foot maintenance and inspection facility to accommodate the California Cars and locomotives used on the San Joaquins and Capitols and the equipment used on the California Zephyr. The current Oakland maintenance facility is inadequate for the cost-effective maintenance of the State-owned passenger equipment fleet. The new facility will be located at Third and Union Streets adjacent to the existing UP rail yard to the south and I-880 to the north. The project will consist of a yard and associated buildings that will support the storage, servicing, inspection, and normal maintenance functions for these services, including a train washer.

The total project estimate is about \$63.2 million; currently, \$37.3 million in State funds and \$25.9 million in Amtrak funds are committed. Construction on the project began in April 2003 and is scheduled for completion in September 2004.

## **EQUIPMENT**

The San Joaquin Route uses California Car equipment from the Northern California Equipment Pool. This equipment is shared between the San Joaquin and Capitol Corridor routes. The pool consists of 78 cars and 17 locomotives. Rolling stock consists of bi-level coach, baggage and food service cars.

The pool includes the original 66 California Cars purchased by the State with pioneering design that improves efficiency and passenger comfort. The Northern California Equipment Pool was expanded to include all of the original California Car fleet of 66 cars in Spring 2001. At that time, two sets of California Car equipment were transferred from Southern California to Northern California because the new Surfliner Cars delivered to Southern California freed up the additional California Cars for use in Northern California.

The Northern California Pool also includes 12 new cars, purchased by the Department as an option to Amtrak's Pacific Surfliner fleet order for Southern California. The 12 new cars were placed in service by early 2002. The State expended over \$50 million in funds from a variety of sources to buy additional cars for both the southern and northern California fleets. The 12 northern

California cars were specifically adapted to northern California standards. They include expanded baggage and bike storage, additional tables, power outlets at every seat, and wheelchair lifts. The cars include five cab-coach-baggage cars, five coaches, and two café cars. At the same time, the State also purchased six new General Motors F59PHI locomotives.

The 12 Pacific Surfliner cars are under a three-year warranty. During the warranty period, the Department conducts regular inspections, documents equipment failures, evaluates defects to determine fleet-wide impacts, and coordinates with Amtrak for repairs.

In 2003-04 the Department started the mid-life overhaul of the original California Cars. This work will continue in 2004-05 and will take up to three years to be completed. This work includes: overhaul of many mechanical components; heavy cleaning of vehicle interior including upholstery and carpets; rebuilding of toilet rooms; new side door and end door operating systems; as well as other additions and improvements to the cars. The Department oversees and inspects the contractor's overhaul work.

In early 2004, the Department completed the mid-life overhaul of the nine original F59PHI locomotives. This project improved both the reliability and appearance of the locomotives, with graphics that match the new F59PHIs. Additionally, the locomotives were upgraded to the same standard as the new locomotives. Also, the remote locomotive health monitoring system currently in place on the six new F59PHI locomotives was installed on the nine locomotives in 2003-04.

The Department is planning to replace the outdated and trouble-prone destination sign system on the California Car fleet with a new destination sign and automated passenger information system that incorporates up-to-date passenger information system technology, and that meets all current standards for audible and visual messaging, real-time service messages, automated train location and text uploading, diagnostics, and animated graphics. This system would be applied to all 78 railcars in the Northern California fleet. The Department plans to award the sign replacement contract in 2003-04 and complete the work in 2004-05.

Figure 4.2 - Summary of Capital Projects

<b>Intercity Rail Capital Projects Summary</b> <i>San Joaquin Route</i> (Dollars in thousands)				
Project Type	Completed (1979-Present)	Underway	Programmed	Total
<b>Stations</b>	\$101,680	\$10,256	\$32,270	\$144,206
<b>Track and Signal</b>	\$190,672	\$95,677	\$47,976	\$334,325
<b>Maintenance Facilities</b>	\$2,602	\$63,271	\$0	\$65,873
<b>Total</b>	<b>\$294,954</b>	<b>\$169,204</b>	<b>\$80,246</b>	<b>\$544,404</b>

Figure 4.3 – Detail of Capital Projects- Underway

<b>SAN JOAQUIN ROUTE</b> Intercity Rail Capital Projects (Dollars in thousands)			
Project Description	State Funds	Other Funds	Total
<b><u>PROJECTS UNDERWAY</u></b>			
<b><u>STATION PROJECTS</u></b>			
<b>Emeryville</b>			
Construct station track and platform improvements	\$1,750	\$0	\$1,750
<b>Richmond</b>			
Design 800 space parking garage	\$680	\$0	\$680
<b>Stockton-BNSF – New Station</b>			
Design and environmental documentation for new station, purchase ROW	\$1,330	\$0	\$1,330
<b>Fresno</b>			
Construct new station	\$5,126	\$1,039	\$6,165
<b>Multiple Stations</b>			
Station improvements including ADA Compliance	\$331	\$0	\$331
<b>TOTAL STATION PROJECTS</b>	<b>\$9,217</b>	<b>\$1,039</b>	<b>\$10,256</b>
<b><u>TRACK AND SIGNAL PROJECTS</u></b>			
<b>Oakland-Embarcadero Street 3<sup>rd</sup> Main Track</b>			
Develop conceptual plans for third track	\$25	\$5	\$30
<b>Phase I – Port Chicago to Oakley -Double Track</b>			
Environmental, engineering and design for 17.6 miles of double track; install CTC	\$33,900	\$0	\$33,900
<b>BNSF Signal System Improvements</b>			
Upgrade BNSF wayside signal system	\$0	\$7,118	\$7,118
<b>Stockton - Fresno County Grade Crossing Improvements</b>			
Upgrade crossing protection with lighting	\$0	\$250	\$250
<b>Fresno City College Fencing</b>			
Install fence along railroad right of way	\$0	\$250	\$250
<b>Calwa-Bowles Double Track and Signal Imps</b>			
Design and construct double track and related signal enhancements on 8.5 mile track segment	\$26,673	\$0	\$26,673

<b>SAN JOAQUIN ROUTE</b>			
Intercity Rail Capital Projects			
(Dollars in thousands)			
Project Description	State Funds	Other Funds	Total
<b><u>PROJECTS UNDERWAY (continued)</u></b>			
<b><u>TRACK AND SIGNAL PROJECTS (cont)</u></b>			
<b>Shirley-Hanford Double Track and Signal Imps.</b> Construct double track and related signal enhancements on 5.8 mile track segment	\$22,000	\$0	\$22,000
<b>Hanford-Guernsey Double Track and Signal Improvements</b> Design and engineer a 7.1 mile segment of double track and related signal enhancements	\$1,156	\$0	\$1,156
<b>Second Main Track Shafter to Jastro</b> Environmental, engineering and design for 12.5 miles of second main track and signaling	\$4,300	\$0	\$4,300
<b>TOTAL TRACK AND SIGNAL PROJECTS</b>	<b>\$88,054</b>	<b>\$7,623</b>	<b>\$95,677</b>
<b><u>MAINTENANCE AND LAYOVER FACILITIES</u></b>			
<b>Oakland Maintenance Facility</b> Construct 60,000 square foot maintenance facility for use by state-owned California Car and Locomotive fleet serving the Capitol Corridor and San Joaquin Route, and Amtrak California Zephyr	\$37,341	\$25,930	\$63,271
<b>TOTAL MAINTENANCE AND LAYOVER FACILITIES</b>	<b>\$37,341</b>	<b>\$25,930</b>	<b>\$63,271</b>
<b>TOTAL ALL PROJECTS UNDERWAY</b>	<b>\$134,612</b>	<b>\$34,592</b>	<b>\$169,204</b>

**Figure 4.4 – Detail of Capital Projects – Programmed**

<b>SAN JOAQUIN ROUTE</b>			
Intercity Rail Capital Projects (Dollars in thousands)			
Project Description	State Funds	Other Funds	Total
<b>PROJECTS PROGRAMMED</b>			
<b>STATION PROJECTS</b>			
<b>Emeryville</b>			
Design and construct bus terminal and parking structure	\$7,200	\$1,600	\$8,800
<b>Richmond</b>			
Complete design and construction of new station	\$4,100	\$750	\$4,850
Construct 800 space parking garage	\$0	\$4,500	\$4,500
<b>Martinez</b>			
Acquire land for additional parking	\$2,000	\$0	\$2,000
<b>Elk Grove Station</b>			
Construct 8" above top of rail platform with shelter and lighting for the new station	\$800	\$0	\$800
<b>Stockton-BNSF – New Station</b>			
Complete design and construct new station	\$6,120	\$0	\$6,120
<b>Stockton-ACE SP</b>			
Renovate former SP Depot for use by ACE and San Joaquin Route trains, including upgrading platforms and station track	\$4,400	\$0	\$4,400
<b>Madera (Country Club Dr.)</b>			
Construct a two-lane access road, parking lot, platform and shelter for a new station	\$800	\$0	\$800
<b>TOTAL STATION PROJECTS</b>	<b>\$25,420</b>	<b>\$6,850</b>	<b>\$32,270</b>
<b>TRACK AND SIGNAL PROJECTS</b>			
<b>BNSF - Port Chicago – Stockton Track Improvements</b>			
BNSF will install new wood crossties, clean and undercut ballast, surface track	\$0	\$5,000	\$5,000
<b>Belmont and Fig Garden Sidings</b>			
Construct new siding and siding extension	\$11,289	\$0	\$11,289
<b>San Joaquin Corridor Capacity Improvements</b>			
Track and signal improvements between Bakersfield and Stockton	\$31,687	\$0	\$31,687
<b>TOTAL TRACK AND SIGNAL PROJECTS</b>	<b>\$42,976</b>	<b>\$5,000</b>	<b>\$47,976</b>
<b>TOTAL ALL PROJECTS PROGRAMMED</b>	<b>\$68,396</b>	<b>\$11,850</b>	<b>\$80,246</b>

**AMERICANS WITH DISABILITIES ACT (ADA)**

The statewide ADA Project brought 48 intercity rail facilities along the San Joaquin, Pacific Surfliner, and Capitol Corridor routes into compliance with State and federal mandates. Federal law stipulates that Amtrak should comply with ADA regulations, nationally, by FFY 2010. However, the Department’s goal was to have all upgrades completed by FFY 2002. This goal was met for all stations on all three Routes.

A system-wide project that will also improve station accessibility is the installation of Passenger Information Systems at stations to provide real-time audio and visual information on train arrivals and departures. The system is now fully operational on the Capitol Corridor and will be operating on the San Joaquin Route by June 2004.

The type of ADA modifications that were generally made at stations included: replacing tactile edges; constructing concrete sidewalks; improving pedestrian access and drop off and loading zones; restriping parking lots; modifying ticket counters; replacing restroom fixtures, signs, telephones, water fountain, informational displays; and repairing door closure devices.

Improvements were made to the following stations: Antioch, Stockton Turlock/Denair, Merced, Madera, Fresno, Hanford, and Wasco.



## **CHAPTER V**

# **FFY 2004-05 ACTIONS**

During FFY 2004-05, the Department will take the following key actions to enhance the San Joaquin Route service in order to meet the performance measures established for the San Joaquins.

### **Operating Elements**

- Continue marketing and advertising based on seasonal themes.
- Continue the successful group travel program for school groups. This program was also expanded to seniors in 2004.
- Continue to expand the community outreach program that gives presentations to community groups about the Department's Rail Program.
- Expand partnerships with other organizations for joint advertising and promotions. Continue joint Department of Tourism "Rediscover California" TV marketing campaign.
- Improve on-time performance through careful monitoring of the operations of Burlington Northern Santa Fe and Union Pacific Railroads.
- Expand "Free Transfer" program with local transit operators to Valley cities such as Stockton, Fresno, and Bakersfield. Agreements were made in 2003-04 with AC Transit, Sacramento Regional Transit, and Central Contra Costa Transit.
- Continue evaluation of feeder bus services to assure continued cost-effective operations.
- In 2003-04 pathfinder signs were replaced on state highways. In 2004-05 replace pathfinder signs on city streets.

### **Capital Elements**

- Complete construction on the new Oakland Maintenance Facility by the end of 2004.
- Complete renovation of the historic Fresno station in fall 2004 and continue design of the new Stockton station.
- Continue construction on double tracking two major track segments (Calwa to Bowles, and Shirley to Hanford).
- Continue Phase I work on 17.6 miles of double track from Port Chicago to Oakley, including installation of CTC, curve straightening and siding construction.
- Continue environmental work, design and engineering for second main track from Shafter to Jastro.

- Continue mid-life overhaul of the original California Cars to be complete in 2005-06. Replace outdated destination sign system on California Car fleet with state-of-the-art automated sign system in 2004-05.

## Memorandum

To: CHAIR AND COMMISSIONERS

CTC Meeting: April 7-8, 2004

Reference No.: 5.1b  
Action Item

From: ROBERT L. GARCIA  
Chief Financial Officer

Prepared by: Warren Weber  
Division Chief  
Rail

Ref: **DRAFT FEDERAL FISCAL YEAR (FFY) 2004-05 BUSINESS PLAN FOR  
THE PACIFIC SURFLINER INTERCITY RAIL CORRIDOR**

The Department of Transportation (Department) prepares the Pacific Surfliner Business Plan (Plan) in accordance with the Supplemental Report of the 2002 Budget Act that directs the Department to prepare annually, for the Legislature and the Secretary for Business, Transportation and Housing, a business plan for each intercity rail route it administers. These plans present the Department's short-term operational and capital plans for each route administered by the State for the next contract year.

At the Commission's request, the Department is presenting this Draft Pacific Surfliner Business Plan to the Commission for review. This Plan reflects the Governor's Proposed Budget for FY 2004-05.

Key elements in the Draft FFY 2004-05 Pacific Surfliner Route (San Luis Obispo –Santa Barbara - Los Angeles – San Diego) Business Plan are summarized below:

Operating Improvements: A second round-trip to San Luis Obispo is proposed to start in FFY 2004-05, and will be promoted with public relations activities and advertising. Marketing and advertising will continue to be based on seasonal themes. The Department will continue to promote the successful Rail 2 Rail Program, which facilitates transfers between Metrolink and Amtrak. An Amtrak/Metrolink through-ticketing option will be provided in 2004, once new ticket vending machines are operational. In spring 2004, the Department will expand the Rail 2 Rail Program to the Coaster Service. The Department will expand partnerships with other organizations for joint advertising and promotions. Feeder bus performance will continued to be monitored.

Capital Improvements: The Department plans to: start construction in 2004 on the triple track project between Los Angeles and Fullerton (Bandini – D.T. Junction section) and the Lincoln Ave. double track project in Orange County; continue work on several track, signal and bridge projects in San Diego County; and complete in 2004 environmental clearance and engineering work on run-through tracks at Los Angeles Union Station. Construction will continue on the Camarillo station and the Santa Ana station pedestrian bridge. The Department is working with Amtrak and Metrolink to implement a new system of ticket vending machines by October 2004.

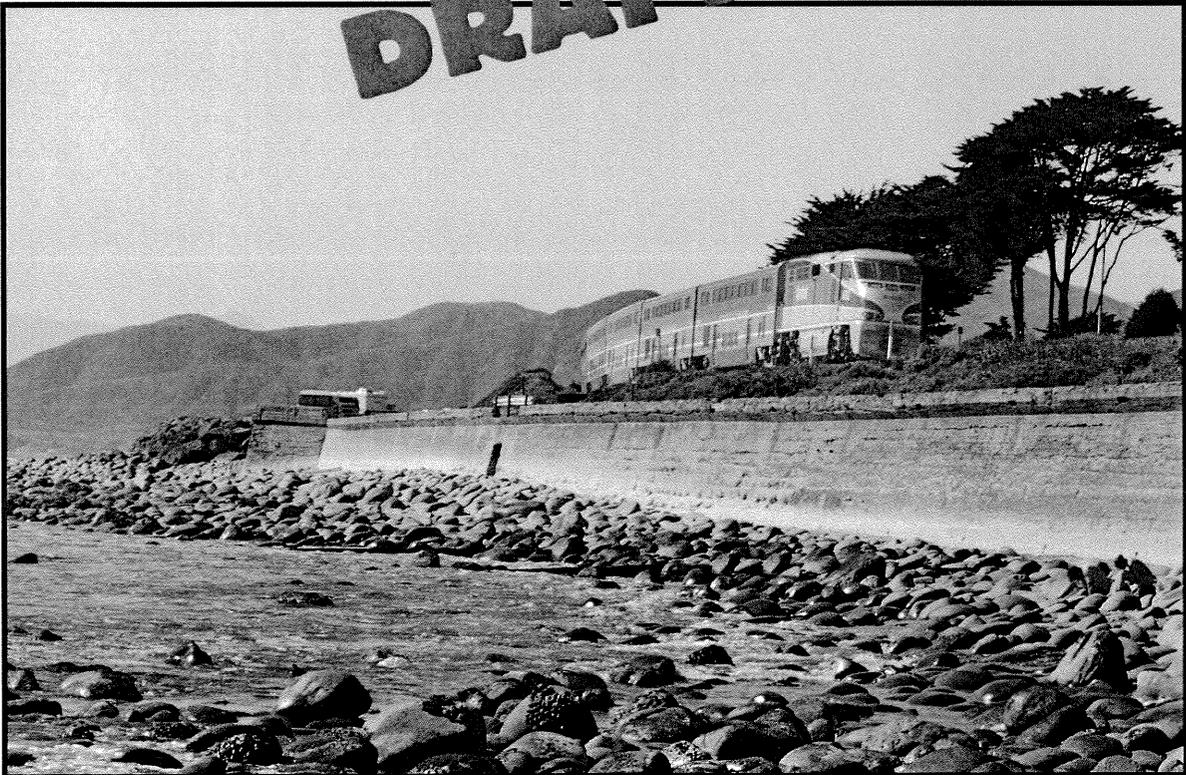
Performance Measures: FFY 2002-03 ridership of 2,179,427 was above the standard of 1,898,900 by 14.8 percent, and was the highest ever for the route. The farebox ratio was 52.2 percent, only 0.2 percent below the FFY 2001-02 farebox return of 52.4 percent. Ridership growth in FFY 2002-03 was unprecedented, in large part due to the Rail 2 Rail Program. Financial indicators were also solid.

In the current year, FFY 2003-04, a ridership increase of 5.9 percent to 2,308,728 is projected, with revenues projected to increase by 5.6 percent to \$24.3 million. In the Plan year, FFY 2004-05, ridership is projected to increase by 7.9 percent and revenues to increase by 14.0 percent. The projected growth in FFY 2004-05 reflects the proposed addition of a second San Luis Obispo train.

Attachment

# PACIFIC SURFLINER ROUTE FFY 2004–05 BUSINESS PLAN

**DRAFT**



## State of California Department of Transportation

April 2004



**ARNOLD SCHWARZENEGGER**, Governor

**SUNNE WRIGHT MCPEAK**, Secretary  
Business, Transportation and Housing Agency

**TONY HARRIS**, Acting Director  
Department of Transportation



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## EXECUTIVE SUMMARY

During Federal Fiscal Year (FFY) 2004-05, the California Department of Transportation (Department) will take the following actions to enhance the Pacific Surfliner Route service, in order to meet the performance measures established for the Pacific Surfliner.

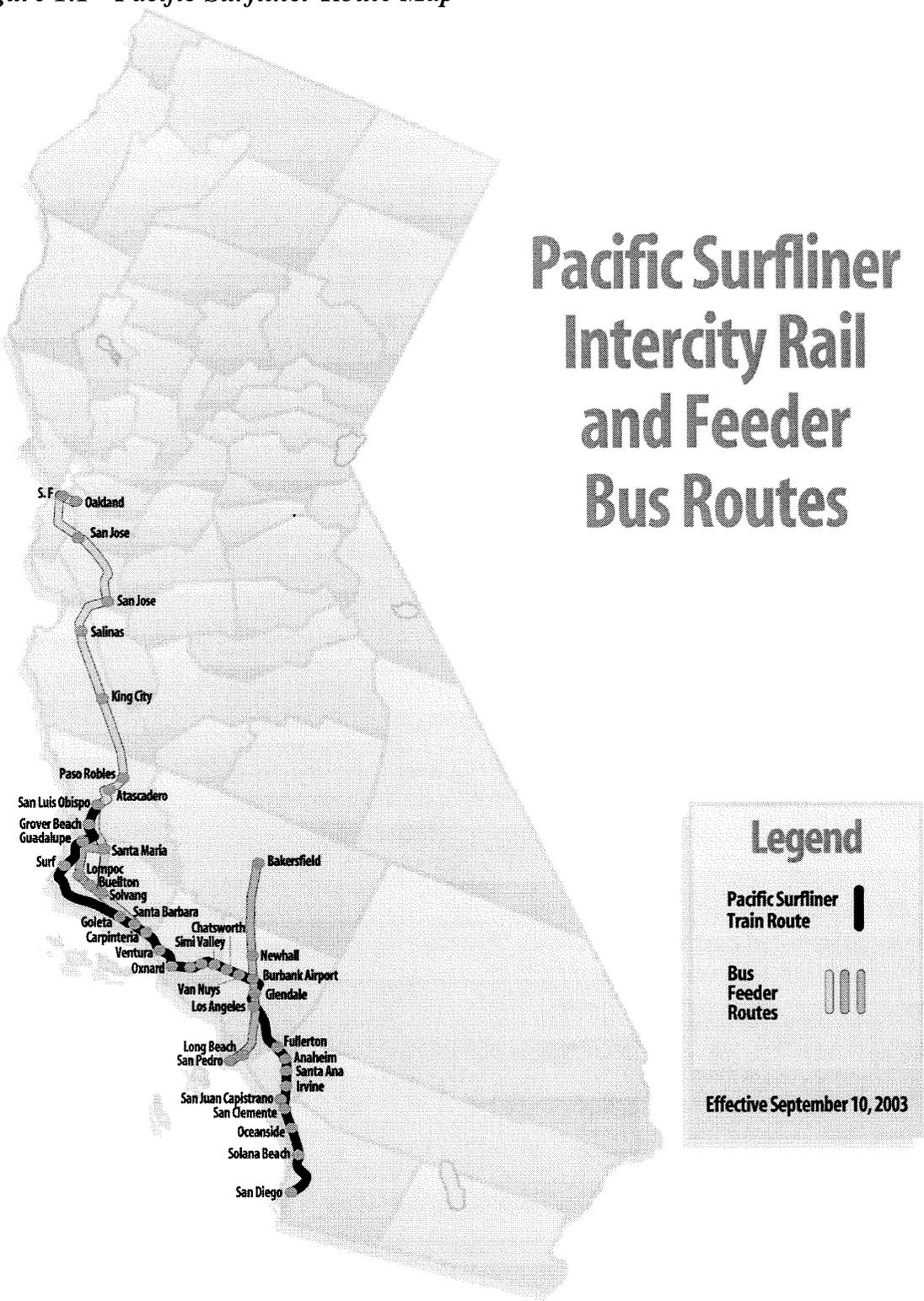
### **Operating Elements**

- Second daily round-trip from Los Angeles to San Luis Obispo is proposed to start in 2004-05. Public relations and advertising will promote the new train.
- Continue marketing and advertising based on seasonal themes.
- Continue to expand the successful Rail 2 Rail Program.
- In 2004, market Amtrak/Metrolink through ticketing option, once new ticket vending machines are operational.
- Expand the Rail 2 Rail Program to the Coaster Service in spring 2004.
- Expand partnerships with other organizations for joint advertising and promotions. Continue the joint Department of Tourism “Rediscover California” TV marketing program.
- Continue evaluation of feeder bus services to assure continued cost-effective operation.

### **Capital Elements**

- Start construction in 2004 on Los Angeles-Fullerton triple track project (Bandini – D.T. Junction segment).
- Start construction in 2004 on Lincoln Avenue double track project in Orange County.
- Continue work on several track, signal and bridge projects in San Diego County including: San Onofre track improvements, CP Flores-CP O’Neil double track, Encinitas siding, and Del Mar Bluffs stabilization.
- Complete environmental clearance and engineering on the Los Angeles Union Station run-through track project in 2004.
- Continue construction on the Camarillo station and Santa Ana station pedestrian bridge.
- Implement a new system of ticket vending machines at Metrolink and Amtrak stations by October 2004, allowing through ticketing between Amtrak and Metrolink.

Figure 1.1 - Pacific Surfliner Route Map



# CHAPTER I INTRODUCTION

## BACKGROUND

This Pacific Surfliner Route Business Plan (Plan) is for FFY 2004-05 (October 2004 – September 2005). It was prepared by the Department of Transportation's (Department) Division of Rail (Division) in accordance with the Supplemental Report of the 2002 Budget Act that directs the Department to prepare a business plan for each intercity rail corridor it administers. Item 2660-001-0046 of the 2002 Supplemental Report, states:

*Intercity Rail Business Plans.* The Department of Transportation shall submit annually by April 1 to the Legislature and to the Secretary for Business, Transportation and Housing, a business plan for each intercity rail corridor which the department administers. For each such corridor, the business plans shall include performance standards that shall be updated annually and projected for three years into the future. The standards shall measure the usage (for example, ridership), cost efficiency (for example, fare box ratio) and quality (for example, on-time performance) for each such corridor. The business plans shall contain all of the business plan requirements set forth in Section 14070.4(b) of the Government Code. (Also, the regional boards administering intercity rail service should incorporate these performance standards into their annual business plans.)

The Plan is supplemented by the *California State Rail Plan 2003-04 to 2013-04*, which includes both a passenger and a freight element, and presents a longer-range ten-year plan for State-supported rail passenger services in California. The State Rail Plan provides both long-range capital and operating plans for the route.

To supplement the Plan, an **Appendix** provides a geographical listing and description of the rail stations on the San Joaquin Route.

## OUTLOOK

Ridership growth in FFY 2002-03 was unprecedented. Ridership was up 16 percent over 2001-02, climbing from 1,725,234 to 2,179,427. This extraordinary ridership increase was primarily the result of the Rail 2 Rail Program that allows Amtrak ticket holders and Metrolink monthly ticket holders access to both Amtrak and Metrolink trains within the geographical limits of their tickets. Ridership in 2002-03 was the highest ever for the Route and the Pacific Surfliner Route remains the busiest route in the Amtrak system outside of the Northeast Corridor. Financial indicators were also solid. Farebox return was 52.2 percent, only 0.2 percent below the 2001-02 farebox return of 52.4 percent.

The Department projects a 5.9 percent increase in ridership and an increase in farebox return to 53.8 percent in 2003-04. Caltrans is working with Amtrak to start in 2004-05, within the existing budget, a second daily round-trip from Los Angeles to San Luis Obispo. Ridership in 2004-05 is projected to increase 7.9 percent, revenue is projected to increase 14 percent, and farebox return is projected to increase to 57.3 percent.

On the capital side the Route is also on stable ground in the short run. The significant projected decrease in transportation capital funds in the current and plan years will not have a detrimental effect on capital work on the Route in these years because the Department was able to complete important capital projects before the funding crisis hit. These projects included: significant track and signal improvements north of Los Angeles in Ventura and Santa Barbara Counties that increased speeds and reliability and improved on-time performance; a new Los Angeles railcar service and inspection and locomotive maintenance facility in Los Angeles, an entirely new fleet of Pacific Surfliner cars and locomotives, and some track and signal projects on the south end of the Route that improved reliability.

The Department has adequate funds to be able to complete work on a number of important capital projects, including: portions of the L.A.-Fullerton triple track project; a number of track and signal projects in Orange and San Diego Counties; the Camarillo station and Santa Ana Station pedestrian bridge; and ticket vending machines for Metrolink and Amtrak stations. However, in the long term additional funding will have to be identified for key projects where design and environmental work has started, but full construction funding has not been identified, including the Los Angeles Union Station run-through tracks, portions of the L.A. Fullerton triple track project, and the National City Layover facility. (Traffic Congestion Relief funds had been anticipated for these projects – for more detail on this program see **Chapter IV –Capital Plan – Background.**)

## **HISTORICAL PERSPECTIVE**

By 1905, the area served by the Pacific Surfliner Route was the domain of three major railroads: Southern Pacific (SP), Union Pacific (UP), and Santa Fe (ATSF). Their primary operations were transcontinental track lines, connecting California to other states.

Amtrak was created in 1971 to revitalize passenger rail service. At that time it maintained about the same level of service that had been provided previously by the railroads. On the corridor that would become the Pacific Surfliner route (renamed in 2000 from the San Diegan Route), service between Los Angeles and San Diego, on tracks owned by ATSF, functioned primarily as a connection to long-haul trains, as opposed to a local transportation network for passengers

traveling within the corridor. By the end of 1971, service on the route was three daily round trips.

The segment north of Los Angeles to Santa Barbara and San Luis Obispo, on the SP, was served by a daily train between Oakland and Los Angeles, and three times per week, that train ran between Seattle and Oakland and was named the Coast Starlight.

Department participation in the corridor began August 31, 1976, with institution of a fourth round-trip on the route. Ridership grew rapidly; a fifth train frequency was added in May 1977, and a sixth in February 1978. By December 1979, annual ridership had reached 1.2 million passengers.

Ridership growth slowed for several years in the early 1980s, but began climbing again, propelled by creation of a feeder bus network serving Ventura and Santa Barbara Counties. Ridership continued to grow, and in 1988 one train was extended north to Santa Barbara and ridership topped 1.7 million passengers.

On June 5, 1990, the California voters passed Propositions 108, 111, and 116. These propositions provided nearly \$3 billion for rail capital projects over a ten-year period. Major accomplishments for the Pacific Surfliner route from these propositions were: construction of new California Cars and locomotives; purchase of ATSF's line from Fullerton to San Diego; purchase a portion of SP's line between Moorpark and Glendale; station construction and rehabilitation; and track and signal system improvements.

Between 1988 and the present, service was increased on both the northern and southern ends of the Route. Today there are four daily round-trips to Santa Barbara/Goleta, and one of those trains extends to San Luis Obispo. A fifth round-trip to Santa Barbara/Goleta operates on the weekends. There are 11 daily round-trips between San Diego and Los Angeles, with a 12<sup>th</sup> round-trip operating Friday through Sunday. Today the route has the highest ridership of any Amtrak route outside of the Northeast Corridor.

While the original Pacific Surfliner Route had only eight stations, today there are 26. In addition, the historical stations at Los Angeles, Fullerton, San Juan Capistrano, and San Diego have been restored and improved. Inadequate stations at Oxnard and Santa Ana were replaced with multimodal terminals featuring a variety of services. The historical Santa Barbara and Glendale stations have also been rehabilitated and improved.

Since 1974, the Department and other agencies have committed almost \$1.1 billion to station, track and signal projects on the Pacific Surfliner Route, including completed, underway and programmed projects.



**Figure 1.1** is a map of the Pacific Surfliner Route and **Figure 1.2** is a map of all California State-supported intercity rail and feed bus routes. **Figure 1.3** shows the current Pacific Surfliner train schedule.

## **ROUTE DESCRIPTION**

The Pacific Surfliner Route presently extends 351 rail miles between San Luis Obispo and San Diego (222 miles north of Los Angeles and 129 miles south of Los Angeles). UP acquired the SP in 1996, and owns the 175 miles between San Luis Obispo and Moorpark. To facilitate the implementation of commuter rail service, regional and local agencies in Ventura, Los Angeles, Orange, and San Diego counties purchased (from SP and ATSF railroads) most segments of the rail line between Moorpark and San Diego. However, the Burlington Northern Santa Fe (BNSF), successor company to ATSF, still owns 22 miles between Redondo Junction in Los Angeles and Fullerton.

Scheduled running time between Los Angeles and San Diego averages two hours 46 minutes. Overall average speed, including station dwell time, averages 47 mph. This segment includes more than 70 miles where the maximum track speed is 90 mph, the only location on the State-supported routes where trains operate above 79 mph. Scheduled train running time between Los Angeles and Santa Barbara averages two hours 40 minutes, with an overall average speed varies of 36 mph. Scheduled running time between Santa Barbara and San Luis Obispo averages two hours 47 minutes, with an overall average speed varies of 44 mph.

## **SOUTHERN CALIFORNIA RAIL NETWORK**

Metrolink commuter rail service debuted in Southern California in 1992 under a joint powers agreement creating the Southern California Regional Rail Authority (SCRRA). Commuter service has expanded to seven routes, including service between Ventura, Los Angeles, Orange, Riverside, San Bernardino, and San Diego Counties. Metrolink currently is centered on morning and evening weekday peak trains, supplemented by special trains such as Beach Trains, and limited Saturday and Sunday service on certain routes. All Pacific Surfliner trackage within Los Angeles and Orange Counties is shared with Metrolink trains.

Coaster commuter rail service started in 1995 in San Diego County under the authority of the San Diego North County Transit District (NCTD). The Coaster currently provides 11 weekday round-trips. These trains serve the Amtrak stations of Oceanside, Solana Beach, and San Diego, plus additional stops at Old Town, Sorrento Valley, Encinitas, Carlsbad/Poinsettia, and Carlsbad Village. Coaster service also includes four Saturday round-trips but does not operate on Sundays.

Coordination of rail services offered by Metrolink, Coaster, and Amtrak is critical. Current capital projects will reduce barriers and facilitate transfers between rail carriers. Two examples are ticket vending machines and a train arrival information system. When implemented, these projects will enable passengers to purchase through tickets for Amtrak and Metrolink trains from one machine and will greatly enhance information on all operators' train schedules.

In September 2002, the Department, Metrolink, and Amtrak introduced Phase 1 of the Rail 2 Rail Program, in which Amtrak ticket holders and Metrolink monthly ticket holders have access to both Amtrak and Metrolink trains within the geographical limits of their tickets. Also, all Amtrak and Metrolink fares have been equalized between Burbank Airport and Los Angeles Union Station. The program has been extraordinarily successful. Today over 20,000 Metrolink monthly ticket holders a month take advantage of the Program to ride Amtrak trains. Pacific Surfliner ridership jumped 16 percent between 2001-02 and 2002-03, mostly due to this Program. This is a phenomenal ridership increase for a long-established service, with no increases in train frequencies.

## **ADMINISTRATIVE STRUCTURE**

Since the beginning of State support in 1976, the State and Amtrak have shared the operating cost of the Pacific Surfliner service. The Department has been responsible for oversight of the service through the State's operating contract with Amtrak. Functions such as capital improvements, marketing, scheduling, and on-board services are coordinated with Amtrak. State funding has assisted with a major portion of the costs to operate and make capital improvements to the corridor.

The cost and administrative structure of the Pacific Surfliner is complex because Amtrak has always considered a portion of the service "basic system" service. This means that the service is part of Amtrak's national system and operating costs are entirely Federally funded. To account for the basic system trains, prior to October 1995, certain trains were considered basic system and others were State-supported. Since that time, the State-supported portion of service has been determined on a percentage basis, presently 67 percent. This percentage was originally determined by calculating the percent of train miles for basic system and State-supported trains prior to October 1995. Then that percentage was adjusted to reflect full State support of the San Luis Obispo extension, and a new Los Angeles-San Diego train.

## **LOS ANGELES – SAN DIEGO RAIL CORRIDOR AGENCY (LOSSAN)**

LOSSAN, formed in 1989, has over the years, acted in a variety of capacities. Currently, it acts as a planning and an advisory group for intercity rail in Southern

California. Following actions taken at its June 2001 meeting, LOSSAN added the San Luis Obispo Council of Governments as a voting member of its Board and transferred the Ventura County Transportation Commission, the Santa Barbara County Association of Governments, and the San Diego Association of Governments from ex-officio members to voting members.

The members of the LOSSAN Technical Advisory Committee (TAC) are: Burlington Northern Santa Fe Railway Company, Caltrans Division of Rail, California Public Utilities Commission, Los Angeles County Metropolitan Transportation Authority, National Railroad Passenger Corporation (Amtrak), North San Diego County Transit District, Orange County Transportation Authority, San Diego Association of Governments, San Diego Metropolitan Transit Development Board, San Luis Obispo Council of Governments, Santa Barbara County Association of Governments, Southern California Association of Governments, Southern California Regional Rail Authority (Metrolink), Ventura County Transportation Commission, and the Union Pacific Railroad Company.

Figure 1.3a - Pacific Surfliner Schedule - Northbound

**Pacific Surfliner Route - SAN DIEGO - SANTA ANA - LOS ANGELES - OXNARD - SANTA BARBARA - SAN LUIS OBISPO**  
**Route 4 - Supplemental Bus Service: LOS ANGELES - OXNARD - SANTA BARBARA**  
 FINAL - Effective October 27, 2003

Station	Train	Time	Service	Notes
SAN DIEGO (1) SOLANA BEACH (1) OCEANSIDE (1) San Clemente Pier (B) SAN JUAN CAPISTRANO (1) IRVINE SANTA ANA (1) ANAHEIM FULLERTON (1) LOS ANGELES (1)	TRAIN	763 Daily	AFR 71	
	TRAIN	769 Daily	AFR 71	
	TRAIN	775 Daily	AFR 71	
	TRAIN	577 Daily	AFR 71	
	TRAIN	573 Daily	AFR 71	
	TRAIN	583 Daily	AFR 71	
	TRAIN	589 Daily	AFR 71	
	TRAIN	597 Daily	AFR 71	
	TRAIN	591 Daily	AFR 71	
	TRAIN	593 Daily	AFR 71	
LOS ANGELES (1) Glendale (1) Burbank Airport (1) VAN NUYS-Amtrak (1) Chatsworth (1) Simi Valley (1) Moormark Camarillo OXNARD (10) Ventura (10) Carpinteria (10) SANTA BARBARA (10,17,21) Santa Barbara (10,17,21) Goleta	TRAIN	761 Daily	AFR 71	
	TRAIN	765 Daily	AFR 71	
	TRAIN	771 Daily	AFR 71	
	TRAIN	778 Daily	AFR 71	
	TRAIN	573 Daily	AFR 71	
	TRAIN	577 Daily	AFR 71	
	TRAIN	583 Daily	AFR 71	
	TRAIN	589 Daily	AFR 71	
	TRAIN	591 Daily	AFR 71	
	TRAIN	593 Daily	AFR 71	
SANTA BARBARA SurfLumpoc (17) Guadalupe (17) Grover Beach (17,18,21) SAN LUIS OBISPO (17,18,21)	TRAIN	761 Daily	AFR 71	
	TRAIN	765 Daily	AFR 71	
	TRAIN	771 Daily	AFR 71	
	TRAIN	778 Daily	AFR 71	
	TRAIN	573 Daily	AFR 71	
	TRAIN	577 Daily	AFR 71	
	TRAIN	583 Daily	AFR 71	
	TRAIN	589 Daily	AFR 71	
	TRAIN	591 Daily	AFR 71	
	TRAIN	593 Daily	AFR 71	
to San Francisco				
to Seattle				
to Bakersfield				

**Notes:**  
 See Page 5 for general notes.  
 Changes shown in bold face type.  
 B - During Winter Season, trains stop at San Clemente Pier, Sat. & Hol only.  
 F - Friday service also operates on Wednesday, November 26, 2003.  
 \* - Reservations required.

9/12/2003  
SMM/DOR





## CHAPTER II

# PERFORMANCE MEASURES AND OPERATING PERFORMANCE

### PERFORMANCE MEASURES

#### Background

Item 2660-001-0046 of the Supplemental Report of the 2002 Budget Act, in addition to requiring the Department to produce annual business plans, requires the plans to include presentation and analysis of performance measures:

For each such corridor, the business plans shall include performance standards which shall be updated annually and projected for three years into the future. The standards shall measure the usage (for example, ridership), cost efficiency (for example, fare box ratio) and quality (for example, on-time performance) for each such corridor.

The Pacific Surfliner Route performance standards are included here as **Figure 2.1**. The standards are categorized by usage, cost efficiency, and service quality.

- **Usage** is measured by ridership, the percent change in train passenger miles and train miles, and passenger miles per train mile.
- **Cost Efficiency** is measured by farebox ratio (operating revenues divided by operating costs), the percent change in total revenues and expenses, train revenue per train mile and train revenue per passenger mile (yield), train expenses per train mile, and train-only State costs per train mile and per passenger mile.
- **Service Quality** is measured by on-time performance and percent of available State-owned California equipment in service.

**Figure 2.2** shows ridership and financial performance data on an annual (State FY) basis from the start of State-supported service in 1976-77 through 2002-03. (Note that **Figure 2.1** is on the basis of a FFY, so the annual data on **Figures 2.1** and **2.2** is not the same.) **Figure 2.3** provides three graphs that show the route's historical ridership and financial trends. These two figures provide information on the historical basis for the performance measures discussed in this chapter.

### **Historical Performance**

As can be seen from **Figure 2.2**, the Pacific Surfliners enjoyed strong ridership growth and impressive farebox return from the mid-1980s through the mid-1990s. Farebox peaked in 1988-89 at 108.5 percent and ridership reached 1.8 million in 1992-93.

The decline in ridership after 1992-93 was primarily the result of the introduction of Metrolink commuter rail service in the Los Angeles basin in October 1992 and Coaster commuter rail service in the San Diego area in 1995. Commuter rail service siphoned significant short-distance ridership from intercity rail service, even though total (commuter and intercity) rail ridership on the corridor increased dramatically. Additionally, in the years after commuter rail service was introduced, intercity rail ridership continued to decline even as additional service was added. The passenger-miles per train mile (PM/TM), a measure of the average number of passengers on a train over its entire route, declined steadily in the 1990s.

In addition to being hurt by declining ridership, intercity rail financial performance was also negatively impacted by Amtrak's steady increase, starting in the early-1990s, in the type of costs (cost basis) and percent of operating loss that was charged to the State. Starting in 1990, with the introduction of the second Los Angeles-Santa Barbara train, Amtrak changed the cost basis for all new services, and started increasing the percentage of operating loss charged for existing services. Costs on new trains went from a short-term avoidable cost basis, to a long-term avoidable cost basis. Then in October 1996, the cost basis changed again to a full cost basis for all trains, with the result being that billed expenses increased dramatically. Between 1995-96 and 1996-97, billed expense increased by 65 percent even though service levels did not increase. (For further details, see Notes F2 and F3 in **Figure 2.2**.)

The farebox ratio – the ratio of revenue to expense, shows the effect the increased cost basis had on the Route's financial performance. Farebox ratio was near or over 100 percent for six consecutive years from 1987-88 through 1992-93. The farebox ratio declined to a low of 33.9 percent in 1997-98, but by 2002-03 climbed back to 52.6 percent. However, it is important to note that a comparison of farebox return over this period is very misleading because almost every year the cost basis was increased on some trains.

### **Future Performance**

Both ridership and financial trends have been very positive beginning in 2000, and the trend is projected to continue during the period under study (through 2007-08). Total ridership reached a peak of 2.2 million in FFY 2002-03. Ridership had not been above 1.8 million since 1992-93. The strong increase in ridership in 2002-03 is primarily the result of the successful Rail 2 Rail Program,

which was instituted in September 2002. The program allows cross-use of Metrolink and Amtrak trains by Metrolink monthly pass holders and Amtrak riders. Additionally, demand has now caught up to the steady increase in service in the 1990s. This is illustrated by PM/TM, which has increased steadily in the last three years. The ridership outlook through 2007-08 is very positive, with a steady increase projected up to 2.6 million.

Beginning in FFY 2002-03 State operating costs have stabilized and the financial outlook for operations through the period under discussion (though 2007-08) is very positive. Combined State operating costs for the San Joaquins and Pacific Surfliners are projected to remain steady for five years, from 2002-03 through 2006-07. State operating costs have never been constant for such a long period of time in the history of State-supported service. This situation is primarily the result of the change in cost basis in 2003-04, when Amtrak began charging the states on the basis of full recovery of direct costs. Under this cost basis, the State pays all direct costs, with Amtrak covering all fixed costs. Additionally, a steady ridership increase (not connected to service increase) will produce increasing revenues, with only minor increases in expense. The result is projected to be an increase in the farebox ratio, from 53.8 percent in 2003-04, up to 60.8 percent in 2007-08.

### **Basis for Performance Standards**

The 2002-03 and 2003-04 standards are consistent with the Amtrak operating contract for those years. The 2004-05 standards are consistent with the Governor's Proposed Budget, with State costs (for the Pacific Surfliners and San Joaquins combined) remaining at the same level as in 2002-03 and 2003-04. The 2005-06 through 2007-08 standards are based on projections developed in conjunction with Amtrak for the *California State Rail Plan 2003-04 – 2013-14*. Ridership projections are based on the results of the Rail Ridership/Revenue Forecasting Model used by the Department and Amtrak.

The Department is working with Amtrak to start in 2004-05, within the existing budget, a second Pacific Surfliner daily round-trip from Los Angeles to San Luis Obispo. UP has agreed to the operation of this additional train. The twelfth Los Angeles – San Diego roundtrip is projected to start in 2007-08.

The section in **Figure 2.1** titled "Operating Results" includes the base data from which the performance standards were derived (revenues, expenses, State costs, etc.). This section facilitates the comparison of the standards to the actual data. The funds for Amtrak service in the State budget are used for an annual operating contract period that coincides with the FFY. Thus, all data is shown on the basis of the October – September FFY, instead of the July – June State FY.

All financial data for the Pacific Surfliner is based on only the State-supported portion of the route, which is 67 percent (although the entire ridership is also displayed). See **Chapter I** of this report - Introduction – Administrative

Structure, for an explanation of the Amtrak share and the State-supported share of the route.

### **Comparison of FFY 2002-03 Performance Standards and FFY 2002-03 Actual Results**

In 2002-03, actual ridership of 2,179,427 was above the standard of 1,898,900 by 280,527, or 14.8 percent. Additionally, 2002-03 ridership is the highest ever for the Route, and 27 percent above 2001-02 ridership. The extraordinary ridership increase (with no increase in train frequencies) is primarily the result of the Rail 2 Rail Program, which allows through ticketing between Metrolink and Amtrak. Cost efficiency, measured by the farebox return, was 4.8 percent below the standard. The standard was 57.1 percent, while actual was 52.2 percent, compared to 52.4 percent in 2001-02. OTP at 87 percent was well above the standard of 75 percent. In summary, the Pacific Surfliners had a break-through year in 2002-03 with the unprecedented ridership increase and stable financial performance.

### **FFY 2003-04 Performance Standards**

The 2003-04 performance standards are consistent with the Amtrak contract for this year and assume the current level of service. The ridership standard is a 5.9 percent increase, revenue a 5.6 percent increase and expense a 2.4 percent increase from actual results in the prior year. Farebox is projected to increase to 53.8 percent. Ridership and revenue increases are expected to be partly the result of the new Rail 2 Rail Program as well as general growth on the Route.

### **FFY 2004-05 Performance Standards**

The Performance Standards for this year are consistent with the proposed Governor's Budget. The standards assume a full year of service of the second Los Angeles – San Luis Obispo roundtrip, and the same total State/Amtrak contract amount for intercity rail services as in 2003-04. In 2004-05, the ridership standard is a 7.9 percent increase, revenue a 14.0 percent increase, and expense a 7.0 percent increase from the prior year standards. Farebox is projected to increase to 57.3 percent. The large ridership and revenue growth is mostly the result of the new San Luis Obispo train, which is a high revenue generating train because of its long trip length.

### **FFYs 2005-06 – 2007-08 Performance Standards**

The Performance Standards for these three years are based on projections developed in conjunction with Amtrak for the *California State Rail Plan 2003-04 – 2013-14*, and assume a twelfth Los Angeles – San Diego train in 2007-08. The ridership standard for 2005-06 and 2006-07 is a 2.3 percent increase, revenue a 3.6 percent increase, and expense a 0.5 percent increase from the prior year standards. In 2007-08, the year the new Los Angeles – San Diego train is projected to start, the ridership standard is a 5.5 percent increase, revenue a

5.0 percent increase, and expense a 5.5 percent increase from the prior year standards. Farebox return is projected to increase to 60.8 percent by 2007-08.

Figure 2.1- Pacific Surfliner Route Performance Standards

PACIFIC SURFLINER ROUTE PERFORMANCE STANDARDS (State portion only except for Total Route Ridership)											
PERFORMANCE STANDARD	T&B #	FFY 2002-03			PERCENT CHANGE	CURRENT YEAR STANDARD Δ	FFY 2003-04	FFY 2004-05	FFY 2005-06	FFY 2006-07	FFY 2007-08
		ACTUAL	STANDARD •	VARIANCE ACTUAL TO STANDARD			PROJECTED STANDARD Δ				
<b>USAGE</b>											
NUMBER OF DAILY ROUND TRIPS		11									
Total Route Ridership	#	2,179,427	1,898,900	280,527	14.8%	2,308,728	2,491,100	2,548,400	2,607,000	2,750,400	
Average Daily Ridership	#	5,971	5,202	769	14.8%	6,325	6,825	6,982	7,142	7,515	
Route Ridership - State Portion	#	1,460,216	1,272,263	187,953	14.8%	1,546,848	1,385,643	1,450,243	1,502,043	1,502,043	
Percent Change in Route Ridership	#	--	10.1%	--	--	7.9%	7.9%	2.3%	2.3%	5.5%	
Percent Change in Train Passenger Miles	#	--	3.8%	--	--	4.5%	10.1%	2.3%	2.3%	5.5%	
Percent Change in Train Miles	#	--	-0.7%	--	--	-1.5%	10.9%	0.0%	0.0%	5.7%	
Passenger Miles per Train Mile (PM/TM)		119.4	111.3	8.2	7.3%	126.7	125.8	128.7	131.6	131.4	
<b>COST EFFICIENCY</b>											
Farebox Ratio (Train and Bus Service)	#	52.2%	57.1%	-4.8%	--	53.8%	57.3%	59.2%	61.0%	60.8%	
Percent Change in Total Revenue	#	--	4.8%	--	--	5.6%	14.0%	3.6%	3.6%	5.0%	
Percent Change in Total Expenses	#	--	-0.7%	--	--	2.4%	7.0%	0.5%	0.5%	5.5%	
Train Revenue per Train Mile	\$	21.76	21.15	\$ 0.61	2.9%	23.28	24.06	24.94	25.85	25.71	
Train Revenue per Passenger Mile (Yield)	\$	0.18	0.19	\$ (0.01)	-4.2%	0.18	0.19	0.19	0.20	0.20	
Train Expenses per Train Mile	\$	42.41	37.27	\$ 5.14	13.8%	44.04	42.56	42.72	42.90	42.82	
Train Only State Cost per Train Mile	\$	20.65	16.12	\$ 4.53	28.1%	20.76	18.50	17.78	17.04	17.11	
Train Only State Cost Per Passenger Mile	\$	0.17	0.14	\$ 0.03	19.3%	0.16	0.15	0.14	0.13	0.13	
<b>SERVICE QUALITY</b>											
On Time Performance		87%	75%	12%	--	81%	83%	84%	84%	84%	
Percent of California Equipment Available		91%	90%	1%	--	90%	90%	90%	90%	90%	
<b>OPERATING RESULTS (State Portion Only)</b>											
<b>TRAIN AND BUS</b>											
Total Revenue	#	\$ 23,022,769	\$ 21,735,600	\$ 1,287,169	5.9%	\$ 24,317,900	\$ 27,717,500	\$ 28,728,600	\$ 29,769,700	\$ 31,269,900	
Total Expenses **	#	\$ 44,082,332	\$ 38,094,700	\$ 5,987,632	15.7%	\$ 45,159,900	\$ 48,341,900	\$ 48,568,300	\$ 48,804,000	\$ 51,465,500	
Total State Operating Cost *	#	\$ 21,059,563	\$ 20,949,400	\$ 110,163	0.5%	\$ 21,167,000	\$ 20,949,400	\$ 20,164,700	\$ 19,359,300	\$ 20,520,600	
<b>TRAIN ONLY</b>											
Train Only Revenue	#	\$ 21,976,715	\$ 21,045,600	\$ 931,115	4.4%	\$ 23,161,200	\$ 26,549,300	\$ 27,525,400	\$ 28,530,400	\$ 29,993,400	
Train Only Expenses **	#	\$ 42,825,373	\$ 37,079,700	\$ 5,745,673	15.5%	\$ 43,814,900	\$ 46,960,700	\$ 47,145,700	\$ 47,338,700	\$ 49,956,200	
Train Only State Operating Cost	#	\$ 20,848,658	\$ 16,034,100	\$ 4,814,558	30.0%	\$ 20,653,700	\$ 20,411,400	\$ 19,620,300	\$ 18,808,300	\$ 19,962,800	
Passenger Miles		120,599,928	110,689,000	9,910,928	9.0%	126,059,000	138,791,000	141,983,000	145,249,000	153,237,000	
Train Miles		1,009,848	994,950	14,898	1.5%	994,950	1,103,490	1,103,490	1,103,490	1,166,584	

# - T&B includes train and bus results. All other elements are train only.  
 \* - Includes payments to Amtrak for minor capital projects not included in any other line item.  
 \*\* - Total expenses equals all train (and bus) expenses net of Amtrak's portion of costs.  
 Δ - Percent changes refer to the difference between the FFY 2003-04 Standard and the FFY 2002-03 Actual.  
 • - FFY 2002-03 standard based on 2002-03 Amtrak contract.  
 ◊ - FFY 2004-05 based on proposed Governor's Budget.  
 \$ - FFY 2005-06 -- 2007-08 projected standard based on Amtrak projections.  
 NOTE 1 - Performance measures not calculated where no standard was developed.  
 NOTE 2 - Percents of change not shown when measure itself is a percent.

Figure 2.2 - Pacific Surfliner Annual Operating Performance

PACIFIC SURFLINER Route											
Annual Operating Performance - State Fiscal Years											
State Fiscal Year	Ridership Data				Financial Data for Operations - State Supported Train and Bus Service Only*						
	All Trains		State Supported*	Revenue	Expense	Loss	State Cost	Amtrak Cost	Train Loss per PM	Farebox Ratio	
	Ridership	PM/TM	Ridership								
Notes	(F1)	(F2)	(F3)	(F4)	(F5)	(F6)					
1973-74	(S1)	381,844									
1974-75		356,630									
1975-76		376,900									
1976-77	(S2)	607,976	146	101,572	\$ 598,140	\$ 1,662,714	\$ 1,064,574	\$ 548,534		36.0%	
1977-78	(S3)	753,246	128	258,800	\$ 1,446,036	\$ 3,768,065	\$ 2,322,029	\$ 1,325,087		38.4%	
1978-79		967,316	163	415,865	\$ 2,203,403	\$ 4,333,602	\$ 2,130,199	\$ 1,178,667		50.8%	
1979-80		1,218,196	177	557,113	\$ 3,341,561	\$ 5,536,840	\$ 2,195,279	\$ 1,064,713		60.4%	
1980-81	(S4)	1,238,135	152	555,418	\$ 4,032,480	\$ 6,572,539	\$ 2,540,059	\$ 1,233,490		61.4%	
1981-82		1,167,718	144	533,093	\$ 4,097,254	\$ 6,607,395	\$ 2,510,141	\$ 1,217,418	6.3c	62.0%	
1982-83		1,131,146	138	488,606	\$ 4,094,750	\$ 6,928,334	\$ 2,833,584	\$ 1,374,097	8.3c	59.1%	
1983-84		1,221,256	143	524,857	\$ 4,842,400	\$ 6,337,083	\$ 1,494,683	\$ 1,452,450	4.1c	76.4%	
1984-85		1,240,003	152	568,902	\$ 5,410,502	\$ 6,411,308	\$ 1,000,806	\$ 1,212,261	2.5c	84.4%	
1985-86		1,394,320	167	597,025	\$ 5,658,915	\$ 6,424,634	\$ 765,719	\$ 1,097,966	1.8c	88.1%	
1986-87		1,461,003	173	624,618	\$ 6,072,523	\$ 6,510,113	\$ 437,590	\$ 955,509	1.0c	93.3%	
1987-88	(S5)	1,661,512	174	749,996	\$ 8,223,462	\$ 7,859,783	\$ (363,679)	\$ 1,145,330	(0.7c)	104.6%	
1988-89		1,717,539	164	865,003	\$ 11,458,084	\$ 10,563,459	\$ (894,625)	\$ 794,159	(1.2c)	108.5%	
1989-90		1,746,673	174	882,167	\$ 12,189,942	\$ 11,808,251	\$ (381,691)	\$ 988,847	(1.4c)	103.2%	
1990-91	(S6)	1,791,781	159	946,988	\$ 13,306,307	\$ 13,364,150	\$ 57,843	\$ 1,170,448	(0.7c)	99.6%	
1991-92		1,673,107	161	884,224	\$ 13,152,063	\$ 13,245,924	\$ 93,861	\$ 1,012,564	(0.5c)	99.3%	
1992-93	(S7)	1,810,572	155	951,987	\$ 13,692,612	\$ 13,254,709	\$ (437,903)	\$ 958,857	(0.8c)	103.3%	
1993-94	(S8)	1,699,882	133	876,766	\$ 12,725,094	\$ 14,017,591	\$ 1,292,497	\$ 1,525,074	\$ 727,987	0.9c	90.8%
1994-95	(S9)	1,464,577	119	790,781	\$ 11,805,859	\$ 16,061,849	\$ 4,255,990	\$ 3,642,588	\$ 1,700,424	5.0c	73.5%
1995-96	(S10)	1,480,674	125	912,905	\$ 13,553,553	\$ 23,983,026	\$ 10,429,473	\$ 11,107,071	\$ 863,230	11.4c	56.5%
1996-97		1,617,641	135	1,035,290	\$ 14,804,355	\$ 39,563,546	\$ 24,759,191	\$ 16,189,103	\$ 10,020,544	24.5c	37.4%
1997-98	(S11)	1,624,693	120	1,069,547	\$ 15,194,498	\$ 44,769,723	\$ 29,575,225	\$ 20,369,417	\$ 10,600,767	29.1c	33.9%
1998-99	(S12)	1,563,275	102	1,047,394	\$ 16,401,625	\$ 40,391,845	\$ 23,990,220	\$ 22,078,192	\$ 4,014,071	25.3c	40.6%
1999-00		1,567,318	99	1,050,103	\$ 17,883,725	\$ 37,497,489	\$ 19,613,764	\$ 20,806,672	\$ 1,381,986	19.8c	47.7%
2000-01	(S13)	1,661,704	106	1,113,342	\$ 20,430,153	\$ 38,215,732	\$ 17,785,579	\$ 21,911,398	\$ 335,197	16.6c	53.5%
2001-02	(S14)	1,742,768	109	1,167,655	\$ 20,922,453	\$ 39,374,190	\$ 18,451,737	\$ 21,976,183	\$ 502,080	16.6c	53.1%
2002-03		2,030,491	114	1,360,429	\$ 22,247,564	\$ 42,331,531	\$ 20,083,967	\$ 23,901,407	\$ 472,848	16.7c	52.6%
<b>TOTAL</b>		<b>40,369,896</b>		<b>20,930,446</b>	<b>\$ 279,789,313</b>	<b>\$ 467,395,425</b>	<b>\$ 187,606,112</b>	<b>\$ 182,237,502</b>			

\* Through September 1995, the State supported specific trains; Amtrak operated the remaining trains as basic system trains not receiving State funding. Between October 1995 and October 1997, the State supported 64 percent of the operation of all trains on the Pacific Surfliner Route; Amtrak supports 36 percent as basic system trains. Effective November 1997, State support increased to 67%. State supports 100 percent of net cost of connecting buses; all data shown includes bus operations.

(S1) Three round trips between Los Angeles and San Diego (LA-SD) (not State-supported) through 8/30/76.  
(S2) Fourth LA-SD round trip (first State-supported train) added 9/1/76; fifth LA-SD round trip (second State-supported train) added 4/24/77.  
(S3) Sixth LA-SD round trip (third State-supported train) added 2/14/78.  
(S4) Seventh LA-SD round trip (not State-supported) added 10/26/80.  
(S5) Eighth LA-SD round trip (fourth State-supported train) added 10/25/87; first State-supported round trip between Los Angeles and Santa Barbara (LA-SB) added 6/26/88.  
(S6) Second State-supported LA-SB round trip added 10/28/90.  
(S7) Ninth LA-SD round trip (not State-supported) added 10/25/92.  
(S8) Third State-supported LA-SB round trip added 2/1/94.  
(S9) Ninth LA-SD round trip (State-supported in one direction only) discontinued 5/15/95.  
(S10) Los Angeles-San Luis Obispo round trip added 10/29/95, also represents fourth LA-SB round trip.  
(S11) Ninth LA-SD round trip restored and tenth LA-SD round trip added 10/26/97.  
(S12) Eleventh LA-SD roundtrip added 10/25/98.  
(S13) Twelfth LA-SD round trip on weekends only added on 5/21/01.  
(S14) Fifth LA-SB round trip on weekends only added on 5/25/02.

(F1) Passenger-miles per train mile (PM/TM), a measure of the average load on a train over its entire route. Actual passenger-mile data was not provided by Amtrak prior to August 1981. PM/TM figures shown for All Trains are calculated by Amtrak and cover the Amtrak Fiscal Year (October through September).

(F2) Prior to October 1983, all trains billed on solely related cost basis. From October 1983 through September 1995, all Los Angeles- San Diego trains and the first Los Angeles-Santa Barbara train billed on short-term avoidable cost basis. The second and third Los Angeles- Santa Barbara trains billed on long-term avoidable cost basis. Between October 1995 and September 1996, all trains billed on long-term avoidable cost basis. Effective October 1996, all trains billed on Full Cost (Train, Route and System) Basis. Depreciation and interest (equipment capital cost) included in operating cost under solely-related basis but excluded and charged separately under short-term, long-term avoidable and full cost bases.

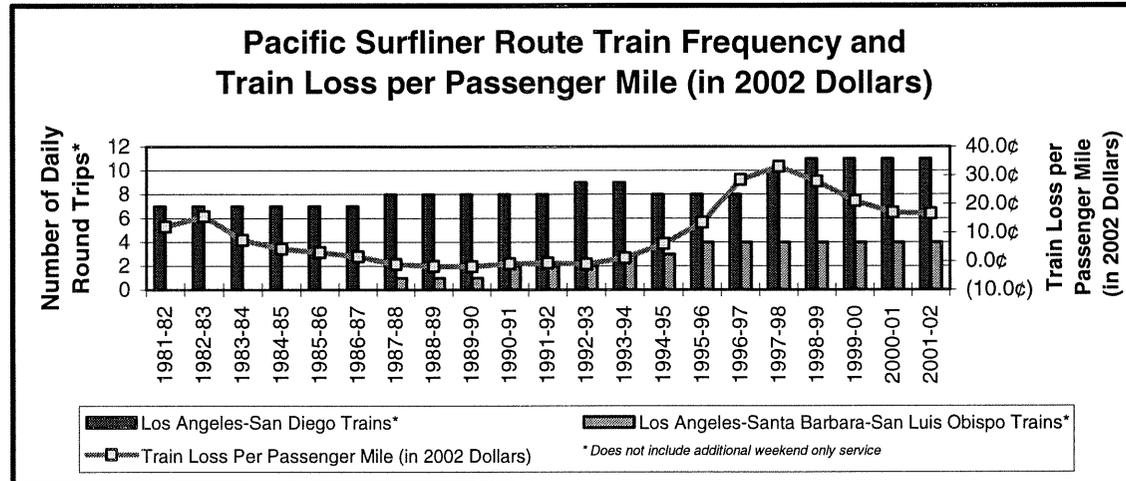
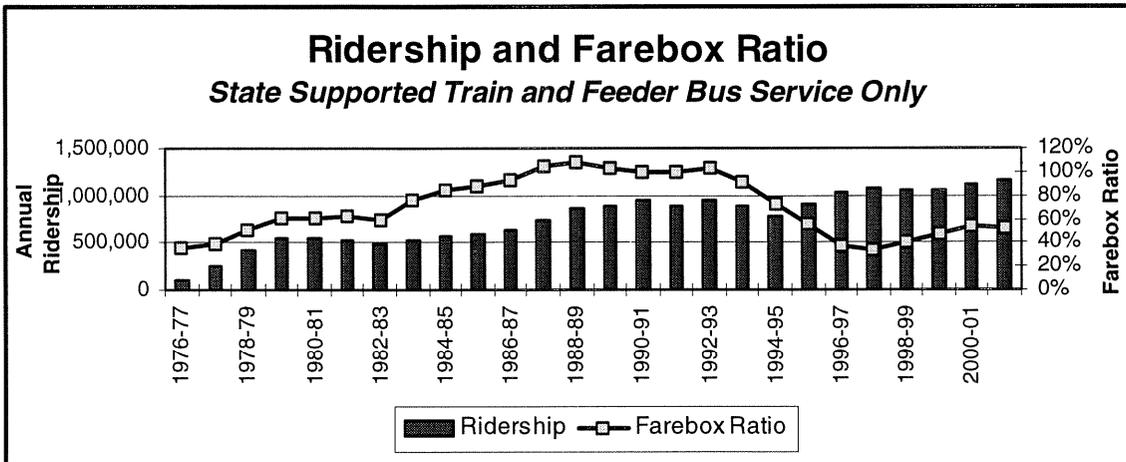
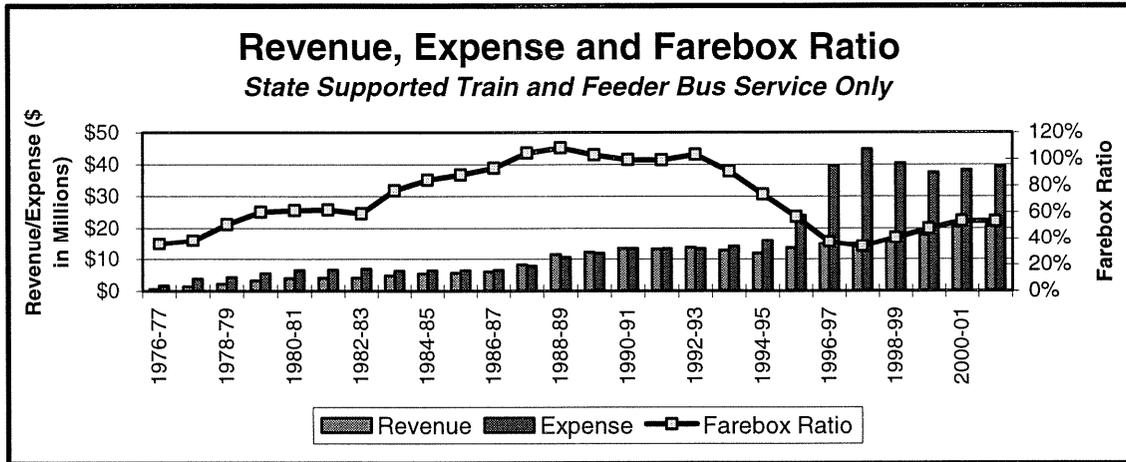
(F3) From October 1976 through September 1983, State cost was 48.5 percent of operating loss (including equipment costs). For third Los Angeles-Santa Barbara train, State cost was 100 percent of operating loss from February 1994 through September 1994, and 70 percent through September 1995. For all other trains, effective October 1983, through September 1995, State cost was 65 percent of operating loss plus 50 percent of depreciation and interest (equipment capital cost). Between October 1995 and September 1996, State cost was 100 percent of operating loss and 60 percent of equipment capital cost for the State supported 64 percent of train service on the route. Between October 1996 and September 1997, State cost was 55 percent of operating loss and 100 percent of equipment capital cost for the 64 percent State share. Effective October 1997, State is billed contractually specified percentages of most individual cost elements, plus a fixed amount for certain other cost elements. In November 1997, the State share increased to 67 percent of train service on the route to reflect additional State supported service. Also includes State payment of special payments to Amtrak for additional service and State payment for entire net cost of all connecting bus routes.

(F4) Beginning in State Fiscal Year 1993-94, Amtrak cost is based on billings submitted and reflects cost bases and Amtrak shares as stated in notes (F2) and (F3) above, but does not include the unbilled Amtrak share of fixed cost elements. Prior to FY 1993-94, data to calculate Amtrak cost is not available. Does not represent the difference between Loss and State Cost, as the latter includes bus expenses and equipment capital costs not included in Amtrak costs.

(F5) Train loss (deficit) per train passenger mile. Separate passenger-mile data for State-supported trains was not provided by Amtrak prior to August 1981. Connecting buses not included in loss per passenger mile data.

(F6) Farebox Ratio, the ratio of Revenue to Expense.

Figure 2.3 – Pacific Surfliner Route Financial Trends – SFY 1979-80 through 2001-02



## CHAPTER III OPERATING PLAN

### SERVICE LEVELS

#### Current Service Level

The current level of service on the Pacific Surfliner Route is 11 daily round-trips between San Diego and Los Angeles, with four round-trips extending north to Santa Barbara, and one of these trips extending further north to San Luis Obispo. Several round-trips operate on different schedules on weekends than on weekdays. On May 21, 2001, a 12<sup>th</sup> Friday through Sunday round-trip was added between San Diego and Los Angeles. On May 25, 2002, a fifth train from Los Angeles to Santa Barbara/Goleta began on weekends. These two trains address peak weekend demand for intercity service. The three Santa Barbara round-trips have dedicated Amtrak Thruway bus connections to and from San Luis Obispo.

#### Planned New Service

The Department is working with Amtrak to start in 2004-05, within the existing budget, a second Pacific Surfliner daily round-trip from Los Angeles to San Luis Obispo. UP has agreed to run this additional train. Additionally, the twelfth Los Angeles – San Diego roundtrip is projected to start in 2007-08.

### MARKETING

#### Marketing Funding

The Division's budget includes \$5 million in State FY 2003-04 for intercity rail marketing. The Governor's Proposed 2004-05 Budget also includes \$5 million for marketing. This amount, unchanged in nine years, is divided among the three intercity rail corridors – the Pacific Surfliners, San Joaquins, and Capitols. (The Capitol Corridor Joint Powers Authority [CCJPA] administers Capitol Corridor marketing funds.) In 2003-04, \$3.8 million in State funds is budgeted for marketing expenditures on the Pacific Surfliner and San Joaquin Corridors. Typically, media advertising receives just under \$3.0 million of these funds, and the remainder is divided between rail safety, passenger information, and market research. The remaining \$1.2 million in marketing funds goes to the Capital Corridor.

Amtrak supplements the Department's annual budget with an additional contribution for media advertising, which in 2002-03 was \$1.2 million. Amtrak contributed \$200,000 of this to the San Joaquins. (Amtrak plans similar expenditures in 2003-04 and 2004-05.) Thus, the total annual marketing budget

for the three corridors in 2003-04 is \$6.2 million. A similar amount is planned to be spent in 2004-05.

### **Advertising and Public Relations**

The Department and Amtrak combine resources to create a single advertising program for California services. In 2003-04, the Department is in its second year of a two-year contract with Glass-McClure Advertising of Sacramento for \$4.7 million over two years. In 2004-05 the Department will renew the marketing contract using a competitive bid process.

The Department and Amtrak direct Glass-McClure in the development of the joint marketing program. Contract services include strategic planning, media planning, production and creative services, and media buys. The contract also includes public relations services, promotions and partnership development services. The Department also spends about \$600,000 annually in non-contract advertising activities, such as special advertising in bus markets.

The 2003-04 advertising plan used themes related to seasonal activity. A fall campaign was directed at the senior market and the general/families market using a combination of radio and print ads. The campaign introduced the "Travel Made Simple" concept and promoted everyday low fares in place of specific discounts. A special winter promotion in January and February touted a 30 percent fare reduction in the period immediately following a track rehabilitation project that shut down the route between Fresno and Bakersfield for two weeks in mid-January. A winter promotion in February and March 2004 returned to the highly successful "lowest everyday fares" theme using print, English and Spanish radio, and online advertising to reach seniors, general and Hispanic market segments. Spring and summer promotions will focus on family travel using English and Spanish radio, outdoor billboards, and online ads to reach the traveling audience. Outdoor advertising will continue into the summer with a "Kids Ride Half Price" message as part of a "Vacations Made Simple" advertising theme that encourages families to ride Amtrak California to favorite destinations

Specific advertising initiatives for 2004-05 have not yet been formulated, pending the award of another two-year advertising contract. However, the Department anticipates conducting a fall promotion in 2004 in the major Valley markets to target both the senior market and general markets, including families. Newspaper and radio works well for both markets. A winter promotion is planned for the period after mid-January, again targeting the senior market and the general/family markets. Media support would include radio, newspaper, traffic sponsorships, and Spanish language radio. Spring 2005 offers opportunities to speak to the general market and families, with a reminder that kids ride for half price. Outdoor advertising supports radio spots, traffic sponsorships, Spanish language radio, and on-line e-mail messaging.

The Department has also been pursuing partnerships in advertising. In 2002-03, the Department and the Department of Tourism entered into an advertising partnership to encourage the State's residents to "Rediscover California" aboard one of its trains. The Department of Tourism produced a multi-week T.V. travel series under the auspices of Sunset Magazine, and California Amtrak services were advertised in the production. The partnership provided heavily increased TV. advertising exposure, at about the same expenditure as each department previously contemplated. In 2003-04 the partnership again is resulting in greatly enhanced TV. advertising exposure this time including a major Spanish language component. In 2004-05, the Department may have the opportunity to launch a television campaign as part of the "Rediscover California" program during the spring and summer periods. This campaign would complement summer advertising targeted at families such as "Kids Ride Half Price," supported by radio and outdoor billboards in major Valley markets.

Partnerships of this kind make advertising dollars more productive than they might be otherwise. When different organizations have a common goal and message, their combined resources can be used more effectively to transmit the joint message. In addition to the tourism partnership, the Department is partnering with Metrolink on the highly successful Rail 2 Rail Program and will start a similar program with the Coaster service between Oceanside and San Diego in April 2004 (see below for more detail). The Department continues to explore additional opportunities for partnerships, including partnerships with cities, public agencies, private businesses and others. In the past the Department has had promotional partnerships with such venues as Disneyland Resort, Sea World, and Universal Studios for special events, and will explore similar opportunities with these and other businesses. Also, national Amtrak campaigns will be used to augment or complement the advertising efforts in California markets.

The public relations plan works in conjunction with the advertising plan to improve ridership and revenue by offering promotional programs and special events, such as press conferences, station grand opening events, and service inauguration celebrations. This program is far more personal and hands-on than the advertising program, but is designed to work in conjunction with and support advertising efforts. The public relations program includes media relations; production of brochures and informational materials including the quarterly newsletter, "Making Tracks"; and design and development of displays for use at fairs, special events, and exhibits.

Public relations plans for 2004-05 will include a celebration of a second round-trip train to San Luis Obispo. "Making Tracks," having received a new look in 2003, will continue to be printed at least three times each year and will be used to support offers in the market, highlight destinations, and promote special events accessible to train travelers.

### **Joint Marketing with Commuter Services**

A separate commuter market has been created within the Pacific Surfliner corridor that includes Metrolink and Coaster services. While intercity and commuter rail passenger service are fundamentally different from one another, riders on both services greatly benefit from coordinated services. Thus, the Department, Metrolink and Amtrak have been developing service coordination and marketing opportunities. To this end, the Department, Metrolink, and Amtrak have standing committees to continue to look for ways of combining resources for mutual benefit.

As a result of this effort, on September 5, 2002, the three agencies introduced Phase 1 of the Rail 2 Rail Program, in which Amtrak ticket holders and Metrolink monthly ticket holders have access to both Amtrak and Metrolink trains within the geographical limits of their tickets. Also, all Amtrak and Metrolink fares have been equalized between Burbank Airport and Los Angeles Union Station.

This Program has been a breakthrough in the implementation of a truly “seamless” rail system in southern California. In the first month of honoring Metrolink monthly tickets, Metrolink ridership on Amtrak trains rose from an average of 2,000 to nearly 10,000. Today over 20,000 Metrolink monthly ticket holders a month take advantage of the Program to ride Amtrak trains. Pacific Surfliner ridership jumped 16 percent between 2001-02 and 2002-03, mostly due to the Rail 2 Rail Program. This is a phenomenal ridership increase for a long-established service, with no increases in train frequencies.

The next step in coordination between Amtrak and Metrolink will involve through ticketing between the two operators. For instance, a passenger will be able to purchase a through ticket at the Amtrak station in Santa Barbara for travel on the Pacific Surfliner to Los Angeles, and then on to San Bernardino on Metrolink. Conversely, passengers will be able to purchase tickets from the Metrolink ticket machine in Lancaster that will take them to Los Angeles on Metrolink, and then on to San Diego on Amtrak. Ticket vending machines have been installed at three stations (LA Union Station, San Bernardino, and Antelope) and are being field-tested. All machines are planned to be installed and operational by October 2004. At this time through ticketing will be possible at all stations with ticket vending machines. (All Amtrak stations in the Metrolink area are also Metrolink stations.)

The Department is also planning to expand the Rail 2 Rail Program to the Coaster service in April 2004. There are three joint Amtrak–Coaster stations on the Coaster Route between Oceanside and San Diego.

Once the Metrolink-Amtrak ticket vending machines are operating, the Department will pursue joint marketing of Amtrak’s sightseer program in Southern California with Metrolink. Metrolink customers living along routes east of Los Angeles can combine a Metrolink and Amtrak train for certain selected

trips. In this program advertising costs to promote access to Pacific Surfliner destinations such as Legoland and Sea World in Metrolink markets such as Riverside and San Bernardino, would be shared. If these trips are advertised and otherwise innovatively marketed, both systems could benefit.

### **Passenger Information**

The Department produces informational materials designed to inform customers about routes, schedules, fares, connecting buses, and other Amtrak services. Passenger information devices include printed materials, signage, an Internet web site, and telephone information. These materials are updated twice annually or as needed.

Passenger Information displays at Amtrak stations have been redesigned to be more user friendly, including a new format for the schedules. All unstaffed stations along the route also have passenger information displays that provide a complete route schedule similar to the public timetable format. Work began in July 2003 on a Transit Connections Guide for the Surfliner Route featuring detailed information about transit operators and services available near Amtrak stations along the route from San Diego to San Luis Obispo. The guide, to be completed in spring 2004, will be distributed to stations, placed on trains and mailed to interested parties.

### **Rail Safety**

The Division has a campaign to educate the public about the dangers of railroad tracks. The Department coordinates its rail safety activities with California Operation Lifesaver, the State affiliate of the national nonprofit organization whose major focus is encouraging safe behavior at railroad grade crossings, and discouraging, for safety reasons, trespassing on railroad property. The State organization is a coalition of railroads; federal, State, and local agencies; and private businesses and individuals concerned about promoting safety. The Department is a member of the California Operation Lifesaver Board of Directors. Each year, the Operation Lifesaver Campaign includes a combination of media advertising and public education events concentrated on certain geographically prioritized areas where accidents have happened.

### **Market Research**

The Department contracts with Amtrak for market research services. With the Department's participation, Amtrak contracts with various market research firms to measure customer attitudes, desires and preferences in order to match customer services to customer needs. In 2003-04, this will include on-board surveys, special purpose research and various efforts to measure the effectiveness of advertising, and promotions efforts. Similar activities are planned for 2004-05.

## **RAIL OPERATIONS**

### **Fares**

Riders on the Pacific Surfliner Route have many different fares to choose from. Most riders use the one-way or round-trip ticket. The round-trip price is double the one-way ticket price. A peak level fare is used for the summer and holiday periods and a lower fare for the remainder of the year. Discounted multi-ride tickets are also available. Discounted tickets are also available to seniors, persons with disabilities, students, and children under 15 years. Amtrak also provides discounted tickets to various groups including active duty military, members of the American Automobile Association, and anyone traveling in a large group.

In the 2003-04 and 2004-05 the Pacific Surfliner will, as in other years, attempt to optimize both ridership and fare revenue as a result of its fare policies, adjusting fares up and down as the need arises and the market changes. During the Thanksgiving weekend in 2002 and 2003, advance reservations were required for the first time on Surfliner trains. The aim of this trial was to handle huge passenger loads in a more orderly and planned manner. The results of the Thanksgiving trial were positive, and the Department now anticipates making Thanksgiving reservations a permanent feature.

### **Food Service**

A point-of-sale (POS) system of inventory control for the food service program was introduced in Spring 2002 and went fully operational in Spring 2003. The system has been successful in tracking sales data and revenue for all Surfliner trains. A task force of on-board food service personnel was recently formed to analyze sales data from the POS system to make adjustments to the menu. A new menu will be introduced in Summer 2004.

Various promotional events, which were successful during the summer of 2003, will be continued in 2004 to increase sales and awareness of the food service on board the trains. New directional signs were installed in the fall of 2003 in the cafe cars to provide passengers with easy access to the food service counter. Other modifications to the cafe car are scheduled to be completed in spring 2004 to improve upon accessibility to the food service area.

### **On-Time Performance**

OTP was 89 percent in 2001-02. This was significantly above the 78 percent OTP in 2000-01. The improved OTP is primarily the result of the completion of key capital projects and an improved preventative maintenance program for locomotives. OTP for 2002-03 remains strong at 87 percent.

## AMTRAK BUS OPERATIONS

Buses are used to reach markets not served by rail service. Government Code Section 14035.55 requires that Amtrak bus riders must use the train for part of their trip, thus Amtrak has specific ticketing policies to ensure bus access is not provided to non-train riders.

In FFY 2004-05, the basic structure of the Pacific Surfliner bus network will be maintained. Under Government Code Section 14035.2, the Department is required to do cost recovery analysis on bus routes, and restructure or discontinue routes if they do not meet standards. Cost recovery (or break-even) is determined by subtracting bus route operations costs from bus route revenue plus the train revenue contributed from bus route passengers. The Department continues to evaluate bus routes on this basis and restructure or eliminate routes as necessary. Also, certain stops may be added, relocated, or eliminated, and frequencies may be adjusted to reflect changing market conditions

The following principles are used to maximize the effectiveness of the feeder buses:

- Make the transfer between bus and train as seamless as possible. Amtrak buses are waiting for train passengers upon arrival at the connecting point, and deliver the passengers to their destinations on time.
- Take advantage of regularly scheduled stops at high traffic generators, such as Anaheim (Disneyland), San Diego and San Clemente (beach).
- Continue stops at special events such as fairs and festivals. This not only generates revenue, but also increases public awareness of the service.

Two Amtrak Thruway bus routes directly serve the Pacific Surfliner Route. These Routes are described below.

**Route 4** supplements the Pacific Surfliner's four round-trips between Los Angeles and Santa Barbara. Bus service on this route is provided in order to fill schedule gaps. There is one southbound afternoon bus (Santa Barbara - Los Angeles) and one northbound evening bus (Los Angeles - Santa Barbara). The afternoon in-bound bus provides service from the outer Ventura and Santa Barbara counties' stops, and Van Nuys to Los Angeles. The evening outbound trip is the last schedule of the day along the Pacific Surfliner Route from Los Angeles to Santa Barbara, offering a later return than the last train. The bus provides discharge-only service to all Pacific Surfliner stops except Burbank Airport and Camarillo.

**Route 17** between Santa Barbara and San Luis Obispo currently offers three daily round-trips, with one round-trip extending beyond San Luis Obispo to Paso Robles, Salinas, San Jose, San Francisco and Oakland. These buses connect at Santa Barbara with trains that terminate or originate at Goleta. A fourth round

trip operates between Santa Barbara and San Luis Obispo on weekends and holidays only, connecting with the weekend only train operating between Los Angeles and Goleta. This train also has a Route 17A connection between Santa Barbara and San Luis Obispo. The one round trip that serves the Bay Area basically parallels the Coast Starlight, however it operates later than the train in both directions, providing a back-up service when the Starlight is late for those making connections. The Surfliner-Thruway bus combination also makes lower promotional fares available for budget-conscious passengers. This bus, added in December 2002, has had good ridership.

In 2004, Amtrak plans to modify the schedule of the current weekend-only train. It will be extended to San Luis Obispo and operate daily, with a somewhat later schedule southbound. In conjunction with this extension, the weekend-only Santa Barbara-San Luis Obispo connection will be replaced by a daily San Luis Obispo-Bay Area connection, providing twice daily service on this popular route. The new bus connection will also connect with Capitol Corridor trains at San Jose or Oakland.

**Route 17B** operated between a train connection at Surf and Solvang via Lompoc. Unfortunately, this route was unable to meet the fare recovery criteria, so was discontinued on September 1, 2003.

Total ridership on the route for 2002-03 was 45,665, an 18 percent increase from 2001-02 ridership of 38,930. The increase in ridership was primarily the result of the addition of the Route 17A bus to San Francisco.

Twelve connecting San Joaquin Thruway bus schedules also contribute to ridership on the Pacific Surfliner, connecting with trains at Los Angeles. These buses provide connections to Long Beach, San Pedro, Santa Clarita and Bakersfield, and provide additional service between Los Angeles and San Diego.

## **INTERCITY RAIL CONNECTIVITY WITH OTHER TRANSPORTATION SYSTEMS**

### **Connectivity with Commuter and Urban Transportation Services**

The Pacific Surfliners connect with a number of commuter and urban rail systems as follows:

**Metrolink** – Metrolink operates regional rail service on seven routes in the greater Los Angeles area. Six of these routes radiate from Los Angeles Union Station and connect with the Surfliners. The Metrolink Ventura County Line stops at all Amtrak stations on the line as well as other Metrolink-only stops. The Metrolink Antelope Valley line connects to the Surfliners at Glendale as well as Amtrak buses in Lancaster and Santa Clarita/Newhall. The San Bernardino Line Thruway buses stop at the San Bernardino and Claremont stations.

On the Orange County Line, trains serve all Amtrak stops. On the Riverside Line, Thruway buses serve the Riverside station.

Beginning in September 2002, Amtrak and Metrolink inaugurated the Rail 2 Rail Program, which has been very successful. Under this program, Metrolink monthly pass holders may ride any Amtrak train or bus on any day (including weekends) within the limits of their monthly pass. In addition, Amtrak ticket holders may ride any Metrolink train within the limits of their Amtrak ticket. Passengers may buy either an Amtrak or Metrolink ticket and use it on the first train that shows up.

The next step in coordination between Amtrak and Metrolink will involve through ticketing between the two operators. For instance, a passenger will be able to purchase a through ticket at the Amtrak station in Santa Barbara for travel on the Pacific Surfliner to Los Angeles, and then on to San Bernardino on Metrolink. Conversely, passengers will be able to purchase tickets from the Metrolink ticket machine in Lancaster, that will take them to Los Angeles on Metrolink, and then on to San Diego on Amtrak. When ticket vending machines are fully installed by October 2004, through ticketing will be available from ticket vending machines.

**Coaster** – The Coaster Regional Rail service operating between Oceanside and San Diego connects to the Pacific Surfliner at Amtrak stations in Oceanside, Solana Beach, and San Diego. The Department plans to expand the Rail 2 Rail Program to the Coaster in April 2004.

**Los Angeles Metro Rail** – The Red and Gold Lines stop at Los Angeles Union Station, providing connections with Pacific Surfliner trains and buses.

**San Diego Trolley** – The San Diego Trolley operates light rail service on two lines serving the San Diego Amtrak station.

**Caltrain** – The extension of Thruway Bus Route 17 to San Jose and San Francisco provides connections with Caltrain Peninsula train service at San Jose.

See also the **Appendix** for a description of local transit serving Pacific Surfliner stations. The State will continue to pursue and enhance coordination between the intercity, commuter and urban transportation services.

### **Connectivity with Other Amtrak Services**

The Pacific Surfliner Route is an element of Amtrak's national intercity rail passenger network. Many passengers use the Pacific Surfliners as part of a longer rail trip. Coordination of schedules with other services generates additional ridership and can improve overall efficiency. The following routes/trains provide significant connecting ridership for the Pacific Surfliners and, in turn, depend on the Pacific Surfliners for a significant portion of their own ridership.

**San Joaquin Route** – The State began supporting Amtrak train service in the San Joaquin Valley in 1979, and in 1981 the route was extended into Los Angeles by means of dedicated Amtrak Thruway buses connecting with the trains in Bakersfield. There are now four San Joaquin train round-trips from Bakersfield to Oakland, and two round-trips from Bakersfield to Sacramento and an extensive network of connecting Thruway buses. Taken together, the Pacific Surfliner and San Joaquin Routes provide basic transportation throughout virtually the entire State, and coordination between the two corridors is vital to maintaining a single unified system. Accordingly, close schedule connections at Los Angeles between the San Joaquin connecting buses and Pacific Surfliner trains will continue to be provided whenever possible.

**Capitol Corridor** – Extension of Thruway Bus Route 17 to the Bay Area allows connections with the Capitol Corridor at San Jose.

**Coast Starlight** – This train provides service between Los Angeles-Oakland-Sacramento-Portland-Seattle, providing Amtrak's basic service up and down the entire West Coast, linking Southern California with the San Francisco Bay Area, Sacramento, and the Pacific Northwest. The original Amtrak legislation in 1971 actually defined the Coast Starlight Route as extending from San Diego to Seattle, but the stub terminal at Los Angeles Union Station, and the lack of train turning facilities in San Diego, made through operation difficult.

**Southwest Chief and Sunset Limited/Texas Eagle** – These transcontinental trains are also part of Amtrak's original basic system, and they connect with the Pacific Surfliner at Los Angeles. They link California with the Southwest, Midwest and Southeast regions of the country. The Southwest Chief via Albuquerque and Kansas City is the most direct route to Chicago. The Sunset Limited runs to San Antonio, Houston, New Orleans, and Orlando. At San Antonio, the Sunset Limited exchanges through cars with the Texas Eagle, which runs north to Dallas, St. Louis and Chicago.

### **Connectivity with Streets and Highways**

In Orange County, Pathfinder signs on local streets and roads and highways that guide passengers to Amtrak and Metrolink stations were reinstalled in 2003. Other Southern California counties were also surveyed in 2003 to ensure that Pathfinder signs were installed on State highways and local streets.

## CHAPTER IV CAPITAL PLAN

### BACKGROUND

In FFY 2004-05, the Department will continue a capital improvement program designed to improve service and increase ridership on the Pacific Surfliners. This chapter will focus on current capital projects. For the Pacific Surfliner Route long-term capital program, see the *California State Rail Plan 2003-04 to 2013-14*.

Capital improvements for the Pacific Surfliner Route will primarily focus on stations and track and signal infrastructure improvements. Descriptions of all rail stations served by the Pacific Surfliners are found in the **Appendix**.

**Figure 4.1** is a summary of all capital investments on the corridor since the Department began participation in funding and administering the route in 1980. The column in the Figure titled “Underway” is detailed in **Figure 4.2** and the column titled “Programmed” is detailed in **Figure 4.3**. Together, **Figures 4.1, 4.2** and **4.3** give a complete picture of the capital projects and improvements on the corridor. A total of almost \$1.1 billion has been spent, allocated or programmed on the route on stations, track and signal projects, and maintenance facilities since 1980. (Note that these figures include some projects that have no direct State financial involvement.)

**Figure 4.2** shows all projects that are currently underway. (Underway is defined as State funds having been allocated by the CTC and for other fund sources as funds being under contract.) **Figure 4.3** shows all projects that are programmed for funding – generally in the STIP. It is important to note that a single project will usually be funded from multiple funding sources and larger projects are often funded and completed in phases. Therefore, one project (particularly larger projects) could be listed on both **Figures 4.2** and **4.3** and also be included in the “Completed” column on **Figure 4.1**. As an example: the completed first phase of a project and fully expended funds (from one specific fund source) for the second phase of the project would be listed on **Figure 4.1**; allocated but unexpended funds from a second fund source for the second phase of the project would be listed on **Figure 4.2**; and programmed funds for the project would be listed on **Figure 4.3**. Thus, these figures show the completed, current and programmed activity for all projects, consistent with the 2002 STIP, as amended.

Since December 2002 allocations of Traffic Congestion Relief Program (TCRP) funds have been suspended. Currently the Governor’s Proposed 2004-05 Budget would repeal the TCRP and eliminate special statutory status for projects identified in the TCRP. Originally, a total of \$148.5 million in TCRP funds were specified for the Pacific Surfliner Route, of which the Commission has allocated

\$16.2 million. The remaining \$132.3 million was reserved for: L.A. Union Station run through tracks and 5<sup>th</sup> lead track (\$20.7 million); Los Angeles – Fullerton triple track (\$66.9 million); track projects in San Diego county (\$22.7 million); and the National City Layover facility (\$22 million). The \$132.3 million in TCRP funds have been deleted from the Pacific Surfliner capital program as listed in **Figures 4.2** and **4.3**. Other fund sources will be sought for TCRP projects, including potential STIP funding.

The new 2004 STIP Fund Estimate was approved by the CTC in December 2003. Based on this Fund Estimate, a new 2004 STIP will be adopted in late 2004. As a result of a number of factors, including the State budget crisis, and projected reductions in federal transportation revenues, the 2004 Fund Estimate projects a decrease in available funding in the new STIP period. Therefore, most projects will have to be delayed to later years.

## **NEW STATIONS AND STATION IMPROVEMENTS**

Below are descriptions of station projects that were completed since 2000, and projects that are underway and programmed. Station projects are arranged in geographic order from north to south. Only projects with a total cost exceeding \$2.0 million are discussed (although all projects are listed on **Figure 4.2**). Note that the recently completed projects are not listed on **Figure 4.2**.

The State, in most cases, does not own stations. The majority of stations are owned by cities, Amtrak, railroads, or private development companies. However, the State funds and oversees many station improvement projects.

**San Luis Obispo** – This project was completed in the end of 2001. An approximately 10,000 square-foot parcel of UP property near the historic station was purchased. Improved thruway and local bus facilities, as well as better access for bikes and pedestrians were completed. Parking facilities were also expanded.

**Surf** – The new intercity rail station, opened in March 2000, at Surf Beach, near Lompoc is an unstaffed station and was a joint project between Santa Barbara County and the Department. The station serves the City of Lompoc and surrounding communities including Vandenberg Air Force Base. The station consists of a loading platform, three open-air shelters, benches, public telephone, restrooms, a parking lot with approximately 39 spaces and a bus-loading zone.

**Camarillo** – The Camarillo station improvement project began in June 2000. \$4.7 million in local and federal funds has been encumbered for the project and an additional \$3.9 million in State funds is programmed. The project includes design, construction, and ROW purchase for improvements to the station platform and the parking at the Camarillo rail station. The project also will include the installation of shelters, seating, lighting, public art works, and bike parking to

serve Pacific Surfliner and Metrolink rail passengers. Construction began in late 2002 and scheduled for completion in 2005-06.

**Fullerton** – \$3.0 million is programmed to build a multi-level parking structure for the Fullerton Transportation Center. The increased parking will accommodate both intercity and commuter rail passengers. Design on this project started in 2002.

**Santa Ana** - \$5.5 million has been allocated to construct a pedestrian bridge over the main line to access the center platform. This improvement will greatly improve passenger safety and flexibility in loading trains. Design started in 2003. Construction is planned to start in late 2004 and to be completed in 2005-06.

**Irvine** – A new pedestrian bridge was completed in June 2001, which provides access to the second platform. The project included elevators, landscaping and architectural treatments. Additional parking is now needed at the rail station to serve commuters and intercity passengers. \$5.1 million is now reserved to construct a parking structure.

**San Clemente** – The Department and Amtrak, with the City of San Clemente's concurrence completed improvements in May 2000 to the platform and provided ADA access for the station at the San Clemente Pier. Amtrak service returned to the Pier station on a seasonal basis in May 2000.

**Oceanside** – \$4.9 million is programmed for a 450-space parking structure. The structure will benefit Amtrak, Metrolink and Coaster service. ROW has been purchased by the City. Design started in 2003, and construction is planned to start in mid-2004.

**Ticket Vending Machines** – \$13.9 million has been encumbered for ticket vending machines and software to be purchased for all unstaffed Amtrak Pacific Surfliner stations, including joint-use Metrolink/Amtrak stations. The system, planned to be operational in October 2004, will permit ticket purchases of either or both commuter and intercity train tickets. For the first time passengers will be able to purchase through tickets for a combined Amtrak/Metrolink trip. Currently, at unstaffed Amtrak stations, patrons are required to purchase tickets onboard from the conductor or purchase tickets in advance from a travel agent. This modernization will improve cash handling operations and accounting. Hardware and software design is currently underway.

**Electronic Information Systems** – \$1.9 million has been encumbered to install electronic message signs at stations to inform Amtrak, Metrolink, and Coaster patrons of train arrival status, including late arriving trains. This will facilitate patrons' ability to make connections between Amtrak and Metrolink trains. Design of the system is currently underway.

## TRACK AND SIGNAL IMPROVEMENTS

Below are descriptions of the track and signal projects that were completed since 2000, and projects that are underway and programmed with a total cost exceeding \$2 million (although all projects are listed on **Figures 4.2** and **4.3**). The projects are listed geographically from north to south. See the “Capital Program” section above for further detail on the organization of **Figures 4.2** and **4.3**.

The State does not own any rail tracks in the Pacific Surfliner corridor. Between San Luis Obispo and Moorpark, the ROW is owned by UP. South of Moorpark to San Diego, the majority of the ROW is owned by public transportation entities. However, the State funds and oversees many track and signal projects.

**San Luis Obispo CTC Project** – \$3.8 million is programmed for this project to extend centralized traffic control (CTC) from the north to the south end of the existing double track at San Luis Obispo. Also, a new CTC control point will be installed. This project will facilitate on-time departures from the San Luis Obispo layover facility and the station. Design is complete and construction is planned to start in 2004.

**Gaviota Siding Upgrade** – This \$2.1 million project was completed in October 2003. The siding was rehabilitated to allow the new CTC signal system and to increase speeds.

**Santa Barbara County Rail Replacement Project** – \$4.8 million is allocated for this project to install continuous welded rail. The project will improve ride quality, reduce travel time, and enhance safety. The project was started in December 2002 and is scheduled to be completed in 2004.

**Ellwood-Seacliff Track and Signal Improvements** – This \$12.7 million project was completed in 2002. The project replaced the old block signal system with 31 miles of CTC. A new 9,000-foot siding was constructed adjacent to the Goleta Layover facility, the existing Seacliff siding was rehabilitated and power switches were installed. The project creates a long new siding at Ellwood to improve freight and passenger train movement and replaces the outdated block signal system with CTC.

**Goleta-Moorpark Track and Signal Improvements** – The Moorpark to Goleta track, siding and signal upgrade project was completed in 2001 at a cost of over \$30 million. The work included new continuous welded rail, cross ties, ballast, extension of existing sidings, construction of two new sidings, grade crossing improvements and new CTC signal system. This major improvement project has modernized the Pacific Surfliner Route from the Ventura/Los Angeles County line (Moorpark) to Santa Barbara County at Goleta.

**Moorpark-Simi Valley Rail Replacement** – \$4.0 million is programmed for this project to replace rail on seven miles of track between Moorpark and Simi Valley. The project will improve safety and increase speeds.

**Hasson Siding Extension** – This project, completed in 2003, extended the current siding to 10,000 feet, creating the opportunity for running train meets. It improved OTP and schedule reliability.

**Santa Susana Tunnel 26** – \$500,000 has been allocated and \$9.8 million has been programmed for this project to upgrade the 7,369 foot tunnel, originally built in 1905, to withstand seismic activity. The tunnel is heavily used by intercity, commuter, and freight trains. A previous rehabilitation project on this tunnel, completed in October 2000, included replacement of rail cross ties, ballast and installation of drainage improvements. This project permitted passenger train speeds to increase from the previous 10-25 mph to 40 mph.

**Chatsworth Track and Station Improvements** – This \$4.5 million project was completed in 2002. It added a second platform at the station, extended a siding, and added CTC. This project allows two passenger trains to stop at the station at the same time.

**Los Angeles Union Station Run-through Tracks** – This major project has an initial allocation of \$12.1 million. The initial funding is adequate for preliminary design and environmental clearance, but not for final design and construction. The environmental clearance and preliminary design began in 2002 and will be completed in 2004.

This project involves the construction of run-through tracks at Los Angeles Union Station. Run-through tracks would eliminate the need for trains to reverse direction to exit Union Station; trains could instead run-through on some tracks. This would result in significantly reduced delays and improved running times for intercity and commuter rail trains. The project involves the construction of the run-through tracks across US 101 from Union Station to mainline track along the Los Angeles River.

**Los Angeles-Fullerton Triple Track** – \$45.6 million has been programmed for this project to construct 14.1 miles of triple track, in three segments, between Los Angeles and Fullerton in Orange County. An additional \$5.0 million is programmed for the DT Junction to La Mirada segment. The two existing main rail lines in this area are at capacity. Thus, the only method to increase passenger rail capacity is to construct triple track. Also, this line serves the freight needs of the Ports of Long Beach and Los Angeles. Therefore, this project will also greatly aid in relieving freight congestion.

This project is in three segments: Bandini to D.T. Junction (3 miles); D.T. Junction to La Mirada (5.6 miles); and La Mirada to Basta (5.5 miles). Design and environmental clearance will be completed on all three segments in

2004. Construction on the Bandini to D.T.Junction is planned to start in 2004. Construction funds are also available for the La Mirada to Basta segment and have been programmed for the DT Junction to La Mirada section. However, all construction funds for this project have not yet been identified.

**Redondo Junction Flyover** – Construction was completed in summer 2001 for the 40-mph flyover track at the Redondo Junction, as part of the overall improvement to the Alameda Corridor. This project improves the operations of the intercity trains and commuter trains on the Pacific Surfliner route by separating them from all freight train movements to and from the Alameda Corridor.

**Orange County Capital Renovation** - \$4.9 million has been allocated for this project to rehabilitate track in Orange County.

**Lincoln Avenue Double Track** – \$16.5 million has been allocated for this project that closes a major (1.8 mile) gap in Orange County double-track territory and creates improved opportunities for trains to pass each other. The environmental work has been completed, and construction is anticipated to start in 2004.

**Environmental Document for LOSSAN Corridor County Rail Upgrade** – \$2.5 million has been allocated for this project to complete a Program Environmental Impact Report under CEQA, an Environmental Impact Statement under NEPA and a strategic corridor plan for rail upgrades on the corridor between Los Angeles and San Diego. The strategic plan was completed in October 2003 and the EIR/EIS is anticipated to be completed in late 2004.

**San Onofre Siding Track Improvements** – \$5.6 million has been allocated for this project to extend the existing San Onofre siding, creating improved passing opportunities. This project will also improve schedule reliability. Preliminary design and environmental work were completed 2003. Construction is planned to start in 2004.

**CP Flores-CP O'Neil Double Track** – \$4.6 million has been allocated for this project to construct 1.8 miles of second main line track, including a CTC signal system. The project will improve reliability and passing capabilities. Preliminary design and environmental work is now underway.

**Santa Margarita Double Track Bridge** – \$2.5 million has been allocated for this project to prepare environmental documentation and engineering to replace a timber and steel bridge with a concrete and steel double track bridge. Design started in 2002.

**Encinitas Siding** – \$6.3 million has been allocated for this project to design and construct a siding. This project is under construction, and planned for completion in mid-2004.

**Del Mar Bluffs Stabilization** – In San Diego County, the design phase of the Del Mar Bluffs stabilization project is completed. Phase I construction for drainage improvements was completed in 2002-03. \$5.0 million has been encumbered for phase II construction work to ensure the stability of the bluffs and prevent possible track outages due to slope failures. The Pacific Surfliner intercity trains, the Coaster commuter trains and the BNSF freights currently use the track for their operations. Four-fifths of phase II construction is federally funded.

**Sorrento–Miramar Double Track** – \$3.5 million has been allocated for project design for the Sorrento to Miramar double track project that will increase train speeds at this location from the current 30 mph to 50 mph. This improvement project will create several miles of new passing track and will reduce travel time by several minutes. Preliminary design and engineering are complete. \$28.2 million is programmed for construction.

**Falsebay Passing Track** – This project, completed in 2003, constructed approximately 3 miles of new passing track. It created the opportunity for running train meets, and improved schedule reliability.

**Track Signal and Infrastructure Upgrade** – \$1.5 million has been encumbered for this project to upgrade system infrastructure, including tracks, signal equipment, layover facilities, and signage in territory served by Metrolink. 75 percent of the territory to be improved also serves the Pacific Surfliner route. An additional \$3.4 million has been programmed for this project.

## **MAINTENANCE AND LAYOVER FACILITIES**

**Los Angeles Railcar Service and Inspection and Locomotive Maintenance Facility** – This project was completed in mid 2001. It involved \$7 million in State funds and about \$24 million in Amtrak funds. The project is located in Amtrak's existing Eighth Street Yard in Los Angeles. The new service and inspection facility now allows most of the day-to-day maintenance functions to be performed without disassembling the train. The enclosed facility now has pedestal tracks and other facilities to support inspection and maintenance activities on all of Amtrak's southern California fleet, including both the California Cars and new Surfliner Cars.

Additionally, on the same site a modernized locomotive maintenance facility was constructed. Also the support yards on either side of the service and inspection facility were reconstructed, and a new modern car wash facility was constructed.

**National City Joint Use Layover Facility** – The purpose of this project is to construct a layover facility at the southern terminus of the Pacific Surfliner line. The National City facility project will consist of site acquisition, design, and construction of a facility adjacent to the rail line to clean, service and perform light maintenance for Pacific Surfliner intercity trains and BNSF locomotives.

The project also includes track and grade crossing improvements between the San Diego station and the new facility. The facility is planned for joint use where BNSF locomotives will use the facility for turn-around service.

Primary benefits of this project include more efficient equipment utilization, more frequent cleaning of cars, and the ability to immediately address needed repairs. Project design was completed in spring 2003. The Department has contracted with the BNSF to complete design and engineering work on the maintenance facility and the track and grade crossing improvements. A total of \$4.9 million is programmed for this project. Currently no construction funds are identified for this project.

## **EQUIPMENT**

The U.S. Taxpayers' Relief Act of 1997 provided an additional \$2.2 billion for Amtrak nationwide. This funding permitted Amtrak to commit approximately \$105 million for new Pacific Surfliner passenger cars to serve this route. Eight trainsets of new Surfliner Cars were placed in service by the spring of 2001. (The first delivery started in May 2000.)

The new cars replaced severely outdated equipment. The cars are based on the California Car design pioneered by the Department that allows faster loading and unloading, shorter dwell times at stations, and is handicap accessible. The new cars also feature improved reclining and reversible seats, more downstairs seating, an upstairs restroom, larger luggage racks, with fabrics and flooring designed for lower maintenance cost and better resistance to soiling.

In addition, Amtrak purchased and placed into service 14 new state-of-the-art F59 locomotives on the Pacific Surfliner at a cost of \$30 million. Replacement of older equipment reduced equipment maintenance, breakdowns, and increased OTP.

The State was able to supplement the Amtrak order with over \$50 million in state funds from a variety of sources to buy additional cars for both Southern and Northern California. In Southern California, the State purchased two additional train sets to complete the new Pacific Surfliner fleet, for a total of ten sets of equipment. Each set of equipment has five cars. The State has purchased three cab cars, two food service cars, two business class cars and three coach cars. All of the ten cars were delivered by early 2002.

The new cars are under a three-year warranty. During the three-year period the Department conducts regular inspections, documents equipment failures, evaluates defects to determine fleet-wide impacts, and coordinates with Amtrak for repairs.

Figure 4.1 - Summary of Capital Projects

<b>Intercity Rail Capital Projects</b>				
<i>Pacific Surfliner Route</i>				
<i>(Dollars in thousands)</i>				
<b>Project Type</b>	<b>Completed</b>	<b>Underway</b>	<b>Programmed</b>	<b>Total</b>
<b>Stations</b>	\$187,570	\$30,945	\$14,601	\$233,116
<b>Track and Signal</b>	\$612,136	\$128,060	\$52,663	\$792,859
<b>Maintenance Facilities</b>	\$45,840	\$4,900	\$0	\$50,740
<b>Total</b>	<b>\$845,546</b>	<b>\$163,905</b>	<b>\$67,264</b>	<b>\$1,076,715</b>

Figure 4.2 – Detail of Capital Projects – Underway

<b>PACIFIC SURFLINER ROUTE</b>			
<b>PROJECTS UNDERWAY</b>			
<i>(Dollars in thousands)</i>			
<b>Project Description</b>	<b>State Funds</b>	<b>Other Funds</b>	<b>Total</b>
<b>STATION PROJECTS</b>			
<b>Santa Barbara</b>			
Purchase historic rail car, and renovate station	\$0	\$396	\$396
<b>Camarillo</b>			
Construct station improvements and parking lot	\$0	\$4,732	\$4,732
<b>Moorpark</b>			
Replace tactile edge of platform	\$86	\$0	\$86
<b>Simi Valley</b>			
Replace tactile edge of platform	\$156	\$0	\$156
<b>Chatsworth</b>			
Construct an additional 140 space parking lot	\$595	\$0	\$595
<b>Van Nuys</b>			
Expand parking	\$1,600	\$0	\$1,600
<b>Los Angeles</b>			
Various interior and exterior station renovation projects	\$600	\$30	\$630
<b>Santa Ana</b>			
Construct Pedestrian Bridge	\$5,500	\$0	\$5,500
Create 1000 foot mural of historic events	\$0	\$500	\$500
<b>Oceanside</b>			
Environmental document and design for a 450 space parking structure	\$910	\$0	\$910
<b>Multiple Stations</b>			
Ticket Vending Machines	\$3,505	\$10,425	\$13,930
Electronic Information System	\$1,228	\$682	\$1,910
<b>TOTAL STATION PROJECTS</b>	<b>\$14,180</b>	<b>\$16,765</b>	<b>\$30,945</b>

<b>PACIFIC SURFLINER ROUTE PROJECTS UNDERWAY</b> (Dollars in thousands)			
Project Description	State Funds	Other Funds	Total
<b><u>TRACK AND SIGNAL PROJECTS</u></b>			
<b>San Luis Obispo CTC Project</b> Extend CTC from north to south end of double track, install new CTC control point	\$3,350	\$457	\$3,807
<b>Santa Barbara County Track Improvements</b> Install new continuous welded rail	\$4,000	\$819	\$4,819
<b>Moorpark Siding Upgrade</b> Replace worn rail and ties on siding	\$740	\$0	\$740
<b>Moorpark-Simi Valley Crossing Improvements</b> Construct median barriers, related signage and fencing at 8 locations	\$700	\$0	\$700
<b>Moorpark-Burbank Track &amp; Signal Improvements</b> Replace worn rail, renovate turnouts	\$0	\$1,492	\$1,492
<b>Strathean Siding Upgrade</b> Replace worn rail and ties on siding	\$1,640	\$0	\$1,640
<b>Hasson Siding Extension</b> Extend siding to 10,000 feet and upgrade switches	\$111	\$0	\$111
<b>Santa Susana Tunnel #26 Upgrade</b> Design for seismic upgrade to tunnel	\$500	\$0	\$500
<b>River Corridor Track and Signal Imps – North of LA</b> Replace ties, rails and underground cables; upgrade standby power systems	\$0	\$1,055	\$1,055
<b>Los Angeles Union Station Fifth Lead Track</b> Design fifth lead track into Union Station	\$389	\$0	\$389
<b>Los Angeles Union Station Run Through Tracks</b> Prepare environmental documentation and design for run-through tracks at Union Station	\$12,065	\$0	\$12,065
<b>Commerce Track Improvements</b> Construct additional track	\$1,834	\$0	\$1,834
<b><u>Los Angeles – Fullerton Triple Track</u></b>			
<b>A. Bandini to D.T. Junction</b> Construct 3 miles of third main track	\$12,780	\$4,920	\$17,700
<b>B. DT Junction to La Mirada</b> Prepare environmental documentation and engineering for 5.6 miles of third track	\$3,000	\$0	\$3,000
<b>C. La Mirada to Basta</b> Prepare environmental documentation, engineering and construction for 5.5 miles of third track	\$24,900	\$0	\$24,900
<b>Total Los Angeles – Fullerton Triple Track Projects</b>	\$40,680	\$4,920	\$45,600
<b>Orange County Capital Renovation</b> Rehabilitate track	\$4,860	\$0	\$4,860
<b>Lincoln Avenue Double Track</b> Construct 1.8 miles of second main track between Almond Street (Orange) and 17 <sup>th</sup> Street (Santa Ana); includes second bridge over Santiago Creek	\$16,449	\$0	\$16,449

<b>PACIFIC SURFLINER ROUTE PROJECTS UNDERWAY</b> (Dollars in thousands)			
Project Description	State Funds	Other Funds	Total
<b><u>TRACK AND SIGNAL PROJECTS (cont)</u></b>			
<b>Environmental Document For Rail Corridor Upgrade between Los Angeles – Orange County – San Diego</b> Prepare program level environmental impact report for corridor upgrade projects	\$2,498	\$0	\$2,498
<b>San Onofre Siding Track Improvements</b> Extend siding and upgrade related signals	\$5,600	\$0	\$5,600
<b>CP Flores-CP O'Neil Double Track</b> Design and environmental documentation for 1.8 miles of second main line track including CTC Signal System	\$3,350	\$1,250	\$4,600
<b>Santa Margarita Double Track Bridge</b> Prepare environmental documentation and engineering to replace timber and steel bridge with concrete and steel double track bridge	\$2,500	\$0	\$2,500
<b>Oceanside Double Track</b> Design 1.2 miles of double track	\$500	\$0	\$500
<b>Encinitas Siding</b> Design and construct siding	\$6,288	\$15	\$6,303
<b>Del Mar Bluffs Stabilization</b> Stabilize bluff area subject to erosion	\$1,000	\$4,000	\$5,000
<b>Sorrento-Miramar Double Track</b> Design second main track between Sorrento (CP Pines and Miramar (CP Cumbres) to increase speeds	\$3,498	\$0	\$3,498
<b>Track Signal and Infrastructure Upgrade</b> Upgrade system infrastructure (tracks, signal equipment, layover facilities and signage) in territory served by Metrolink (represents intercity related 75% of total funding)	\$0	\$1,500	\$1,500
<b>TOTAL TRACK AND SIGNAL PROJECTS</b>	<b>\$112,552</b>	<b>\$15,508</b>	<b>\$128,060</b>
<b><u>MAINTENANCE AND LAYOVER FACILITIES</u></b>			
<b>National City Layover Facility</b> Design a passenger train layover and maintenance facility	\$3,900	\$1,000	\$4,900
<b>TOTAL MAINTENANCE AND LAYOVER FACILITIES PROJECTS</b>	<b>\$3,900</b>	<b>\$1,000</b>	<b>\$4,900</b>
<b>TOTAL ALL PROJECTS UNDERWAY</b>	<b>\$130,632</b>	<b>\$33,273</b>	<b>\$163,905</b>

**Figure 4.3 - Detail of Capital Projects - Programmed**

<b>PACIFIC SURFLINER ROUTE PROJECTS PROGRAMMED</b> (Dollars in thousands)			
Project Description	State Funds	Other Funds	Total
<b><u>STATION PROJECTS</u></b>			
<b>Oxnard</b>			
Construct parking lots, and landscaping	\$1,081	\$0	\$1,081
<b>Camarillo</b>			
Construct station improvements and parking lot	\$3,729	\$204	\$3,933
<b>Simi Valley</b>			
Construct platform enhancements and renovate platform	\$0	\$680	\$680
<b>Los Angeles</b>			
Various interior and exterior station renovation projects	\$0	\$1,007	\$1,007
<b>Fullerton</b>			
Design and construct a multi-level parking structure with 700 spaces	\$3,000	\$0	\$3,000
<b>Oceanside</b>			
Construct 450 space parking structure	\$0	\$4,900	\$4,900
<b>TOTAL STATION PROJECTS</b>	<b>\$7,810</b>	<b>\$6,791</b>	<b>\$14,601</b>
<b><u>TRACK AND SIGNAL PROJECTS</u></b>			
<b>Moorpark-Simi Valley Rail Replacement</b>			
Replace 7 miles of track	\$4,000	\$0	\$4,000
<b>Santa Susana Tunnel #26 Upgrade</b>			
Construct seismic tunnel upgrade	\$9,500	\$250	\$9,750
<b>Ventura/LA County Line-Wood Tie Replacement</b>			
Replace old ties with new wood ties	\$0	\$128	\$128
<b>Ventura/LA County Line-Signal Improvement</b>			
Upgrade signals	\$0	\$343	\$343
<b>Los Angeles – Fullerton Triple Track</b>			
DT Junction to La Mirada Section - Prepare environmental documentation and engineering for 5.6 miles of third track	\$5,000	\$0	\$5,000
<b>Orange County Track and Signal - Improvements</b>			
Upgrade signals	\$0	\$134	\$134

<b>PACIFIC SURFLINER ROUTE PROJECTS PROGRAMMED</b> (Dollars in thousands)			
<b>Project Description</b>	<b>State Funds</b>	<b>Other Funds</b>	<b>Total</b>
<b>TRACK AND SIGNAL PROJECTS (cont)</b>			
<b>San Dieguito River Bridge Design and Engineering</b> Preliminary design and environmental for new double track concrete bridge	\$855	\$0	\$855
<b>Sorrento-Miramar Double Track</b> Construct second main track to increase speeds	\$28,219	\$0	\$28,219
<b>Trespasser Barriers</b> Purchase and install concrete barriers	\$0	\$44	\$44
<b>Track Signal and Infrastructure Upgrade</b> Upgrade system infrastructure (tracks, signal equipment, layover facilities and signage) in territory served by Metrolink (represents intercity related 75% of total funding)	\$285	\$3,090	\$3,375
<b>Rail Grinding - Systemwide</b> Grind rail to original profile and remove surface defects	\$0	\$473	\$473
<b>Signal and Communication Program - Systemwide</b> Upgrade Signals	\$0	\$342	\$342
<b>TOTAL TRACK AND SIGNAL PROJECTS</b>	<b>\$47,859</b>	<b>\$4,804</b>	<b>\$52,663</b>
<b>TOTAL ALL PROJECTS PROGRAMMED</b>	<b>\$55,669</b>	<b>\$11,595</b>	<b>\$67,264</b>

### **AMERICANS WITH DISABILITIES ACT (ADA)**

The statewide ADA Project brought 48 intercity rail facilities along the San Joaquin, Pacific Surfliner, and Capitol Corridor routes into compliance with State and federal mandates. Federal law stipulates that Amtrak should comply with ADA regulations, nationally, by FFY 2010. However, the Department's goal was to have all upgrades completed by FFY 2002. This goal was met for all stations on all three Routes.

A system-wide project that will also improve station accessibility is the installation of Passenger Information Systems at stations to provide real-time audio and visual information on train arrivals and departures. The system is now fully operational on the Capitol Corridor and will be operating on the San Joaquin Route by June 2004. On the Pacific Surfliner Route, the Department is working with Metrolink to integrate the Department's passenger information system with the Metrolink information system in shared stations of the Pacific Surfliners.

The type of ADA modifications that were generally made at stations included: replacing tactile edges; constructing concrete sidewalks; improving pedestrian access and drop off and loading zones; restriping parking lots; modifying ticket

counters; replacing restroom fixtures, signs, telephones, water fountain, informational displays; and repairing door closure devices.

Improvements were made to the following stations: San Luis Obispo, Santa Barbara, Ventura, Oxnard, Moorpark, Simi Valley, Chatsworth, Van Nuys, Burbank Airport, Los Angeles, Fullerton, Anaheim, Santa Ana, Irvine, San Juan Capistrano, Oceanside, Solana Beach and San Diego.

## CHAPTER V

# FFY 2004-05 ACTIONS

### ACTION PLAN

During FFY 2004-05, the Department will take the following actions to enhance the Pacific Surfliner Route service, in order to meet the performance measures established for the Pacific Surfliner.

#### Operating Elements

- Second daily round-trip from Los Angeles to San Luis Obispo is proposed to start in 2004–05. Public relations and advertising will promote the new train.
- Continue marketing and advertising based on seasonal themes.
- Continue to expand the successful Rail 2 Rail Program.
- In 2004, market Amtrak/Metrolink through ticketing option, once new ticket vending machines are operational.
- Expand the Rail 2 Rail Program to the Coaster Service in spring 2004.
- Expand partnerships with other organizations for joint advertising and promotions. Continue the joint Department of Tourism “Rediscover California” TV. marketing program.
- Continue evaluation of feeder bus services to assure continued cost-effective operation.

#### Capital Elements

- Start construction in 2004 on Los Angeles-Fullerton triple track project (Bandini – D.T. Junction segment).
- Start construction in 2004 on Lincoln Avenue double track project in Orange County.
- Continue work on several track, signal and bridge projects in San Diego County including: San Onofre track improvements, CP Flores-CP O’Neil double track, Encinitas siding, and Del Mar Bluffs stabilization.
- Complete environmental clearance and engineering on the Los Angeles Union Station run-through track project in 2004.
- Continue construction on the Camarillo station and Santa Ana station pedestrian bridge.
- Implement a new system of ticket vending machines at Metrolink and Amtrak stations by October 2004, allowing through ticketing between Amtrak and Metrolink.

