



SAN JOAQUIN JOINT POWERS AUTHORITY

PUBLIC REVIEW DRAFT 2024 BUSINESS PLAN UPDATE

PREPARED FOR CALIFORNIA STATE TRANSPORTATION AGENCY
UPDATED FOR FY 2024/2025 & FY 2025/2026

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EXECUTIVE SUMMARY

The purpose of this 2024 San Joaquin Joint Powers Authority (SJJPA) Business Plan Update (“Business Plan”) is to identify SJJPA’s intentions for State Fiscal Year (FY) 2024/25 and FY 2025/26 in its management of the San Joaquins Intercity Passenger Rail Service (San Joaquins) and to request the annual funds required by SJJPA to operate, administer, and market the San Joaquins. This Business Plan also describes planned service and capital improvements to ensure the continued success and future growth of the San Joaquins. This Business Plan was submitted to the Secretary of the California State Transportation Agency (CalSTA) in draft form before April 1st, 2024 and will be submitted in final form by June 30th, 2024.

Administrative Role

The primary role of the SJJPA is the day-day management of the San Joaquins. In 2019, SJJPA selected the San Joaquin Regional Rail Commission (SJRRRC) as its Managing Agency for an additional five-year term (September 27, 2019 – September 27, 2024) after an initial two 3-year terms. SJRRRC’s consolidated agency approach results in the most efficient and cost-efficient management of the San Joaquin Valley’s two passenger rail services and streamlines planning and programming efforts to deliver the “Vally Rail” expansion program. 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, which may be used by SJJPA for service improvements in the San Joaquins corridor.

Operating Plan, COVID-19 Impacts, 8th and 9th Daily Round-Trips, and Short-Term Service Improvements

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 and reduced trip lengths, reduced travel times, improved train monitoring, train and connecting bus schedule adjustments, and improved service coordination. SJJPA is also in the process of pursuing a significant expansion of service for the San Joaquins, including implementation of the 8th and 9th Daily Round-Trips. Planned expansion of the San Joaquins Service is fully coordinated and consistent with the 2018 California State Rail Plan and the CHSRA’s Draft 2024 Business Plan. Safety continues to be a focus and SJJPA is engaging in partnerships with Amtrak and the host railroads to reduce incidents along the corridor.

COVID-19's Impact on the San Joaquins: On March 4, 2020, Governor Gavin Newsom declared a state of emergency in response to the COVID-19 outbreak. On March 19, 2020, the Governor issued a statewide mandatory stay-at-home order to reduce the spread of the outbreak in California. On March 26, 2020, SJJPA staff directed Amtrak to reduce San Joaquins service from 7 daily round-trips to 4 daily round-trips, reduce Thruway Bus service, and to institute other various health and safety measures to ensure the safety of San Joaquins passengers and operational staff onboard trains that remained in service. Café Car Service was suspended to reduce risks from food handling and unnecessary onboard passenger movement, with emergency snack packs and water being distributed to passengers free of charge. With anticipation of long-term suspension of food service on certain daily trains due to removal of Horizon Diners from the equipment pool and lack of food service cars for the initial operations of the Siemens Venture Cars, SJJPA launched a more substantial, locally sourced Snack Box on July 14, 2021. Several stations were temporarily closed, and the thruway bus network was reduced in both corridors served and frequencies in response to the severe ridership reductions the San Joaquins experienced during the pandemic.

As with passenger rail and transit services across the country, the San Joaquins have experienced a sharp, sustained decline in ridership and revenue during the COVID-19 pandemic. Though the San Joaquins has sustained a significant decline, it has consistently performed at the top of the Amtrak National Network due to its core ridership depending on it for essential transportation needs. The San Joaquins reached its low in ridership in the third week of April 2020 at –90% compared to the previous year. In FY20/21 and FY21/22, the San Joaquins slowly recovered ridership with a few setbacks during periods of increased COVID-19 cases and subsequent health orders restricting travel. The San Joaquins reached a peak in ridership recovery in October 2022 by recovering 86% of ridership when compared to October 2019. The San Joaquins continues to progress in ridership return month-over-month with forecasted numbers to reach 84% recovery for FY23. The San Joaquins ridership performance is particularly positive considering it is operating with one less round-trip and a reduced thruway bus network.

In State Fiscal Year 2021/2022, SJJPA staff, in coordination with Caltrans, CalSTA and the other JPAs, created a service restoration plan to return San Joaquins service back to pre-pandemic levels from the 4 daily round-trips and the reduced thruway bus network. The effort resulted in the 5th round-trip between Bakersfield and Oakland returning to service on June 22, 2021, and the restoration of direct train service to Sacramento with the 6th round-trip on October 18, 2021. The 7th pre-pandemic round-trip is planned to be restored in the fall of 2024. The reintroduction of the 7th round-trip is a restoration of pre-pandemic service levels and not considered start of new/expanded service. In addition to the restoration of train service, SJJPA oversaw the reintroduction of suspended Thruway Bus service to complement the restored round-trips and respond to increases in demand in select corridors. On September 24th, 2021, SJJPA approved changes to the Thruway Bus network to maintain the viability of the overall Thruway Bus Network by reducing operational costs on underperforming routes while maintaining services in strong ridership corridors and markets.

Strategic Goals and Objectives for the San Joaquins: The San Joaquins provides essential transportation services through intercity rail and thruway bus connections throughout the State of California. To deliver quality service to passengers, SJJPA continually monitors performance of each train, ridership across the service network, coordinates with local stakeholders in the rail and bus corridors, and planning efforts for continued service improvements, expansions, and station area planning. These efforts combined help deliver an alternative for travel across California and will bring even more possibilities when further service and connectivity is provided to High-Speed Rail (HSR).

As SJJPA drives the strategic goals and objectives forward, its vision is focused on the passenger and delivering trusted, reliable, and essential services, giving people the freedom to connect to just about every corner of California at a price they can afford. This vision is encapsulated in the San Joaquins service pillars:

Affordability - Always optimizing for the consumer, shown with promotions and most recently with the Revenue Management adjustment to prices.

Connections - Always aiming to expand routes and get you where you need to go and working with partners to create a seamless travel experience.

Service (About the People) - Embracing non-conventional solutions to address new challenges to ensure passengers can experience a better, more comfortable ride.

Fun - Onboard amenities with snacks and entertainment show intent for passengers to enjoy their ride.

SJJPA is committed to building upon a legacy of reliable transportation connections within the Central Valley and to much of California, and future expansion of service will only enhance this record and continue to be a vital link for Californians across the state.

8th and 9th Daily Round-Trips: A significant increase in ridership is anticipated if the frequency of service to Sacramento can be increased and offered at the right times of the day. SJJPA is currently working to implement the improvements needed to enable the 8th and 9th Daily Round-Trips, which will allow a doubling of trains serving Sacramento from two to four. As part of this effort, SJJPA explored using the Sacramento Subdivision between Sacramento and Stockton for expanded passenger rail service in coordination with CalSTA, CHSRA, Caltrans, Central Valley Rail Working Group, and Sacramento Regional Rail Working Group. This resulted in SJJPA's Board formally adopting the Sacramento Subdivision as the preferred corridor for future passenger rail expansion in 2017. To implement the 8th and 9th Daily Round-Trips and necessary improvements along the Sacramento Subdivision, SJJPA submitted a Transit and Intercity Rail Capital Program (TIRCP) grant application in January 2018. On April 26, 2018, CalSTA awarded \$500.5 million to SJJPA/SJRRC for the "Valley Rail" project which is funding these improvements. Since this initial award, additional Federal and State grants have been obtained to increase the total funding of the Valley Rail Program to over \$1.6 billion. SJJPA and SJRRC will continue to apply for more funding to fully fund all projects in the Valley Rail program. The schedule to be developed for 8th and 9th Daily Round-Trips is based on a pulsed-service approach, which provides more efficient operations, better use of infrastructure, and improved on-time performance.

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

Thruway Bus Partnerships: SJJPA is exploring ways to maximize the utilization of the San Joaquins' Thruway Bus network and other connecting bus services. SJJPA successfully worked with Senator Allen, RailPAC, Central Valley Rail Working Group, and San Joaquin Valley Regional Planning Agencies' Directors' Committee on getting legislation (SB 742) passed and signed by the Governor that enables bus-only tickets to be sold on state-supported Thruway Bus services. After the impacts of COVID-19 were reduced, SJJPA began coordinating with private intercity bus providers and public local and regional bus providers to resume the implementation of the provisions of SB 742. Through coordination with the State and regional transportation agencies, SJJPA is currently pursuing partnerships with several regions to optimize bus connections for San Joaquins passengers that would allow non-train passengers to utilize excess seating capacity in key corridors or utilize the services of an existing outside bus provider. SJJPA, in coordination with the Redding Area Bus Authority (RABA) and the Shasta Regional Transportation Agency (SRTA), are in the process of creating a partnership that would allow SJJPA to shorten Thruway Bus Route 3 by terminating in Chico rather than in Redding, while San Joaquins passengers traveling to Red Bluff or Redding would be able to take SRTA's new North State Express Bus service. SJJPA would support the operations of the new service with cost savings realized from the reduction in the length of Thruway Bus Route 3. SJJPA will continue to focus on opening all Route 3 bus stop pairs to be opened for bus-only ticketing. While the COVID-19 pandemic had delayed progress on these efforts, recent efforts and coordination to move these service adjustments forward has been realized, with initial changes anticipated in 2024. Additional work on Route 6 service changes are also proposed for this fiscal year.

Renewable Diesel Implementation: SJJPA is committed to help 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. Starting in 2022, all new RFPs have required renewable diesel for contracted services for all thruway buses. All locomotives on the San Joaquins have been utilizing renewable diesel since May 2023. SJJPA is also requiring the use of renewable diesel for all future Thruway Bus contracts to further reduce the San Joaquins system's carbon footprint.

Madera High-Speed Rail (HSR) Station Project: SJJPA is working with Madera County, Madera County Transportation Commission, and CalSTA to relocate the Madera Amtrak Station to a more accessible location along Avenue 12 as Phase 1 of the Madera HSR Station Project. SJJPA is responsible for securing the necessary funding and implementing the Madera HSR Station. The relocated San Joaquins station will be substantially further improved to become the Madera HSR Station for the HSR Early Operating Segment (EOS) by 2030 – 2033 (Phase 2). SJJPA approved the Madera HSR Station environment review document at the January 22, 2021, Board Meeting for Phases 1 and 2, and final design is nearly completed for Phase 1. Recent funding awards will allow the relocated station to open in 2025, with substantial additional funding for the improvements needed for the Phase 2 HSR EOS Station anticipated to be secured in 2024. SJJPA also initiated the CEQA process for the full-build HSR Madera Station (Phase 3) in late 2023. SJJPA received funding in FY 2022/23 to advance this required additional environmental work.

Merced to San Jose Thruway Bus Route Pilot Program: SJJPA is requesting funding from the state for a pilot program to operate a new Thruway bus service between Merced and San Jose (with stops at Los Banos and Gilroy). The Merced to San Jose Thruway Bus Pilot Program will begin service in conjunction with the reintroduction of the 7th daily round-trip anticipated in fall 2024. The service will start initially with two daily round-trips.

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 California High-Speed Rail Authority (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. SJJPA coordinated and partnered with CHSRA on the development of their Draft 2024 Business Plan which proposes Merced-Bakersfield HSR EOS in advance of completing their Valley –Valley Operating Segment between San Francisco and Bakersfield.

Integration with the San Joaquins rail and Thruway Bus services maximizes the ridership and benefits of the Merced-Bakersfield HSR EOS. SJJPA's plan is to connect to the HSR EOS at a multi-modal station at downtown Merced (R Street). Once the HSR EOS is operating, the San Joaquins rail service would terminate at Merced and would provide rail connectivity for the HSR interim operating segment to Sacramento and the Bay Area until HSR is extended. Future San Joaquins service improvements would focus on increasing service from Merced to the North. Ongoing coordination with CHSRA and CalSTA for SJJPA to become the operating agency for the Merced-Bakersfield HSR EOS will continue in alignment with timing and agreement schedules. SJJPA is requesting additional planning funding in FY 2024/25 to continue to develop detailed agreements with CHSRA and CalSTA and to advance interim station and operations planning for interim HSR service.

Merced Intermodal Track Connector (MITC) Project: SJJPA received funding in FY 2022/23 and in FY 2023/24 for the detailed design and environmental clearance of the MITC Project. The MITC project will enable the San Joaquins to connect with interim HSR operations at Merced by creating a direct link between the BNSF alignment and the Merced HSR Station. This project is critical for integrating the San Joaquins with the Merced-Bakersfield HSR Early Operating Segment (EOS) and includes a platform-to-platform transfer for passengers between the two systems. The CEQA process for the MITC Project began on January 5, 2023 and the draft environmental impact report (EIR) is expected to be released in mid-2024.

Stockton Diamond Grade Separation Project: This project is the grade separation of the intersection of the BNSF Stockton Subdivision and the Union Pacific (UP) Fresno Subdivision in south Stockton. This junction is the most heavily congested freight bottleneck in California. In addition to substantial freight and environmental benefits, this project will enable future expansion of ACE and San Joaquins services without the impediment of the busy at-grade intersection. In partnership with the SJJPA, SJRRC and Caltrans pursued and received \$120 million in state and federal funding in 2020 to implement this critical project. Valley Rail funding will be used as match funding. The environmental and detailed design are being funded through ITIP funds appropriated in 2020. The environmental impact report (EIR) was certified by SJRRC on June 4, 2021. The environmental assessment (EA) for NEPA Clearance was completed in August 2022. The project is substantially funded and construction is targeted to begin in 2024, pending approval from all funding partners.

Cross-Valley Corridor: As a result of the "South of Merced Integration Study" effort, SJJPA has entered into a Memorandum of Understanding (MOU) with Kings CAG, Kings County Area Public Transit Agency (KCAPTA), Tulare CAG, Tulare County Region Transit Agency, and Visalia Transit to partner in the development of the Cross-Valley Corridor Phase 1 Bus Service and the planning and implementation of the Cross-Valley Rail Project. The Phase 1 Service planning is near completion and funding will be sought to implement the service. SJJPA also committed to working with KCAPTA and Visalia Transit and has received state funds to provide increased local/regional transit connectivity for the San Joaquins between Hanford and Visalia. In 2023, SJJPA partnered with the City of Hanford, King-Tulare MOU partner agencies, and CHSRA on a successful Caltrans Sustainable Communities Planning grant for Kings-Tulare HSR station area and Cross Valley Rail (Porterville – Huron) planning. The City of Hanford will be the lead agency for this study effort and SJJPA will take a leadership role in the Cross Valley Rail planning portion of the study.

Venture Railcars: The State is in the process of accepting 49 Siemens Venture Cars as part of a grant provided by the Federal Railroad Administration (FRA) to be deployed exclusively on the San Joaquins corridor. The first Venture Car trainset went into revenue service on the San Joaquins corridor on December 20th, 2023, with trainset two (2) entering service on February 16th, 2024. As the remaining trainsets are accepted, they will enter revenue service, with all trainsets anticipated to be in revenue service by the end of 2025. Additionally, Caltrans entered into an agreement with the SJJPA to perform Venture Railcar Maintenance for all Venture Cars that are deployed exclusively on the San Joaquins corridor.

Northern California Passenger Rail Fleet Maintenance: SJJPA serves to ensure that the State's Northern California fleet is operated and maintained to high standards of reliability, cleanliness, and safety. Additionally, Caltrans has requested SJJPA assume maintenance responsibilities including heavy maintenance activities of the State-Owned Northern California fleet of 88 passenger rail cars and 24 locomotives. As a result of this request, Caltrans, CCJPA and Amtrak have been and are working on transitioning maintenance responsibilities of the Northern California State-Owned Passenger Rail fleet to SJJPA. This transition will allow Amtrak to begin overhaul work in California on passenger cars and locomotives on the West Coast.

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 is also focused on the environmental benefit of the San Joaquins and its role in helping to create a more sustainable California by working to reducing air pollution and greenhouse gas emissions and help to encourage sustainable, transit-oriented development.

SJJPA's FY 2024/25 and FY 2025/26 "Action Plan" includes:

- Negotiate additional revisions to the Amtrak operating agreement to improve performance reporting and decrease operating costs, while also planning to reinvest these savings to improve service.
- Work with CalSTA, Caltrans, Amtrak, BNSF and UPRR to restore San Joaquins service to pre-COVID-19 levels.
- Continue to work jointly with the CHSRA, Caltrans, and CalSTA 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. This includes continuing Network Integration planning, EOS operations planning and detailed agreements, and coordination to support the success of the Merced-Bakersfield HSR EOS.
- Lead the environmental and detailed design work for the MITC Project.
- Coordination with Caltrans as an essential stakeholder in the Federal Railroad Administration's (FRA) Corridor ID Program for the intercity service envisioned in the SJJPA's 10-year capital improvement program, Valley Rail, and North Valley Rail.
- Implement Valley Rail improvements needed for the planned 8th and 9th Daily Round-Trips in conjunction with UPRR, BNSF, Amtrak, and the State, and seek funding for improvements to enable further expansion of the San Joaquins between Merced and Sacramento to increase connectivity to HSR EOS.
- Support state efforts to transition to a zero-emission fleet for rail services as the first corridor to run hydrogen-powered trains for intercity passenger rail service in the United States.
- Work with Caltrans and CCJPA to develop a funding plan and timeline for implementation for enabling trains to be turned in Martinez, California. Continue to coordinate with UPRR, BNSF, and Amtrak on schedule and train performance.
- Partner with the Redding Area Bus Authority (RABA) for a phased implementation of the "Salmon Runner" express bus service between Redding and Sacramento, with a first step of RABA operating the northern-most segment of Route 3 service.
- Implement a pilot program for an additional Thruway Bus route to serve passengers from Southern San Joaquin Valley and Southern California via Merced to Silicon Valley terminating in San Jose with stops at Los Banos and Gilroy.
- Continue to explore new partnerships with public or private bus operators and implement the provisions of SB 742 with the goal of allowing non-Amtrak passengers to utilize excess seating capacity on buses that connect with San Joaquins trains to save on operations costs.
- Monitor and expand the programs with transit agencies to improve and promote connectivity between the trains and local transit services and pursue additional Caltrans Sustainable Planning grant(s) to study increased connectivity at San Joaquins stations focusing on improving service to underserved disadvantaged/priority populations.

- Partner with SJRRC, SACOG, Sacramento Regional Transit (Sac RT) and the City of Sacramento on a grant-funded planning effort near the planned Old North Sacramento station of the Valley Rail Program to enhance connectivity and land use compatibility around this critical station area.
- Work with UPRR, BNSF, Amtrak, and State to grow ridership and revenue by improving reliability, adjusting the service plan, and/or implementing projects that add capacity and reduce travel times.
- Continue the deployment and marketing of new Venture Car trainsets.
- Continue to work with CHSRA, Amtrak, the City and County of Madera, and CalSTA to relocate the Amtrak Madera station at Avenue 12 (Madera HSR Station Phase 1) that would provide a seamless connection between the San Joaquins and future high-speed rail service, as well as improved access over the existing Madera Amtrak Station.
- Continue to explore applying for and utilizing Strategic Growth Council (SGC) grants to improve San Joaquins station areas located in disadvantaged communities and continue to partner with developers on SGC Affordable Housing and Sustainable Communities (ASHC) grant opportunities for affordable housing projects in the vicinity of San Joaquins stations.

Capital Improvement Programs

Based upon the planned service expansions and enhancements, SJJPA has developed a “10-Year Capital Improvement Program” as part of the overall Valley Program. The program includes SJJPA’s overall Valley Rail vision for the implementation of the 8th and 9th Daily Round-Trips, and running seven round-trips between Sacramento and Merced within the next 10 years, while also increasing service to the Bay Area and providing critical connectivity to the HSR EOS. The details of the Valley Rail program is included in Chapter 5.

SJJPA is currently implementing its Short-Term Capital Improvement Program (0-5 years), which has a five-year horizon. This program focuses on the improvements needed for the 8th and 9th Daily Round-Trips, several other station projects, and corridor and other projects to improve the San Joaquins Service. In January 2018, SJJPA submitted a Transit and Intercity Capital Program (TIRCP) Valley Rail grant application (jointly with the SJRRC) to fund a program of capital improvements associated with the implementation of the 8th and 9th Daily Round-Trips. On April 26, 2018, CalSTA announced that the SJJPA/SJRRC Valley Rail Application was awarded \$500.5 million to expand San Joaquins and ACE services. As part of this service, the Sacramento Subdivision will be upgraded between Sacramento and Stockton to allow for passenger rail service with up to six new stations along the corridor. Additionally, a new layover facility will be constructed in Natomas (in Sacramento) and the Stockton Regional Maintenance Facility will be expanded to accommodate San Joaquins trainsets. Two additional trainsets are expected to be procured by the state for the expanded service. Other projects include additional parking, a new station in Oakley, and a relocated Madera Station. In 2020, in partnership with SJJPA, SJRRC and Caltrans pursued and secured \$120 million in additional state and federal funding to complete the Stockton Diamond Grade Separation Project. On January 31, 2023, CalSTA announced that the Valley Rail Program had been awarded an additional \$142 million to fill funding gaps created by supply chain and inflationary pressures to complete construction while protecting and leveraging significant federal and local investments. Many projects within the Valley Rail Program are facing schedule delays and funding shortfalls. SJJPA is implementing various mitigation measures and strategies to minimize the delays and pursue additional funding to fully deliver the Valley Rail Program.

SJJPA also has a Longer-Term Capital Improvement Program (5-10 years), which envisions improvements to achieve seven round-trips between Sacramento and Merced, the Merced Intermodal Track Connector (MITC) Project, as well as to the extension of service north of Sacramento to Butte County (Chico), and additional intercity service to the Bay Area. Expanded service will require additional capacity enhancement projects such as double-tracking, improvements at the Robert J. Cabral Station in downtown Stockton, the grade separation of the Stockton Diamond, a new maintenance facility, additional track work and/or capital access fees, and additional rolling stock. Extensions of the San Joaquins being planned include, rail service north of Sacramento along the UPRR rail line from Sacramento to Chico with stations at Plumas Lake, Marysville/Yuba City, Gridley (with a thruway connection to Oroville) and Chico in the mid-term horizon, and utilization of the Altamont Corridor to bring intercity service to additional Bay Area markets is also being planned

that would terminate at a new Union City/BART station. Beyond the ten-year horizon, SJJPA is considering the extension of service past the Amtrak Oakland Station to serve the Amtrak Coliseum/Airport Station, and working with Caltrans, CCJPA and the City of Sacramento to study a direct connection for Valley Rail service to Sacramento Valley Station (SVS).

Fare Policy

SJJPA will work to develop fares that ensure the service is attractive and competitive with other modes of transportation along the corridor. The San Joaquins have a single, “one-bucket” fare grid with a peak fare plan for high traffic periods. The fare grid utilizes a distance-based methodology with a descending per mile rate as the length of the trip increases. Due to reduced available seating capacity from multiple equipment overhaul and retrofit programs, SJJPA has reinstated reserved ticketing to reduce the likelihood of standees onboard the trains and Thruway Buses. Reinstating reserved ticketing alerts ticket purchasers of “at-capacity” trains and Thruway Buses encouraging passengers to purchase tickets for a less impacted train or another date.

SJJPA approved a Revenue Management Pilot (November 2023 – June 2024) to test a 15-bucket dynamic pricing model. Amtrak has shown favorable results on other corridors with data that would suggest that the pilot will lead to positive ridership and revenue performance. SJJPA will need to evaluate the results of the pilot before it will be adopted as the standard fare policy for the San Joaquins.

Service Amenities and Food Service

SJJPA’s customer experience program includes the development, maintenance, and improvement of attractive passenger amenities that are integral to the attraction, satisfaction, and retention of riders and as they are key marketable features of the San Joaquins service. Management of the program includes conducting ongoing research, surveys, and performance measurements to assess the overall health of the customer experience program as well as to identify opportunities to elevate the existing offerings. SJJPA collaborates closely with Caltrans, Amtrak, and the other JPAs to advance program initiatives that can be expanded throughout the state. Key amenities that are is responsible for include Wi-Fi service, onboard entertainment, bicycle storage, overall appearance of stations and trains, as well as food and beverage service options.

With many San Joaquins riders traveling great distances during trips that can include train and/or Thruway Bus travel, SJJPA continues to evaluate and explore a variety of food and beverage delivery models that will continue to make the service a desirable travel alternative. Over the next year, iterations of food and beverage service will include the continuance of the traditional Café Car experience on the California cars, expansion of the self-service complimentary items on trainsets without a dining car, and the introduction of vending machines on the Siemens Venture Cars. SJJPA is requesting \$100,000 to cover ongoing costs associated with the current food and beverage model for the program.

Marketing Strategies

To support the ridership growth, demands, and retention for seven daily trains—five operating between Bakersfield and Oakland and two between Bakersfield and Sacramento—along with more than half of riders of the Thruway Bus service, the SJJPA marketing and passenger experience department implores a mix of marketing program strategies that include: Branding, Advertising, Communications, Social Media, Outreach, Public Relations, Partnerships, and Market Research.

SJJPA is requesting a yearly allocation of \$1,750,000, which is an approximate 16.6% increase to last year, to facilitate marketing and advertising to the entirety of the San Joaquins corridor. The cost of marketing activities for SJJPA is not insulated from rising inflation, which is resulting in an increased expense for existing marketing tactics such as paid media and digital advertising. Additionally, as SJJPA is pursuing increased capital and grant funding opportunities, there are requirements of the SJJPA marketing department to develop and execute communication and public relations plans, necessitating additional resources to ensure proper support to project and program timelines. In FY 22/23, while train ridership continued to grow, Thruway Bus ridership did not increase at the same pace. To address this issue, SJJPA was able to allocate \$250,000 for strategic ridership growth efforts along the Thruway Bus corridors. SJJPA developed route-specific advertising plans, which yielded the desired outcome of increased ridership for the Thruway bus service, not only

year-over-year, but approaching pre-pandemic ridership levels. SJJPA would like to ensure that it does not lose its position with the existing marketing program, guarantee that it can keep up with the commitments associated with funding opportunities, and memorialize the new, strategic Thruway Bus investment as part of our ongoing program and is requesting an additional \$250,000 to support this effort, while maintaining the historical \$1,500,000 budget, for a total of \$1,750,000 to equitably and realistically market to areas along the San Joaquins corridor, including larger markets like the Bay Area and Southern California, as well as the Thruway Bus corridors.

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.1/10.5

| SJJPA State Funding Request for the San Joaquins (FY 2022/23 - FY 2025/26) | | | |
|-------------------------------------------------------------------------------|----------------------------------|---------------------------|---------------------------|
| Expense Category | FY 2023/24 (Approved Current) | FY 2024/25 (Requested) | FY 2025/26 (Projected) |
| Operating | | | |
| -Amtrak Contract | \$61,136,456 | \$46,805,050 | \$43,158,475 |
| -Operations State Owned Equipment | \$5,300,000 | \$22,813,775 | \$35,900,000 |
| -Operations Contingency | \$3,509,140 | - | - |
| -Other Operations | \$4,693,474 | \$2,700,000 | \$3,000,000 |
| Administrative | \$3,773,056 | \$6,225,542 | \$6,740,047 |
| Marketing | \$1,500,000 | \$1,750,000 | \$1,750,000 |
| Minor Capital Program | \$500,000 | \$500,000 | \$500,000 |
| SJJPA Service and Program Initiatives | \$6,855,000 | \$5,815,000 | \$4,315,000 |
| Total Request | \$87,267,126 | \$86,609,367 | \$95,363,522 |

Safety and Security

The primary objectives of SJJPA’s Safety and Security Program include continuing a broad-based program of educational activities, increasing public awareness of rail safety and security along the San Joaquins corridor, and aggressively pursuing capital improvements that help improve the safety of the infrastructure.

SJJPA will leverage a network of rail safety education resources through California Operation Lifesaver, materials and resources provided by the Transportation Security Administration (TSA), and safety and security grant programs. SJJPA will also continue collaborative efforts with the State, SJJPA member agencies, Amtrak, UPRR, BNSF, California Operation Lifesaver, Transportation Security Administration (TSA), local law enforcement and first responders along the San Joaquins Corridor to address safety and security issues impacting the service.

In an effort to identify needed physical improvements, SJJPA will continue to conduct a systematic evaluation of the conditions along the railroad right-of-way and in and around San Joaquins stations (including parking lots and platforms assessment of the conditions along the railroad right-of-way and in and around San Joaquin as well as onboard trains. California's Office of Emergency Services has provided much of the funding for SJJPA's program of Safety and Security capital improvements. Important capital projects that SJJPA is currently implementing or pursuing include:

- Fencing projects at locations identified based on incident hot spots and high numbers of near misses;
- Increased lighting at stations and parking lots, as well as installing blue light phone towers (originally developed for use on college campuses); and
- Improved safety and security-related signage, including messaging around suicide prevention, railroad safety, and human trafficking awareness.

Station Area Development and Connectivity

Increased development near San Joaquins stations 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 reside primarily with local government. To help ensure that the San Joaquins become an instrument for encouraging implementation of station area development principles, SJJPA will:

- 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.
- Assist local governments and developers in securing grants/funding for planning and implementing TOD around San Joaquins stations.
- Require new San Joaquins stations be developed as multi-modal transportation hubs.
- Encourage the location of new San Joaquins stations in traditional city centers and/or areas with high potential for TOD around the station area.
- Work with communities and organizations to support TOD and with developers to implement TOD.
- Encourage planning consistent with SB 375 (Sustainable Communities Strategy), transit priority areas, infill development and TOD.
- Prepare station areas for potential changes in first- and last-mile access including the growth of micro-mobility, and shared, connected, electric, and automated vehicles.

SJJPA is monitoring existing transit services and encouraging local and regional transit agencies to improve and expand transit services that connect to San Joaquins stations. SJJPA is also encouraging transit agencies to promote their connection to the San Joaquins onboard their transit services and at their stops/stations. SJJPA is working to improve the coordination of fares and service schedules with connecting transit services and will seek funding opportunities to Implement transit-transfer programs for San Joaquins passengers.

In partnership with local/regional agencies, SJJPA will continue to pursue Caltrans Sustainable Planning grant(s) in 2025 and 2026 to study increased connectivity at San Joaquins stations focusing on improving service to underserved disadvantaged/priority populations. To this end, SJJPA partnered on three of these grant applications in early 2024, one of which will have SJJPA take the lead on a valley-wide planning effort in conjunction with a new San Joaquin Valley Regional Policy Council-member working group. This planning working group and the planning effort managed through the grant will focus on passenger rail, transit, and TOD opportunities in the valley, and include studying creative ways to improve service connectivity to disadvantage/priority populations throughout the San Joaquins Corridor and to HSR.

1. INTRODUCTION

The purpose of this 2024 San Joaquin Joint Powers Authority Business Plan Update (“Business Plan”) is to identify the San Joaquin Joint Powers Authority’s (SJJPA) intentions for State Fiscal Year (FY) 2024/25 and FY 2025/26 in its management of the San Joaquins Intercity Passenger Rail Service (San Joaquins), and to request the annual funds required by SJJPA to operate, administer, and market the San Joaquins. The State of California requires that an Annual Business Plan Update be submitted to the Secretary of the California State Transportation Agency (CalSTA) in draft form by April 1 of each year, and final form by June 30 of each year to allow Amtrak time to finalize operating cost estimates. This Business Plan will be reviewed and approved by the State and used to develop an annual appropriation request to the State Legislature.

Business Plan Requirements

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

- Service performance;
- Operating and action plan strategies;
- Short-term and long-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;
- Establishment of fares; and
- Delineation of how proposals to expand or modify service, including funding and accounting, are separate from locally-sponsored services in the corridor.

This Business Plan must also be consistent with the 2018 California State Rail Plan and the California High-Speed Rail Authority (CHSRA) Draft 2022 Business Plan.

Regional Governance of the San Joaquins

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 to take over the administration and management of the 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.

The SJJPA Governing Board includes elected representatives of ten Member Agencies, which include 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.

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.

Roles and Responsibilities

On July 1, 2015, SJJPA became the primary managing entity of the San Joaquins. The SJJPA is responsible for the following:

- Oversight and management of the day-to-day San Joaquins operations, which includes 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 the State-owned and other rolling stock (passenger cars and locomotives) assigned to the San Joaquins;
- Overseeing 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.

The State and Amtrak share operating responsibility for the San Joaquins with SJJPA. Under the provisions of AB 1779, the State continues to provide the funding necessary for service operations, administration, and marketing. Furthermore, Caltrans Division of Transportation Planning is responsible for the development of the California State Rail Plan; 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. The State also remains the owner of the trainsets used for the San Joaquins and Capitol Corridor Services and continues to be responsible for the procurement of new equipment for the state-supported intercity passenger rail services. Amtrak continues to serve as the operator of the San Joaquins.

The San Joaquin Regional Rail Commission (SJRRRC), 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) and was later extended for an additional 3-year term (September 27, 2016 – September 27, 2019). At the November 22, 2019 SJJPA Board Meeting, the SJJPA Board approved SJRRRC as the Managing Agency for an additional 5-year term (September 27, 2019 – September 27, 2024).

Advocacy

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.

Public Outreach for this Business Plan

Public outreach of the Draft 2024 SJJPA Business Plan will include briefings for key stakeholder groups, electronic outreach to the SJJPA stakeholder list, and posting a public review draft on sjjpa.com. This process is meant to engage with the public and stakeholders to provide information about this document and the opportunity for public comment.

Briefings were held during the development and will be held during the comment period of the Business Plan. These briefings provide an opportunity to engage key stakeholder groups within the corridor. Briefings will be held with the SJJPA Board, Central Valley Rail Working Group, CalSTA, Caltrans, Freight Railroads, San Joaquin Valley Rail Committee, and Amtrak. SJJPA will seek input from these and other agencies and organizations that have an interest in intercity passenger rail.

As a part of its Stakeholder Engagement Strategy, SJJPA has developed an extensive stakeholder email list that it employs to notice board meetings, service updates, and to engage stakeholders to participate in the Business Plan process. SJJPA will send electronic communications to its stakeholder list requesting public comment and provide links to the document. This process ensures those invested in intercity passenger rail are engaging with SJJPA in the San Joaquin Valley, Sacramento, and the Bay Area, and have an opportunity to provide comments to the Business Plan. Finally, SJJPA posted the Public Review Draft Business Plan to its website (sjjpa.com) on March 5, 2024, for public review of the document and was circulated to SJJPA's stakeholder list.

[2024 SJJPA Business Plan Update Approval Process](#)

This Business Plan is similar, and presented as an update to, the 2023 SJJPA Business Plan. The changes include providing current numbers for the San Joaquins operating expenses and bringing the plan up-to-date. The SJJPA Board discussed the general outline and highlighted changes planned for the 2024 Business Plan at its January 26, 2024, Board Meeting. Following the incorporation of comments from the public review period, an updated Draft Business Plan will be presented to the SJJPA Board at the March 22, 2024, Board Meeting for approval. Following approval, the Draft Business Plan will be submitted to CalSTA before April 1, 2024. A final version of the Business Plan, which includes revised operating cost estimates from Amtrak, will be presented at the May 17, 2024, SJJPA Board Meeting. The Business Plan will be submitted to CalSTA by June 30, 2024.

2. HISTORICAL PERFORMANCE OF THE SERVICE AND ROUTE CHARACTERISTICS

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.

San Joaquins Intercity Rail Service (“San Joaquins”)

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. Between Oakland and Bakersfield, the San Joaquins route is 315 miles long and has 13 intermediate stops. The San Joaquins route 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 16 minutes. Between Sacramento and Bakersfield, the San Joaquins has a minimum 5 hours and 23 minutes running time. Maximum speed for the San Joaquins is 79 mph.

In 1979-80, the San Joaquins only operated two daily round-trips between Oakland and Bakersfield and annual ridership was a little over 123,000. Ridership steadily increased over the years, reaching a peak in FY 2013/14 when it recorded over 1.2 million passengers. In recent years, ridership has been severely impacted by the COVID-19 pandemic. The San Joaquins has been steadily recovering from the pandemic with positive ridership and revenue numbers year-over-year. The San Joaquins Service is the sixth most used intercity service within the Amtrak system. Table 2.1 presents historical annual operating performance of the San Joaquins between FY 1973/74 and FY 2022-23.



Table 2.1: San Joaquins Historic Operating Performance

| San Joaquins Routes Annual Operating Performance - State Fiscal Years | | | | | | | | |
|-----------------------------------------------------------------------|----------------|-------|-------------------------------|--------------|--------------|--------------------------|-------------|---------------|
| State Fiscal Year | Ridership Data | | Financial Data for Operations | | | | | |
| | Ridership | PM/TM | Revenue | Expense | Loss | State | Amtrak | Farebox Ratio |
| | | | | | | Calculated Service Costs | | |
| | (F1) | | (F2) | | (F3) | (F4) | (F5) | |
| 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 | | 29.5% |
| 1980-81 | 159,498 | 55.3 | \$2,224,137 | \$6,940,934 | \$4,716,797 | \$1,360,391 | | 32.0% |
| 1981-82 | 189,479 | 65.3 | \$3,115,710 | \$7,774,029 | \$4,658,319 | \$2,228,585 | | 40.1% |
| 1982-83 | 186,121 | 62.9 | \$3,342,137 | \$7,991,697 | \$4,649,560 | \$2,490,275 | | 41.8% |
| 1983-84 | 248,275 | 85.3 | \$4,730,431 | \$8,094,789 | \$3,364,358 | \$2,518,066 | | 58.4% |
| 1984-85 | 269,837 | 94.6 | \$5,210,951 | \$8,641,293 | \$3,430,342 | \$2,802,955 | | 60.3% |
| 1985-86 | 280,798 | 101.1 | \$5,425,329 | \$8,610,554 | \$3,185,225 | \$2,658,895 | | 63.0% |
| 1986-87 | 304,668 | 106.1 | \$6,084,677 | \$9,179,133 | \$3,094,456 | \$2,929,148 | | 66.3% |
| 1987-88 | 340,573 | 121.1 | \$7,457,686 | \$9,633,659 | \$2,175,973 | \$2,605,572 | | 77.4% |
| 1988-89 | 370,190 | 133.7 | \$9,527,268 | \$10,968,216 | \$1,440,948 | \$1,887,450 | | 86.9% |
| 1989-90 (S3) | 418,768 | 116.9 | \$11,84,743 | \$15,286,520 | \$3,440,777 | \$3,544,332 | | 77.5% |
| 1990-91 | 463,906 | 104.1 | \$12,691,986 | \$18,456,785 | \$5,764,799 | \$5,803,565 | | 68.8% |
| 1991-92 | 483,593 | 104.3 | \$12,369,805 | \$18,633,777 | \$6,263,972 | \$6,472,598 | | 66.4% |
| 1992-93 (S4) | 516,113 | 109.6 | \$12,628,496 | \$22,227,149 | \$9,598,653 | \$10,789,651 | | 56.8% |
| 1993-94 | 558,569 | 94.6 | \$13,894,624 | \$26,678,861 | \$12,784,237 | \$12,335,021 | \$3,937,150 | 52.1% |
| 1994-95 | 524,680 | 88.8 | \$12,244,668 | \$25,077,153 | \$12,832,485 | \$12,668,018 | \$3,705,069 | 48.8% |
| 1995-96 | 526,088 | 86.6 | \$12,477,497 | \$25,386,099 | \$12,908,602 | \$14,483,048 | \$1,360,327 | 49.2% |
| 1996-97 | 652,544 | 106.1 | \$13,817,681 | \$34,528,165 | \$20,710,484 | \$16,265,387 | \$5,672,236 | 40.0% |
| 1997-98 | 702,178 | 118.0 | \$15,230,966 | \$36,517,290 | \$21,286,324 | \$17,190,515 | \$4,493,597 | 41.7% |
| 1998-99 (S5) | 680,687 | 102.8 | \$16,496,457 | \$37,269,835 | \$20,773,378 | \$19,938,254 | \$1,712,168 | 44.3% |
| 1999-00 | 671,295 | 92.7 | \$18,061,512 | \$41,791,782 | \$23,730,270 | \$24,232,326 | \$652,236 | 43.2% |
| 2000-01 | 710,833 | 97.9 | \$19,667,681 | \$43,404,325 | \$23,736,644 | \$24,350,127 | \$540,809 | 45.3% |
| 2001-02 (S6) | 733,152 | 96.9 | \$20,114,693 | \$46,503,548 | \$26,388,855 | \$26,281,035 | \$396,392 | 43.3% |
| 2002-03 | 769,708 | 89.9 | \$20,318,564 | \$50,552,529 | \$30,233,965 | \$29,729,650 | \$504,315 | 40.2% |
| 2003-04 | 752,227 | 87.2 | \$22,100,796 | \$50,061,460 | \$27,960,664 | \$27,960,664 | \$89,345 | 44.1% |
| 2004-05 | 743,245 | 85.1 | \$22,590,880 | \$49,883,689 | \$27,292,809 | \$27,292,809 | - | 45.3% |
| 2005-06 | 801,242 | 91.1 | \$25,869,979 | \$55,226,742 | \$29,356,763 | \$29,356,763 | - | 46.8% |
| 2006-07 | 789,641 | 88.8 | \$26,862,994 | \$61,188,078 | \$34,325,084 | \$34,325,084 | - | 43.9% |
| 2007-08 | 894,346 | 88.2 | \$28,945,651 | \$65,474,253 | \$36,528,602 | \$36,528,602 | - | 44.2% |
| 2008-09 | 958,946 | 90.0 | \$30,671,510 | \$68,232,766 | \$37,561,256 | \$37,561,256 | - | 45.0% |
| 2009-10 | 967,437 | 103.7 | \$32,117,615 | \$62,689,957 | \$30,572,342 | \$30,572,342 | - | 51.2% |
| 2010-11 | 1,032,579 | 112.9 | \$36,571,173 | \$69,578,077 | \$33,006,904 | \$33,006,904 | - | 52.6% |
| 2011-12 | 1,133,654 | 124.0 | \$40,161,170 | \$74,360,735 | \$34,199,565 | \$34,199,565 | - | 55.0% |
| 2012-13 | 1,195,898 | 127.5 | \$41,415,960 | \$73,685,365 | \$32,269,405 | \$32,269,405 | - | 56.2% |
| 2013-14 | 1,202,624 | 125.8 | \$41,421,102 | \$79,263,729 | \$37,842,627 | \$37,842,627 | - | 52.3% |
| 2014-15 | 1,181,639 | 123.8 | \$41,020,415 | \$80,023,410 | \$39,002,995 | \$39,002,995 | - | 51.3% |
| 2015-16 (S7) | 1,135,424 | 118.6 | \$39,040,339 | \$77,388,218 | \$38,347,879 | \$38,347,879 | - | 50.4% |
| 2016-17 | 1,125,626 | 100.1 | \$38,880,344 | \$78,939,791 | \$40,059,447 | \$40,059,447 | - | 49.3% |
| 2017-18 | 1,090,200 | 97.4 | \$36,073,870 | \$83,878,638 | \$47,804,768 | \$47,804,768 | - | 43.0% |
| 2018-19 | 1,076,454 | 93.9 | \$35,217,711 | \$85,840,487 | \$50,622,776 | \$50,622,776 | - | 41.0% |
| 2019-20 | 794,634 | 77.4 | \$27,174,389 | \$81,462,210 | \$53,945,006 | \$53,945,006 | - | 33.4% |
| 2020-21 | 392,538 | 56.7 | \$12,801,388 | \$59,002,225 | \$43,141,698 | \$43,141,698 | - | 21.7% |
| 2021-22 | 656,469 | 74.4 | \$23,774,562 | \$73,870,832 | \$50,096,271 | \$50,096,271 | - | 32.2% |
| 2022-23 | 828,352 | 91.8 | \$29,228,490 | \$87,942,828 | \$58,654,338 | \$58,654,338 | - | |

Table 2.1 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. Includes cost of connecting buses. Depreciation and interest (equipment capital cost) included in operating cost under solely-related cost basis but excluded and charged separately under short-term, long-term avoidable and full cost bases.

(F3) 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) Farebox Ratio – The ratio of Operating Revenue to Operating Expense.

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 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 2.2). The UPRR track is primarily single track, while the BNSF line has approximately 65.7 miles of double-track divided among five segments.

Table 2.2: San Joaquins 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 St. | 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 | 1-2 | 79 | CTC |
| TOTAL | | | | 364.2 | | | | |

Source: California Department of Transportation

Notes: *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.

Assessing the ridership patterns of the San Joaquins is critical to monitoring performance and conducting effective service planning. Table 2.3 shows passenger ons/off (i.e. boardings/alightings) at San Joaquins train stations for Federal FY 2023. 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 2.4 illustrates how ons/off can differ significantly from the true origins/destinations points of passengers by excluding ons/off of passengers making transfers between a bus and train. While ons/off 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 2.3, Bakersfield is shown as having the most (380,348) passenger ons/off in FY 2023. However, nearly 70% 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 112,883 (see Table 2.4). Stockton (San Joaquin Street) Station is shown as having the third highest ridership with 259,245 passengers in Table 2.3, but about 64% of these passengers took a connecting Thruway bus, reducing the number of passengers who actually traveled to/from Stockton (San Joaquin Street) Station as an origin/destination point to 93,488 (see Table 2.4, see prior note on this table). Many of those taking a Thruway bus at Stockton (San Joaquin Street) Station 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 80,655 passengers. The Thruway bus station with the greatest number of riders is by far Los Angeles Union Station with over 195,000 San Joaquins passengers in FY 2019.

Table 2.3

| San Joaquins Train Station Ridership Report - FY 2023* (Includes Passengers Making Thruway Bus Transfers) | | |
|--------------------------------------------------------------------------------------------------------------|----------------------------|------------------------------|
| | Station | Passenger Ons/Offs (FY 23)** |
| 1 | Bakersfield | 380,348 |
| 2 | Fresno | 283,290 |
| 3 | Stockton (San Joaquin St.) | 259,245 |
| 4 | Merced | 120,527 |
| 5 | Hanford | 119,084 |
| 6 | Emeryville | 93,506 |
| 7 | Modesto | 92,087 |
| 8 | Martinez | 77,749 |
| 9 | Oakland | 61,705 |
| 10 | Richmond | 39,961 |
| 11 | Sacramento | 30,488 |
| 12 | Antioch | 29,942 |
| 13 | Turlock-Denair | 27,455 |
| 14 | Wasco | 26,396 |
| 15 | Madera | 24,541 |
| 16 | Corcoran | 18,602 |
| 17 | Stockton (Downtown) | 4,176 |
| 18 | Lodi | 2,326 |

Source: Amtrak, 2023

*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.

Table 2.4

| San Joaquins Train Station Ridership Report - FY 2023* (Does Not Includes Passengers Making Thruway Bus Transfers) | | |
|-----------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------------|
| | Station | Passenger Ons/Offs (FY 23)** |
| 1 | Fresno | 145,114 |
| 2 | Bakersfield | 112,883 |
| 3 | Stockton (San Joaquin St.) | 93,488 |
| 4 | Hanford | 65,117 |
| 5 | Merced | 58,661 |
| 6 | Modesto | 46,820 |
| 7 | Oakland | 45,145 |
| 8 | Martinez | 43,520 |
| 9 | Emeryville | 37,350 |
| 10 | Richmond | 29,455 |
| 11 | Antioch | 20,714 |
| 12 | Sacramento | 16,228 |
| 13 | Turlock-Denair | 12,745 |
| 14 | Madera | 12,165 |
| 15 | Corcoran | 11,139 |
| 16 | Wasco | 10,102 |
| 17 | Stockton (Downtown) | 1,820 |
| 18 | Lodi | 1,219 |

Source: Amtrak, 2023

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

Table 2.5 provides Federal FY 2023 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. Tables 2.3, 2.4, and 2.5 highlight the importance of incorporating Thruway Bus travelers when discussing San Joaquins ridership.

Table 2.5

| San Joaquins City Pair Ridership - FY 2023 (Includes Key Train Stations and Thruway Bus Stops) | |
|-----------------------------------------------------------------------------------------------------------|------------------|
| City Pair | Ridership |
| Fresno – Hanford | 34,088 |
| Sacramento – Fresno | 27,112 |
| Fresno – Los Angeles (Union Station) | 26,947 |
| Fresno – Bakersfield | 23,950 |
| Fresno - Merced | 16,654 |
| Merced – Los Angeles (Union Station) | 15,463 |
| Oakland – Stockton (San Joaquin St.) | 15,219 |
| Bakersfield - Sacramento | 13,917 |
| Emeryville - Fresno | 13,804 |
| Fresno – Stockton (San Joaquin St.) | 13,721 |
| Fresno - Oakland | 13,671 |
| San Francisco* - Fresno | 12,997 |
| Sacramento – Los Angeles (Union Station) | 12,473 |
| Martinez - Fresno | 12,366 |
| Wasco – Los Angeles (Union Station) | 11,795 |
| Fresno - Modesto | 11,391 |
| Richmond – Stockton (San Joaquin St.) | 10,078 |
| Richmond - Fresno | 9,754 |
| Bakersfield – Stockton (San Joaquin St.) | 9,319 |
| Hanford – Los Angeles (Union Station) | 8,664 |

*Includes all bus stops in San Francisco

Source: Amtrak, 2023

San Joaquins Amtrak Thruway Bus Service

The extensive network of dedicated Amtrak Thruway Buses connecting with the San Joaquins to and from destinations around California and Nevada is critical to the performance of the overall 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. Over 55 percent of San Joaquins passengers used an Amtrak Thruway Bus on at least one end of their trip. San Joaquins ridership to/from key Amtrak Thruway Bus stops can be found in Table 2.6.

All trains either initiating or terminating at Bakersfield are met by Amtrak Thruway Buses connecting south to Southern California. In FY 2023, over 267,465 San Joaquins passengers used an Amtrak Thruway Bus between Bakersfield and Southern California or Las Vegas, with over 70% of these passengers traveling to or from Los Angeles Union Station (over 195,000 passengers).

Table 2.6

| San Joaquins Ridership at Key Thruway Bus Stops - FY 2023 | | |
|-----------------------------------------------------------|-----------------------------|--------------------|
| | Bus Stop | Passenger Ons/Offs |
| 1 | Los Angeles (Union Station) | 195,466 |
| 2 | Sacramento | 113,781 |
| 3 | San Francisco | 40,612 |
| 4 | San Jose | 26,690 |
| 5 | Chico | 17,907 |
| 6 | Riverside | 13,935 |
| 7 | San Diego | 12,845 |
| 8 | San Bernadino | 9,218 |
| 9 | Santa Rosa | 8,926 |
| 10 | Burbank | 7,672 |
| 11 | UCLA/Westwood | 6,726 |
| 12 | Pasadena | 6,207 |
| 13 | Eureka | 4,934 |
| 14 | Arcata | 4,016 |
| 15 | Yosemite Valley* | 3,563 |
| 16 | Anaheim | 2,569 |

*Aggregate of all Yosemite Valley bus stops

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

Source: Amtrak, 2023

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. 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. In 2020, as a result of the pandemic, SJJPA took action to make some significant reductions to the San Joaquins Thruway Bus network in order to create a much more cost-effective service. In September 2021, SJJPA took additional action to maintain many of these measures for the foreseeable future. These changes included: truncating Route 19 at San Bernardino (it had previously served two split lines beyond San Bernardino that terminated in Indio and in Hemet); truncating Route 1c (deleting stops at Westchester, El Segundo and Torrance) and adding a terminus stop at Santa Monica; eliminating Route 1b (and adding more Route 1 service to Los Angeles Union Station); eliminating Route 12 (between Bakersfield and the Antelope Valley); eliminating Route 34 (between Stockton and San Francisco); eliminating the McKinleyville and Rio Dell Scotia stops along Route 7 and adding a new terminus stop at Cal Poly Humboldt State University; and working with Amtrak to have Routes 10 (which was merged with what was formerly Route 9), and 18 provided by private operators with revenue-sharing interline agreements with Amtrak (which eliminate most of the annual costs to the San Joaquins for these routes). FY 2023 ridership for these routes is shown on Table 2.7. The FY 2023 Thruway bus routes and their origins/destinations are as follows:

Route 1 – Los Angeles Basin/San Diego

(from Bakersfield Station): Bakersfield-Los Angeles-San Diego;

Route 1c – West Los Angeles: Bakersfield – Van Nuys – Santa Monica

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-California Polytechnic State University, Humboldt (Arcata);

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

Note: Route 10 buses are operated by an interline agreement through Amtrak.

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): Visalia – Hanford – San Luis Obispo – Santa Maria

Note: Route 18 buses are operated by an interline agreement through Amtrak.

Route 19 – Inland Empire (from Bakersfield Station): Bakersfield – Pasadena – San Bernardino

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

Route 20a–Sierra Foothills/High Sierra, Sacramento-Auburn/Reno/Sparks;

Route 20c–Lake Tahoe, Sacramento-South Lake Tahoe/Stateline;

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 40 – San Jose (from Merced): Merced-Los Banos-Gilroy-San Jose (expected to start fall 2024);

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.

Table 2.7: San Joaquins Thruway Bus Route Ridership

| San Joaquins Thruway Bus Route Ridership - FY 2023 | | |
|----------------------------------------------------|--------------------------------------------------------------------|----------------|
| Thruway Bus Route | | Ridership |
| Route 1* | (Fresno - Bakersfield - Los Angeles – Santa Ana - San Diego) | 230,028 |
| Route 1C | (Bakersfield – Van Nuys – Santa Monica) | 24,094 |
| Route 3 | (Stockton - Sacramento - Redding) | 149,551 |
| Route 6 | (Stockton - San Jose) | 28,472 |
| Route 7 | (Martinez - Napa - Santa Rosa - Eureka – Cal Poly Humboldt/Arcata) | 38,732 |
| Route 10 | (Las Vegas - Bakersfield - Oxnard - Santa Barbara) | 33,189 |
| Route 15a/15b | (Merced - Mariposa - Yosemite Valley / Fresno - Yosemite Valley) | 4,859 |
| Route 18 | (Visalia - Hanford - San Luis Obispo - Santa Maria) | 12,408 |
| Route 19 | (Bakersfield - Riverside-San Bernardino) | 41,839 |
| Route 56 | (San Jose - Stockton) | 6,419 |
| Route 99 | (Emeryville - San Francisco) | 40,496 |
| | Total Ridership | 610,123 |

Source: Amtrak, 2023

Notes: The above figures are total ons/offers (boardings/alightings) for each bus route, and includes ridership for both directions. Additionally, for shared Thruway bus routes, riders transferring to/from the Capitol Corridor and Pacific Surfliner trains are included in the ridership figures.

* Route 1 is made up of two sub-routes (1and 1c) which serve locations within the Los Angeles Basin and the Greater Southern California region.

3. EXISTING TRAINSETS, NEW EQUIPMENT, AND MAINTENANCE

Due to the COVID-19 pandemic and the associated decrease in ridership, the San Joaquins Service currently utilizes seven trainsets for the six daily round-trip service. This is a reduction from the Pre-COVID-19 pandemic of eight consists for seven daily round-trips. The fleet consists of a mix of locomotive types and train cars. The State of California owns or leases all locomotives and train cars utilized by the San Joaquins. With ridership recovery progressing on the San Joaquins, SJJPA anticipates reintroducing the 7th daily round-trip when sufficient funding and equipment becomes available. The reintroduction of the 7th round-trip is a restoration of pre-pandemic service levels and not considered start of new/expanded service.

Existing Equipment

The San Joaquins and Capitol Corridor currently share a combined fleet of 13 F59 PHI Locomotives, 10 Charger Locomotives, and 78 bi-level passenger coaches and cab cars. The San Joaquins also utilizes 14 State-owned Comet Car coaches, as well as, 12 Venture Cars and 3 F40 Cabbage cars (which the State leases from Amtrak). Comet cars will be phased out as Venture cars are deployed in revenue service. Venture cars are exclusively used on the San Joaquins corridor. Taken together, this equipment is referred to as the Northern California Fleet.

California Cars

Historically, the San Joaquins primarily utilized bi-level California Cars. With the introduction of Venture cars, San Joaquins will primarily utilize single level vehicles in the future. The bi-level equipment was purchased by the State in the 1990's for use on the three California Intercity Passenger Rail Corridors. The Northern California bi-level fleet is shared between the San Joaquins and Capitol Corridor services to allow for maximum flexibility in seating capacity. Bi-level equipment assignments for the Northern California fleet is currently being studied to see if there can be further optimization of equipment based upon peak loads of paired trains.

An essential feature of the bi-level coaches as well as the Venture cars 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 minimizing station dwell time.

Comet Cars

The San Joaquins currently utilize one (1) Comet Car per trainset to meet BNSF's minimum axle count of 28 axles per train as required to mitigate the loss of shunt issues on the BNSF railroad, with one (1) Comet Car trainset available for use in an emergency. The Comet Cars will be removed from service as the new State-Owned Venture Cars are introduced and put into revenue service. The removal of the Comet Cars from service in Northern California will allow for the vehicles to be moved to Southern California for potential use on the LOSSAN Corridor.

Charger Locomotives

Caltrans recently procured 24 new Siemens Tier IV Charger diesel-electric locomotives, 10 of which were delivered for use in the Northern California Fleet. The 10 locomotives are shared between the San Joaquins and Capitol Corridor trains. The Charger Locomotives meet EPA Tier IV emission standards and are capable of operating at 125 mph in revenue service. These locomotives replaced the P42 locomotives which were being leased from Amtrak. The remaining 14 Charger Locomotives are in revenue service on the LOSSAN Corridor in Southern California.

New Equipment

Caltrans, in partnership with the Federal Railroad Administration and States for Passenger Rail Coalition, is working to provide new rail equipment to meet increased demand from growth on existing services and plans for service expansions on the three State-supported services. With the Charger Locomotive order complete, Caltrans is now in the process of accepting delivery of Siemens Single-Level Venture Passenger Rail Cars for the San Joaquin Corridor in the

Northern California Fleet. Caltrans was successful in bringing together Federal High-Speed Intercity Passenger Rail (HSIPR) program funding, American Recovery and Reinvestment Act (ARRA) funding, Prop 1B, PEAFF funds to acquire this additional equipment.

Siemens Single-Level Passenger Rail Cars

Caltrans in agreement with Sumitomo Corporation of Americas (SCOA) will provide 49 single-level rail cars for use on the San Joaquins Corridor in Northern California. Siemens Mobility, Inc. (Siemens) is the car builder of this contract. Delivery of these new cars began in March 2020 with the balance of the cars scheduled to be delivered by the end of 2025. The structure and design of these new rail cars is based on the passenger cars being used on the Brightline Service, which runs between West Palm Beach and Miami in Florida. The first Venture Car train set went into revenue service in December 2023, with additional trainsets entering service every twelve (12) weeks contingent on delivery of the Cab Cars. It is anticipated that 4 Venture Cars sets will be in revenue service by the end of 2024 with 6 cars per trainset. The remaining Venture Cars will be delivered by the end of 2025, enabling all seven (7) trainsets to be in revenue service in 2026. Upon delivery of all 49 Venture Cars there will be seven (7) trainsets available for revenue service.

The Siemens Venture Cars are single-level, modern passenger rail cars. The Venture Cars are semi-permanently coupled, meaning the cars that make up a trainset are intended to be kept together as a consist due to the significant time it takes to uncouple them. The advantage of semi-permanently coupled cars is a more seamless gangway between cars to allow for easier movement from car-to-car, including the ability to move between cars in a wheelchair. The interior of the cars features comfortable seats, workstation tables, automatic passenger announcements, passenger information screens, panoramic windows, overhead storage, luggage racks, bicycle storage racks, and ADA-accessible restrooms.

Stadler Zero Emission Multiple-Unit (ZEMU)

Caltrans entered into an agreement with Stadler Rail USA to procure four 4-car zero emission multiple unit (ZEMU) trainsets to be utilized on San Joaquins corridor. Caltrans also exercised an option to procure six additional trainsets. These six additional trainsets will be utilized in other parts of California. These trainsets are powered by hydrogen fuel-cell, which allows for zero emissions operation. The ZEMU's are scheduled to be completed and ready for testing in late 2026/early 2027.

Accessibility of Equipment

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 passenger coach.

Prior to the Covid-19 Pandemic, the State had deployed Comet Car trainsets on the San Joaquins. Since the Comet Car trainsets have high-floors and do not have onboard wheelchair lifts, hand-cranked mobile wheelchair lifts are currently utilized to provide accessibility at all San Joaquins stations. Each single-level Comet Car coach has one wheelchair-accessible lavatory. Currently, the Comet Cars are deployed into service on the lowest ridership trains. Comet cars will be phased out as Venture cars are deployed into revenue service. As with the Comet cars, the new single-level Siemens passenger rail cars have high-floors. In terms of accessibility, SJJPA is currently working with the State and its consultants to explore more efficient ways to provide accessibility than the hand-cranked mobile wheelchair lifts. SJJPA and Caltrans are working together to construct temporary mini-high platforms at the existing stations to allow for level boarding on Venture Cars. Caltrans is working on the design of the portable bridge plate that will be stored on the cars. In addition, Siemens is working on the car-borne bridge plate, and both solutions will accommodate level-boarding. Further planning will need to be undertaken to ensure that single-level rail cars are integrated effectively into the Northern California Fleet.

Passenger Information Displays and Wi-Fi

Currently, each passenger coach is equipped with electronic passenger information displays that provide the train number and destination, plus other public information. In FY 2017/18, Amtrak informed SJJPA that it had planned changes to its Wi-Fi program, which resulted in the cancellation of Wi-Fi service support and maintenance. In response, SJJPA worked with Caltrans, CCJPA, and LOSSAN JPA to ensure passengers do not experience a disruption in service, with

the CCJPA taking the lead and responsibility for future management of Wi-Fi service in coordination with SJJPA and Caltrans. A Wi-Fi system upgrade is being completed by CCJPA and its contractors on all equipment including Venture cars.

Renewable Diesel Implementation

SJJPA is committed to helping meet California's Greenhouse Gas (GHG) emission reduction goals. SJJPA worked with the Capitol Corridor to test the use of renewable diesel. Testing began for the older F59 Locomotives in November 2017, but unfortunately needed to be redone due to fuel contamination. Testing in Tier IV Charger Locomotives was completed in 2021. Results were documented in a report and provided by the CCJPA. CCJPA received the EPA certification. Renewable diesel is exclusively used in all the locomotives of the Northern California Fleet since May 2023.

SJJPA is also committed to utilizing renewable diesel in the bus fleets used to run the extensive San Joaquins Thruway Bus system. Several transit agencies, including the San Francisco Municipal Transportation Agency, are already successfully using renewable diesel in bus and automobile fleets. SJJPA has directed Amtrak to require use of renewable diesel in all future contracts with bus operators and renewable diesel has already been deployed on Routes 1 and 19.

Maintenance and Renovation

SJJPA and CCJPA are responsible for the administration and maintenance supervision of the State-owned fleet of passenger cars and locomotives assigned to Northern California, with CCJPA acting as lead agency in the maintenance oversight in Northern California, and SJJPA serving in a monitoring role to ensure that the fleet is operated and maintained to the high standards of reliability, cleanliness, and safety.

However, with the introduction of the State-Owned Venture Cars, Caltrans entered into an agreement with SJJPA to perform all maintenance activities of these vehicles on behalf of the State. This includes conditional acceptance activities at the SJRRRC Rail Maintenance Facility (Stockton RMF), and as the Venture Cars enter into revenue service. The daily inspections, cleaning, and maintenance of the vehicles will be completed in Oakland, Bakersfield, and Sacramento, while all federally required inspections and heavy maintenance will be completed at the Stockton RMF. SJJPA will continue their management and oversight of Amtrak for the train operation portion of the Service.

Additionally, Caltrans entered into an agreement with SJJPA on a Truck Overhaul Program for the 88 State owned Bi-level Passenger Rail vehicles, with work being done at the Stockton RMF. This program will overhaul the trucks, diaphragms, and coupler systems of the State-Owned vehicles.

Caltrans, Amtrak, SJJPA, and CCJPA have created a program for identifying overhaul projects to the existing fleet that will result in improved performance and reliability. For example, a midlife overhaul project on the existing State-owned fleet of F59 Locomotives is anticipated to be advertised in the Summer 2024.

Following successes of the work completed by SJJPA on the Venture Car conditional acceptance, Truck Overhaul Program, and development of the F59 Overhaul program, Caltrans has requested SJJPA assume maintenance responsibilities of the State-Owned Northern California fleet. As a result of this request, Caltrans, CCJPA and Amtrak have been and are working on transitioning maintenance responsibilities of the Northern California State-Owned Passenger Rail fleet (passenger cars and locomotives) to SJJPA.

The most recent effort completed to modernize the Northern California fleet was to equip all locomotives with inward and outward-facing cameras 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 additional bicycle racks.

Caltrans recent procurement of ZEMUs for operation on the Valley Rail Project, between Stockton and Natomas and ultimately between Merced and Natomas, requires further modification to the Stockton RMF to accommodate the hydrogen technology of the vehicles. In particular, ZEMUs often require overhead maintenance work due to vehicle designs accommodating hydrogen technologies, in contrast to work currently performed underneath existing equipment at the Stockton RMF. The engineering and development of construction plans will begin in 2024 to allow sufficient time to complete the construction prior to the arrival of the ZEMU's in late 2026/early 2027.

4. OPERATING PLAN AND STRATEGIES

SJJPA is in the process of a significant optimization and expansion effort of the San Joaquins Service. SJJPA is pursuing a significant increase in the frequency of the San Joaquins between Sacramento and the San Joaquin Valley. This aggressive program (the details of the Valley Rail Program is mentioned in Chapter 5) is needed to serve existing market demand (to capture a larger share of the business and leisure travel market to/from Sacramento) and to enable the San Joaquins to provide better connectivity to the HSR infrastructure under construction in the San Joaquin Valley. The most immediate priority for the expansion of service is the implementation of the 8th and 9th Daily Round-Trips. Details about capital improvements associated with the 8th and 9th Daily Round-Trips can be found in Chapter 5, along with information on the joint SJJPA/San Joaquin Regional Rail Commission (SJRRRC) 2018 Transit and Intercity Rail Capital Program (TIRCP) Valley Rail grant application, which was successful in funding this expansion of service.

SJJPA introduced a new schedule in Spring 2019 which returned the San Joaquins to full-corridor service for 7 daily round-trips and initiated a “slotted” schedule and distributed pad-time for improved on-time performance. In terms of optimizing operations, the slotted schedule SJJPA developed for Spring 2019 is based on a bi-hourly pulse system, providing statewide connectivity and consistent service frequency throughout the day. The pulse approach not only allows for improved service but is also more effective operationally and makes better use of infrastructure investments. The schedule results in a fixed interval between trains, and symmetrical northbound and southbound operations that reduce the number of locations needed for passenger-on-passenger train meets. BNSF simulations show high on-time performance with this schedule.

Due to the COVID-19 pandemic, San Joaquins service was reduced from 7 daily round-trips to 4 daily round-trips. As of October 22, 2021, the San Joaquins are operating 6 daily round-trips. The 7th daily round-trip is anticipated to be reintroduced in the fall of 2024. The reintroduction of the 7th round-trip is a restoration of pre-pandemic service levels and not considered start of new/expanded service. The COVID-19 service changes put SJJPA’s previous plans for increased service speeds and reductions in operating time on hold while the service builds back ridership and revenue. SJJPA plans to continue to advance efforts improve on-time performance once the San Joaquins can be restored to the pre-Covid service levels.

To enhance the current service of the San Joaquins, SJJPA is committed to working with CalSTA, Caltrans, CCJPA, LOSSAN, San Joaquin Regional Rail Commission, Amtrak, BNSF, UPRR, and regional and local transit providers to improve connections to local/regional transit service to 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. SJJPA will also work to optimize the San Joaquins Thruway Bus services by implementing the provisions of SB 742 (Allen), adjusting routes to promote higher ridership and be more cost-effective, and pursuing partnerships with public and private bus operators to reduce operating expenses and increase ticket revenue.

The CHSRA’s Draft 2024 Business Plan anticipates HSR operations beginning on the Merced-Bakersfield HSR EOS by 2030 - 2033. SJJPA is working with CHSRA, CalSTA, Caltrans, and SJRRRC to ensure that improvements and service expansions for the San Joaquins and ACE services integrate with interim HSR service in the San Joaquin Valley and with the future expanded Valley-to-Valley HSR service between San Francisco and Bakersfield. SJJPA is also working in partnership with CHSRA and CalSTA towards the goal of SJJPA being the operating agency for the Merced-Bakersfield HSR EOS.

The FY 2024/25 and FY 2025/26 operating plan for San Joaquins includes the return of full-corridor service for seven daily round-trips.

Service Pattern in FY 2024/25 and FY 2025/26

Northbound Trains:

Bakersfield – Sacramento: 2 daily trains

Bakersfield – Oakland: 5 daily trains

Southbound Trains:

Sacramento – Bakersfield: 2 daily trains

Oakland – Bakersfield: 5 daily trains

Operating Plans Beyond FY 2025/2026

Commencement of the 8th and 9th Daily Round-Trips

Beyond FY 2025/26, SJJPA plans to launch the 8th and 9th Daily Round-Trips. This expansion of service will increase the total number of daily round-trip trains serving Sacramento from two to four (while maintaining five daily round-trips to the Bay Area). Both of the round-trips serving Sacramento are expected to initially originate/terminate at the San Joaquin Street Station in Stockton and will serve as connecting trains (with a timed transfer) for passengers traveling on San Joaquin Valley – Bay Area trains.

Between Sacramento and Stockton, two of the four daily round-trips will utilize the UPRR Fresno Subdivision (which the San Joaquins currently use for service to the Sacramento Valley Station), while the other two will utilize the UPRR Sacramento Subdivision, a corridor currently not used by passenger rail services. While the Sacramento Subdivision does not connect to the Sacramento Valley Station, it does allow for the San Joaquins to provide service to six planned new stations, including four in Sacramento (Natomas, Old North Sacramento, Midtown, and City College), as well as in Elk Grove and Lodi. A shuttle serving the Natomas Station will also meet each San Joaquins train to provide a convenient connection to the Sacramento International Airport.

SJJPA long-range operating plans center on seeking capital and operational funding to increase the frequency of San Joaquins trains between Sacramento and Merced to achieve hourly service, while maintaining adequate service levels to locations in the Bay Area. With these frequencies, the San Joaquins will be well-positioned to provide robust feeder service to future high-speed rail service between Sacramento and Merced, while truly transforming travel options between Sacramento and the San Joaquin Valley. SJJPA is also planning for expanding service north of the Sacramento Region.

Rail 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 pursued with little or no additional resources.

Increasing On Time Performance (OTP)

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. With these efforts to increase OTP, FY 2020 saw a significant increase in OTP, which rose to 83% and continue to increase in FY 2021 to nearly 85%. Operational action plans, along with decreased freight demand during the pandemic, and the reduced amount of passenger train frequencies contributed to the rise in OTP. Due to third-party impacts such as trespasser interference and maintenance activities, BNSF managed maintenance efforts, OTP decreased in FY 2022 to 76.3%. FY 2023 saw a further decrease in OTP to 71.7% due to unprecedented amounts of rainfall and runoff that led to flooding and the reappearance of Tulare Lake in the Wasco-Corcoran portion of the route. This caused BNSF to have to perform major track repairs throughout FY 2023. The bulk of the repair work was finished in early August of 2023, and OTP has continued to see monthly improvements reaching endpoint OTP of 80% in December 2023, and 84% in January 2024. SJJPA understands how critical OTP is for attracting and growing additional ridership markets, including business travel, and continues to work with BNSF, Amtrak, and DB Engineering and Consulting to achieve the highest level possible.

Specific strategies for improving OTP include:

1. Deployed a slotted/pulsed schedule with pad-time distributed throughout the route in coordination with CalSTA, Caltrans, Amtrak, BNSF and UPRR.
2. Worked with Amtrak, BNSF and UPRR to resolve recurring issues related to the operation of PTC which cause unnecessary delays.
3. 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.
4. Conducting conference calls with the host railroads, Amtrak, and Caltrans to discuss the types of delays, reasons for delays, and identifying potential solutions so future delays can be prevented.
5. 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.
6. Working with the host railroads and Amtrak to identify capital and/or system improvements to improve on-time performance.
7. Working with Host Railroads to develop strategies and incentives that will lead to improved OTP, including providing additional incentive-based access payments between SJJPA and the host railroads similar to what has proven to be extremely successful with the Capitol Corridor over many years.

Table 4.1

| 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% |
| FY 2017 | 76.6% |
| FY 2018 | 76.9% |
| FY 2019 | 66.1% |
| FY 2020 | 80.3% |
| FY 2021 | 84.8% |
| FY 2022 | 76.8% |
| FY 2023 | 71.7% |

Source: Amtrak, 2023

Other Rail Service Coordination Strategies

- 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.
- Assess operational impacts and potential schedule changes from the implementation of planned and potential new stations along the existing San Joaquins Route, including Oakley, and Madera.
- Represent the San Joaquins at quarterly 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.
- Participate in quarterly CIT meetings with the BNSF to discuss operational issues encountered over prior months and any upcoming capital and system projects that could affect train performance.
- Work with the Capitol Corridor JPA, LOSSAN JPA, and Caltrans to provide improved connections to the Capitol Corridor and Pacific Surfliner.
- In Coordination with SJJPA and CCJPA, Caltrans is leading a study to enable trains to be turned at Martinez that can provide operating flexibility and optimize capacity in the corridor between Martinez and Oakland. In 2024, SJJPA will continue to work with Caltrans and CCJPA to further advance this effort and develop a funding plan and timeline for implementation of the project.
- Participate in the Bi-Monthly Construction meetings with LOSSAN and Caltrans to identify potential maintenance projects and projects required to increase service to 9 daily round-trips, as well as to monitor progress on projects in construction.
- Work with the Federal Railroad Administration on regulatory requirements associated with the San Joaquins, i.e. Positive Train Control.

- Coordinate with Caltrans to develop a Service Development Plan for the San Joaquin Corridor and planned extensions meeting State and Federal requirements for the Federal Railroad Administration Corridor Identification and Development Program (see Chapter 5).
- Work with SJRRC, BCAG, and Caltrans to advance the planning and environmental review for the future extension of San Joaquins and ACE services north of Natomas to Butte County.
- Work with SJRRC and the Tri-Valley – San Joaquin Valley Regional Rail Authority on future use of a shared universal corridor over the Altamont Pass with ACE, San Joaquins, and Valley Link.

Thruway Bus Operating Strategies

Thruway Bus service is a key component of San Joaquins operations, providing important connections to transit systems and tourist destinations, such as Yosemite, San Francisco, and Southern California. Additionally, many routes operate through rural communities, offering corridor-wide connections to San Joaquins trains. However, Thruway Bus service was restricted to ticketed Amtrak train passengers which results in underutilization of bus capacity and high operating costs. Opening key segments of Thruway Bus 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.

To accomplish this, SJJPA successfully worked with Senator Allen, RailPAC, Central Valley Rail Working Group, and San Joaquin Valley Regional Planning Agencies’ Directors’ Committee on getting legislation (SB 742) passed and signed by the Governor that enables bus-only tickets to be sold on state-supported Thruway Bus services. SJJPA is working in coordination with private intercity bus providers and public local and regional bus providers to implement the provisions of SB 742. SJJPA is also pursuing partnerships with public and private operators that would allow San Joaquins passengers to utilize intercity bus services of other agencies/companies, while allowing non-Amtrak passengers to utilize the same services. By increasing the load factor on connecting bus services (i.e. the number of seats filled on each bus), SJJPA anticipates a significant reduction in operating expenses and higher ticket revenue. As required by SB 742, SJJPA submitted a “Report to the Legislature” on December 27, 2022, regarding the progress of the implementation of the provisions of this bill and its impacts on private intercity bus carriers which is available on the SJJPA website.

Partnership with the Shasta Regional Transportation Agency on the “North State Intercity Bus System”

Shasta Regional Transportation Agency (SRTA) is planning a new express bus service between Redding and Sacramento as part of the proposed North State Intercity Bus System. To fund the necessary capital investments (including several electric buses), SRTA received a TIRCP award in 2018. SJJPA and SRTA have formed a partnership that would allow San Joaquins passengers currently traveling on Amtrak Thruway Buses from Sacramento to Red Bluff or Redding to utilize the new SRTA express bus instead. Correspondingly, SJJPA staff is planning to terminate the Thruway Bus Route 3 in Chico (approximately 75 miles south of the current terminus in Redding) to save on operating costs, which would enable SJJPA to financially support the operations of express bus service.

As a first step to this express service, SJJPA is forming a partnership with the local transit operator, the Redding Area Bus Authority (RABA) to implement an interim service before the express route is operational. This interim service will allow for the planned service change for Route 3 at Chico to occur, with the RABA service continuing north to Red Bluff and Redding with the benefit to RABA proving longer distance service as viable for their operations. An MOU is being negotiated between the two agencies that will outline the parameters of SJJPA’s financial support, while ensuring San Joaquins passengers have seamless access/ticketing on the new RABA-run interim service and the RABA/SRTA express bus. The express service will be implemented once motor coaches are procured and RABA is ready to operate the full express service. Once in operation, this new service will provide much faster travel times between Sacramento and Redding as the new line would run along I-5 corridor rather than the more circuitous SR 99 corridor. SJJPA expects the express service to be implemented within the next 1-2 years.

Potential Partnerships with North Coast Stakeholders to Optimize Thruway Bus and Other Bus Services

Stakeholders in Marin and Sonoma Counties and farther north along the North Coast have expressed a strong interest in optimizing the Thruway Bus service (Route 7) that currently operates between Arcata and Martinez. SJJPA has engaged in initial discussions with representatives in various cities, State Senator McGuire's office, and officials from Sonoma-Marín Area Rail Transit (SMART) on developing strategies for improving utilization of the existing Thruway Bus service and to provide connecting Thruway Bus service to SMART trains. In 2023, SJJPA, Greyhound, local/regional agencies and other interested stakeholders along the corridor completed work on a Caltrans led study for service integration and improvement along the North Coast (Route 7 Corridor) to increase the usefulness of intercity bus services and other connecting bus services in the North Coast Corridor. Based on the findings of this effort, SJJPA took action to open all bus stop pairs along Route 7 for bus-only ticketing. SJJPA will continue to work with Caltrans and local and regional agencies along Route 7 towards improving this route and better integrating it with other transit services.

Implementation of SB 742 Provisions

SB 742 (Allen) was signed by Governor Newsom on October 8, 2019, and its provisions became law on January 1, 2020. The implementation of SB 742 needs to be phased in over time. SJJPA approved bus-only ticketing for Routes 10 (Bakersfield-Oxnard-Santa Barbara) and Route 12 (Bakersfield-Lancaster-Victorville) at the January 24, 2020 SJJPA Board Meeting and Route 1c (Bakersfield – West Los Angeles), Route 19 (Bakersfield – Inland Empire) and Route 40 (new route between Merced and San Jose) at the March 27, 2020 SJJPA Board Meeting. As specified in SB 742, before offering bus-only tickets on Thruway bus routes, SJJPA consults with and considers local and regional public transit operators to determine if a local or regional public transit operator can provide the planned service and attempt to avoid conflicts with existing public transit services. SJJPA also makes a good faith effort to coordinate with private motor carrier services to provide timely connections with intercity rail services, including agreements to fund modifications or expansions of existing motor carrier services to better coordinate with existing services. The implementation of SB 742 is expected to enhance existing intercity private bus services and to avoid damage to these services if possible. SJJPA's efforts to implement SB 742 are documented, presented, and available for public comment at applicable SJJPA Board Meetings.

Due to the COVID-19 pandemic, implementation of SB 742 was put on hold as to reserve seating capacity for train passengers while overall seating capacity was reduced on both trains and thruway buses at 50% of normal capacity. SJJPA continued with implementation of SB 742 in late 2021, after restrictions on seating capacity had been lifted and ridership was increasing. At the September 24, 2021, SJJPA Board Meeting, SJJPA took action to provide bus-only ticketing to the new Route 1c terminus stop at Santa Monica, and received a report from staff on the status of SB 742 implementation. Bus-only ticketing was made available on most routes by December 2021 (1c, 7, 9, 10, 15, 16, 19, and 40). At the November 19, 2021, SJJPA Board Meeting bus-only ticketing was approved for Route 7 (Martinez – Santa Rosa – Arcata) for bus-pairs not served by Greyhound, and subsequently for all bus-pairs along Route 7 at the July 21, 2023 SJJPA Board Meeting. At the January 26, 2024 SJJPA Board Meeting, Route 3 stops were opened for all Redding and Red Bluff bus-pairs upon RABA implementing their operations of the route between Chico and Redding before the end of FY 2023/2024. By the end of FY 2024/2025, staff expects to also open all bus-pairs for Routes 3 and 6. Route 3 in particular will remain a priority to open all bus stop pairs for bus-only ticketing regardless of the future operator. Approval for Route 1 is expected to be sought at future SJJPA Board Meetings, but this may occur after FY 2024/25, as SJJPA will focus on partnerships with RABA and SRTA for express service along the I-5 corridor.

Thruway Bus Changes to Create a More Cost-Effective Network

As highlighted in Chapter 2, based on detailed analysis provided by staff, SJJPA took action to make some significant changes to the San Joaquins Thruway bus network in order to create a much more cost-effective network at the May 29, 2020, Board Meeting during most severe effects of the pandemic. Pre-pandemic data from Amtrak showed that several of the San Joaquins Thruway Bus routes were not meeting the state's standards for cost-effectiveness even prior to the pandemic. On September 24, 2021, SJJPA took additional action to maintain many of these measures for the foreseeable future in order to promote a more viable Thruway Bus Network. These changes save the state millions of dollars annually:

1. Truncating Route 19 at San Bernardino
2. Truncating Route 1c and adding a new terminus stop at Santa Monica

3. Not running Route 1b (between Los Angeles Union Station and San Pedro), Route 12 (between Bakersfield and the Antelope Valley); and Route 34 (between Stockton and San Francisco)
4. Eliminating the McKinleyville and Rio Dell Scotia stops along Route 7 and adding a new terminus stop at Humboldt State University in Arcata
5. Having Routes 10 (Bakersfield to Santa Barbara), Route 9 (Bakersfield – Las Vegas), and Route 18 (Visalia – Hanford – San Luis Obispo – Santa Maria) be provided by private operators with interline agreements with Amtrak. These interline agreements eliminate much of the annual costs to the San Joaquins for these routes since they are based on revenue-sharing to subsidize the service rather than annual fees paid by the state. Operational costs are shifted to the bus vendor in exchange for a portion of the bus revenues generated from these routes

Coordination of Operations with Future High-Speed Rail Service

Recognizing the complimentary nature of the San Joaquins and the future high-speed rail system, a Joint Policy Statement was adopted by CHSRA, SJJPA, and Caltrans in 2013 that ensures cooperation and input of local communities on all decisions related to any changes in the San Joaquins and consistent planning between these agencies. As required by the enabling legislation for SJJPA, this 2024 SJJPA Business Plan Update is consistent with the Draft 2023 California State Rail Plan (DCSRP) and the CHSRA's Draft 2024 Business Plan.

With California's phased approach to implementing the State's high-speed rail (HSR) project, conventional rail services are particularly critical to the success of the interim service 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 Early Operating Segment (EOS), which would run from Merced to Bakersfield. With well over \$30 billion being invested in the California HSR project between Merced and Bakersfield, the improvement and expansion of the San Joaquins as a feeder network should be a very high priority for SJJPA, California High-Speed Rail Authority (CHSRA), the State, the regions, and the FRA, in consultation with the BNSF and UPRR.

SJJPA, along with CalSTA, Caltrans, and the Central Valley Rail Working Group worked cooperatively on the CHSRA's "Merced to Sacramento Connected Corridors North Study." The purpose of this study was to identify elements of an integrated investment program that aligns the goals of rail-planning efforts by SJJPA and the region more closely with the phased implementation of the High-Speed Rail (HSR) program. By collaborating to align regional goals, better passenger rail service can be delivered to the Northern San Joaquin Valley Region, from Merced to Sacramento, than would not be possible with uncoordinated efforts. The Study concluded that an incremental and well-coordinated approach to service expansion and capital investment leading to full HSR deployment will allow the region to achieve better, faster, and more-frequent service, sooner than would occur if each agency pursued their interests independently. The Connected Corridors North Study and CHSRA's coordination with SJJPA resulted in an approach for phased regional investment which is fully consistent with SJJPA's planning for service improvements. This collaborative effort enabled CHSRA to strongly support the joint SJJPA/SJRRRC 2018 TIRCP application for providing additional passenger service to Sacramento which will serve as a complementary "feeder" service to HSR and is an important first step towards bringing direct HSR service to Sacramento.

SJJPA strongly supports Governor Newsom's and CHSRA's proposed Merced-Bakersfield HSR EOS with intermediate stops at Fresno, Madera, and Kings/Tulare. SJJPA has been working with SJRRRC, CHSRA, Caltrans, CalSTA, and the CHSRA's Early Train Operator (ETO) on planning for integrating the San Joaquins and ACE services with the Merced-Bakersfield HSR EOS. Both the San Joaquins and ACE rail services would directly connect with HSR services at a multi-modal station in downtown Merced. For the San Joaquins, this will require a new track connection between the BNSF and UPRR mainlines known as the Merced Intermodal Track Connection (MITC) Project (see Figure 4.1). In coordination with CHSRA and the City of Merced, the proposed multi-modal station at Merced would be elevated and have a western boundary at "R" Street. SJJPA is taking the lead in the environmental clearance/detailed design for the MITC Project (CHSRA is environmentally clearing the Merced Multimodal Station). To most efficiently integrate the San Joaquins and the EOS HSR service, Merced will become the southern terminus for San Joaquins rail service once operations begin on

the HSR infrastructure during the envelope between 2030 - 2033. SJJPA is coordinating with SJRRC to plan and environmentally clear a layover and maintenance facility for ACE and San Joaquins services in Merced as part of the MITC Project (see Figure 4.1). The environmental review process for MITC formally began on January 5, 2023, with the release of the Notice of Preparation (NOP) the draft EIR is expected to be released in mid-2024. The NOP and more information for this important project are available on the SJJPA website.

In partnership with CalSTA and CHSRA, SJJPA has taken the lead to ensure that the Madera HSR Station is implemented in advance of the initiation of HSR EOS service (when the San Joaquins truncate at Merced). The Madera HSR Station was a late addition to the HSR system by CHSRA in 2016. As a result, this station was not environmentally cleared by CHSRA, nor was it included in the CHSRA funding plans. SJJPA has accepted the responsibility to environmentally clear, secure funding, and implement the Madera HSR Station. SJJPA is implementing the Madera HSR Station in three distinct phases. The first phase is to relocate the existing San Joaquins Station to a new location on the BNSF line in the vicinity of Avenue 12. The second phase is to implement the improvements needed for the station to become the Madera HSR Station for the EOS – this includes the HSR platform on the east side of the mainline HSR tracks, HSR stopping track that connects to the mainline tracks, expanding the access road to the station, and constructing additional parking. The third phase (Full Build Madera HSR Station) is to build the HSR platform on the west side of the mainline HSR tracks, HSR stopping track that connects to the mainline HSR tracks, and a pedestrian overcrossing to connect the two side platforms. SJJPA completed CEQA for the first two phases in early 2021. Construction is anticipated to begin on Phase 1 later in 2024 and the relocated San Joaquins Station to be operating by late 2025. SJJPA is working with CalSTA and Caltrans to secure the \$134 million in funding necessary for Phase 2. In partnership with Caltrans, SJJPA was able to get \$80 million included in the 2024 Interregional Transportation Improvement Program (ITIP) for Phase 2 and is working with Caltrans for them to submit a joint Solutions for Congested Corridors application later in 2024 for nearly all the remaining funding needed.

The San Joaquins and ACE rail services will be key feeder services for the Merced-Bakersfield HSR EOS, providing important connectivity to the Northern San Joaquin Valley, Sacramento and to the Bay Area. In addition, the extensive San Joaquins Thruway Bus Network, will provide equally important connectivity to Southern California and the rest of the state (see figure 4.2). The initiation of the Merced-Bakersfield HSR EOS will lead to substantially improved intercity passenger rail service throughout California, with much higher frequencies of service, shorter travel times, better on-time performance, reduced emissions and GHG, improved safety, higher ridership and reduced state subsidies. SJJPA is committed to continuing to work with CHSRA, Caltrans, CalSTA and SJRRC to implement a fully integrated statewide intercity service which utilizes the HSR infrastructure between Merced and Bakersfield that will bring great benefits to the state, demonstrates electrified HSR operations, and leads to the expansion of the statewide HSR network. To help move the implementation of HSR in California forward, SJJPA approved an initial MOU with CHSRA and CalSTA at the November 20, 2020 SJJPA Board Meeting in which each agencies committed on working toward the goal of having SJJPA be the operating agency for the Merced-Bakersfield HSR Interim Service.

Key points from the MOU include:

- CHSRA would be responsible for implementing and providing access to, and maintenance for the HSR infrastructure (including track and railway systems, bridges, platforms) and HSR trainsets.
- SJJPA would act as the operator (indirectly, by contract) of the Interim HSR Service. SJJPA will identify and propose a delegate “Operator”, to be approved by CHSRA, to operate trainsets and stations.
- SJJPA would pay CHSRA a System Access Fee for usage of CHSRA infrastructure and related assets in an amount sufficient to cover the portion of CHSRA’s maintenance and overhead costs that are related to the Interim Service.
- SJJPA would work to have a joint Operator for ACE, San Joaquins and HSR.
- CalSTA will work with SJJPA on the best approach for its business plan under this new model. CalSTA will review and approve SJJPA business plans that include plans and budgets for SJJPA to operate Related Services after ensuring that all legal requirements have been met.

In FY 2024-25, and FY 2025-26, SJJPA will continue to work with CHSRA and CalSTA on more detailed agreements, and planning for network integration, interim HSR stations and connectivity, and service operations for the Merced-Bakersfield HSR EOS. In FY 2022-23, SJJPA received funding needed to environmentally clear (CEQA & NEPA) the full-build Madera HSR Station and is the CEQA lead for this effort that began in 2023. SJJPA is requesting \$1,000,000 in FY 2024-25 to complete full-build Madera HSR Station CEQA/NEPA and 15% design.

SJJPA continues to execute its tasks related to the joint SJJPA/CHSRA/CalSTA MOU. SJJPA has initiated several coordinating tasks and projects to ensure that progress is made over time with the strategic goal of being prepared to operate initial Central Valley Segment operations. Tasks and projects underway and requiring funding include:

- Ticketing Integration – Technical to support to prepare ticketing for San Joaquins which builds upon work by SJRRC for ACE. Coordination work between SJJPA and CHSRA to prepare technical ticketing documents to support fare integration and ticketing integration in the future.
- Preparations for Universal Operator – Work to prepare for Universal Operator consistent with the intentions of the SJJPA/CHSRA/CalSTA MOU.
- Support for Grants to Complete Capital Program and Operations – Support to continue to apply for grants and various funding opportunities related to completing the capital projects, procuring and upgrading equipment/facilities, and securing operating funds necessary to deliver the joint service plan. The support also includes grants management and compliance post-award.
- Operational Preparedness Support – As SJJPA prepares to perform operational oversight, technical support is required to ensure operation preparedness is structured and progressing, including coordination support with CHSRA, CalSTA, Caltrans, and ETO.
- Product and Market Development – In preparation for High-Speed product introduction, planning work needs to take place to ensure appropriate passenger experience and necessary market development insight to ensure continuity of service and potential advanced market stimulation.

Table 4.2

| High Speed Rail/Early Train Operator Coordination Support (FY 2022/23 - FY 2025/26) | | | |
|------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------------|-----------------------------------|
| Expense Category | FY 2022/23 (Approved) | FY 2024/25 (Requested) | FY 2025/26 (Projected) |
| ZE Transition Plan | \$500,000 | - | - |
| Ticketing Integration | \$600,000 | \$400,000 | \$250,000 |
| Preparations for Universal Operator | - | \$700,000 | \$800,000 |
| Grants Support | \$900,000 | \$100,000 | \$100,000 |
| Operational Preparedness | - | \$700,000 | \$700,000 |
| Product and Market Development | - | - | \$700,000 |
| Total | \$2,000,000 | \$1,900,000 | \$2,550,000 |

Figure 4.1 – Merced Intermodal Track Connection (MITC) Project

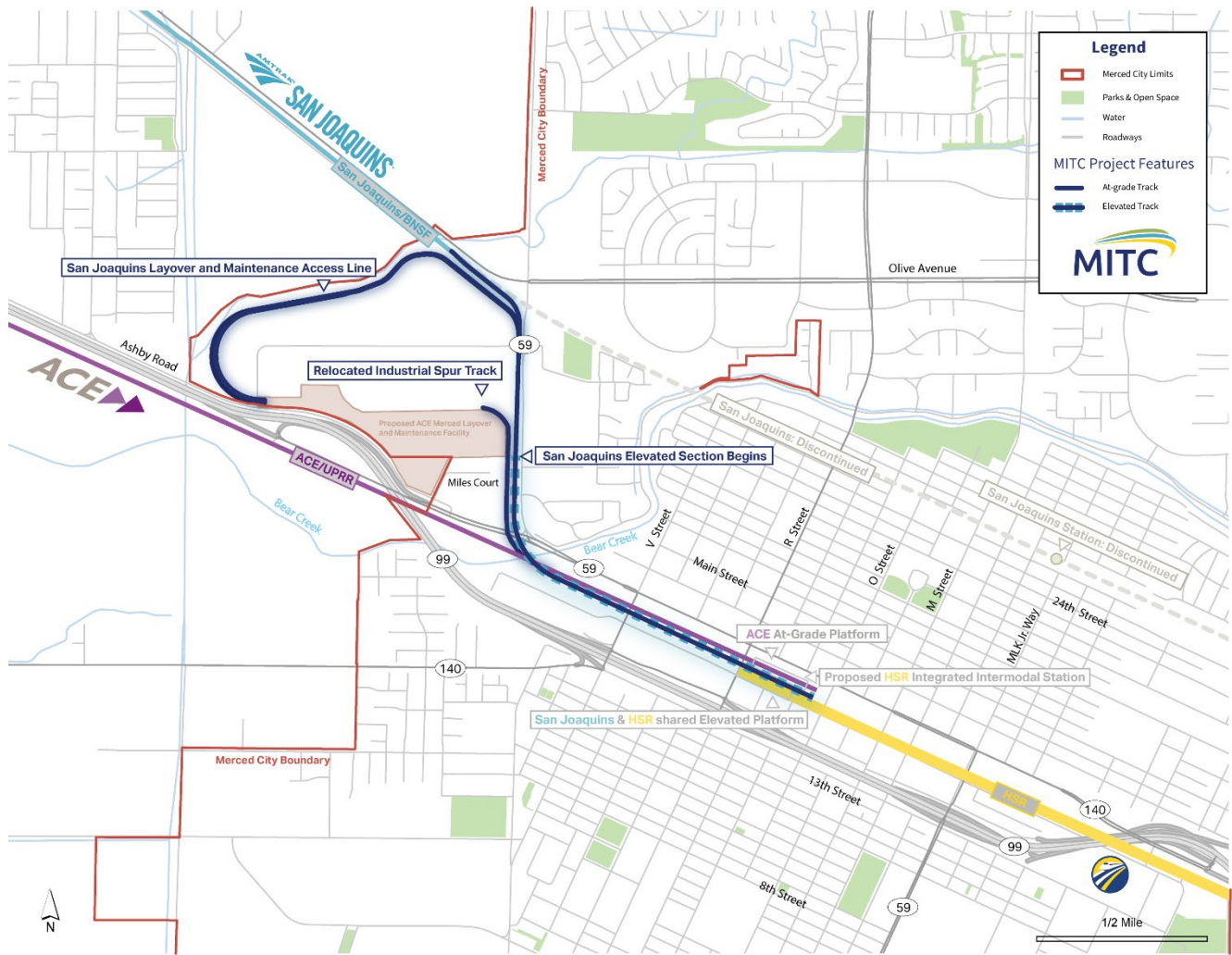


Figure 4.2 - Statewide Intercity Rail and Thruway Bus Network, 2030



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

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 2018, the Transit and Intercity Rail Capital Program (TIRCP) awarded the San Joaquin Regional Rail Commission (SJRR) and SJJPA \$500.5 million in funding for the joint "Valley Rail" program. Valley Rail is an integrated expansion of San Joaquins intercity and Altamont Corridor Express (ACE) commuter rail services. As part of Valley Rail, SJJPA has developed an aggressive "Estimated 10-Year Capital Improvement Program" to expand the capacity of the San Joaquins Corridor and prepare the San Joaquins to best complement and integrate with future HSR service. This chapter details SJJPA's aggressive strategies to deliver the Valley Rail Program to expand the capacity of the San Joaquins corridor, as well as identifying specific projects in SJJPA's Short-Term and Longer-Term Capital Programs.

The Valley Rail Program

Valley Rail improves geographic equity by better connecting the Central Valley counties of Sacramento, San Joaquin, Stanislaus, and Merced to not only each other, but also to the Bay Area. With future High-Speed Rail connections, first between Merced and Bakersfield, and then to San Jose, Valley Rail is poised to become a crucial link to the greater California passenger rail network. This transformative, megaregional project helps further the State's vision for an integrated rail network, with enhanced thruway bus connections, and provides direct mobility and air quality benefits to citizens in nine counties, including over 30% of the disadvantaged communities in California. Valley Rail implements new daily roundtrips for the San Joaquins service to better connect San Joaquin Valley travelers with the Sacramento Area, and an extension of ACE between Sacramento and Merced.

Challenges Associated with the Implementation of the Valley Rail Program

Scope and Scale - The size and complexity of the Valley Rail Program, built within the confines of the freight railroad right of way, is unprecedented in the Central Valley. The capital improvement program, including planned extensions, currently consists of 78 projects, totaling approximately \$3.5B+. Many utilities exist within the freight rail corridors due to their linear nature and thus require miles of relocation to accommodate the new track necessary for passenger service. The sheer volume of engineering submittals, utility reviews and relocations, and construction contracts is an immense challenge for not just SJJPA, but all associated stakeholders.

Schedule Delay - The Valley Rail Program consists of several project segments that improve rail service on ACE and the San Joaquins for the San Joaquin Valley, Sacramento, and the Bay Area. The project segments include Lathrop to Ceres Extension, Sacramento Extension, Ceres-Merced Extension, Stockton Diamond Grade Separation, the Merced Intermodal Track Connection (MITC) project, Madera HSR Station, and Oakley Station. Thus, simultaneous reviews and approvals are required by UPRR and BNSF for the entire Valley Rail Program.

At the beginning of the program, the project delivery schedules assumed engineering review and approval times consistent with historical project timelines when SJJPA was implementing only two to three projects at a time. However, in FY 22/23, the Valley Rail Program had 29 active projects with multiple submittals to UPRR and BNSF Railroads. This number has increased to 42 in FY 23/24. This large increase in submittals requires review by companies with limited staff and has impacted the delivery schedule of the entire Valley Rail Program.

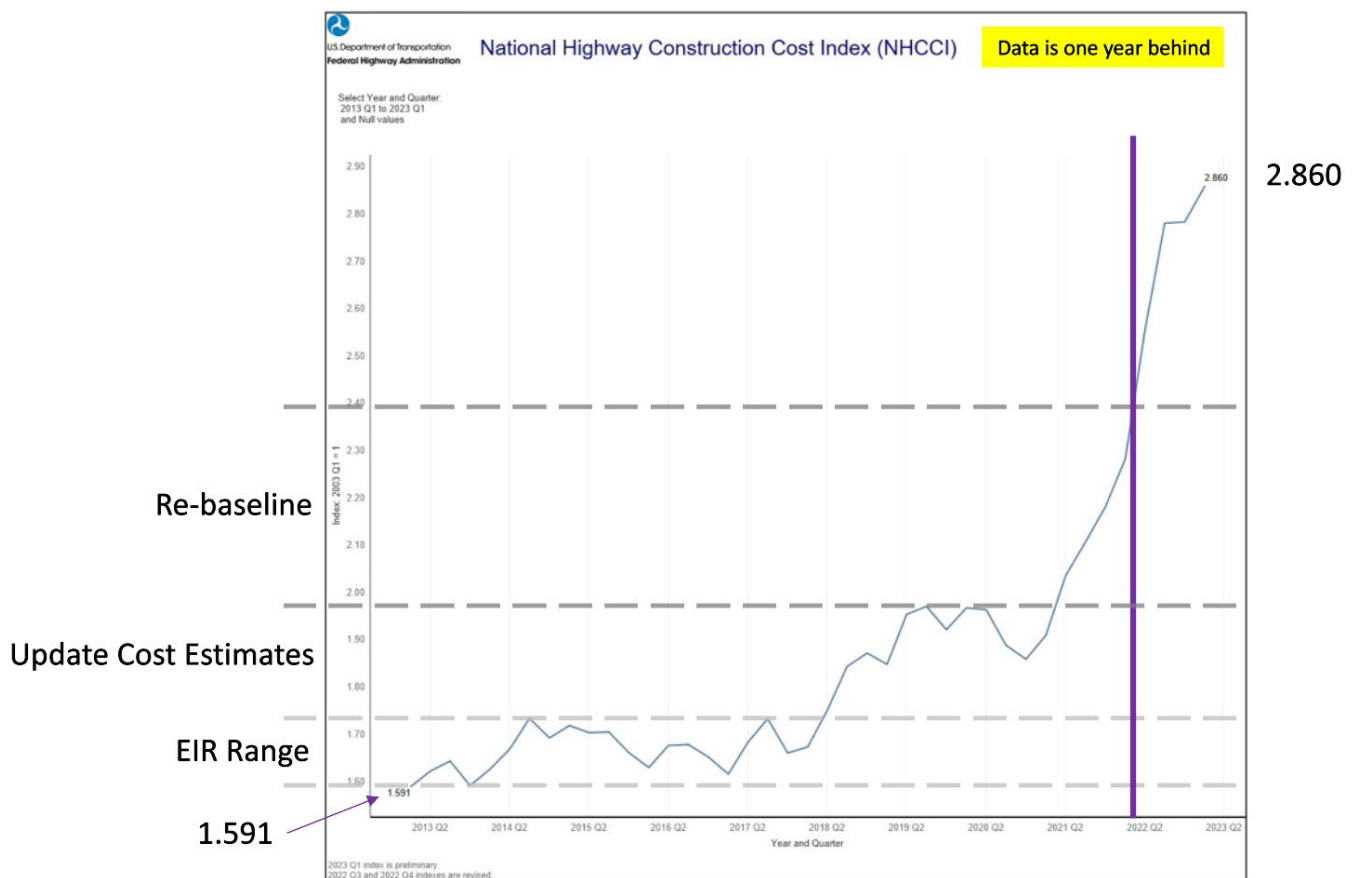
The delays in getting final design approved for utility relocations has caused a negative impact on nearly all projects within the Valley Rail Program. Many of the utilities that are being relocated are well over seventy-five years old and are layered and integrated among, and within each other. Redesigning these utilities has been more time consuming than anticipated. The speed of utility relocation is entirely subject to the utility owner's control. Again, due to the large

number of projects and submittals occurring simultaneously, it is a challenge for the companies to perform so many reviews and/or designs in a timely manner.

Cost Increase - Many projects experienced significant cost increases in the design phase. Over the past year, UPRR and BNSF have modified their design standards for track, sidings, platforms, and layover facilities. These design standards are requirements with which SJJPA must comply and changes are not negotiable. This has resulted in cost increases and the need to request supplemental funds to comply with the new design standards.

Since the pandemic, inflation has also increased the cost of all phases of Valley Rail projects, but the impact is even greater for the construction phase. The cost escalation from supply chain issues, labor costs, labor shortages, reduced competition (specifically in rail industry), and rising interest rates are a well-known challenge across many different industries and are being discussed and evaluated nationally and globally in many forums. Inflation has risen by approximately 25%, cumulatively, since the onset of the pandemic in late January 2020

Figure 5.1: Estimated 10-Year Capital Improvement Program Service Goals



These Challenges associated with schedule delays and cost increases contribute towards substantial increase in the FY24/25 funding request, as outlined in Chapter 10. SJJPA acknowledges and understands that given the constraints with the state budget, the full requested amount may not be provided. SJJPA will continue to work with CalSTA, Caltrans and other funding partners to pursue supplemental and new funding opportunities to capitalize professional services and administrative costs necessary to deliver the Valley Rail Program.

Coordination with San Joaquin Regional Rail Commission (SJRRRC) for Valley Rail Program Delivery

As previously stated in Chapter 1, SJRRRC serves as the Managing Agency for SJJPA and provides the staffing and consultants necessary to oversee planning, operations, and project delivery related to the San Joaquins. In addition, SJRRRC is designated as the lead agency to secure and administer funding, negotiate with the host railroads, and execute all contracts in the shared service corridor between Stockton and Natomas. This helps mitigate any schedule delays on the agency side by eliminating the need for multi-agency approvals for the numerous project contracts and submittals. Additionally, SJRRRC established a Valley Rail Stations and Facilities Committee to further streamline the Board actions on project delivery. This four-member Committee includes two members from SJRRRC Board and two members from SJJPA Board, representing Sacramento, San Joaquin, and Stanislaus Counties and is empowered to approve all strategies and contracts related to the engineering and construction within the shared services corridor. SJRRRC has also built up a dedicated, seconded Capital Project Delivery Team to focus solely on the Valley Rail Program and support the Stations and Facilities Committee.

Valley Rail Planned 10-Year Capital Improvement Program

In coordination with the State, BNSF, and UPRR, SJJPA is in the process of implementing its planned 10-Year Capital Improvement Program, which will transform the San Joaquins Corridor into one that will not only vastly improve intra-Central Valley and inter-Central Valley-Bay Area travel, but also performs as an efficient feeder service to the State's future high-speed rail (HSR) system. The improvements for this program will benefit multiple agencies and other rail services, including freight, and are consistent with the Draft 2024 California State Rail Plan and the Draft 2024 CHSRA Business Plan. A major feature of the Valley Rail program is the creation of a new passenger rail corridor along UPRR's Sacramento Subdivision between Sacramento and Stockton, on which San Joaquins trains are envisioned to share tracks and stations with the ACE rail service. Improvements associated with Sacramento Subdivision are consistent with CHSRA's Connected Corridor North Study to bring early implementation of HSR to Sacramento. The Valley Rail 10-Year Capital Improvement Program also maintains and optimizes service to the Bay Area and improves safety and security along the San Joaquins Corridor. This program of improvements is being designed to allow for seven intercity round-trips from Sacramento to Merced, enable increased intercity service to the Bay Area on the existing San Joaquins route and via the Altamont Corridor, extend some service north of Sacramento to Chico, and provide for direct connectivity with the Merced-Bakersfield HSR Early Operating Segment along the BNSF route through the implementation of the MITC Project.

Elements of the Valley Rail 10-Year Capital Improvement Program include:

Corridor Capacity Enhancements for Additional Daily Round-Trips: This program includes the improvements needed for the 8th and 9th Daily Round-Trips, which are detailed in the Short-Range Capital Improvement Program. It also includes improvements for additional round-trips to enable eight daily intercity round-trips between Sacramento and Merced and additional intercity trips to the Bay Area, which are discussed in the Longer-Term Capital Improvement Program.

New Maintenance and Layover Facilities: To support the 8th and 9th Daily Round-Trips, two layover facilities will be needed as part of the Short-Term Capital Improvement Program. To provide additional service between Sacramento and Merced (eventually hourly), a new maintenance facility, and an expanded Stockton Regional Maintenance Facility, will be needed as part of the Longer-Term Capital Improvement Program.

Safety and Improvements: SJJPA is in the process of planning and implementing projects that will improve safety throughout the San Joaquins Corridor, including station lighting upgrades, improved pedestrian crossings at the tracks, new fencing along sections of the corridor with high incident rates, etc. Additionally, SJJPA is working with Amtrak and the host railroads to reduce trespasser and vehicle/crossing incidents along the corridor.

New Stations: As part of the 8th and 9th Daily-Round Trips and establishing service along the Sacramento Subdivision, the SJJPA is currently working to implement up to six new stations north of Stockton, including Lodi, Elk Grove, and four in Sacramento (City College, Midtown, Old North Sacramento, and Natomas). A new station in Oakley is also being implemented, as is a relocated station in Madera. These are contained in the Short-Term Capital Improvement Program. New stations are also being planned for as part of any extension of service north of Sacramento (Plumas Lake, Marysville-

Yuba City, Gridley, and Chico). SJJPA is also implementing numerous station enhancement and parking projects to ensure a high-quality passenger experience.

New Equipment: To enable additional round-trips and extensions of service, additional trainsets will be necessary beyond what is currently being procured by the State of California. In the Short-Term Capital Improvement Program, additional trainsets are included for the 8th and 9th Daily Round-Trips. To reach hourly service between Sacramento and Merced, additional trainsets will be needed (see the Longer-Term Capital Improvement Program).

Service Extensions: In conjunction with the 8th and 9th Daily Round-Trips, SJJPA is working to extend service along the Sacramento Subdivision to new locations in Sacramento. Details are contained in the Short-Term Capital Improvement Program. In the longer-term, extensions north of the Sacramento Region (to serve Yuba, Sutter, and Butte counties) and to provide additional intercity round trips via the Altamont Corridor which would terminate at a new Union City/BART Station are being planned. A future extension of service to the Oakland Coliseum/Airport will also be considered as a longer-term possibility.

During implementation of this ambitious capital improvement program, SJJPA will continue to work with the State to:

- Secure funding for cost escalation and future projects;
- Ensure that projects meet the delivery schedule;
- Minimize the construction impacts of projects;
- Maximize the benefits of projects on overall service performance; and
- Coordinate with CHSRA regarding MITC Project and Merced Intermodal Station, the Madera Relocated Station, and grade separations or improvements being done to the BNSF track as a result of the implementation of the initial construction of the HSR system.

The Estimated 10-Year Capital Improvement Program consists of a Short-Term Capital Improvement Program (0-5 years) and a Longer-Term Capital Improvement Program (5+ years), both of which are detailed below.



Valley Rail Short-Term Capital Improvements

SJJPA is currently focused on implementing a substantial Valley Rail Short-Term Capital Improvement Program over the next five years. The Program contains four areas of improvement: 8th and 9th Daily Round-Trips, Other Station Projects, and Corridor and Other Projects. Each of these four areas of improvement are described below and specific Short-Term project and costs are summarized in Table 5.1.

Tables ES.1/5.1: Summary of State Funding Request for the San Joaquins

| San Joaquins Corridor - Short-Term Capital Projects (\$ Millions Construction Year) | | | | | |
|-----------------------------------------------------------------------------------------------------------|---------------------|-----------------|----------------------------------------------------------|-----------------------|------------------------------------|
| Improvement Program/Project (0-5 years) | Project Cost | Funding Secured | Funding Sources | Lead Agency | Status |
| Short-Term Service Improvements | | | | | |
| Cabral Station Expansion (Additional Parking/Safety and Security Amenities) | \$16.22 | \$16.13 | CMAQ/MK/SGR/SRA | SJJPA/SJRRRC | Design Construction 2024 |
| Minor Capital – Station/Service Enhancements | \$2.5 | \$2.5 | PTA | SJJPA | Ongoing Minor Capital |
| 8th and 9th Daily Round-Trips | | | | | |
| Track Improvements - BNSF Stock. Sub | \$35.4 | \$26.2 | TIRCP/SRA | SJJPA/BNSF | Design Select Construction 2024 |
| Valley Rail North (Stations/Track, Lodi, Elk Grove, City College, Midtown, Old North Sacramento, Natomas) | \$535.99 | \$411.23 | TIRCP/SB132/ITIP/STA | SJRRRC/SJJPA/UPRR | Design |
| Track Extension (RMF to Cabral Station) | \$70.56 | \$24.05 | Prop 1A/CMAQ/FTA 5307/ FTA 5309/ 2016 Earmark/ Measure K | SJRRRC/UPRR | On Hold |
| Modesto and Turlock-Denair Double Platforms* | Managed by Caltrans | | ITIP | Caltrans/BNSF | Design |
| San Joaquin St. Layover Project | \$7.50 | \$7.00 | ITIP | SJJPA | Design Pending |
| Other Station Projects | | | | | |
| Madera Station Relocation/Expansion | \$44.83 | \$44.83 | TIRCP/SRA/SB125 | SJJPA | Design Construction 2024 |
| Madera HSR Station OES Build | \$134.53 | \$3.00 | SB125 | SJJPA | Design |
| Madera HSR Station Full Build | TBD | \$2.00 | PTA | SJJPA | Planning |
| New Oakley Station Platform | \$8.28 | \$8.28 | TIRCP/SRA | SJJPA | Design Construction 2024 |
| Hanford Station | \$2.69 | \$0.59 | SRA | SJJPA | Design |
| Corridor and Other Projects | | | | | |
| Stockton Wye | \$18.17 | \$18.17 | SRA | UPRR | Procurement |
| Platform Accessibility for High-Floor Cars | TBD | \$0.5 | STIP | Caltrans/SJJPA | Construction |
| Cal PIDS Replacement/Upgrade | \$2.1 | \$0.7 | Cal OES/PTA | SJJPA/CCJPA | Design |
| Stockton Diamond Grade Separation | \$397.15 | \$293.07 | TCEP/BUILD/ITIP/SB 132/Measure K | SJRRRC/SJJPA/UP/ BNSF | Design Construction 2024 |
| UPRR South Stockton Yard Crossovers | \$11.00 | \$11.00 | SRA/PFIP/UPRR | SJRRRC/SJJPA/UPRR | Design |
| Stockton Rail Maintenance Facility Expansion | \$30.23 | \$30.23 | ITIP/SJJPA SRA/ Caltrans SRA/ Prop 16/CalOES | SJRRRC/SJJPA | Construction |
| Merced Intermodal Track Connector (MITC) | \$323.04 | \$11.0 | PTA/SRA | SJJPA | Environmental |
| Merced Maintenance and Layover Facility | \$111.93 | | TBD | SJJPA/SJRRRC | Planning |

Source: Caltrans Division of Rail and Mass Transportation and SJJPA, 2023.

8th and 9th Daily Round-Trips

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. As the 7th Daily Round-Trip was suspended during the COVID-19 Pandemic, and is anticipated to be reinstated in the fall of 2024, SJJPA is continuing focus on improvements needed to increase the frequency of service to Sacramento, with the next step being the implementation of the 8th and 9th Daily Round-Trips.

Many of the required capacity improvements for the 8th Daily-Round Trip will be completed between Stockton and Fresno within the next ten years. These improvements consist primarily of double-tracking projects (see Table 5.2). There are also plans to install second platforms at four stations over the next few years, which will reduce holdouts, thereby increasing capacity.

Determining improvements needed between Sacramento and Stockton for the 8th and 9th Daily Round-Trips has been more complicated. Running additional passenger trains on this section of the UPRR's Fresno Subdivision would be very difficult. Given this situation, SJJPA began exploring the option of utilizing the Sacramento Subdivision, a parallel UPRR-owned rail corridor to the west in coordination with CalSTA, CHSRA, Caltrans, SJRRC, and the Central Valley Rail Working Group. Feasibility studies by SJJPA/SJRRC and CHSRA determined that the Sacramento Subdivision was the most viable alternative for expanded passenger rail service from the San Joaquin Valley to Sacramento, and UPRR indicated there is potential to provide passenger service on this corridor. In 2017, SJJPA's Board adopted the Sacramento Subdivision as the preferred corridor to pursue future service expansion to Sacramento.

SJJPA was engaged in planning and environmental work to determine needed improvements to establish passenger rail service along the Sacramento Subdivision as part of the development of the 2018 Transit and Intercity Rail Capital Program (TIRCP) grant application. SJJPA worked in partnership with SJRRC on the TIRCP application, as the SJRRC-managed Altamont Corridor Express (ACE) rail service would share the tracks and stations along the Sacramento Subdivision with San Joaquins trains between Sacramento and Stockton. On January 12, 2018, SJJPA and SJRRC submitted the joint TIRCP to CalSTA. On April 26, 2018, CalSTA announced that the SJJPA/SJRRC Valley Rail application was awarded \$500.5 million to expand San Joaquins and ACE services.

The following improvements related to the 8th and 9th Daily Round-Trips (see Table 5.1) were developed and included in the TIRCP application:

- Track Improvements (UPRR Sacramento Subdivision);
- New Stations (six along the Sacramento Subdivision, including Natomas, Old North Sacramento, Midtown, City College, Elk Grove, and Lodi);
- Track Extension (Stockton Cabral Station to the ACE Maintenance Facility);
- Layover Facilities (in Natomas for the Northern Terminus, in Merced, and a temporary facility in Fresno for the Southern Terminus of the expanded service);
- TIRCP application also included Capital Access Fees.

Since the TIRCP funds were awarded, SJJPA-SJRRC has been moving forward toward constructing improvements and stations for the Stockton-Sacramento segment along the Sacramento Subdivision. These improvements will also lay the groundwork for additional round-trips to Sacramento in the future for the San Joaquins and ACE services.

On January 31, 2023, CalSTA awarded SJJPA and SJRRC an additional \$142 million for the Valley Rail Program. These additional funds will ensure the completion of three project areas, encompassing nine individual components, including: (1) Natomas, Elk Grove, North Lathrop, Manteca, Modesto, Ceres, and Madera Valley Rail stations, (2) the Stockton Diamond Grade Separation, and (3) ACE platform extensions at Lathrop/Manteca, Tracy, Vasco Rd, Livermore, and Pleasanton stations. The projects awarded funding in this TIRCP cycle received grants in previous TIRCP cycles. The additional state resources will help fill funding gaps created by supply chain and inflationary pressures to complete construction while protecting and leveraging significant federal and local investments.

Other Station Projects

In addition to the station projects associated with the 8th and 9th Daily Round-Trips, SJJPA is currently involved in several other station projects.

Wasco Station: The high-speed rail alignment goes directly through the Wasco Station site, necessitating a re-design and re-construction. SJJPA is working to ensure that high-quality access to the station is preserved by CHSRA during and after its construction is completed.

Relocated Madera Station: SJJPA is working with CHSRA, Madera County, Madera CTC and the City of Madera to relocate the Amtrak station in Madera County. A new station location off Avenue 12 is being implemented to support the potential for greater ridership and transit-oriented development, improve connectivity and accessibility for transit and automobiles. The new station has been designed and environmentally cleared to enable future high-speed rail operations at this location. Funding for the Relocated Madera Station (Phase 1 for the Madera HSR Station) was included in the 2018 and 2023 TIRCP awards. SJJPA also worked with Madera County Transportation Commission (Madera CTC) to secure \$12 million in SB 125 funding in early 2024 to account for cost escalation and fully fund this project. The formal CEQA environmental review process for the relocated station was certified at the January 22, 2021 SJJPA Board Meeting. The relocated station is expected to be operational before the end of 2025. While the CEQA process included clearance for the improvements needed for HSR Early Operating Segment (EOS), CHSRA requested that SJJPA take the lead in getting environmental clearance for the full-build Madera HSR station which began in 2023. CHSRA is expected to be the NEPA lead for this process using its NEPA delegation from the FRA.

New Oakley Station: SJJPA, in coordination with the City of Oakley, Amtrak, and BNSF Railways, will be completing the design phase of the project in 2024. Construction is slated to begin for the Oakley Station Platform Project in late 2024.

SJJPA included and was awarded the station platform and trackwork in its portion of the 2018 TIRCP application. The City of Oakley is providing matching funds for parking and other station facilities.

Other Station Enhancement Projects Include:

- Lighting
- Signage
- Landscaping
- General repairs
- Parking

Corridor and Other Projects

Stockton Wye: This project will provide a new wye connector track between the UPRR Fresno Subdivision and the BNSF Stockton Subdivision, which will enhance train movement within the busy rail environment of Stockton. Construction will occur in conjunction with the Stockton Diamond Grade Separation project, as the wye is located in the northwest side of the existing diamond. This project supports SJJPA goals of increasing capacity in the San Joaquins Corridor and the frequency of San Joaquins trains.

Platform Accessibility for High-Floor Cars: With the historical operations of the single-level Comet Cars and the launch of the Siemens Venture Cars both of which have high-floors, SJJPA is working on solutions to improve passengers' experience boarding/deboarding the cars that require passengers to utilize steep stairs. The high-floor cars limit accessibility and slow boarding, increasing the dwell time of trains at stations. To improve accessibility and speed boarding for existing and future high-floor passenger cars, SJJPA is currently working to install modular Mini-High Platforms (small sections of the platform that are raised to the same height as the high-floor rail cars and accessible via a ramp from the lower part of the platform) at all existing and planned San Joaquins stations. The stations on the BNSF corridor will be the first to be installed with the UP stations following behind as SJJPA continues to work through the installation designs with the railroad.

Stockton Diamond Grade Separation Project: This project elevates the Union Pacific (UP) Fresno Subdivision tracks over the BNSF Stockton Subdivision, where they currently intersect at the Stockton Diamond. This intersection is the most heavily congested freight bottleneck in California. In addition to substantial freight and environmental benefits, this

project will enable future expansion of ACE and San Joaquins services. In partnership with the SJJPA, SJRRC and Caltrans pursued and received \$120 million in state and federal funding in 2020 to implement this critical project, Valley Rail funding will be used as matching funding. ITIP and SB132 funds support the environmental, detailed design and right of way. SJRRC certified the environmental impact report (EIR) on June 4, 2021. The EA for NEPA clearance was released on July 29, 2022, and was completed in August 2022. Construction is expected to commence in the Summer /fall of 2024 pending approval of all funding partners.

Merced Intermodal Track Connection (MITC) Project and Merced Layover: As described in Chapter 4, the MITC Project includes a new track connection from the BNSF corridor to the proposed integrated HSR station in downtown Merced between R and O Streets. The connection with the HSR EOS at Merced will also require the expansion of the approved ACE Merced Layover and Maintenance Facility to include new and upgraded tracks for San Joaquins trains and joint use of the initial facility for both ACE and San Joaquins trains.

Cal PIDs Replacement/Upgrade: The Passenger Information Display System for California's Intercity Rail Services – or Cal PIDS – is the network of digital information signs present at all station platforms. The current generation of digital signs that make up Cal PIDS have limited capabilities and have reached the end of their useful lifespan. This project, led by CCJPA, will upgrade the entire Cal PIDS system, including the replacement and upgrade of all platform digital signs and back-office systems that support them.

Safety Improvement Projects (Lighting, Security Cameras, Fencing, At-Grade Crossing Safety Improvements, and Grade Separations): SJJPA has conducted station area assessments for safety in coordination with Amtrak and the Host Railroads. Related projects include improved 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 by installing fencing in high-incident areas.

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 form a small working group with BNSF, UPRR, CCJPA (where the route is shared), Amtrak 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.

Federal Railroad Administration Corridor Identification and Development Program

The Corridor Identification and Development Program (Corridor ID) will serve as the basis for prioritizing and funding intercity passenger rail projects included in the SJJPA capital program in future Annual Business Plans. The Corridor ID program was created by the Federal Railroad Administration (FRA) in 2023, which is a requirement of the Bipartisan Infrastructure Law to establish a pipeline of priority projects for federal funding of intercity passenger rail corridors. The program dedicates federal funding for distinct service planning, environmental review and preliminary design stages for corridors accepted by the FRA into the program, following an initial scoping stage to determine inventory and review the status of planning and project development activities in each corridor, and to determine the level of corridor readiness relative to program requirements.

FRA released a call for corridor nominations to be accepted into the initial Corridor ID Program in early 2023. Caltrans prepared and submitted an application on behalf of the SJJPA for the San Joaquins corridor, including extensions to Chico and Redding, which the FRA accepted into the program with an initial funding award to begin scoping the corridor for the program – all corridors were accepted into the initial program at the initial scoping stage, requiring participating States and corridor stakeholders to receive approval from FRA to advance into and complete subsequent Service Development Planning, Environmental, and Preliminary Design stages. The SJJPA will coordinate with Caltrans in 2024 to work expeditiously to complete corridor scoping tasks defined by the FRA with the goal of initiating development of an FRA-approved Service Development Plan before the end of the 2024 calendar year.

SJJPA is developing a comprehensive program of improvements to increase the frequency of trains beyond the 8th and 9th Daily Round-Trips, reduce travel time, increase ridership, and improve service reliability of the San Joaquins. Longer-term improvements are identified below. The development of these projects will require further review by SJJPA and is subject to approval from the State, Union Pacific, BNSF, local and regional agencies, and other interested parties. Table 5.2 provides the available estimated costs for longer-term capital costs and Figure 5.1 shows the service goals of the Estimated 10-Year Capital Improvement Program. In partnership with SJRRC, SJJPA is focused on delivering these improvements and service increases in advance of the initiation of service on the HSR EOS (now expected between 2030-2033).

Table 5.2

| Longer-Term (5-10-Year) Capital Improvements (\$ Millions Construction Year) | |
|--------------------------------------------------------------------------------------------------------------------|-------|
| Project | Cost |
| Corridor Capacity Enhancements - Double Track Projects to Reach 12 Round-Trips on BNSF between Merced and Stockton | \$631 |
| Corridor Capacity Enhancements (Stockton-Bay Area)* | TBD |
| Corridor Capacity Enhancements (Stockton-Natomas) | TBD |
| ACE Expansion Ceres to Merced** | \$554 |
| Natomas to Chico Service Extension*** | \$530 |
| ACE extension to Union City/BART | \$278 |

TOTAL: Over \$2 Billion

Notes:

*Improvements to allow additional train slots from Stockton to Oakland/Martinez as necessary to ensure enough capacity exists for both San Joaquins and Capitol Corridor Services.

**Improvements needed to provide both intercity and commuter service round-trips. SJRRC has secured \$57 million for Ceres-Turlock extension, and has applied for a \$40 million TCEP and at \$102 million TIRCP applications for the Cere-Turlock extension.

***Capital costs may be reduced for phased service implementation or to \$285 million if capital access fees can be used instead of capacity improvements.

Note: Does not include cost for Madera HSR Station

Expanded Service between Sacramento and Merced

SJJPA aims to continue to increase intercity service between Sacramento and Merced. The purpose of this increase in frequency is twofold: 1) accommodate increasing demand for business travel and leisure day trips; and 2) provide a connection from Sacramento and Northern San Joaquin Valley to the high-speed rail system at the Merced Station. While improvements being planned as part of the 8th and 9th Daily Round-Trips will help prepare the corridor for the future, additional infrastructure projects will be needed to reach seven intercity round-trips, especially between Stockton and Merced.

Elements of achieving seven round-trips will include: increasing the capacity of Robert J. Cabral Station in downtown Stockton, constructing the grade separation of the Stockton Diamond (i.e. the intersection of UPRR Fresno Subdivision and the BNSF Stockton Subdivision), construction of double-tracking projects as necessary based on the service plan for corridor expansion, the MITC Project to enable the multi-modal connection with the Merced-Bakersfield HSR Interim Operating Segment, construction of a new maintenance facility, and the procurement of additional rolling stock. The full extent of improvements required to reach seven daily round-trips are still being determined which will require additional improvements and/or capital access fees along the Sacramento Subdivision. One of the additional intercity round-trips is expected to utilize one of the slots from the ACE extension to Merced along the UPRR between Stockton and Merced. Optimization of both scheduling and equipment has the potential to reduce the need for physical infrastructure. In addition to optimization, capital access fees are being considered as another approach to constructing infrastructure directly.

Corridor Capacity Enhancements between Stockton and Oakland

Additional track improvements between Stockton and Oakland would improve the reliability of existing service as well as possibly allow for an increase in the number of daily round-trips from the five that operate today. Caltrans has previously identified a variety of improvements between Oakley and Port Chicago that SJJPA is considering. Additionally, significant investment would be required between Port Chicago and Oakland for improvements to allow additional trains to reach all the way to Oakland (from Martinez) for either the San Joaquins or Capitol Corridor. 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 and will be continuing to work with CCJPA and UPRR on the Caltrans led study effort for determining what improvements would be needed in order to be able to make Martinez a future transfer station (so some additional round-trips might terminate at Martinez in the future). SJJPA is planning for one additional San Joaquins round-trip between Stockton and Oakland by the time the HSR EOS is operational (2030-33).

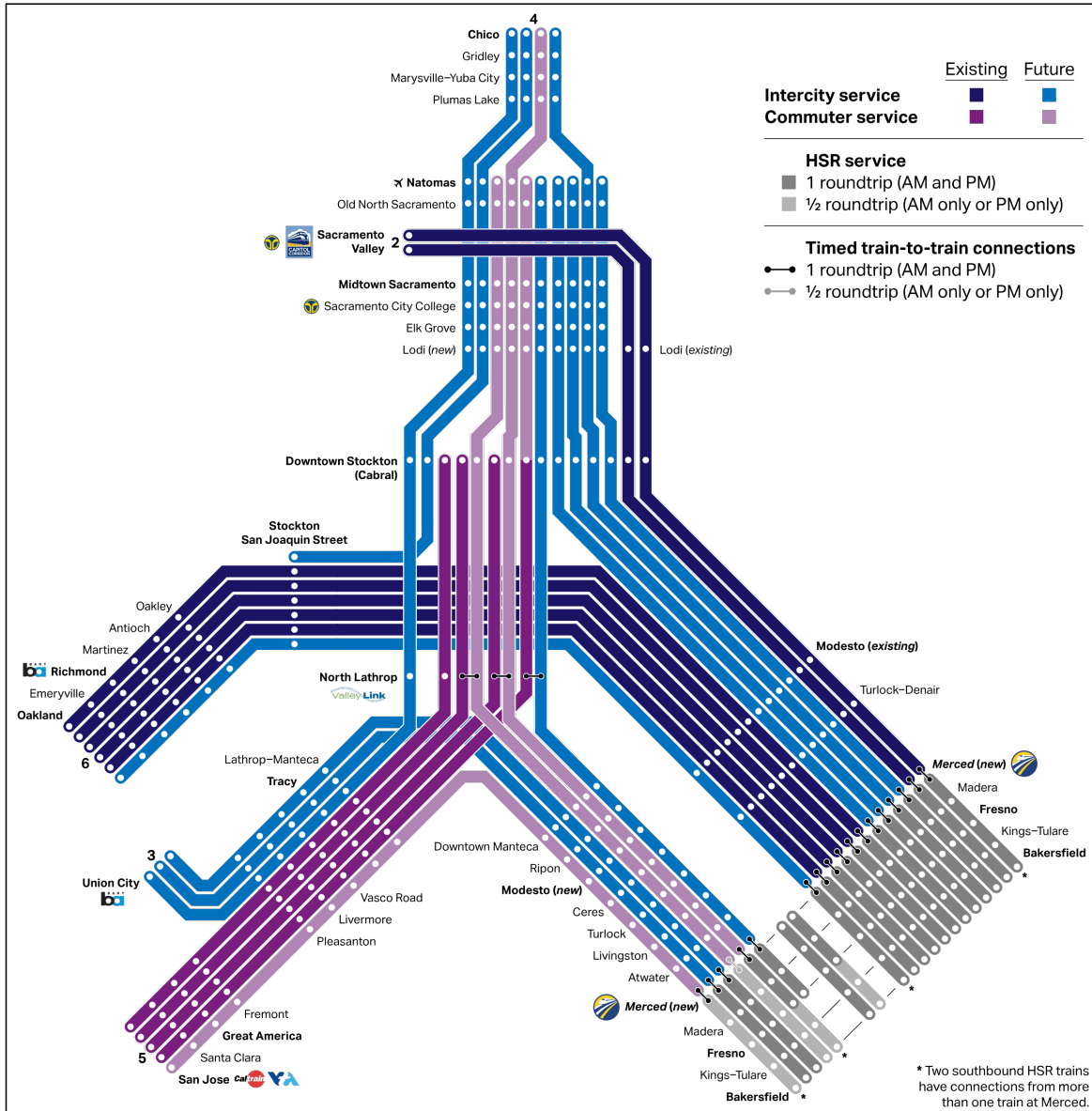
Extension to Butte County (Natomas – Plumas Lake-Marysville/Yuba City-Gridley-Chico)

In addition to extension of service along the Sacramento Subdivision, SJJPA is investigating additional extensions. SJJPA is currently partnering with the Butte County Association of Governments (BCAG), Caltrans, and SACOG on planning work that could lead to service north of Sacramento. The Draft 2023 State Rail Plan identified a “San Joaquin Extension to Redding” as a potential expansion of the San Joaquins, and SJJPA is examining this possibility. As a first step, studying an extension of Valley Rail service to Yuba City/Marysville and Chico is now complete, an effort led by BCAG (which is anticipated to be implemented as a “mid-term” project). SJJPA worked with BCAG to encourage Caltrans to include the extension of passenger rail service from Natomas to Chico as a mid-term project in the State Rail Plan.

Intercity Service Expansion to Bay Area via Altamont Corridor

In coordination with SJRRC, and as an expansion of the Valley Rail Program, SJJPA is planning for having some intercity service utilize the Altamont Corridor (see Figure 5.1) to bring additional connectivity for the HSR EOS to Northern San Joaquin Valley and Bay Area markets (Southern Alameda County the Silicon Valley). Two intercity round-trips are being planned between Merced and a new Tri-City Hub Station at Union City/BART that would utilize the Altamont Corridor between the Northern San Joaquin Valley and the Bay Area. Having intercity service along the Altamont Corridor has been a long-time service expansion goal of the SJJPA. SJRRC partnered with MTC and Caltrans on planning for the connection to Union City/BART, which is included in the Draft 2023 State Rail Plan as a mid-term project. The environmental review process for the extension to Union City is expected to begin in mid-2024 with \$3 million in funding provided by Alameda County Transportation Commission. SJRRC will be the lead agency for CEQA. In addition, SJJPA is coordinating with SJRRC, Caltrans District 10, San Joaquin COG, and the Tri-Valley – San Joaquin Valley Regional Rail Authority (Valley Link) on the potential for a new shared-use passenger infrastructure in the Altamont Corridor. SJJPA and SJRRC will also seek opportunities for private sector funding in the development of a substantially improved Altamont Corridor alignment.

Figure 5.2: Estimated 10-Year Capital Improvement Program Service Goals



Longer-Term Projects Beyond 10-Year Program (Under Development)

Beyond the ten-year planning horizon, SJJPA will be considering an extension from the current terminus at Oakland Station to the Oakland Coliseum/BART Station (currently served by Capitol Corridor trains). Extending the service just five additional miles to this station would provide another direct link between the San Joaquins and BART, as well as new connections 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 also work with Caltrans, CCJPA, the City of Sacramento, SACOG, and BCAG on planning for the infrastructure needed to allow for future service to directly link between Valley Rail service along the Sacramento Subdivision with Sacramento Valley Station (SVS).

Another project to be considered beyond the ten-year planning horizon is to consolidate Stockton’s two rail stations at Cabral Station, which would enable Stockton to be served by a single station, providing a safer environment for passengers, more secure parking, a direct connection to Sacramento –San Joaquin Valley trains, ACE commuter trains, and promote transit-oriented development. An alternative being investigated for Stockton is relocating the “San Joaquins Street” station to a location in the vicinity/east of the Stockton Diamond Grade Separation Project. This alternative would enable this relocated station to provide direct service to both the Bay Area and to Sacramento.

6. PERFORMANCE STANDARDS AND ACTION PLAN

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 costs 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. Due to the COVID-19 pandemic, public transit across the United States has experienced a precipitous decline in ridership and revenue. In response to the COVID-19 ridership and revenue environment, SJJPA, along with CalSTA, Caltrans, CCJPA and LOSSAN JPA, have focused on monitoring performance of the intercity passenger rail system, developing strategies for cost control (including service ramp-up from suspensions), and continually moving the system toward ridership and revenue recovery. 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 2019, San Joaquins passengers (including those on Thruway Buses) traveled over 240 million passenger miles, resulting in a significant net reduction in CO2 emissions. Starting in 2022, all new RFPs for the thruway bus program will require renewable diesel. Currently, both Routes 1 and 19 RFPs include renewable diesel or renewable diesel 99. Additionally, SJJPA has now fully transitioned to renewable diesel fuel in all locomotives, which further reduces emissions, while also looking ahead to the planned 8th and 9th Daily Round-Trips and other proposed service increases.

FY 2024/25 and 2025/26 Action Plan

For FY 2024/25 and FY 2025/26, 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-serving 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 the Amtrak operating agreement to improve performance reporting and decrease operating costs. Plan to reinvest these savings to improve service.
- Work with CalSTA, Caltrans, Amtrak, BNSF and UPRR to restore San Joaquins service to pre-COVID-19 levels.
- Continue to work jointly with the CHSRA, Caltrans, and CalSTA 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. This includes continuing Network Integration planning, EOS operations planning and detailed agreements, and coordination to support the success of the Merced-Bakersfield HSR EOS.
- Lead the environmental and detailed design work for the MITC Project.

- Coordination with Caltrans as an essential stakeholder in the Federal Railroad Administration’s (FRA) Corridor ID Program for the intercity service envisioned in the SJJPA’s 10-year capital improvement program, Valley Rail, and North Valley Rail.
- Support the California Integrated Travel Program (CalITP) efforts and the early deployment of a pilot program that would include California’s intercity and commuter rail services.
- Implement Valley Rail improvements needed for the planned 8th and 9th Daily Round-Trips in conjunction with UPRR, BNSF, Amtrak, and the State, and seek funding for improvements to enable further expansion of the San Joaquins between Merced and Sacramento to increase connectivity to HSR EOS.
- Contribute to the ongoing fleet analysis being conducted by Caltrans, which is examining ways to maximize deployment and scheduling efficiencies along the San Joaquins and Capitol Corridors, allowing for increased capacity for rail service and more efficient utilization of equipment.
- Support state efforts to transition to a zero-emission fleet for rail services as the first corridor to run hydrogen-powered trains for intercity passenger rail service in the United States.
- Participate in the Statewide Working Group Fleet Management focus group that will address issues such as the retirement of the Comet Cars from regular service and the deployment of the new Siemens rolling stock (including any additional infrastructure associated with the new equipment).
- Continue the development of SJJPA policy for service standards for extensions, new station stops, train running times, station design criteria, etc.
- Continue SJJPA’s Marketing and Outreach efforts.
- Develop the FY 2025 SJJPA Business Plan Update for FY 2025/26 and FY 2026/27.
- Work with Caltrans and CCJPA to develop a funding plan and timeline for implementation for enabling trains to be turned at Martinez. 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 the status of Business Plan commitments.
- Continue to refine SJJPA’s Capital Improvement Program.
- Work to improve coordination of fares and service schedules with connecting transit systems.
- Continue to evaluate measures to improve train and Thruway Bus performance, including modifications to existing service routes and opening more routes and city-pairs for bus-only ticketing.
- Partner with the Redding Area Bus Authority (RABA) for a phased implementation of the “Salmon Runner” express bus service between Redding and Sacramento, with a first step of RABA operating the northern-most segment of Route 3 service.
- Continue to work to improve areas surrounding Thruway Bus stops.
- Implement a pilot program for an additional Thruway Bus route to serve passengers from Southern San Joaquin Valley and Southern California via Merced to Silicon Valley terminating in San Jose with stops at Los Banos and Gilroy.
- Continue to explore new partnerships with public or private bus operators and implement the provisions of SB 742 with the goal of allowing non-Amtrak passengers to utilize excess seating capacity on buses that connect with San Joaquins trains to save on operations costs.

- Monitor and expand the programs with transit agencies to improve and promote connectivity between the trains and local transit services, and pursue additional Caltrans Sustainable Planning grant(s) to study increased connectivity at San Joaquins stations focusing on improving service to underserved disadvantaged/priority populations.
- Partner with SJRRC, SACOG, Sacramento Regional Transit (Sac RT) and the City of Sacramento on a grant-funded planning effort near the planned Old North Sacramento station of the Valley Rail Program to enhance connectivity and land use compatibility around this critical station area.
- Implement a transit transfer program for San Joaquins passengers if funding permits.
- 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.
- Identify locations and funding for electric car charging stations at San Joaquins stations.
- Increase bike parking and storage (i.e. lockers) capacity at stations, as well as ensuring enough bicycle racks are available onboard trains to meet demand.
- Explore implementing a business class section and/or “Quiet Car” on trains.
- Work with Amtrak to increase performance tracking through detailed monthly reports on ticketing (including e-Ticketing), delays, and food service.
- Work with UPRR, BNSF, Amtrak, and State to grow ridership and revenue 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.
- Continue planning and environmental work related to 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.
- Continue the deployment and marketing of new Venture Car trainsets.
- 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 implementation of the California Freight Mobility Plan and the California Sustainable Freight Action 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.
- Continue to work with CHSRA, Amtrak, the City and County of Madera, and CalSTA to relocate the Amtrak Madera station at Avenue 12 (Madera HSR Station Phase 1) that would provide a seamless connection between the San Joaquins and future high-speed rail service, as well as improved access over the existing Madera Amtrak Station.
- Continue to pursue CEQA/NEPA clearance for the full-build Madera HSR Station (Phase 3) and continue to seek state and federal funds to implement the Madera HSR Station improvements needed for the EOS (Phase 2). Continue to support Madera County and City of Madera efforts to carry out their successful Caltrans

Sustainable Transportation grant award to develop a specific plan for the station area and much of southern Madera County.

- Continue to actively partner with Butte County Association of Governments (BCAG), Sacramento Area Council of Governments (SACOG), and Caltrans to progress the planning for the extension of Valley Rail (San Joaquins/ACE) services north to Butte County.
- Continue to explore applying for and utilizing Strategic Growth Council (SGC) grants to improve San Joaquins station areas located in disadvantaged communities and continue to partner with developers on SGC Affordable Housing and Sustainable Communities (ASHC) grant opportunities for affordable housing projects in the vicinity of San Joaquins stations.

7. 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, round-trip, 10-ride tickets, and monthly passes. The multi-ride tickets, and tickets purchased by seniors, students, veterans, military personnel, the disabled, and children under the age of 15 are sold at a discounted rate. In February 2023, Amtrak removed the restriction of one discounted child per fare-paying adult. Now, children 15 and under are 50% off up-to-7 children for a fare-paying adult. Additionally, Amtrak provides reduced fares for groups of more than 15 people. A "Friends and Family" discount program has been established for the San Joaquins, enabling small groups of 2 to 6 passengers to travel for less every day of the week with the exception of a few black-out dates during peak travel periods. Passengers that buy one full-fare ticket save 50% on up to five companion fares with the Friends and Family discount.

In 2018, with an initiative aimed at upholding long-established discounts for riders, the three California JPAs (CCJPA, LOSSAN, and SJJPA) collaborated to create California Everyday Discounts. Seniors, students, military (veterans and active duty), and passengers with disability are able to receive a 15% discount for any trip across the three services. This came after a decision from Amtrak to reduce the discount under their national tariff fares for these passenger types to 10%, which all three JPA's were against. Since that time, the California Everyday Discount program remains well-supported by each agency and sees regular usage from passengers, despite the fact that they required to use a discount code.

The current fare policy for the San Joaquins is reserved ticketing with no revenue management. The reserved ticketing policy requires a passenger(s) to purchase a ticket(s) for a specific train/thruway bus for a specific date of travel. Reserved ticketing helps operations better control the inventory of available seats to prevent standing conditions, especially during high traffic periods. The San Joaquins have a single, "one-bucket" fare grid with a peak fare plan for high traffic periods. The fare grid utilizes a distance-based methodology with a descending per mile rate as the length of the trip increases. A 5% overbooking policy is in place to ensure no undue sold-out situations occur on short segments of the corridor. Reserved ticketing alerts ticket purchasers of "at-capacity" trains to help encourage them to purchase tickets for a less impacted train or another date.

Revenue Management Pilot - Based on a recent analysis from Amtrak, data shows that the San Joaquins is priced at the upper end of what passengers are willing to pay for the service. By analyzing the throughput of sales across all the price points for individual trips on the San Joaquins, including those booked with a discount, tickets purchased at or near the current standard fare are limited while lower fares (acquired by discounts) are higher in quantity. The use of a demand curve would demonstrate that spreading out fares across additional buckets to lower the cost of trips would result in additional bookings.

At its September 2023 meeting, SJJPA approved a Revenue Management Pilot (November 2023 – June 2024). Amtrak will be varying price by up to 15 buckets with most buckets priced lower than previous current fares. The goal of the pilot is to drive incremental ridership and revenue by filling latent capacity in the service. Staff and Amtrak are meeting regularly through the pilot phase to adjust parameters and drive performance.

SJJPA will look into other opportunities to increase fare revenue, including but not limited to:

- Promote and educate the community on use of bus-only trips in the corridors unlocked due to SB 742;
- Explore State or JPA controlled ticketing technology provided it can be incorporated into the Amtrak reservation and capacity technology;
- Continue and expand 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; and
- Partner with established events to promote untapped ridership (i.e. Battle of the Bay, Allensworth State Historic Park, Hanford Winter Wonderland, Farm to Fork, etc.)
- Explore establishing a program to subsidize tickets for residents within disadvantaged communities along the San Joaquins Corridor who cannot afford to pay regular San Joaquins fares.

8. SERVICE AMENITIES AND FOOD SERVICE

The San Joaquins boasts many great amenities that are integral to the attraction, satisfaction, and retention of riders as they are key marketable features of the service that add value to the customer experience program. To ensure that amenities align with rider expectations and with what is available in the market, SJJPA conducts ongoing research, surveys, and performance measurements to assess the overall health of the customer experience program as well as to identify opportunities to elevate the existing offerings. SJJPA collaborates closely with Caltrans, Amtrak, and the other JPAs to advance program initiatives that can be expanded throughout the state. The customer experience program includes service amenities such as:

- Complimentary Wi-Fi on Trains and Thruway Buses
- Onboard Entertainment Package
- Bicycle Storage
- Comfortable and Versatile Seating
- Food and Beverage Service

Onboard Wi-Fi and Entertainment

All coaches in the Northern California Fleet offer complimentary Wi-Fi to riders, allowing them the opportunity to remain productive during their trip, or explore the diverse entertainment media available via the Wi-Fi portal. The FY 20/21 Wi-Fi system upgrade allowed for the introduction of the portal which boasts content such as blockbuster films, television shows, digital books and magazines, as well as a marketplace to feature San Joaquins and partner promotions. Usage of the portal has seen a steady growth of about 10% for FY 23/24 compared to FY22/23. Management of the Wi-Fi service is performed in coordination with SJJPA, CCJPA, Caltrans, and contracted services. SJJPA is working with CCJPA and contractors to expand the entertainment package to Thruway Bus services as part of a pilot program.

Bicycle Storage

With many popular bikeable destinations located along the San Joaquins route, bicycle storage is promoted as an important amenity. 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. The Siemens Venture cars hold 3 bicycles per train car in a convertible luggage storage rack.

Comfortable and Versatile Seating

The bi-level, Comet, and Venture coaches feature comfortable seating that help distinguish train travel from other forms of transportation, offering passengers a travel experience without a middle seat, ample leg room, and plenty of overhead storage. Additionally, the San Joaquins provide free checked bag service at select stations for up to two bags, and passengers permitted two carry-on and one personal item. With power plugs available at each seat, passengers can keep their devices connected and fully charged throughout their entire journey. Seating versatility is another option for the San Joaquins service, as coach cars provide two options for individual and group seating. Individual seats have drop-down, lap trays for items such as food and laptops as well as footrests. Group seating can accommodate up to four passengers with a shared table for food, work, games, and more. The Venture car equipment not only matches but expand upon the seating comfort and versatility from that of the bi-level and Comet coaches. Power outlets have been moved between seats, so passengers sitting in the aisle have equitable access, shared tables include a personalized retractable section that creates better ergonomics for the use of laptops, and moveable armrests allow for maximum relaxation.

Food and Beverage Service

With a diversity of equipment, SJJPA has developed a variety of food and beverage service models which will continue to evolve. The current model features a hybrid of attended and self-service, with the former being a traditional Cafe Car experience with an attendant that can sell from a menu of snacks, drinks, and meals, and the latter complimentary snack boxes with locally sourced products and water. Over the next year, with more Venture car equipment coming into service, SJJPA is moving forward with traditional and non-traditional models that continue to add a variety of food options for passengers as well as explore pilot alternatives, which, collectively, include the continuance of the hybrid model, the addition of vending machines, and a cart service pilot.

With many San Joaquins riders traveling great distances during trips that can include train and/or Thruway Bus travel, SJJPA is continuing to evaluate and explore food and beverage delivery models that will continue to make the service a desirable travel alternative. The challenge of delivering a hybrid service model has been met, and SJJPA is committed to following through with another unique challenge of adding vending to its delivery model mix. As a part of the Siemens Venture Car project, SJJPA has completed the procurement process for a vending solution to be installed in 14 cars. To maintain customer satisfaction by providing a similar product mix to the concurrent attended service (which will continue to operate on the current fleet), SJJPA envisions the vending solution to provide the following product mix: coffee, water, soda, snacks, fresh sandwiches, and salads. The intention is for the vending solution to provide a seamless customer experience in relation to the modern aesthetic and environment of the new Siemens cars. The vending solution should feel like a natural extension of the overall travel experience onboard the train. Contemporaneously, SJJPA is researching and assessing the feasibility of additional alternatives such as cart service on peak ridership trains.

SJJPA's goal of delivering a best-in-class experience for all riders remains a top priority and is well poised to provide innovative solutions to food delivery that can become a model for not only the rest of the state, but for intercity passenger rail service as a whole. Oversight and the direction of the food and beverage program, inclusive of menu design, product selection, and operations, is a shared responsibility between both SJJPA and CCJPA, allowing for greater partnership and resources across both agency services. SJJPA is requesting \$100,000 to cover ongoing costs associated with the current food and beverage model for the program.

9. MARKETING AND OUTREACH

The San Joaquins integrated train and Thruway Bus service spans almost the entirety of the State of California and into Nevada, and is comprised of 18 stations, 9 bus routes, has a marketing footprint of 10 designated marketing areas (DMAs), and connects riders to over 100 destinations along the route. To support the ridership growth, demands, and retention for seven daily trains—five operating between Bakersfield and Oakland and two between Bakersfield and Sacramento—along with more than half of riders of the Thruway Bus service, the SJJPA marketing and passenger experience department implores a mix of marketing program strategies that include:

- Branding
- Advertising
- Communications
- Social Media
- Outreach
- Public Relations
- Partnerships
- Market Research

Marketing Program Funding

SJJPA is requesting a yearly allocation of \$1,750,000, which is an approximate 16.6% increase to last year, to facilitate marketing and advertising to the entirety of the San Joaquins corridor. The cost of marketing activities for SJJPA is not insulated from rising inflation, which is resulting in an increased expense for existing marketing tactics such as paid media and digital advertising. Additionally, as SJJPA is pursuing increased capital and grant funding opportunities, there are requirements of the SJJPA marketing department to develop and execute communication and public relations plans, necessitating additional resources to ensure proper support to project and program timelines. In FY 22/23, while train ridership continued to grow, Thruway Bus ridership did not increase at the same pace. To address this issue, SJJPA was able to allocate \$250,000 for strategic ridership growth efforts along the Thruway Bus corridors. With the additional funds, SJJPA developed route-specific advertising plans, which yielded the desired outcome of increased ridership for the Thruway bus service, not only year-over-year, but approaching pre-pandemic ridership levels. SJJPA would like to ensure that it does not lose its position with the existing marketing program, guarantee that it can keep up with the commitments associated with funding opportunities, and memorialize the new, strategic Thruway Bus investment as part of our ongoing program and is requesting an additional \$250,000 to support this effort, while maintaining the historical \$1,500,000 budget, for a total of \$1,750,000 to equitably and realistically market to areas along the San Joaquins corridor, including larger markets like the Bay Area and Southern California, as well as the Thruway Bus corridors.

Marketing Program Activities

Branding

As the managing agency for the San Joaquins, in addition to ensuring the successful operation of the service, SJJPA is responsible for developing a program and budget necessary to manage the brand and grow ridership. While SJJPA can use the *Amtrak San Joaquins* service name and marks in its promotion of the service, all rights are owned by Amtrak, which limits SJJPA's ability to fully manage its brand, unlike CCJPA which owns the trademark for the Capitol Corridor. With SJJPA in the process of taking on more direct responsibility for the operations of the San Joaquins outside of the Amtrak operating contract coupled with the future expansion and integration plans for the Valley Rail program, the future direction of the *Amtrak San Joaquins* brand becomes critical. SJJPA has begun exploratory work to rebrand and thereby gain full ownership of the name and trademarks for the service.

Advertising, Communication, and Social Media

SJJPA engages in targeted advertising campaigns through both digital and traditional advertising channels. The advertising program utilizes a multi-touch methodology wherein multiple mediums are employed to reach a broad base of current and prospective riders with key messaging about the service, destinations, and offers. Digital advertising

tactics include display ads, paid search, digital radio, social media, and pre-roll video advertising. SJJPA has been able to refine targeting efforts to reach audiences with the most conversion potential by leverage data collected through market research, rider engagement, and owned channels such as the website and email lists. Traditional advertising channels such as television, radio, print, billboards, and sponsorships remain a viable means for increasing brand awareness more broadly.

As SJJPA undertakes a rebranding initiative, an educational campaign will be critical to ensure passengers understand the evolution of the service as it prepares for short- and long-term projects, such as the extension to Natomas, new stations, and the integration into California High-Speed Rail. Also, depending on the success of the revenue management pilot, should it continue into the next fiscal year, SJJPA will continue to expand revenue management to the Thruway Bus corridors, as well as continue to strategically release campaigns that drive travel between specific stations and/or stops with competitive fare options.

With the evolution of SJJPA taking more direct responsibility of the San Joaquins, so too will the approach to passenger communication. In addition to being a source for centralized service-related communications, SJJPA's owned channels allow for the establishment and deepening of relationships with current and prospective riders. Current communication channels include email, social media accounts, and the website. These channels are essential for being able to engage with riders, as SJJPA does not own customer information, as that lives with Amtrak; however, with the plans to introduce a new ticketing system, SJJPA will not only be able to maintain data, but leverage that information improve rider experience by creating direct feedback loop, encourage frequency of ridership with personalized offers, establish a loyalty program, and develop more relevant content to improve channel performance.

SJJPA's social media portfolio includes Facebook, Instagram, Twitter, YouTube and now TikTok. Strategic development of a variety of paid and organic content for these platforms is essential to reach a broad audience based on demographics such as age, gender, location, and income. In addition to using content creation as a means to reach new audiences, SJJPA has also begun working with macro- and micro-influencers, college student ambassadors, and travel partners such as Visit California for event great reach.

Outreach, Stakeholder Engagement, and Partnerships

SJJPA contracts with qualified Outreach Teams to develop creative strategies for, stakeholder engagement, community partnerships, tabling at events, and university and college outreach, media relations, and partner development. Each Outreach Team is geographically located throughout the state to be an on the ground presence for the San Joaquins and as content experts for engaging with communities in their markets.

- Stakeholders are vital to promoting the service, improve local presence, and activate communities to ride the train. Stakeholder education meetings and presentations have been a successful way to create champions from organizations like; chambers of commerce, bicycle coalitions, university Alumni Associations, League of California Cities, and California State Association of Counties. SJJPA also coordinates and hosts regular meetings of the San Joaquin Valley Rail Committee (SJVRC), 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 on how to improve the San Joaquins from the perspective of ordinary citizens.
- 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 and to identify opportunities for group travel along the route. With Hispanics comprising 37% of California's population, recent data supports that 46% of San Joaquin riders are Hispanic. SJJPA and Outreach

Teams will continue tailoring outreach strategies, providing promotional materials in Spanish, and utilizing new informational outlets that reach the high-density Hispanic Community locations throughout the San Joaquins corridor, such as the Mercado program.

- There are many colleges and universities accessible by the San Joaquins service. SJJPA has invested in making travel more affordable for students by offering a variety of discounts that are ideal for their anticipated travel needs. Outreach Teams are responsible for developing and managing relationships with key educational partners to promote the service, provide marketing collateral, educate them on the service area, and look for opportunities for them to market to students on our behalf. Explore opportunities to develop and nurture relationships with student ambassadors as additional resources to help promote the service to different audiences.
- To meet current and prospective riders in their communities, SJJPA and Outreach Teams table at local community events in the corridor to hand out service information, promote key destinations and 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 bi-lingual service ambassadors for SJJPA.
- Outreach Teams assist with media relations, utilizing their established relationships with local and regional media contacts to help schedule interviews, facilitate press conferences, and ensure that SJJPA press releases and media advisories are successfully delivered.
- Marketing partnerships are an important strategy to amplify brand reach, enhance market presence, and reach shared partner goals. SJJPA and the Outreach Teams engage target destination, travel, sports, and event partners to establish mutually beneficial relationships that promote the San Joaquins through partner advertising channels such as email, website, digital and printed ads, etc. To offset costs, a partnership toolkit with asset valuation has been developed to leverage SJJPA owned advertising channels for trade partnership marketing.

Market Research

To learn more about the onboard passenger experience for San Joaquins trains and Thruway Buses, as well as to gain insight in the key markets along the route, SJJPA conducts bi-annual passenger and market surveys. For FY 24/25, passenger and marketing analysis research will be performed both onboard to gather current ridership data and via other means (phone surveys, online surveys, in person intercepts, etc.) to collect non-rider data, which will be compiled into a report and utilized to inform ongoing marketing efforts and messaging. The bi-annual methodology is being continued to allow time for advertising and other marketing strategies that are based on market analysis to have sufficient time to penetrate the market. SJJPA is requesting \$300,000 in additional funds for this effort. If funds permit, the additional funds will be utilized to collect sampling data in preparation for new stations and service expansion related to the Valley Rail program.

10. ANNUAL FUNDING REQUIREMENT

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, minor capital projects, and the administrative staff budgets. The California Legislature approved the FY 2023/24 State budget that continues this support.

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. This chapter documents ridership and revenue projections; FY 2022/23 financial numbers (actuals); operating, marketing, and administrative funding requests of SJJPA for FY 2024/25 to FY 2025/26. Also documented are operating cost analysis and cost savings due to management decisions and proposed uses for these funds per the ITA or otherwise as coordinated with Caltrans. The FY 2024/25 plan identifies the various ongoing multi-year service and program initiatives for FY 2024/25 and those anticipated for FY 2025/26. See Table 10.4 for a summary of service and program initiatives.

SJJPA acknowledges the substantial challenges that the funding request for 24/25 presents and that all components may not be fully funded given the overall constraints on the California State Budget and the Public Transportation Account. However, it is important for SJJPA to sustain the San Joaquins service and deliver all existing projects to show commitment to our partners, stakeholders, and passengers. Considering the many rail capital investments underway, SJJPA expects that over the long term, intercity rail ridership will continue to grow, and the Service will be able to rely heavily on fares to support operations and overall costs. In the short to medium-term, SJJPA will continue to work with the Department and other partners to pursue supplemental funding to capitalize costs through various state and federal options. See Table 10.5 for the summary funding requests by major category.

Ridership and Revenue Projections

San Joaquins has continued its growth pattern over the recent fiscal years. San Joaquins is forecasted to continue to grow through marketing activities, reintroduction of the 7th round-trip, and success of the revenue management pilot.

Table 10.1

| Ridership and Revenue Actuals and Forecasts (FY 2023 - FY 2025) | | | | |
|--------------------------------------------------------------------|-----------|--------------|---------------|--------------|
| Federal Fiscal Year (OCT – SEP) | Ridership | YoY % Change | Revenue | YoY % Change |
| FY 2023 (Actuals) | 846,903 | 19% | \$29,820,670 | 17% |
| FY 2024 (Forecasted) | 867,846 | 2% | \$31,620,672 | 6% |
| FY 2025 (Forecasted) | 946,292 | 9% | \$32,542,409* | 3% |

* SJJPA revenue forecast is lower due to the expected loss of Food & Beverage revenue. With the Venture Cars growing their percentage of fleet, the lack of Café Cars will lower the opportunity for Food and Beverage revenue. This will have a correlative decrease in on-board labor and associated costs within the Amtrak contract.

FFY 2022/23 Operating Fiscal Report (Actuals)

The net operating costs (expenses less revenue) for Amtrak to operate the San Joaquins for FFY 2022/2023 was \$55,784,051 for 6 round trip service levels, which was satisfied with the allocation for the FFY 23. The other operating costs incurred outside of Amtrak contract for FY 23 were \$1,357,872 for station leases, insurance, and host right of way maintenance projects.

FY 2022/23 Administrative Fiscal Report (Actuals)

The net administrative costs for SJJPA to manage and administer the San Joaquins for FY 2022/23 was \$3,574,451.

Operating Cost Analysis and Management Actions Resulting in Operating Cost Reductions/Revenue Enhancements

Per the ITA, SJJPA is currently planning to program any potential cost savings realized as a result of ongoing management actions to service improvements. Cost savings at this time have been from investment income, realignment of thruway service, revenue over annual budget, and other accumulated funds are being held for future operations payments or otherwise as coordinated with Caltrans. A list of potential items that could utilize these cost savings is outlined below.

Potential Cost Savings Utilization

- California Passenger Information Display System (Cal PIDS) Upgrade – SJJPA portion of the project;
- New Station and Parking Improvements - Land acquisition and construction costs;
- Accessibility improvements to various San Joaquins stations;
- Contribute to the SJJPA's Operating Surplus account according to the Interagency Transfer Agreement;
- Costs associated with San Joaquins rebranding effort;
- Increase required Self-Insured requirements as required by Insurance Policy; and
- Establish Equipment Repair Fund as directed by State.

Operating Funding Request (FY 2024/25 and FY 2025/26)

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 that fall under the Amtrak contract include:

- Full return to 7 round trip service;
- Onboard labor;
- Equipment maintenance;
- Railroad performance incentives;
- Train fuel and power;
- Property insurance for state-owned rolling stock operated (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.

The CTC allocated SJJPA \$61,136,456 in operating funding for FY 2022/23, This balance was utilized for the Amtrak contract. SJJPA was awarded \$4,055,000 for truck overhauls, insurance, and stations lease obligations. SJJPA was also awarded \$5,300,000 for maintenance of State-Owned Equipment that is accepted and in current revenue service. The funding request for FY 2024/25 is \$46,805,050 for 7 round trip service for the Amtrak contract, \$22,813,776 for State Owned Equipment in revenue service, and \$2,700,000 for the non-Amtrak operational items (see Table 10.2). Any amounts above operational surpluses will be applied to approved projects prior to requesting reimbursement. For FY 2025/26 the San Joaquins projected funding request is \$43,158,472 for the Amtrak contract, \$35,900,000 for State Owned Equipment deployed in revenue service and \$3,000,000 for non-Amtrak operational items.

Difference between the Amtrak State Payment Forecast and the Operations Budget

The Amtrak State Payment Forecast will not exceed the Approved Operations Budget.

Other Operations Funding Request (FY 2024/25 and FY 2025/26)

SJJPA is in the process of taking on more direct responsibility for the operations of the San Joaquins outside of the Amtrak operating contract. The strategic and growing number of initiatives are meant to improve service performance, lower overall cost, and maximize current and future economies of scale. The items included in Other Operations are below:

- Station Leases and Facility Expenses – As SJJPA takes a more active role in the oversight of the San Joaquins stations and facilities. Funds are required for station leases and other facility maintenance costs.
- Contingent Railroad Liability Insurance Premiums – SJJPA is responsible for Contingent Railroad Liability Insurance Premiums outside of the Amtrak contract and these funds are required annually.
- Passenger Services and Amenities Operations – SJJPA has taken a more active role in providing onboard passengers services and amenities including, but not limited to, the provisioning of snack boxes as the interim food service for Venture Cars. Additionally, SJJPA is leading the effort to provide future food service onboard the Venture Cars via the Vending Solution. For more information on the Vending Solution see Chapter 8.
- Host Railroad Right of Way Maintenance – SJJPA continues to work directly with the Host Railroads to assess cleanup efforts along the corridor and safety and security activities aimed at reducing at-grade passenger interference.
- State Owned Equipment Maintenance - SJJPA has entered into an agreement with the State for the commissioning and annual maintenance of State-owned Venture Cars based on its progressive placement into service. Additionally, the State, SJJPA, CCJPA and Amtrak are in discussions to transition the maintenance for the entire State-Owned Northern California Fleet to the SJJPA. These costs have historically been included in the Amtrak Operating contract and will eliminate maintenance of

equipment costs for CCJPA and SJJPA in the Amtrak contract upon full transition. This should result in long term cost efficiencies and the improved condition of equipment under the Other Direct Operations allocation. A fleet assessment and potential rehabilitation effort for any deferred maintenance is being undertaken as a multi-year effort. For more information see Chapter 3.

- Equipment Wreck Repair – SJJPA is requesting other operations allocation for the establishment of the Equipment Repair Fund for State Owned rolling stock. The establishment of this fund would dedicate an initial balance for equipment repair costs that will serve as a future reimbursement driven account. This fund will be held in an interest-bearing pooled cash fund and will be reported annually within the Annual Business Plan. This balance and the required Self Insurance Reserve requirement amount will not be a component of the Operational Surplus limit.
- State Owned Rolling Stock Technology and VSS – State Owned Venture cars have a required cost for Video Surveillance System technology that historically flowed through the Operating Agreement with Amtrak for handling the video data for standard and/or emergency service calls to Stockton and/or Oakland for the video downloads/offloads from the Venture cars.

Table 10.2

| Other Operations - Detail (FY 2023/24 - FY 2025/26) | | | |
|--------------------------------------------------------|--------------------------|---------------------------|---------------------------|
| Expense Category | FY 2023/24 (Approved) | FY 2024/25 (Requested) | FY 2025/26 (Projected) |
| Station Leases and Facility Expenses | \$100,000 | \$100,000 | \$100,000 |
| Contingent Railroad Liability Insurance Premiums | \$900,000 | \$900,000 | \$900,000 |
| Passenger Services and Amenities Operations | \$200,000 | \$100,000 | \$400,000 |
| Host Railroad Right of Way Maintenance | \$1,000,000 | \$1,000,000 | \$1,000,000 |
| State Owned Equipment Maintenance | \$5,300,000 | \$22,813,776 | \$35,900,000 |
| Equipment Wreck Repair | - | \$500,000 | \$500,000 |
| State Owned Rolling Stock Technology and VSS | - | \$100,000 | \$100,000 |
| Total Other Operations | \$7,500,000 | \$25,513,776 | \$38,900,000 |

SJJPA acknowledges that the substantial increases in the Other Direct Operations and SJJPA Led Initiative requests for the FY 2024/25 and FY 2025/26 years may not be fully funded given the overall constraints on the Department and the Public Transportation Account. The State-Owned Equipment funding request is based on a progressive acceptance and deployment schedule. In the event that projects cannot be fully funded at this time SJJPA requests approval of the overall scope of work within the annual business plan. SJJPA looks forward to working with the Department throughout the fiscal year as financial resources become available, or opportunities arise for funding to be adjusted between Other Operations Projects based on service needs.

Other Direct Operations Reallocations (FY 2022/23 and FY 2024/25)

From time to time allocations for Other Direct Operations result in nominal balances being unexpended within a budget cycle. SJJPA requests that such reallocations are permitted in coordination with the Department. The following administrative reallocation between Other Direct Operations Projects is being submitted for a budget neutral impact:

| Other Direct Operations Reallocations (FY 2021/22 - FY 2024/25) | | | |
|--------------------------------------------------------------------|------------------|------------|------------------|
| Approved Other Direct Project | Approved Balance | Adjustment | FY 24/25 Balance |
| Thruway Bus Termination FY22 | 9,521 | (9,521) | - |
| Station Leases & Facility Expenses FY22 | 40,799 | (40,799) | - |
| Passenger Services & Amenities FY25 | - | 50,320 | 50,320 |



Administrative Funding Request (FY 2024/25 and FY 2025/26)

Funds are required for the SJJPA to provide administrative functions for the San Joaquins. For FY 2024/25, SJJPA administrative costs are estimated at \$6,225,542. In 2023/24 SJJPA performed an assessment of organizational needs to facilitate administration for the future of the San Joaquins service and the related responsibilities assumed under the Interagency Transfer Agreement (ITA). Various initiatives and joint efforts between SJJPA and the Department have increased the role and responsibilities of administration however costs are drastically outpacing financial resources, labor capacity and facility utilization. Preceding fiscal years limited resources delayed a right sizing, but these additional resources will ensure continuity and dedicated staffing for long term cost efficiencies. Key areas include contracts and procurement, grants, programming and the related reporting responsibilities, legal services, fiscal, operational and passenger facing services. At this time SJJPA anticipates it will fully expend the FY 2023/24 administration budget ahead of fiscal year end June 30, 2024. See Table 10.5 for a summary of these administrative costs alongside operations, marketing, service and program initiative costs. See Table 10.3 for a summary of budgeted administrative costs.

Table 10.3

| Administrative Budget for the San Joaquins - Detail (FY 2022/23 - FY 2025/26) | | | |
|----------------------------------------------------------------------------------|----------------------------------|---------------------------|---------------------------|
| Expense Category | FY 2023/24 (Approved/Current) | FY 2024/25 (Requested) | FY 2025/26 (Projected) |
| Salaries/Benefits/Contract Help | \$2,455,054 | \$4,335,610 | \$4,747,984 |
| Office Expenses/Postage/Memberships, etc. | \$46,986 | \$49,335 | \$51,309 |
| Computer Systems | \$5,000 | \$5,250 | \$5,460 |
| Communications | \$31,787 | \$33,376 | \$34,711 |
| Motor Pool | \$32,667 | \$34,300 | \$35,672 |
| Transportation/Travel | \$15,000 | \$15,750 | \$16,380 |
| Training | \$5,145 | \$5,402 | \$5,618 |
| Audits/Regulatory Reporting | \$40,750 | \$45,750 | \$47,580 |
| Professional Services - Legislative | \$253,000 | \$260,000 | \$270,400 |
| Professional Services - Legal | \$80,000 | \$132,000 | \$137,280 |
| Professional Services - General | \$120,746 | \$199,231 | \$207,200 |
| Software Integration & License Fees | \$20,000 | \$33,000 | \$34,320 |
| Professional Services - Operations | \$21,939 | \$121,939 | \$37,647 |
| Professional Services - Grants & Programming | \$67,000 | \$145,000 | \$254,800 |
| Professional Services - Planning | \$200,000 | \$330,000 | \$343,200 |
| Communications - Operations | \$12,084 | \$15,105 | \$15,709 |
| Publication/Legal Notices | \$10,000 | \$12,500 | \$13,000 |
| Maintenance of Headquarters | \$118,210 | \$195,047 | \$214,552 |
| Insurance - Administration | \$79,750 | \$87,725 | \$91,234 |
| Insurance - Railroad | \$60,250 | \$66,275 | \$68,926 |
| Insurance Management Fees | \$7,500 | \$8,250 | \$8,580 |
| Security Services/Safety Programs | \$90,188 | \$94,697 | \$98,485 |
| Total Administration | \$3,773,056 | \$6,225,542 | \$6,740,047 |

Marketing Funding Request (FY 2024/25 and 2025/26)

SJJPA is requesting a yearly allocation of \$1,750,000, which is an approximate 16.6% increase to last year, to facilitate marketing and advertising to the entirety of the San Joaquins corridor. In FY 22/23, while train ridership continued to grow, Thruway Bus ridership was not at the same pace. To address this issue, SJJPA was able to allocate \$250,000 for strategic ridership growth efforts along the Thruway Bus corridors. With the additional funds, SJJPA developed route-specific advertising plans, which yielded the desired outcome of increased ridership for the Thruway bus service, not only year-over-year, but approaching pre-pandemic ridership levels. SJJPA would like to memorialize the new, strategic Thruway Bus investment as part of our ongoing program and is requesting an additional \$250,000 to support this effort, while maintaining the historical \$1,500,000 budget, for a total of \$1,750,000 to equitably and realistically market to areas along the San Joaquins corridor, including larger markets like the Bay Area and Southern California, as well as the Thruway Bus corridors.

Minor Capital Funding Request (FY 2024/25 and FY 2025/26)

SJJPA is requesting \$500,000 per year provided for “Minor Capital” projects (projects valued at \$388,000 or less in total project cost) for FY 2024/25 and FY 2025/26. This amount is consistent with the approved amount in the FY 2023/24 annual business plan. In SJJPA’s management of these funds, the “Minor Capital” program has been successful in keeping the San Joaquins Corridor in a state of good repair, as well as making small service improvements. In recent years, due to increases in construction and material costs, and inflation, funding has been insufficient to complete the generated project list, however a modest project list is still advancing.

SJJPA Service and Program Initiatives

In addition to direct current service costs, SJJPA, in coordination with Caltrans and CalSTA, are leading and coordinating on various efforts to improve the service in the near and long term. Below are a list of current projects and funding requests:

- Marketing Analysis - To learn more about the onboard passenger experience for San Joaquins trains and Thruway Buses, as well as to gain insight into the key markets along the route, SJJPA conducts bi-annual passenger and market surveys. For more information see Chapter 9.
- High-Speed Rail/Early Train Operator (ETO) Coordination Support – SJJPA has several ongoing efforts with CHSRA and the ETO to accomplish its role and responsibilities as a party to the joint MOU and as a partner to the project. For more information see Chapter 4.
- Merced Intermodal Track Connection (MITC) Env. /Design – SJJPA is leading the MITC effort on behalf of the State and in coordination with CAHSR. For more information on project status see Chapter 4.
- Program and Project Management Services for Capital Projects - SJJPA has several ongoing capital projects that require specific assistance for track construction and the related requirements between hosts, the FRA, and the various jurisdictions. Technical support will ensure timely project advancement. For more information on the various track projects see Chapters 4, and 5.
- Madera Station High-Speed Rail CEQA/NEPA – SJJPA is leading the Madera Station effort on behalf of the State and in coordination with CAHSR. For more information on project status see Chapters 4, and 5.
- State Owned Rolling Stock Overhaul Work – SJJPA and the Department have entered into an agreement to address a backlog of truck overhauls and café car overhaul/upgrades at the Stockton Rail Maintenance Facility. For more information see Chapter 3.

- Visalia to Hanford Connector (Kings/Tulare) – SJJPA is providing leadership and support for the Cross Valley Corridor. This effort is in conjunction with the ETO’s requirement to coordinate with connecting transit for High-Speed Rail. For more information see Chapters 4 and 13.
- Zero Emission Multiple Unit Study – SJJPA is requesting a funding allocation for an Infrastructure Study to determine the necessary infrastructure needed at the Stockton Rail Maintenance Facility to support Zero Emission Multiple Units. For more information see Chapter 3.

Table 10.4

| SJJPA Service and Program Initiatives - Detail (FY 2022/23 - FY 2025/26) | | | |
|-----------------------------------------------------------------------------|--------------------------|---------------------------|---------------------------|
| Expense Category | FY 2023/24 (Approved) | FY 2024/25 (Requested) | FY 2025/26 (Projected) |
| Marketing Analysis | - | \$300,000 | - |
| High Speed Rail/Early Train Operator Coordination Support | - | \$1,900,000 | \$2,550,000 |
| Merced Intermodal Track Connection (MITC) Env. /Design | \$5,500,000 | - | - |
| Project Management Support | - | \$1,500,000 | - |
| Madera Station High Speed Rail CEQA/NEPA | - | \$1,000,000 | - |
| State Owned Equipment Truck Overhaul | \$500,000 | \$1,000,000 | \$1,650,000 |
| Visalia to Hanford Connector (Kings/Tulare) | \$115,000 | \$115,000 | \$115,000 |
| Zero Emission Multiple Unit Study | \$1,240,000 | - | - |
| Total SJJPA Service and Program Initiatives | \$6,855,000 | \$5,815,000 | \$4,315,000 |

Table ES.1/10.5

| SJJPA State Funding Request for the San Joaquins (FY 2022/23 - FY 2024/25) | | | |
|-------------------------------------------------------------------------------|-------------------------------------|---------------------------|---------------------------|
| Expense Category | FY 2023/24 (Approved Current) | FY 2024/25 (Requested) | FY 2025/26 (Projected) |
| Operating | | | |
| -Amtrak Contract | \$61,136,456 | \$46,805,050 | \$43,158,475 |
| -Operations State Owned Equipment | \$5,300,000 | \$22,813,775 | \$35,900,000 |
| -Operations Contingency | \$3,509,140 | - | - |
| -Other Operations | \$4,693,474 | \$2,700,000 | \$3,000,000 |
| Administrative | \$3,773,056 | \$6,225,542 | \$6,740,047 |
| Marketing | \$1,500,000 | \$1,750,000 | \$1,750,000 |
| Minor Capital Program | \$500,000 | \$500,000 | \$500,000 |
| SJJPA Service and Program Initiatives | \$6,855,000 | \$5,815,000 | \$4,315,000 |
| Total Request | \$87,267,126 | \$86,609,367 | \$95,363,522 |

11. SEPARATION OF FUNDING

As identified in the Joint Exercise of Powers Agreement (JEPA) for the SJJPA, the Controller of the Managing Agency of the SJJPA shall perform the functions of Auditor and Controller of the SJJPA, and the Treasurer of the Managing Agency of the SJJPA shall perform the functions of Treasurer of the SJJPA. SJJPA has selected SJRRC as the Managing Agency for the 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 2024/25 and FY 2025/26 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 the SJJPA with respect to the San Joaquins. In addition, per the Managing Agency Services Agreement between the SJJPA and the SJRRC, SJJPA will require annual independent audit of the accounts of SJJPA is performed (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 separate funds for all financial activities of SJJPA and provide 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.

12. SAFETY AND SECURITY

SJJPA Safety and security are primary concerns that affect all activities associated with every phase of the service, including planning, design, construction and expansion, testing, operations, and maintenance of the rail system. All management and employees are responsible for ensuring the safety of passengers, themselves, property, and the public that encounter the system.

As the managing agency and administrator, SJJPA oversees the San Joaquins passenger rail service operating on the Union Pacific Railroad (UPRR) and the Burlington Northern Santa Fe Railroad (BNSF) owned territory. SJJPA contracts with Amtrak to provide onboard staffing (train and engine crews, cafe services), customer service, ticket agents, and the required management personnel to operate the San Joaquins. SJJPA, through its managing agency (SJJRC), will maintain the State-owned Venture car fleet as the vehicles are placed into revenue service. Amtrak's CFR 270 SSP covers each element and all operating and equipment maintenance obligations performed by Amtrak as the operator under contract with the SJJPA.

SJJPA collaborates with Amtrak, host railroads, and regulatory partners to identify and fully address safety concerns. As part of this collaboration, the focus is on:

- Vehicular and pedestrian safety at highway/rail grade crossings, including private crossings in rural areas of the San Joaquin Valley;
- Pedestrian safety along the railroad right-of-way;
- Security inside and around stations and at Thruway Bus stops;
- Passenger safety onboard trains and on Thruway Buses; and
- Emergency preparedness training and exercises with first responders in coordination with Amtrak, host railroads, state and federal regulatory agencies.

Components of the Program include:

- Requiring a robust communications protocol, including cooperation among all SJRRC managers, departments, employees and contractors relative to matters of safety and security;
- Continuous coordination with Amtrak, BNSF and UPRR;
- Pursuing an aggressive safety and security program of capital improvements; and
- Identifying relationships and responsibilities with local, state, and federal agencies that are responsible for and have governance over the San Joaquins Service, including the Federal Railroad Administration (FRA), National Transportation Safety Board (NTSB), California Public Utilities Commission (CPUC), and Transportation Security Administration (TSA).

SJJPA collaborates with Amtrak, host railroads, and regulatory partners to identify and fully address safety concerns. As part of this collaboration, SJJPA participates in:

- Corridor Improvement Team (CIT) meetings;
- Northern California Rail Safety Team activities;
- Partnership Performance Action Teams (PPAT);
- Regional Transit Strategies Working Group (RTSWG);
- Northern California Emergency Preparedness Task Force meetings; and
- Joint Terrorism Task Force meetings.

SJJPA will continue to work with Amtrak, BNSF and UPRR to identify safety and security issues, develop remediation strategies, and to secure grant funding to expand and enhance safety and security programs onboard all trains and Thruway buses, and along the railroad right-of-way.

Safety and Security Program for 2024/2025 and 2025/2026

The primary objectives of SJJPA's Safety and Security Program for FY 2024/25 and FY 2025/26 are to continue a broad-based program of educational activities and to aggressively pursue capital improvements that help eliminate unsafe conditions.

Safety and Security Educational Activities

SJJPA's educational efforts focus on increasing public awareness of rail safety and security along the San Joaquins Corridor. To increase awareness of the public, a wide range of populations and stakeholders will be targeted, including the existing base of employees, non-English speakers, agriculture and seasonal workers, school groups, community audiences, professional drivers, law enforcement officers, and emergency responders. To this end, SJJPA will continue to leverage a network of rail safety education resources through California Operation Lifesaver (CAOL) to inform communities about safe behavioral practices around the San Joaquins Rail Corridor.

Educating railroad personnel is as critical as raising public awareness. SJJPA will continue to take advantage of Department of Homeland Security (DHS) training resources and safety and security grant programs to build upon related activities already underway and to develop and implement new programs. Specific training efforts include but are not limited to the following:

- Emergency Preparedness Training for rail corridor first responders;
- Rail security awareness training for train crews, maintenance staff, bus operators, and station staff;
- Disaster simulations to ensure employee and first responder readiness; and
- Emergency Preparedness Training for passenger operations that connect to the San Joaquins.

Safety and Security Capital Improvements

An important aspect of safety and security are implementing physical improvements that will improve the safety and security of the Corridor and of train operations. In an effort to identify needed physical improvements, SJJPA will continue to conduct a systematic evaluation of the conditions along the railroad right-of-way and in and around San Joaquins stations (including parking lots and platforms), as well as onboard trains. Important capital projects that SJJPA is currently implementing or currently pursuing include:

- Fencing projects at locations identified based on incident hot spots and high numbers of near misses;
- Opportunities to improve pedestrian grade crossings and construction of pedestrian grade separations;
- On January 28, 2022, the SJJPA Board of Directors approved a-not-to-exceed \$1,000,000 agreement with BNSF to install fencing to deter trespassers from accessing the railroad right-of-way. BNSF has installed nearly one mile of fencing, with an additional mile slated for installation over the next year;
- Increased lighting at stations, and parking lots; and
- Improved safety and security-related signage, including messaging around suicide prevention and railroad safety.

A critical capital improvement being implemented is Positive Train Control (PTC), which is an advanced railroad communication system, 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.

Other activities SJJPA will employ to improve safety and security include:

- Attending listening sessions with station personnel to help identify safety/security concerns and suggestions for improvements/solutions;
- Embracing the Transportation Security Administration's (TSA) offer to conduct threat / vulnerability assessments and station security profiles;
- Encouraging more police presence and patrol at stations by making areas available to officers that are stocked with snacks/beverages, and have Wi-Fi, printers, CCTV usage, and other amenities;
- Work with host railroads to ensure the corridor is kept clear of homeless encampments, and other unauthorized activities.

13. STATION AREA DEVELOPMENT AND CONNECTIVITY

There are numerous benefits to enhancing development patterns and increasing development densities near San Joaquins stations and improving connectivity with other modes of transportation at San Joaquins stations. In addition to potential benefits from minimizing land consumption related to new growth/greenfield development, increased densities and residential development near San Joaquins stations concentrates activity to be conveniently located near 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, benefiting the local jurisdiction from a business tax and essential service perspective. A dense development pattern can also better support a comprehensive and extensive local transit and shuttle system, bicycle and pedestrian paths, and related amenities that can serve the local communities. Local governments will determine which mechanisms best suit each community and could be implemented to improve connectivity at stations, and the enhance benefits from potential San Joaquin 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 downtowns of smaller cities and suburban areas. 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 generally applied to areas within about one-half mile of stations.

Connectivity with modes other than the automobile is particularly important for first-mile-last-mile trips and to promote equitable transportation which serves disadvantaged/priority communities throughout California. In addition to helping increase ridership, improved transit, and micro-transit connections support a more sustainable California by reducing energy consumption, automobile VMT, and greenhouse gas emissions.

Implementation Strategies for 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 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.
2. Assist local governments and developers in securing grants/funding for planning and implementing TOD around San Joaquins stations.
3. Work with communities and organizations to support TOD and with developers to implement TOD.
4. Require new San Joaquins stations be developed as a multi-modal transportation hubs.
5. Encourage the location of new San Joaquins stations in traditional city centers and/or areas with high-potential for TOD.
6. Encourage planning consistent with SB 375 (Sustainable Communities Strategy), transit priority areas, infill development, and TOD.
7. Prepare station areas for potential changes in first- and last-mile access including the growth of micro-mobility, and shared, connected, electric, and automated vehicles.

Transit Oriented Development Around San Joaquins Stations

The San Joaquins has 18 rail stations, most of which are multi-modal transportation hubs located in traditional city centers. Table 13.1 presents the existing amenities and services at San Joaquin 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 larger cities along the corridor. To encourage TOD, SJJPA is working to improve the usability

of stations and Thruway Bus stops. Comprehensive assessments have begun with the objective to update and improve signage at and near stations and stops to enhance the experience of riders, with new signage and bus stop locations being recently upgraded and implemented respectively.

There are several large TODs that have developed or are being developed in the vicinity of San Joaquins stations or planned new stations. There are also opportunities to encourage TOD at 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

SJJPA's plans for four new stations in Sacramento provide a great opportunity to not only leverage TOD that is already underway (especially around the planned Midtown Station), but to encourage TOD from the presence of new San Joaquins/ACE rail stations. In addition to Midtown, Natomas and Old North Sacramento hold promise for TOD in the immediate vicinity of the planned station sites. Near the Midtown Station, the San Joaquin Regional Rail Commission (SJRRRC) in 2021, partnered with the Capitol Area Development Authority and EAH Housing on two affordable housing development projects in competing for funding from the Affordable Housing and Sustainable Communities (AHSC) Program. EAH Housing's On Broadway 140-unit affordable housing project was awarded a \$29 million AHSC grant on January 26, 2022. The On Broadway project will be located on Broadway Avenue, less than a mile from Midtown Station. The AHSC grant has \$10 million for transportation improvements that includes street improvements, \$6.1 million for two new ACE railcars, and \$1.9 million for improvements to Midtown Station. SJRRRC worked with a developer on a successful 2023 AHSC grant for a 124-unit affordable housing project in the vicinity of the future Old North Sacramento Station (440 Arden Way) which included \$6 million to convert an ACE locomotive to have zero-emissions. In 2024, SJJPA is working with developers on an affordable housing project near the Midtown Station (2000 16th Street) which is expected to provide \$5 million in funding for a ZEMU car and \$2 million for Midtown Station. SJRRRC and SJJPA will continue to seek other future affordable housing developments to partner on providing TOD near future Valley Rail stations.

In early 2023, SACOG in partnership with the City of Sacramento, SJRRRC, SJJPA, and Sac RT applied for a Strategic Partnership - Transit planning grant from Caltrans for TOD planning in the area that includes the Old North Sacramento Station and two Sacramento light rail stations along Del Paso Boulevard. In late 2023, Caltrans awarded this grant and with SJRRRC as the lead for this planning study, work will commence in 2024 to initiate an action plan for the area surrounding the Old North Sacramento Station. This action plan will focus on immediate steps to enhance safety and security near the station, address multi-modal infrastructure needs to increase connectivity of the neighborhood and to the nearby Globe Light Rail Station, and encourage new TODs.

Immediately north of the existing Sacramento Valley Station, which San Joaquins trains currently share with Capitol Corridor trains, the 244-area mixed-use TOD called The Railyards is currently being developed as an entirely new urban district of Sacramento. Plans call for 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 believes it will engender additional rail and transit ridership.

Stockton ACE Station (Cabral Station) TOD

The Robert J. Cabral Station (Cabral Station), serves as the Downtown Stockton Station for the San Joaquins. This station serves all San Joaquins trains to/from Sacramento. The City of Stockton has expressed interest in highlighting the rail connections available at the station. SJJPA is very supportive of the City's efforts to encourage development in downtown Stockton as it will not only improve connectivity and walkability to the station, but will greatly improve the surrounding neighborhood, likely leading to ridership increases on the San Joaquins. In support of furthering development around the station, SJRRRC received a grant in the amount of \$2 million for a streetscape improvement project along East Channel Street, which directly connects the Cabral Station to new developments and greater downtown, as well as San Joaquin Regional Transit District's Downtown Transit Center, and is expected to begin construction in 2024. In early 2023, the City of Stockton partnered with the SJRRRC, SJJPA, San Joaquin COG, and SJ RTD on a Strategic Partnership – Transit planning grant from Caltrans for TOD in downtown Stockton which will include Cabral Station and the Stockton Transit Center. San Joaquin COG submitted the application, which will be led by the City

of Stockton if successful. In late 2024, Caltrans awarded this grant and also requested the planning area to include the San Joaquin Street Station that the San Joaquins also serves for the Oakland-Bakersfield service.

In 2019, SJRRC partnered with Visionary Home Builders and the City of Stockton on their Grand View Village affordable housing development, located 0.50 miles west of Cabral Station. The development was awarded \$17.9 million of funding from the AHSC program, including \$4 million to purchase an additional ACE rail car and \$202,000 for improvements to East Channel Street. The Grand View Village project is nearing completion and should open for residents in spring 2024.

In 2021, SJRRC partnered with Service First of California on a successful AHSC application for the Hunter House Project (awarded January 26, 2022). The Hunter House project will be located on the 600 block of North Hunter Street about 0.8 miles from Cabral Station and about 1 mile from San Joaquin Street Station. This 120-unit affordable multifamily housing project for special needs populations will be four stories with a mix of one - and two - bedroom apartments and an underground garage. The \$27 million AHSC grant award has \$9.4 million for transportation improvements that includes street improvements, \$2.5 million for a new ACE railcar, and \$1.35 million for improvements to Cabral and San Joaquin Street stations.

Richmond TOD

The Richmond Station is located in the heart of the city and is a shared facility with BART. On the west side of the BART/Amtrak Station complex, a previously developed TOD spans nearly three city blocks and includes many hundreds of residential units and small retail shops that greet people entering/exiting the station complex. Additionally, other TODs are proposed at the east entrance/exit of the station complex. Additionally, there is a large bus depot at the station, providing excellent connectivity. Richmond is a good case study in TOD for the San Joaquins as it is one of the most developed in the system.

Madera TOD

SJJPA worked with the Madera County Transportation Commission and the City of Madera and County of Madera to find an improved location for a relocated Madera Station. The existing station near the Madera Acres community has limited use, no transit connections, poor access to SR-99, and its location is expected to see only marginal growth in employment and transportation demand.

A relocated Madera station is being implemented by SJJPA at a location just north of the new Avenue 12 High-Speed Rail grade separation as the first phase of the Madera HSR Station to be implemented by SJJPA. Avenue 12 is a primary transit corridor for Madera County and has a direct connection to SR-99. The relocated station north of Avenue 12 will be consistent with the growth of Madera west of the BNSF line; provides the opportunity for TOD in the station vicinity; and will be closer to Madera Community College.

To support this relocated San Joaquins Station and future High-Speed Rail service, SJJPA assisted and supported Madera County and the City of Madera on a successful 2021 Caltrans Sustainable Transportation application. This grant is funding an update to an existing specific planning area to modernize and better orient proposed land uses towards transit-oriented development. This work is crucial as the rail station and services were not contemplated when the plan was originally adopted in the early 1990s in addition to the Madera Community College campus being built. This planning work began in 2023 and SJJPA expects to be a key stakeholder in the updated specific plan's development, adoption, and implementation.

Fresno TOD

While most TOD planning is focused on the immediate vicinity of the future HSR station in Fresno, which lies just under a mile to the west of the San Joaquins Station, SJJPA sees a great opportunity to encourage further development of downtown Fresno between the two stations. Many new developments have already been built or are in the planning phase, with several multi-family housing developments recently being completed or underway within walking distance of the station. SJJPA will continue to support further TOD development in downtown Fresno to support both the San Joaquins and future High-Speed Rail services.

Oakley TOD

SJJPA has been coordinating with the City of Oakley to implement a San Joaquins station for several years. The SJJPA/SJRRC 2018 TIRCP award included the construction of the station platform and track, requiring SJJPA to coordinate with the City of Oakley, Amtrak, and BNSF Railways. The platform design phase began in 2021, and construction is slated to begin for the Oakley Station Platform Project in late 2024. The City of Oakley is nearing completion of its park and ride lot. With high-levels of growth taking place in eastern Contra Costa County, it is anticipated that a new San Joaquins station will encourage TOD in the vicinity.

Bakersfield TOD

The Bakersfield Amtrak station is very accessible and is adjacent to the heart of downtown. The station is within walking distance to hotels, the convention center and arena, many government office buildings, the county library, the city's ice and aquatic centers, a movie theater, Mill Creek Linear and Central Parks, and numerous affordable and market-rate housing options. This location offers continued opportunities for the station to catalyze transit-oriented development and land uses supportive of the San Joaquins. These uses and the further development of downtown will also encourage similar development near the future High-Speed Rail Station on the north side of downtown.

Table 13.1

| Station | Station Ownership | Existing Amenities/Transit Connectivity | Within City Center | New TOD Potential |
|--------------------------------------|---------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-------------------|
| Sacramento | City of 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 | City of Lodi | Enclosed waiting room, ticket machine, phone, 380 parking spaces, Amtrak Thruway Bus, Local/Regional Bus Services | Yes | Medium |
| Stockton-ACE (Cabral) | SJRRC | Enclosed waiting room, ticket machine, phone, 185 parking spaces, Amtrak Thruway Bus, ACE Commuter Rail & Local/Regional Bus Service | Yes | High |
| Oakland-Jack London Square | Port of Oakland | Enclosed waiting room, ticket office, ticket machine, restrooms, phone, ATM, 500 short-term and 500 long-term parking spaces, Amtrak Thruway Bus, Local/Regional Bus Services, Ferry | Yes | High |
| Emeryville | City of Emeryville | Enclosed waiting room, ticket office and machine, restrooms, ATM, 125 shared parking spaces, Amtrak Thruway Bus, Local/Regional Buses | Yes | High |
| Richmond | Union Pacific | Platform with shelter, ticket machine, phone, 400 shared parking spaces, Local/Regional Bus Services, BART | Yes | High |
| Martinez | City of Martinez | Enclosed waiting room, ticket office, ticket machine, restrooms, phone, 370 parking spaces, Amtrak Thruway Bus, Local/Regional Bus Services | Yes | Medium |
| Stockton-Amtrak (San Joaquin Street) | BNSF | Enclosed waiting room, ticket office, ticket machine, restrooms, phone, 24 parking spaces | No | Low |
| Modesto | City of Modesto | Enclosed waiting room, ticket office, ticket machine, restrooms, phone, 187 parking spaces, Local/Regional Bus Service | No | Low |
| Turlock/Denair | BNSF/Amtrak | Platform with shelter, ticket machine, 45 parking spaces, Local On-Demand Pilot | No | Low |
| Merced | State of California | Enclosed waiting room, ticket office, ticket machine, restrooms, phone, 46 parking spaces, Amtrak Thruway Bus, Local/Regional Bus Service | Yes | Medium |

| | | | | |
|-------------|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-----|--------|
| Madera | Madera County | Platform only, ticket machine, restrooms, 19 parking spaces, Dial-a-Ride | No | Low |
| Fresno | City of Fresno | Enclosed waiting room, ticket office, ticket machine, restrooms, phone, 169 parking spaces, Bus Service | Yes | High |
| Hanford | City of Hanford/BNSF | Enclosed waiting room, ticket office, ticket machine, restrooms, phone, 47 parking spaces, Amtrak Thruway Bus, Local/Regional Bus Service | Yes | Medium |
| Corcoran | City of Corcoran | Enclosed waiting room, ticket machine, restrooms, phone, 90 parking spaces, Local/Regional Bus Services | Yes | Medium |
| Wasco | City of Wasco | Platform with shelter, ticket machine, 35 parking spaces, Bus Services | Yes | Medium |
| Bakersfield | City of Bakersfield | Enclosed waiting room, ticket office, ticket machine, restrooms, phone, ATM, 347 parking spaces, Amtrak Thruway Bus Services, Bus Services | Yes | High |

Connectivity to San Joaquins Stations

The responsibility for providing connectivity to San Joaquins stations resides primarily with local and regional transit agencies. SJJPA monitors existing transit services and encourages local and regional transit agencies to improve and expand transit services that connect to San Joaquins stations. SJJPA is also requesting that transit agencies promote their connection to the San Joaquins onboard their transit services, at their stops/stations, and through their respective websites. SJJPA is working to improve the coordination of fares and service schedules with connecting transit services and will seek funding opportunities to implement transit-transfer programs for San Joaquins passengers. In partnership with local and regional agencies, SJJPA is pursuing Caltrans Sustainable Planning grant(s) in 2024 and 2025 to study increased connectivity at San Joaquins stations focusing on improving service to underserved disadvantaged/priority populations. This planning would include studying new technologies and creative ways to improve service connectivity to disadvantaged/priority populations throughout the San Joaquins corridor.

Hanford, Corcoran and Wasco Connectivity

In 2021, SJJPA completed and published the “South of Merced Integration Study”. This work focused investigation on how best to provide continued connectivity to downtown Hanford, Corcoran, and Wasco once the High-Speed Rail Early Operating Segment begins operation (and Merced becomes the San Joaquins southern terminus). SJJPA coordinated closely with local and regional partner agencies on this study. As a result of this effort, SJJPA has entered into an MOU with Kings CAG, Kings County Area Public Transit Agency (KCAPTA), Tulare CAG, Tulare County Region Transit Agency, and Visalia Transit to partner in the development of the Cross-Valley Corridor Phase 1 Bus Service and the planning and implementation of the Cross-Valley Rail Project. SJJPA and other Kings-Tulare local/regional agencies partnered with Tulare County Regional Transit Agency (TCRTA) on their successful \$33.8 million 2022 TIRCP application for electric buses and shuttles for the Cross-Valley Corridor that will initially enhance connections with the San Joaquins (until HSR operations begin). SJJPA is also committed to working with KCAPTA and Visalia Transit to seek state funds to provide increased local/regional transit connectivity for the San Joaquins between Hanford and Visalia to augment and support the Phase 1 bus service. This additional service is expected to show the viability of enhanced transit operations along the Cross Valley Corridor in anticipation of planning and implementation of future rail service that will connect from Huron to Porterville via the Kings/Tulare High Speed Rail station. In 2023, the SJJPA approved \$115,000 through the Annual Business Plan to fund a connecting transit service between Hanford and Visalia through a local transit partnership – the Kings Area Regional Transit Agency (KART) intends to initiate operation of an early phase of the Cross Valley Corridor transit service with JPA operating funds, which will provide a timed connection to San Joaquin Corridor service at Hanford beginning July 1, 2024. This service is expected to be supplemented in the future with environmental mitigation funds specified in the EIR completed by Caltrans District 6 for State Route 99 improvements.

In 2023, SJJPA also partnered with the City of Hanford, Kings CAG, Tulare CAG, Fresno CAG, Kings County Area Public Transit Authority (KCAPTA), TCRTA, and CHSRA on a Caltrans Sustainable Communities Planning grant for Kings/Tulare HSR station area TOD and connectivity planning and Cross Valley Rail (Porterville – Huron) planning. The City of Hanford is the lead agency for this grant application and project manager for the planning effort where SJJPA will play a key stakeholder role. SJJPA also approved an MOU with Kern Transit to work in partnership to provide increased Kern Transit connectivity between Wasco and the future Bakersfield HSR Station once HSR Interim Service begins operations.

Network Integration Connectivity Study

In 2021, SJJPA undertook a connectivity study focused on the San Joaquin Valley stations and service to disadvantaged communities. This effort included the development of a GIS tool which shows transit routes which provide connectivity to each San Joaquin station, population density, and disadvantaged communities as defined by CalEnviroScreen. Findings of this effort were presented to the SJJPA at the July 22, 2022, Board Meeting and the report was released July 2022. This work is helping the SJJPA focus on strategies and partnerships with local and regional providers to improve connectivity to San Joaquin stations.

In 2024, SJJPA applied for a Caltrans Sustainable Transportation Planning Grant to help further network integration work in the San Joaquin Valley and help develop an action plan to support passenger rail, transit, and TOD. This effort will be led by SJJPA in coordination with a working group made up of staff from the 8 San Joaquin Valley COGs and representing the San Joaquin Valley Regional Policy Council. In addition to network integration, this effort will create a valley-wide narrative of the State's investment in rail and transit, highlighting the numerous local and regional services, their important connections to the San Joaquin and future High-Speed Rail, and how current and future transit-supportive land uses help further the State's climate goals and build strong local communities that are less car-dependent. The action plan is envisioned to be both a messaging tool and provide guidance to implement positive change in the built environment for stakeholders at all levels.