Supervisor **Vito Chiesa**, Chair, Stanislaus County
Councilmember **Don Tatzin**, Vice-Chair, City of Lafayette
Councilmember **Patrick Hume,** Vice-Chair, City of Elk Grove
Supervisor **Rodrigo Espinoza**, Merced County
Supervisor **Scott Haggerty**, Alameda County
Councilmember **Bob Johnson**, City of Lodi
Supervisor **Doug Verboon**, Kings County
Supervisor **Brett Frazier**, Madera County
Supervisor **Sal Quintero**, Fresno County
Supervisor **Amy Shuklian**, Tulare County

San Joaquin
Joint Powers Authority

Alternate **Richard O'Brien**, City of Riverbank
Alternate **Federal Glover**, Contra Costa County
Alternate **Don Nottoli**, Sacramento County
Alternate **Mike Villalta**, City of Los Banos
Alternate **Tom Blalock**, BART
Alternate **Bob Elliott**, San Joaquin County
Alternate **Justin Mendes**, City of Hanford
Alternate **Andrew Medellin**, City of Madera
Alternate **Michael Derr**, City of Selma
Alternate **Bob Link**, City of Visalia

AGENDA

May 26, 2017 – 1:00 PM

Fresno County Board of Supervisors Chambers
2281 Tulare Street, Fresno CA

San Joaquin Joint Powers Authority 949 East Channel Street Stockton, CA 95202	Sacramento County Administration Building 700 H Street, Suite 2450 Sacramento, CA 95814	36437 East Ridge Road Sea Ranch, CA 95497

This Agenda shall be made available upon request in alternative formats to persons with a disability, as required by the Americans with Disabilities Act of 1990 (42 U.S.C. § 12132) and the Ralph M. Brown Act (California Government Code § 54954.2). Persons requesting a disability related modification or accommodation in order to participate in the meeting should contact San Joaquin Regional Rail Commission staff, at 209-944-6220, during regular business hours, at least twenty-four hours prior to the time of the meeting.

All proceedings before the Authority are conducted in English. Any writings or documents provided to a majority of the Authority regarding any item on this agenda will be made available for public inspection at the offices of the San Joaquin Regional Rail Commission located at 949 E. Channel Street, Stockton, California, 95202 during normal business hours or by calling (209) 944-6220. The Agenda and meeting materials are also available on the San Joaquin Joint Powers Authority Website: http://www.sjjpa.com/Home

1	**Call to Order, Pledge of Allegiance, Roll Call**	Chair Chiesa	
2	**Consent Calendar**	Chair Chiesa	
2.1	Approve Minutes from March 24, 2017 Board Meeting		**ACTION**
2.2	Next Board Meeting Location		**INFORMATION**
2.3	SJJPA Operating Expense Report		**INFORMATION**
2.4	Administrative Items		**INFORMATION**

2.5	Approve a Resolution of the Governing Board of the San Joaquin Joint Powers Authority Amending Section 7.6 of Article 7 of the Bylaws Granting the Chair of the Board of Directors Sole Discretion to Allow Board Member Participation via Teleconference at Meetings Where Two-Thirds Vote is Required		**ACTION**
3	**Public Comments** Persons wishing to address the Authority on any item of interest to the public regarding SJJPA and the San Joaquin Rail Service shall state their names and addresses and make their presentation. Please limit presentations to three minutes. The Authority cannot take action on matters not on the agenda unless the action is authorized by Section 54954.2 of the Government Code.	Chair Chiesa	
4	**Recognition of Former SJJPA Vice-Chair Henry Perea**	Dan Leavitt	**INFORMATION**
5	**April 10th San Joaquins "Safety Train" Event in Fresno and General Safety and Security Update**	Susan Madigan	**INFORMATION**
6	**Approve a Resolution of the Governing Board of the San Joaquin Joint Powers Authority Adopting the Final 2017 San Joaquin Joint Powers Authority Business Plan Update, and Authorizing and Directing the Executive Director to Execute Any and All Documents Associated with the Master Fund Transfer Agreement Supplements for Operations, Administration, and Marketing Budgets for Fiscal Year 2017/2018**	Dan Leavitt	**ACTION**
7	**Morning Express Service Update**	Brian Schmidt	**INFORMATION**
8	**Approve a Resolution of the Governing Board of the San Joaquin Joint Powers Authority Approving Revisions to the Minor Capital and Safety and Security Project List**	Daniel Krause	**ACTION**
9	**San Joaquins Operations Update**	Brian Schmidt	**INFORMATION**
10	**Update on Planning for Madera Station Relocation**	Dan Leavitt	**INFORMATION**
11	**Transit Transfer Program Update**	Jordan Peterson	**INFORMATION**
12	**Marketing and Outreach Update**	David Lipari	**INFORMATION**
13	**Food Service Update**	David Lipari	**INFORMATION**
14	**Executive Director's Report** • **SB 1 Update**	Dan Leavitt	**INFORMATION**

15	**Board Member Comments**	Chair Chiesa
16	**Adjournment**	Chair Chiesa

SAN JOAQUIN JOINT POWERS AUTHORITY
May 26, 2017

STAFF REPORT

Item 2.1 **ACTION**

March 24, 2017 SJJPA Board Meeting Minutes

The regular meeting of the San Joaquin Joint Powers Authority (SJJPA) was held at 1:30 PM, March 24, 2017 at the Stanislaus County Board of Supervisors Chambers in Modesto.

1. Call to Order, Pledge of Allegiance, Roll Call

Vito Chiesa, Chairperson of the San Joaquin Joint Powers Authority (SJJPA), called the meeting to order at 1:30 PM. The Pledge of Allegiance was led by Assemblymember Adam Gray.

Board Members Present: Chair Chiesa, Vice-Chair Tatzin, Espinoza, Haggerty, Verboon, Frazier, Quintero, Shuklian, and Nottoli.

Member Haggerty, Quintero, and Nottoli were sworn in by David Lipari.

2. Consent Calendar

2.1	Approve Minutes from January 27, 2017 Board Meeting	**ACTION**
2.2	Discuss Next Board Meeting Location	**INFORMATION**
2.3	SJJPA Operating Expense Report	**INFORMATION**
2.4	Approve a Resolution of the Governing Board of the San Joaquin Joint Powers Authority Approving Reissuance of the Marketing and Outreach Contracts and Authorizing and Directing the Executive Director to Execute Any and All Agreements Not to Exceed the Following Amounts: a. CirclePoint - $211,000.00 b. KP Public Affairs - $149,000.00 c. California Strategic Solutions, Inc. - $174,000.00 d. Jeffrey Scott Agency Agreement - $298,000.00	**ACTION**
2.5	Approve a Resolution of the Governing Board of the San Joaquin Joint Powers Authority Authorizing and Directing the Executive Director to Execute Any and All Grant Applications, Agreements, Certifications and Assurances and Any Other Documents Necessary to Obtain Financial Assistance from the California Office of Emergency Services	**ACTION**

Under the FY 2016-17 California Transit Security Grant Program for the Amtrak San Joaquins Safety and Security Projects

2.6 Administrative Items **INFORMATION**

M/S/C (Tatzin/Frazier) to approve Items 2.1, 2.4, and 2.5. Passed and Adopted by the San Joaquin Joint Powers Authority on March 24, 2017, by the following vote to wit:

Ayes:	7	Chair Chiesa, Vice-Chair Tatzin, Espinoza, Haggerty, Verboon, Frazier, and Shuklian
Noes:	0	
Abstain:	2	Nottoli and Quintero
Absent:	1	Johnson

3. Public Comment

Assemblymember Gray thanked SJJPA for advancing rail opportunities in the Valley and mentioned his reappointment as Chairman of the Select Committee on Rail in the California State Assembly. Assemblymember Gray reiterated the need to initiate the Morning Express Service to Sacramento.

Chair Chiesa thanked Assemblymember Gray's continued rail advocacy work.

Steve Roberts, representing RailPAC, mentioned the Administration's proposal to eliminate funding for Amtrak's long-distance routes and the resulting impact on ridership and revenue for the San Joaquins. Mr. Roberts also touched on the detrimental effects on rural communities who lack adequate public transit options. Mr. Roberts offered RailPAC's assistance to help reverse the budget proposal.

There were no additional public comments.

4. San Joaquin Valley Rail Committee Report

Mr. Krause began the item with a presentation on recent activities of the San Joaquin Valley Rail Committee (SJVRC). The content of Mr. Krause's presentation is summarized in the Board Briefing Materials, and in Mr. Krause's PowerPoint slides for the agenda item (available on the website).

Mr. Krause then provided a brief bio and introduced Elizabeth Claes, Vice-Chair of the SJVRC. Ms. Claes presented key comments from the SJVRC on the Draft 2017 SJJPA Business Plan Update. The content of Ms. Claes' presentation is summarized in the

Board Briefing Materials, and in Ms. Claes' PowerPoint slides for this agenda item (available on the website).

Chair Chiesa thanked Ms. Claes for her community involvement and passion for serving as Vice-Chair of the SJVRC.

5. Review of Public Comments for the Draft 2017 San Joaquin Joint Powers Authority Business Plan Update

Mr. Leavitt began the item with a presentation on the comments received during the Draft 2017 SJJPA Business Plan Update outreach process. The content of Mr. Leavitt's presentation is summarized in the Board Briefing Materials, and in Mr. Leavitt's PowerPoint slides for the agenda item (available on the website).

Chair Chiesa asked about the comments expressing skepticism on the Morning Express Service. Mr. Leavitt said the Train Riders of California said they understood why the San Joaquin Valley would want this type of service, but they felt that the San Joaquin Valley should pay for costs associated with Morning Express Service.

Member Frazier asked whether there was some concern about the impact to communities south of Fresno. Mr. Leavitt said there is concern about the impact to travelers going from southern California to northern California, but reiterated how the Valley as a whole will benefit from the new service model. Member Frazier pointed out that communities south of Fresno will still benefit from not having to drive the length of the corridor to attend morning meetings in Sacramento.

Mr. Leavitt pointed out the potential ridership benefits of tapping into major markets unserved by the San Joaquins' current model. He noted that Morning Express was very similar to services that have been operated on the Capitol Corridor and Pacific Surfliner successfully for many years, that both of these services had trains that reach their major destinations in the early morning, and they run numerous round tips over smaller portions of their corridors. He also said that the distance between Fresno and Sacramento was longer than any train runs on the Capitol Corridor. Ms. Mortensen discussed Staff's efforts to understand the economic impact of having access to rail service which connects residents to business centers. Mr. Leavitt said the Morning Express Service will drastically change the ridership dynamic on the San Joaquins.

6. Approve a Resolution of the Governing Board of the San Joaquin Joint Powers Authority Approving the Draft 2017 San Joaquin Joint Powers Authority Business Plan Update and Granting the Chair of the Board Discretionary

Authority to Allow Board Members to Participate via Teleconference at the Meeting, In Accordance with the Government Code Section 54953t, Where the Final 2017 San Joaquin Joint Powers Authority Business Plan Update is Presented to the SJJPA Board for Adoption
ACTION

Chair Chiesa outlined the 2/3 voting requirement for this item. Mr. Leavitt began the item with a presentation on the content, additions, and changes to the Draft 2017 SJJPA Business Plan Update. The content of Mr. Leavitt's presentation is summarized in the Board Briefing Materials, and in Mr. Leavitt's PowerPoint slides for this agenda item (available on the website).

Member Verboon directed that West Hills College and the Naval Air Station in Lemoore be included in outreach activities.

M/S/C (Verboon/Tatzin) to approve a resolution of the Governing Board of the San Joaquin Joint Powers Authority approving the Draft 2017 San Joaquin Joint Powers Authority Business Plan Update and granting the Chair of the Board discretionary authority to allow Board Members to participate via teleconference at the Meeting, in accordance with the Government Code Section 54953t, where the Final 2017 San Joaquin Joint Powers Authority Business Plan Update is presented to the SJJPA Board for adoption. Passed and Adopted by the San Joaquin Joint Powers Authority on March 24, 2017, by the following vote to wit:

Ayes:	9	Chair Chiesa, Vice-Chair Tatzin, Espinoza, Haggerty, Verboon, Frazier, Shuklian, Nottoli, and Quintero
Noes:	0	
Abstain:	0	
Absent:	1	Johnson

7. Approve a Resolution of the Governing Board of the San Joaquin Joint Powers Authority Authorizing a One-Year and Three-Month Agreement (17-J-49-00) for Advertising, Social Media, and Graphics Services to Jeffrey Scott Agency for an Amount Not-To-Exceed $352,000 from April 1, 2017 – June 30, 2018, and Authorizing and Directing the Executive Director to Execute the Agreement
ACTION

Mr. Lipari began the item with a presentation outlining the importance of advertising, social media, and graphics services in the grassroots marketing activities. The content of Mr. Lipari's presentation is summarized in the Board Briefing Materials, and in Mr. Lipari's PowerPoint slides for this agenda item (available on the website).

Member Nottoli asked for clarification on the reasoning for awarding such a large sole-source contract in this instance. Mr. Schroeder, SJJPA Counsel, discussed the differences between sole-source and single-source, with the latter describing this

particular contract. Member Nottoli asked if the single-source justification is because of the disruption of services to the riders. Mr. Schroeder said that is correct, in addition to increased costs.

Member Nottoli asked if all social media communications would cease on April 1st if the contract is not approved. Mr. Lipari said there is currently no advertising firm on contract, nor any graphic services in place. Member Nottoli asked what the impact to riders would be if a more traditional process taking 3 to 4 months were pursued. Mr. Lipari responded that the marketing plan and social media efforts would slow down while a new firm was educated on the marketing strategy. Member Nottoli asked how big of an impact this would be if advertising and graphic services are already not in place. Mr. Lipari said these efforts are important to the overall marketing plan and strategy to reach new ridership markets. Member Nottoli asked if Jeffrey Scott Agency (JSA) is the only firm that does social media. Mr. Lipari said they are not, but have been recommended due to their experience with SJJPA and San Joaquins marketing efforts so far.

Member Haggerty asked about the history of the contract with JSA. Mr. Lipari said JSA took over control of the social media accounts in May 2016, but their grassroots efforts started in April 2016. Member Haggerty asked if the contract was originally bid. Mr. Lipari answered in the affirmative. Member Haggerty asked when the request for proposal (RFP) was released, and if the contract allowed extensions. Mr. Lipari said the RFP was released in December 2015, and the agreement lasts for 2.5 years. Member Haggerty asked about the cost-effectiveness of the agreement in question. Mr. Lipari said JSA's experience and familiarity with SJJPA's marketing plan makes them the most cost-effective choice.

Member Haggerty asked how the procurement process works for extensions. Ms. Mortensen said all agreements will stipulate whether the contract is for multiple years or allows for option years. Member Haggerty asked how many option years are typically allowed. Ms. Mortensen said SJJPA shares a procurement manual with SJRRC, and all agreements are different. Ms. Mortensen mentioned that the grassroots efforts needed some time to be gauged for effectiveness, with JSA turning out to be the best team to handle advertising, social media, and graphic services. Member Haggerty said the staff report did not adequately describe what would be received from the contract.

Member Frazier agreed that the size of the contract warrants scrutiny. Member Frazier mentioned that the time it would take to conduct an RFP and bring a different agency up to speed would require a lot of time, money, and effort. Member Frazier also asked what type and scope of work would result from the contract. Mr. Lipari said social media activity includes Facebook, Twitter, and Instagram. Member Frazier asked how many impressions are being purchased. Mr. Lipari said it depends on the content and the geographic area being targeted. Member Frazier asked for clarification on who is currently posting on social media. Mr. Lipari said JSA is currently posting the content.

Vice-Chair Tatzin asked what would happen on April 1st if no vote were taken. Mr. Lipari said social media activity would continue, but graphics and advertising would cease until a new RFP is released. Vice-Chair Tatzin asked about the feasibility of splitting the contract, approving it through the end of the Fiscal Year and releasing a new RFP for the remainder.

Member Shuklian asked if the graphic content already created could still be used. Mr. Lipari said it could, but any new content would have to be created by staff. Member Shuklian asked if the graphics are the property of SJJPA. Mr. Lipari said they are.

Member Espinoza said that upon contract expiration, an RFP needs to be released for future services. Member Espinoza also mentioned his tendency to engage with the social media posts to help promote the service.

Member Quintero attested to the quality and content of JSA's work.

Member Haggerty asked for the amount of JSA's original contract. Mr. Lipari said the original contract was for $204,000. Member Haggerty asked for clarification on the contract for JSA approved through the Consent Calendar. Mr. Lipari said the contract in the Consent Calendar was the original contract that had to be reissued because of federal procurement guidelines that were not met. Member Haggerty questioned whether the amount of money spent on marketing was appropriate. Mr. Lipari said the State allocates $1M annually for marketing for the San Joaquins. Member Haggerty said the sole source and single source contracts for JSA add up to $650,000. Member Frazier said the sole source contract was the result of a formal RFP process. Ms. Mortensen said the original contract was reissued to include the federal clauses.

Chair Chiesa discussed the possibility of extending the contract long enough to conduct an RFP. Ms. Mortensen said the process could be completed by August 1st. Chair Chiesa proposed extending the contract to August 1st while the RFP is conducted. Member Frazier expressed his pleasure in conducting dialogue over the issue. Member Frazier posited approving the graphics and social media portions of the contract, and releasing the advertising services to RFP. Chair Chiesa asked whether it would be best to prorate services through August 1st and conduct an RFP for everything.

Bruce Batti, President of JSA, discussed the process of submitting an RFP response to SJJPA. Mr. Batti also mentioned the hard work and dedication that went into JSA's grassroots efforts for the San Joaquins. Vice-Chair Tatzin inquired into the impact of having one firm conducting advertising and another conducting graphics and social media. Mr. Lipari said there would be inefficiencies and a duplication of work by having two separate firm creating content. Member Shuklian agreed having one firm would allow for a more seamless and efficient marketing effort.

Member Haggerty asked whether moving on to Item 8 would help with a decision. Ms. Mortensen said it might, but discussed the strategy of awarding graphics and social media to JSA and conducting an RFP for advertising. Member Nottoli asked for

clarification on the breakdown of money being spent on advertising, social media, and graphics work. Mr. Lipari said the money for graphics is being reallocated from a contract terminated due to poor performance. Member Nottoli said the discussion has helped to shed light on how and where the money will be spent.

The Board agreed to move on to Item 8 to help with the decision process.
M/S/C (Frazier/Verboon) to approve a resolution of the Governing Board of the San Joaquin Joint Powers Authority authorizing a one-year and three-month Agreement (17-J-49-00) for advertising, social media, and graphics services to Jeffrey Scott Agency for an amount not-to-exceed $352,000 from April 1, 2017 – June 30, 2018, and authorizing and directing the Executive Director to execute the Agreement. Member Haggerty added an amendment that the contract be rebid upon expiration. Passed and Adopted by the San Joaquin Joint Powers Authority on March 24, 2017, by the following vote to wit:

Ayes:	9	Chair Chiesa, Vice-Chair Tatzin, Espinoza, Haggerty, Verboon, Frazier, Shuklian, Nottoli, and Quintero
Noes:	0	
Abstain:	0	
Absent:	1	Johnson

Chair Chiesa thanked everyone for their insightful comments.

8. Connecting California Campaign Overview

Mr. Lipari began the item with a presentation outlining the Connecting California Campaign and efforts to engage riders through social media. The content of Mr. Lipari's presentation is summarized in the Board Briefing Materials, and in Mr. Lipari's PowerPoint slides for this agenda item (available on the website).

There was no Board discussion on this item.

9. Morning Express Service Update

Mr. Leavitt began the item with an update on progress made toward launching the Morning Express Service. The content of Mr. Leavitt's presentation is summarized in the Board Briefing Materials, and in Mr. Leavitt's PowerPoint slides for this agenda item (available on the website).

Member Haggerty asked about the frequency of Morning Express. Mr. Leavitt said the service would adjust an existing late-night train and have it arrive in Sacramento by 8:00 am. Member Haggerty asked how this service would differ from the Rail Commission's Sacramento service plans for ACE to Sacramento. Ms. Mortensen said the Morning Express is a short-range service plan to Sacramento taking advantage of existing

service, whereas efforts to bring ACE and High-Speed Rail service to Sacramento are in the longer-term.

Member Verboon asked about the planned service for return (southbound) trips. Mr. Leavitt said one train would depart around 1:00 pm and another would depart around 5:30 pm, allowing for both half-day and full-day trips. Member Shuklian asked what time the first train would depart Fresno. Mr. Leavitt said around 4:45 am, but a partnership with V-LINE could be pursued to provide early connections between Visalia and Fresno.

10. San Joaquins Operations Update

Ms. Madigan updated the Board on the San Joaquins service operations. Ms. Madigan's presentation is summarized in the Board Briefing Materials, and in Ms. Madigan's PowerPoint slides for this agenda item (available on the website).

Chair Chiesa reiterated the importance of improving on-time performance to grow the San Joaquins. Mr. Leavitt mentioned the detrimental effects the weather played on the on-time performance during the winter.

11. Appoint One Board Member to the Executive Director's Ad Hoc Working Group
ACTION

Chair Chiesa discussed the need to appoint a new member to the Executive Director's Ad Hoc Working Group. Chair Chiesa asked Member Verboon if he'd like to serve on the Working Group. Member Verboon said he would be honored.

M/S/C (Chiesa/Shuklian) to appoint Member Verboon to the Executive Director's Ad Hoc Working Group. Passed and Adopted by the San Joaquin Joint Powers Authority on March 24, 2017, by the following vote to wit:

Ayes:	9	Chair Chiesa, Vice-Chair Tatzin, Espinoza, Haggerty, Verboon, Frazier, Shuklian, Nottoli, and Quintero
Noes:	0	
Abstain:	0	
Absent:	1	Johnson

12. Executive Director's Report

Ms. Mortensen reminded the Board of the need to submit 700 Forms. Ms. Mortensen discussed an effort to relocate an old steam locomotive to the Modesto station. Ms. Mortensen mentioned the importance of Senate Bill 1, a transportation measure that will provide increased funding for intercity rail service. Member Verboon said there was a press conference earlier in Fresno in support of the measure.

13. Board Member Comments

Member Quintero, Fresno County Supervisor, provided a brief bio by describing his experience as a Fresno City Councilman for 14 years and expressed his excitement to be on the SJJPA Board.

Member Nottoli described his experience as a Sacramento County Supervisor for 23 years and a Sacramento Regional Transit Board Member for 20 years.

Member Haggerty described his experience as an Alameda County Supervisor for 21 years, an ACE Board Member for 21 years, and an MTC Commissioner for many years.

Member Quintero thanked everyone and looks forward to working with them.

There were no additional comments from the Board.

14. Adjournment

Chair Chiesa adjourned the meeting.

SAN JOAQUIN JOINT POWERS AUTHORITY
May 26, 2017

STAFF REPORT

Item 2.2 **INFORMATION**

Next Board Meeting Location

Background:

SJJPA is planning on holding the next Board Meeting on July 28th in Sacramento, with the exact location to be determined based on availability. Other locations could still be considered.

The meeting time will be coordinated with the San Joaquins schedule.

Fiscal Impact:

There is no fiscal impact.

Recommendation:

Advise on the next Board Meeting location.

SAN JOAQUIN JOINT POWERS AUTHORITY
May 26, 2017

STAFF REPORT

Item 2.3 **INFORMATION**

SJJPA Operating Expense Report

Please see the attached SJJPA Operating Expense Report for the following period:

- Fiscal Year 2016/17 (July 1, 2016 – March 31, 2017)

Fiscal Impact:

There is no fiscal impact.

Recommendation:

This is an informational item. There is no action requested.

San Joaquin Joint Powers Authority
Operating Expense Report
March 2017
75% of Budget Year Elapsed

OPERATING EXPENSES	SJJPA FY 16-17 ALLOCATION	EXPENSE TO DATE	YTD PERCENT EXPENDED
Project Management, Services & Supplies			
Salaries/Benefits/Contract Help	1,430,410	868,389	60.7%
Office Expense	8,000	5,613	70.2%
Subscriptions/Periodicals/Memberships	5,000	-	0.0%
Office Equipment Lease	12,000	8,751	72.9%
Communications	25,000	19,334	77.3%
Motor Pool	8,000	5,893	73.7%
Transportation/Travel	30,000	9,750	32.5%
Audits Regulatory Reporting	15,000	15,000	100.0%
Professional Services Legal	50,000	29,895	59.8%
Professional Services General	40,000	30,587	76.5%
Publications/Legal Notices	2,000	913	45.6%
Project Management, Services & Supplies Subtotal	1,625,410	994,126	61.2%
Contracted Services			
Maintenance of Headquarters Structures/Grounds	76,000	30,654	40.3%
Insurance	15,000	11,249	75.0%
Insurance Management Fees	1,750	1,750	100.0%
Security Services/Safety Program	1,000	1,000	100.0%
Marketing & Outreach	1,158,430	764,325	66.0%
Communications, Operations	8,000	6,000	75.0%
San Joaquin Intercity Rail Operations	46,000,000	27,593,683	60.0%
Contracted Services Subtotal	47,260,180	28,408,661	60.1%
TOTAL OPERATING EXPENSES	**48,885,590**	**29,402,787**	60.1%

SAN JOAQUIN JOINT POWERS AUTHORITY

May 26, 2017

STAFF REPORT

Item 2.4 **INFORMATION**

Administrative Items

Media Stories:

Attached are several articles. Links are provided below.

Fresno Safety Train:

http://kmph-kfre.com/great-day/wheres-wendi/wendi-rides-the-safety-train

http://www.fresnobee.com/news/local/article143845959.html

http://abc30.com/news/valley-rail-officials-working-together-to-curb-spike-in-trainfatalities/1857543/

http://www.yourcentralvalley.com/news/organizers-spread-train-safety-awareness-in-fresno/690161350

http://www.kmjnow.com/2017/04/10/railroad-fatalities-up-in-california-safety-train-pulls-in-to-help/

Fiscal Impact:

There is no fiscal impact.

Recommendation:

This is an informational item. There is no action requested.

FOX26- TV

Wendi rides the "Safety Train"

by Stephen Hawkins | Monday, April 10th 2017

The “Safety Train” was in Fresno on Monday, to show a unique behind-the-scenes look at the importance of rail safety from a conductor’s perspective while traveling down the track.

Wendi Lane took a ride and also did a Facebook Live from the "Safety Train."

San Joaquin Joint Powers Authority Director of Operations, Brian Schmidt, said it takes a train more than 1-mile to stop.

Schmidt also said the tracks are private property and if the crossing arms are down and you walk across, you're trespassing. He also said that even if you're on foot, it's still a vehicle code violation.

Railroad Track Safety Tips:

- California ranks No. 1 in preventable rail-related fatalities and injuries in the country.
- A train moving at 55 miles per hour can take over a mile to stop.
- Never walk, bike, or jog on a railroad track.
- Always stop at railroad crossings.
- Trains can come from either direction on the same track at any time and can be very quiet. Around train tracks or in stations, obey all warning signs and signals.
- Use of headsets or cell phones around tracks can prevent you from hearing an approaching train.
- Trains are wider than the tracks. If you get too close you can be hit or dragged under the train.
- Never drive around lowered gates — it's illegal and deadly. In addition, there are substantial fines for going around the crossing arms.

Source: http://kmph-kfre.com/great-day/wheres-wendi/wendi-rides-the-safety-train

FresnoBEE- Print

‘Safety Train’ program uses enforcement, education to focus on safety at railroad tracks

by John Walker | Monday, April 10th 2017

Railroad officials joined forces with Fresno police on Monday to emphasize rail safety in the city, part of a “safety train” outreach by the San Joaquin Joint Powers Authority, the agency that oversees Amtrak in the central San Joaquin Valley.

Also taking part were local elected officials, law enforcement officers and representatives from Burlington Northern Santa Fe Railway, one of the Valley’s main freight haulers, and California Operation Lifesaver.

Railroad and Fresno police officers kept watch at crossings, ready to cite motorists and pedestrians for ignoring crossing gates and for trespassing.

Fresno police Capt. Michael Reid said that over the past 16 months, eight pedestrians and motorists have been killed by trains in the city, so rail safety programs such as “Safety Train” are a particularly important way to get the message out. “No better way to do it than this event today,” he said.

Amtrak engineer Dale Caddell takes his train through the countryside north of Fresno during the “Safety Train” media event Monday morning. The event that offered a unique behind-the-scenes look at the importance of rail safety from a conductor’s perspective while traveling down the track. This was a joint effort by San Joaquin Joint Powers Authority, BNSF Railway, Amtrak, and California Operation Lifesaver, to raise awareness and educate the Fresno community about rail safety. Local law enforcement were positioned along the route through Fresno, issuing citations to motorists and pedestrians violating laws concerning rail traffic and safety.

Source: http://www.fresnobee.com/news/local/article143845959.html

ABC30- TV

Valley rail officials working together to curb spike in train fatalities

By Vanessa Vasconcelos | Monday, April 10, 2017

In California, railroad fatalities have increased by more than 10 percent in the last year. On Monday, the San Joaquin Joint Powers Authority hosted an event to stress the importance of rail safety.

When it comes to trains, looks can be deceiving.

"We want to reduce the number of fatalities and injuries on the railroad," Brian Schmidt with the group said. "We just need people to make better decisions when they're near the railroad tracks."

The San Joaquin Joint Powers Authority teamed up with the railway, Amtrak and California Operation Lifesaver to make sure people do just that.

"By the time an engineer will see you, they may not be able to stop the train in time," Nancy Sheehan with Operation Lifesaver said. "It takes almost 18 football fields to stop a train traveling 55 miles per hour."

Every three hours in the U.S., a car or person is hit by a train. Sheehan says California leads the nation in trespassing and grade crossing incidents with 590 of them being fatalities over the last five years.

"We were 11 percent increase with trespass incidents," she said. "Our fatality rate went up 70 percent with grade crossing."

All on board the safety train learned the consequences of underestimating the speed of the tracks.

"It's not worth risking your life," Sheehan said. "Not only are you and your family impacted, a crew, passengers everyone on board is impacted for the rest of their lives."

The San Joaquin Valley is home to two of the busiest rail road routes, with Amtrak alone serving more than 1.1 million riders.

Fresno County ranks Top 10 when it comes to crossing and trespassing incidents, so law enforcement is ramping up enforcement.

They warn getting too close is also a danger, trains overhang the tracks by at least three feet in both directions.

Source: http://abc30.com/news/valley-rail-officials-working-together-to-curb-spike-in-trainfatalities/1857543/

NBC24- TV

Organizers spread train safety awareness in Fresno

By: Angelica Lei Lani | Apr 10, 2017

California leads the nation in railroad fatalities, according to the San Joaquin Joint Power Authority.

SJJPA said Fresno has had three fatalities from trains, since January. In 2016 there were five deaths total.

Everyday, hundreds ride the train and cross the tracks by car or foot.

"We are here riding the train from Hanford," said Tawny Robinson, a train passenger.

Robinson is traveling with her daughters and says while they're having fun, she's also teaching them about being safe along the tracks.

"Seeing them as often as possible and we talk about being safe, so the more familiar they are with them, the more they understand the danger that comes along with that," said Robinson.

Monday, several train organizations were on hand at the Fresno Amtrak location, spreading safety awareness when it comes to the danger trains can pose.

"See tracks, think train," said Nancy Sheehan, state coordinator for California Operation Lifesaver.

Sheehan with California Operation Lifesaver, a nonprofit geared towards educating the public about railroad safety, says they're dedicated to reducing collisions, injuries and fatalities at America's highway-rail crossings and trespassing on or near railroad tracks.

"It's very dangerous out there, California currently ranks number one in trespassing incidents and number two in gate crossing incidents,' said Sheehan.

Officials said a train traveling at 55 miles per hour can take a mile or more to stop once the emergency brakes are applied. Sheehan said that's why it's important to pay attention to the flashing red lights, never walk around or behind lower gates and only walk at a designated public crossing. Sheehan said anywhere else is considered trespassing and you can get ticketed or fined.

"We're risking our live's every day because we are a distracted society, so be aware around railroad tracks," said Sheehan.

http://www.caol.us

http://www.bnsf.com/communities/safety-and-security/

Source: http://www.yourcentralvalley.com/news/organizers-spread-train-safety-awareness-in-fresno/690161350

KMJNow- Radio

Railroad Fatalities Up In California – “Safety Train” Pulls In To Help

Posted on April 10, 2017

The “Safety Train” makes an appearance in Fresno – to bring home just how dangerous railroads can be.

“California leads the nation in railroad fatalities,” reveals Director of the San Joaquin Joint Powers Authority Brian Schmidt. “It’s becoming worse and worse as the state grows. People just need to understand that they need to make better decisions at the railroad tracks.”

He reveals that in the Fresno area in 2016 there were five fatalities attributed to the railroad; in 2017 there have already been three.

The appearance of the “Safety Train” in the Central Valley is to coincide with an enforcement day on and around the tracks, taking place all-day Monday.

“[Pedestrians] have to go to a crossing, to cross the railroad tracks – it is private property. The same thing if gates are down and cars go around it – that’s a vehicle violation.”

Schmidt warns that people who ignore the rules, open themselves up to getting a citation. But the bigger danger is the possibility of death if your timing is wrong.

Officials state that a train traveling at 55 mph, can take a mile to stop once the emergency brake is applied. For the person inside the cab at the time, feeling responsible for someone's demise can be a traumatic event.

"For any individual, with a fatality, that's one thing we want to help prevent as well," adds Schmidt.

Source: http://www.kmjnow.com/2017/04/10/railroad-fatalities-up-in-california-safety-train-pulls-in-to-help/

SAN JOAQUIN JOINT POWERS AUTHORITY
May 26, 2017

STAFF REPORT

Item 2.5 **ACTION**

Approve a Resolution of the Governing Board of the San Joaquin Joint Powers Authority Amending Section 7.6 of Article 7 of the Bylaws Granting the Chair of the Board of Directors Sole Discretion to Allow Board Member Participation via Teleconference at Meetings Where Two-Thirds Vote is Required

Background

At the March 24, 2017 Board Meeting in Modesto the Board approved teleconference participation at the May 26, 2017 Board Meeting. This was due to the importance of securing the necessary two-thirds vote required for approval of the Final 2017 SJJPA Business Plan. Staff recommends granting the Chair sole discretion to allow Board Member participation via teleconference at future meetings where two-thirds vote is required.

Fiscal Impact:

There is no fiscal impact.

Recommendation:

Approve a Resolution of the Governing Board of the San Joaquin Joint Powers Authority Amending Section 7.6 of Article 7 of the Bylaws Granting the Chair of the Board of Directors Sole Discretion to Allow Board Member Participation via Teleconference at Meetings Where Two-Thirds Vote is Required.

SJJPA RESOLUTION 17-___

RESOLUTION OF THE GOVERNING BOARD OF THE SAN JOAQUIN JOINT POWERS AUTHORITY AMENDING SECTION 7.6 OF ARTICLE 7 OF THE BYLAWS GRANTING THE CHAIR OF THE BOARD OF DIRECTORS SOLE DISCRETION TO ALLOW BOARD MEMBER PARTICIPATION VIA TELECONFERENCE AT MEETINGS WHERE TWO-THIRDS VOTE IS REQUIRED

WHEREAS, the Board of Directors of the San Joaquin Joint Powers Authority (SJJPA) duly adopted the Bylaws for the SJJPA on March 22, 2013; and

WHEREAS, the SJJPA Bylaws were amended on November 03, 2016 granting the Chair of the Board of Directors discretion to allow participation of any members at SJJPA Board of Directors at Special Meetings via teleconference; and

WHEREAS, the Brown Act in Government Code section 54953(b) gives a public entity authority to allow the use of teleconferencing in connection with any public meeting; and

WHEREAS, the Board of Directors now desire to grant the Chair of the Board of Directors discretion in allowing members to participate in any meeting of the Board of Directors where a two-thirds vote is required to take action on an item identified in Section 7.1 of the Joint Exercise of Powers Agreement via teleconference in accordance with Government Code section 54953(b).

NOW THEREFORE BE IT RESOLVED, that the Board of Directors of the San Joaquin Joint Powers Authority hereby amends Section 7.6 of Article 7 of the Bylaws, which shall read as follows:

> **SECTION 7.6**: The Chair of the Board of Directors shall have sole discretion whether to allow any member of the Board of Directors to attend and participate via teleconference in any Special Meeting or in any meeting of the Board of Directors where a two-thirds vote of the members is required pursuant to Section 7.1 of the Joint Exercise of Powers Agreement. Any teleconference attendance and participation approved by the Chair of the Board of Directors shall comply with the requirements in Government Code Section 54953(b).

PASSED AND ADOPTED, by the SJJPA this 26th day of May 2017, by the following vote:

AYES:

NOES:

ABSTAIN:

ABSENT:

ATTEST:

SAN JOAQUIN JOINT POWERS AUTHORITY

_____
STACEY MORTENSEN, Secretary

_____
VITO CHIESA, Chair

BY-LAWS OF THE
SAN JOAQUIN JOINT POWERS AUTHORITY
Dated May 26, 2017

ARTICLE 1 – Definitions and Membership

SECTION 1.1: The words and terms defined in Section 1 of the San Joaquin Joint Powers Authority's Joint Exercise of Powers Agreement (JEPA) shall have the same meaning herein.

SECTION 1.2: Board Members and their Alternates shall be appointed and hold office as provided in the JEPA.

SECTION 1.3: "Voting Board Members" include Board Members and Alternates representing a Member Agency in their respective Board Member's absence.

ARTICLE 2 - Election of Officers

SECTION 2.1: Nomination and election of a Chairperson and at least one Vice-Chairperson shall be held at the first meeting of the Board and thereafter at the annual first meeting. The Chairperson and Vice-Chairperson(s) shall each be a Board Member. The terms of the office of the Chairperson and Vice-Chairperson(s) shall be for one year to extend from the election of officers at the close of the regular meeting at which said officers are elected, or until a successor is duly elected. Any vacancy during the term shall be filled by nomination and election for the remainder of the term. No member may

Any Chairperson or Vice-Chairperson who does not complete a first or second one-year term shall nonetheless be deemed to have served a full one-year for all purposes.

SECTION 2.2: Nominations may be made from the floor by any Voting Board Member.

SECTION 2.3: An election for the office of Chairperson and Vice-Chairperson(s) shall be held immediately after nominations have been declared closed by the Chairperson. Voting Board Members shall vote on the Chairperson and Vice Chairperson(s).

SECTION 2.4: Officers shall take office immediately after the election, or as soon thereafter as practicable, and shall serve until disqualified or until their successors are duly elected.

ARTICLE 3 - Duties of Officers

SECTION 3.1: The Chairperson shall preside at all meetings, decide questions of parliamentary procedure, call special meetings and perform other functions and duties as may be prescribed by appropriate authority or which is customary for the office of Chairperson. The Chairperson may regulate the order of presentations to the SJJPA and may also regulate the time allowed to each person making presentations.

SECTION 3.2: The Vice-Chairperson(s) shall perform the functions and duties of the Chairperson in his or her absence. In the absence of the Chairperson and Vice-Chairperson, the Board Members present shall select a presiding officer pro tempore by

motion entered into the minutes, from among the members present. If the office of the Vice-Chairperson becomes vacant, the SJJPA Board shall elect a successor to such office from its membership at the next regular meeting.

SECTION 3.3: The Executive Director shall be an employee of the Managing Agency and shall serve at the pleasure of the Board of the SJJPA. The Executive Director shall perform or supervise the administrative and secretarial work of the SJJPA. Specifically the Executive Director shall perform the duties set forth in Section 8 of the JEPA.

SECTION 3.4: The Secretary of the SJJPA shall be the Secretary of the Managing Agency. The Secretary of the SJJPA shall keep minutes of all meetings and shall, as soon as possible after each meeting, forward a copy of the minutes to each member of the SJJPA (Board Members and Alternates).

ARTICLE 4 – Purchasing Agent

SECTION 4.1: The Executive Director is designated as Purchasing Agent for the SJJPA. The Executive Director may delegate all or a portion of the purchasing duties to any qualified staff member. The Purchasing Agent shall have the authority in accordance with the Managing Agency's procurement manual, until such time as the SJJPA Board establishes their own purchasing policies.

ARTICLE 5 – Expenditure Authority

SECTION 5.1: The Executive Director shall have authority to approve expenditures consistent with the approved SJJPA Budget that are routine and re-occurring in nature and are necessary in order to conduct the ordinary day to day activities of SJJPA including the San Joaquin Service (monthly lease payments, benefits, utilities, communications, and similar items), and to make purchases and execute contracts in accordance with Article 4 of these Bylaws, for all purchases or contracts with a value of $75,000 or less. The Executive Director shall have the ability to delegate authority to approve expenditures in accordance with Article 4 of these Bylaws, for all purchases and contracts with a value of $20,000 or less.

SECTION 5.2: In the event of an emergency situation which is defined as a situation where action must be taken or commenced in less than 24 hours in order to avoid or mitigate damage or threats to property, people or the public health, safety and welfare, the Executive Director shall have authority to make purchases and execute contracts with a value of $200,000 or less. The Executive Director shall have authority to make purchases and execute contracts in excess of $200,000 in emergency situations (as defined above) after consultation with the Chairperson of the SJJPA. The Executive Director shall have the ability to delegate authority to approve expenditures in emergency situations, for all purchases and contracts with a value of $50,000 or less.

SECTION 5.3: Any emergency contract or purchase over $75,000 executed in any given month shall be reported at the next SJJPA Board meeting.

ARTICLE 6 – Meetings

SECTION 6.1: Regular meetings of the Board of the SJJPA shall be held at a time and place within the boundaries of any Member Agency. A regular meeting time and place shall be specified by the Board. It is anticipated that the Board will move the places of its meetings among its various Member Agencies. Prior to the end of any regular meeting, the place for the next regular meeting shall be announced and shall then be shown on the Agenda for the next regular meeting. If at any time a regular meeting falls on a holiday, the regular meeting shall be held the next day at the regularly scheduled time and place or at such time and place designated by the Board's Chairperson. Any regular meeting may be adjourned to a designated hour and place and when so adjourned, shall be considered as a regular meeting.

SECTION 6.2: The Board of the SJJPA may establish standing and ad hoc advisory committees as it deems appropriate to advise the SJJPA Board Members on matters relating to specific areas of Rail Passenger Service and future Rail Passenger Service. The purpose, composition and function of any committee shall be specified by the Board of the SJJPA. Any standing or ad hoc committees of the SJJPA shall meet on the call of their respective chairperson.

SECTION 6.3: The Steering Committee of the California Department of Transportation (Caltrans) Rail Task Force (known as the "San Joaquin Valley Rail Committee") shall remain in existence and shall become the Steering Committee of the SJJPA for the

purpose of advising the SJJPA once administrative responsibility of the San Joaquin intercity rail service has been transferred to the SJJPA. Members of the SJJPA Board may not also concurrently serve as a member of the Steering Committee of the Caltrans Rail Task Force as provided in Section 19.1 of the JEPA.

ARTICLE 7 - Conduct of Meetings

SECTION 7.1: All meetings of the Board of the SJJPA, including without limitation, regular adjourned, regular, and special meetings, shall be called, noticed, held and conducted, and all agendas associated therewith shall be posted, in accordance with the provisions of section 54950 and following of the California Government Code cited as the "Brown Act". Except as otherwise provided by the Brown Act, Robert's Rules of Order shall govern all proceedings.

SECTION 7.2: It shall be the policy of the SJJPA Board to entertain the opinions of any person, firm, or corporation relative to any pending matter. The Chairperson shall, however, have the prerogative to limit the time of any presentations.

SECTION 7.3: The Chairperson may, with the approval of a majority of the representatives present, adjourn any meeting to a time and location of his/her choice.

SECTION 7.4: The Chairperson's decision on any procedural question shall be final, provided that any Voting Member can appeal a decision on a procedural question to the full Board.

SECTION 7.5: All votes shall be cast by the person or persons authorized to do so. No proxy, absentee, or fractional votes may be cast.

SECTION 7.6: The Chair of the Board of Directors shall have sole discretion whether to allow any member of the Board of Directors to attend and participate via teleconference in any Special Meeting or in any meeting of the Board of Directors where a two-thirds vote of the members is required pursuant to Section 7.1 of the Joint Exercise of Powers Agreement. Any teleconference attendance and participation approved by the Chair of the Board of Directors shall comply with the requirements in Government Code Section 54953(b).

ARTICLE 8 - Closed sessions

SECTION 8.1: Closed sessions will be held in conformance with the Brown Act.

ARTICLE 9 - Operations

SECTION 9.1: A majority of the voting Member Agencies (Board Members or their Alternates acting in place of an absent Board Member) shall constitute a quorum for the transaction of business and all official acts of the SJJPA and must be present to conduct and approve the business of the SJJPA. However, if there is not a quorum, a lesser number or the Secretary of the SJJPA may adjourn the meeting from time to time until there is a quorum. No action may be taken by the Board except upon the affirmative vote of at least a majority of its Member Agencies. All actions shall be by voice vote unless a

roll call vote is requested by the Chairperson or any Voting Board Member or otherwise required.

SECTION 9.2: These By-laws may be amended by the following procedure: Written notice of any proposed amendment shall be submitted to all Regular Voting Commissioners at least ten (10) days prior to any regular or special meeting of the SJJPA. Written notice need not be required if the proposed amendment is submitted to the Board of the SJJPA at a regular meeting of the SJJPA Board prior to a subsequent meeting at which the amendment is considered. If the proposed amendment is adopted by a two-thirds affirmative vote of the Voting Board Members, the amendment shall be adopted and become effective immediately. In the event of any conflict between these Bylaws and the Joint Exercise of Powers Agreement, the latter shall prevail.

SAN JOAQUIN JOINT POWERS AUTHORITY
May 26, 2017

STAFF REPORT

Item 4 **INFORMATION**

Recognition of Former SJJPA Vice-Chair Henry Perea

Former Fresno County Supervisor Henry Perea will be recognized and honored for his service as Vice-Chair of the San Joaquin Joint Powers Authority (SJJPA), his role in the establishment of SJJPA, and his many years of working to improve the Amtrak San Joaquins passenger rail service.

Fiscal Impact:

There is no fiscal impact.

Recommendation:

This is an informational item. There is no action requested.

SAN JOAQUIN JOINT POWERS AUTHORITY
May 26, 2017

STAFF REPORT

Item 5 **INFORMATION**

April 10th San Joaquins "Safety Train" Event in Fresno and General Safety and Security Update

On Monday, April 10, 2017, SJJPA, BNSF Railway, Amtrak and California Operation Lifesaver (CAOL) hosted a special "Safety Train" press event at the downtown Fresno Amtrak San Joaquins train station to raise awareness and educate the community about rail safety. The rail safety partners coordinated with approximately 25 officers from Amtrak Police Department, BNSF Police and local law enforcement, including City of Fresno Police and California Highway Patrol. During a 2.5 hour window, 24 citation violations, 2 impounds and 19 warnings were issued as part of the event's increased enforcement to demonstrate how many illegal offenses happen around train tracks every day.

Communication materials were prepared and distributed to create awareness for the event. Materials included a media advisory, press release and electronic eblast invite. Personal asks to assignment desks and news reporters resulted in every local TV broadcast news station attending and covering the event. TV stations included KFSN ABC 30, KGPE CBS 47, KSEE NBC 24, KFTV Univision 21 and KMPH FOX 26 broadcasted live from the station and aboard the train for several live segments.

Print and radio media were also secured including the Chief Photojournalist from The Fresno Bee and a Newsroom Reporter from KMJ 580 AM. Social media was also utilized by these media outlets as well as a Fresno State student who attended the from the university's TALK PR program. Amtrak San Joaquins went live on social and California Operation Lifesaver also joined in on the chatter.

Roughly 75 people attended the two-part event, including SJJPA board members, government officials, business leaders, students, social influencers, California Operation Lifesaver, officers from the Amtrak Police Department, BNSF and local law enforcement from California Highway Patrol and the Fresno Police Department.

Media Links:

http://kmph-kfre.com/great-day/wheres-wendi/wendi-rides-the-safety-train

http://www.fresnobee.com/news/local/article143845959.html

http://abc30.com/news/valley-rail-officials-working-together-to-curb-spike-in-trainfatalities/1857543/

http://www.yourcentralvalley.com/news/organizers-spread-train-safety-awareness-in-fresno/690161350

http://www.kmjnow.com/2017/04/10/railroad-fatalities-up-in-california-safety-train-pulls-in-to-help/

In addition to the “Safety Train”, staff has performed the following recent safety activities:

- Coordination with Amtrak Manager of Stations to review and revise facility Emergency Action Plans to include active shooter incidents; and
- Final Joint Amtrak / BNSF Passenger Train Emergency Preparedness Plan issued. Working with Amtrak on follow-up plan distribution to emergency responders and training.

Staff is engaging in the following ongoing safety efforts:

- Participated in employee Safety and Operating rules compliance testing with Amtrak Ops / BNSF;
- Conducted weekly meetings with Amtrak Community Relations Officer to discuss and implement safety outreach strategies;
- Participated in Operation Lifesaver activities, including Merced County's annual Progressive Agriculture Safety Days event at the Double T Acres Museum in Stevenson, CA. Third grade students from around Merced County are transported to the Double T and rotate from booth to booth learning about various safety topics, including railroad safety.
- Collaborated with the Amtrak Manager of Stations to identify safety and security issues and provide work space in the stations to accommodate and encourage the presence of local law enforcement; and
- Promoted rail safety through social media posts on Facebook and Twitter, including public service announcements, videos highlighting the dangers of trespassing, and taking photos on the railroad.

Fiscal Impact:

There is no fiscal impact.

Recommendation:

This is an informational item. There is no action requested.

Officers from Amtrak Police Department, BNSF Police and local law enforcement, including City of Fresno Police and California Highway Patrol gather for a pre-enforcement meeting.

Fresno Police participating in the increased enforcement exercise.

Brian Schmidt, SJJPA Director of Operations, being interviewed by KMPH FOX 26.

Nancy Sheehan, California Operation Lifesaver State Coordinator, being interviewed by KSEE NBC 24.

Brian Schmidt, SJJPA Director of Operations, providing an onboard briefing to guests regarding the Safety Train and Increased Enforcement Exercise.

Supervisor Amy Shuklian, SJJPA Board Member, riding in the head-end of the locomotive.

SAN JOAQUIN JOINT POWERS AUTHORITY
May 26, 2017

STAFF REPORT

Item 6 **ACTION**

Approve a Resolution of the Governing Board of the San Joaquin Joint Powers Authority Adopting the Final 2017 San Joaquin Joint Powers Authority Business Plan Update, and Authorizing and Directing the Executive Director to Execute Any and All Documents Associated with the Master Fund Transfer Agreement Supplements for Operations, Administration, and Marketing Budgets for Fiscal Year 2017/2018

Background

In order to continue the administrative responsibilities of the San Joaquins, the San Joaquin Joint Powers Authority (SJJPA) must develop an annual Business Plan during the term of the ITA as required by AB 1779, and submit the Plan by April 1 of each year to the Secretary of the Business, Transportation and Housing Agency – which is now the Secretary of the California State Transportation Agency (CalSTA). Approval of the Business Plan requires an affirmative vote from at least 2/3 of the Board Members.

Starting with this Business Plan, it is now required to be submitted to the Secretary of CalSTA in draft form by April 1, 2017, and final form by June 15, 2017, to allow Amtrak time to finalize operating cost estimates. The Draft 2017 SJJPA Business Plan Update (Draft Business Plan) was approved by the Board at the March 24, 2017 Board Meeting in Modesto.

The Operating budget has been updated based on new cost estimates received from Amtrak. The initial estimated operations operational costs for FY 2017/2018 shown in the Draft Business plan is $45,257,278. This number has been updated in the Final 2017 SJJPA Business Plan Update is $49,133,285. The cost estimate for FY 2018/2019 is has changed from $46,614,996 to $50,607,284.

Other changes are shown in red in the attached Final Business Plan. Changes were made to the Executive Summary and Chapters 2, 5, 7, 9, 12, 13, and 15.

With the changes made to the Draft Business Plan, the SJJPA Board is asked to adopt the final Business Plan for submittal to the Secretary of CalSTA prior to June 15, 2017. The Business Plan will be reviewed and approved by the State and used to develop an annual appropriation request to the State Legislature.

The final version of the 2017 SJJPA Business Plan is attached at the end of the Board Packet.

Fiscal Impact:

Adoption of the Final 2017 Business Plan is required for SJJPA to continue managing the San Joaquins, and the Master Fund Transfer Agreement supplements are required to receive funding from the State for the operations, administration, and marketing of the San Joaquins.

Recommendation:

Approve a Resolution of the Governing Board of the San Joaquin Joint Powers Authority Adopting the Final 2017 San Joaquin Joint Powers Authority Business Plan Update, and Authorizing and Directing the Executive Director to Execute Any and All Documents Associated with the Master Fund Transfer Agreement Supplements for Operations, Administration, and Marketing Budgets for Fiscal Year 2017/2018.

SJJPA RESOLUTION 17-___

RESOLUTION OF THE GOVERNING BOARD OF THE SAN JOAQUIN JOINT POWERS AUTHORITY ADOPTING THE FINAL 2017 SAN JOAQUIN JOINT POWERS AUTHORITY BUSINESS PLAN UPDATE, AND AUTHORIZING AND DIRECTING THE EXECUTIVE DIRECTOR TO EXECUTE ANY AND ALL DOCUMENTS ASSOCIATED WITH THE MASTER FUND TRANSFER AGREEMENT SUPPLEMENTS FOR OPERATIONS, ADMINISTRATION, AND MARKETING BUDGETS FOR FISCAL YEAR 2017/2018

WHEREAS, the Intercity Passenger Rail Act of 2012 provides for the creation of a San Joaquin Joint Powers Authority (SJJPA) which, if certain requirements are met, will manage the San Joaquins Intercity Rail Service; and

WHEREAS, ten (10) Member Agencies have approved a Joint Exercise of Powers Agreement to form the SJJPA and have appointed Board Members and Alternates; and

WHEREAS, in order to continue with the administrative responsibilities of the San Joaquins rail service, the SJJPA must develop and approve an official Draft Business Plan by April 1 of each year, and a Final Business Plan Update to be submitted to the Secretary of the California State Transportation Agency by June 15 of each year; and

WHEREAS, the Master Fund Transfer Agreement Supplements are required for the continued funding of the operations, administration, and marketing necessary to maintain the San Joaquins Rail Service; and

WHEREAS, an active Master Fund Transfer Agreement must be in place at all times for the continued operation of the San Joaquins Rail Service,

NOW THEREFOR BE IT RESOLVED, that the Governing Board of the San Joaquin Joint Powers Authority hereby adopts the Final 2017 San Joaquin Joint Powers Authority Business Plan Update, and authorizes and directs the Executive Director to execute any and all documents associated with the Master Fund Transfer Agreement Supplements for operations, administration, and marketing budgets for Fiscal Year 2017/2018.

PASSED AND ADOPTED, by the SJJPA this 26th day of May 2017, by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

ATTEST:

SAN JOAQUIN JOINT
POWERS AUTHORITY

_____
STACEY MORTENSEN, Secretary

_____
VITO CHIESA, Chair

SAN JOAQUIN JOINT POWERS AUTHORITY
May 26, 2017

STAFF REPORT

Item 7 **INFORMATION**

Morning Express Service Update

Background:

Plans for initiation of the Morning Express Service have now shifted into implementation. While the target date for the commencement of service has been January 2018, staff is exploring the possibility of initiating service as early as October of 2017 in conjunction with Amtrak's new national schedule.

Implementation Activities:

Staff will provide an update on implementation activities at the May 26th Board Meeting.

Temporary Layover Facility:

Completion of the Temporary Layover Facility in Fresno is required to initiate the Morning Express Service. To provide funding for this critical project in a timeframe to allow for rapid implementation of the Morning Express Service, SJJPA and the State have identified $2,141,750 of unused Office of Emergency Services FY 15/16 Prop 1B "Safety and Security" funds dedicated to SJJPA. Therefore, SJJPA officially requested permission to reprogram $1,750,000 of these funds to the Temporary Layover Facility project as well as the remainder of the funds to lighting, camera, and fencing projects that support the Morning Express Service.

SJJPA plans to have Amtrak perform the construction of the Temporary Layover Facility with work to commence as soon as possible. An amendment to SJJPA/Amtrak contract for Minor Capital and Safety and Security projects would be created.

Fiscal Impact:

There is no fiscal impact.

Recommendation:

This is an informational item. There is no action requested.

SAN JOAQUIN JOINT POWERS AUTHORITY
May 26, 2017

STAFF REPORT

Item 8 **ACTION**

Approve a Resolution of the Governing Board of the San Joaquin Joint Powers Authority Approving Revisions to the Minor Capital and Safety and Security Project List

Background

At the May 27th, 2016 SJJPA Board Meeting the Board approved the Master Fund Transfer Agreement for Minor Capital Projects with Caltrans for a three-year period. At the July 22, 2016 Meeting, a list of Minor Capital Projects for Fiscal Year 2016/2017 was approved by the Board.

Since that approval, some projects are no longer necessary and new projects have been identified to support the start-up of the Morning Express Service. Attached is a revised list of projects, including cost estimates. New items have been highlighted. Those no longer needed are shown with a line striking them out.

Fiscal Impact:

There would be no impact on the operating budget as all expenditures would utilize secured capital funds.

Recommendation:

Approve a Resolution of the Governing Board of the San Joaquin Joint Powers Authority Approving Revisions to the Minor Capital and Safety and Security Project List.

Minor Capitol Projects

Previously Approved Minor Capital Projects:

Station	Project Description	Estimated Cost	Funding Year
Bakersfield			
	Repair Tactile and paint (approx. 800 ft)	$50,000	FY 16/17
	Install electronic door access to baggage room	$15,000 ~~$6,000~~	FY 16/17
	Police office mods. --install ceiling, lighting, and insulate walls	$10,000	FY 16/17
	Lug. cart boundary system	$20,000	FY 16/17
	Install ambient noise sensor for PA system-trackside	$7,000	FY 16/17
	~~Install additional wayside power - 7th roundtrip~~	~~$60,000~~	
Corcoran	Repaint platform tactile & restore platform safety stripe and text to meet Federal ADA req.	$7,500	FY 16/17
Fresno	Replace existing Station identifier signs with newer signs	$60,000	FY 16/17
	Platform modification at south end for cart turnaround	$25,000	FY 16/17
	Concrete pad near luggage counter is causing a tripping hazard.	$2,500	FY 16/17
Madera	Install station identifier signs	$30,000	FY 16/17
Merced	Drought tolerant landscaping, redo sprinklers	$30,000	FY 16/17
Modesto	Install station identifier signs	$50,000	FY 16/17
	Const. Manager Office	$25,000	FY 16/17
Martinez	Repaint light posts, paint over graffiti, paint luggage carts	$30,000	FY 16/17
	Relocate gate to bottom of stairs	$17,000	FY 16/17
	Install station identifier signs	$55,000	FY 16/17
Oakland	Shelving units for baggage	$20,000	FY 16/17
	Repair broken platform tactile and repaint 1,500 ft	$25,000	FY 16/17
Sacramento	Pressure wash and repaint platform per PUC	$55,000	FY 16/17
San Francisco	Modify HVAC ductwork and vents	$10,000	FY 16/17
Stockton	~~Upgrade remainder of existing exterior lights located on station building and parking lot lights to L.E.D.~~	~~$99,000~~	

	Fill in asphalt at crossings	$5,000	FY 16/17
	Repair cracked sidewalk	$5,000	FY 16/17
Turlock	Install concrete ramps on each side of platform—PUC	$20,000	FY 16/17
	Drought tolerant landscaping and modify sprinklers	$30,000	FY 16/17
~~Wasco~~	~~Improvements to the entrance from the parking lot, landscaping and sidewalks~~	~~$30,000~~	
	~~Remove cable hanging on side of building~~	~~$1,500~~	
Multiple Stations	Install No trespassing signs	$10,000	FY 16/17
	Replace existing A-10 signs	$34,500	FY 16/17
	~~Replace signage at Bus Stops~~	~~$50,000~~	
	Replace Defective VSS Workstations in 6 stations (BFD, HNF, MDR, MCD, MOD & SKN).	$20,000	FY 16/17
	Upgrade existing VSS Wireless Routers at 12 San Joaquin Stations.	$100,000	FY 16/17

New Minor Capital Projects:

Station	Project Description	Estimated Cost	Funding Year
Turlock-Denair	New 50 space parking lot (contribution to larger project)	$150,000	FY 16/17
Stockton (SJ St.)	Repair bus canopy	$40,000	FY 16/17
Multiple Stations	Replace Analogue Security Cameras with Digital Cameras	$41,500	FY 16/17
Fresno	Furnish and install (24) “Parking Permit” signs	$12,000	FY 17/18
	Furnish and install (1) new and (2) refurbished A10 signs	$25,000	FY 17/18
	Install additional wayside power for mid-corridor starts	$60,000	FY 17/18
Merced	Add parking spaces by restriping bus loop	15,000	FY 17/18
Modesto	Construct new parking lot	170,000	FY 17/18
Stockton (ACE)	Modify and Install Existing A11 Sign on Platform	$22,000	FY 17/18
Stockton (SJ St.)	Lighting, painting & other improvements to the lobby	$120,000	FY 17/18
	Roof repairs at west end of station	$15,000	FY 17/18
	Stockton APD Restroom Improvements	$15,000	FY 17/18
Multiple Stations	Replace Analogue Security Cameras with Digital Cameras	$46,000	FY 17/18

Total for Minor Capital Projects **$1,500,000**

Safety and Security Projects

Previously Approved Safety and Security Projects:

Station	Project Description	Estimated Cost	Funding Year
Merced	Upgrade existing lighting to LED lighting: platform, parking, station and baggage room (flagging req'd)	$105,000	FY 15/16
Stockton (SJ St.)	Upgrade remainder of existing exterior lights located on station building and parking lot lights to L.E.D.	$99,000	FY 15/16
Oakland	Upgrade lighting to LED on platform	$100,000~~$55,000~~	FY 15/16
Allensworth	Install 4' wide concrete strip, tactile, striping and text in existing platform. Overlay and bring 8" T.O.R. Furnish and install new handrail, wheel chair lift and enclosure.	$320,000	FY 16/17
Stockton (SJ St.)	Install security fence with electronic gate at bus entrance. Security upgrade: access control, harden doors in Police Offices	$220,000 N/A (completed by Amtrak)	FY 16/17

New Safety and Security Projects:

Fresno	Temporary Maintenance Facility	$1,750,000	FY 15/16
Fresno	Lighting Improvements: Upgrade 8 existing lights under eave to LED and add 4 additional LED lights. Add LED rope lights to 11 existing palm trees.	$50,000	FY 15/16
Multiple Stations	Replace Analogue Security Cameras with Digital Cameras	37,375	FY 15/16
Turlock-Denair	Security features for new 50 space parking lot (contribution to larger project)	$100,000	FY 16/17
Modesto	Security features for new parking lot (contribution to larger project)	$25,000	FY 16/17
	Antioch Station Safety Improvements	$300,000	FY 16/17
Multiple Stations	Replace Analogue Security Cameras with Digital Cameras	$748,360	FY 16/17

Total for Safety and Security Projects **$3,855,095**

SJJPA RESOLUTION 17-___

RESOLUTION OF THE GOVERNING BOARD OF THE SAN JOAQUIN JOINT POWERS AUTHORITY APPROVING REVISIONS TO THE MINOR CAPITAL AND SAFETY AND SECURITY PROJECT LIST

WHEREAS, the Intercity Passenger Rail Act of 2012 provides for the creation of a San Joaquin Joint Powers Authority (SJJPA) which, if certain requirements are met, will manage the San Joaquin Intercity Rail Service; and

WHEREAS, ten (10) Member Agencies have approved a Joint Exercise of Powers Agreement to form the SJJPA and have appointed Board Members and Alternates; and

WHEREAS, the SJJPA Staff has worked with Caltrans, Amtrak, BNSF and UPRR on Identifying Minor Capital and Safety and Security projects along the San Joaquin Corridor and at Stations; and

WHEREAS, the SJJPA has Approved the Master Fund Transfer Agreement for Minor Capital Projects with Caltrans; and

WHEREAS, the SJJPA has Authorized the Executive Director to Execute and All Documents and Agreements Associated with securing State of California Proposition 1B – Safety and Security funding; and

WHEREAS, the initial list of Minor Capital and Safety and Security projects were approved by SJJPA at the July 22, 2016 SJJPA Board Meeting; and

WHEREAS, the attached revised project list includes key projects – including a Temporary Layover Facility, expanded parking, and station enhancements – to support the initiation of the Morning Express Service; and

WHEREAS, the SJJPA has reviewed the revised project list at the May 18, 2017 SJJPA Board Meeting, attached as reference;

NOW THEREFOR BE IT RESOLVED, that the Governing Board of the San Joaquin Joint Powers Authority hereby approves a Resolution of the Governing Board of the San Joaquin Joint Powers Authority approving revisions to the Minor Capital and Safety and Security Project List.

PASSED AND ADOPTED, by the SJJPA this 26th day of May 2017, by the following vote:

AYES:
NOES:
ABSENT:
ABSTAIN:

ATTEST:

SAN JOAQUIN JOINT
POWERS AUTHORITY

_____
STACEY MORTENSEN, Secretary

_____
VITO CHIESA, Chair

SAN JOAQUIN JOINT POWERS AUTHORITY
May 26, 2017

STAFF REPORT

Item 9 **INFORMATION**

San Joaquins Operations Update

On-Time Performance:

Through first 7 months of the Fiscal Year, the San Joaquins' on-time performance (OTP) was 75.3%. The chart below provides an overview of the San Joaquins OTP compared to the two other State supported services:

Service	Month-to-Date	Oct – April
San Joaquins	78.1%	75.3%
Capitol Corridor	90%	90.5%
Pacific Surfliner	56.3%	72.4%

Ridership/Revenue:

The Ridership and Revenue chart below shows a significant increase in both ridership and revenue in April over the previous year. It should be noted, the significant gains in April, as well as, the decrease in March correlate to the position of the 'Easter Holiday' in the calendar. Although ridership and revenue decreased in February and March, the gains realized in April have resulted in a ridership increase of 0.6%, and a revenue increase of 0.3%, in FY17 versus FY16.

	Ridership			Ticket Revenue		
Month	**FY17**	**FY16**	**% Chg.**	**FY17**	**FY16**	**% Chg.**
Oct	87,454	90,961	-3.9	$2,769,402	$2,756,890	+0.5
Nov	101,672	102,915	-1.2	$3,538,396	$3,609,485	-2.0
Dec	98,053	97,530	+0.5	$3,378,587	$3,415,503	-1.1
Jan	82,707	82,475	+0.3	$2,608,201	$2,643,805	-1.3
Feb	76,288	80,868	-5.7	$2,253,335	$2,424,039	-7.0
Mar	92,019	97,167	-5.3	$2,906,099	$3,118,374	-6.8
Apr	102,440	84,968	+20.6	$3,097,819	$2,529,587	+22.5
YTD	**640,633**	**636,884**	**+0.6**	**$20,551,839**	**$20,497,683**	**+0.3**

Fiscal Impact:

There is no fiscal impact.

Recommendation:

This is an informational item. There is no action requested.

SAN JOAQUIN JOINT POWERS AUTHORITY
May 26, 2017

STAFF REPORT

Item 10 **INFORMATION**

Update on Planning for Madera Station Relocation

Background:

Staff will provide an update on planning efforts for the Madera Station relocation. Please see the location of the current Madera Amtrak San Joaquins station and the location of the potential relocated Madera Amtrak San Joaquins station on the attached map.

Fiscal Impact:

There is no fiscal impact.

Recommendation:

This is an informational item. There is no action requested.

Current Madera Amtrak Station
10 Miles
5 Miles
City of Madera
Madera Community Hospital
Potential Relocated Amtrak Station
SCCC
Avenue 12
MADERA COUNTY
145
99
Avenue 7
Rio Mesa Area Plan
41
Riverstone
VCH
Valley Children's Hospital
E Herndon Ave
N West Ave
Shaw Ave
FRESNO

SAN JOAQUIN JOINT POWERS AUTHORITY
May 26, 2017

STAFF REPORT

Item 11 **INFORMATION**

Transit Transfer Program Update

Background:

A Transit Transfer Program (Program) allows free connections between transit services. Under the management of Caltrans, a Program used to be in place for the San Joaquins which allowed free transfers at the Richmond, Emeryville, Oakland, Martinez, Antioch, Sacramento, Merced, and Fresno stations. While there is currently no Program in place for the San Joaquins, both Pacific Surfliner and Capitol Corridor administer a robust Program at many of their stops.

Currently, Capitol Corridor's Program allows ticketed Capitol Corridor passengers to transfer for free to a number of local transit providers. Many of these connections exist at stations shared between Capitol Corridor and the San Joaquins, including:

- **Oakland, Emeryville,** and **Richmond**: AC Transit;
- **Martinez**: The County Connection, Tri Delta Transit, and WestCAT; and
- **Sacramento**: Sacramento RT, Yolobus, and e-Tran (Elk Grove Transit).

Capitol Corridor passengers wishing to take advantage of the Program request a voucher from a conductor. The voucher is then punched and is valid through the following day, allowing greater flexibility for each passenger's unique travel needs. A second voucher can also be requested to allow for round-trip travel. Attached is a copy of Capitol Corridor's voucher. These vouchers are collected and sent to Capitol Corridor for reconciliation and fare reimbursement. Capitol Corridor also sells $10 BART tickets for $8 in the Café Cars.

Pacific Surfliner's Program provides free connections to 14 local transit providers at most stations along its route. However, the Program is administered differently than Capitol Corridor's; rather than requesting a voucher from a conductor, Pacific Surfliner paper tickets and e-Tickets allow the transfer to take place. The passenger shows the participating transit provider driver his/her Amtrak ticket for entrance onto the service. Fare reimbursement is tracked with the electronic fare box onboard the participating services. LOSSAN is monitoring usage based on survey data and month to month numbers to ensure that there are no "out of normal" usage rates.

Staff is investigating both systems to determine the best methodology for the San Joaquins. Based on conversations with Caltrans Division of Rail, the previous San Joaquins Program utilized a voucher system similar to Capitol Corridor.

Survey Data:

Data collected from the San Francisco State University led "Onboard Passenger Rail Survey" is helping to inform staff on the potential benefits of implementing a Program for the San Joaquins. Below are a number of key data points that highlight the importance of providing a first-mile/last-mile solution for passengers:

- **45%** were **Very Likely** to take public transportation to and/or from the train station if a free transfer was included in the purchase of a San Joaquins ticket (vs. 17% Likely, 19% Maybe, 7% Unlikely, and 12% Very Unlikely).
- **61%** said **free transfers to connecting public transit service** would motivate them to ride the San Joaquins more often.
- **58%** said **connectivity to public transportation** at their starting and ending stations were important to consider.
- **52%** were **dropped off** at their starting station by a friend or family.
- **62%** were **picked up** from their final station by a friend or family.

Funding:

A few different funding sources are being evaluated to fund a potential San Joaquins Program. LOSSAN applied for, and was awarded, a Transit and Intercity Rail Capital Program (TIRCP) grant in 2015 for the launch of Pacific Surfliner's Pilot Program. The Program was initiated in June 2016 with the help of $1.675M in TIRCP funding. Through the first six months of the Program, Pacific Surfliner observed approximately 19,000 passengers utilizing a free transfer, resulting in a reimbursement to participating transit agencies of approximately $22,000. Based on conversations with LOSSAN staff, it is anticipated that the cost of the Program will be offset by associated ridership increases.

Capitol Corridor, on the other hand, pays for the Program through their annual operations budget. CCJPA has seen a decline in free transfers (and discounted BART and SF Muni fares) since a high of over 100,000 uses in 2013. According to CCJPA's Draft FY 2017-18 – FY 2018-19 Business Plan Update, 38,000 uses for FY 2017-18 and 34,000 uses for FY 2018-19 are anticipated.

Staff is preparing for a robust TIRCP grant application for the end of the year, and funding required for a Transit Transfer Program launch could be considered as part of the TIRCP application.

Fiscal Impact:

There is no fiscal impact.

Recommendation:

This is an informational item. There is no action requested.

VALID through month and date punched below (see reverse for details):

JAN	FEB	MAR	APR	MAY	JUN
JUL	AUG	SEP	OCT	NOV	DEC
1	2	3	4	5	6
7	8	9	10	11	12
13	14	15	16	17	18
19	20	21	22	23	24
25	26	27	28	29	30
31					

Transit Transfers shall be punched for the next day

17-085351

VALID FOR

One-way trip on participating bus or light rail services noted through month and date punched on reverse (Return Trip on Y-Shuttle to Davis on Yolobus).

RESTRICTIONS

Transfer tickets may not be accepted on Express or Special Service lines. Please check with participating transit agency for more details.

Local AC Transit service and Transbay limited to service within East Bay. Fee may be required for additional transfers.

For more information: capitolcorridor.org

Participating Transit Agencies:

actransit.org
countyconnection.com
e-tran.org
fasttransit.org
sacrt.com
unitrans.ucdavis.edu
trideltatransit.com
vta.org
westcat.org
yolobus.com

SAN JOAQUIN JOINT POWERS AUTHORITY
May 26, 2017

STAFF REPORT

Item 12 **INFORMATION**

Marketing and Outreach Update

Staff will present an update on recent efforts to implement new creative graphics for Yosemite, Friends and Family, Summer Travel, Thruway Bus Decals, and other initiatives. Yosemite has been identified as a target destination for year-round travel for San Joaquin Valley, Bay Area, and Southern California residents. To improve the visibility of San Joaquins service to Yosemite, staff has designed and is preparing implementation of graphics throughout the corridor to promote Yosemite travel.

The Friends and Family discount has been renewed for a second year. This discount continues to be a focus of outreach efforts and new creative was seen as helpful to promote the discount into the new implementation period.

The San Joaquins is entering the busy summer travel season with June and July historically ranking third and first respectively in ridership. Staff has been working with the Advertising Contract to rapidly implement a 'Summer Travel' campaign on digital and social platforms to help drive visits to the website, raise awareness, and help drive ridership.

Staff is coordinating other graphics and advertising efforts, including an initiative with Amtrak, Capitol Corridor JPA, and LOSSAN JPA to design, produce, and install decals on the Thruway Busses.

Additionally, staff will present efforts to organize group trips in the corridor. Group trips are outlined in the SJJPA Business Plan as a key community engagement initiative. In partnership with community groups, agencies, organizations, school groups, businesses, and other stakeholders, staff and SJJPA Outreach Teams are facilitating group trips. Staff and SJJPA Outreach Teams assist with building itineraries, navigating ticket purchases, offering safety information, and other supporting activity necessary to accomplish the group trip.

Getting groups on the train helps cultivate community ambassadors by offering firsthand experience of the service. Efforts in this area ensure that engaged parties do not just hear a presentation but ride the service, helping them get over the hurdle of the 'first ride'.

Fiscal Impact:

There is no fiscal impact.

Recommendation:

This is an informational item. There is no action requested.

SAN JOAQUIN JOINT POWERS AUTHORITY
May 26, 2017

STAFF REPORT

Item 13 **INFORMATION**

Food Service Update

Background:

Food service on Amtrak San Joaquins is an important part of the passenger experience. Food service is particularly critical for the San Joaquins given that passengers often ride on San Joaquins trains for several hours. This item is an update of the current food service, as well as, activities being undertaken by staff to promote and improve the onboard Café Car.

Currently, the San Joaquins and the Capitol Corridor services share a Café Car menu. Previously, SJJPA considered developing a separate menu from Capitol Corridor. However, San Joaquins and Capitol Corridor trainsets are occasionally swapped between the two services in emergencies or when other problems arise such as late trains, mechanical problems, etc. Therefore, to relieve unnecessary time loss, increase efficiency, and maximize purchasing power, SJJPA staff will be working with CCJPA staff to maintain a Café Menu that meets the needs of both San Joaquins and Captiol Corridor passengers while also accomplishing the promotional strategies of the agency.

Upcoming improvement and promotional objectives include: Café Car Announcement Improvement, Café Car Menu Refresh, Local Product Initiative, and Onboard Sampling Promotions.

Café Car Announcement Improvement: According to the “Onboard Passenger Rail Survey” conducted by San Francisco State University on behalf of Caltrans, 26% of surveyed San Joaquins passengers responded that they were unaware of the Café Car. To improve Café Car awareness amongst onboard passengers, staff is working with Amtrak to improve frequency of onboard announcements regarding the availability of food and beverages in the Café Car.

As part of these efforts to increase announcement frequency, staff is considering ways to increase sales of near-to-expiration food items and reduce waste and spoilage. Staff will investigate offering discounts on such items and integrating those discounted items into onboard announcements.

Café Car Menu Refresh: In partnership with CCJPA and Amtrak, staff is working toward a Café Car menu refresh to be implemented at the end of June 2017. Staff is reviewing recent data regarding food sales, spoilage rates, etc. to determine how to reduce losses, increase sales, and improve efficiency.

New fresh sandwich and salad items will be added to the menu, along with locally sourced snacks and beverages. At this time, staff will be analyzing current offerings and recommending the removal of low performing menu items to increase the efficiency of the Café Car and reduce cost. Additionally, combination meals will be available with water in addition to soda.

Local Product Initiative: As part of the menu refresh, staff suggests highlighting products from the San Joaquin Valley. San Joaquin Valley farmers and businesses produce top quality products that can be featured in the Café Car. This effort will both promote the San Joaquin Valley and offer a natural opportunity for Café Car promotion. Based on initial efforts, staff is working with Amtrak to source San Joaquin valley nuts and craft beers while continuing to investigate other potential products.

Onboard Sampling Promotions: As a way to promote the Café Car, staff is suggesting to perform onboard sampling of menu items. This effort will expose the riders to what is available in the Café Car to promote new items, as well as, items that are underperforming.

Fiscal Impact:

There is no fiscal impact of this item.

Recommendation:

This is an informational item. There is no action requested.

SAN JOAQUIN JOINT POWERS AUTHORITY
May 26, 2017

STAFF REPORT

Item 14 **INFORMATION**

Executive Director's Report

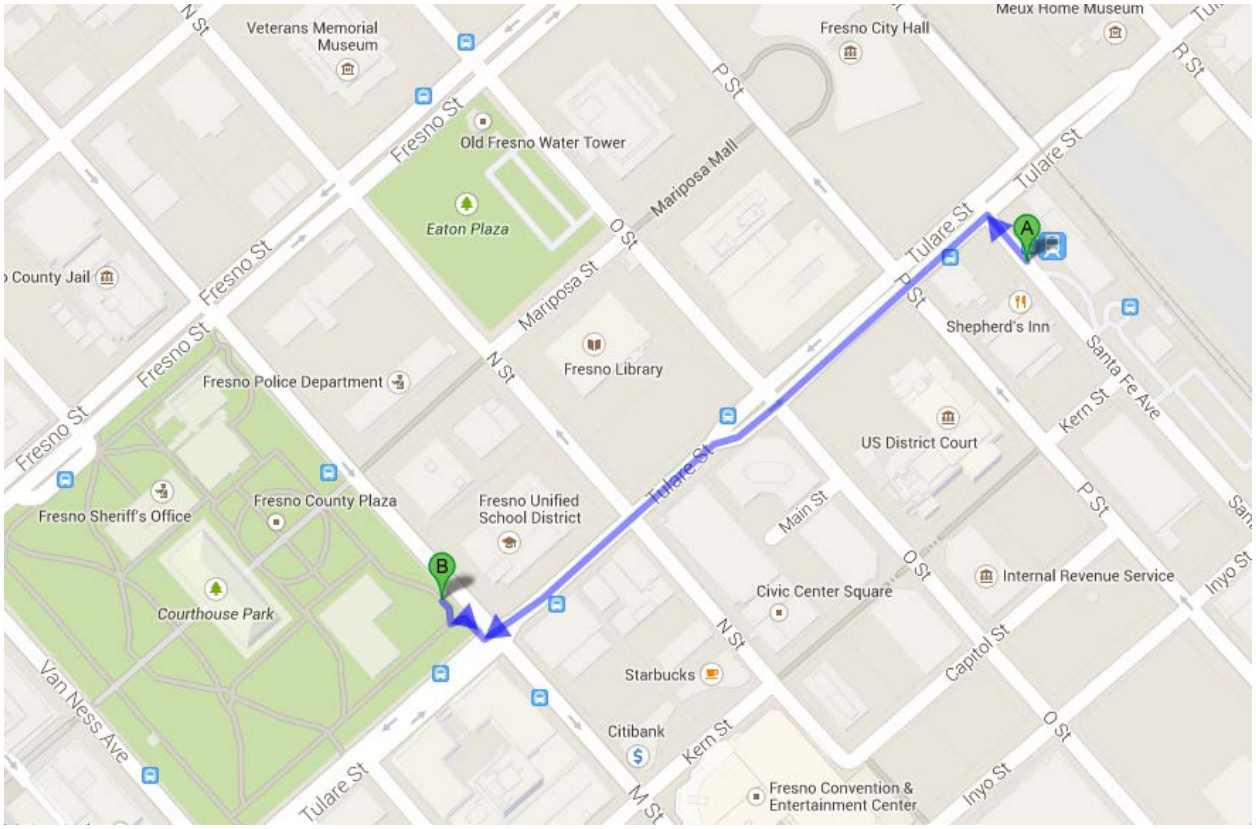
Manager of Regional Initiatives, Dan Leavitt, will give the monthly Executive Director's report.

Fiscal Impact:

There is no fiscal impact.

Recommendation:

This is an informational item. There is no action requested.



DIRECTIONS TO MAY 26, 2017 SJJPA BOARD MEETING
AT FRESNO COUNTY BOARD OF SUPERVISORS CHAMBERS
2281 Tulare Street, Fresno at 1:00 pm

Amtrak – San Joaquins

Board Members, Working Group Members, and members of the Public are strongly encouraged to use Amtrak to get to the SJJPA Board Meeting if possible. The time and location of the SJJPA Board Meeting is convenient for those who would like to take the San Joaquins to the meeting.

Getting there:
The San Joaquins Southbound 710 Daily (departing from Oakland at 7:35 am) arrives at Fresno Amtrak Station at 11:44 am. The San Joaquins Northbound 715 Daily (departing from Bakersfield at 10:25 am) arrives at the Fresno Amtrak Station at 12:27 pm. The Fresno Amtrak Station is about 0.3 miles from the Fresno County Administration Building (see map above) it is about a 10 minute walk. Since the station is just a few blocks from the meeting location there will be no shuttle service provided.

Getting home:
The San Joaquins Northbound 717 Daily departs from Fresno Amtrak Station at 3:26 pm. The San Joaquins Southbound 714 Daily departs from Fresno Amtrak Station at 4:43 pm. The meeting will be adjourned before 3:00 pm.

Driving

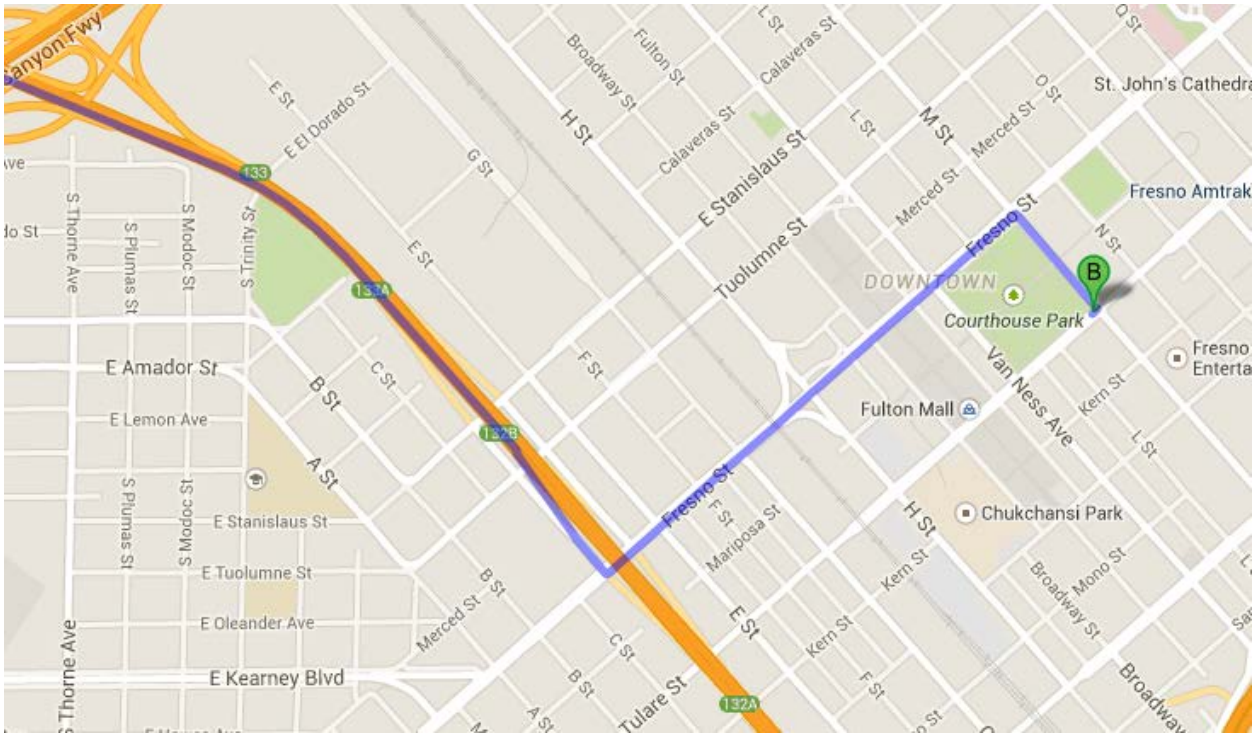
For those driving, 2281 Tulare Street is located in downtown Fresno. Fresno is over 125 miles south of downtown Stockton along SR-99.

Coming from the north, take SR-99 (South). At Fresno, take the Fresno Street/Civic Center Exit toward downtown (turn left) for about 0.8 miles. Turn right on to M Street for about 0.2 miles. Turn right on Tulare Street. The Fresno County Administration Building is on the right (2281 Tulare Street). It takes about 2 hours 40 minutes hours to drive from downtown Sacramento to Fresno. From Oakland it is also about a 2 hour 40 minute drive.

Coming from the south, take SR-99 (North). At Fresno, take the Fresno Street/Civic Center Exit toward downtown (turn right) for about 0.8 miles. Turn right on to M Street for about 0.2 miles. Turn right on Tulare Street. The Fresno County Administration Building is on the right (2281 Tulare Street). Fresno is about a 1 hour 40 minute drive from Bakersfield.

There is a large underground parking garage for the Fresno County Administration Building. It is one block west of Administration Building. The entrance is on the north/east corner of Tulare Street and Van Ness Avenue. This is a pay lot (there is no free parking downtown). There are several other pay lots within a few blocks of the Administration Building.

Driving from the North

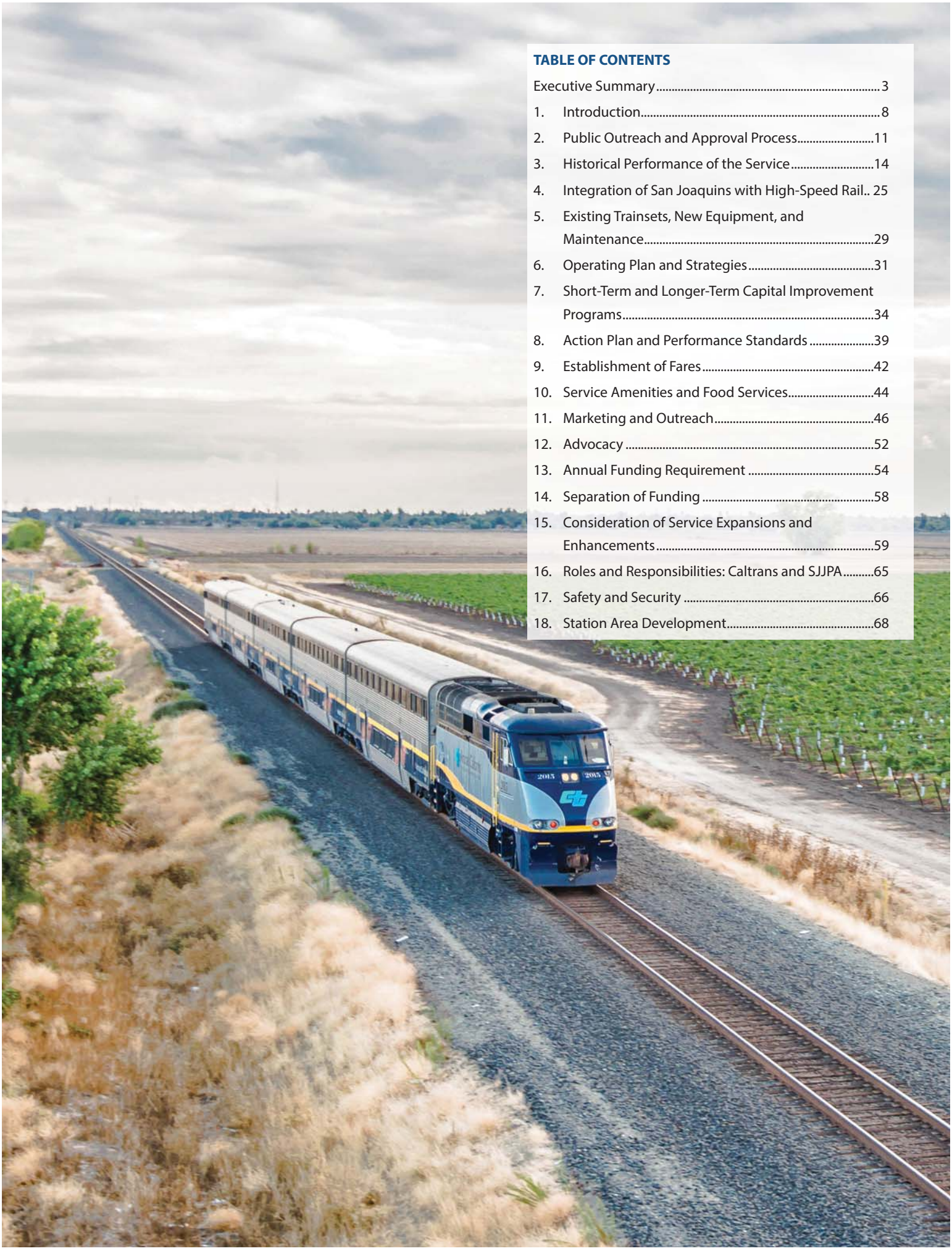


Please let us know if you will be traveling by train and would like a ride from the Amtrak Station to the SJJPA Board Meeting (and back to the station after the meeting). Contact: Jordan Peterson at jordan@acerail.com or (209) 944-6275.

SAN JOAQUIN JOINT POWERS AUTHORITY

~~DRAFT~~ 2017 SJJPA BUSINESS PLAN UPDATE

PREPARED FOR CALIFORNIA STATE TRANSPORTATION AGENCY
UPDATED FOR FY 2017/2018 & FY 2018/2019



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EXECUTIVE SUMMARY

The purpose of this 2017 San Joaquin Joint Powers Authority (SJJPA) Business Plan Update ("Business Plan") is to identify SJJPA's intentions for State Fiscal Year (FY) 2017/18 and FY 2018/19 in its proposed management of the San Joaquins and to request the annual funds required by SJJPA to operate, administer, and market the San Joaquins. This Business Plan summarizes the service and capital improvements that have contributed to the success of the San Joaquins and identifies improvements to sustain its growth. A draft of this Business Plan was ~~will be~~ submitted to the Secretary of the California State Transportation Agency (CalSTA) by April 1st, 2017 and a final draft will be submitted by June 15th, 2017.

History of San Joaquin Service

The San Joaquins began service on March 5, 1974 with one round-trip between Oakland and Bakersfield and a bus connection to Los Angeles. The San Joaquins grew to be one of the busiest intercity passenger rail services in the nation, carrying over 1.1 million passengers a year. Historically, leisure travel has been the primary market for the San Joaquins. However, in recent years the leisure travel market has declined some, with business travel emerging as another strong market for San Joaquins.

In 2015, SJJPA entered into an Interagency Transfer Agreement (ITA) with the State to transfer the administrative responsibilities from the State to SJJPA. Amtrak continues to operate the San Joaquins for SJJPA. On June 20, 2016, an additional daily round-trip between Oakland and Bakersfield was deployed – bringing the San Joaquins to 7 daily round-trips. This was the first new round-trip between Oakland and Bakersfield in 22 years.

The extensive network of dedicated Amtrak Thruway buses connecting with the San Joaquins is critical to the performance of the service. Amtrak Thruway bus connections are provided at Sacramento, Lodi, Stockton, Oakland, Emeryville, Martinez, Merced, Fresno, Hanford, and Bakersfield Stations – taking passengers to and from destinations throughout California, and to Las Vegas and Reno. In 2016, over 55% of San Joaquins passengers used an Amtrak Thruway bus on at least one end of their trip.

Operating Plan, Morning Express Service, and Short-Term Service Expansion

The San Joaquins have great potential for increased ridership, revenue, service coordination, and performance. SJJPA is currently implementing a number of strategies to improve the San Joaquins. Some of the strategies require little or no additional resources, including improved schedules, reduced trip lengths and travel times, improved train monitoring, train and connecting bus schedule adjustments, and improved service coordination. To this end, SJJPA is working with Caltrans and Capitol Corridor to conduct optimization studies focused on examining strategies to increase capacity for rail service and freeing up equipment.

For FY 2017/18 and FY 2018/19, SJJPA is planning operating changes to serve the business travel market more effectively and better serve travelers making daily round-trips. Business travel is also a growing market segment for both LOSSAN and Capitol Corridor. Currently, 2 daily round-trips run between Sacramento and Bakersfield and 5 daily round-trips run between Oakland and Bakersfield. The 7 existing daily round-trips will be maintained, but 2 would be modified to start/end at mid-corridor in Fresno, allowing trains to arrive in the early morning in both Sacramento and the Bay Area. SJJPA has branded this as **"Morning Express Service."** SJJPA expects to initiate Morning Express Service to Sacramento by 2018 and to the Bay Area by 2019. This service is anticipated to result in substantial increases in ridership and reduce operational costs. Small capital improvements will be undertaken to prepare for the initial Morning Express Service to Sacramento, including a temporary layover facility, additional parking, and station enhancements.

Additional key short-term programs for the San Joaquins include:

8th Daily Round Trip
There is great ridership potential if the frequency of service to Sacramento can be increased and offered at the right times of the day. SJJPA is focused on the implementation of an 8th Daily Round Trip to run from Fresno to Sacramento. Improvements necessary for the 8th Daily Round Trip are almost complete between Stockton and Fresno. However, between Sacramento and Stockton, SJJPA is still working with

CalSTA, Caltrans, Amtrak, and UPRR to determine if the 8th Daily Round Trip (and additional service beyond that) should run on the Fresno Subdivision or along the Sacramento Subdivision. **SJJPA is planning to commence the 8th Daily Round Trip in FY 18/19.**

90 MPH Maximum Operating Speed
SJJPA is examining locations where the San Joaquins' maximum speed could be increased to 90 mph. In coordination with the host railroads and Caltrans, SJJPA is identifying key track improvements needed to increase speeds and further reduce travel times.

Thruway Bus Pilot Program
SJJPA is exploring ways to maximize the utilization of the San Joaquins' Thruway Bus network. Through coordination with the State and regional transportation agencies, SJJPA is currently exploring several service models that would allow non-Amtrak passengers to utilize excess seating capacity in key corridors, or utilize the services of an existing outside bus provider. A pilot program that would implement one or more of the models is planned for implementation in FY 2017/18 for at least one Thruway corridor.

Renewable Diesel Implementation
SJJPA is committed to helping meet California's Greenhouse Gas (GHG) emission reduction goals. Utilizing renewable diesel in locomotives and in the Thruway bus fleet will help to advance this objective. In coordination with Capitol Corridor, testing of renewable diesel in one of the F59 locomotives is currently taking place, and will be followed by testing one of the new Charger locomotives shortly. If results are positive, all locomotives are expected to utilize renewable diesel. SJJPA is also planning to require the use of renewable diesel for all future Amtrak Thruway bus contracts to further reduce the San Joaquins system's carbon footprint.

Relocate Madera Station
SJJPA is working with Madera County Transportation Commission, Madera County, **and** the City of Madera ~~***CalSTA and California High-Speed Rail Authority (CHSRA)***~~ on plans to ~~***plan for a multi-modal hub station***~~ relocate the ~~***in Madera County which would include the relocation of the***~~ Madera Amtrak San Joaquins Station.

Reduce Running Times
SJJPA is exploring ways to reduce travel times for trains running from Bakersfield to the Bay Area to under six hours. This will result in significant operational cost savings, as a crew change can be eliminated for each round-trip.

Integration with High-Speed Rail

Like other high-speed rail (HSR) services throughout the world, California will need to have extensive networks of conventional intercity and commuter rail networks that complement and provide "feeder" service to the proposed HSR system for it to be successful. SJJPA believes the San Joaquins provide important connectivity that is critical to the phased implementation of HSR in California. A Joint Policy Statement, which was adopted by CHSRA, SJJPA, and Caltrans on July 26, 2013, is intended to ensure cooperation and input of local communities on all decisions related to any changes in the San Joaquins service and consistent planning between these agencies.

Performance Standards

CalSTA created a set of uniform performance standards in 2014 for all state-supported intercity passenger rail corridors in an effort to control costs and improve efficiency. The three primary uniform performance standard measures used are: usage, cost efficiency, and service quality. SJJPA has adopted the CalSTA performance standards, and will continue to develop strategies to maintain the successful performance of the San Joaquins.

In addition to meeting CalSTA's performance standards, SJJPA has also focused on considering the environmental benefit of the San Joaquins and its role in helping to create a more sustainable California. Increases in San Joaquins ridership benefit the environment by reducing air pollution and greenhouse gas emissions and help to encourage sustainable, transit-oriented development. It is estimated that in FY 2016, San Joaquins passengers (including those on Thruway buses) traveled over 240 million passenger miles[1], resulting in a significant net reduction of CO2 emissions.

Capital Improvement Program and Future Extensions

1 *Amtrak, 2017.*

The State has invested over $536 million since 1976 to increase and improve the San Joaquins.[2] There have been more than $303 million in San Joaquins Corridor improvements over the last 23 years.

SJJPA will continue to work with the State to secure funding and expedite projects needed to initiate the 8th Daily Round Trip (between Fresno and Sacramento). Short-term San Joaquins capital projects include a permanent layover facility for the two Morning Express Service trainsets and additional trainsets (including capacity for the planned 8th Daily Round Trip); double tracking projects to facilitate the 8th Daily Round Trip; track resurfacing to achieve 90 mph service; and station improvements. Based upon the planned service expansions and enhancements, a ten-year capital program, estimated at $1.5 billion, was developed. Providing frequent service to Sacramento is the greatest focus of SJJPA's 10-year capital program. SJJPA is envisioning hourly service to/from Sacramento within the next 10 – 15 years.

SJJPA is also committed to extending the San Joaquins to new markets as dictated by available funding and ridership projections. Potential future extensions of the San Joaquins to be investigated include:

- Extending rail service north 160 miles along the UPRR rail line from Sacramento to Redding to directly serve Yuba, Sutter, Butte, Tehama, and Shasta counties.
- Extending some San Joaquins trains 5 miles past the Amtrak Oakland Station to serve the Amtrak Coliseum Station while creating a quality connection to the BART Coliseum/ Oakland Airport Station.
- Utilization of the Altamont Corridor to bring the San Joaquins to additional Bay Area markets.

Marketing Strategies

For FY 2017/18 and FY 2018/19, SJJPA assumes $1,000,000 each fiscal year for marketing to increase awareness and use of the service along the corridor, as well as $500,000 for advertising to promote the launch of the Morning Express Service to Sacramento in FY 2017/18 and $500,000 for advertising the initiation of the Morning Express Service to the Bay Area in FY 2018/19. The SJJPA Marketing and Outreach Plan takes a grassroots approach to marketing and outreach for the San Joaquins. SJJPA will continue to retain small businesses who are active in community issues to act as a direct conduit between SJJPA and the various communities within the corridor.

SJJPA is also carrying out specific strategies for reaching out to minority, non-English-speaking constituencies, and disadvantaged communities along the San Joaquins Corridor. With Hispanics comprising well over 50% of the San Joaquin Valley population, but less than one-third of the Amtrak ridership, a concerted effort is being made to tailor promotional materials in Spanish and utilize informational outlets that are more effective. The grassroots strategy is helping SJJPA identify and address other markets throughout the San Joaquins Corridor that are underserved, or lacking information.

Advocacy

Major improvement or expansion of the San Joaquins will require additional funding. There currently is no ongoing, stable capital funding source for the California Intercity Passenger Rail Program (CIPRP). To increase the frequency of the San Joaquins and improve travel times, significant investments will be required. A key to funding the future growth of the San Joaquins is developing a much stronger political base of support. SJJPA and affiliated agencies have been working hard to advocate for increased funding, improvements, and support for the CIPRP. In 2014, SJJPA and partnering agencies worked hard to successfully ensure that intercity rail was included as an important component of Cap & Trade allocations and are currently working to increase the amount of ongoing Cap & Trade funding eligible for the CIPRP.

During FY 16/17, CIRPR Leadership Coalition advocated for additional funding sources for intercity rail be included as part of the Senate Bill 1 (SB 1). With passage of SB 1 and it's signature by the Governor intercity rail will benefit from an estimated $20 million per year in direct funding to intercity rail, $245 million per year to the Transit and Intercity Rail Capital Program (TIRCP), and $250 million for the Congested Corridor program. These SB 1 funding programs provide a stable funding source for

2 *Caltrans, 2013 State Rail Plan, May 2013 (page 225); Caltrans, Bi-Monthly Joint Construction Meeting Notes (dated 1/17/2017).*

the SJJPA to pursue the improvements and capital access fees needed to increase/expand San Joaqins service as outlined in this Business Plan.

~~***Efforts are also underway to ensure that a more stable funding source for CIPRP is included in proposed statewide transportation funding legislation.***~~

Administrative Role and Action Plan

The primary role of SJJPA is the day-to-day management of the San Joaquins. SJJPA selected the San Joaquin Regional Rail Commission (SJRRC) as its Managing Agency for a second three-year term. SJRRC's consolidated agency approach results in the most efficient and cost-effective management of the San Joaquin Valley's two passenger rail services. SJJPA will provide the level of service consistent with funding appropriated by the State and any cost savings identified by SJJPA or revenues in excess of the Business Plan projections may be used by SJJPA for service improvements in the San Joaquins Corridor.

SJJPA's FY 2017/18 and FY 2018/19 "Action Plan" includes:

- Negotiate additional revisions to Amtrak operating agreement to improve performance reporting and decrease operating costs. Reinvest savings to improve service.
- Develop a detailed plan for implementing the 8th Daily Round Trip train in conjunction with UPRR, BNSF, Amtrak, and the State.
- Submit a TIRCP ~~***Cap & Trade***~~ application to fund the improvements needed for the 8th Daily Round Trip.
- Deploy the Morning Express Service to Sacramento along with station enhancements and additional parking.
- Assist CalSTA in the completion of its "Network Integration Strategic Service Plan for the California Passenger Rail Network."
- Evaluate measures to improve train and Thruway bus performance, including modifications to the service. Work with CalSTA and other partners to conduct a pilot Thruway bus program to promote use of excess bus capacity, increase benefits and revenue, and/or reduce costs.
- Work with UPRR, BNSF, Amtrak, and the State to improve ridership and revenue by improving reliability, adjusting the service plan, and/or implementing projects that add capacity and reduce travel times.
- Evaluate service changes that optimize the utilization of crews and equipment.

Annual Funding Requirement

A primary purpose of this Business Plan is to request the annual funds required by SJJPA to operate, administer, and market the San Joaquins for agreed-upon service levels. Table ES.1 summarizes the funding request by the SJJPA.

Table ES.1: Summary of State Funding Request for the San Joaquins

Summary of State Funding Request for the San Joaquins for FY 2017/18 and FY 2018/19 ($ Millions)

Expense Category	FY 2017/18 (Projected)	FY 2018/19 (Projected)
Operating	~~$45,257,278~~ $49,133,285	~~$46,614,996~~ $50,607,284
Morning Express Service Capital		
~~*Temporary Layover Facility*~~	~~$1,550,000*~~	
~~*-Additional Parking*~~ *and Station Enhancements*	~~$938,823*~~ TBD*	TBD**
Marketing	$1,000,000	$1,000,000
Morning Express Express Service Launch Advertising	$500,000	$500,000
Administrative	~~$1,893,414~~ $2,110,414	~~$1,940,749~~ $2,007,749
Total	~~**$51,139,515**~~ **$52,743,699**	~~**$50,055,745**~~ **$54,115,033**

~~**A variety of funding sources could be utilized, such as cost savings, unspent California Governor's Office of Emergency Services funds, and other state sources. This would be a one-time special expedenture for the initation of the new Morning Express Service.*~~

**Funds would be derived from cost savings from FY 15/16.*
***Additional cost savings from FY 2016/17 ~~e~~would ~~also~~ be applied to Morning Express Service capital projects when the amount of savings are determined. ~~These savings could also be applied to the Temporary Layover Facility.~~*

Safety and Security

SJJPA will continue collaborative efforts with various stakeholders, including the State, SJJPA member agencies, Amtrak, UPRR, BNSF, California Operation Lifesaver, Transportation Security Administration (TSA), California Governor's Office of Emergency Services (Cal OES), and local law enforcement and first responders along the San Joaquins Corridor to address safety and security issues impacting the service. SJJPA will use a network of rail safety education volunteers through California Operation Lifesaver, free DHS security training resources, and safety and security grant programs to coordinate, develop new programs, and build upon and enhance programs currently undertaken by Amtrak. The Marketing and Outreach Teams will also integrate rail safety education in their outreach activities.

SJJPA will continue to map incidents along the San Joaquins Corridor, evaluate incident trends, and improve incident response times. Additionally, SJJPA has begun a systematic evaluation of current safety and security practices at and around San Joaquins stations (including parking lots), as well as onboard trains.

Station Area Development

Increased development concentrates activity to be conveniently located near San Joaquins stations. This promotes increased use of the San Joaquins, generating additional ridership and revenue to benefit the State. The responsibility and powers needed to focus growth and produce station area development guidelines reside primarily with local government. To help ensure that the San Joaquins become an instrument for encouraging maximizing implementation of station area development principles, SJJPA will:

1. Encourage local governments to prepare/update and adopt station area plans, amend city and county general plans, and promote transit-oriented development (TOD) in the vicinity of San Joaquins stations.
2. Assist local governments in securing grants/funding for planning and implementing TOD around San Joaquins stations.
3. Require any new San Joaquins station to be a multi-modal transportation hub with a preference for locating in traditional city centers and TOD in the station area.
4. Work with communities and organizations to support TOD and with developers to implement TOD.

1. INTRODUCTION

The purpose of this 2017 San Joaquin Joint Powers Authority (SJJPA) Business Plan Update ("Business Plan") is to identify SJJPA's intentions for State Fiscal Year (FY) 2017/18 and FY 2018/19 in its proposed management of the San Joaquins and to request the annual funds required by SJJPA to operate, administer, and market the San Joaquins.

The SJJPA Governing Board includes elected representatives of ten Member Agencies (Alameda County, Contra Costa Transportation Authority, Fresno Council of Governments, Kings County Association of Governments, Madera County Transportation Commission, Merced County Association of Governments, Sacramento Regional Transit, San Joaquin Regional Rail Commission, Stanislaus Council of Governments, and Tulare County Association of Governments). SJJPA held its first Board Meeting on March 22, 2013.

An Interagency Transfer Agreement (ITA) between SJJPA and the State was signed on June 29, 2015, transferring administrative responsibilities of the San Joaquins to SJJPA. These responsibilities include the following:

- Oversight of the day-to-day San Joaquins operations by entering into an operating agreement with the current contract operator, the National Railroad Passenger Corporation (Amtrak);
- Negotiating changes to the current contract or selecting another qualified operator;
- Advising the Capitol Corridor Joint Powers Authority (CCJPA) on the management and administration of State-owned and other rolling stock (passenger cars and locomotives) assigned to the San Joaquins, maintenance of the rolling stock assigned to the Capitol Corridor and San Joaquins Corridor, and Amtrak's fleet maintenance functions performed on this entire fleet;
- Overseeing the portion of the dedicated feeder bus system for the San Joaquins which is subcontracted to private bus operators through the Amtrak contract;
- Planning for future service improvements;
- Coordinating with CCJPA and Los Angeles-San Diego-San Luis Obispo (LOSSAN) JPA and the State on issues such as scheduling, connecting buses, and ticketing; and
- Marketing for the San Joaquins.

As required by AB 1779, during the term of the ITA, SJJPA is to submit an annual Business Plan by April 1 of each year to the Secretary of the Business, Transportation and Housing Agency – which is now the Secretary of the California State Transportation Agency (CalSTA). Starting with this Business Plan, it is now required to be submitted to the Secretary of CalSTA in draft form by April 1, 2017, and final form by June 15, 2017, to allow Amtrak time to finalize operating cost estimates. The Business Plan will be reviewed and approved by the State and used to develop an annual appropriation request to the State Legislature.

Regional Governance of the San Joaquins

In 1996, the Capitol Corridor Joint Powers Authority (CCJPA) was created to oversee the administration of the Capitol Corridor service under the provisions of Senate Bill 457 (SB 457). SB 457 authorized the State to enter into interagency transfer agreements with specified joint exercise of powers entities to assume responsibility for intercity passenger rail services and be allocated funds for that purpose. The local/regional agencies along the Pacific Surfliner and San Joaquins corridors chose not to take advantage of SB 457, and therefore the administrative responsibility for the San Joaquins and Pacific Surfliner services remained with Caltrans Division of Rail. The deadline for forming a new joint powers authority (JPA) under SB 457 was the end of 1996.

For over 18 years, without direct financial contribution by Member Agencies, the CCJPA has successfully managed the Capitol Corridor between Auburn and San Jose. Capital investments, cooperation with the Union Pacific Railroad (UPRR), and State support have allowed for dramatic increases in the frequency of service, and the Capitol Corridor intercity passenger rail service has consistently had the best on-time performance in the nation for intercity service. In addition to more cost-effective administration and operations, the CCJPA has shown that there are several other potential benefits to local authority administration of intercity passenger service including:

- The ability to have a stronger voice in advocating for service improvements and expansions;
- Local decision-making that is more responsive and adaptive to passenger issues;

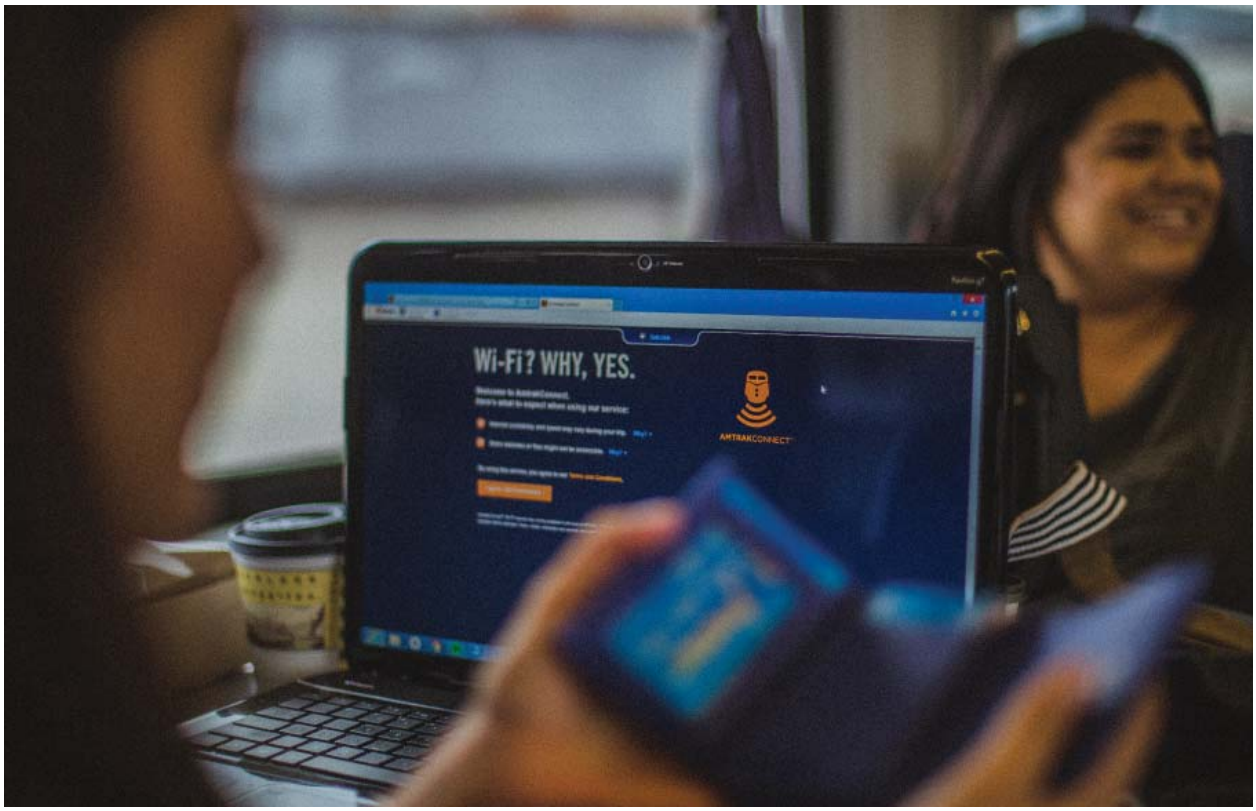
- The ability to take better advantage of joint marketing and partnerships with local agencies; and
- More engagement by local communities to support the service.

In 2012, transportation planning agencies throughout the San Joaquin Valley worked together in order to set up a regional Joint Powers Authority and to support legislation that would enable regional governance of the San Joaquins. To protect the existing service and to promote its improvement, local and regional agencies throughout most of the San Joaquins Corridor sponsored and supported Assembly Bill 1779 (AB 1779). This bill enabled regional government agencies to form the San Joaquin Joint Powers Authority (SJJPA) to take over the administration and management of the existing San Joaquins from the State.

AB 1779 was passed by the Legislature on August 30, 2012 with bi-partisan support, and was signed by Governor Brown on September 29, 2012. The first SJJPA Board Meeting was held on March 22, 2013 in Merced. A similar bill (SB 1225), which was sponsored and supported by local and regional agencies in the LOSSAN Corridor, was also passed and signed by the Governor on September 29, 2012 enabling regional governance of the Pacific Surfliner service. These two initiatives were coordinated efforts, and SJJPA and LOSSAN JPA continue to work in coordination for regional governance of both corridors and to advocate for the California Intercity Passenger Rail Program (CIPRP).

AB 1779 defines the composition of SJJPA, as well as requiring that the interagency transfer must result in administrative or operating cost reductions. AB 1779 also requires SJJPA to protect the existing service and facilities and seek to expand service as warranted by ridership and available revenue. Increases in the service and ridership will result in more jobs, improved air quality, and will help promote sustainable development in the San Joaquins Corridor.

Under the provisions of AB 1779, the State continues to provide the funding necessary for service operations, administration, and marketing. Furthermore, Caltrans Division of Rail remains responsible for the development of the Statewide Rail Plan and the coordination and integration between the three state-supported intercity passenger rail services. AB 1779 was sponsored by the San Joaquin Regional Rail Commis-



sion (SJRRC), Sacramento Regional Transit, the Central Valley Rail Working Group, and the San Joaquin Valley Regional Policy Council.

In addition to more cost-effective administration and operations, there are many benefits to regional governance of the San Joaquins. Train riders and San Joaquin Valley residents now have a stronger voice in deciding what happens with the service, as local decision-making is more responsive and adaptive to passenger issues. SJJPA, which is made up of elected officials throughout the San Joaquins Corridor, is a strong voice in advocating for service improvements and expansions – particularly in Washington D.C. and in Sacramento. SJJPA is taking advantage of joint marketing and partnerships with local agencies throughout the San Joaquin Valley. Since SJJPA's Board Members are part of the communities in the San Joaquins Corridor, they are able to facilitate the engagement of local communities throughout the corridor to use and support the San Joaquins.

The SJRRC, the managing body for the Altamont Corridor Express (ACE) service between Stockton and San Jose, was selected by the SJJPA Board to be the Managing Agency at the July 26, 2013 SJJPA Board Meeting in Fresno for an initial 3-year term (September 27, 2013 – September 27, 2016). At the May 27, 2016 SJJPA Board Meeting, the SJJPA Board approved SJRRC as the Managing Agency for an additional 3-year term (September 27, 2016 – September 27, 2019).

Business Plan Requirements

This Business Plan Update includes State-required information, including the following:

- Service performance;
- Operating and action plan strategies;
- Short-term and longer-term capital improvements;
- Funding requirements for the upcoming fiscal year;
- External factors affecting the service;
- Plans for service expansion and enhancement efforts;
- Marketing and outreach efforts; and
- Establishment of fares.

This Business Plan Update clearly delineates how proposals to expand or modify service, including funding and accounting, are separate from locally sponsored services in the corridor. This Business Plan Update is consistent with the 2013 State Rail Plan developed by Caltrans Division of Rail (DOR) and the California High-Speed Rail Authority (CHSRA) 2016 Business Plan.

2. PUBLIC OUTREACH AND APPROVAL PROCESS

This chapter summarizes public outreach for the 2017 SJJPA Business Plan Update. It provides an overview of the methods used to engage agencies, organizations, and interested and affected stakeholders. This chapter also describes the process for formal adoption of the Business Plan by the SJJPA Board. Since the 2017 Business Plan is an update of the 2016 Business Plan, outreach focused primarily on getting input on the proposed changes.

Public Outreach Goals for the 2017 SJJPA Business Plan

The overall goals for the public outreach program for the Business Plan include:

- Conducting inclusive public outreach that facilitates agency and public involvement and input towards the edits of the 2016 Business Plan;
- Providing easily understood, concise, and multilingual project information that fosters project education and garners public input;
- Ensuring historically underrepresented groups are part of the public outreach process;
- Creating opportunity for the public and agencies to provide valuable input that will assist in decision-making;
- Ensuring that the San Joaquins Corridor agencies, organizations, state and federal agencies, interest groups, and stakeholders are aware of and understand SJJPA's role in service planning and its vision for the San Joaquins.

Public Outreach Support Activities for the 2017 SJJPA Business Plan

A number of activities are being used to support public involvement and stakeholder outreach efforts, including:

Stakeholder list development
A stakeholder contact list was created for use in outreach activities for SJJPA activities/Board Meetings.

Web page development and management
The SJJPA web page serves as an information portal for Business Plan content and meeting information, and as a means to receive information from the public. The site (www.sjjpa.com) is also linked to social media sites for distribution and receipt of public information. SJJPA Board Meeting agenda information and the Business Plan are provided in both English and Spanish.

Graphics and media
Printed and electronic materials will be developed in English and in Spanish to explain the key Business Plan content to the general public and stakeholders. Interaction with traditional and print media organizations and with social media platforms will further enhance outreach efforts.

Meetings and Coordination

The following briefings took place during development of the Business Plan:

SJJPA Board Meetings
Publicly noticed Board Meeting on January 27, 2017 enabled SJJPA Board, agencies, organizations, and the public to know that the **official draft** Business Plan would be an action item for approval at the March 24, 2017 SJJPA Board Meeting and would be an update of the 2016 Business Plan. At the March 24th meeting, the draft was approved. **The final Business Plan was adopted at the May 26, 2017 SJJPA Board Meeting.**

SJJPA Ad Hoc Staff Working Group
Internal Coordination
Staff representatives from each of the SJJPA Member Agencies, Kern COG, San Joaquin COG, and Sacramento Area COG were provided drafts of the Business Plan and were encouraged to provide comments.

CalSTA/Caltrans/CHSRA Briefings
Briefings ensure that information is shared with CalSTA, Caltrans, and the California High-Speed Rail Authority (CHSRA) for review and dissemination. Meetings with staff contacts occur regularly.

Federal Railroad Administration (FRA)
The FRA was briefed regarding SJJPA and the development and review of the Business Plan.

San Joaquins Corridor Cities
Briefings with all the cities along the San Joaquins Corridor that either have or are interested in having a potential future San Joaquins station. Cities are en-

couraged to pursue station area development grants and participate in the Business Plan process.

Rail Corridor Partners and Passenger Rail Owners/Operators

The regional and local organizations/agencies responsible for advising (and in some cases, administering) intercity passenger rail operations and organizations that fund and/or operate intercity and commuter passenger rail services throughout California were briefed regarding the Business Plan process:

- Capitol Corridor JPA;
- Coast Rail Coordinating Council (CRCC);
- LOSSAN JPA;
- Peninsula Corridor Joint Powers Board (PCJPB);
- San Joaquin Valley Rail Committee (SJVRC);
- San Joaquin Regional Rail Commission (SJRRC); and
- Amtrak.

Freight Railroads

SJJPA staff held individual briefings with the railroad companies whose infrastructure/track is used by the San Joaquins to obtain a more detailed review of freight-related issues in the Business Plan:

- BNSF Railway Company (BNSF); and
- Union Pacific Railroad (UPRR).

Minority, Non-English-Speaking Constituencies

With Hispanics comprising well over 50 percent of the San Joaquin Valley population a special effort is being made to reach out to the Hispanic community. The following minority and/or non-English-Speaking constituencies and related organizations were briefed:

- CA Hispanic Chamber of Commerce
- Hispanic Chamber of Commerce Branches: Alameda County, Contra Costa County, Sacramento, San Joaquin County, Central Valley, Central California, Fresno Area, Kern County;
- Latino Coalition for a Healthy California;
- Valley Latino Environmental Advancement Project (LEAP);
- United Farm Workers of America;
- Labor Council for Latin America Advancement;
- MANA: A National Latina Organization;
- Latino Business Association;
- Latino Water Coalition;
- League of United Latin American Citizens (LULAC);
- Vida en el Valle San Joaquin (bi-lingual newspaper);
- Central Valley Asian-American Chamber of Commerce;
- Central CA Asian Pacific Women;
- Cal Asian Chamber of Commerce;
- Sac-Asian Pacific Chamber of Commerce;
- Vietnamese American Chamber of Commerce;
- Cambodia Chamber of Commerce;
- National Hmong American Farmers (CA office);
- CA Black Chamber of Commerce;
- CA Black Chamber of Commerce Branches: Sacramento, Oakland, Contra Costa, San Joaquin, Fresno, Kern;
- National Society of Black Engineers (Region VI);
- CA Alliance of African American Educators;
- National Urban League (Greater Sacramento);
- Center for Race, Poverty, and Justice;
- Fresno Metro Ministries; and
- GI Forum.

Agricultural Groups

The San Joaquin Valley is one of the most productive agricultural areas in the world. With the San Joaquins route traversing the entire San Joaquin Valley (from north to south), a focused effort is being made to reach out to agricultural groups. The following agriculture groups and agricultural related organizations were briefed:

County Farm Bureaus

Alameda, Contra Costa, Sacramento, San Joaquin, Stanislaus, Merced, Madera, Fresno, Kings, Tulare, and Kern;

- American Farmland Trust;
- Groundswell San Joaquin Valley;
- Farmland Working Group;
- Valley Land Alliance;
- CA Farm Bureau Federation;

- Ag Innovations Network;
- Fresno Food System Alliance; and
- CA Roundtable on Agriculture and the Environment.

Tribal Consultation
Tribal input is important for the Business Plan. Federally recognized tribes, non-recognized tribes, and tribal organizations can help determine policies and practices that will ensure that tribal transportation needs are considered and addressed.

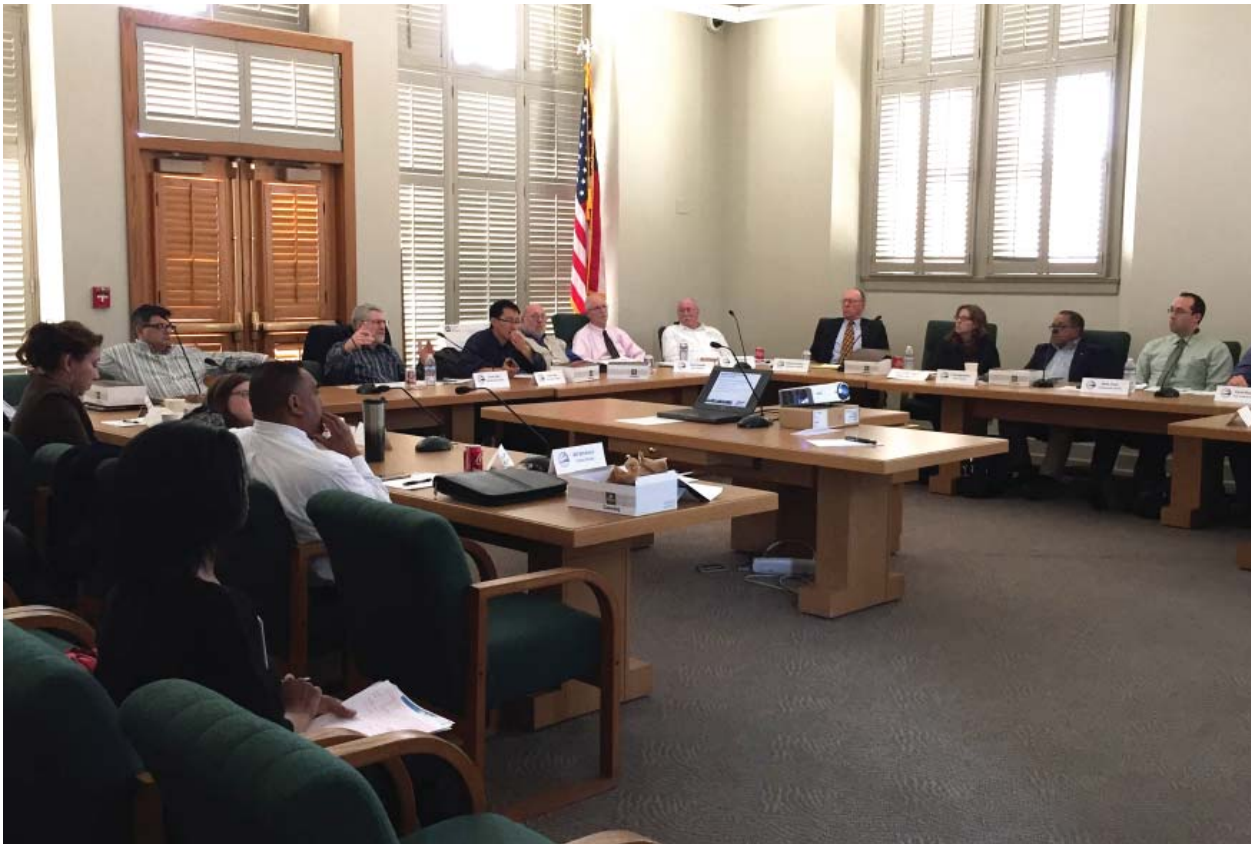
San Joaquin Valley Rail Committee (SJVRC)
SJJPA staff received input from the SJVRC regarding the proposed 2017 SJJPA Business Plan Update at the March 3, 2017 SJVRC meeting.

Other Stakeholder Groups
SJJPA sought input from other agencies and organizations that have an interest in intercity passenger rail, such as the Central Valley Rail Working Group, the San Joaquin Valley Regional Policy Council, California Transit Association, Local Government Commission, California Partnership for the San Joaquin Valley, Transform, the Sierra Club, RailPAC, TRAC, ClimatePlan, NRDC, the Planning and Conservation League, CALPIRG, the California Labor Federation, Operating Engineers Local Union #3, San Joaquin Partnership, and East Bay Leadership Council.

SJJPA Business Plan Approval Process

The SJJPA Board discussed the Business Plan at its January 27, 2017 Board Meeting. The approved Business Plan is to be submitted to CalSTA by April 1, 2017. This Business Plan will be very similar to the 2016 SJJPA Business Plan. The changes include providing current numbers for the San Joaquins operating expenses and bringing the plan up-to-date. Key changes to the Business Plan were presented to the SJJPA at the January 2017 Board Meeting. Suggested revisions have been reviewed by the SJJPA Working Group and the SJVRC and were uploaded to the SJJPA website for public review prior to the March 24, 2017 Board Meeting.

The Business Plan was presented at the March 24, 2017 SJJPA Board Meeting in Modesto and was approved. Prior to taking action on the Business Plan, there was an opportunity for public comment.



3. HISTORICAL PERFORMANCE OF THE SERVICE

California has three state-supported intercity passenger rail routes: the Pacific Surfliner, Capitol Corridor, and the San Joaquins. Each of these intercity services were initiated and/or expanded largely as a result of the voter-approved bond measures passed in 1990. As a result, this financial support helped transform these services into some of the most successful intercity passenger rail services in the nation. With over 5.6 million annual passengers for FY 2015/16, California had more than 20 percent of all the nation's intercity riders. Since 1990, the State has invested well over a billion dollars for both infrastructure/equipment and operating support for intercity passenger rail.

Beginning with the introduction of the Amtrak national network in the early 1970s, passenger train service has been expanding in California. The State initiated, co-funded, and operated intercity rail service under the authority of Section 403(b) of the Federal Rail Passenger Services Act. Amtrak operates all three state-supported intercity rail services.

The annual state budget includes a line item for the operating costs of the three state-supported intercity rail services. For each service, the state budget provides funding for intercity train operations, a marketing budget, certain capitalized maintenance projects/equipment overhauls, and the administrative staff budgets. The California Legislature approved the FY 2016/17 State budget that continues this support, including an allocation of $43,939,105 for the San Joaquins. By comparison, in FY 2015/16, the total state support to the San Joaquins was $39,372,643 (see Table 3.1).

Table 3.1: State Costs for San Joaquins Operations

State Costs for San Joaquins Operations (Including Thruway Bus System and Minor Capital Projects)	
FY 2013-14 (Actual Costs)	$39,470,742
FY 2014-15 (Actual Costs)	$37,798,075
FY 2015-16 (Actual Costs)	$39,372,643
FY 2016-17 (Allocated)	$43,939,105

Source: Caltrains Division of Rail, 2017.

San Joaquins Intercity Rail Service ("San Joaquins")

In 1979-80, the San Joaquins only had two daily round-trips between Oakland and Bakersfield and annual ridership was a little over 123,000. Ridership has steadily increased over the years and in FY 2013/14 it reached a record of over 1.2 million passengers. The San Joaquins is currently the sixth most used intercity service within the Amtrak system. Table 3.2 presents historical annual operating performance of the San Joaquins between FY 1973/74 and FY 2015/16.

Service on the San Joaquins has increased from the original single round-trip to the current seven daily round-trips as follows:

- Second round-trip added between Oakland and Bakersfield on 2/3/80;
- Third round-trip added between Oakland and Bakersfield on 12/17/89;
- Fourth round-trip added between Oakland and Bakersfield on 10/25/92;
- Fifth round-trip added, first round-trip between Sacramento and Bakersfield on 2/21/99;
- Sixth round-trip added, second round-trip between Sacramento and Bakersfield on 3/18/02; and
- Seventh round-trip added, fifth round-trip between Oakland and Bakersfield on 6/20/16.

The 7th Daily Round Trip is the first additional frequency of service added to the San Joaquins since 2002, and the first new service between Oakland and Bakersfield initiated in nearly 24 years.

Table 3.2: San Joaquin Historic Operating Performance

San Joaquins Route Annual Operating Performance – State Fiscal Years									
State Fiscal Year	Ridership Data		Financial Data for Operations						
	Ridership	PM/TM	Revenue	Expense	Loss	State Calculated	Amtrak Service Costs	Train Loss per PM	Farebox Ratio
Notes		*(F1)*		*(F2)*		*(F3)*	*(F4)*	*(F5)*	*(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%
2003-04	752,227	87.2	$22,100,796	$50,061,460	$27,960,664	$27,960,664	$89,345	20.5¢	44.1%
2004-05	743,245	85.1	$22,590,880	$49,883,689	$27,292,809	$27,292,808		19.6¢	45.3%
2005-06	801,242	91.1	$25,869,979	$55,226,742	$29,356,763	$29,356,763		19.0¢	46.8%
2006-07	789,641	88.8	$26,862,994	$61,188,078	$34,325,084	$34,325,084		28.8¢	43.9%
2007-08	894,346	88.2	$28,945,651	$65,474,253	$36,528,602	$36,528,602		21.4¢	44.2%
2008-09	958,946	90.0	$30,671,510	$68,232,766	$37,561,256	$37,561,256		21.2¢	45.0%
2009-10	967,437	103.7	$32,117,615	$62,689,957	$30,572,342	$30,572,342		22.2¢	51.2%
2010-11	1,032,579	112.9	$36,571,173	$69,578,077	$33,006,904	$33,006,904		21.9¢	52.6%
2011-12	1,133,654	124.0	$40,161,170	$74,360,735	$34,199,595	$34,199,595		20.2¢	55.0%
2012-13	1,195,898	127.5	$41,415,960	$73,685,365	$32,269,405	$32,269,405		19.2¢	56.2%
2013-14	1,202,624	125.8	$41,421,102	$79,263,729	$37,842,627	$37,842,627		22.5¢	52.3%
2014-15	1,181,639	123.8	$41,020,415	$80,023,410	$39,002,995	$39,002,995		23.7¢	51.3%
2015-16 (S7)	1,135,424	118.6	$39,040,339	$77,388,218	$38,347,879	$38,347,879		24.2¢	50.4%
TOTAL	**19,386,333**		**$526,748,425**	**$1,080,782,158**	**$554,033,733**	**$536,146,259**			

Source: California Department of Transportation, 2016

TABLE 3.2 Notes

(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.
(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.
(S7) Seventh round-trip added 6/20/16 between Oakland 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. Effective October 1996, all trains billed on Full Cost (Train, Route and System) Basis. Incudes 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) Calculated service costs shown here may not reflect actual State contract cost.
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) Between State Fiscal Years 1993-94 and 2003-04, Amtrak cost is based on billings submitted and reflects cost basis and Amtrak shares as stated in notes (F2) and (F3) above. However, Amtrak does not include the unbilled Amtrak share of fixed cost elements. Prior to FY 1993-94, data to calculate Amtrak cost is not available/ beginning in FY 2004-05, no Amtrak share is billed.
(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.

On July 1, 2015, SJJPA became the primary managing entity of the San Joaquins. The State and Amtrak share operating responsibility for the San Joaquins with SJJPA, with the State funding the route's operation and Amtrak operating the trains. Until Caltrans began operating a Comet Car trainset on the San Joaquins route (initiated on October 21, 2013), the San Joaquins had been operated mostly with State-owned rolling stock.[1] Amtrak maintains the San Joaquins equipment; however, the maintenance of San Joaquins equipment is overseen by the Capitol Corridor Joint Powers Authority which manages the maintenance of both the Capitol Corridor and San Joaquins through their ITA with the State, and its operating agreement with Amtrak.

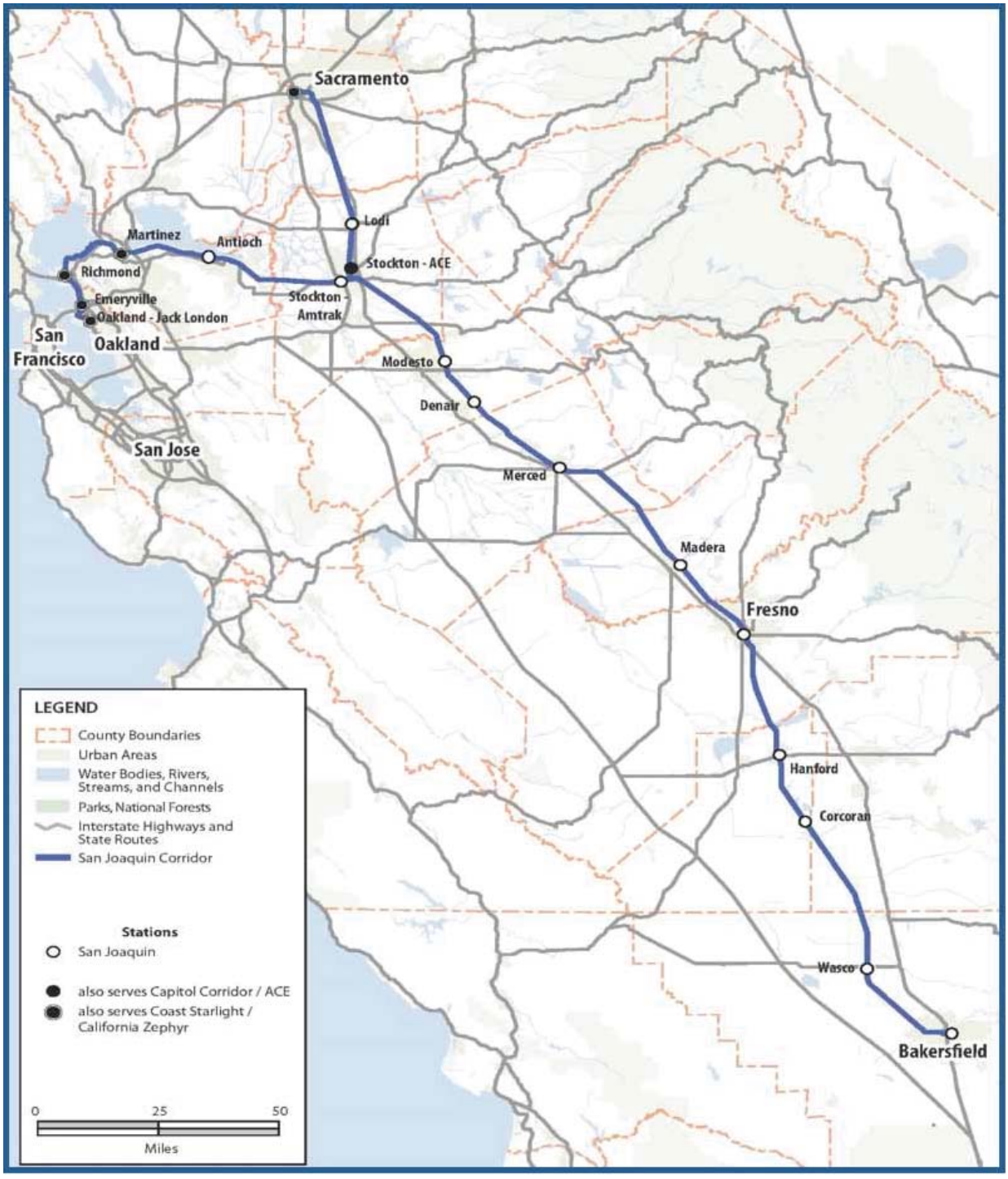
The San Joaquins extends 364 miles and provides direct rail service to 11 counties: Sacramento, Contra Costa, Alameda, San Joaquin, Stanislaus, Merced, Madera, Fresno, Kings, Tulare, and Kern (see Figure 3.1). These counties have a current total population of more than 8 million residents. Nearly 50% of the corridor population resides in the eight San Joaquin Valley counties (just over 4.1 million), with nearly 33% of the population in the two Bay Area counties (2.7 million), and about 18% in Sacramento County (1.5 million). For more than 283 miles, the route traverses the entire San Joaquin Valley from north to south accounting for about 78% of the total route miles.

Between Oakland and Bakersfield, the San Joaquins Corridor is 315 miles long and has 13 intermediate stops. The San Joaquins Corridor is 49 miles between Sacramento and Stockton with one additional intermediate stop. The San Joaquins has seven daily round-trip trains (five between Oakland and Bakersfield and two between Sacramento and Bakersfield). The current minimum scheduled San Joaquins running time between Oakland and Bakersfield is 6 hours and 1 minute, averaging just over 52 mph. Between Sacramento and Bakersfield, the San Joaquins has a minimum 5 hours and 10 minute running time, and an average speed of over 55 mph. Maximum speed for the San Joaquins is 79 mph.

Amtrak operates the state-supported San Joaquins on track owned by the UPRR and the BNSF through operating agreements with the UPRR and BNSF. UPRR owns the 49 miles of track used by the San

1 *While the Comet Cars are owned by the state, the single-level café car and baggage car (which are part of the Comet Car trainset) are leased from Amtrak.*

Figure 3.1: San Joaquins Route



Source: California Department of Transportation, 2012

Joaquins between Stockton and Sacramento, and 39 miles between Oakland and Port Chicago, whereas the remaining 276 miles (between Port Chicago and Bakersfield) are owned by BNSF (see Table 3.3). The BNSF line and the UPRR line between Stockton and Sacramento are primarily single track (the BNSF line has about 26 miles of double-track divided among five segments).

Caltrans estimated that in 2013 freight operations averaged 24 to 26 daily trains on the BNSF between Stockton and Bakersfield and 10 trains on the BNSF between Port Chicago and Stockton. They estimated that the UPRR operates 24 daily trains between Oakland and Martinez and 40 daily trains on the UPRR Fresno Subdivision between Sacramento and Stockton. Some BNSF freight traffic with trackage rights over UPRR is routed via the Sacramento Subdivision between Sacramento and Stockton along with a limited number of UPRR freights.

The financial performance of the San Joaquins is dependent on several institutional arrangements. The most important arrangement is the contract with Amtrak to operate the service and maintain any assigned equipment and facilities.

San Joaquins operating expenses include:

- Onboard labor;
- Equipment maintenance;
- Railroad performance incentives;
- Train fuel and power;
- Property insurance for state-owned rolling stock operated and maintained by Amtrak;
- Liability Insurance and Indemnification;
- Lease of Amtrak equipment;
- Commissary and station costs;
- Terminal yard costs;
- Police presence;
- Support of Amtrak's national and local operation (e.g. phone information and reservations system); and
- Connecting bus service and other operating expenses.

Table 3.3: San Joaquins Route Ownership and Track Characteristics

San Joaquins Route
Ownership and Track Characteristics

Between	Mile Post	And	Mile Post	Route Miles	Owner of Track	*No. of Tracks	Max Speed	Signal System
Oakland Jack London Square	7.0	Oakland 10th Street	4.2	2.8	UP	2	50	CTC
Oakland 10th St.	2.2	Martinez	31.7	29.5	UP	2	79	CTC
Martinez	34.7	Port Chicago	41.3	6.6	UP	1	79	CTC
Port Chicago	1163.5	Stockton	1120.7	42.8	BNSF	1-2	79	CTC
Sacramento	89.0	Elvas	91.8	2.8	UP	2	35	CTC
Elvas	38.8	Stockton	84.7	45.9	UP	1	60	CTC
Stockton	1120.7	Bakersfield	886.9	233.8	BNSF	1	79	CTC
			TOTAL	**364.2**				

** General Number of Mainline Tracks*
Owners:
BNSF - BNSF Railway Company
UP - Union Pacific Railroad Company

Signal Systems:
CTC - Centralized Traffic Control - Wayside signals protect possession of blocks. Signals and powered switches are also remotely controlled from the dispatching center to direct the movement of trains.

Source: California Department of Transportation, 2012

Table 3.4 shows passenger ons/offs (i.e boardings/alightings) at San Joaquins stations for Federal FY 2016. These numbers include trips with a Thruway bus connection (which comprise a considerable number of the trips at Bakersfield, Stockton [San Joaquin Street], Sacramento, Hanford, Martinez, and Emeryville Stations). Table 3.5 illustrates how ons/offs can differ significantly from the true origins/destinations points of passengers by excluding ons/offs of passengers making transfers between a bus and train. While ons/offs are useful for planning station capacity and design issues, origins/destinations statistics are far more useful (and accurate) for service planning. For example, in Table 3.4 Bakersfield is shown as having the most (491,824) passenger ons/offs in FY 2016. However, nearly 75% of these passengers took a connecting bus between Southern California, reducing the number of passengers who actually traveled to/from Bakersfield as an origin/destination point to 125,823 (see Table 3.5). Stockton (San Joaquin Street) Station is shown as having the third highest ridership with 283,213 passengers in Table 3.4, but about 50% of these passengers took a connecting Thruway bus at Stockton, reducing the number of passengers who actually traveled to/from Stockton (San Joaquin Street) as an origin/destination point to 141,405 (see Table 3.5). Many of those taking a Thruway bus at Stockton were actually traveling to/from Sacramento (about 48,000 passengers). For Sacramento Station, the total number of passengers (rail + Thruway bus) actually traveling to/from Sacramento was nearly 136,000 passengers. The Thruway bus station with the greatest number of riders is by far Los Angeles Union Station with over 110,000 San Joaquins passengers in FY 2016.

Table 3.4: San Joaquins Train Station Ridership Report (Including Bus Connections)

San Joaquins Train Station Ridership Report – FY 2016* (Includes Passengers Making Bus Connections)		
	Station	**Passenger Ons/Offs (FY 16)****
1	Bakersfield	491,824
2	Fresno	369,582
3	Stockton (San Joaquin St.)	283,213
4	Hanford	201,098
5	Merced	121,137
6	Modesto	117,422
7	Martinez	111,062
8	Sacramento	110,047
9	Emeryville	102,009
10	Oakland	68,559
11	Richmond	54,260
12	Wasco	41,424
13	Antioch	39,995
14	Stockton (Downtown)	37,916
15	Corcoran	30,104
16	Turlock-Denair	29,197
17	Madera	27,136
18	Lodi	8,617
	TOTAL PAX ON/OFFS	2,244,602
	TOTAL RIDERSHIP	**1,122,301**

**The Fiscal Year (FY) is based on Amtrak's fiscal year, which is October-September.*

***The above figures are total ons (boardings) and offs (alightings) at each station for both directions of travel. Since each trip contains two endpoints, total ridership is equal to half of total boardings and alightings.*

Source: Amtrak, 2016

Table 3.5: San Joaquins Train Station Ridership Report (Excluding Ons/Offs at Transfer Points)

San Joaquins Train Station Ridership Report – FY 2016* (Excludes Passenger Ons/Offs Made During a Transfer)**		
	Station	**Passenger Ons/Offs (FY 16)*****
1	Fresno	359,044
2	Hanford	173,328
3	Stockton (San Joaquin St.)	141,405
4	Sacramento	135,997
5	Bakersfield	125,823
6	Modesto	117,442
7	Merced	110,317
8	Oakland	69,692
9	Martinez	55,310
10	Richmond	54,260
11	Emeryville	43,796
12	Wasco	41,424
13	Antioch	39,995
14	Corcoran	30,104
15	Turlock/Denair	29,197
16	Madera	27,136
17	Stockton (Downtown)	17,732
18	Lodi	12,008

**The Fiscal Year (FY) is based on Amtrak's fiscal year, which is October-September.*

***Ons/Offs are excluded for passengers making transfers between a train and a bus at a San Joaquins train station. This allows for a more accurate accounting of how many passengers are utlizing a given train station as an origin or destination point.*

****The above figures are total boardings (ons) and alightings (offs) at each station for both directions of travel.*

Source: Amtrak, 2016

Table 3.6 provides Federal FY 2016 ridership for the top San Joaquins "city pairs" (including trips that start or end on an Amtrak San Joaquins Thruway bus stop). This data includes the true origins/destinations of riders, providing an accurate picture of ridership markets. For example, the Fresno – Hanford Station city pair had by far the highest ridership for FY 2016 with 64,111 passengers. The second highest city pair is Sacramento – Fresno with 36,462. Tables 3.4, 3.5, and 3.6 highlight the importance of incorporating Thruway bus travelers when discussing San Joaquins ridership.

Table 3.6: San Joaquins City Pair Ridership

San Joaquins City Pair Ridership - FY 2016 (Includes Key Train Stations and Bus Stops)	
City Pair	**Ridership**
Fresno - Hanford	64,111
Sacramento - Fresno	36,462
Oakland - Stockton (San Joaquin St.)	24,762
Fresno - Los Angeles (Union Station)	22,110
Fresno - Bakersfield	21,428
Richmond - Stockton (San Joaquin St.)	17,072
Sacramento - Bakersfield	17,029
San Francisco* - Fresno	16,001
Hanford - Corcoran	13,580
San Francisco - Stockton (San Joaquin St.)	13,430
Martinez - Fresno	12,832
Richmond - Fresno	12,713
Oakland - Fresno	12,616
Sacramento - Hanford	12,115
Sacramento - Modesto	10,002
Sacramento - Merced	9,783
Sacramento - Los Angeles (Union Station)	9,517
Hanford - Los Angeles (Union Station)	9,394
San Francisco* - Los Angeles (Union Station)	4,002
San Francisco* - Yosemite**	2,950

**Includes all bus stops in San Francisco.*

***Data for Yosemite includes all bus stops with the boundaries of Yosemite National Park and El Portal.*

Source: Amtrak, 2016

San Joaquins Amtrak Thruway Bus Service

The extensive network of dedicated Amtrak Thruway buses connecting with the San Joaquins is critical to the performance of this service. In addition to the Thruway bus service connections in Bakersfield, other Amtrak Thruway bus service connections are provided at Sacramento, Stockton, Lodi, Oakland, Emeryville, Martinez, Merced, Hanford, and Fresno. In Federal FY 2016, over 55 percent (625,835) of San Joaquins passengers used an Amtrak Thruway bus on at least one end of their trip.[2] San Joaquins ridership to/from key Amtrak Thruway bus stops can be found in Table 3.7.

All trains either initiating or terminating at Bakersfield are met by Amtrak Thruway buses connecting to/from Southern California. In FY 2016, over 366,000 San Joaquins passengers used an Amtrak Thruway bus between Bakersfield and Southern California, with over 30% of these passengers traveling to or from Los Angeles Union Station (over 110,000 passengers).[3] All trains at Stockton are met by a Thruway bus continuing either to Oakland or Sacramento, whichever terminus the train does not serve. The Thruway bus system extends north to Redding; east to Reno and Las Vegas, Nevada; south to Indio; and all along the California coast from Arcata to San Diego. See Figure 3.2 at the end of this chapter for a map of all Thruway bus routes.

SJJPA contracts with Amtrak for dedicated feeder bus services, and Amtrak then contracts with bus operators. The bus routes function as part of the San Joaquins, with coordinated connections, guaranteed seating, integrated fares and ticketing procedures, and inclusion in Amtrak's central information and reservation system in the same manner as the trains. Ridership for these routes is shown in Table 3.8. The current San Joaquins bus routes and their origins/destinations are as follows:[4]

Route 1 – Los Angeles Basin/San Diego (from Bakersfield Station):[5]

- 1a–Bakersfield-Los Angeles-San Diego*;
- 1b–Bakersfield-Los Angeles-Long Beach*/San Pedro*;
- 1c–Bakersfield-Van Nuys-Torrance;

2 *Amtrak, 2016*
3 *Ibid.*
4 *Cities designated with asterisks (*) are not served by all schedules on the route.*
5 *Route 1 serves the Pacific Surfliner and San Joaquins routes.*

Route 3 – Redding (from Stockton/Sacramento Stations): Stockton-Sacramento-Redding;

Route 6 – South Bay (from Stockton Station): Stockton-San Jose;

Route 7 – North Bay/Redwood Empire (from Martinez Station): Martinez-Vallejo-Napa-Santa Rosa-Eureka*-McKinleyville*;

Route 9 – High Desert/Las Vegas (from Bakersfield Station): Bakersfield-Las Vegas;

Route 10 – Santa Barbara (from Bakersfield Station): Bakersfield-Oxnard-Santa Barbara;

Table 3.7: San Joaquins Ridership at Key Thruway Bus Stops

San Joaquins Ridership at Key Thruway Bus Stops FY 2016		
	Bus Stop	**Passenger Ons/Offs**
1	Los Angeles (Union Station)	110,247
2	San Francisco*	63,750
3	Sacramento	47,914
4	San Jose	30,276
5	Van Nuys	12,823
6	Las Vegas**	12,684
7	Davis	12,442
8	Oxnard	12,359
9	Chico	11,804
10	Riverside	11,697
11	UCLA/Westwood	9,447
12	Santa Rosa	8,975
13	San Bernardino	8,692
14	Yosemite Valley***	7,974
15	Arcata	7,635
16	Long Beach	7,225

*Aggregate of all 5 San Franicso bus stops.

**Aggregate of both Las Vegas bus stops.

***Aggregate of all 4 Yosemite Valley bus stops.

Note: The above figures are total ons (boardings) and offs (alightings) at each bus stop.

Source: Amtrak, 2016

Route 12 – Antelope Valley (from Bakersfield Station): Bakersfield-Victorville;

Route 15 – Yosemite National Park (from Merced/Fresno Stations):

- 15a–Merced-Yosemite National Park;
- 15b–Fresno-Yosemite National Park (Summer Only)
- Note: Route 15 buses operated by YARTS - Yosemite Area Regional Transportation System;

Route 18 – Central Coast/Visalia (from Hanford Station):

- 18a–Hanford-San Luis Obispo-Santa Maria;
- 18b–Hanford-Visalia
- Note: Route 18 buses are operated by Orange Belt Stages;

Route 19 – Inland Empire-Coachella Valley (from Bakersfield Station):

- 19a–Bakersfield-Riverside-San Bernardino-Hemet*;
- 19b–Bakersfield-Riverside-San Bernardino-Palm Springs-Indio;

Route 20 – Reno/South Lake Tahoe (from Sacramento Station):[6]

- Route 20a–Sierra Foothills/High Sierra, Sacramento-Auburn/Reno/Sparks;
- Route 20c–Lake Tahoe, Sacramento-South Lake Tahoe/Stateline;*

Route 34 – Bay Area (from Stockton Station): Stockton-Oakland-San Francisco;

Route 35 – Santa Cruz (from San Jose Station): San Jose-Santa Cruz (buses operated by Santa Cruz Metropolitan Transit District). Note: Route 6 connects passengers to Route 35 via Stockton to San Jose Station;

Route 56 –Stockton (from San Jose Station): San Jose - Stockton (Note: three one-way trips, Monday-Friday via the Altamont Corridor Express train);

Route 99 – San Francisco (from Emeryville Station): Emeryville-San Francisco.

6 *Managed by CCJPA but accessible from San Joaquins trains.*

Table 3.8: San Joaquins Thruway Bus Route Ridership

San Joaquins Thruway Bus Route Ridership - FY 2016	
Thruway Bus Route	**Ridership**
Route 1a (Fresno - Bakersfield - Los Angeles - San Diego)	179,138
Route 1b (Bakersfield - Los Angeles - Long Beach/San Pedro)	81,081
Route 1c (Bakersfield - Van Nuys - Torrence)	43,209
Route 3 (Stockton - Sacramento - Redding)	137,150
Route 6 (Stockton - San Jose)	38,711
Route 7 (Martinez - Napa - Santa Rosa - Eureka - McKinleyville)	62,533
Route 9 (Bakersfield - Las Vegas)	16,293
Route 10 (Bakersfield - Oxnard - Santa Barbara)	26,285
Route 12 (Bakersfield - Victorville)	15,659
Route 15a/15b (Merced - Mariposa - Yosemite Valley / Fresno - Yosemite Valley)	10,483
Route 18a/18b (Visalia - Hanford - San Luis Obispo - Santa Maria)	28,496
Route 19a/19b (Bakersfield - Riverside - Hemet / Bakersfield - Riverside - Palm Springs - Indio)	46,109
Route 34 (Stockton - Oakland - San Francisco)	18,004
Route 56 (San Jose - Stockton)	3,332
Route 99 (Emeryville - San Francisco)	56,412
TOTAL RIDERSHIP	**762,895**

Note: The above figures are total ons/offs (boardings/alightings) for each bus route, and includes ridership for both directions. Additionally, for shared Thurway bus routes, riders transfering to/from the Capital Corridor and Pacific Surfliner trains are included in the ridership figures.

Source: Amtrak, 2016

Figure 3.2: San Joaquins and Connecting Thruway Bus and Rail Services

Source California Department of Transportation, 2013

4. INTEGRATION OF SAN JOAQUINS WITH HIGH-SPEED RAIL

The success of the San Joaquins has been dependent upon several subset markets within the overall corridor that meet the travel demands of the various communities, and has been realized through considerable state investment. SJJPA believes any integration of the San Joaquins with the proposed High-Speed Rail (HSR) service must build upon that success, rather than just co-opt the San Joaquins ridership into the new HSR system; otherwise the State will have invested in two systems aimed at similar ridership markets.

Successful HSR services throughout the world have extensive networks of conventional intercity and commuter rail networks that complement and provide critical "feeder" service to the HSR services at shared multimodal "hub" stations. To operate at a surplus, HSR services are focused on express, longer distance travel markets that include a large share of business travelers willing to pay for the shortened travel times which high-speed travel makes possible. Conventional rail services play an important role in providing a more local, multi-stop intercity service, serving shorter trips with additional stations in smaller markets and providing a lower cost transportation alternative for families and travelers who do not need or cannot afford the higher fares that are associated with HSR.

With California's phased approach to implementing HSR, the conventional rail services are particularly critical to the success of the initial operating segment (IOS) of the proposed HSR system. The San Joaquins (including the Thruway buses), with its desirable rail connectivity to the Bay Area, Sacramento, and the northern San Joaquin Valley, provides strong support for the proposed HSR IOS. With billions of dollars being investing in the California HSR project, the improvement and expansion of the San Joaquins as a feeder network should be a very high priority for SJJPA, CHSRA, the State, the regions, and the FRA, in consultation with the BNSF and UPRR.

The enabling legislation for SJJPA requires that the SJJPA Business Plan shall be consistent with the most recent California State Rail Plan (CSRP) pursuant to Section 14036 and the CHSRA's 2016 Business Plan pursuant to Section 185033 of the Public Utilities Code. To use the most recent and relevant source of information in the State's planning for high-speed rail, the SJJPA Business Plan is consistent with the CHSRA's 2016 Business Plan that was adopted by the CHSRA Board at their April 21, 2016 Board Meeting. The Joint Policy Statement adopted by CHSRA, SJJPA, and Caltrans is intended to ensure cooperation and input of local communities on all decisions related to any changes in the San Joaquins and consistent planning between these agencies.

Joint Policy Statement between CHSRA, Caltrans, and SJJPA

To coordinate the efforts to integrate the San Joaquins with the HSR program, the SJJPA Board Officers met with CHSRA Board Member Tom Richards, CEO Jeff Morales, and Regional Directors Diana Gomez and Ben Tripousis on June 27, 2013. As a result of this meeting, there was agreement the San Joaquins would likely evolve over time (but not diminish) to provide complementary feeder service to the proposed high-speed rail system. It was also determined that coordinating planning efforts in the San Joaquins Corridor and signing a "Joint Policy Statement" would be in the best interest of all of the rail parties, and promote a clearer understanding of how decisions regarding the San Joaquins would be made in the future.

After much consultation with the affected partners and local communities, SJJPA adopted the Joint Policy Statement on July 26, 2013 that was also adopted and signed by the CHSRA and Caltrans (shown as Figure 4.1). The Joint Policy Statement ensures SJJPA and the affected communities will be actively involved in any coordination, decisions, and/or service adjustments between the San Joaquins and the proposed HSR service. The continued coordination with CHSRA and Caltrans is a high priority for SJJPA as part of its advocacy efforts to protect and improve the entire San Joaquins.

Figure 4.1: Joint Policy Statement of CHSRA, Caltrans, and SJJPA

JOINT POLICY STATEMENT OF

California High Speed Rail Authority
California Department of Transportation
San Joaquin Joint Powers Authority

The San Joaquin Corridor Intercity Passenger Rail Service (San Joaquin Rail Service) is a vital economic and environmental asset to the state and the communities along the San Joaquin Corridor. With annual ridership of over 1 million passengers on only 6 daily round-trip trains, many people depend on the service to access the urban areas of the state and travel between communities. The San Joaquin Rail Service serves and promotes many Valley communities and plays a vital role as the sole transportation alternative for many Valley residents.

The phased introduction of the new high-speed rail system will have some impact on the San Joaquin Rail Service. This is true in all corridors where high-speed rail will run parallel to or in the same corridor as existing conventional service. These changes can be beneficial to both systems.

The California High Speed Rail Authority (Authority) and California Department of Transportation (Caltrans) believe the San Joaquin Rail Service is important to the communities who have supported this service for decades, and will work to maintain and improve the San Joaquin Rail Service in conjunction with the implementation of high-speed rail.

The new San Joaquin Joint Powers Authority (SJJPA), working on behalf of the San Joaquin Corridor communities, will work jointly with the Authority and Caltrans to support the phased implementation of high-speed rail over the coming decades, and will work to advocate complementary service strategies.

This mutual understanding of how these rail services will rely on each other, and benefit from each other, forms the basis for the following joint commitment:

The Authority, Caltrans and SJJPA agree to protect the state investment in the San Joaquin Corridor, and work together to develop viable strategies and solutions to meet the needs of the high-speed rail system, the San Joaquin Rail Service and the stakeholder communities.

Dan Richard, Chairperson
California High-Speed Rail Authority

Malcolm Dougherty, Director
California Department of Transportation

John Pedrozo, Chairperson
San Joaquin Joint Powers Authority

Coordination with CHSRA Business Plans

AB 528 (Lowenthal) passed by the Legislature and signed by the Governor on September 6, 2013 changed the due date of the CHSRA Business Plan from January 1 to May 1 every two years. As required by law, the CHSRA released the Draft 2016 Business Plan at least 60 days before the publication of their Business Plan. A copy of the Draft 2016 CHSRA Business Plan was furnished to SJJPA at that time. SJJPA coordinated with CHSRA, CalSTA, and Caltrans Division of Rail regarding the Draft 2016 CHSRA Business Plan and subsequent review before the plan was accepted. The 2016 CHSRA Business Plan was adopted by the CHSRA Board on April 21, 2016 and was submitted to the State Legislature on May 1, 2016.

The CHSRA's priority and focus is on the phased implementation of state-of-the-art, electrified high-speed train service for California that would be capable of operating at speeds up to 220 mph. SJJPA worked with the CHSRA within the framework of the Joint Policy Statement to ensure that SJJPA's Business Plan was consistent with the 2016 CHSRA Business Plan as it relates to the San Joaquins. On March 25, 2016, SJJPA approved a comment letter for the Draft 2016 CHSRA Business Plan, which was released on February 18, 2016. This letter emphasized the need for coordination and integration between the San Joaquins and the HSR system. SJJPA continues to work with the CHSRA to coordinate updates to SJJPA business plans, including this 2017 SJJPA Business Plan.

CHSRA and FRA Grant Agreement

The FRA required that the grant application for construction funding for the first construction section have "independent utility", meaning if there were no additional federal funds available (or other future funding sources) for a significant period of time, that the construction segment built using the federal grant funds would have an intercity passenger rail operational use.[1] The CHSRA continues to work with CalSTA and the FRA, "to evaluate the potential for interim service…consistent with the principle that each program phase can stand alone and have independent utility."[2]

CHSRA has publicly stated, and SJJPA is in agreement, that it is preferable the San Joaquins never has to utilize the first construction section of the HSR system. However, should it become a necessity due to a significant delay of the HSR program, SJJPA

1 *CHSRA and FRA Grant Agreement, signed Dec 5, 2012, Attachment 3A page 81.*

2 *2014 California High-Speed Rail Authority Business Plan, page 22.*

will work through the framework of the Joint Policy Statement to develop an appropriate contingency plan for interim use of the first construction section by the San Joaquins. SJJPA and the local communities along the corridor believe that any potential interim use of the first construction section must not be to the detriment of continuing service from Merced to Bakersfield along the existing BNSF alignment and continuing through service along the entire existing BNSF alignment.

Madera Station

In the CHSRA 2016 Business Plan, a high-speed rail (HSR) station was added in Madera County. The track alignments for both future HSR service and San Joaquins meet in Madera County, creating the potential for a cross-platform connection between the two services. Currently, there are no other stations in the San Joaquin Valley envisioned to provide such a high-quality connection. ~~SJJPA is working with CHSRA, CalSTA, officials from Madera County Transportation Commission, and the City of Madera on plans to develop a joint station for San Joaquins and California High-Speed Rail trains. As part of this process, there is an opportunity to move from the current station location to a better location that is more accessible to residents of Madera County, provides more connectivity to transit, more opportunity for transit-oriented development around the station, and better alignment with the planned future growth of Madera County.~~

5. EXISTING TRAINSETS, NEW EQUIPMENT, AND MAINTENANCE

The San Joaquins and Capitol Corridor currently share a combined fleet of 15 F59 PHI Locomotives, 3 P42 Locomotives (leased), 2 DASH-8 Locomotives, 6 Charger Locomotives, and 84 bi-level passenger coaches and food service cars. The San Joaquins also utilizes 14 State-owned Comet Car coaches, as well as lease 3 Horizon Café cars and 3 F40 Cabbage cars from Amtrak.[1]

Comet Car Trainsets

On October 21, 2013, Caltrans Division of Rail introduced a trainset of refurbished Comet Cars into service on the San Joaquins route. Caltrans' decision to purchase and use Comet Car trainsets on the San Joaquins route was intended to provide additional seating capacity through the running of longer train sets on the service. Caltrans has clearly stated to SJJPA that the use of the Comet Car trainset is a short-term solution to add capacity to the San Joaquins until new rail passenger cars are delivered, and that the deployment of the Comet Car trainset is intended to increase the ridership and revenue of the San Joaquins.

While use of the Comet Car trainset increases the seating capacity of the San Joaquins, there are some negative aspects to having single-level Comet Car trainsets deployed, including: high-level boarding (which requires all passengers to climb a steep set of stairs), narrow doors that are manually opened, use of a manually cranked wheelchair lift at all stations, bike storage and large luggage stored in separate baggage cars, and costs associated with additional train attendants and maintenance. SJJPA previously submitted formal comments to Caltrans, raising concerns regarding these aspects of the Comet Car trainsets. However, with a lack of additional available bi-level equipment, the Comet Car trainsets are proving to be a valuable resource for the San Joaquins and the State.

California Cars

The San Joaquins primarily utilizes bi-level California Cars, which are owned by the State of California. The bi-level equipment was purchased in the 1990's for use on the three California Intercity Passenger Rail Corridors. The California Car fleet in Northern California is shared between the San Joaquins and Capitol Corridor services to allow for maximum flexibility in seating capacity. The San Joaquins currently runs eight trainsets for its seven daily round-trips. Bi-level equipment assignments for the Northern California fleet will be studied to see if there can be further optimization of equipment based upon peak loads of paired trains.

New Equipment

With the increase in ridership on the State supported services, Caltrans, owner of the rolling stock, recognized the need for additional passenger cars to expand seating capacity and continue to meet the growing demand of the State's intercity rail services. To meet the demand, Caltrans worked with the Federal Railroad Administration and States for Passenger Rail Coalition to develop a program to procure additional locomotives and passenger rail cars. Caltrans was successful in bringing together federal High Speed Intercity Passenger Rail (HSIPR) program funding and Prop 1B funds to acquire additional equipment.

As a result of these efforts, Caltrans' Division of Rail procured 6 new diesel-electric locomotives – called "Charger Locomotives" – which were delivered by Siemens for use in the California fleet in early 2017. Six locomotives are for the Northern California Fleet and will be shared between the San Joaquins and Capitol Corridor trains. It is anticipated all six new locomotives will be in service by October 2017. The Charger Locomotives meet EPA Tier IV emission standards and are capable of 125 mph operation. These new locomotives will mostly be used to replace locomotives being leased from Amtrak. ~~***There is also an***~~ **Additionally, the State has executed** an option for an additional **16** ~~***14***~~ locomotives.

As part of the Prop 1B funding for additional passenger rail cars and locomotives, funding was set aside for the implementation of an improved on-board communications program called "On-Board Information System (OBIS)." OBIS is due to go online in late 2018 to early 2019 in all existing San Joaquins and

1 *CCJPA FY 2017-18 – FY 2018-19 Draft Business Plan Update*

Capitol Corridor trainsets.

Maintenance and Renovation

Currently, SJJPA and CCJPA are responsible for the administration and maintenance supervision of the State-owned fleet of rail cars and locomotives assigned to Northern California. In accordance with the ITA between SJJPA and the State, SJJPA is working with Caltrans, Amtrak, and CCJPA to share in the responsibility for administration and supervision responsibilities for the maintenance of the state-owned fleet assigned to Northern California. Currently, CCJPA is entrusted with ensuring the Capitol Corridor and San Joaquins rail fleet is operated and maintained to the high standards of reliability, cleanliness, and safety.

SJJPA will continue to work closely with CCJPA, Caltrans, and Amtrak to refine the maintenance and operations programs to improve the reliability, safety, and cost-effectiveness of the rail fleet. Caltrans, Amtrak, and CCJPA have created a program of periodic overhauls to the existing train fleet that will improve the fleet performance. The main engines of the original fleet of F59 Locomotives were rebuilt and upgraded from 2011-2015 to exceed current EPA TIER II emissions standards. They are also scheduled for a mid-life overhaul in 2018-2019. All locomotives are now equipped with a digital security camera system to improve safety and security. In addition, 14 California Cab cars have been converted to Cab/Baggage/Bike cars similar to the five newer Surfliner Cabs, to provide greater baggage storage and 13 more bike racks.[2]

SJJPA anticipates a number of upcoming projects in FY 2017/18 to renovate and improve some of the equipment used in the Northern California Fleet. Projects include replacing HVAC units to provide better air quality and climate control using new environmentally-friendly technology and refrigerants; rehabbing the upper level of diner cars to improve seating capacity, food storage, lighting, and counter top space; improving monitoring equipment in cab cars and locomotives; replacing door mechanics and side paneling on certain passengers cars; and upgrading the Wi-Fi system.

Renewable Diesel Implementation

SJJPA is committed to helping meet California's Greenhouse Gas (GHG) emission reduction goals. One strategy SJJPA is exploring is utilizing renewable diesel in the locomotives used to power its fleet of trains. SJJPA is currently working with the Capitol Corridor to test the use of renewable diesel, first in one of the older F59 Locomotives, and later in one of the new Charger Locomotives. Testing began in early 2017. If results are positive, SJJPA expects to work aggressively to switch all fuel used by San Joaquins locomotives to renewable diesel.

SJJPA is also exploring utilizing renewable diesel in bus fleets used to run the extensive Thruway system. Several transit agencies, including the San Francisco Municipal Transportation Agency, are already successfully using renewable diesel in bus and automobile fleets. SJJPA plans to work with Amtrak to update contracts with bus operators to require the use of renewable diesel.

2 *Ibid.*

6. OPERATING PLAN AND STRATEGIES

In Federal FY 2016 (October 2015 – September 2016) San Joaquins ridership dropped by 4.7% and ticket revenue dropped by 4.8% from the previous Fiscal Year. However, ridership (1.4%) and ticket revenue (1.3%) were only slightly lower than Amtrak's forecast.[1] Potential reasons for the decrease include consistently low gas prices over the last few years, competition from new private intercity bus carriers, and declining on-time performance (OTP) prior to FY 2016 (see Table 6.1). In response to these declines, the SJJPA is aggressively pursuing several initiatives during FY 2016/17. Staff has worked closely with Amtrak and host railroads to improve OTP, employing collaborative strategies and open channels of communication to resolve issues impacting OTP. This resulted in significant improvement in OTP between FY 2015 (73.6%) and FY 2016 (84%). Continuing to improve OTP is critical for attracting and growing additional ridership markets, including business travel.

Table 6.1: On-Time Performance of the San Joaquins

On-Time Performance of the San Joaquins (Based on Federal Fiscal Year)	
FY 2012	88.1%
FY 2013	77.7%
FY 2014	75.4%
FY 2015	73.6%
FY 2016	84.0%

Source: Amtrak, 2017.

FY 2017/18 and FY 2018/19 Operating Plan

The San Joaquins' operating plan for FY 2017/18 and FY 2018/19 will see a transition of service from running all trains the full-length of the corridor to a more flexible service model. While seven daily round-trips will be maintained, two of these round-trips are being planned to start/end at the mid-corridor location of Fresno so they can arrive in Sacramento and the Bay Area by around 8 am. SJJPA is calling this new service "Morning Express Service." Service would be initiated first to Sacramento, sometime in early 2018. The Bay Area service would follow sometime in 2019. Additional details about the Morning Express Service can be found in Chapters 7 and 15.

In addition to optimizing existing trains to better serve demand, increasing the frequency of the San Joaquins remains a key objective. SJJPA will evaluate and pursue cost-effective service expansion opportunities in consultation with the host railroads as capital and operational funding is made available. The most immediate priority for expansion of service is the 8th Daily Round Trip, which is currently being planned for service between Fresno and Sacramento. Additional details about the 8th Daily Round Trip can be found in Chapters 7 and 15. SJJPA continues to coordinate with Caltrans to identify future equipment needs, funding sources, and delivery schedules to accommodate these and other service improvements.

SJJPA is providing input for optimization studies focused on examining strategies to increase capacity for rail service and freeing up equipment. The first phase of work is being led by Caltrans, and includes adding an 8th Daily Round Trip for the San Joaquins, optimizing the schedule to reduce train "meets" while increasing ridership, reducing freight interferences, and reducing the overall run-time. The second phase of work, to be led by CCJPA, will examine current practices to identify what is working and to identify areas for improvement in terms of deployment and scheduling efficiencies. This will be followed by the development of several deployment and scheduling scenarios, all of which will be modeled for increased optimization so as to free up more capacity and allow the increased utilization of existing rolling stock for both the San Joaquins and Capitol Corridor passenger rail services.

1 *Amtrak, 2016*

SJJPA is also planning to initiate a Thruway Bus Pilot Program. The goal of the pilot program is to allow non-Amtrak passengers to utilize excess seating capacity, while also reducing operating expenses, increasing ticket revenue, and complementing local and regional bus services. SJJPA is currently examining locations and routes for implementing the pilot program, in coordination with State and regional transportation agencies. Additional details on this pilot program can be found in Chapter 15.

To enhance the current service of the San Joaquins, SJJPA is committed to working with Caltrans Division of Rail, Capitol Corridor, Pacific Surfliner, Altamont Corridor Express (ACE), Amtrak, BNSF, UPRR, and regional and local transit providers to improve connecting transit service to the trains and connecting bus service along the San Joaquins Corridor. To help achieve this, SJJPA will utilize its Member Agencies to assist in coordinating improved communications and connectivity.

Operating Strategies

The San Joaquins have great potential for increased ridership, revenue, service coordination, and performance. SJJPA has implemented a number of strategies to improve the San Joaquins. Some of the strategies listed are being implemented with little or no additional resources.

Train Monitoring - On-Time Performance (OTP):

1. Coordinating with the Host Railroads and Amtrak to provide computer displays with real-time viewing of all train movement (freight and passenger) on the San Joaquins Corridor.
2. Conducting weekly conference calls with the Host Railroads and Amtrak to discuss the prior week's OTP. Discussions include the types of delays, the reasons for the delays, and identifying potential solutions so future delays can be a prevented.
3. Coordinating with the Host Railroads to bring dispatchers out to tour the San Joaquins Corridor and ride the trains to develop an understanding of the territory being dispatched.
4. Working with the Host Railroads and Amtrak to identify capital and/or system improvements to improve OTP. This includes annual hy-rail or train trips over the corridor with the Host Railroad's and Amtrak's operating and passenger rail personnel. This will allow for a prioritized list of projects agreed to by all parties, which can either be within or outside of the corridor, and that would increase capacity and velocity of the overall system.

Train and Connecting Bus Schedule Adjustments:

1. SJJPA will continue to evaluate existing train and connecting bus schedules and determine if there are potential changes which could improve ridership, revenue, and cost-effectiveness. Schedule adjustments have the potential to improve the San Joaquins performance without additional resources.
2. Closely review bus routes to determine if the routes are being operated as efficiently as possible.
3. Assess operational impacts and potential schedule changes from the implementation of potential new station locations (including Oakley, Hercules, Berkeley, Oakland Coliseum, and Elk Grove, as well as additional stations in the Fresno and Bakersfield metropolitan areas). Additionally, operational impacts of shifting service from the Stockton "San Joaquin Street" station location to the Robert Cabral (ACE) Station in downtown Stockton will be considered.

Service Coordination:

1. Represent the San Joaquins at monthly Capital Improvement Team (CIT) meetings with the Union Pacific Railroad (UPRR). Operational issues encountered over the prior month and any upcoming capital and system projects that could affect train performance are discussed at these meetings.
2. Participate in quarterly CIT meetings with the BNSF and UPRR to discuss operational issues encountered over prior months and any upcoming capital and system projects that could affect train performance.
3. Work with the Capitol Corridor JPA, LOSSAN JPA, and Caltrans to provide improved connections to the Capitol Corridor and Pacific Surfliner.
4. Participate in the Bi-Monthly Construction meetings with LOSSAN and Caltrans to identify potential maintenance projects and projects required to increase service to 8 daily round-trips, as well as to monitor progress on projects in construction.

5. Work with the Federal Railroad Administration on regulatory requirements associated with the San Joaquins, i.e. Positive Train Control.

Near-Term Operating Improvements:

1. Continue to work with the State to secure the capital and operational funding for projects to increase the San Joaquins to 8 daily round-trips.
2. Plan for required improvements and seek capital and operational funding to increase the frequency of the San Joaquins to Sacramento.
3. Work with Amtrak and the Host Railroads (BNSF and UPRR) to initiate Morning Express Service to Sacramento by early 2018 and to the Bay Area in 2019. SJJPA will continue to estimate costs of the 8th Daily Round Trip, along with the compatibility of cycling the equipment for maintenance, crew schedules, as well as increased parking at stations.
4. Work with Caltrans Division of Rail, Amtrak, BNSF, and UPRR to develop train schedules to accommodate the Morning Express Service.
5. Explore operating trains from Fresno in the morning heading south to Bakersfield.
6. Work with Caltrans Division of Rail, Amtrak, BNSF, and UPRR to explore ways to reduce travel times for trains running from Bakersfield to the Bay Area to under six hours. Examine the feasibility/desirability of terminating Bay Area trains in Emeryville instead of Oakland.
7. Initiate a bus pilot program that would have SJJPA contract directly with bus operators. This would allow specific Thruway bus segments to service non-Amtrak travelers, increasing utilization of existing bus capacity.
8. Work with Amtrak and the Host Railroads on expanding grassroots Safety and Security Program efforts that target communities along the San Joaquins Corridor. This includes presentations at schools, fairs, festivals, and to other special groups, such as farm workers and First Responders. SJJPA has recently brought on several Local Outreach Representatives that will assist in promoting safety by working with Operation Lifesaver (OL) and other organizations. A special effort will be made to reach out to schools, which may include field trips on the San Joaquins to learn about safety around the tracks. Transportation Security Administration (TSA) uniformed Visible Intermodal Prevention and Response (VIPR) teams will be invited to ride the trains as well. VIPR teams are a no-cost resource for expanding and enhancing security through random and unpredictable deployments.

7. SHORT-TERM AND LONGER-TERM CAPITAL IMPROVEMENT PROGRAMS

The State has invested over $536 million since 1976 to increase and improve the San Joaquins.[1] There have been more than $303 million in San Joaquins Corridor improvements over the last 23 years. Table 7.1 shows the major capital projects that were completed along the San Joaquins Corridor between 1993 and 2015.

A key goal of SJJPA is to build upon the State's efforts to improve the performance and increase the frequency of the San Joaquins and expand ridership through increased awareness of the service and the development of new ridership markets. In coordination with the State, BNSF, and UPRR, SJJPA will continue to identify, evaluate, and implement capital improvements for the San Joaquins to enable increased frequency, reliability, and safety, and to reduce travel times and operating costs.

SJJPA will continue to work with the State to:

- Secure funding for future projects.
- Ensure that projects meet the delivery schedule.
- Minimize the construction impacts of projects.
- Maximize the benefits of projects on overall service performance.
- Coordinate with CHSRA regarding grade separations or improvements being done to the BNSF track as a result of the implementation of the initial construction of the HSR system.

SJJPA has established an annual capital program in consultation with the State and SJJPA constituents. The current SJJPA Capital Improvement Program is described below.

SJJPA Capital Improvement Program

The SJJPA Capital Improvement Program consists of all capital projects under construction or being planned for the San Joaquins Corridor. The SJJPA Capital Improvement Program is divided into "Short-Term Capital Improvements", which represent projects over the next 5 years that will provide service improvements **and expansion** for the San Joaquins,

Table 7.1: San Joaquins Capital Projects 1993 – 2015

San Joaquins Corridor Completed Capital Projects 1993 - 2015 ($ Millions)			
Project	**Cost**	**Track Miles**	**Benefits**
Corridorwide Improvements	$53.8	21.5	2 Round Trips (4 to 6)
Oakley to Pt. Chicago	$21.5	2	Capacity, OTP (Signaling)
Shirley to Hanford	$22.0	5	Capacity, OTP (Double-Track)
Kings Park	$18.5	4.5	Capacity, OTP (Double-Track)
Calwa to Bowles	$26.7	8.5	Capacity, OTP (Double-Track)
Stockton	$10.0	6	Capacity, OTP (Double-Track)
Empire	$11.0	8.2	Capacity, OTP (Double-Track)
Keddie Xover	$0.8	----	Capacity, OTP
Escalon Siding Ext.	$10.0	2.5	Capacity, OTP
Merced Xover	$2.1	----	Capacity, OTP
Sacamento to Stockton Upgrade	$39.0	16.6	Two Trains to Sacramento
Mococco Upgrade Oak. to Pt. Chicago	$9.0	6.2	Two Trains to Oakland
Corridor Capital Maintenance	$1.7	----	Ride Quality, OTP
Design and Engineering	$14.4	----	Eng, Modeling, Environmental
Stockton ACE Station Track Extension	$20.0	0.2	Operational Improvements
Oakley-Pt. Chicago Segment 3	$26.5	3.5	Capacity, OTP (Double-Track)
Stockton to Escalon Segment 1	$8.4	2.5	Capacity, OTP (Double-Track)
Merced-LeGrand Segment 1	$28.0	8.4	Capacity, OTP
TOTAL	**$303.4**	**95.4**	

Source: Caltrans Division of Rail

1 *Caltrans, 2013 State Rail Plan, May 2013 (page 225); Caltrans, Bi-Monthly Joint Construction Meeting Notes (dated 1/17/2017).*

along with minor capital and safety and security projects; and "Longer-Term Capital Improvements", which highlights possible future capital improvement projects for the San Joaquins to allow for further expansion of service.

Short-Term Capital Improvements

With improvements completed that enabled initiation of a 7th Daily Round Trip, SJJPA is now focused on implementing short-term capital improvements in four areas – Morning Express Service, 8th Daily Round Trip, 90 MPH Service, and Station Projects. Additionally, numerous minor capital projects are being implemented to improve stations, along with several safety and security projects (see Table 7.2). UPRR and BNSF are also working to complete Positive Train Control in the San Joaquins Corridor.

Morning Express Service

SJJPA is currently working to initiate improvements to allow for the implementation of the Morning Express Service to Sacramento in 2018 and then to the Bay Area in 2019. Projects that SJJPA and its partners are pursuing include:

- Temporary Layover Facility in Fresno (to allow for fast implementation);
- Permanent Layover Facility (which would also include capacity for additional trainsets, including the planned 8th Daily Round Trip);
- Expansion of Parking at Key Stations;
- Station Enhancements; and
- Stockton Wye (New Connection Track).

SJJPA is **utilizing safety and security funds from the Governor's Office of Emergency Services (Cal OES) awarded to the SJJPA for FY 2015/16 to construct** ~~***working with the State to fund***~~ a Temporary Layover Facility in Fresno. ~~***as well as the annual lease for this facility. Initial planning work is proceeding for a Permanent Layover Facility.***~~ For parking expansion and station enhancement projects, SJJPA ~~***is***~~ has **also assembled**~~***ing***~~ a funding package that includes local matching funds (both direct funding and in-kind contributions such as land), as well as SJJPA minor capital funds, Cal OES safety and security funds ~~***available through the California Office of Emergency Services***~~, and costs savings from FY 2015/16 and FY 2016/17. A federal FASTLANE grant has also been submitted for the Stockton Wye project.

8th Daily Round Trip

Due to increasing demand for better service in the Central Valley, SJJPA is pursuing the initiation of an 8th Daily Round Trip **in FY 18/19** as a mid-corridor start/end from Fresno to Sacramento (previously it was programmed to run the entire length of the San Joaquins Corridor from Bakersfield to Oakland). Two major capital projects currently under construction that support the 8th Daily Round Trip are the "Merced-LeGrand Segment 2" and "Stockton-Escalon Segment 3" double-track projects. SJJPA is working with Caltrans and the host railroads to complete construction of these projects. Caltrans expects construction of these projects to be completed within the next two years. ~~***Two***~~ **An** additional double-track project~~***s***~~ being pursued between Fresno and Stockton needed for the 8th Daily Round Trip **is** ~~***are***~~ "Stockton to Escalon Segment 4." ~~***and "Gregg to Madera Segment 1."***~~ Funding has been allocated for **this project** ~~***the Stockton to Escalon Segment 4 project,***~~ with construction to begin in the near-term. **Track improvements and the addition of a second platform at the Merced Station is also funded with construction to commence shortly.** ~~***Funding is still needed for the Gregg to Madera Segment 1 project.***~~

With the Fresno to Stockton track work progressing toward completion, SJPPA is now working with

CalSTA, Caltrans, Amtrak, and the host railroads to determine a plan for improvements between Stockton and Sacramento. This work is expected to be completed by June 2017. Specific projects have not yet been identified for this segment, since the planning work is still being conducted to determine if the Fresno Subdivision or Sacramento Subdivsion would be utilized to achieve expanded service to Sacramento. **In response to funding made available from SB 1, SJJPA expects to prepare and submit a Cap & Trade** Transit and Intercity Rail Capital Program (TIRCP) application for the necessary funding to implement the additional improvements needed to deploy the 8th Daily Round Trip.

90 MPH Service

In coordination with BNSF, UPRR, and Caltrans, SJJPA has identified several potential locations where the maximum speed for the San Joaquins could be increased to 90 mph. To allow for the increased speed in these areas, an ongoing capitalized maintenance program is required that would resurface the tracks more frequently. SJJPA will work with BNSF, UPRR, and Caltrans to establish a plan for this work and expects to seek funding for implementation.

Station Projects

SJJPA is currently coordinating with CHSRA on the re-design and reconstruction of the Amtrak Wasco Station, as the HSR aligment is planned to go right through the existing station site. ~~***two station-related projects in Wasco and Madera. In Wasco, The HSR alignment is necessitating a station re-design and construction.***~~ SJJPA is working to ensure that high-quality access to the station is preserved during and after construction (which will be performed by the CHSRA).

SJJPA is also working with ~~***CHSRA,***~~ Madera County Transportation Commission, and the City of Madera on relocating the ~~***development of a joint HSR/***~~ **the Madera** Amtrak station to ~~***in Madera, and is pursuing***~~ a location that is more optimal than the current location of the Madera Amtrak Station.

Minor Capital Projects

SJJPA is currently working to implement ~~***$1,000,000***~~ **$1,500,000** of minor capital projects from funds provided by the State for FY 2015/16 and FY 2016/17, **as well as forthcoming funds from FY 2017/18.** Projects include various improvements at stations, including signage, lighting, sidewalks, landscaping, parking expansions, and safety and security projects **that** ~~***For FY 2017/18 and FY 2018/19, SJJPA is currently developing a program with a budget of $500,000 annually in State funds. Included in this program will be projects for additional parking and station enhancements related to the initiation of***~~ **support** the Morning Express Service to Sacramento and the Bay Area**, along other with needed improvements throughout the San Joaquins Corridor.**

Safety and Security Projects

Funds for safety and security projects were included in Proposition 1B. This program is run through the ~~***California Office of Emergency Services***~~ Cal OES. **SJJPA has secured at total of $3,855,095 in Cal OES funds from FY 15/16 and FY 16 grant awards. These funds will be utilzed for the Temporary Layover Facility, improvements at the Antioch Station, as well as** ~~***Funds are available through FY 2016/17, which SJJPA can apply for, to implement safety and security projects along the San Joaquins Corridor. SJJPA currently is conducting comprehensive station area assessments for safety. Related projects being pursued include***~~ **improving lighting and security camera infrastructure at both stations and platforms, walkways, parking lots, and other station improvements.**

Another high priority for SJJPA is to discourage trespassing along the corridor. SJJPA is exploring the best approaches to achieving this.

Positive Train Control

Federal law requires that a Positive Train Control (PTC) system be implemented by 2018. Caltrans Division of Rail and Amtrak have completed work for the on-board installation of the PTC equipment on the cab control cars and locomotives. The UPRR and BNSF are working to complete installation of the wayside PTC equipment. The entire PTC system will be tested and initiated to meet the 2018 federal deadline.

Onboard Information System

Amtrak is currently developing a more robust information display system for all trains nationally. This is called "Onboard Information System" (OBIS). OBIS will be implemented first in California on all three state-supported services, include the San Joaquins. Staff is currently working with Amtrak and CCJPA to provide input as OBIS is developed. Initiation of OBIS scheduled for late 2018 to early 2019.

Longer-Term Capital Improvements

SJJPA will develop a comprehensive program of improvements to increase the frequency of trains, reduce travel time, increase ridership, and improve service reliability of the San Joaquins. ~~***An initial list of***~~ Longer-term improvements **previously identified by Caltrans are** ~~***is***~~ identified below. The development of these projects will require further review by SJJPA and are subject to approval from the State, Union Pacific, BNSF, local and regional agencies, and other interested parties.

- Construction of a double-track at Figarden.
- Construction of a double-track from Gregg to Madera (Segment**s 1 and** 2).
- Construction of a new maintenance facility to accommodate several additional daily round-trips.
- Construction of signal, double-tracking, and at-grade crossings improvements from Oakley to Port Chicago (Segments 1, 2, and 4).
- Additional trainsets to accommodate several additional daily round-trips.
- Working with the Capital Corridor to identify improvements to increase service, speed, and safety between Oakland and Port Chicago.

SJJPA, in conjunction with CalSTA and host railroads, is currently exploring other approaches to creating needed additional capacity for future service increases, such as capital access fees to host railroads, and schedule optimization.

Table 7.2: San Joaquins Corridor – Short-Term and Longer-Term Capital Projects

San Joaquins Corridor - Short-Term and Longer-Term Capital Projects ($ Millions)						
Short-Term Capital Projects (0-5 Years)	**Segment**	**Milepost**	**Miles**	**Cost**	**Status**	**Funding**
Morning Express Service						
Temporary Fresno Layover Facility[1]	----	----	----	~~$1.5~~ $1.7	RR ROW	~~$1.5~~ $1.7
Stockton Wye[2]	----	----	----	$8.4	RR ROW	----
Parking Expansions[3]	----	----	----	$3.2	Planning	$3.2
Station Enhancements[3]	----	----	----	~~$2.0~~$3.4	Planning	~~$2.0~~$3.4
8th Daily Round Trip						
Merced-LeGrand Double Tracking	1	1041.9 - 1050.4	8.4	$28.0	Complete	$28.0
Merced-LeGrand Double Tracking	2	1050.2 - 1055.0	4.1	$12.7	Construction	$12.7
Stockton-Escalon Double Tracking	3	1106.8 - 1110.6	3.8	$20.5	Construction	$20.5
Stockton-Escalon Double Tracking	4	1110.6 - 1116.3	5.7	$21.5	CEQA	$21.5
Merced Station Track/Platform Improvements		**----**	**----**	**$10.3**	**Construction**	**$10.3**
Permanent Fresno Layover Facility[4]	----	----	----	$5.5	RR ROW	----
Stockton - Sacramento Improvements - Projects Under Development			----	TBD	Planning	----
90 MPH Service						
Ongoing Track Resurfacing	----	----	----	$5.0/yr	RR ROW	----
Stations/Other						
Wasco Station Redesign	----	----	----	TBD	Planning	----
Madera Station Relocation/Expansion	----	----	----	**$10.0**	Planning	----
Ongoing Minor Capital Program	----	----	----	$0.5/yr	Planning/Const.	$0.5/yr
~~Cal OES Safety/Security Program~~	~~----~~	~~----~~	~~----~~	~~TBD~~	~~Planning/Const.~~	~~----~~
Positive Train Control (PTC) - Amtrak	----	----	----	$10.0	Complete	$10.0
Positive Train Control - Host Railroads	----	----	----	----	Construction	----
Onboard Information System (OBIS)	----	----	----	----	Design/Const.	----
Longer-Term Capital Projects[5]	**Segment**	**Milepost**	**Miles**	**Cost**	**Status**	**Funding**
Service and Capacity Improvements						
Figarden Double Track	----	1004.1 - 1008.6	4.5	$27.0	PEIR[6]	----
Gregg to Madera Double Track	1	1008.9 - 1013.8	5	$23.4	CEQA	----
Gregg to Madera Double Track	2	1013.8 - 1020.5	6.6	$40.0	PEIR[6]	----
Future ~~Northern California~~ Maintenance Facility		----	----	$30.0	Planning	----
Oakley-Port Chicago (Track, Signal, Civil)	2	1152.7 - 1155.8	3.1	$55.0	CEQA	----
Oakley-Port Chicago (Track, Signal, Civil)	1 & 4	1157.9 - 1163.8	3.5	$37.6	CEQA	----
Additional Trainsets	----	----	----	TBD	Planning	----

[1] ***Funding for the Temporary Layover Facility is utilizing unspent FY 15/16 Cal OES Safety and Security funds.***
[2] *A Federal FASTLANE Grant application for this project was submitted by Caltrans in December 2016.*
[3] *Funding for parking and station enhancements could include cost savings from FY 2015/16 and FY 2016/17, as well as cost savings realized by running the Morning Express Service.*
[4] *Permanent Layover Facility would accomodate addtional trainsets for service expansion beyond the two required for the Morning Express Service, including the trainset for the 8th Daily Round Trip.*
[5] ***Many of the longer-term capital projects were previously identified by Caltrans. SJJPA, in conjunction with the CalSTA and host railroads, is currently exploring other approaches to creating needed additional capacity for future service increases.***
[6] *Project identified in SJ Corridor PEIR - 7/2014 Release.*

Source: Caltrans Divsion of Rail and Mass Transportation and SJJPA, 2017

8. ACTION PLAN AND PERFORMANCE STANDARDS

Pursuant to AB 1779, the Secretary of CalSTA submitted a set of uniform performance standards on June 30, 2014 for all state-supported intercity passenger rail corridors. These standards require the administrators and operators of these intercity services to control cost and improve efficiency. SJJPA adopted the CalSTA performance standards on September 27, 2014.

CalSTA identified three uniform performance standards measures to be used for the state-supported intercity passenger rail services: usage, cost efficiency, and service quality.

- **Usage** – measured by passenger miles and ridership.
- **Cost Efficiency** – measured by farebox recovery and total operating cost per passenger mile.
- **Service Quality** – measured by endpoint on-time performance, all-station on-time performance, and operator responsible delays per 10,000 train miles.

In support of the State's performance standards, SJJPA has developed measures to continuously monitor the financial, operational, and ridership performance, as well as outreach effectiveness of the San Joaquins. Additionally, SJJPA already has and will continue to develop strategies to maintain successful performance of the San Joaquins.

In addition to the CalSTA performance standards, SJJPA has focused on the environmental impact of the San Joaquins and its role in helping to create a more sustainable California. Increases in San Joaquins ridership benefit the environment by reducing air pollution and greenhouse gas emissions and help to encourage sustainable, transit-oriented development. It is estimated that in FY 2016, San Joaquins passengers (including those on Thruway buses) traveled over 240 million passenger miles, resulting in a significant net reduction in CO2 emissions.[1] Additionally, SJJPA is pursuing use of renewable diesel fuel in all locomotives and buses, which will further reduce emissions, along with the planned 8th Daily Round Trip (envisioned to run between Sacramento and Fresno) and other proposed service increases.

FY 2017/18 and 2018/19 Action Plan

For FY 2017/18 and FY 2018/19, SJJPA will continuously develop action plans with service criteria and objectives to increase ridership, control costs, improve quality, increase the benefits of the San Joaquins Corridor, and better integrate all corridor public transit systems with the San Joaquins (including dedicated Thruway bus services). Each action will be part of SJJPA's overall management of the San Joaquins as a transportation product in a highly competitive travel market. The following is a list of areas to be covered:

- Negotiate additional revisions to Amtrak operating agreement to improve performance reporting and decrease operating costs. Plan to reinvest these savings to improve service.
- Develop schedules and a service plan for implementing an 8th round-trip train in conjunction with UPRR, BNSF, Amtrak, and the State, and also work on improvements to the existing 7 round-trip schedule.
- Contribute to the ongoing Optimization Studies that examines ways to maximize deployment and scheduling efficiencies along the San Joaquins and Capitol Corridors that would allow for increased capacity for rail service and more efficient utilization of equipment. As part of this study, include planning for the integration of the Morning Express Service and the planned 8th Daily Round Trip as a mid-corridor start/end in Fresno.
- Develop and submit a ~~***Cap & Trade***~~ Transit and Intercity Capital Program (TIRCP) application for the improvements needed for the 8th Daily Round Trip between Fresno and Sacramento.
- Develop SJJPA policy for service standards (service levels and extensions, new station stops, train running times, station design criteria, etc.).
- Continue SJJPA's Marketing and Outreach efforts.
- Develop FY 2018 Business Plan for FY 2018/19 and FY 2019/20.
- Assist CalSTA in the completion of its "Network Integration Strategic Service Plan for the California Passenger Rail Network."

1 *Amtrak, 2017*

- Continue daily performance reporting.
- Work jointly with the CHSRA and Caltrans to develop viable strategies and solutions to support phased implementation of high-speed rail and to meet the needs of the San Joaquins and the stakeholder communities of the San Joaquins Corridor.
- Continue to coordinate with UPRR, BNSF, and Amtrak on schedule and train performance.
- Conduct market research to solicit feedback from passengers and potential riders to understand existing ridership markets and to identify emerging markets.
- Monitor and report on status of Business Plan commitments.
- Refine the consolidated Capital Improvement Program.
- Coordinate fares and service schedules with connecting transit systems.
- Continue to develop ridership and origin/destination data for Thruway buses that connect to the San Joaquins.
- Review and monitor Thruway bus performance.
- Evaluate measures to improve train and Thruway bus performance, including modifications to existing service routes.
- Explore an additional Thruway bus route to serve the travel market between the Southern San Joaquin Valley and Silicon Valley.
- Work with CalSTA and other partners to conduct a pilot program that could have SJJPA contract directly with a private bus operator with the goal of allowing non-Amtrak passengers to utilize excess seating capacity.
- Identify future infrastructure (track, signal, and bridge) and facility projects to support increased service levels and extensions and improve performance of service.
- Monitor and expand the programs with transit agencies to improve and promote connectivity between the trains and local transit services. Explore providing transfers for connecting transit systems to San Joaquins passengers.
- Pursue improved connectivity through partnerships with bike sharing, carsharing, ridesharing, ferry, and transportation network services, as well as increasing availability of car rental services where appropriate.
- Explore the possibility of installing electric car charging stations at stations.
- Increase bike parking and storage (i.e. lockers) capacity at stations, as well as ensuring enough bicycle racks are available on-board trains to meet demand.

- Explore onboard improvement programs, including the creation of a business class for the San Joaquins.
- Work with Amtrak to increase performance tracking through detailed monthly reports on ticketing (including e-Ticketing), delay, and food service.
- Work with UPRR, BNSF, Amtrak, and the State to continue ridership and revenue growth by improving reliability, adjusting the service plan, and/or implementing projects that add capacity and reduce travel times.
- Work with Amtrak to secure additional cost efficiencies to be reinvested in service enhancements.
- Complete planning for additional service to Sacramento in coordination with BNSF, UPRR, CHSRA, CalSTA, and the Central Valley Rail Working Group.
- Continue working with Amtrak, CCJPA, LOSSAN, and Caltrans on identifying additional standards for equipment reliability and availability, maintenance of minimum trainset capacity, service performance, and crew size.
- Work with Amtrak, CCJPA, Caltrans, UPRR, and BNSF on identifying variables that effect on-time performance.
- Coordinate with Caltrans and Amtrak to identify and implement equipment modifications to increase reliability, improve passenger amenities, and improve service.
- Coordinate with Caltrans and the Statewide Intercity Passenger Rail Working Group to identify rolling stock needed for increased service levels.
- Coordinate with the California Freight Advisory Committee and provide input on the California Freight Mobility Plan.
- Develop and work to establish a program to provide subsidies for residents of disadvantaged communities within the San Joaquins Corridor who cannot afford the regular fares.
- Work with Amtrak, BNSF, and UPRR to reduce run times between Bakersfield and the Bay Area to under 6 hours with the goal of avoiding the need for crew changes.
- Work with Amtrak, BNSF, the City of Antioch, and CalSTA to implement SJJPA's plan to improve the Antioch Amtrak Station by removing part of the structure to improve visibility and reduce loitering.
- Work with ~~***CHSRA***~~, Amtrak, the City and County of Madera, and **Madera County Tranportation Commission** ~~***CalSTA***~~ to relocate ~~***develop a joint HSR***~~ **the** Amtrak Madera Station that would provide ~~***a seamless connection between the two systems, as well as***~~ improved access over the existing Madera Amtrak Station.
- Establish Redding – Sacramento as an "Emerging Corridor" for an extension of the San Joaquins to be eligible for potential state capital funding for emerging corridors.
- Explore applying for and utilizing Strategic Growth Council (SGC) grants to improve San Joaquins stations located in disadvantaged communities.

9. ESTABLISHMENT OF FARES

SJJPA will work with Caltrans and Amtrak to develop fares ensuring the service is attractive and competitive with other modes of transportation along the corridor. Available ticket types on the San Joaquins are: one-way, roundtrip, 10-ride tickets, and monthly passes. The multi-ride tickets, and tickets purchased by seniors, students, military personnel, and children under the age of 15 are sold at a discounted rate. Additionally, Amtrak provides reduced fares for certain national partners, such as AAA members, and for groups of more than 20 people. Following the model of the Capitol Corridor, a "Friends and Family" discount program has been established for the San Joaquins. This enables small groups of 2 to 6 passengers to travel for less every day of the week. Passengers that buy one full fare ticket save 50% on up to five companion fares with the Friends and Family discount. 10-ride tickets are now being restricted for use by one person and will be valid for 60 days from the first use.

The San Joaquins are on a reservation system with tickets sold in advance, providing a limited ability to sell tickets on the train thus turning potential passengers away. SJJPA is working to improve the flexibility and responsiveness of this system. One strategy SJJPA is evaluating is to allow for the overbooking of tickets on an ongoing basis. This approach allows Amtrak to allow ticket purchases to exceed the number of seats and eliminate the problem of Amtrak users being prevented from buying a ticket because a small segment of trip they are attempting to book is full. However, overbooking of tickets is not unlimited (unlike non-reserved ticketing). Only a few tickets would be sold that exceeds the number of "reserved" seats. Café seating would still be available. SJJPA believes it would be rare for passengers having to stand for a long period of time. SJJPA conducted a trial by allowing a 10% overbooking of tickets over the Thanksgiving and Christmas Holidays in 2016 for certain short segments, with no problems reported. SJJPA is committed to continuing this policy during the next holiday season, as well as examining the possibility of allowing overbooking throughout the year.

The current fare management policy on the San Joaquins is to increase the standard "value" fares as San Joaquins trains start to reach capacity. Amtrak recently implemented four new categories of fares when booking a ticket – Saver, Value, Flexible, and Premium. Currently the Value and Flexible fare categories are applied to the San Joaquins. SJJPA is considering adding the Saver fare category as well. Fare categories are coupled with dynamic pricing, meaning the price can change depending on when a ticket

is booked (usually getting higher closer to the trip date). Additionally, SJJPA has expressed concern to Amtrak that dynamic pricing could lead to ridership losses, especially on the San Joaquins given the fact most riders are leisure travelers. SJJPA continues to work with Amtrak to ensure the fare structure works to encourage ridership on the San Joaquins.

FY 2017/18 and FY 2018/19 Fares

The projected fare structure for FY 2017/18 and FY 2018/19 is dependent upon the implementation of revised Amtrak operating pricing policies for FY 2017/18 and FY 2018/19. If operating expenses are stabilized or reduced, a fare increase may not be necessary for these fiscal years. SJJPA will work with Caltrans and Amtrak on the impacts of a revised pricing policy and determine if a fare increase will be required. Additionally, SJJPA will look into other opportunities to increase fare revenue without raising fares, these include but are not limited to:

- Explore smart-card fare collection technology or other current best-fit technology provided it can be incorporated into the Amtrak ticketing structure;
- Explore re-establishing the transit connectivity programs such as the Transit Transfer Program, joint ticketing, and transfer of motorcoach bus routes to parallel local transit services;
- Increase public awareness of the Service to increase ridership and revenue;
- Encourage new riders by promoting discounts for group travel and families;
- Explore with Amtrak moving the San Joaquins back to unreserved ticketing, like the Capitol Corridor and Pacific Surfliner. Any determination will need to include data on the tradeoffs between reserved and unreserved ticketing, including if the benefits outweigh the impacts;
- Investigate changes to the existing fare policy of increasing fares as trains begin to reach capacity;
- SJJPA will work to establish a program to subsidize tickets for residents within disadvantaged communities along the San Joaquins Corridor who cannot afford to pay regular San Joaquins fares; and
- SJJPA will work with Amtrak to evaluate fares between Fresno and Sacramento and potentially make adjustments in conjunction with the deployment of Morning Express Service to Sacramento.

Integrated Ticketing/Fare Collection

SJJPA will work with the State and other partners to explore new forms of fare collection that could integrate into a seamless state-wide ticketing system.

10. SERVICE AMENITIES AND FOOD SERVICES

Service Amenities

Accessibility: SJJPA supports the State's goal to provide total accessibility to the State-owned equipment including all its features and amenities. No person shall be denied access on the basis of physical ability. Accessibility features for bi-level coaches include onboard wheelchair lifts, two designated spaces per train car for passengers in wheelchairs, and one wheelchair-accessible lavatory on the lower level of each train car. On a temporary basis, the State has deployed Comet Car trainsets on the San Joaquins. Since the Comet Car trainsets have higher access points and do not have onboard wheelchair lifts, hand-cranked mobile wheelchair lifts are required at all San Joaquins stations. Each single-level Comet Car coach has one wheelchair-accessible lavatory. SJJPA will continue to closely monitor the performance of the Comet Car trainsets.

Door Control: An essential feature of the bi-level coaches is the ability for doors to be operated remotely on either side of the train from a single point of control. This feature allows the operator to maximize passenger flow in boarding and alighting operations, and thereby minimize station dwell time. Comet Car coach doors are all manually operated requiring additional Assistant Conductors to be onboard and prevents some Comet Car trainset doors from being used when the trains are at stations.

Onboard Information System: Each coach is equipped with electronic passenger information displays that provide the train numbers and destination, plus other public information. Amtrak is currently developing a more robust information display system for all trains nationally. This is called "Onboard Information System" (OBIS). OBIS will be implemented first in California on all three state-supported services, including the San Joaquins. Staff is currently working with Amtrak and CCJPA to provide input as OBIS is developed. Initiation of OBIS is scheduled for mid-to-late 2018.

Lavatories: Lavatories in coaches feature electric hand dryers, soap dispensers, and infant diaper-changing tables.

Telecommunications: All coaches in the fleet have Wi-Fi service. This service is free to the customer and permits e-mail and webpage viewing. Amtrak's Wi-Fi service prohibits streaming services which would use up large amounts of bandwidth. Power plug access is available at each seat and can power and charge passengers' various electronic devices.

Bicycle Access: Bi-level coaches have bicycle storage units that hold three bicycles on the lower level of the car. In addition, 14 first generation California Cab Cars (8300-series) have undergone a retrofit to hold 13 bicycles as opposed to 7 bicycles. The five Surfliner Cab Cars (6000-series) have storage space for up to 13 bicycles in the lower baggage area. Comet Car coaches have no bicycle storage. For the Comet Car trainset, there are 4 bicycle storage units in the "Cabbage" car which also is used for baggage. It is important to note that on the Comet Car trainset bicycles are only accommodated at staffed stations.

Food and Beverage Services

Each San Joaquins train has a café car which offers food and beverage service throughout most of the end-to-end trip. A wide variety of entrees, snacks, and beverages are available. SJJPA is evaluating the existing food and beverage service to provide high quality options in the most efficient and cost-effective manner. Topics being evaluated include: menu; inventory and storage; increasing the capacity and usefulness of the space in the cars; patron flow; signage and information; securing and accounting for stock and materials; restocking logistics; and hours of operation. SJJPA will investigate increasing the sale of and promotional opportunities for products from the San Joaquins Corridor. The San Joaquins offers a very unique opportunity to highlight and promote food and beverage products from the San Joaquins Corridor and can help market the service and the corridor. SJJPA is currently working with Amtrak and CCJPA to explore providing more locally-sourced food and beverage products in the most cost-effective way for the next menu release in mid-2017.

11. MARKETING AND OUTREACH

The San Joaquins serve markets from Bakersfield to Sacramento via the San Joaquin Valley and branch off from Stockton through the East Bay Area to Oakland. The San Joaquins are unique in the State, with a vast network of Thruway bus services that provide convenient connections between northern and southern California. Between the trains and connecting buses, the San Joaquins provide easy access to many of California's popular destinations, including: cultural attractions; museums; universities; amusement parks; entertainment and music venues; national, state, regional, and local parks; state and county fairs and festivals; seasonal cuisine and artisan foods; the State Capitol; and major population centers.

SJJPA staff has developed and continues to implement the SJJPA Marketing and Outreach Plan, which focuses on a grassroots approach. SJJPA is conducting marketing and outreach services at the grassroots level within four geographic regions along the San Joaquins Corridor. Outreach Teams hired by SJJPA are assigned to each of these regions.

The four geographic regions are as follows:

1. Bay Area (Alameda, Contra Costa, and San Francisco Counties, as well the Northern Bay Area);
2. Sacramento Area and Northern California;
3. Northern San Joaquin Valley (San Joaquin, Stanislaus, and Merced Counties); and
4. Central San Joaquin Valley (Fresno, Madera, Kings, and Tulare Counties).

Grassroots Outreach Activities

The four Outreach Teams engage in several activities to reach corridor communities and stakeholders including: tabling at local events, presenting to community groups, facilitating group trips, engaging stakeholders, and working with the media.

Tabling at Local Events

A key grassroots initiative for SJJPA is to meet current and potential riders in their communities. Tabling at local community events is part of SJJPA's strategy to accomplish this goal. SJJPA Outreach Teams are continually tabling at several events in the corridor to hand out service information, educate potential riders on the service, promote discounts, provide train safety information, and listen to the community's feedback on the service.

Event tabling is an important strategy for reaching Hispanic and disadvantaged communities, allowing Outreach Teams to meet these communities in their contexts with materials adapted to their language. Additionally, Outreach Teams employ or contract bilingual service ambassadors for SJJPA.

Presenting to Community Groups

Service education and awareness is an important grassroots marketing principle. To educate corridor communities and stakeholders, Outreach Teams frequently give presentations to community groups, organizations, school groups, businesses, and others to grow awareness of the service and cultivate community ambassadors.

Facilitating Group Trips

In partnership with the community groups, agencies, organizations, school groups, businesses, and other stakeholders, Outreach Teams are facilitating group trips. They assist with building itineraries, navigat-

ing ticket purchases, offering safety information, and other supporting activity necessary to accomplish the group trip.

Getting groups on the train helps cultivate community ambassadors by offering firsthand experience of the service. Outreach Teams' efforts in this area ensure that engaged parties do not just hear a presentation but ride the service, helping them get over the hurdle of the 'first ride'.

Engaging Stakeholders

Local, committed stakeholders are vital to promote the service, improve local presence, and activate communities to ride the train. Stakeholder education meetings and presentations are a key component to the grassroots marketing efforts.

Key stakeholder group outreach is a component of both the Outreach Team contracts as well as staff priorities. There are several key groups, chambers, partnerships, agencies, universities, and organizations within the corridor that are an essential component of awareness and messaging multiplication. SJJPA is also expanding outreach to include bike coalitions throughout the corridor, university Alumni Associations, League of California Cities, and California State Association of Counties.

Each Outreach Team is leveraging its contacts, SJJPA contacts, and placing emphasis on new stakeholder acquisition to schedule formal service education meetings. A key component to Stakeholder Development is to create a reliable database of contacts to inform about service updates, call upon for help, and utilize to multiply the SJJPA message throughout the corridor. Each team is regularly submitting list updates as new contacts are acquired.

SJJPA staff also coordinates and hosts regular meetings of the San Joaquin Valley Rail Committee (SJVRC). The SJVRC is a technical advisory committee composed of a diverse group of rail advocates from various backgrounds and affiliations. Committee members represent all the counties through which the San Joaquins operate, as well as Thruway bus regions including Los Angeles, San Francisco, and Northern California. SJVRC members provide critical feedback to SJJPA staff on how to improve the San Joaquins from the perspective of ordinary citizens.

Working with the Media

The media is an important aspect of any marketing plan. The localized Outreach Teams assist with media relations, utilizing their established relationships with local and regional media. The Outreach Teams help to schedule interviews, facilitate press conferences, and ensure that SJJPA press releases and media advisories are successfully delivered.

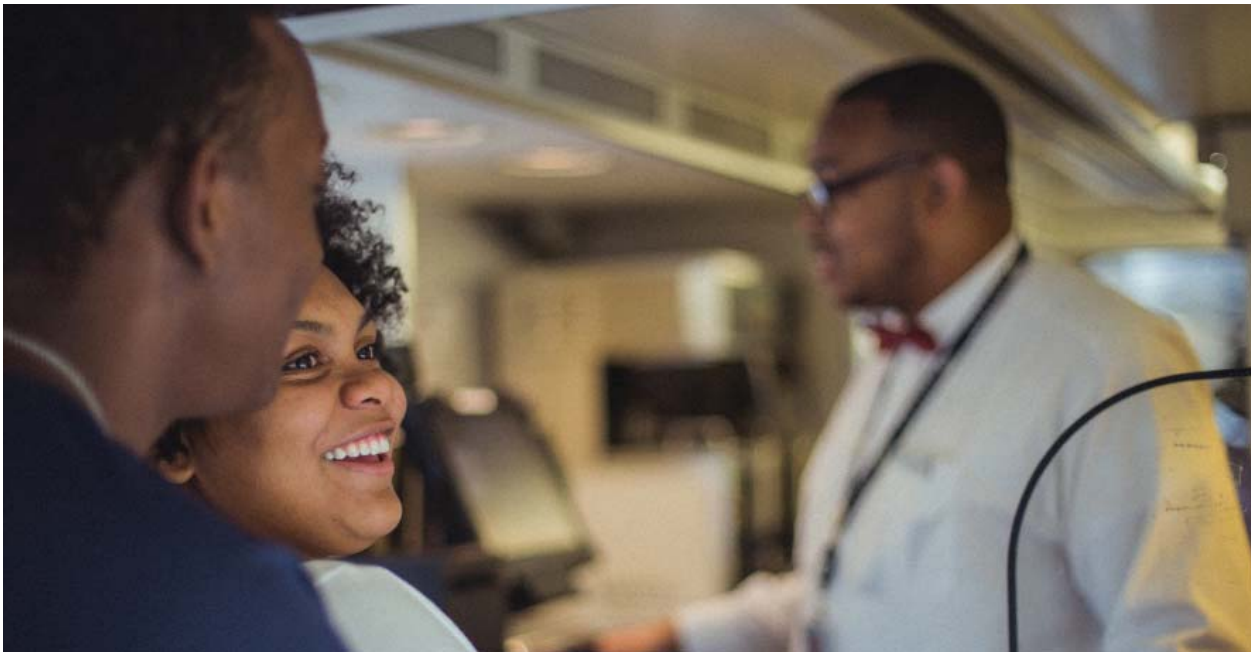
Goals and Objectives of the SJJPA Marketing and Outreach Plan

Building on the accomplishments of the last year, SJJPA continues to implement the goals of the Marketing and Outreach Plan, which are listed below. This is followed by a detailed description of SJJPA's plan for implementing key goals in FY 2017/18 and FY 2018/19.

- Ensure Member Agencies, Corridor Communities, and Major Stakeholders Participate in the Development of the Marketing and Outreach Plan;
- Ensure Retention of Existing Riders;
- Ensure Adequate Education and Awareness about the San Joaquins in All Communities Served by the Trains and Thruway Buses;
- Reach out to Minority, Non-English-Speaking Constituencies, Disadvantaged Communities, and Members of the Public along the Corridor Who May Not be Familiar with the San Joaquins;
- Utilize Community Advocates as Communication Channels for Information Flow and Leverage Information Distribution Through All Corridor Communities;
- Showcase Attractions and Services Provided in Communities Served by the Trains and Thruway Buses;
- Increase Outreach Focus and Opportunities for School, Senior Group, and other Special Group Trips;
- Incorporate Regular Passenger and Community Appreciation Activities and Events to Ensure Current Rider Retention;
- Solicit Feedback From Passengers and Communities on the Effectiveness of the Outreach Programs and the San Joaquins;
- Retool Marketing and Outreach Programs in Response to Feedback;
- Increase Ridership and Revenue to Ensure Future San Joaquins Sustainability.

Ensure Member Agencies, Corridor Communities, and Major Stakeholders Participate in the Development of the Marketing and Outreach Plan

Along the San Joaquins Corridor, many of the regional planning agencies and Member Agencies of SJJPA are in the process of updating Regional Transportation Plans, Sustainable Communities Strategies programs, and other planning efforts. As part of these efforts, most partner agencies have created outstanding Public Participation Plans. SJJPA is involved in these public participation efforts to ensure consistency of message with the SJJPA Marketing and Outreach Plan.



Outreach to Minority, Non-English-Speaking Constituencies, Disadvantaged Communities, and Members of the Public along the Corridor Who May Not be Familiar with the San Joaquins

Traditional forms of advertising employed in the past to promote the San Joaquins have traditionally reached larger markets and have cultivated a rider-ship demographic that does not proportionally reflect the demographics of the corridor at large.

Of the 364 train miles on the San Joaquins Route, about 284 miles (78%) pass through the San Joaquin Valley. The San Joaquin Valley is one of the largest rural and agricultural areas in the nation. It is also culturally diverse with more than 70 ethnicities and 105 languages spoken. Overall, nearly half of the entire constituency speaks Spanish as the primary language. Valley counties along the San Joaquins Corridor share common issues such as large rural areas, agricultural industries, a rapidly growing and highly diverse population, and a lack of effective information about transportation alternatives.

SJJPA is focusing on reaching out to minority, non-English-speaking constituencies along the San Joaquins Corridor. With Hispanics comprising well over 50 percent of the San Joaquin Valley population, but less than one-third of San Joaquins ridership, a concerted effort is being made to tailor promotional materials in Spanish and utilize informational outlets that are more effective. The grassroots approach of the Plan is helping SJJPA identify and address other markets throughout the San Joaquins Corridor that are underserved, or lacking information. The agency seeks to value all segments of people in the economic and social domains, and is pursuing this goal by direct person-to-person contact through the utilization of outreach representatives – team members who live and breathe the very communities through which the train travels.

Utilize Community Advocates as Communication Channels for Information Flow and Leverage Information Distribution Through All Corridor Communities

The SJJPA Marketing and Outreach Plan retains successful elements of previous San Joaquins marketing efforts while providing a more grassroots approach for the San Joaquins and potential passengers. The approach is to retain small businesses or individuals who are active in community issues to act as a direct conduit between SJJPA and the various communities within the corridor. These team members are passionate about their communities and ensure the San Joaquins information is getting to the right stakeholders and critical feedback gets to the agency. This approach is more direct and more cost-effective than traditional advertising.

Showcase Attractions and Services Provided in Communities Served by the Trains and Thruway Buses

Visitor bureaus, business organizations, social services providers, and non-profit groups involved in transportation, environmental or livability issues are being enlisted to support the distribution of information and generate support for the San Joaquins. These local groups are helping highlight the mobility options available and planning processes underway aimed at creating better connections to work, family, and attractions. This effort includes coordination of joint promotions with businesses, tourist and recreation attractions, hotels, and entertainment partners.

Increase Outreach Focus and Opportunities for School, Senior Group, and other Special Group Trips

The San Joaquins also has many opportunities for group, senior, and student travel. SJJPA is partnering with Operation Lifesaver to engage young people in schools on how to be safe around the railroad tracks. SJJPA is encouraging travel for school groups with programs like "Kids 'n' Trains" which helps schools organize field trips via the San Joaquins. SJJPA is providing focused outreach to senior organizations and communities to encourage group outings on the San Joaquins. In addition to these efforts, SJJPA will offer special large group discounts to encourage groups to travel to conferences, meetings, and leisure trips on the San Joaquins.

Retool Marketing and Outreach Programs in Response to Feedback

As SJJPA seeks to solicit feedback from existing passengers about the San Joaquins, and from stakeholders about the future of the San Joaquins, the marketing and outreach team is not only reporting findings to the SJJPA Board and stakeholders, but will also retool the programs as necessary.

Increase Marketing and Outreach to Universities and Community Colleges Served by Thruway Buses

The San Joaquins' Thruway Bus network provides connections at or near numerous universities and community colleges throughout California. SJJPA has initiated efforts to engage students through event tabling and will work to expand outreach efforts to additional campuses. By conducting outreach to students attending schools near San Joaquins stations and bus stops, SJJPA will work to inform students on the many benefits of the San Joaquins and attract additional ridership.

Increase Marketing and Outreach to Military Personnel and Veterans

The San Joaquins provides discounts for both active military personnel and veterans. SJJPA will focus a portion of its efforts engaging these groups with discount education as well as targeted trip planning ideas.

Social Media

Building upon Amtrak's successful social media platform, SJJPA is expanding the use of social media for the San Joaquins. Social media strategies include both content posting and paid advertising. SJJPA is utilizing the following platforms: Facebook, Instagram, Twitter, and Youtube. Social Media is an effective tool to engage customers, increase communication, and ensure brand visibility.

Capitalizing on SJJPA's extensive grassroots efforts, content is being aggregated corridor-wide to market station area communities and events. Discounts and promotions are organically posted as part of customer conversations as well as in social advertising with a primary focus on Facebook.

Social Media is being used to create a one-click channel to AmtrakSanJoaquins.com or subsequent discount pages. Social media platforms offer extensive

targeting capability ensuring relevant content and promotions are reaching the desired demographics.

Advertising

In addition to the grassroots efforts, SJJPA is engaging in targeted advertising campaigns through both digital and traditional advertising channels. The advertising program utilizes a multi-touch methodology by which multiple advertising channels are employed to reach a broad base of current and potential riders with opportunity for the targets to see the advertising through more than one channel. Digital advertising channels being utilized include: display networks, digital radio, social media, and pre-roll video advertising. Traditional advertising channels being utilized include: television, radio, print, billboards, and theatre screen advertising. Advertising is being deployed primarily in English and Spanish with other languages being adapted on a targeted basis.

In addition to traditional advertising, SJJPA is placing decals on San Joaquins' Thruway Buses throughout the state to increase public awareness and exposure to the Thruway Bus network. This strategy will increase the reach and scope of SJJPA advertising efforts, as well as, serve as a cost-effective means of attracting additional ridership.

General Partnerships and Communication Tools

SJJPA is coordinating with the State, host railroads, Amtrak, and local/regional agencies to ensure effective coverage of information through various media venues and create joint media and promotion opportunities to achieve cost-efficiencies in marketing the San Joaquins. Communications and marketing to current and potential riders are enhanced through bulletins, newsletters, informational brochures and timetables of connecting services, and special ridership promotions. SJJPA is assisting its partner agencies in creating graphical marketing and outreach material in an effort to creatively extend the message of the San Joaquins.

SJJPA can be effective in conducting public outreach by ensuring the messages and material it communicates are consistent, uniformed, and branded. The Marketing and Outreach team ensures the themes associated with marketing efforts are consistent with the goals and objectives of the SJJPA Board.

Morning Express Service Advertising

With San Joaquins ridership predominantly comprised of leisure travelers, SJJPA will make a concerted effort to reach business travelers about the planning and commencement of the Morning Express Service to Sacramento in early 2018. To accomplish this effort, SJJPA will conduct an extended advertising campaign geo-targeted to communities served and employment centers along the route benefitting from the service timed to carry business travelers. To carry out this focused advertising campaign in late 2017 to early 2018, SJJPA is requesting advertising funds in the amount of $500,000

12. ADVOCACY

Major improvement or expansion of the San Joaquins will require additional funding. There currently is no ongoing, stable capital funding source for the California Intercity Passenger Rail Program (CIPRP). To increase the frequency of the San Joaquins and improve travel times, a significant investment in the existing freight infrastructure will be required. A key to funding the future growth of the San Joaquins is developing a much stronger political base of support. One of the primary advantages of a regional governance, or Joint Powers Authority (JPA) model, is the ability for active advocacy at the local, regional, state, and federal levels. Where state agencies are often limited in terms of advocacy, SJJPA can bring the full collective power of the Member Agencies and communities served by the San Joaquins in support of the service.

SJJPA and affiliated agencies have been working hard to advocate for increased funding, improvements, and support for the CIPRP. SJJPA has already elevated the improvement of the San Joaquins as an issue of importance. Through the SJJPA's efforts, more than 60 agencies and organizations throughout the San Joaquins Corridor have already signed on as supporters for the San Joaquins and the CIPRP – and this number will continue to grow. In addition, SJJPA has gotten both the California Partnership for the San Joaquin Valley and the San Joaquin Valley Regional Policy Council to adopt improving the San Joaquins as a key priority for the San Joaquin Valley.

A key role of SJJPA is its active participation in the "CIPRP Leadership Coalition." SJJPA, CCJPA, LOSSAN JPA, the Coast Rail Coordinating Council, and the Coachella Valley – San Gorgonio Pass Rail Corridor Service comprise the CIPRP Leadership Coalition. This coalition works together for the purpose of jointly advocating for the improvement of the CIPRP. Staff from each agency participates in bi-weekly conference calls, with in-person meetings held with the Chairs, Vice-Chairs, and staff quarterly. The coalition organizes annual lobby days in Sacramento, and an annual Rail Advocacy Forum in support of the CIPRP. The coalition also works in coordination to educate elected officials, agencies, organizations, and the public about the CIPRP in an effort to gain widespread support for the program. The CIPRP Leadership Coalition worked with Members of the Legislature to organize a "Select Committee" for rail support in the CA Senate and in the CA Assembly in 2015. The purpose of the Select Committee is best described in the Mission Statement below, which was developed by the CIPRP Leadership Coalition with input from Members of the Legislature:

"California's State Legislative Passenger Select Committee promotes policies to ensure a premier, customer-focused conventional rail system that successfully moves people and goods in a manner that is cost-efficient, maximizes public benefits, and protects the environment. The Select Committee works to engage decision makers and to protect and grow the investment in the state's conventional passenger rail network that will ensure its continued utilization and success. The Select Committee will work to increase state funding to improve and expand the program and to leverage these investments by advocating for additional federal rail funds."

The CIPRP Leadership Coalition has also developed statewide "California Passenger Rail Program Guiding Principles" (Guiding Principles) that have been adopted by the SJJPA, the CCJPA, the LOSSAN JPA, the Coast Rail Coordination Council as well as several other agencies and organizations. These Guiding Principles are being used for joint efforts to gain support for rail programs and improvements at the local, regional, state, and federal levels. The Guiding Principles are:

- *Protect and enhance California's investment in the existing successful passenger rail system, including sustainable and recurring sources of funds at both the state and federal levels.*

  Specifically support:

  a. *A new recurring state source of capital, equipment, and operations funds to cover the existing passenger rail corridors and emerging corridors throughout the state.*
  b. *A new program for state of good repair improvements to existing rail corridors that facilitate the movement of passengers and freight.*
  c. *Allocations of State Propositions 1A, 1B, and other current and future funds to transit services, including commuter and state-supported intercity passenger rail, that connect with the state's planned high-speed train system.*
  d. *"High-Speed and Intercity Passenger Rail (HSIPR)" programs title in federal surface transportation reauthorization, funded by other than the current Highway Trust Fund revenues.*
  e. *The American Public Transportation Association's (APTA's) recommendation for $50 billion in federal funding over an initial six year period for the development of a nationwide HSIPR network.*
- *Support priority investments in integrated passenger rail networks that connect both existing*

services and future high-speed service which can in turn influence mode shift to be more sustainable and efficient and have positive impacts on the environment.

- *Procure a fleet of state-owned, standardized, bi-level rolling stock to support existing and future intercity passenger service.*
- *Continue partnerships at the federal, state, regional, and local levels in support of future passenger rail investments which support safety, reliability, goods movement, job creation, sustainability, economic development, and quality of life.*
- *Support lowering voter approval thresholds at the regional level in order to create new sources for passenger rail investments.*
- *Support state efforts to dedicate a portion of cap and trade funds for public transportation systems and specifically for the development and improvement of an integrated passenger rail network.*
- *Support streamlining of existing programs and policies to expedite efficient development of passenger rail improvements (e.g. RRIF, TIFIA).*

The CIPRP Leadership Coalition worked hard to successfully ensure that intercity rail was included as an important component of Cap & Trade allocations. Intercity passenger rail's inclusion in Cap & Trade is a critical milestone for the CIPRP since this provides an ongoing source of capital funding for the CIPRP. The CIPRP Leadership Coalition worked with Members of the Legislature and their staff and the Administration in support of the Cap & Trade allocation program that was approved by the Legislature on June 15, 2014. The CIPRP is now working to increase the dedicated 10% of Cap & Trade allocations to intercity rail to 20% so many needed projects can be accelerated.

~~***The CIPRP Leadership Coalition is advocating the Legislature for a dedicated capital funding source for intercity rail to be included in proposed legislation that would create a statewide funding package. The CIPRP is advocating for $200 million annually for intercity passenger rail as part the proposed statewide funding package.***~~

Throughout FY 16/17, CIRPR Leadership Coalition advocated for additional funding sources for intercity rail be included as part of the Senate Bill 1 (SB 1). Efforts to this end helped result in significant resources available to passenger rail with the passage of SB 1 and it's signature by the Governor. SB 1 provides an estimated $20 million per year in direct funding to intercity rail of which the San Joaquins will get at least 25%. SB 1 also dedicates $245 million per year to the Transit and Intercity Rail Capital Program (TIRCP) to fund capital improvements and expansions for statewide rail projects. An additional $236 million was also added to TIRCP from loan repayment. Additionally, SB 1 includes $250 million for the Congested Corridor program, which can also be utlized for improvements to intercity rail corridors. These SB 1 funding programs provides a stable funding source for the CIPR program to pursue the improvements and capital access fees needed to increase/expand service.

While SJJPA was established to manage the San Joaquins, many San Joaquins passengers utilize multiple rail and bus services in their travels throughout the State, a focus on coordination between the systems is critical for the success of all services. Coordination of schedules, fares, ticketing, trip planning, and connecting buses will be a focus of future advocacy efforts and complement the intent of the statewide Guiding Principles.

The San Joaquins are in a unique position related to the proposed California High Speed Rail (HSR) program. With HSR construction underway in the Central Valley, there have been many differing opinions on the potential impacts to the San Joaquins. After much consultation with the affected communities and the California High Speed Rail Authority (CHSRA), SJJPA adopted and signed the "Joint Policy Statement" between SJJPA, CHSRA, and Caltrans (shown as Figure 4.1). This agreement ensures SJJPA and the affected communities will be actively involved in any coordination, decisions, and/or service adjustments between the San Joaquins and the proposed HSR service. In addition, the CHSRA and Caltrans have acknowledged the importance of the San Joaquins to the communities it services and have committed to working to "maintain and improve the San Joaquins in conjunction with the implementation of high-speed rail." The continued coordination with CHSRA and Caltrans is a high priority for SJJPA as part of its advocacy efforts to protect and improve the entire San Joaquins.

Although SJJPA has made significant progress in its efforts to advocate for the San Joaquins since its formation in March of 2013, this work has just begun and will be an ongoing priority for SJJPA. The San Joaquins is currently the 6th busiest intercity rail service in the nation. The recent addition of the 7th Daily Round Trip marks the first time in 14 years that service on the San Joaquins has been expanded, with the additional frequency from Oakland to Bakersfield being the first new service in nearly 24 years. Advocacy for the San Joaquins and the CIPRP is critical for developing the much stronger political base of support needed to fund the future growth of the San Joaquins.

13. ANNUAL FUNDING REQUIREMENT

A primary purpose of this Business Plan is to request the annual funds required by SJJPA to operate, administer, and market the San Joaquins for agreed-upon service levels. Previous chapters describe the proposed operating plan and strategies, planned service improvements, and capital improvements for FY 2017/18 and FY 2018/19. This chapter documents ridership and revenue projections, followed by the operating, marketing, and administrative fund requests of SJJPA for FY 2017/18 and FY 2018/19.

Ridership and Revenue Projections

Ridership projections by Amtrak for Federal FY 2016 (October 2015 – September 2016) for the San Joaquins anticipated a 3.3% decrease from FY 2015 (decreasing from 1.18 million in FY 15 to 1.14 million in FY 16). Actual Federal FY 16 ridership was about 1.4% less than was forecasted by Amtrak (1.12 million actual vs. 1.14 million forecast) and about 4.7% less than the actual ridership for FY 15 (1.12 million actual vs. 1.18 million actual).

For FY 2016, Amtrak forecasted a decrease in ticket revenue of 3.5% (from $37.4 million to $36.1 million). FY 2016 actual San Joaquins ticket revenue was about 1.3% less than was forecasted by Amtrak ($35.6 million actual vs. $36.1 million forecast) and about 4.8% less than the actual ticket revenue for FY 15 ($35.6 million actual vs. $37.4 million actual).

Amtrak's Federal FY 2017 (October 2016 – September 2017) forecast for San Joaquins ridership is 1.21 million. This represents an increase of 7.8% from actual FY 16 ridership. Ticket revenue for Federal FY 2017 is estimated at $38.6 million (an increase of 8.4% from actual FY 16 ticket revenues).

SJJPA ~~***expects to***~~ received Amtrak's forecasts for FY 2018 (October 2017 – September 2018) for both ridership and ticket revenue in March of 2017. **Ridership increased by 80,000 over FY 2016.** Amtrak does not yet have San Joaquins ridership and revenue forecasts for FY 2019.

FY 2017/18 and FY 2018/19 Net Operating Costs / Funding Request

The net operating costs (expenses less revenue) for Amtrak to operate the San Joaquins for FY 2015/2016 was $39,372,643. This included the entire Thruway bus network associated with the San Joaquins. Based on the CTC allocation for FY 2016/17 of $43,939,105, and discussions with Caltrans and Amtrak, the current projection of net operating costs for FY 2017/18 is ~~$45,257,278~~ **$49,133,285** (see Table 13.1). This number will be revised after the FY 2017/18 Amtrak State Payment Forecast is received from Amtrak in March of 2017. This represents a ~~3.0%~~ **11.8%** increase from the FY 2016/17 allocation. **This is based on the operating forecast received from Amtrak on March 31, 2017. Primary reasons for the increase are :**

1) The Federal Fiscal Year (FFY) 2018 Forecast is based on actuals from FFY 2016, which is based revenues and expenses on 6 daily round trips and extrapolated to add the current 7 train schedule.

2) An increase in Performance payments to host railroads get to 85% On-Time Performance.

3) The addition of 11 staff in Train and Engine Crew (T&E) labor over the exiting staff operating the 7 daily roundtrips in FFY 2017.

4) The unknown cost of Maintenance of Equipment (MoE) labor for maintaining the new Tier 4 Charger Locomotives and the addition of DEF used in the after burn system to reduce emissions.

5) An increase on the support additives associated with Train and Crew labor (32.4% on top of the T&E labor) and Maintenance of Equipment labor (27.1% on top of the MoE labor).

Staff is working with Amtrak to refine the forecast to reflect the actual expenses of 7 daily roundtrips operated in FFY 2017 to provide an accurate estimate for the FFY 2018 Operating Contract. Through this process, SJJPA anticipates cost coming down significantly.

For FY 2018/19 the San Joaquins operating costs is projected to be ~~***$46,614,996***~~ **$50,607,284**, an increase of 3.0% over the FY 17/18 projection.

New Operating Service Level Costs above Minimum Service level

For FY 2016/17, FY 2017/18, and FY 2018/19, SJJPA is not anticipating costs above the Minimum Service Level.

Operating Costs not included in Amtrak State Payment Forecast

SJJPA is considering partnering with private and/or

public bus operators to improve connecting bus service for San Joaquins passengers that would be outside of the Amtrak operating contract. Costs for these services are not determined yet, but a net savings is anticipated in costs as these partnerships would replace existing Thruway bus services, and fill excess seating capacity, potentially as early as FY 2017/18.

Management Actions Resulting in Operating Cost Reductions and Planned Future Utilization

~~*SJJPA took action to reduce operating costs, primarily by negotiating a change to the structure of the Amtrak contract from a "fixed price" to an "actual cost" contract. For the first six months of FY 2014/15, "fixed price" operating costs were reconciled at 2.4% less than contracted ($20,848,147 to $20,329,090); during the last six months of FY 2014/15, after moving to an "actual cost" contract, operating costs were reconciled at 18% less than contracted ($21,343,853 to $17,468,985) for a savings of $3.87 million for the last half of FY 2014/15. For FY 2015/16, an operational savings of $938,823 (2.3%) was realized after reconciliation. Additional operational savings are anticipated for FY 2016/17. SJJPA staff has focused attention on increasing operational efficiencies by working closely with Amtrak. Additionally, staff has been closely reviewing invoices to ensure accuracy and identify inadvertent charges and ways to reduce unnecessary work.*~~ Per the ITA, SJJPA is looking at reprogramming the cost savings a result of management actions from FY 2015/16 and FY 2016/17 to projects related to the Morning Express Service, which could include ~~*contributing to the construction of a temporary layover facility*~~, additional parking and station enhancement projects in FY 2017/18 and FY 2018/19 (see Table 13.1).

During FY 15/16, SJJPA negotiated the consolidation of bus stops in San Francisco, which led to cost savings for Thruway Route 99. Savings began in April of 2016 and continued through the remainder of the fiscal year. SJJPA is planning to apply these savings to the aboved mentioned Morning Express Service improvements. The amount is still being determined.

~~***This SJJPA also anticipates***~~ **Costs savings are also anticipated to be realized** from the implementation of the Morning Express Service, which would shorten the operational time/distance for two of the seven daily round trips by starting them mid-corridor in Fresno. SJJPA is requesting that these savings be made available to fund parking projects, station enhancements, safety and security projects, and other service improvements.

SJJPA is also pursuing several operational efficiencies listed below that are anticipated to further reduce operating costs.

- Reduce run times to under six hours for the current full-corridor round trips which eliminates the need for a crew change at Merced.
- Adjust Thruway bus routes by shortening and/or speeding up routes to reduce labor costs.

Table 13.1: Summary of State Funding Request for the San Joaquins

Summary of State Funding Request for the San Joaquins for FY 2017/18 and FY 2018/19 ($ Millions)		
Expense Category	**FY 2017/18 (Projected)**	**FY 2018/19 (Projected)**
Operating	~~$45,257,278~~ $49,133,285	~~$46,614,996~~ $50,607,284
Morning Express Service Capital		
~~*Temporary Layover Facility*~~	~~$1,550,000*~~	
~~*-Additional Parking and Station Enhancements*~~	~~$938,823*~~ TBD*	TBD**
Marketing	$1,000,000	$1,000,000
Morning Express Express Service Launch Advertising	$500,000	$500,000
Administrative	~~$1,893,414~~ $2,110,414	~~$1,940,749~~ $2,007,749
Total	~~**$51,139,515**~~ **$52,743,699**	~~**$50,055,745**~~ **$54,115,033**

~~**A variety of funding sources could be utilized, such as cost savings, unspent California Governor's Office of Emergency Services funds, and other state sources. This would be a one-time special expedenture for the initation of the new Morning Express Service.*~~

**Funds would be derived from cost savings from FY 15/16.*
***Additional cost savings from FY 2016/17 ~~e~~would ~~also~~ be applied to Morning Express Service capital projects when the amount of savings are determined. ~~These savings could also be applied to the Temporary Layover Facility.~~*

- Partner with private and/or public bus operations to allow excess seating capacity to be filled, which would likely raise revenue and/or reduce labor costs.

FY 2017/18 and 2018/19 Marketing Funding Request

For FY 2017/18 and FY 2018/19, SJJPA assumes "Marketing Expenses" of $1,000,000 for the ongoing annual marketing program, for which SJJPA has developed a Marketing and Outreach Plan. The marketing expenses represent only those direct expenses attributed to SJJPA and do not include any costs for marketing programs provided solely by Amtrak or the State.

FY 2017/18 and 2018/19 Morning Express Service Launch Advertising Funding Request

SJJPA is requesting $500,000 in funding for FY 2017/18 for advertising for the initiation of the Morning Express Service to Sacramento, and $500,000 in FY 2018/19 for advertising for the initiation of the Morning Express Service to the Bay Area.

FY 2017/18 and 2018/19 Morning Express Service Funding Request

~~***SJJPA is requesting $1,550,000 in funding for FY 2017/18 to construct a temporary layover facility in Fresno for the initiation of the Morning Express Service. Funding sources for this critical project could include cost savings, unspent California Office of Emergency Services, and other state funding sources. Additionally,***~~ SJJPA is seeking the utilization of cost savings for parking expansion and station enhancement projects.

FY 2017/18 and FY 2018/19 Administrative Funding Request

Funds are required for SJJPA to provide administrative support for the San Joaquins. SJJPA administrative costs for FY 2017/18 are proposed at **$2,110,414** ~~***$1,893,414***~~. For FY 2018/19, SJJPA administrative costs are estimated at **$2,157,749** ~~***$1,940,749***~~. See Table 13.1 for a summary of these number alongside operations and marketing costs. These costs are based on a 2.5% increase for cost escalation, plus the following:

1) Addition of one marketing staff **position. Due the overall length of the San Joaquins Corridor and extensive nature of the Thruway Bus System, current marketing staff are unable to equitably reach all the communities served. The additional marketing position would be focused on** ~~***will work***~~ direct~~***ly***~~ outreach ~~***to with***~~ communities, organizations, and agencies, especially including those along ~~***the***~~ Thruway bus routes so as to expand~~***ing***~~ efforts to promote the San Joaquins. **This effort is in line with SJJPA's commitment to target underserved and disadvantaged communities. ($120,000/yr)**

2) Consultant assitance to develop SJJPA's Transit and Intercity Rail Captial Program (TIRCP) applications and other grant programs created in 2017's SB 1 legislation. ($67,000 in FY 17/18 and $67,000 in FY 18/19)

3) Consultant assistance with planning work to optimize implementation fo the 8th Daily Round Trip and additional service expansion. Planning activities related to this include: working with freight railroads to determine improvements needed for service expansion; exploration of utilizing capital access fees to host railroads to free up needed capacity; conducting a corridor-wide rolling stock layover strategy study; and new station and connectivity planning. ($150,000 for FY 2017/18)

See Table 13.2 for a breakout of budgeted administrative costs.

The primary role of SJJPA is the day-to-day management of the San Joaquins. As directed by SJJPA, the Managing Agency staff will continue to perform the following general functions:

- Plan, supervise, and implement (through contracted operators) San Joaquins and Thruway bus services and related capital projects/programs;
- Coordinate the daily activities with and monitor the performance of the contract operator and other contracted entities;
- Work with BNSF and UPRR in the oversight of train dispatching and railroad related issues;
- Develop and implement marketing, public information, communications, and advocacy programs;
- Coordinate the planning and implementation of the San Joaquins with the State as part of the statewide intercity rail system;
- Coordinate with the State and CCJPA for the

allocation of rolling stock for the San Joaquins; and

- Coordinate with local, regional, state, and federal agencies, and organizations to promote improved connectivity and accessibility, integration with other modes, and sustainable development. Address connectivity and integration with the rest of the intercity rail network, both State rail corridors and long distance trains.

SJJPA selected the San Joaquin Regional Rail Commission (SJRRC) as their Managing Agency for an initial three-year term, with the agreement extended at the May 2016 Board Meeting for an additional three years (through September 2019). SJRRC is the owner/operator of the Altamont Corridor Express (ACE) rail service between Stockton and San Jose.

The San Joaquins, as administered by SJJPA, will remain a part of the State's intercity rail system and continue to be funded by the State. SJJPA will provide the level of service consistent with funding appropriated by the State and any cost savings identified by SJJPA or revenues in excess of the Business Plan projections during the term of the ITA may be used by SJJPA for service improvements in the San Joaquins Corridor.

Table 13.2: Projected Administrative Budget for the San Joaquins

Projected Administrative Budget for the San Joaquins - Detail (FY 2017/18 and FY 2018/19)		
Expense Category	**FY 2017/18 (Projected)**	**FY 2018/19 (Projected)**
Salaries/Benefits/Contract Help	$1,497,528	$1,540,541
Office Expenses/Postage	$15,489	$16,126
Computer Systems	$13,429	$13,764
Communications	$28,200	$28,905
Motor Pool	$19,841	$20,337
Transportation/Travel	$30,000	$30,000
Audits/Regulatory Reporter	$20,000	$20,000
Professional Services - Legislative	$50,000	$50,000
Professional Services - Legal	$50,000	$50,000
Professional Services - General	$30,518	$31,282
Professional Services - Operations	$45,000	$45,000
Professional Services - Grants	**$67,000**	**$67,000**
Professional Services - Planning	**$150,000**	**----**
Commnications - Operations	$10,000	$10,000
Publication/Legal Notices	$2,000	$2,000
Maintenance of Headquarters Structure/Grounds	$55,409	$56,794
Insurance	$15,000	$15,000
Insurance Management Fees	$1,000	$1,000
Security Services/Safety Programs	$10,000	$10,000
Total	**$2,110,414** ~~$1,893,414~~	**$2,007,749** ~~$1,940,749~~

14. SEPARATION OF FUNDING

As identified in the Joint Exercise of Powers Agreement (JEPA) for SJJPA, the Controller of the Managing Agency of SJJPA shall perform the functions of Auditor and Controller of SJJPA, and the Treasurer of the Managing Agency of SJJPA shall perform the functions of Treasurer of the SJJPA. SJJPA has selected SJRRC as the Managing Agency for SJJPA during the term of the ITA. SJRRC utilizes the Auditor-Controller and the Treasurer of the County of San Joaquin. SJRRC has established the appropriate accounting and financial procedures to ensure that the funds appropriated and otherwise secured during FY 2017/18 and FY 2018/19 for SJJPA to support the San Joaquins are solely expended to operate, administer, and market the San Joaquins.

The ITA includes language confirming that the State shall perform audits and reviews of financial statements of SJJPA with respect to the San Joaquins. In addition, per the Managing Agency Services Agreement between SJJPA and the SJRRC, SJJPA will require that the Auditor-Controller shall provide for an annual independent audit of the accounts of SJJPA (pursuant to Section 6506 of the Government Code) within six (6) months of the close of the applicable fiscal years.

The County of San Joaquin Auditor Controller and Treasurer are the official Auditor Controller and Treasurer of SJJPA. The County of San Joaquin maintains a separate fund for all financial activities of SJJPA and provides monthly reports to SJJPA. Day-to-day accounting transactions are performed by the SJRRC Fiscal Department under the direction of the Controller and Director of Fiscal Services. The SJRRC/SJJPA Controller will provide for an annual independent audit of the accounts of SJJPA (pursuant to Section 6506 of the Government Code) within six (6) months of the close of the applicable fiscal years.

15. CONSIDERATION OF SERVICE EXPANSIONS AND ENHANCEMENTS

Planning and potential implementation for service expansion and enhancements beyond the state funding requirement for FY 2017/18 and FY 2018/19 will require securing capital improvements, additional operating funding, and institutional agreements. As compared to the Capitol Corridor (15 daily round-trips between Oakland and Sacramento) and the Pacific Surfliner (12 daily round-trips between Los Angeles and San Diego), the potential ridership for the San Joaquins is particularly constrained by its much more limited frequency of service. San Joaquins ridership to/from Sacramento is most severely constrained with only two daily round-trips to Sacramento.

Planning for the enhancement and expansion of the San Joaquins is essential to ensure continued growth and increased benefits to the San Joaquins Corridor and to the State. Based upon the service expansions and enhancements presented in this chapter, a ten-year capital program, estimated at $1.5 billion, has been developed (see Table 15.1).

Additional and Improved Service to Sacramento

There is a great potential market for the San Joaquins to Sacramento if the frequency of service can be increased and offered at the right time of day. Currently there are only two daily round-trips between Bakersfield and Sacramento. The northbound San Joaquins trains arrive in Sacramento at 11:20 am and 11:40 pm. Nevertheless, Sacramento station has the fourth highest San Joaquins ridership with about 88,000 rail passengers per year starting/ending a trip in Sacramento, and another 48,000 using the Thruway buses between Stockton and the Sacramento area. SJJPA is working with CHSRA, CalSTA, Caltrans, SJRRC, and the Central Valley Rail Working Group (CVRWG) to complete planning efforts and to pursue improvements of the San Joaquins to Sacramento. These studies include the investigation of the UPRR Fresno Subdivision which the San Joaquins operate on, and UPRR's Sacramento Subdivision (located to the east of the Fresno Subdivision, near I-5) between Stockton and Sacramento. Providing improved and frequent service to Sacramento is the greatest focus of the SJJPA 10-year capital program. The goal is to provide hourly service to/from Sacramento within the 10-15 year timeframe. This is consistent with the planning efforts underway for the State Rail Plan and would provide critical connectivity for Phase 1 of high-speed rail service.

Morning Express Service

To increase ridership and help demonstrate the need for improved service to Sacramento, SJJPA is working with CalSTA, Caltrans, Amtrak, UPRR, and BNSF to initiate the "Morning Express Service." Trains would start at the mid-corridor location of Fresno Station and arrive around 8 am in Sacramento and the Bay Area, enabling the San Joaquins to serve the increasing demand for business travel to these markets.

Historically all San Joaquin trains have run the entire length of the San Joaquins Corridor (i.e. between Oakland-Bakersfield and Sacramento-Bakersfield). This has prevented northbound trains leaving from Bakersfield to arrive in the early morning at economic centers in Sacramento and the Bay Area due to the long travel times. As a result, schedules for the San Joaquins are not well timed to provide attractive service for business travel or leisure travel done during a single day (daily round-trips). Currently, the first northbound train to Sacramento leaves Bakersfield at 6:00 am and arrives at Sacramento at 11:20am. The first San Joaquins northbound train leaves Bakersfield at 4:25 am and arrives at Oakland (Jack London Square) at 10:26 am.

As a result of this service model, the San Joaquins have been, and continue to be, predominately for extended stay leisure travel – with the average trip length while utilizing the San Joaquins being 4 days. SJJPA believes this dependence on the leisure market is a primary factor in the declining ridership on the San Joaquins, combined with lower gas prices which encourage more leisure travelers to drive. Moreover, there is growing competition in the leisure travel market itself, primarily from intercity private bus operators such as Megabus and Bolt, both of which have shown a growth in ridership in California since they inaugurated service in the State in 2013.

Given this situation, there is a strong impetus for SJJPA to focus more on meeting the needs of business travelers and leisure travelers making daily round-trips that want to avoid peak period traffic in

the morning and evening and the high cost of parking. Numerous stakeholders have expressed a strong desire to pursue a rapid implementation of improved service for business travel, especially to Sacramento. In response, SJJPA is working to implement service to Sacramento by early 2018, and then to the Bay Area by 2019.

To achieve rapid implementation, SJJPA staff has proposed utilizing two existing round-trip trains by moving their starts/ends location from Bakersfield to Fresno so these trains can start their trips at a reasonable time while still arriving by around 8 am in both Sacramento and the Bay Area. SJJPA Board approved Fresno as the location for mid-corridor starts/ends at their July 22, 2016 Board Meeting. Fresno is by far the most heavily used San Joaquins station (for origins and destinations), and best accommodates statewide network integration with high-speed rail and is far enough north to enable early morning arrivals in Sacramento and the Bay Area.

Key improvements to prepare for the Morning Express Service to Sacramento and the Bay Area include:

- Temporary Layover Facility in Fresno (to allow for fast implementation);
- Permanent Layover Facility (which would also include capacity for additional trainsets, including the planned 8th Daily Round Trip);
- Expansion of Parking at Key Stations;
- Station Enhancements; and
- Stockton Wye (New Connection Track).

After demonstrating successful Morning Express Service to Sacramento and to the Bay Area, SJPPA will explore the possibility of running a Morning Express Service between Fresno and Bakersfield.

8th Daily Round Trip

The deployment of the 7th Daily Round Trip between Oakland and Bakersfield on June 20th, 2016 was the first step in increasing San Joaquins service frequency. SJJPA is now focusing on improvements needed to increase frequency of service to Sacramento, with the first step being the implementation of the 8th Daily Round Trip between Sacramento and Fresno.

Several projects have recently been completed, and additional work is under construction towards completing the required track expansions and other corridor improvements between Fresno and Stockton for an 8th Daily Round Trip (see details about these projects in Chapter 7). Specific projects have not yet been identified for Stockton-Sacramento segment, as SJJPA is still in discussions with CalSTA, Catrans, CHSRA, and UPRR to determine if the Fresno Subdivision or Sacramento Subdivsion will be utilized between Stockton and Sacramento for the 8th Daily Round Trip. Once there is a determination, SJJPA will move forward on the development of a set of capital improvements for the Stockton-Sacramento segment. As part of this process, SJJPA will also lay the groundwork for additional round-trips to Sacramento in the future.

It is a high priority for SJJPA to work with the State to secure the funding necessary for the additional capital improvements and operating funds to enable the deployment of the 8th Daily Round Trip **during FY 18/19.** ~~***within the next three years.***~~

Table 15.1: Estimated Ten-Year Capital Program

Estimated Ten-Year Capital Program ($ Millions)	
Project	**Cost**
Additional Daily Round Trips [1] (Fresno - Sacramento)	$600
Additional Daily Round Trips [2] (Fresno - Bay Area)	$200
Capacity/Speed Enhancements [3] (90 mph and Other)	$70
Projects Related to Initiation of Sacramento Morning Express Service [4]	$4
Projects Related to Initiation of Bay Area Morning Express Service [5]	$15
Projects Related to Initiation of Fresno to Bakersfield Morning Express Service [6]	$6
Northern CA Maintenance/Layover Facility	$30
Safety Improvements (Grade Separations/Crossings Improvements/ Fencing/Road Closures)	$100
New Stations/Station Improvements	$100
New Equipment	$200
Service Extensions	$175
TOTAL:	**$1.5 Billion**

[1] Improvements needed to enable additional round trips to Sacramento (including the 8th Daily Round Trip) are still under evaluation.

[2] Improvements to enable additional round trips to the Bay Area include track improvements from Martinez to Oakland Coliseum (est. at $200-300M) and from Oakley to Port Chicago (est. at $100M).

[3] Assumes annual cost of $5.0M/yr for capitalized maintenance for track resurfacing for 10 years.

[4] Projects could include a temporary layover facility in Fresno ($1.5M) and Parking/Station Enhancements ($2.5M).

[5] Projects include a permanent layover facility in Fresno ($5.5M), Stockton wye track connection ($8.4M), and parking/station enhancements ($1.1M).

[6] SJJPA is considering initiating a Fresno-Bakersfield Morning Express Service after construction of HSR is substantially completed bewteen Fresno and Bakersfield. Needed improvements could include additional parking and station enhancements.

Service and Capacity Improvements to the Bay Area

In addition to reprograming the 8th Daily Round Trip to start/end in Fresno, SJJPA is also envisioning any additional service to the Bay Area to start/end in Fresno or further north in the San Joaquin Valley. Additional track improvements between Fresno and Oakland could allow for an increase in the number of daily round-trips from the five that operate today, as well as improve the reliability of existing service. For a list of projects identified that support additional capacity and improved reliability between Fresno and Port Chicago, see Table 7.2. Significant investment would be required between Port Chicago and Oakland for improvements to allow additional trains to reach all the way to Oakland. Additional specific projects still need to be identified to understand the full extent of the improvements needed. SJJPA will work with Caltrans, CCJPA, BNSF, and UPRR to determine the needs that remain beyond the current projects identified.

New and Relocated Stations

Additional San Joaquins stations in key locations could improve access to the service and increase ridership. Working in partnership with local and regional agencies, SJJPA will assess viable new station locations, and promote the funding, design, and initiation of construction for new stations. Additional potential stations discussed thus far include: Oakley, Hercules, Berkeley, Oakland Coliseum, Elk Grove, North Fresno, and North/West Bakersfield. If the Sacramento Subdivision is selected for future service expansion of the San Joaquins to Sacramento, new stations will need to be developed in Lodi and Sacramento. Elk Grove would also see a new station developed at a different location than the one being examined along the Fresno Subdivision.

SJJPA is working with **Madera County Transportation Commission,** Madera County, and City of Madera ~~***the CHSRA***~~ to identify a new location for **the Madera Amtrak Station.** ~~***a joint San Joaquins/HSR Station in Madera County and then to relocate the Madera Station.***~~ A new station location is being sought to support the potential for greater ridership and transit oriented development, improve connectivity and accessibility for transit and automobiles, and reduce the costs and impacts of developing a considerably larger multi-modal hub station facility.

SJJPA is also investigating the potential to relocate the station location for Bay Area-bound trains from

Stockton's San Joaquin Street Station to the Robert J. Cabral Station in downtown, which would enable Stockton to be served by a single station, providing a safer environment for passengers, more secure parking, a direct connection to ACE commuter trains, and promote transit-oriented development. SJJPA is also evaluating the need for parking at all existing and potential San Joaquins stations, which should increase significantly with additional service.

90 MPH Maximum Operating Speed and Other Time Saving Projects

Increasing the maximum operating speed of the San Joaquins in key locations could reduce travel times and improve reliability. In coordination with BNSF, UPRR, and Caltrans, SJJPA will continue to work to identify cost effective locations where the San Joaquins' maximum speed could be increased to 90 mph. To allow for this, an ongoing capitalized maintenance program is required that would resurface the tracks more frequently. Additionally, working with BNSF, UPRR, and Caltrans, SJJPA will also identify locations along the San Joaquins alignment where key track improvements (such as curve realignments) could increase speeds and further reduce travel times.

At-Grade Crossing Improvements, Grade Separations, Wayside Horns, and Quiet Zones

Accidents between intercity passenger rail services and vehicles predominately occur where the railroad track and a road cross at the same level. These are called "at-grade" crossings. There are hundreds of at-grade crossings along the San Joaquins route. SJJPA will continue to work with BNSF, UPRR, CCJPA (where the route is shared), and Caltrans to develop a plan and prioritization for at-grade crossing improvements. This will include an inventory of all previous at-grade crossing incidents along the route, potential improvements, and the identification of key crossings which should be prioritized for future grade separation. Grade crossing improvements will increase safety and will also improve the performance of the San Joaquins and freight operations.

Wayside Horns are mounted on poles at an at-grade crossing and emit a sound which is directed at approaching motorists, pedestrians, and bicycles on the roadway. Where these are deployed, they eliminate the need for trains to use their horns through at-grade crossings. It is estimated that the area of noise impact is about 10% of the area compared to a train mounted horn. Wayside horns have already been successfully deployed on the San Joaquins alignment in the City of Escalon (at four at-grade crossings). The deployment of Wayside horns at other locations along the San Joaquins Route will be evaluated as a way of reducing community impacts from both the San Joaquins and freight operations.

An alternative to wayside horns are quiet zones, where horns are silenced by establishing a "New Quiet Zone." To accomplish this, the jurisdiction with authority of the grade crossing initiates a quiet zone establishment process following the procedures listed in 49 CFR Part 222. One method of establishing a Quiet Zone is to install Supplemental Safety Measures (SSMs) which are physical devices that improve crossing safety. Types of physical improvements that may be implemented to establish a quiet zone may include signage, raised medians or median channelization, and/or quad gates. SJJPA will work with jurisdictions that are seeking to establish a quiet zone along the San Joaquins Corridor.

Network Integration Planning

CalSTA in coordination with rail transportation providers throughout California is developing a "Network Integration Strategic Service Plan for the California Passenger Rail Network." This statewide planning effort includes ridership and revenue forecasts, operations and services planning, capital improvement planning, as well as network integration elements (fare integration, ticketing, joint timetables, etc.). The future improvement of the San Joaquins will be a key element of this planning process. SJJPA is working closely with CalSTA throughout this planning effort which will provide key planning information for enhancing and expanding the San Joaquins.

Extensions of the San Joaquins

The 2013 State Rail Plan identifies a "San Joaquin Extension to Redding" as a potential expansion of the San Joaquins. As a next step, SJJPA is working with the CIPR Leadership Coalition and CalSTA to establish Sacramento to Redding as an "Emerging Intercity Corridor." Extending rail service north from Sacramento to Redding would extend the San Joaquins 160 miles along the UPRR rail line serving Yuba, Sutter, Butte,

Tehama, and Shasta Counties. This route is currently served by San Joaquins Thruway buses with four daily round trips with stops at: Marysville, Oroville, Chico, Red Bluff, and Redding. In FY 2015 it is estimated that over 21,500 San Joaquins passengers used this Thruway bus connection. The population of the five counties is over 630,000. Redding has the largest population of the cities potentially served with over 91,000, while the combined Marysville/Yuba City's population is nearly 93,000. Chico (home to Chico State University) has approximately 90,000 people, and Red Bluff has just over 14,000.

The Coast Starlight has one daily round trip along the UPRR rail line (with stations at Chico and Redding), however the southbound Coast Starlight train arrives at Redding at 2:21 am and the northbound train leaves Redding at 3:06 am – providing inconvenient access for travelers from this region. The 2013 State Rail Plan identifies that this corridor was studied in the 1995 "Northern Sacramento Valley Intercity Feasibility Study, Interim Findings Report" but is not included in SACOG's regional transportation plan. Furthermore Caltrans notes that "UPRR—the owner/operator of this rail ROW—declined to consider additional passenger rail operations in this corridor beyond the daily Coast Starlight."

SJJPA proposes to work with the State to develop new ridership and revenue forecasts for a potential extension of the San Joaquins to Redding and to develop preliminary cost estimates. If the findings are encouraging, SJJPA will begin discussions with the local and regional agencies and elected officials within the Redding – Sacramento Corridor as well as their representatives in the State Legislature to determine the level of interest in pursuing the extension of the San Joaquins to Redding.

In addition to the potential extension of the San Joaquins to Redding, SJJPA is investigating continuing the San Joaquins to the existing Oakland Coliseum/BART (Oakland Airport) Station, which is currently served by the Capitol Corridor. Extending the service just 5 more miles to this station would provide another direct link between the San Joaquins and BART, as well as a new connection to the Coliseum complex, and the Oakland Airport via the BART to OAK Automated Guideway Transit service (formerly called the Oakland Airport Connector). SJJPA will work with the State and CCJPA to develop initial cost and ridership projections.

SJJPA also will explore the possibility of having some San Joaquins in the future utilize the Altamont Corridor to bring San Joaquins to additional Bay Area markets.

San Joaquins Thruway Bus Route Pilot Program

Thruway Bus service is a key component of San Joaquins operations, providing important connections to transit systems and tourist destinations, such as Yosemite and San Francisco. Additionally, many routes operate through rural communities, offering corridor-wide connections to San Joaquins trains. However, Thruway service is currently restricted to ticketed Amtrak train passengers which results in underutilization of bus capacity. Opening key segments of Thruway service to non-rail passengers could reduce operating expenses, increase ticket revenue, increase public and

environmental benefits, and complement/augment local and regional bus services.

SJJPA is pursuing a Thruway Bus Pilot Program with at least one of the existing San Joaquins Thruway bus routes currently under contract with Amtrak. SJJPA is exploring the possibility of directly contracting with private bus operators or local/regional agency bus operators to provide service to San Joaquins Thruway passengers as part of their existing (or future) bus services. Alternatively, SJJPA is also considering working through Amtrak to partner with such outside bus operators. Amtrak already has two such contractual arrangements with existing intercity bus providers.[1]

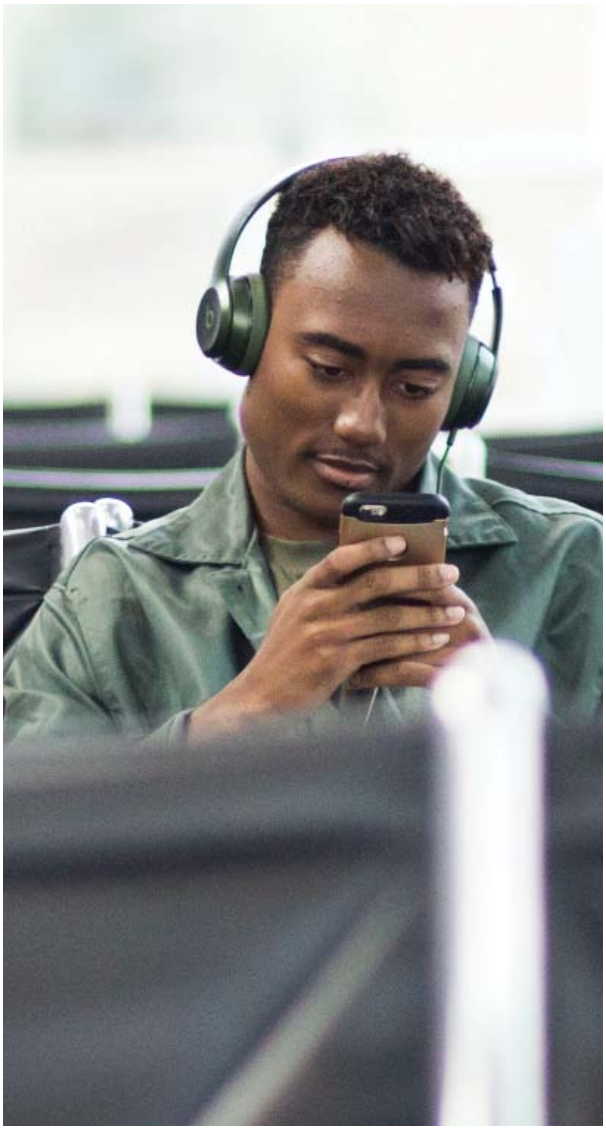
The SJJPA is currently examining locations and routes for implementing the Thruway Bus Pilot Program, in coordination with the State and regional transportation agencies. **Two routes in particular hold promise. SJJPA is working with Shasta Regional Transportation Agency (SRTA) to explore a re-working of bus service between Sacramento and Redding, which could include adjustments and a possible pilot program for Thruway Bus Route 3 (Stockton-Redding). SRTA recently were granted funding for a "North State Express Connnect Business Plan" which will be coordinated with SJJPA. Additionally, SJJPA is in discussions with State Senator McGuire and North Coast transit agencies about creating better bus service, including new connections to the SMART train service. As part of this effort, there is the possibility of implementing adjustments and a pilot program for Thruway Bus Route 7 (North Coast).**

The Thruway Bus Pilot Program would need to retain the same quality service experienced by current San Joaquins Thruway passengers, ensuring passengers are still able to:

- Connect to a San Joaquins Station;
- Seamlessly integrate with San Joaquins train service; and
- Purchase a Thruway ticket via Amtrak's ticketing services.

Potential Expansion of San Joaquins Thruway Bus Service

SJJPA is exploring the possibility of expanding Thruway Bus service to capture additional ridership markets. For example, an additional route is being considered that would serve the travel market between Southern San Joaquin Valley – Silicon Valley. There are many factors that ultimately determine the initiation of new or expanded service, including ridership forecasts and the availability of funding. SJJPA is committed to thoroughly examining the benefits of new Thruway Bus routes before a final determination is made.



1 *Amtrak currently contracts with the public agency bus operator Yosemite Area Regional Transportation System (YARTS) to provide Thruway Bus Service to San Joaquins passengers to destinations throughout the Yosemite area. Amtrak also contracts with the private bus operator Orange Belt Stages to provide Thruway Bus Service from Hanford to Visalia and the Central Coast. In both arrangements, the bus operators are able to pick-up non-Amtrak passengers on the bus lines that also serve as a Thruway Bus Route, allowing for more efficient utilization of bus seating capacity.*

16. ROLES AND RESPONSIBILITIES: CALTRANS AND SJJPA

Under the provisions of AB 1779, the State continues to have prominent and very important roles with the San Joaquins, even with the day-to-day administrative responsibility turned over to SJJPA. The State continues to provide the funding necessary for service operations, administration, and marketing. Furthermore, the State remains responsible for the development of the Statewide Rail Plan; the coordination and integration between the three state-supported intercity passenger rail services; the preparation of grant applications to the federal government; and the development of state budget requests – consistent with their role for the Capitol Corridor under the CCJPA agreement.

The State also remains the owner of the trainsets used for the San Joaquins and Capitol Corridor Service and continues to be responsible for the procurement of new equipment for the state-supported intercity passenger rail services. The ITA describes the terms of use by SJJPA of car and locomotive trainsets and other equipment, as well as property owned by the State that is required for the San Joaquins. The ITA also specifies the number of units to be provided, liability coverage, maintenance and warranty responsibilities, and indemnification issues.

SJJPA worked with CalSTA and Caltrans Division of Rail to reach agreement and fully define the roles and responsibilities of SJJPA and the State towards the operation, maintenance, planning, and improvement of the San Joaquins. The agreed upon roles and responsibilities were included as a key part of the ITA.

17. SAFETY AND SECURITY

Safety and Security Leadership

One of the most important single elements in developing improvement in safety and security for the San Joaquins is effective leadership from the most senior levels of the organization. A strong commitment from the very top is critical to:

- Strengthen the message of the importance of safety and security across all key managers;
- Secure a common understanding of safety and security objectives, targets, and goals of the Service;
- Communicate the safety and security strategies and policies to managers; and
- Share best practices in leadership behavior that creates and sustains a strong safety and security culture.

The focus of SJJPA's Safety and Security Program is to continue a broad-based program to increase the public's awareness of safety and security for passengers using the San Joaquins and to be a "good neighbor" to the communities through which the trains pass through.

All safety and security programs and plans will be conducted in close coordination with Amtrak and will support current joint SJJPA-Amtrak efforts along the San Joaquins Corridor.

SJJPA-Amtrak safety and security programs will focused on areas:

- Inside and around stations;
- Onboard trains;
- Railroad crossings and along the right-of-way, emphasizing rural areas that have private crossings in the San Joaquin Valley;
- Emergency preparedness training and exercises with first responders in coordination with Amtrak, host railroads, state and federal regulatory agencies.

SJJPA Safety and Security activities focus on working with the various stakeholders, including:

- Amtrak;
- The State;
- SJJPA Member Agencies;
- UPRR;
- BNSF;
- California Operation Lifesaver (CAOL);
- Transportation Security Administration (TSA);
- Local law enforcement and first responders along the San Joaquins Corridor;
- Office of Emergency Services (OES).

SJJPA will work with various Amtrak department personnel to develop a baseline of the training completed along the corridor and associated outreach efforts, to focus future programs. SJJPA will work with Amtrak and host railroads to identify safety/security issues and remediation strategies to secure grant funding from both federal and state agencies. This includes working with Amtrak Operations; Emergency Management and Corporate Security; Amtrak Police; Training Department; Mechanical; and Amtrak Station and Facilities Management. This will help guide the ability to leverage new grant funding and resources for updating programs and exercises. All program updates will include incorporating connecting bus routes and other rail services which connect with the San Joaquins.

Safety and Security Program FY 2017/2018 and 2018/2019

The FY 2017/18 and 2018/19 Safety and Security Program will use a network of rail safety education volunteers through California Operation Lifesaver, free DHS security training resources, and safety and security grant programs to coordinate, develop new programs, and build upon and enhance programs currently undertaken by Amtrak. The local outreach representatives will help coordinate these activities. The primary objective is to increase rail safety and security awareness by targeting the existing base of employees, service corridor stakeholders, and others, including non-English speaking populations, agriculture and seasonal employees, school groups, driver education classes, community audiences, professional drivers, law enforcement officers, and emergency responders.

Components of the Program include but are not limited to:

1. Rail safety outreach to specific communities/ populations based on safety data;
2. Emergency Preparedness Training for corridor first responders;
3. Rail security awareness training for train crews, maintenance staff, bus operators, and station agents;
4. Disaster simulations to ensure state and federal requirements are met;
5. Coordination of Emergency Preparedness Training for passenger operations that connect to the San Joaquins.

SJJPA has begun a systematic evaluation of current safety and security practices in and around San Joaquins stations (including parking lots), as well as onboard trains. This process began with research on the safety record of all San Joaquins stations and train operations. SJJPA will also be identifying the parties responsible for security at each station.

Elements for improving safety and security are to:

- Assess current rail safety and security efforts;
- Develop strategies for increasing safety and security;
- Identify "hot spots" along the Corridor, including in stations, at areas around stations, and onboard trains;
- Develop a targeted approach to rail safety and security training;
- Develop outreach programs that meet the needs of the public, as well as stakeholders; and
- Develop a detailed expenditure program for Cal OES grant funds available to SJJPA.

Safety and Security Programs are ever evolving. As conditions change, so must the programs. The objective of SJJPA's Safety and Security Program is to instill a comprehensive safety culture that will govern all of the activities associated with the operations and maintenance of the service. This can be achieved through the implementation of a systematic safety and security program that plays a key role in the overall effort to ensure maximum safety and security for passengers, employees, and the communities served.

Implementation of Positive Train Control

Positive Train Control (PTC) is an advanced railroad communication systems, consisting of signaling and other equipment along tracks as well as on-board trains. PTC increases the operational safety of passenger trains (and freight trains) by preventing the following:

- Train-to-train collisions;
- Over-speed derailments;
- Incursions into established work zone limits; and
- Movement of a train through a main line switch in the improper position.

SJJPA is cooperating with Amtrak, UPRR, and BNSF to implement PTC along the entire San Joaquins Corridor and on-board all San Joaquins trains. Amtrak has completed the installation of on-board PTC equipment. BNSF and UPRR are continuing work on the track portion of PTC. Commencement of the full PTC system is scheduled for 2018 to meet the Federally-mandated deadline.

18. STATION AREA DEVELOPMENT

There are great benefits to enhancing development patterns and increasing development densities near San Joaquins stations. In addition to potential benefits from minimizing land consumption needs for new growth, increased dense development near San Joaquins stations concentrates activity conveniently located to these stations. This promotes increased use of the San Joaquins, generating additional ridership and revenue to benefit the State. It also accommodates new growth on a smaller footprint. Reducing the land needed for new growth should reduce pressure for new development on nearby habitat areas, in environmentally fragile or hazardous areas, and on agricultural lands. A dense development pattern can better support a comprehensive and extensive local transit and shuttle system, bicycle and pedestrian paths, and related amenities that can serve the local communities as well as provide access to and egress from San Joaquins stations. Benefits could also include relief from traffic congestion, improved air quality, more affordable housing, promotion of job opportunities, reduction in energy consumption, and better use of public infrastructure. Local governments will determine which mechanisms best suit each community and could be implemented to enhance the benefits possible from potential San Joaquins station area development.

Significant growth is expected in large areas of California. Increased development around San Joaquins stations, however, is consistent with and promotes the State's adopted smart growth principles and could be a catalyst for wider adoption of smart growth principles in communities near San Joaquins stations. San Joaquins stations are integrated into their communities and connected by local and regional transit, which can help the State realize some of the principles of AB 32 and SB 375. With strong companion policies and good planning, San Joaquins stations should encourage infill development, help protect environmental and agricultural resources by encouraging more efficient land use, and minimize ongoing cost to taxpayers by making better use of existing infrastructure. SJJPA is committed to cooperating with local communities to encourage development around San Joaquins stations appropriate to the scale and needs of each community directly served by the San Joaquins. Efforts to promote station area development will be considerate of the existing communities surrounding the stations.

General Principles for Station Area Development

Applying transit-oriented development (TOD) measures around rail stations is a strategy that works for large, dense urban areas, as well as smaller central

cities and suburban areas. TOD can produce a variety of other local and regional benefits by encouraging walkable, bikable, compact, and infill development. Local governments play a significant role in implementing station area development by adopting plans, policies, zoning provisions, and incentives for higher densities, and by approving a mix of urban land uses. TOD measures for major facilities are generally applied to areas within about one-half mile of stations.

Station area development principles include the following features:

- Higher density development in relation to the existing pattern of development in the surrounding area, along with minimum requirements for density.
- A mix of land uses (e.g., retail, office, hotels, entertainment, residential) and a mix of housing types to meet the needs of the local community. Different styles of TOD will be appropriate for different station areas.
- A grid street pattern and compact pedestrian-oriented design that promotes walking, bicycle, and transit access with streetscapes that include landscaping, small parks, pedestrian spaces, bus shelters, lighting, wayfinding signs, bike lanes, and bike racks.
- Building design that considers the continuity of the building sizes and that coordinates the street-level and upper-level architecture.
- TOD areas typically have reduced parking requirements for retail, office, and residential uses due to their transit access and walkability. Sufficient train passenger parking is essential to the system viability, but the use of access by transit and other modes is encouraged.

Implementation of TOD at San Joaquins Stations

The responsibility and powers needed to focus growth and station area development guidelines in the areas around San Joaquins stations reside primarily with local government. Key ways in which SJJPA can help ensure that the San Joaquins become an instrument for encouraging maximizing implementation of station area development principles include:

1. Encourage local governments to prepare/update and adopt station area plans, amend city and county general plans, and promote TOD in the vicinity of San Joaquins stations.

Local governments can use a number of mechanisms to encourage higher density TOD in and around San Joaquins stations and to minimize undesirable growth effects. These include developing plans (such as specific plans, transit village plans, regional plans, and greenbelts), development agreements, zoning overlays, and in some cases, use of redevelopment authority. Most successful contemporary examples of urban development are the product of long-term strategic planning. Local governments typically

prepare long-term plans that focus growth at station areas. Regional plans are also typically used to coordinate station area development with existing urban areas and reserves for parks, agriculture, and natural habitat.

2. Assist local governments in securing grants/ funding for planning and implementing TOD around San Joaquins stations.

SJJPA will use its influence to help local and regional governments in securing grants/funding for planning and implementing TOD around San Joaquins stations. SJJPA will lobby the State and federal government to create and maintain grant programs to provide financial assistance to cities and regions for TOD planning and implementation. SJJPA will also support grant applications for TOD planning and implementation for San Joaquins stations. SJJPA will provide assistance to cities and regional governments to increase awareness of existing and potential grant programs. SJJPA is committed to working with host cities and other local agencies, in a cooperative manner, including sharing data and information to enable each station area to benefit from the efforts and successes at other stations.

3. Require any new San Joaquins station location to be a multi-modal transportation hub with a preference for traditional city centers and will have TOD in the station area.

With the ITA in place, SJJPA determines where any new San Joaquins stations are to be located. To be considered for a station, the proposed site must have the potential to promote higher density, mixed-use, pedestrian accessible development around the station or be within an existing traditional city center or TOD area. Local governments are expected to promote TOD and to help finance and maintain station amenities and the public spaces needed to create an attractive pedestrian/bicycle environment.

4. Work with communities and organizations to support TOD and with developers to implement TOD.

SJJPA will help educate communities throughout the San Joaquins Corridor about the benefits of TOD and improved San Joaquins for helping to meet regional and statewide sustainability goals. SJJPA will partner with organizations and local and regional agencies to encourage developers to implement TOD throughout the San Joaquins Corridor.

San Joaquins Stations

The San Joaquins has 18 rail stations. Most of the San Joaquins stations are multi-modal transportation hubs and most of the stations are located in traditional city centers. Table 18.1 presents the existing amenities and services at San Joaquins stations, as well as a preliminary assessment of their potential for new TOD. TOD opportunities are considered low at San Joaquins stations that are located in outlying areas away from the city centers/downtowns. The highest potential for new TOD at San Joaquins stations is likely to be in the major cities.

Table 18.1: San Joaquins Stations and TOD Potential

Station	Existing Amenities/Transit Connectivity	Within City Center	New TOD Potential
Sacramento	Enclosed waiting room, ticket office, ticket machine, restrooms, phone, ATM, 165 overnight parking spaces, Amtrak Thruway Bus, Local/ Regional Bus Services and Light Rail	Yes	High
Lodi	Enclosed waiting room, ticket machine, phone, 380 parking spaces, Amtrak Thruway Bus, Local/Regional Bus Services	Yes	Medium
Stockton–ACE	Enclosed waiting room, ticket machine, phone, 143 parking spaces, Amtrak Thruway Bus, ACE Commuter Rail & Local/Regional Bus Service	Yes	Medium
Oakland–Jack London Square	Enclosed waiting room, ticket office, ticket machine, restrooms, phone, ATM, 500 short-term and 500 long-term parking spaces, Amtrak Amtrak Thruway Bus, Local/Regional Bus Services, Ferry	Yes	High
Emeryville	Enclosed waiting room, ticket office, ticket machine, restrooms, phone, ATM, Shared Parking w/ Apartment, Amtrak Thruway Bus, Bus Service	Yes	High
Richmond	Platform with shelter, ticket machine, phone, 400 parking spaces, Local/Regional Bus Services, BART	Yes	Medium
Martinez	Enclosed waiting room, ticket office, ticket machine, restrooms, phone, 370 parking spaces, Amtrak Thruway Bus, Local/Regional Bus Services	Yes	Medium
Antioch	Platform with shelter, ticket machine; City parking avail., Bus Service	Yes	Medium
Stockton–Amtrak	Enclosed waiting room, ticket office, ticket machine, restrooms, phone, 24 parking spaces	No	Low
Modesto	Enclosed waiting room, ticket office, ticket machine, restrooms, phone, 122 parking spaces, Local/Regional Bus Service	No	Low
Denair/Turlock	Platform with shelter, ticket machine, 8 parking spaces, Dial-a-Ride	No	Low
Merced	Enclosed waiting room, ticket office, ticket machine, restrooms, phone, 46 parking spaces, Amtrak Thruway Bus, Local/Regional Bus Service	Yes	Medium
Madera	Platform only, ticket machine, restrooms,19 parking spaces, Dial-a-Ride	No	Low
Fresno	Enclosed waiting room, ticket office, ticket machine, restrooms, phone, 109 parking spaces, Bus Service	Yes	High
Hanford	Enclosed waiting room, ticket office, ticket machine, restrooms, phone, 47 parking spaces, Amtrak Thruway Bus, Local/Regional Bus Service	Yes	Medium
Corcoran	Enclosed waiting room, ticket machine, restrooms, phone, 90 parking spaces, Local/Regional Bus Services	Yes	Medium
Wasco	Platform with shelter, ticket machine, 35 parking spaces, Bus Services	Yes	Medium
Bakersfield	Enclosed waiting room, ticket office, ticket machine, restrooms, phone, ATM, 206 parking spaces, Amtrak Thruway Bus Services, Bus Services	Yes	High

SJJPA is working to improve the usability of stations and Thruway Bus stops. Comprehensive assessments have begun with the objective of updating and improving signage at and near stations and stops to enhance the experience of riders.

Transit Oriented Development Around San Joaquins Stations

Currently, there are several large TODs that have been developed or are being developed in the vicinity of San Joaquins stations. There are also opportunities to encourage TOD a several other stations. In addition to encouraging TOD, SJJPA is working with local and regional governments to improve transit connectivity at the stations described below, along with other stations.

Sacramento TOD

A 244-area mixed-use TOD called The Railyards is currently being developed on land immediately north of the Sacramento Valley Station (the station which the San Joaquins shares with Capitol Corridor trains). Plans call a mix of housing types, a large retail component of over one million square feet, a significant level of office space at 2.3 million square feet, along with other uses such as a hotel, recreational, and cultural land uses. SJJPA supports the Railyards development as a way to activate the environment surrounding the station, and believe it will engender additional rail ridership.

Stockton TOD

A master plan was recently approved by the City of Stockton for a TOD called the Open Window Project, which is being developed by a local development company named Ten Space, Inc. The plan calls for over 1,000 housing units and 400,000 square feet of commercial space within a 15-block area immediately west of the Robert J. Cabral Station, which serves as the Downtown Stockton Station for the San Joaquins. This station serves all San Joaquins trains to/from Sacramento. Ten Space has expressed interest in highlighting the rail connections available at the station in their marketing efforts. SJJPA is very supportive of this development as it will not only improve connectivity and walkability to the station, but will greatly improve the surrounding neighborhood, which will likely lead to ridership increases on the San Joaquins.

Richmond TOD

The Richmond Station is located in between a previously developed TOD that includes several hundred units of housing, along with a few shops that greet people entering/exiting the BART/Amtrak Station complex. There is also another TOD under construction at the other entrance/exit to station. Additionally, there is a large bus depot at the station, providing excellent connectivity. Richmond TOD is good case study in TOD for the San Joaquins as it is one of the most developed in the system.

Antioch TOD

The Antioch Station is located in Antioch's tradition downtown right at the waterfront. SJJPA sees great potential for a re-designed station that enhances its waterfront location by opening up views of the Bay, while also integrating with other planned downtown improvements. SJJPA is currently working with Amtrak and the City of Antioch to plan for improvements at the station that would seamlessly blend with city plans for a public plaza and other enhancements along the waterfront in the downtown district. SJJPA is also supporting private TOD projects being planned in the vicinity that would enable more people to live downtown and utilize the San Joaquins by walking to the station.

Madera TOD

In the CHSRA 2016 Business Plan, Madera was added as HSR station. The main impetus for this was to provide an efficient connection to the San Joaquins. Given this opportunity to build a new station, SJJPA is currently working with CHSRA, City and County of Madera, Madera CTC, and the CHSRA to relocate the Madera Station to location with more potential for TOD.

Fresno TOD

While most TOD planning is focused on the immediate vicinity of the future HSR station in Fresno, which lies about 1 mile to the west of the Amtrak Station, SJJPA sees a great opportunity to encourage further development of the downtown in between the two stations.

San Joaquin
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