



SAN JOAQUIN  
REGIONAL  
RAIL COMMISSION

FY 2022 – FY 2027  
SHORT RANGE TRANSIT PLAN

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Federal transportation statutes require that the Metropolitan Transportation Commission (MTC), in partnership with state and local agencies, develop and periodically update a long-range Regional Transportation Plan (RTP). Additionally, it must prepare a Transportation Improvement Plan (TIP) which implements the RTP by programming federal funds to transportation projects contained in the RTP. In order to effectively execute these planning and programming responsibilities, MTC requires that each transit operator in its region which receives federal funding through the TIP prepare, adopt, and submit to MTC a Short Range Transit Plan (SRTP).

The preparation of this report has been funded in part by a grant from the U.S. Department of Transportation through Section 5303 of the Federal Transit Act. The contents of this SRTP reflect the views of the San Joaquin Regional Rail Commission, and not necessarily those of the Federal Transit Administration, MTC, or San Joaquin Council of Governments. The San Joaquin Regional Rail Commission is solely responsible for the accuracy of the information presented in this SRTP.

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FINAL DRAFT

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# Chapter 1: Pre-Pandemic Summary

## Pre-pandemic State of Service – FY 2018-19

### 1. What did operations look like before the pandemic?

Prior to the pandemic, the Altamont Corridor Express (ACE) operating budget for FY 2018-19 totaled \$25,459,176. ACE service consisted of four weekday round-trips, operating over 86 miles serving ten stations between Stockton and San Jose. The four trains consist of one 6 car set, two 7 car sets, and one 5 car set providing seating for between 670 and 909 seats depending on the number and type of passenger cars in use. Also, part of the ACE operating budget is for connecting shuttle operations that connect ACE passengers to destinations throughout the Silicon Valley and two shuttles at Pleasanton (one to provide a connection to BART and the other to serve Hacienda). Connecting shuttle or bus service is available at eight of the current stations. Some connecting services are funded by other Agencies or private businesses. The level of shuttle service is subject to change depending upon available grant funding utilization and operating efficiency.

Additionally, several major initiatives were completed in FY 2018-19 that significantly improved ACE operations. In 2018, San Joaquin Regional Rail Commission (SJRRRC) successfully implemented the installation and testing of Positive Train Control (PTC). PTC is a federally mandated safety system that helps automatically slow or stop the trains from potentially dangerous situations such as coming into stations too fast or taking a turn with too much speed. SJRRRC operations staff worked closely with UPRR on software updates that have reduced the delays and improved reliability.

Considerable improvements to the ACE consists were also implemented in FY 2018-19. SJRRRC added an additional car and locomotive in February of 2019 to the busiest train pair (ACE 03/06) for additional capacity. Trains 03 and 06 routinely had over 1000 passengers each. The additional locomotive was required because one locomotive could not haul eight (8) fully loaded cars and keep the schedule.

Another major ACE service change was the rollout of the Saturday Service Pilot Program funded by SB1. Information gathered via survey in October 2017 in partnership with San Joaquin Council of Governments (SJCOG) and Regional Transit District (RTD) identified unmet transit needs from over 2,500 respondents. Weekend service and better connections to BART ranked very high and the Pilot Program served as a flexible way to test out potential schedules. With a State Rail Assistance (SRA) grant from the State, Saturday service was slated to begin in mid-2019 with two daily round trips between Stockton and San Jose. Saturday service would allow ACE to expand to a new market and accommodate employees that work in the Bay Area on Saturdays. SJRRRC staff coordinated with Union Pacific Railroad (UPRR) and Caltrain on the schedule, Livermore-Amador Valley Transit Authority (LAVTA) on a shuttle to connect to Bay Area Rapid Transit (BART), and RTD to coordinate with their Saturday BART bus. However, the loss of ridership due to the COVID-19 pandemic caused the ACE weekday service to be reduced from four (4) daily round-trips down to two (2) daily round-trip and the full suspension of Saturday Service.

Finally, in April 2019, SJRRRC launched a new mobile ticketing app. After a testing period, adoption of the mobile app grew quickly, and rider feedback was very positive about the new app. Available for Apple and Android devices, the mobile ticket platform has the ability for both visual validation and a separate scanner app. On-board train staff have continued to manage the new ticketing style.

## 2. How much service was available?

In FY 2018-19, ACE service provided four weekday roundtrips between Stockton, CA and San Jose, CA. The four train sets normally range from six cars to eight cars depending on ridership which provides seating for approximately 670 to 909 passengers. Eight daily directional commuter trains were scheduled, with four morning departures out of Stockton starting at 4:20 a.m. and four evening departures starting out of San Jose at 3:35 p.m.; the ACE trains are primarily structured to serve the employment centers of Silicon Valley. This type of schedule tends to under-serve the Tri- Valley. Given the length of the ACE Corridor, longer trainsets with additional capacity would be necessary to effectively serve Tri-Valley businesses without affecting Silicon Valley commuters.

The length of the corridor and the operation of only peak direction trains adversely affect the scheduling of train crews. The crews and equipment from the morning trips must lay over in San Jose until the evening return runs. These underutilized resources could potentially allow future midday service in order to better deploy labor and maximize return on the investments in equipment.

**Figure 1.1 – FY 2018-19 ACE Service Train Schedule**

**Train Schedule (No Change)**

### AM – WESTBOUND

Stockton To San Jose	#01	#03	#05	#07
Stockton	4:20 AM	5:35 AM	6:40 AM	7:05 AM
Lathrop/Manteca	4:39 AM	5:54 AM	6:59 AM	7:24 AM
Tracy	4:51 AM	6:06 AM	7:11 AM	7:36 AM
Vasco	5:20 AM	6:35 AM	7:40 AM	8:05 AM
Livermore	5:25 AM	6:40 AM	7:45 AM	8:10 AM
Pleasanton	5:33 AM	6:48 AM	7:53 AM	8:18 AM
Fremont	5:55 AM	7:10 AM	8:15 AM	8:40 AM
Great America	L6:13 AM	L7:28 AM	L8:33 AM	L8:58 AM
Santa Clara	L6:20 AM	L7:35 AM	L8:40 AM	L9:05 AM
San Jose	6:32 AM	7:47 AM	8:52 AM	9:17 AM

### PM – EASTBOUND

San Jose To Stockton	#04	#06	#08	#10
San Jose	3:35 PM	4:35 PM	5:35 PM	6:38 PM
Santa Clara	3:40 PM	4:40 PM	5:40 PM	6:43 PM
Great America	3:49 PM	4:49 PM	5:49 PM	6:52 PM
Fremont	4:05 PM	5:05 PM	6:05 PM	7:08 PM
Pleasanton	4:28 PM	5:28 PM	6:28 PM	7:31 PM
Livermore	4:37 PM	5:37 PM	6:37 PM	7:40 PM
Vasco	4:42 PM	5:42 PM	6:42 PM	7:45 PM
Tracy	5:11 PM	L6:11 PM	L7:11 PM	L8:14 PM
Lathrop / Manteca	5:23 PM	L6:23 PM	L7:23 PM	L8:26 PM
Stockton	5:47 PM	6:47 PM	7:47 PM	8:50 PM

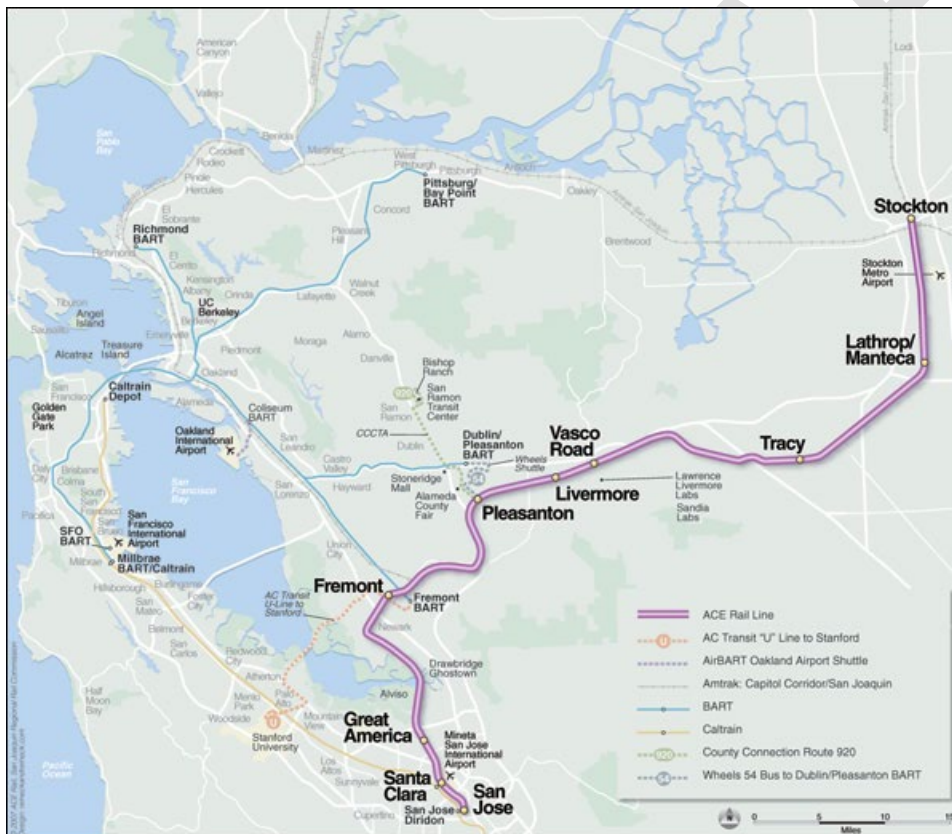
L = Trains may leave early after all riders have de-boarded.

### 3. Where, when, and how was service deployed?

In FY 2018-19, ACE service was deployed from Downtown Stockton at the Robert J. Cabral Station, through the Tri-Valley into San Jose's Diridon Station. ACE trains operate over 82 miles of Union Pacific railroad between Stockton and Santa Clara, and 4 miles of Caltrain railroad between Santa Clara and San Jose. ACE trains service 10 stations in San Joaquin, Alameda, and Santa Clara County. ACE service is focused on the commute market with trains traveling from Stockton to San Jose early in the morning and then returning after work in the late afternoon/evening.

Track conditions and track speeds along the ACE corridor vary greatly. Approximately 52 miles of track along the corridor allow between 60 MPH and 79 MPH train speeds, another 26 miles average 45 MPH, and approximately 8 miles average 30 MPH. The end-to-end run time is currently just under 2 hours and 15 minutes.

Figure 1.2 – ACE Service Corridor



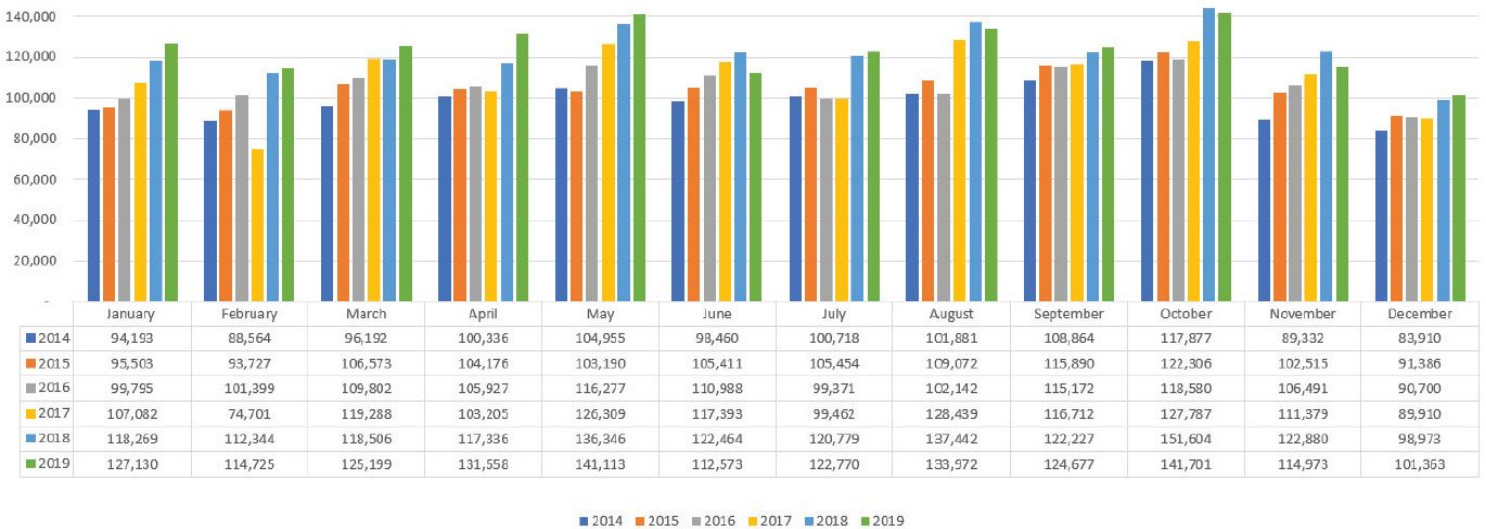
### 4. What did ridership levels and travel patterns look like?

Before the pandemic, ACE ridership had experienced substantial ridership growth over the last nine years and was on pace to carry a record 1.5 million passengers. In 2019, ACE carried 1,491,754 passengers with an average of 5,920 riders per day. With respect to ridership flows, 59% of ACE passengers began their trip in San Joaquin County and 41% of ACE passengers began their trip in Alameda County. 73% of all morning departures were destined for Santa Clara County, with the majority headed to the Great America station in the heart of the Silicon Valley.

Throughout the Pandemic, SJRRC staff has released digital passenger surveys to provide feedback on changes in ridership demand, survey concepts, and other topics. On November 8, 2021, staff released its most recent passenger survey, garnering 450 responses. Before the COVID-19 pandemic, the majority of riders (74 percent) used ACE service four or more days per week, with 56 percent using ACE service five days per week and 18 percent using ACE four days per week. When looking at the impacts of COVID-19 on telework, respondents were asked how often they had worked from home prior to the pandemic. Pre-pandemic, nearly 40% of respondents worked from home at least some of the time, while 60% of respondents did not work from home. The recent survey data matches ridership patterns (56% using ACE ‘5 days per week’).

**Figure 1.3 - ACE Ridership Trends**

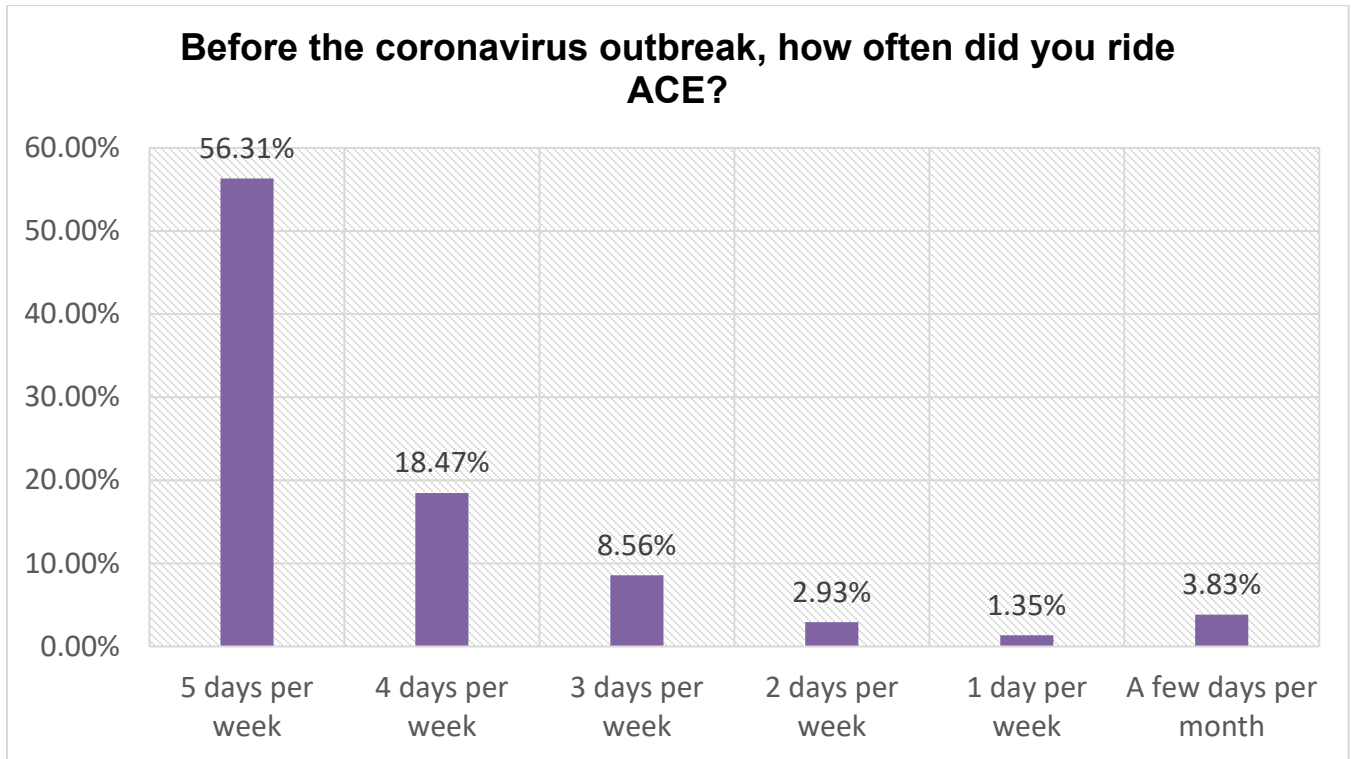
**ACE Ridership Trends**



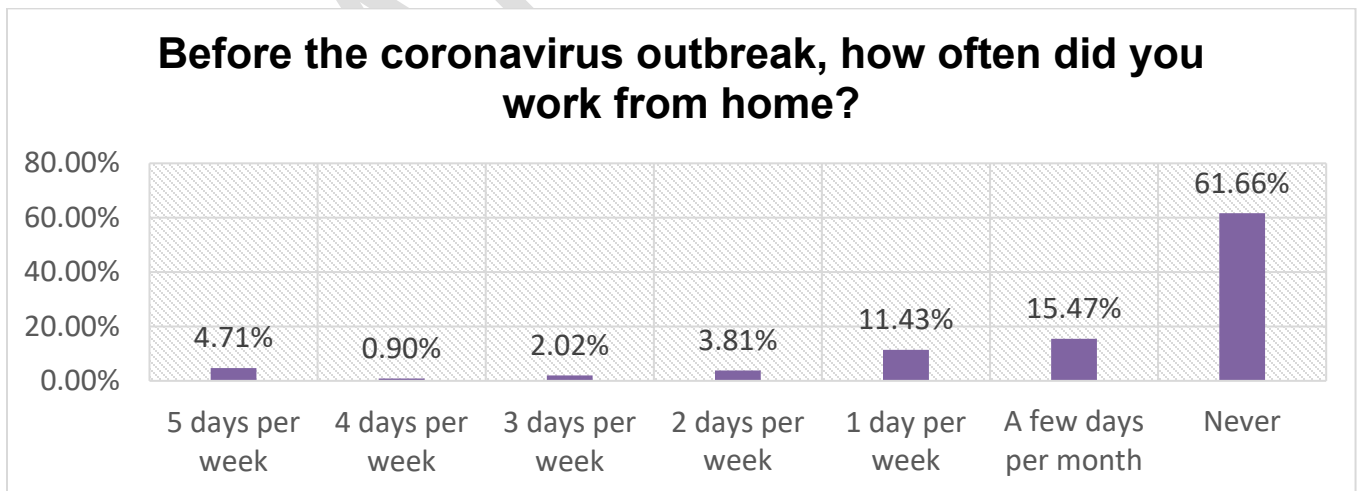
*Source: FY 2020- 21 Baseline Service Plan*



**Figure 1.4 – FY 2020-21 ACE Passenger Survey Respondent Profile (All Respondents)**



**Figure 1.5 – FY 2020-21 ACE Passenger Survey COVID-19 Impacts on Telework (All Respondents)**



*Source: FY 2020-21 Passenger Survey*

# Chapter 2: Current Service Summary

## Current State of Service – FY 2022-23

### 1. How have service and operations changed since the pandemic?

As passengers return to the office environment, SJRRC has shifted its focus to rider acquisition strategies for FY 2022-23 to get passengers ‘Back Onboard’. Safety and Security, Mobile Ticketing, Wi-Fi, and PTC are areas of focus. FY 2022-23 will see the launch of the New Ticketing Platform Project which will begin a process to prepare ticketing solutions for Valley Rail and beyond.

During the worst of the Shelter In-Place mandates, the ACE Service was reduced to two weekday round-trip trains. With the COVID-19 restrictions easing throughout the state, the third ACE train was restored on May 3, 2021. As the economy began to re-open, ACE service continued with three weekday round-trips to start FY 2021-22 and moved back to full service of four weekday round-trips on September 7, 2021.

At the height of the pandemic in mid-2020, the ACE school group program paused, however as of May 2022, ACE welcomed back students and teachers. As hundreds of students boarded the train to Great America, or The Tech Interactive Museum in San Jose, their ride marked the first time most students experienced travel via rail.

The ACE mobile ticket app (launched in April 2019) continues to be a popular alternative for passengers to purchase tickets. Approximately 60% of ACE passengers are utilizing mobile tickets. Rider feedback and continued campaigns and education will take place in FY 2022-23 with a goal of increasing mobile app utilization even more. Additionally, there will be progress made in onboarding a new ticketing platform that will serve present and future passengers and Agency needs. With the coming launch of Valley Rail Service, the new ticketing platform will allow new communities to be seamlessly integrated into the service and equity goals to be accomplished

Additionally, based upon the ongoing requests of passengers for an improved ACE Wi-Fi system, the new Next-Gen Wi-Fi system launched On May 3, 2021. The “MyACEWiFi” service keeps passengers connected while they travel. The Next-Gen Wi-Fi system is designed with state-of-the-art, non-proprietary components to increase up-time, provide ease of upgrades to keep the system current, and add features and integrations as the needs of ACE passengers and operations change. The state-of-the-art system has operated well since its launch. In FY 2021-22, the Next-Gen Wi-Fi system monitored for continuous improvement and was integrated into the new onboard passenger information system.

### 2. What were the priorities, goals and processes that informed decisions to adjust service or for budgeting decisions in FY23?

In FY 2022-23, the theme of the SJRRC Work Program is “Back Onboard” in light of a rebounding economy and people returning to normal travel activities. The Operating Budget for FY 2022-23 captures a full fiscal year of pre-pandemic levels of ACE service (4 daily roundtrips) and continued efforts to bring passenger ridership ‘Back Onboard’ closer to pre-pandemic levels. The Budget also reflects the additional staffing for the Valley Rail Program planning efforts and work performed on behalf of Caltrans related to Intercity Rail equipment. Both efforts will span at least ten years.

Many of the safety and passenger communication efforts implemented during the pandemic will likely continue this upcoming year. Onboard the ACE trains, several steps have been taken to ensure a safe operating and traveling environment including: appropriate signage to communicate health and safety protocols, an increased trainset cleaning and disinfecting regime, the requirement for employees and passengers to wear face coverings, and safe spacing onboard of at least 3-ft apart. Similar measures have been implemented at stations and all health and safety measures will continue to be updated as new guidance is provided.

### 3. How much service is available now?

This fiscal year, ACE operations will provide four weekday roundtrips between Stockton, CA and San Jose, CA. The four train sets normally range from six cars to eight cars depending on ridership which provides seating for approximately 804 to 1,054 passengers. Eight daily directional commuter trains are currently scheduled, with four morning departures out of Stockton starting at 4:10 a.m. and four evening departures starting out of San Jose at 3:35 p.m.; the ACE trains are primarily structured to serve the employment centers of Silicon Valley. With the procurement of the four Tier IV Siemens Charger locomotives, the ACE fleet currently operates with three Chargers in daily operation, (with the 4th locomotive in maintenance rotation) reducing greenhouse gas emissions along the corridor.

Figure 2.1 – FY 2022-23 ACE Service Train Schedule

<i>WEEKDAY WESTBOUND TRAINS TO SAN JOSE</i>				
STATION	ACE01	ACE03	ACE05	ACE07
Stockton	4:10 AM	5:35 AM	6:40 AM	7:32 AM
Lathrop/Manteca	4:29 AM	5:54 AM	6:59 AM	7:51 AM
Tracy	4:41 AM	6:06 AM	7:11 AM	8:03 AM
Vasco Road	5:10 AM	6:35 AM	7:40 AM	8:32 AM
Livermore	5:15 AM	6:40 AM	7:45 AM	8:37 AM
Pleasanton	5:23 AM	6:48 AM	7:53 AM	8:45 AM
Fremont	5:45 AM	7:10 AM	8:15 AM	9:07 AM
Great America	6:03 AM	7:28 AM	8:33 AM	9:25 AM
Santa Clara	6:10 AM	7:35 AM	8:40 AM	9:32 AM
San Jose	6:22 AM	7:47 AM	8:52 AM	9:44 AM

**WEEKDAY EASTBOUND TRAINS TO STOCKTON**

STATION	ACE04	ACE06	ACE08	ACE10
San Jose	3:35 PM	4:35 PM	5:35 PM	6:38 PM
Santa Clara	3:40 PM	4:40 PM	5:40 PM	6:43 PM
Great America	3:49 PM	4:49 PM	5:49 PM	6:52 PM
Fremont	4:05 PM	5:05 PM	6:05 PM	7:08 PM
Pleasanton	4:28 PM	5:28 PM	6:28 PM	7:31 PM
Livermore	4:37 PM	5:37 PM	6:37 PM	7:40 PM
Vasco	4:42 PM	5:42 PM	6:42 PM	7:45 PM
Tracy	5:11 PM	6:11 PM	7:11 PM	8:14 PM
Lathrop/Manteca	5:23 PM	6:23 PM	7:23 PM	8:26 PM
Stockton	5:47 PM	6:47 PM	7:47 PM	8:50 PM

**4. How has the distribution of service changed by geography? Time of day? Mode?**

The distribution of ACE service did not change by geography, time of day, or mode.

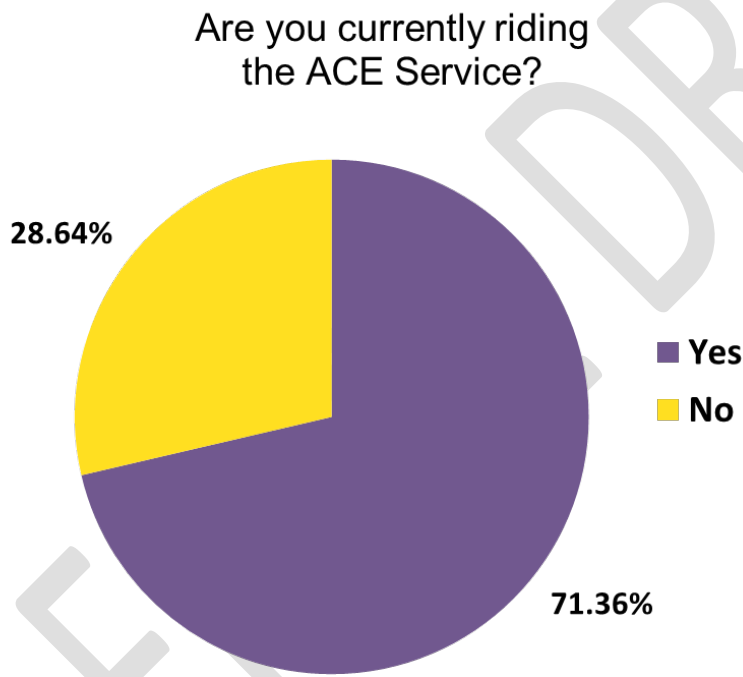
**5. Describe changes to ridership and travel patterns since the start of the pandemic.**

As the pandemic brought most of society to a halt, ACE experienced significant declines in ridership due to stay-at-home orders. Since the prior fiscal year, ridership has gradually increased as passengers return to the office environment. During the height of the pandemic, ACE ridership dropped as low as 335 passengers per day in the summer of 2020. Consistent with the recovery that has followed the COVID-19 pandemic, daily ridership has grown as service area employees return back to the office - one of the agency’s key indicators in understanding ridership trends. Currently, the average daily ridership for ACE service is over 1,500 passengers per day. The operations plan continues to include a ridership monitoring plan to add cars to the trainsets as passenger counts increase.

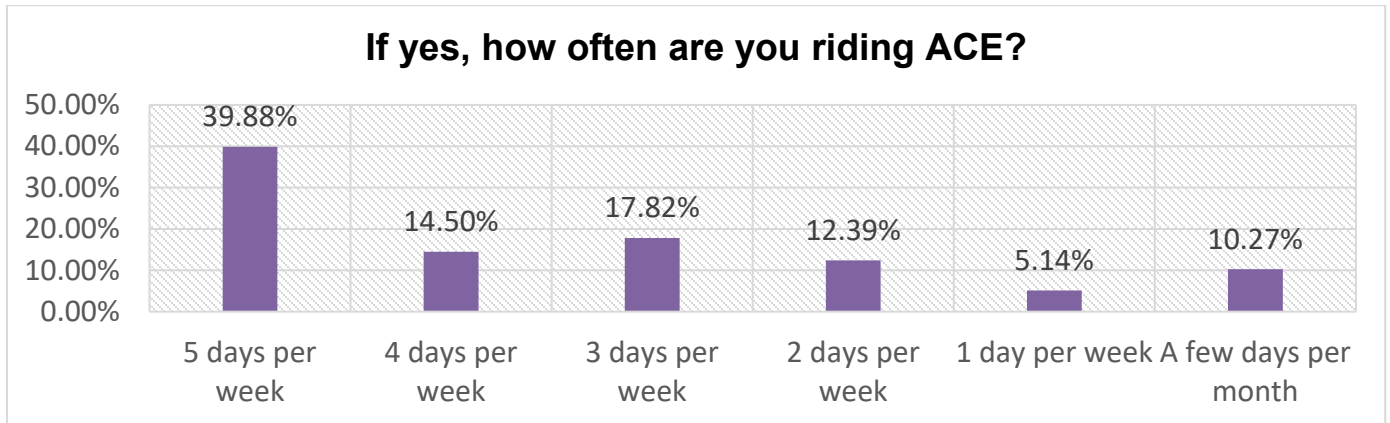
Throughout the Pandemic, SJRRC staff has released digital passenger surveys to provide feedback on changes in ridership demand, survey concepts, and other topics. On November 8, 2021, staff released its most recent passenger survey, garnering 450 responses. Of the respondents, 71.36% were currently riding the ACE service, while the remaining 28.64% were not. Most notably, current ACE riders reported a strong multi-day ridership per week, indicating ACE continuing to serve workers with less flexible work-from-home options. Based on the survey, the majority of riders (54 percent) used ACE four or more days per week, with 40 percent using ACE five days per week and 14 percent using ACE four days per week. When compared to pre-pandemic ridership, ACE has experienced a significant shift in ridership for ‘5 days per week’ (21.5%) with additional increased ridership for ‘3 days per week’ and fewer. This

shift seems to indicate that while ACE ridership continues to rebound, passengers have adopted hybrid work-from-home travel patterns. When looking at the impacts of COVID-19 on telework, respondents were asked how often they had worked from home during the pandemic. Respondents reported a significant shift (36 percent) to '5 days per week', with 64% experiencing at least some in-office time. Lastly, respondents were also asked about how many days they anticipate working from home after their employer resumes "new" normal office use. Results from this question indicated a mixture in responses when compared to pre-pandemic, with '5 days per week' most significantly impacted. As employers continue to determine what in-office time will be in the future, SJRRC staff plans to capture more information on how travel patterns may change in future passenger surveys. Additionally, SJRRC is coordinating with MTC on a new ACE Passenger Survey that will take place in Spring 2023 to identify additional demographic and travel information.

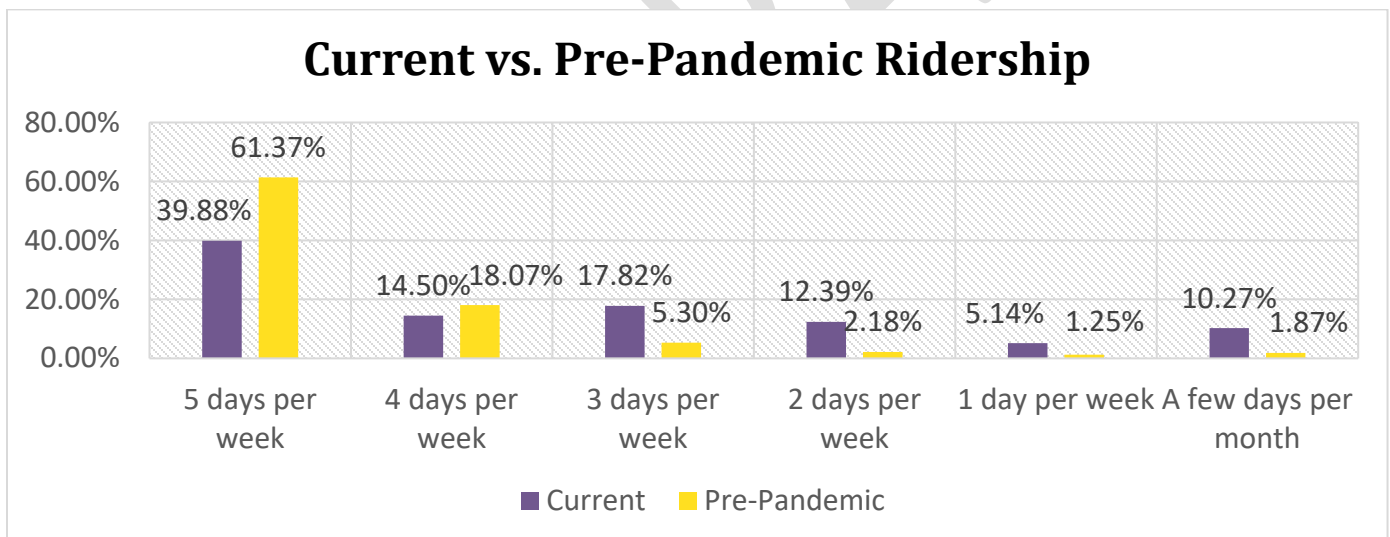
**Figure 2.2 – FY 20-2021 ACE Passenger Survey Respondent Profile (All Respondents)**



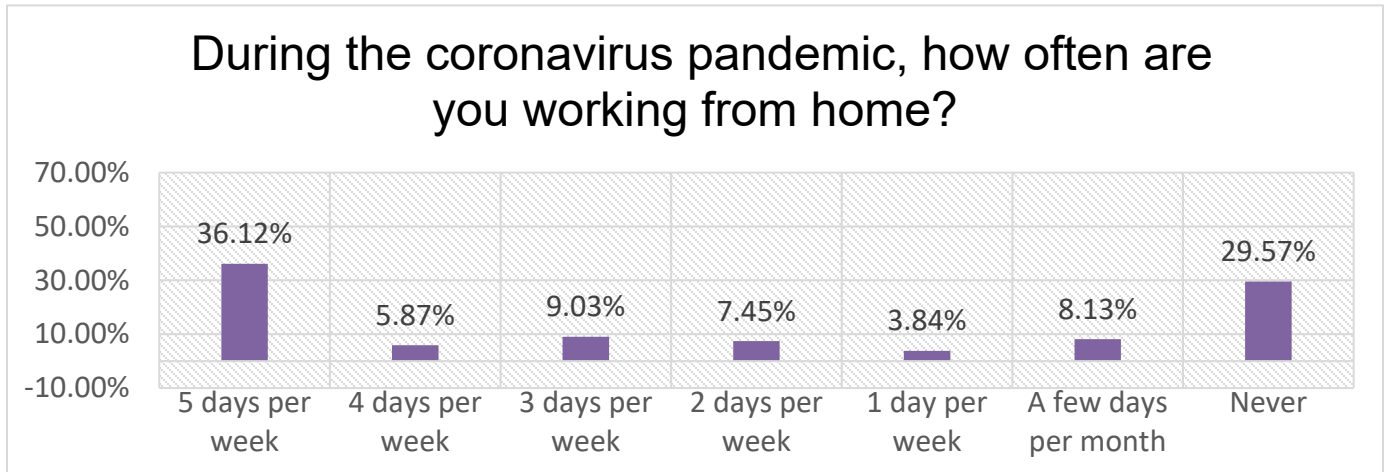
**Figure 2.3 – FY 2020-21 ACE Passenger Survey Current Ridership Trends (Current Riders Only)**



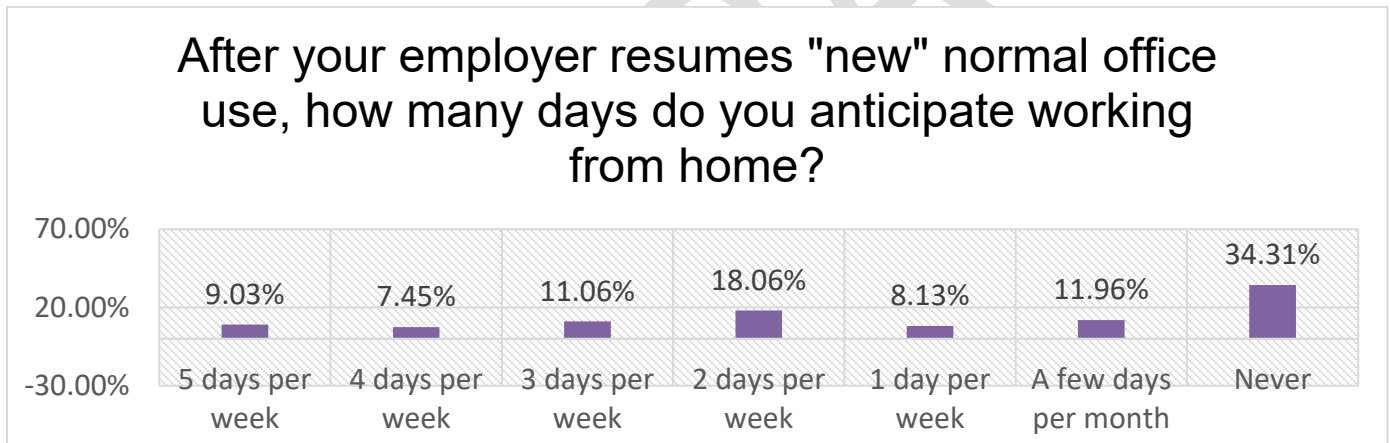
**Figure 2.4 – FY 2020-21 ACE Passenger Survey Current vs. Pre-Pandemic Ridership Trends (Current Riders Only)**



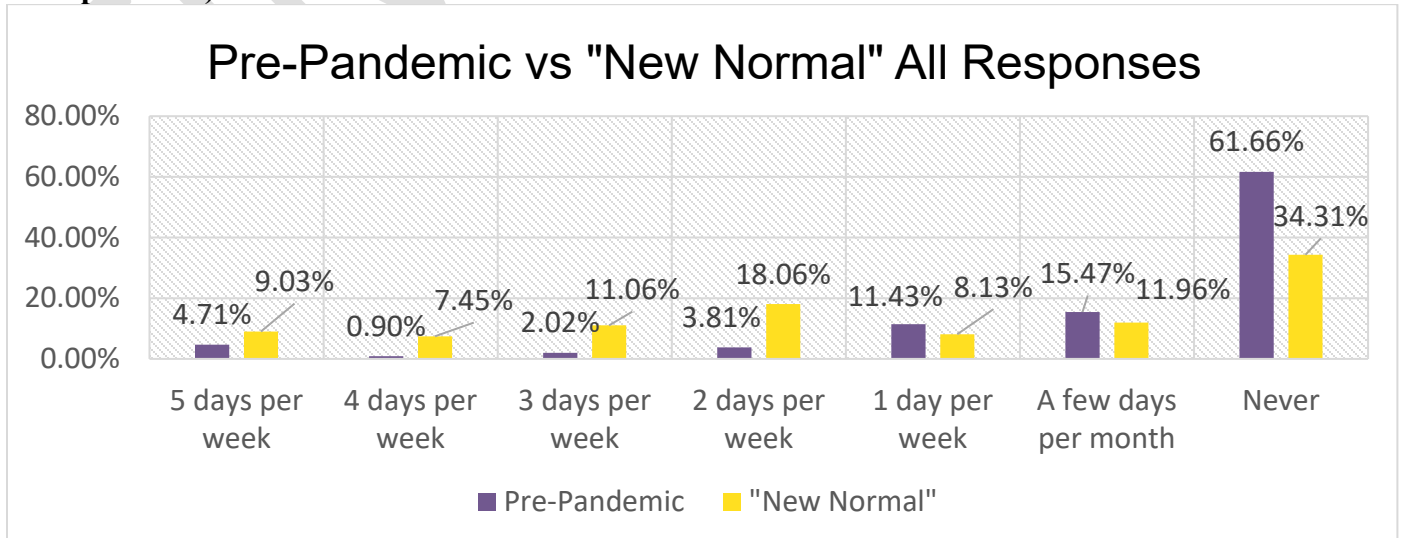
**Figure 2.5 – FY 2020-21 ACE Passenger Survey COVID-19 Impacts on Telework (Current Riders Only)**



**Figure 2.6 – FY 2020-21 ACE Passenger Survey COVID-19 Impacts on Telework (All Respondents)**



**Figure 2.7 – FY 2020-21 ACE Passenger Survey COVID-19 Impacts on Telework (All Respondents)**



*Source: FY 2020-21 Passenger Survey*

## **6. How have equity priority communities been considered in service planning or changes?**

SJRRC has implemented several programs to address equity priority communities. In FY 2021-22, the Rail Commission continued the ACE Community Assistance Program (CAP). CAP provides lower income community members with an approximately 50% discount on ACE tickets. Though launched in FY20/21, the means to promote the program in the corridor were constrained by the pandemic environment. A concerted effort will be made in FY 2022-23 to utilize grassroots and community engagement efforts to promote the CAP Program and raise the awareness of ACE in the community.

Additionally, in accordance with Federal Transit Administration (FTA) Circular 4702.1B, SJRRC's Title VI Compliance Program provides information and analysis bearing upon compliance with the Title VI of the 1964 Civil Rights Acts regarding transit services and related benefit. It is the SJRRC's responsibility to ensure that all transit service and access to its facilities is equitably distributed and provided without regard to race, color, or national origin. It is also the goal of SJRRC to ensure equal opportunities to all persons without regard to race, color, or national origin to participate in all local, sub-regional and regional transit planning and decision-making processes under the Commission's control. The direction, policies, and procedures in SJRRC's Title VI program help SJRRC ensure that the level and quality of public transportation service is provided in a nondiscriminatory manner; promote full and fair participation in public transportation decision-making without regard to race, color, or national origin; and ensure meaningful access to transit-related programs and activities by persons with limited English proficiency. SJRRC has adopted a Limited English Proficiency Plan (LEP) to address the needs of individuals with limited English language skills, a major service change policy, disparate impact policy, and a disproportionate burden policy. These policies define the threshold for major service changes and the determination of disparate impact/disproportionate burden applied to Title VI service and fare equity analyses. These analyses examine the impact to minority and low-income populations of any fare change or major service change proposed by SJRRC. The draft Title VI Program Plan was made available for public view and comments starting August 1, 2022 and approved by the SJRRC board on September 2, 2022.

## **7. How has the operating budget changed?**

During the COVID-19 pandemic, ACE experienced a substantial decrease in the overall operating budget due to service reduction in order to accommodate appropriate spacing onboard. The ACE operating budget for FY 2018-19 totaled to \$25,459,176. As a result of suspending ACE trains #05 and #07 as well as a reduction in other maintenance related expenses during the pandemic, the ACE operating budget decreased by nearly 17 percent to \$21,222,725. For the current FY 2022-23, the ACE operating budget has significantly increased compared to prior years with total expenses in the amount of \$35,354,534.

Over the 4-year period between fiscal years 18/19 and 22/23, the ACE service has experienced cost increases in the following areas:

- 94% increase in Fuel costs due to the unprecedented increase in diesel prices (although these should start decreasing)
- 65% increase in Insurance costs, due primarily to the much higher liability coverage required by federal law
- 100% increase in Consumables and Spare parts, due to new locomotive materials and parts associated with high performance engines and Tier IV emission components



- 95% increase in Railroad Maintenance and Dispatching, which is an anomaly due to an under-billing error by Union Pacific for track access over the prior 3 years. Rail Commission will be paying off the amount that should have been invoiced over the next 3 years and then the annual amount will return to normal CPI increases
- 27% increase in the ACE Operations & Maintenance (O&M) costs, due to the need to add mechanical staff for the new bombardier railcars and to perform the state equipment overhaul work that will be charged to Caltrans over the next 7 years. This explains about 15% of the overall 27% increase for the O&M contract. The remaining 12% increase is in line with the CPI index for the 4-yr period.

In terms of operating revenue, ACE has received additional funding from the Federal Transit Administration Coronavirus Aid, Relief, and Economic Security Act and American Rescue Plan Act in FY 2022-23. Due to added federal funding, local revenue sources such as Measure K, ACTC funds, and Santa Clara VTA dollars have decreased for this current fiscal year. ACE will receive its normal allocations from local funding sources in the next fiscal year.

SJRRC anticipates to fully expend all Federal Relief Funds by the end of FY2022-23. SJRRC has also forecasted and identified two factors that will enable SJRRC to backfill funding shortfalls after Federal Relief Funds have been exhausted. Firstly, at the start of April 2020, ACE service was significantly reduced from four (4) weekday roundtrips down to two (2) roundtrips in addition to the full suspension of the planned Saturday Service. Due to the 50% reduction in service, ACE generated cost savings from local fund sources that normally would have funded these operational expenses. Additionally, cost reduction strategies beyond service-related expenses were implemented, such as the reduction in employee travel, office supplies, and ticketing services, and the transition of the workforce from daily maintenance to Capital Overhaul. These additional funds remain as cash on-hand to cover ACE operation costs for the next fiscal year. Secondly, local fund sources such as the Local Transportation Fund, Measure K, and Measure B/BB received higher sales tax revenues than original estimations. Because San Joaquin County is home to several major distribution centers including Amazon, Wayfair, and others, this has generated unanticipated revenue from increased retail sales. Once Federal Relief Funds have been fully expended, SJRRC anticipates using funds generated from prior FY cost savings, unanticipated revenue from local sales taxes, as well as future funding sources to maintain ACE's 4-roundtrip/day service.

Figure 2.8 – FY 2018-19 ACE Service Operating Budget

Fiscal Year 2018/2019 SJRRRC/ACE Project Management Services and Supplies Budget	Prior Year SJRRRC/ACE Combined Operating Budget	2018/2019 SJRRRC Operating Budget	2018/2019 ACE Service Operating Budget	2018/2019 SJRRRC/ACE Combined Operating Budget	% Change from PY to CY
<b>Operating Revenue</b>					
Measure K	2,422,881	1,209,714	1,090,913	2,300,627	
SJCOG - Local Transportation Funds (LTF)	3,005,229	-	3,308,524	3,308,524	
Fare Revenues	9,000,000	-	10,000,000	10,000,000	
ACTC Measure B Local	2,792,636	-	2,982,148	2,982,148	
ACTC Measure BB Local	1,314,181	-	1,403,364	1,403,364	
Santa Clara VTA Local	3,342,413	-	3,658,495	3,658,495	
Transportation for Clean Air (TFCA)	100,000	-	80,000	80,000	
SJCOG - State Transit Assistance (STA)	460,417	-	590,787	590,787	
MTC - State Transit Assistance (STA)	424,491	-	610,141	610,141	
ACTC Measure B Local - Admin Fee	15,000	-	15,000	15,000	
ACTC Measure BB Local - Admin Fee	15,000	-	15,000	15,000	
Amtrak Thruway Service	75,000	-	75,000	75,000	
Ticket Sales Others	327,970	-	327,970	327,970	
State Rail Assistance	-	-	1,200,000	1,200,000	
High Speed Rail	250,000	-	101,834	101,834	
State Intercity Rail Funds	-	-	-	-	
<b>Total Operating Revenue</b>	<b>\$ 23,545,218</b>	<b>\$ 1,209,714</b>	<b>\$ 25,459,176</b>	<b>\$ 26,668,890</b>	<b>13%</b>
<b>Project Management Services and Supplies</b>					
Salaries/Benefits/Contract Help	4,504,179	533,872	4,611,207	5,145,079	14%
Office Expenses/Postage	55,988	16,245	39,743	55,988	0%
Subscriptions/Periodicals/Memberships	15,750	6,325	9,425	15,750	0%
Office Equipment Leases / Supplies / Maintenance / Furniture	87,278	31,808	55,470	87,278	0%
Computer Systems	52,150	16,915	35,235	52,150	0%
Communications	81,649	10,887	70,762	81,649	0%
Motor Pool	76,270	21,700	64,770	86,470	13%
Transportation/Travel	32,750	6,200	26,550	32,750	0%
Training	20,400	6,315	18,085	24,400	20%
Audits/Regulatory Reporting	83,000	14,200	68,800	83,000	0%
Professional Services Legislative	50,000	-	50,000	50,000	0%
Professional Services Legal	90,000	40,000	50,000	90,000	0%
Professional Services General	205,985	45,847	160,138	205,985	0%
Professional Services Grants	-	-	-	-	0%
Publications/Legal Notices	24,000	11,000	16,000	27,000	13%
Taxes/Assessments	23,025	23,025	-	23,025	0%
<b>Project Management, Services &amp; Supplies Subtotal</b>	<b>5,402,424</b>	<b>784,339</b>	<b>5,276,185</b>	<b>6,060,524</b>	<b>12%</b>
<b>Contracted Services</b>					
Maintenance of San Joaquin County Facilities	79,270	84,170	-	84,170	6%
Maintenance & Improvements System Wide ACE Stations	51,900	-	51,900	51,900	0%
Maintenance of Headquarters Structures/Grounds	223,980	46,479	155,251	201,730	-10%
ACE Operations & Maintenance	5,939,744	-	7,305,012	7,305,012	23%
Consumables/Repair Parts	1,000,000	-	1,000,000	1,000,000	0%
Operating Leases	102,585	30,385	78,200	108,585	6%
Fuel	1,579,217	-	1,554,027	1,554,027	-2%
Railroad Maintenance, Oversight/Dispatching	1,890,000	-	2,105,000	2,105,000	11%
Insurance	2,589,416	152,331	2,659,919	2,812,250	9%
Insurance Management Fees	150,000	22,500	127,500	150,000	0%
Security Services/Safety Programs	362,385	42,785	319,600	362,385	0%
FRA Drug Testing Program	7,100	-	7,100	7,100	0%
Community Engagement & Marketing	332,250	25,000	307,250	332,250	0%
Special Trains	327,970	-	327,970	327,970	0%
Passenger Services	14,500	-	14,500	14,500	0%
Ticketing Services	485,120	-	824,370	824,370	70%
Professional Services Operations	440,921	21,725	753,696	775,421	76%
Communications Operations	203,811	-	204,771	204,771	0%
Communications WiFi	129,856	-	153,406	153,406	18%
Emergency Ride Home/Emergency Bus Bridges	37,500	-	38,250	38,250	2%
Rail Maintenance Facility	925,414	-	925,414	925,414	0%
San Joaquin Intercity Rail Operations	-	-	-	-	0%
<b>Contracted Services - Sub-Total</b>	<b>16,872,939</b>	<b>425,375</b>	<b>18,913,136</b>	<b>19,338,511</b>	<b>15%</b>
Shuttle Services	1,269,855	-	1,269,855	1,269,855	0%
<b>Total Operating Expenses</b>	<b>\$ 23,545,218</b>	<b>\$ 1,209,714</b>	<b>\$ 25,459,176</b>	<b>\$ 26,668,890</b>	<b>18%</b>

Source: FY 2018- 19 SJRRRC Work Program

Figure 2.9 – FY 2020-21 ACE Service Operating Budget

	Prior Year SJRRC/ACE Combined Operating Budget	2020/2021 SJRRC Operating Budget	2020/2021 ACE Operating Budget	2020/2021 SJRRC/ACE Combined Operating Budget	% Change From Prior Year to Current Year
<b>Operating Revenue</b>					
Measure K	4,610,096	2,009,700	964,124	2,973,824	
SJCOG - Local Transportation Funds (LTF)	4,147,715		2,796,123	2,796,123	
Fare Revenues	10,500,000		1,229,580	1,229,580	
ACTC Measure B Local	3,091,148		1,567,430	1,567,430	
ACTC Measure BB Local	1,454,292		743,216	743,216	
Santa Clara VTA Local	3,793,064		2,546,587	2,546,587	
Transportation for Clean Air (TFCA)	80,000		80,000	80,000	
SJCOG - State Transit Assistance (STA)	702,450		65,522	65,522	
MTC - State Transit Assistance (STA)	498,478		347,133	347,133	
ACTC Measure B Local - Admin Fee	15,000		15,000	15,000	
ACTC Measure BB Local - Admin Fee	15,000		15,000	15,000	
Amtrak Thruway Service	75,000		75,000	75,000	
Ticket Sales Others	163,985		0	0	
State Rail Assistance	1,603,056		0	0	
High Speed Rail	102,000	102,000	0	102,000	
LCTOP - Means Based Fare Program			173,687	173,687	
Other Revenue - Caltrans Siemens Agreement*			1,900,000	1,900,000	
FTA CARES ACT			8,704,323	8,704,323	
<b>Total Operating Revenue</b>	<b>30,851,284</b>	<b>2,111,700</b>	<b>21,222,725</b>	<b>23,334,425</b>	<b>-24%</b>
<b>Project Management Services and Supplies</b>					
Salaries/Benefits/Contract Help	6,581,960	1,078,411	4,265,428	5,343,839	-19%
Office Expenses/Postage	56,073	22,369	27,485	49,854	-11%
Subscriptions/Periodicals/Memberships	16,175	6,750	9,650	16,400	1%
Office Equipment Leases / Supplies / Maintenance / Furniture	102,278	39,976	64,231	104,207	2%
Computer Systems	137,500	84,750	8,850	93,600	-32%
Communications	81,648	21,272	60,904	82,176	1%
Motor Pool	89,070	17,240	62,149	79,389	-11%
Transportation/Travel	44,900	10,650	17,125	27,775	-38%
Training	25,995	6,098	15,625	21,723	-16%
Audits/Regulatory Reporting	83,200	14,200	69,400	83,600	0%
Professional Services Legislative	79,500	76,470	-	76,470	-4%
Professional Services Legal	150,000	100,000	60,000	160,000	7%
Professional Services General	276,529	127,356	163,695	291,051	5%
Publications/Legal Notices	27,000	11,000	16,000	27,000	0%
Taxes/Assessments	23,025	23,025	-	23,025	0%
<b>Project Management, Services &amp; Supplies Subtotal</b>	<b>7,774,853</b>	<b>1,639,567</b>	<b>4,840,542</b>	<b>6,480,109</b>	<b>-17%</b>
<b>Contracted Services**</b>					
Maintenance of San Joaquin County Facilities	87,000	99,499	-	99,499	14%
Maintenance & Improvements System Wide ACE Stations	54,900	-	54,900	54,900	0%
Maintenance of Headquarters Structures/Grounds	184,055	39,532	130,992	170,524	-7%
ACE Operations & Maintenance*	8,301,828	-	5,681,538	5,681,538	-32%
Positive Train Control	276,000	-	276,000	276,000	0%
Consumables/Repair Parts	1,208,800	-	550,000	550,000	-55%
Operating Leases	110,000	31,800	39,100	70,900	-36%
Fuel	1,794,223	-	831,482	831,482	-54%
Railroad Maintenance, Oversight/Dispatching	2,289,510	-	1,076,631	1,076,631	-53%
Insurance	3,214,007	180,949	3,764,611	3,945,560	23%
Insurance Management Fees	150,000	22,500	127,500	150,000	0%
Security Services/Safety Programs	395,729	43,128	352,601	395,729	0%
FRA/FTA Drug Testing Program	7,100	-	7,100	7,100	0%
Passenger and Service Restoration Communications	389,900	33,000	422,742	455,742	17%
Special Trains	163,985	-	-	-	-
Passenger Services	16,078	-	14,500	14,500	-10%
Ticketing Services	885,932	-	436,614	436,614	-51%
Professional Services Operations	509,621	21,725	243,948	265,673	-48%
Communications Operations	193,071	-	96,536	96,536	-50%
Communications WiFi	303,406	-	400,000	400,000	32%
Emergency Ride Home/Emergency Bus Bridges	42,330	-	19,125	19,125	-55%
Rail Maintenance Facility	1,144,101	-	1,113,480	1,113,480	-3%
<b>Contracted Services - Sub-Total</b>	<b>21,721,576</b>	<b>472,133</b>	<b>15,639,400</b>	<b>16,111,533</b>	<b>-26%</b>
Shuttle Services	1,354,855	-	742,783	742,783	-45%
<b>Total Operating Expenses</b>	<b>30,851,284</b>	<b>2,111,700</b>	<b>21,222,725</b>	<b>23,334,425</b>	<b>-24%</b>

\* ACE's third Party Operating Vendor will use existing staff to work with Caltrans and Siemens and test the new state owned rolling stock equipment being stored at the ACE Rail Maintenance Facility site.

\*\* Contracting Services Budget\* is based on a cautious assumption of operating two round-trips.

Source: FY 2020-21 SJRRC Work Program

**Figure 2.10 – FY 2022-23 ACE Service Operating Budget**

	FY19/20 SJRRC/ ACE Combined Operating Budget	2022/2023 SJRRC Operating Budget	2022/2023 ACE Service Operating Budget	2022/2023 SJRRC/ACE Combined Operating Budget	% CHANGE
<b>Project Management Services and Supplies</b>					
Salaries/Benefits/Contract Help	6,581,960	2,307,548	5,096,473	7,404,021	12%
Office Expenses/Postage	56,073	20,464	26,413	46,877	-16%
Subscriptions/Periodicals/Memberships	16,175	7,050	13,400	20,450	26%
Office Equipment Leases/Supplies/Maintenance/Furniture	102,278	28,811	31,000	59,811	-42%
Computer Systems	137,500	321,000	2,000	323,000	135%
Communications	81,648	24,289	69,950	94,239	15%
Motor Pool	89,070	17,860	71,210	89,070	0%
Transportation/Travel	44,900	10,000	46,500	56,500	26%
Training	25,995	10,950	26,500	37,450	44%
Audits/Regulatory Reporting	83,200	27,921	75,134	103,055	24%
Professional Services Legislative	79,500	93,125	10,000	103,125	30%
Professional Services Legal	150,000	100,000	60,000	160,000	7%
Professional Services General	276,529	263,823	247,156	510,979	85%
Publications/Legal Notices	27,000	11,000	16,000	27,000	0%
Special District Fees & Assessments on SJRRC Owned Property	23,025	23,025		23,025	0%
<b>Project Management, Services &amp; Supplies Subtotal</b>	<b>\$7,774,853</b>	<b>\$3,266,866</b>	<b>\$5,791,735</b>	<b>\$9,058,602</b>	<b>17%</b>
<b>Contracted Services</b>					
Maintenance of San Joaquin County Facilities	87,000	107,349		107,349	23%
Maintenance & Improvements System Wide ACE Stations	54,900		54,900	54,900	0%
Maintenance of Headquarters Structures/Grounds	184,055	40,055	133,158	173,213	-6%
ACE Operations & Maintenance	8,301,828		9,306,727	9,306,727	12%
Positive Train Control	276,000		353,700	353,700	28%
Consumables/Repair Parts	1,208,800		2,000,000	2,000,000	65%
Operating Leases	110,000	33,195	84,873	118,068	7%
Fuel	1,794,223		3,030,290	3,030,290	69%
Railroad Maintenance, Oversight/Dispatching	2,289,510		4,122,720	4,122,720	80%
Insurance	3,214,007	230,879	4,403,167	4,634,046	44%
Insurance Management Fees	150,000	30,000	170,000	200,000	33%
Security Services/Safety Programs	395,729	47,165	460,587	507,752	28%
FRA/FTA Drug Testing Program	7,100		7,100	7,100	0%
Marketing and Passenger Experience	405,978	25,000	681,442	706,442	74%
Special Trains	163,985		165,000	165,000	1%
Ticketing Services	885,932		625,847	625,847	-29%
Professional Services Operations	509,621	16,887	366,500	383,387	-25%
Communications Operations	193,071		181,400	181,400	-6%
Communications WiFi	303,406		393,000	393,000	30%
Emergency Ride Home/Emergency Bus Bridges	42,330		60,667	60,667	43%
Rail Maintenance Facility	1,144,101		1,168,866	1,168,866	2%
<b>Contracted Services - Sub-Total</b>	<b>\$21,721,576</b>	<b>\$530,530</b>	<b>\$27,769,943</b>	<b>\$28,300,472</b>	<b>30%</b>
Shuttle Services	1,354,855		1,792,856	1,792,856	32%
<b>Total Operating Expenses</b>	<b>\$30,851,284</b>	<b>\$3,797,396</b>	<b>\$35,354,534</b>	<b>\$39,151,930</b>	<b>26.9%</b>
<b>Operating Revenue</b>					
Measure K	4,610,096	3,767,396	1,732,604	5,500,000	19%
SJCOG - Local Transportation Funds (LTF)	4,147,715		8,744,110	8,744,110	111%
Fare Revenues	10,500,000		4,200,000	4,200,000	-60%
ACTC Measure B Local	3,091,148		1,083,610	1,083,610	-65%
ACTC Measure BB Local	1,454,292		517,610	517,610	-64%
Santa Clara VTA Local	3,793,064		1,395,989	1,395,989	-63%
Transportation for Clean Air (TFCA)	80,000		40,000	40,000	-50%
SJCOG - State Transit Assistance (STA)	702,450			-	-100%
MTC - State Transit Assistance (STA)	498,478		300,000	300,000	-40%
ACTC Measure B Local - Admin Fee	15,000		15,000	15,000	0%
ACTC Measure BB Local - Admin Fee	15,000		15,000	15,000	0%
Amtrak Thruway Service	75,000		75,000	75,000	0%
State Rail Assistance	1,603,056			-	0%
Ticket Sales Others	163,985		165,000	165,000	1%
High Speed Rail	102,000			-	-100%
MTC Reimbursement - Soco Studies		30,000		30,000	0%
LCTOP - Means Based Fare Program & Ops			168,687	168,687	100%
LCTOP - Operations			762,209	762,209	100%
FTA CARES ACT			4,800,000	4,800,000	100%
FTA ARPA			11,339,715	11,339,715	100%
<b>Total Operating Revenue</b>	<b>\$30,851,284</b>	<b>\$3,797,396</b>	<b>\$35,354,534</b>	<b>\$39,151,930</b>	<b>26.9%</b>

Source: FY 2022-23 SJRRC Work Program

# Chapter 3: Scenario Planning Summary

## Scenario Planning Concepts – FY 2023-24 through FY 2027-28

### What type of recovery does SJRRC anticipate:

1. **Robust Recovery in ridership and revenues at pre-pandemic levels or higher.**
2. **Revenue Recovery with fewer Riders with federal funds exhausted, and/or agency has stagnant fares while other state/local funds are received to support service.**
3. **Some Progress from federal relief funds received, but eventually exhausted with total revenue available to the agency at or below 15% of pre-pandemic levels.**

SJRRC anticipates Scenario 2 Revenue Recovery at the beginning of the SRTP planning period with an estimated ridership recovery to pre-pandemic levels after about 2 years. Another factor that will improve ridership is the trend that people are moving out of the urban areas and into the Valley counties and foothills and commuting back to the urban centers 2-3 days a week. This is anticipated to make up for the fewer overall ACE passenger trips due to remote working. From the revenue standpoint, the ACE service has significant funding from local transportation sales taxes in each of the member counties. The receipts from these sales taxes have held up better than anticipated and have helped bridge the gap in farebox created by the lower ridership.

Because ACE ridership is closely tied to employment centers within the Silicon Valley, SJRRC does not anticipate Scenario 1 Robust Recovery. During the 2001 and 2008 economic downturn, ACE experienced a similar significant decrease in ridership as many service area employees had been laid off. Once companies began to hire back employees, ACE ridership gradually recovered to pre-recession levels. As shown in the passenger surveys, more ACE riders have shifted to remote working which has contributed to a slow rebound in ridership. For this reason, a Robust Recovery would be dependent upon companies bringing the full workforce back to the office environment.

SJRRC does not anticipate Scenario 3 Some Progress as ACE ridership is expected to increase as more jobs become available in the Silicon Valley. While individual travel patterns may shift to remote working, SJRRC anticipates an increase in unique ACE riders as more people move out of urban centers and commute to growing job markets within the service area. Therefore, increased funds generated from fare revenue would be available to the agency to maintain service once federal relief funds have been exhausted.

### For each of the three scenarios, questions to consider include:

1. **How would priorities and goals change with revenue constraints? What would inform or trigger service change decisions?**

The ACE service runs on Union Pacific and Caltrain tracks that also host the Capitol Corridor trains. Changes in service involve consensus of the parties because each service has to weave itself into the Diridon station when slots are available. SJRRC has just recently had to put off polling the ACE passengers about a potential early afternoon return train on Fridays, or a shift of one of the train pairs to midday service, due to the Caltrain Electrification project. As a result, during the next 18 months, the only option to change service (if it were needed) would be to reduce service.



**2. How much service would be available?**

Through the end of 2024, four (4) daily round-trip ACE trains are still planned, with the hopes that the increase in sales tax revenues can carry the service levels until the pre-pandemic ridership levels return. After this time, a 5<sup>th</sup> ACE train is anticipated as part of the Valley Rail Expansion.

**3. How would the deployment of service change by mode? Geography or route? Time of day or week?**

A new (5<sup>th</sup>) ACE train between Ceres and San Jose would be initiated as part of the Valley Rail Program in FY24/25, and one of the other ACE roundtrips would be extended to initiate at Natomas (Sacramento) (see Figure 3.1). Trains are still planned for weekday service only. In 2025/26, additional trains will be run from Ceres to Natomas, with a direct transfer to the ACE trunkline service at the North Lathrop Transfer Station (see Figure 3.2).

**4. How would equity priority communities be considered under each scenario?**

SJRRC deploys several different strategies to target and engage with equity priority communities, including but not limited to a discounted fare program, attending community events, community-based organization partnerships, engaging with various Chambers of Commerce and paid advertising. SJRRC maintains and promotes its 'Community Assistance Program' which provides a subsidized discount for equity priority communities. The outreach materials, website, and other engagements for the 'Community Assistance Program' are provided in both English and Spanish. The 'Community Assistance Program' is promoted on all SJRRC owned channels (social media, advertising, email, and website) and through community-based outreach. SJRRC staff attend community events with one of the activity goals being to engage with equity priority communities. SJRRC event staff are bi-lingual and event materials are provided in both English and Spanish. SJRRC maintains close partnerships with community-based organizations as well as Chambers of Commerce that engage with equity priority communities. Examples of these organizations include 211 San Joaquin and San Joaquin Healthy Neighborhood Collaborative. Additionally, SJRRC actively participates with the Central Valley Asian-American Chamber, Central Valley Hispanic Chamber, African American Chamber of Commerce of San Joaquin County, and other chamber and community groups. SJRRC's advertising program employs print, social media, digital display, and other channels. SJRRC advertising is targeted around ACE stations which include many equity priority communities.

**5. How would these revenue constraints impact staffing and budgeting?**

During the pandemic shutdown, SJRRC was able to shift some operational personnel (staff and O&M Contractor) to capital project activities that needed additional resources and where the funding was not directly impacted by the pandemic. This may prove more difficult going forward as the capital program is getting more fully resourced to deliver the large volume of projects. However, given the difficult hiring market, the agency has numerous staff vacancies that can provide some financial buffer if the revenue picture changes dramatically.

**6. How would different service levels impact fleet requirements or spare ratios?**

SJRRC was fortunate under the state SB132 and TIRCP programs to secure rolling stock funding and enter into production agreements prior to the heart of the pandemic shut-down period. SJRRC is also working with CalSTA and Caltrans on potential pilot programs to demonstrate zero-emission trainsets in the flatter segments in the Valley.

Figure 3.1 – ACE Service Expansions by Phase: 2024

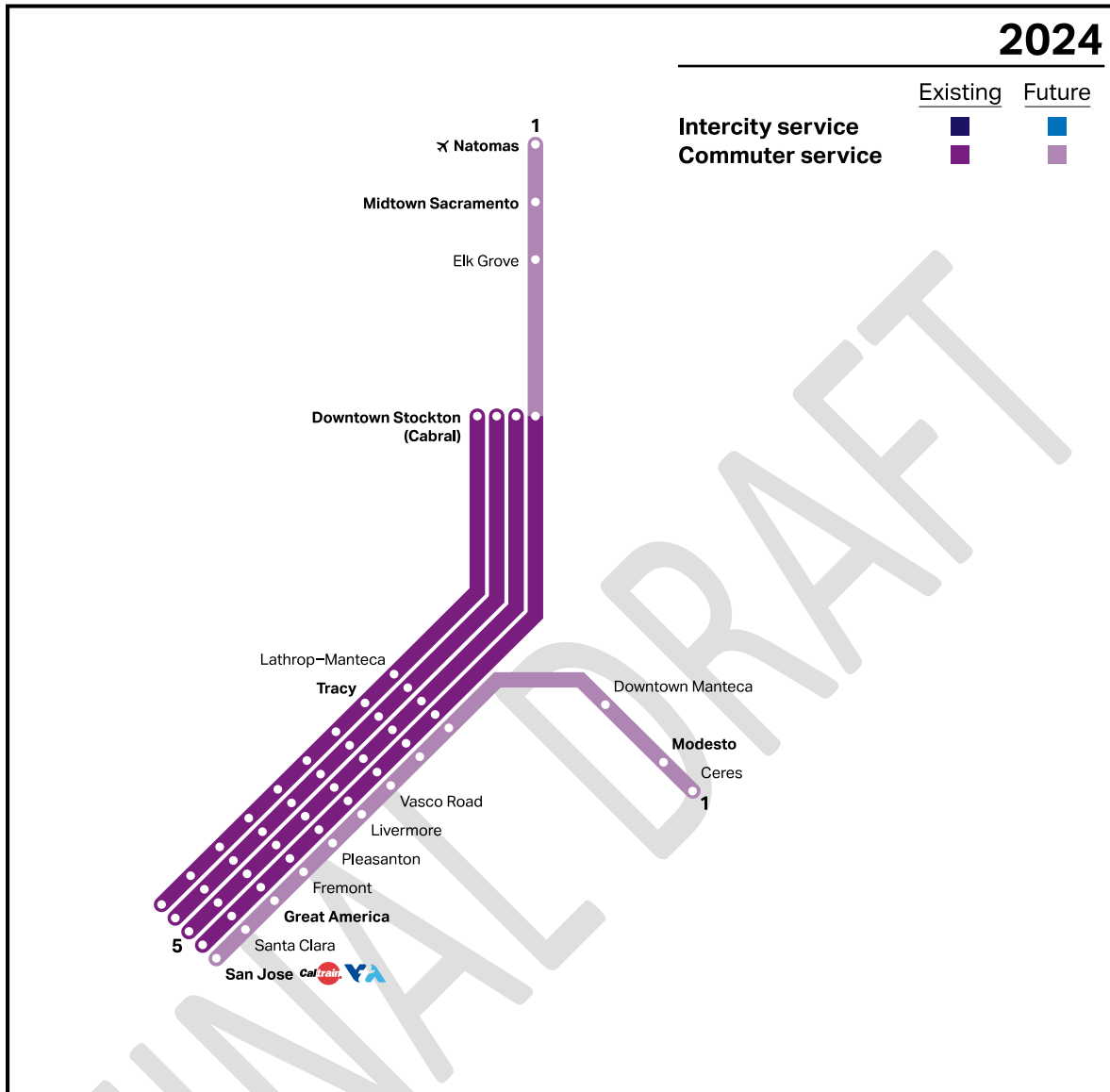
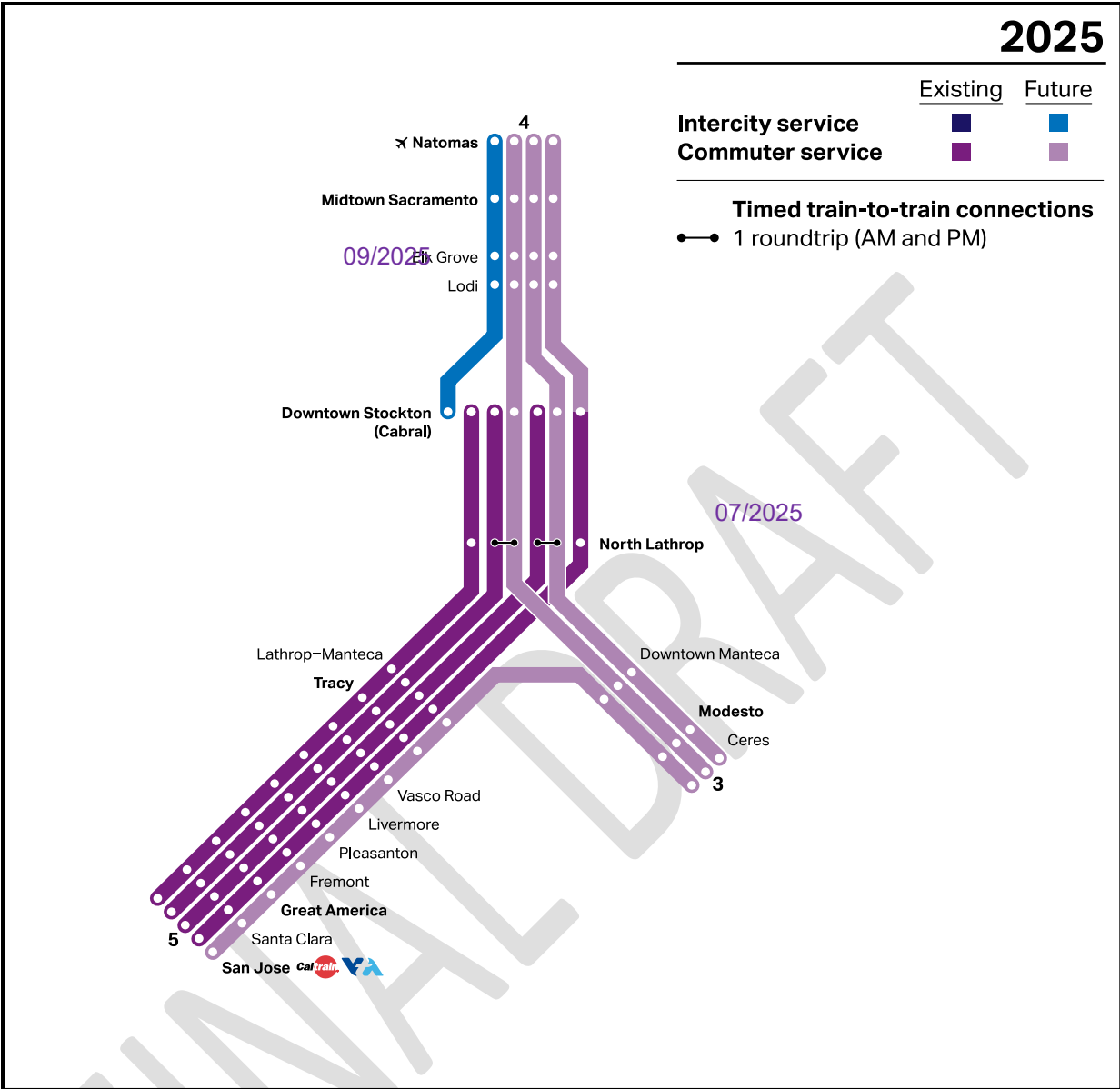


Figure 3.2 – ACE Service Expansions by Phase: 2025



# Chapter 4: Data Request

See attached "SRTP Data Request" Excel spreadsheet file.