Throughout another challenging year, the Capitol Corridor maintained reliability and as continued to work towards rebuilding and expanding its service.

**FY2021 PERFORMANCE REPORT**

**Welcome Aboard**

While FY2020 saw Capitol Corridor Joint Powers Authority (CCJPA) responding to the initial stages of COVID-19, in FY2021 CCJPA found itself still grappling with the pandemic’s ongoing effects. Public health conditions necessitated continued travel and social restrictions early in FY2021. With the rollout of vaccines starting in January 2021, we planned for an anticipated ridership recovery. Federal and State support aided in the ability to increase service levels from 16 to 22 daily trains; restore Café Car service for all trains; and reach new milestones with projects that support the short- and long-term vision of the Capitol Corridor service. Despite the challenges our service faced due to the pandemic, FY2021 is a year in which we never stopped our service for even one day; reclaimed a 90% on-time performance (OTP) standard; created direct daily service between Auburn and San Jose; and came together with the leaders from San Joaquin Joint Powers Authority (SJJPA) and Los Angeles – San Diego – San Luis Obispo Rail Corridor (LOSSAN) to reassure our collective riders of the resiliency of California rail.

**23 Years of Results**

<table>
<thead>
<tr>
<th>FY2021</th>
<th>FY2021</th>
<th>FY2021</th>
<th>FY2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>22 WEEKDAY TRAINS</td>
<td>354,373</td>
<td>$8.87M</td>
<td>21%</td>
</tr>
<tr>
<td>18 WEEKEND TRAINS</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SERVICE LEVEL</th>
<th>RIDERSHIP</th>
<th>REVENUE</th>
<th>REVENUE-TO-COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>+175%</td>
<td>-23%</td>
<td>+42%</td>
<td>-30%</td>
</tr>
</tbody>
</table>
Service Levels
Over the course of FY2021, adhering to health and safety standards as well as meeting ridership demands, the Capitol Corridor service saw a total of 8 train and connecting bus schedules changes. Each change was an effort to optimize our performance. The schedule change on March 29, 2021, was one of the most impactful since the initial reduction in March 2020. Its highlights included:

- Phase one of a “pulse” schedule with more predictable departure times after the hour (e.g. 5:11 pm, 6:11 pm... ) for select trains
- Daily direct service between Auburn and San Jose
- Reduced midday gaps between trains
- Return of a sixth round-trip between San Jose and Oakland

Market Segmentation
As part of the State’s service recovery efforts, Caltrans initiated a market segmentation study to benefit the three JPA’s, with a goal of informing the JPA’s ridership recovery marketing campaigns with data and insight on customer lifestyles and behavior. The resulting persona outputs highlight the propensity to ride intercity rail for both leisure travel and commuting by market segment.

Rider Profile
Despite low ridership throughout FY2021, we never lost sight of our rider experience and explored opportunities to learn and share their journeys. Prior to the availability of vaccinations, we wanted to hear what it was like traveling on the train and shared their stories in a profile, “Riding Through a Pandemic.” Historically, CCJPA administered an annual on board survey to passengers to gain insight into their trip purpose, travel frequency, station access and egress, demographics, etc. While we were unable to conduct last year’s survey due to the pandemic, health conditions improved sufficiently for us to resume the on-board survey for FY2021. In June 2021, 1,079 passengers provided feedback on their Capitol Corridor experience.

Ticket Purchase
80% Internet & Mobile
17% At Stations
3% Other

Top 3 Origin and Destination City Pairs
- Emeryville – Sacramento
- Oakland Jack London – Sacramento
- Martinez – Sacramento

Busiest Trains
- 538
- 542
- 536

Since the pandemic, ticket purchases have significantly shifted in favor of round-trip/one-way trips, showing that riders are traveling with reduced frequency and perhaps are uncertain about future travel needs.
Café Car Returns
Due to health concerns, one of our riders’ favorite amenities was unavailable throughout the majority of FY2021; however, on June 14, 2021, the Café Car returned with a limited menu and featuring a new custom product. Working in collaboration with the SJPPA, the CCJPA unveiled a co-branded snack box for passengers to enjoy.

49ers Home Games Boosted Ridership
With so many riders yet to return to the train, digital engagement has become an increasingly important means of staying connected, which we have embraced through Corridor Conversations in addition to reformatting some of our business process including our Virtual Business Plan Meetings. Those riders who were anxious to get back out on the rails were not disappointed, particularly San Francisco 49ers fans who proved their loyalty to not only the team, but also the Capitol Corridor.

Corridor Conversations
What began as a forum for providing service updates, our webinar series expanded throughout the year to include education and destination-themed content, which is all available for replay:

Community Relations
Last year CCJPA affirmed its commitment to racial equality and utilized its resources to bring awareness to and uplift diverse communities. Our continued efforts in this area are exemplified in our work:

- We Stand Against Racism: Stand Against Anti-Asian Pacific Islander Violence
- Hispanic Heritage Month
CC Rewards
As a follow up to our student rewards program, Stride On Board, CCJPA launched a new loyalty program, CC Rewards, which is open and free to every member of our Capitol Corridor community. In addition to having access to discounts from local vendors along our route, CC Reward members received a private offer of 50% Off Weekends, including Friday travel.

Offers and Promotions
In consideration of the various health and safety restrictions by county, traditional marketing efforts were paused until early summer, when we released a Summer of Savings with some of our favorite, and even some new, offers. Since many employers still had limited in-person schedules, our promotional offers focused on the opportunity area of off-peak/weekend leisure markets. Offers included:

- **TAKE 5 FOR $5 ON WEEKENDS**
- **SENIORS RIDE HALF-OFF MIDWEEK**
- **CC REWARDS 50% OFF WEEKENDS**
- **30TH ANNIVERSARY 30% DISCOUNT**

Customer Experience
As travel restrictions relaxed and vaccinations became more widely available, essential workers found themselves in good company with an increasing number of business and leisure riders. To celebrate their return, riders could enter our #CCBackOnBoard contest by snapping a picture of themselves at a station or on board the train. Over the past year, those who were new or returning to the Capitol Corridor also experienced several changes and enhancements impacting our service.

- **EL DORADO TRANSIT**
  El Dorado Transit became the new operating agency for the Capitol Corridor’s connecting bus service between Sacramento and South Lake Tahoe.

- **NEW CHARGER LOCOMOTIVES**
  Two new, Tier IV Charger locomotives were added to the Capitol Corridor fleet, replacing a pair of older EPA Tier II F-59 locomotives. This brings our fleet to a total of 10 Tier IV locomotives.

- **THANKSGIVING 2020**
  During the week of Thanksgiving, November 23-30, 2020, reservations were required to travel during what is traditionally our busiest travel time of the year.

- **FLEXIBLE FARES**
  One-way and round-trip tickets moved to Flexible Fares—fully refundable without any change or cancellation fees, if canceled prior to the passenger’s original departure date.
Projects
Throughout the year, efforts to ensure the short- and long-term success of the Capitol Corridor remained a priority. Reinvestment in the maintenance of our equipment, with projects such as new door panels and HVAC overhauls promote the reliability of our service.

Innovative problem-solving provide a glimpse into the future of the Northern California Megaregion, which will become a more connected transportation network through programs like Link21 and South Bay Connect. And proper groundwork has been laid so that riders will experience expansions and modernizations of our service as planned with the Sacramento-Roseville Third Track and California Integrated Ticketing projects.

Support for rail-related projects and initiatives at the state and federal levels has never been stronger and will undoubtedly promote the vitality and longevity of the Capitol Corridor service now and into the future.

On Wednesday, July 7th, 2021, Rob Padgette and Leo Sanchez hosted Representative Ro Khanna of CA-17 at the Santa Clara-Great America station to provide him with information about the Capitol Corridor’s Agnew Siding Project. Representative Khanna supported $6.6M in project funding for inclusion in H.R. 3684 INVEST in America Act. If the Legislation is approved, this funding, together with the existing $3.5M of committed State funding, would allow the Capitol Corridor and Altamont Commuter Express (ACE) to complete work by the end of 2022. The Agnew Siding Project will reduce train delays, improve road congestion, and combat climate change.

California Integrated Ticketing
Program (Cal ITP) Funding: TIRCP

CCJPA is managing a CalSTA and Caltrans-led, multi-agency initiative to research, develop and implement an Integrated Travel Program (Cal ITP) that will enable California residents and visitors to plan and pay for travel across multiple modes of transportation, including bus, metro, light and intercity rail, paratransit, bike hire, and ride-hailing services in California.

- **2016** Case study of European models of integration and fare policies
- **2018** Cal ITP forum for sharing lessons learned
- **2019** Team assembled to build framework for comprehensive Cal ITP
- **2021** First trials of EMV payment and GTFS programmatic support launched

**EXPERIENCE**

Link21 Program
Funding: TIRCP, Annual State Supplemental (BART Measure RR, RM3) Allocation

**EXPERIENCE**

Link21 is working with the California State Transportation Agency (CalSTA) and other agency partners to transform Northern California’s passenger rail network into a faster, more integrated system, providing safe, efficient, and affordable travel. At the core of Link21 is a new Transbay passenger rail crossing between Oakland and San Francisco, as well as other improvements to the BART and the regional rail network, which includes Capitol Corridor and other operators. These improvements will make rail travel more attractive and reliable and provide better access to jobs and housing in the Northern California Megaregion. By shifting more trips from automobiles to modern zero-emission trains, we will help the region and State meet its greenhouse gas reduction goals.

- **2019** Funding awarded to survey project impact on employers and workforce demands
- **2020** Hire staff dedicated to managing project, Embark on 21-county market analysis
- **2021** Rename program Link21, launch website, Bay Area Council Economic Institute issues report on a new rail crossing’s benefit to the Megaregion, conduct two rounds of outreach with priority populations and the general public
- **2022** Program Development
- **2024** Define and Prioritize Projects
- **2028** Begin Design / Project Delivery Phase
- **2040** New crossing opens for revenue service
South Bay Connect
Funding Source: TIRCP Project Impact (Environmental, Rider Experience, or Safety)

South Bay Connect proposes to relocate Capitol Corridor service between Oakland Coliseum and Newark from the current route on the Union Pacific (UP) Niles Subdivision to the UP Coast Subdivision, which could save up to 13 minutes of travel time between Oakland and San Jose. The project also intends to facilitate new transbay connections via a new Ardenwood rail station for Capitol Corridor passengers between the East Bay and the Peninsula, an underserved market for the Capitol Corridor service. Key milestones:
- 2019 Project Definition Report completed
- 2020 Environmental documentation and review process initiated with Notice of Preparation of an Environmental Impact Report (EIR)
- 2021 Draft EIR expected to be released
- 2023 Final EIR expected to be adopted
- 2025 Construction expected to begin
- 2028 Construction expected to finish and project operational

Sacramento-Roseville Third Track Service Expansion Project
Funding: TIRCP, Prop 1A, Prop 1B

ENVIRONMENTAL EXPERIENCE
With the addition of a third railroad track between Sacramento and Roseville, the Capitol Corridor would be able to increase frequencies between the two stations. An overnight train layover/servicing facility will also be a part of the project.
- 2015 Environmental phase complete
- 2016 Awarded $87M from TIRCP, Prop 1A and 1B towards project design and construction
- 2021 25% design complete
- 2022 Phase one final design to be complete
- 2023 Phase one construction to begin

SR 84 Intermodal Center
Funding Source: TIRCP Project Impact (Environmental, Rider Experience, or Safety)

EXPERIENCE
As a companion project to South Bay Connect, it builds vertical circulation from the Ardenwood rail station to directional bus stops aligned and on SR 84. The proximity of the bus stops to the rail will vastly improve bus travel times and facilitate movement between rail and bus services connecting from East Bay to the Peninsula.

Key milestones:
- 2021 Required Caltrans Documentation developed
- 2022 CEQA Environmental documentation and review process initiated
- 2022 Design documentation commences
- 2025 Construction expected to begin
- 2028 Construction expected to finish and project operational

Peoplesense Trials
Funding Source: CCJPA & TIRCP Project Impact (Environmental, Rider Experience, or Safety)

EXPERIENCE
Real-time person counting using machine learning techniques and artificial intelligence methods to provide passengers real-time and predictive car by car occupancy counts and also assist in conductor fare collection and overall passenger analytics via a real-time database that can be easily queried.

Key milestones:
- 2018 Initial portable device testing – phase one
- 2019 Trainset based remote testing – phase two
- 2021 Machine learning/artificial intelligence and GTFS occupancy development – phase three
- 2022 Commercial deployment – final phase
Carquinez High Level Crossing Studies
Funding Source: TIRCP and TBD Project Impact
(Environmental, Rider Experience, or Safety)

The lifting of the current Benicia-Martinez Rail Bridge is a current source of delays and causes trains to get out of slot. Any expansion of Capitol Corridor service between Oakland and Sacramento would be limited by the nature of the current lift bridge and how the waterway is used for marine traffic. The study is to begin the process of establishing alternative high-level (non-lift) rail bridge options across the Carquinez strait which can be the basis of future project development phases.

Key milestones:
2021 Developed funding package and initial studies scope
2022 Examine feasible and viable high-level options via a study – phase one
2023 Narrow options via a deeper study and present options to leadership at CCJPA and CalSTA – phase two
2024 Fund project development phases in environmental and initial design
2027 Complete CEQA/NEPA project development and 30% design
2029 Complete 100% design
2030 Commence construction
2033 Complete construction of a viable high-level bridge replacement with approaches

Agnew Siding Improvement Design
Funding: SRA, TIRCP

This project creates a new place for trains to meet and pass south of the Great America Station, easing train congestion in the South Bay. Trains that have been impacted by congestion will see these related more than once delays reduced to less than daily on average and to a few minutes from an average of 13 minutes.
2019 Final design started
2022 Final project design to be completed
2023 Construction to begin

Passenger Information Display System (PIDS) Modernization
Funding Source: SRA Project Impact
(Environmental, Rider Experience, or Safety)

The existing PIDS was designed and implemented in the early 2000’s, and both software and hardware have been in use without major upgrades since then. The PIDS Modernization project will implement a new PIDS with new software and hardware that improves upon the functionalities of existing PIDS.

Key milestones:
2020 Software development began
2022 Implementation at stations to begin

Davis Station Improvement Project
Funding: PTA SRA, CCJPA Revenue Above Budget

CCJPA is collaborating with Amtrak and Union Pacific for track and signal upgrades. This is the first phase of a larger future project of improvement initiatives at Davis Station that will improve safety and ADA access with a center island platform.
2019 $4M committed for track and signal upgrades
2021 Platform replacement design kickoff
2022 Track and Signal design completion
2023 Track and signal upgrade completion
2026 Platform replacement completion
Renewable Diesel
Funding: CCJPA Operating Budget

ENVIRONMENTAL
In collaboration with the California Air Resources Board (CARB), CCJPA has identified and is currently testing alternative fuel options that will work with Tier 4 Charger locomotives which operate with high-pressure fuel systems.

- **2016** Exploration of alternative fuel options
- **2017** Renewable fuels tests on F-59 locomotives
- **2019** Renewable fuels tests on Tier 4 Charger locomotives
- **2020** Renewable testing suspended for 3 months due to covid service reductions. Currently are just past halfway completed and schedule to complete testing by May 2021
- **2021** Run time testing completed
- **2022** Evaluation of system engine parts

**Surfliner Door Panel Replacement**
Funding: Caltrans Division of Rail and Mass Transportation

EXPERIENCE
SAFETY
Over time, there has been an increase in delays associated with the existing door panels on 22 Surfliner rail cars; the door panels are in need of replacement due to age. The new door panels will mitigate related delays, be more secure, and offer a quieter ride by reducing exterior noise.

- **2019** Procurement of new door panels for 22 Surfliner cars
- **2020** Installation of door panels to begin after Thanksgiving Holiday period
- **2021** Project completion

**Capitol Corridor Joint Powers Authority Board**

**Placer County Transportation Planning Agency**
- John Allard
- Jim Holmes
- Cheryl Maki (Alt.)

**Sacramento Regional Transit District**
- Kerri Howell
- Steve Miller
- Steve Hansen (Alt.)
- Patrick Kennedy (Alt.)

**San Francisco Bay Area Rapid Transit District**
- Debra Allen
- Bevan Dufty
- Janice Li
- John McPartland
- Robert Raburn
- Rebecca Saltzman, Chair
- Elizabeth Ames (Alt.)

**Santa Clara Valley Transportation Authority**
- Teresa O’Neill
- Raul Peralez

**Santa Clara Valley Transportation Authority**
- Harry Price
- James P. Spering
- Ron Rowlett (Alt.)

**Yolo County Transportation District**
- Lucas Frerichs
- Don Saylor, Vice Chair
- Gloria Partida (Alt.)

**Executive Officers**
- Robert Powers, Executive Director
- Robert Padgette, Managing Director

*2021 PERFORMANCE REPORT, ADOPTED FEBRUARY 2022*