SJC SAN JOSE MINETA INTERNATIONAL AIRPORT

CITY OF SAN JOSE CAPITAL OF SILICON VALLEY

TO: AIRPORT COMMISSION

FROM: John Wilson, Airport Planner, SJC Planning & Development

SUBJECT: Diridon to Airport Connector Project – Phase 2a

DATE: November 9, 2026

The purpose of this memorandum is to share the results of Phase 2a of the San Jose Diridon to Airport Connector Project.

In April 2023, the City Council adopted a resolution to award a pre-development agreement to the San Jose Connection Partners, a consortium led by Plenary Americas Inc., to proceed with Phase 1 Project Feasibility of the Diridon to Airport Connector Project ("Connector Project").

The Connector Project proposes to connect the San Jose Diridon Station ("Diridon Station") with the San Jose Mineta International Airport ("Airport") via a transit system comprised of fixed, dedicated guideway and operating using 4-6 seat personal rapid transit ("PRT") vehicles. The Connector Project is comprised of 2 components – a Base Project segment between Diridon Station and Terminal B, and an Optional Intra Extension Project segment extending the system to Terminal A and Economy Lot 1.

On March 5, 2025, the Airport Commission ("Commission") held a special meeting to consider the Connector Project. The purpose of the meeting was to discuss the Phase 1 Feasibility Validation Report and provide input on Phase 2a. Following the staff report and discussion, the Commission initially voted to not advance the staff recommendation to advance the project. After further discussion, the Commission agreed to a modified recommendation and approved the following recommendations by a vote of 10-1 to the City Council (Attachment A contains the full City Council report from the Commission):

- Move forward with continuing to study the Diridon Station to Airport Connector project in an amount not to exceed $3.7 million, the funding which the City currently has available;
- Continue to seek funding for potential additional study of the project;
- Direct staff to focus its research on the Airport Commission's many questions on public transit ridership between Diridon Station and the Airport, Airport passenger growth, technology of the system and vehicles, and route alignment; and
- Direct staff to return to the Airport Commission with the information gathered with the $3.7 million funding before proceeding with any additional rounds of study or expenditure of funds for the project.

On March 25, 2025, the San Jose City Council unanimously adopted Resolution No. RES2025-62[1], and accepted a joint memorandum recommending the following:

1. Accept staff recommendation (a) with the following modifications and additions:

    a. Negotiate and execute an amendment to the pre-development agreement, task orders, and change orders with San José Connection Partners to advance Phase 2a, which shall include an investment grade study to refine ridership and revenue forecasting, developing a funding strategy, and developing a preferred alignment for the Base Project and the Optional Intra-airport Extension Project, subject to San Jose Connection Partners securing the balance of funding required to complete Phase 2a.
    b. Until Connection Partners secures the new funding, no additional city funds, staff time, or resources shall be allocated for the completion of Phase 2a beyond that which is covered by previously allocated funding.
    c. To ensure the future success of San Jose Mineta Airport (SJC), Phase 2a shall include analysis and recommendations that create the necessary flexibility for future airport growth.
    d. In parallel with or as part of Phase 2a, work with Valley Transportation Authority (VTA) as the lead agency to evaluate the various emerging technology options that could offer alternatives to this Connector. No General Fund dollars shall be used for this evaluation.

2. Reject staff recommendation (b). Given San Jose's priority of completing BART Silicon Valley Phase II (BSVII) and preserving bus service for all residents, the City should not seek additional VTA funds for the Connector project until these two priorities are ensured, and surplus VTA funds for the Connector are identified.

As requested by the Commission, the ridership study is being shared for discussion and potential input prior to proceeding with any additional rounds of study or expenditure of funds for the project. Attachment B contains an Investment grade Ridership and Revenue Forecasting Study conducted by Infrata, a United Kingdom based infrastructure consultancy firm.

Responsive to the Airport Commission's previous questions on Airport ridership and passenger growth, the Infrata report includes the following sections:

- Section 4 (page 20) discusses the passenger surveys conducted by Infrata to inform the ridership study

[1] https://sanjoseca.govnita.com/workspaces/Resolutions?query=RES2025-62

- Section 5 (page 23) summarizes the Aviation Demand Forecast prepared during Phase 2a
- Section 6 (page 33) analyses the profiles of Airport passengers
- Section 7 (page 37) analyses the profiles of Airport employees
- Section 8 (page 42) analyses the methods of transportation available to passengers wishing to use the Airport
- Section 9 (page 60) contemplates the potential passengers that could ride the system
- Section 10 (page 68) discusses the model Infrata used to generate system ridership estimates
- Section 11 (page 76) contains the ridership forecast across varying scenarios and assumptions

City Council is scheduled to hear the results of Phase 2a of the project on December 15, 2026 and direct staff on next steps for the project.

For any questions on this project, please reach out to Matthew Kazmierczak at mkazmierczak@sjc.org or 408-392-3640.

Attachments

- Attachment A: Airport Commission Recommendation to City Council of the San José Diridon Station to Airport Connector Feasibility Validation Report and Phase 2a Recommendation
- Attachment B: Infrata: San José Airport Connector - Ridership & Revenue Study - Final Report

COUNCIL AGENDA: 3/25/25
FILE: 25-291
ITEM: 5.1

CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

Memorandum

TO: HONORABLE MAYOR AND CITY COUNCIL

FROM: Mukesh (Mookie) Patel

SUBJECT: **SEE BELOW**

DATE: March 20, 2025

Approved Date: 3/20/25

SUPPLEMENTAL

SUBJECT: Airport Commission Recommendation to City Council on the San José Diridon Station to Airport Connector Feasibility Validation Report and Phase 2a Recommendation

The purpose of this supplemental memorandum is to transmit the Airport Commission's feedback and action from its special meeting on March 5, 2025, to the City Council.

/s/
Mukesh (Mookie) Patel
Director of Aviation

For questions, please contact Matthew Kazmierczak, Airport Commission Secretary, at 408-392-3640.
.

Attachment: Airport Commission Feedback and Action from March 5, 2025 Special Meeting

COUNCIL AGENDA: 3/25/25
FILE: 25-291
ITEM: 5.1

CITY OF SAN JOSE
CAPITAL OF SILICON VALLEY

Memorandum

TO: HONORABLE MAYOR AND CITY COUNCIL

FROM: Matthew Kazmierczak

SUBJECT: See Below

DATE: March 13, 2025

COUNCIL DISTRICT: Citywide

SUBJECT: Airport Commission Recommendation to City Council on the San José Diridon Station to Airport Connector Feasibility Validation Report and Phase 2a Recommendation

The purpose of this memorandum is to transmit the Airport Commission's feedback and action from its special meeting on March 5, 2025, to the City Council.

COMMISSION RECOMMENDATION AND INPUT

On March 5, 2025, the Airport Commission (Commission) held a special meeting to consider the San José Diridon Station to Airport Connector Feasibility Validation Report and Phase 2a Recommendation. Attendance at the meeting included all 11 members of the Airport Commission, City Council Liaison Mulcahy, staff from the Airport Department and Transportation Department, and San José Connection Partners representatives from Plenary Americas and Glydways.

After the staff presentation, the Commissioners discussed a range of items to better understand the policy direction of the project. The following is a summary of the Commissioners' discussion.

Public Transit Ridership/Airport Passenger Growth

- A better understanding of the intended riders of the system. Concerned that current ridership assumptions are too high.
- Passengers with luggage will not be able to walk the distance used in normal public transit catchment areas.
- Who is trying to get from Diridon to the Airport? Need to identify how many train passengers are going to the Airport.
- Projected ridership of the Connector.
- Airport passenger projections for the next 20-30 years. What growth rate should be used for financial planning purposes? Determination of the appropriate growth scenario and associated revenue and costs.

Technology of the System and Vehicles

- Addressing the plan for what happens if the technology or company fails or is overtaken by other technology or business models.
- Questions about the technology, including the use of a new, unproven system and the selection of a provider with no existing product in service today.
- Questions about the proposed vehicle battery technology, given global warming.
- Safety and security: What happens if something happens on one of the pods? Who is responsible for safety? How will first responders get access? On Airport property, buses monitor parking lots and bus travelers. Autonomous vehicles won't monitor parking lots and riders.
- Labor and workforce replacement concerns.
- Questions about cheaper alternatives, such as express buses.

Route Alignment

- Concern that Measure A voters did not identify the route or proposed project.
- Concerns with alignment and any elevated tracks in the runway approach, as this has the potential to impact the airlines and one-engine inoperative procedures.
- Desire to avoid any alignment within the riparian corridor.

An initial vote by the Commission to recommend that the City Council approve staff recommendation failed (5-6). Ultimately, the Commission voted 10-1 to recommend that the City Council:

- Move forward with continuing to study the Diridon Station to Airport Connector project in an amount not to exceed $3.7 million, the funding which the City currently has available;
- Continue to seek funding for potential additional study of the project;
- Direct staff to focus its research on the Airport Commission's many questions on public transit ridership between Diridon Station and the Airport, Airport passenger growth, technology of the system and vehicles, and route alignment; and

- Direct staff to return to the Airport Commission with the information gathered with the $3.7 million funding before proceeding with any additional rounds of study or expenditure of funds for the project.

/s/
Matthew Kazmierczak
Airport Commission Secretary

For questions, please contact Matthew Kazmierczak, Airport Commission Secretary, at 408-392-3640.

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San Jose Airport Connector

Ridership & Revenue Study

Final Report

Version	Prepared by
Ridership and Revenue Study – Final Report	Infrata Team
Prepared for	**Reviewed by**
San Jose Connection Partners, LLC	EG
Issue Date	**Approved By**
29th September 2026	LB

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This is a technical report dealing the demand aspects of the Project in relation to San Jose Airport Connector ("the project"). This report, by its very nature, requires a certain amount of simplification of complex technical provisions. The detailed terms of any contractual documentation referred to in this report should be relied upon for their full effect and not any summaries of such terms that may be contained in this report.

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DEFINITIONS AND ACRONYMS

Acronym/Term	Definition
Access/Egress	The act of entering/exiting a particular mode of transport/location
ASQ	Airport Service Quality
BART	Bay Area Rapid Transit
Calibration	Estimating discrete choice model parameters that optimally replicate passenger behavior and choice patterns gathered from the surveying exercise.
Capture Rate	The proportion of passengers a particular transport mode attracts
Catchment Area	The geographic area of interest for the study, chosen on the basis of distance from the location of interest (airport/transit stations), socioeconomic data, etc.
Diridon	Diridon train station in San Jose
East Bay	The East Bay is the eastern region of the San Francisco Bay Area and includes cities along the eastern shores of San Francisco Bay and San Pablo Bay, as well as the counties of Alameda and Contra Costa.
IVT	In-Vehicle Time
OAK	Oakland International Airport
OD	Origin-Destination data which maps out trips in the format of a table
Online Panel Survey	Pre-selected group of individuals who have agreed to participate in online surveys and research studies
PT	Public Transport
p.a.	Per annum
Replica	Software that provides Origin-Destination matrices based on georeferenced mobile location data
San Francisco Peninsula	The San Francisco Peninsula refers to the geographical area in the Western part of the Bay. On its northern tip is the City and County of San Francisco. Its southern base is Palo Alto, Mountain View, Los Altos and Sunnyvale, in Santa Clara County. Most of the Peninsula is occupied by San Mateo County.
SFO	San Francisco International Airport
SJC	San Jose Mineta International Airport
SJC Ground-Access Market	SJC Origin-Destination passengers (excludes connecting passengers)
SJC In-Scope Market	Portion of SJC Ground-Access Market for which the Connector could be competitive. It defines the maximum addressable market prior to the mode choice and ridership modeling stage.
SJCP	San Jose Connection Partners
Traveler	Referred to the ridership segment traveling to/from the airport (airport passengers)
TNC	Transportation Network Company (ride hailing such as Uber, Lyft, etc.)
VTA	Santa Clara Valley Transportation Authority

EXECUTIVE SUMMARY

The San Jose Diridon–SJC Connector is a proposed automated, zero-emission passenger transport system linking Diridon Station in Downtown San Jose with San Jose Mineta International Airport (SJC) over a 4-mile corridor, using small autonomous electric vehicles on dedicated guideways with high-frequency, on-demand operations and an end-to-end journey time of about 10 minutes.

It will link the airport to the Bay Area's regional rail network, including Santa Clara Valley Transportation Authority's (VTA) Light Rail and Bus, Caltrain, ACE, Amtrak and future BART and California High-Speed Rail services. The system is expected to act as an intermodal connection rather than a local airport people-mover, with most users accessing the system via connecting public transport services at Diridon.

Today, approximately 90% of airport access trips are made by private vehicles, taxis/TNCs or ride-hailing services, while just 2% are made by transit (Route 60), reflecting both limited public transport penetration and the dispersed nature of the airport catchment area.

A key finding of the study is that accessibility to the regional rail and public transit network is the primary determinant of Connector demand. While only around one quarter of airport demand is located within walking distance of public transport, the market expands significantly when access to regional rail stations by short drop-off or feeder trips are considered. On this basis, approximately 65% of SJC passenger demand is considered realistically addressable by the Connector, while the equivalent proportion for airport employees is approximately 67%.

Other factors such as passenger/employee profile were also considered as part of the in-scope market definition (luggage, young children, party size, employees working on the terminals side of SJC). Considering these factors, together with overall connectivity, the Connector's total in-scope market comprises approximately 57% of travelers and 46% of employees.

Demand forecasts were developed using a dedicated mode choice model calibrated using airport surveys, mobility data and stated preference research undertaken specifically for this study. Results have been assessed under a range of scenarios reflecting different infrastructure, service and market assumptions.

Under the Central Case - Base Project assumptions, annual ridership is forecast to reach approximately 0.84 million trips by 2045 (769,000 traveler trips and 70,000 employee trips). This corresponds to a 5.3% share of the SJC traveler ground access market and 3.2% of employee commute trips, generating approximately $6.9 million in annual revenue.

Across the full scenario range, annual traveler ridership varies between 0.5 million and 1.4 million trips by 2045, representing a 4%-8% market share. Employee ridership is expected to range from 45,000 to 180,000 annual trips, equivalent to 2%-6% of employee commute trips.

BART extension to Diridon Station is a key driver for future Connector performance. The extension substantially increases connectivity to East Bay (17% of the SJC market). Sensitivity testing indicates that Connector ridership would be approximately 40% lower if the BART extension does not become operational.

Benchmarking against comparable North American airports suggests that the forecast capture rates are reasonable and broadly consistent with observed transit mode shares at airports of a similar scale. The results therefore support the conclusion that the Connector can capture 4-9% share of SJC total ground-access demand (travelers + employees), particularly following the delivery of planned regional rail investments.

1 INTRODUCTION

1.1 PROJECT OVERVIEW

1.1.1 The San Jose Diridon–SJC Connector ("the Connector") is a proposed automated, zero-emission passenger transport system linking Diridon Station with San Jose Mineta International Airport (SJC) over an approximately 4-mile corridor. The system consists of a combination of at-grade, elevated (and potentially below grade) dedicated guideways, small autonomous electric vehicles, and two primary terminal interfaces at Diridon train station ("Diridon") in San Jose and Terminal B at SJC, with optional extensions to Terminal A and other airport facilities.

1.1.2 The asset is designed for high-frequency, on-demand operations using autonomous vehicles. Structurally, the guideway is planned to avoid conflicting with existing roadways and airport circulation, while the Diridon station interface integrates with future rail upgrades (Caltrain, BART, HSR). The trip from Diridon station to the terminals at SJC will take approximately 10 minutes.

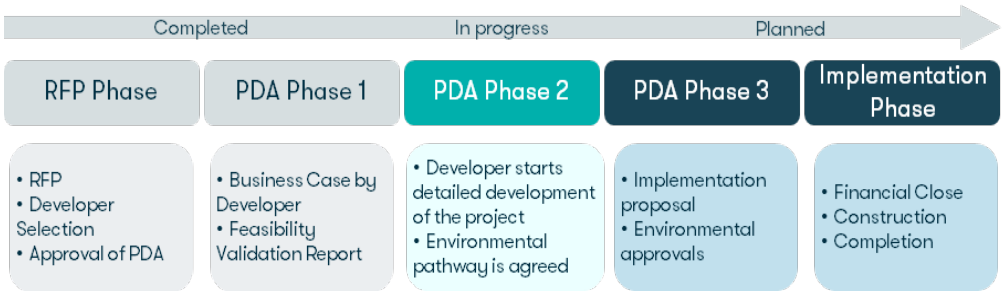
Figure 1-1: San Jose Connector Overview



Source: Infrata analysis from San Jose Connection Partners information

1.1.3 The San Jose City Council approved the project undertaking Phase 2 (Ridership Forecast, Alignment Development, Project Funding Plan) of development following the completion of the Feasibility Validation Report (FVR) in March 2025. The FVR confirmed the technical feasibility, environmental benefits, and scalable commercial structure of the project proposed by the developer, SJCP. Operations could commence by August 2032.

Figure 1-2: Project Phases



Source: Infrata analysis from San Jose Connection Partners information

1.2 SCOPE OF WORK

1.2.1 The scope of work for which Infrata was appointed consist of the preparation of a ridership and revenue forecast for the Connector usage between Diridon station and San Jose Airport Terminal B (Base Project), as well as the option to extend to Terminal A (Optional Intra-Airport Extension).

1.2.2 The forecast focuses on trips between Diridon Station and SJC. Internal airport trips between Terminals A and B and Economy Lot 1 have been analyzed separately (Section 11.5) and are excluded from the ridership and revenue totals presented in Section 11.2 .

1.2.3 The forecast accounts for new infrastructure such as the BART extension to Diridon and California HSR

1.2.4 Demand for the Connector is driven by airport activity. The Aviation Demand Forecast was prepared by Ricondo in May 2026 (Appendix E).

1.3 DATA SOURCES

1.3.1 The analysis presented within this report is informed by a combination of sources including:

- Data provided in the data room such as the ASQ survey results.
- Socioeconomic and demographic data sourced from the United States Census Bureau and MTC Vital Signs.
- Replica (Origin-Destination mobility data platform based on georeferenced mobile location data, land-use information, and transportation networks).
- OAG Airport Traffic Data by Hour.
- City of San Jose Travel Model outputs including travel time skims and person-trip estimates from model years.
- BART, Caltrain, VTA, Amtrak Capitol Corridor and ACE operational schedules, ridership data and fare calculators, etc.
- Annual reports from various airports and Ridership Data from various US City Transport Authorities for benchmarking of transit capture rates
- US DoT, California High Speed Rail Model documentation for VoT (Value of Time) guidance, Google Maps API and Uber fare calculators for travel time and trip cost estimates.
- California State geoportal, City of San Jose geoportal, VTA Open Data tool, 511 SF Bay for maps and shapefiles.

1.3.2 Additionally, Stated and Revealed Preference surveys were conducted:

- From 13 March to 6 April 2026, a total of 987 responses were gathered through an online survey platform. These responses covered passengers from both OAK and SJC.
- Complementing the online data collection, in-person fieldwork was conducted at San Jose Mineta International Airport between the 13th and 17th April 2026. During this period, surveys were administered directly to travelers, resulting in 478 additional complete responses.
- Infrata conducted quality control checks on the sample obtained and cleaned any non-valid responses. The total final sample accounts for 1,329 responses.
- The final sample size represents SJC passengers with a 95% confidence level and a ±3% margin of error, and OAK passengers with a 95% confidence level and a ±4.5% margin of error, both in line with survey sampling industry standards.

1.4 METHODOLOGICAL FRAMEWORK

1.4.1 The ridership forecasting methodology is organized into four main components:

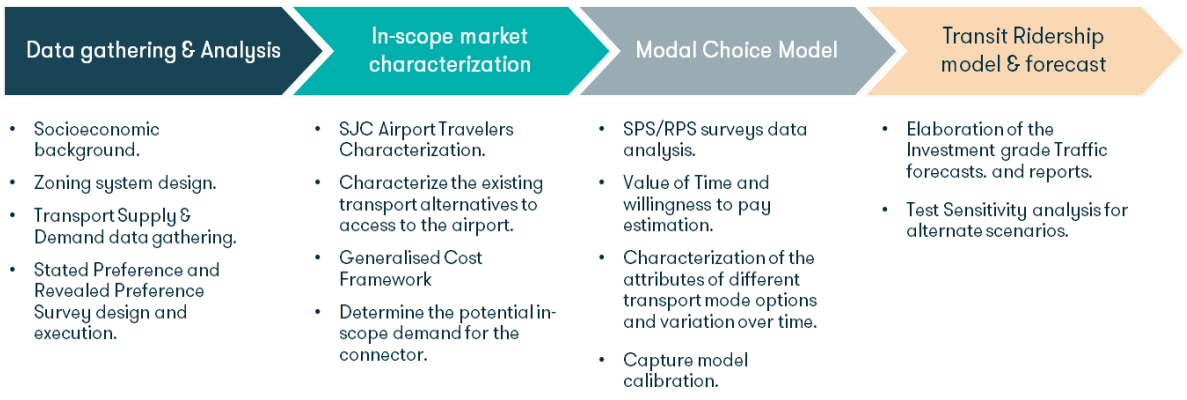
- **Data Gathering and Analysis**: zoning system definition, collection and harmonization of socioeconomic data (US Census), transport supply (VTA, BART, Caltrain, etc.) and demand distribution (Replica and San Jose City Model). It also encompasses conducting surveys at the airport (SJC/OAK) to help identify key considerations when choosing how to access to the airport.

- **In-Scope Market Characterization:** the potential user base for the Connector is defined through spatial, behavioral, and passenger profile/compatibility analysis. Passenger segmentation, modal accessibility assessments, and generalized cost calculations identify the market segments most likely to adopt the new service (i.e. the in-scope market).

- **Modal Choice Model Development:** development and calibration of discrete choice models that estimate passengers' likelihood of switching to the Connector. Using RP/SP survey data, the models incorporate behavioral parameters such as value of time and willingness to pay, alongside service attributes like travel time, cost, reliability and convenience (subjective preference). Calibration and validation processes ensure behavioral realism and comparability with similar contexts.

- **Transit Ridership and Revenue Forecast:** combining the airport traffic forecast as provided by the aviation advisor to SJCP (Ricondo), with the capture rates derived from the modal choice models, produce ridership projections for key planning years. Conduct scenario testing to derive ridership projections under different sets of assumptions, and sensitivity tests to understand the model responsiveness to key assumptions.

Figure 1-3: Ridership and Revenue Forecast Methodology Overview



Source: Infrata

1.4.2 The key outcomes and analysis conducted are presented in the report:

1. **Socioeconomic Background:** Review of population, employment and income characteristics across the Bay Area, providing context on the demographic and economic drivers of the study area.
2. **Survey Fieldwork:** Stated and revealed preference survey program undertaken with airport passengers and employees, including methodology, sample characteristics and key findings.
3. **SJC Activity Forecast:** Airport traffic forecasts conducted by Ricondo and used as the basis for future Connector demand projections, including passenger and operations growth assumptions.
4. **SJC Market Characterization:** Analysis of existing airport catchment area, passenger profiles, modal split, and origin-destination demand distribution for both passengers and employees.
5. **Transport Supply and Connectivity**: Assessment of the existing and future transport networks serving SJC and Diridon Station, including regional rail, public transport, road infrastructure and planned developments such as the BART extension and High-Speed Rail.
6. **Connector In-Scope Market:** Definition of the proportion of airport demand considered realistically addressable by the Connector based on connectivity, accessibility and user characteristics.
7. **Capture Model:** Development of the behavioral mode choice model used to estimate the likelihood of passengers and employees choosing the Connector over existing transport alternatives.
8. **Ridership and Revenue Forecast:** Forecast ridership, capture rates and revenue under alternative project configurations and scenario assumptions, together with sensitivity testing and benchmarking against comparable airport systems.

2 FEATURES OF THE CONNECTOR

2.1.1 The San Jose Airport Connector is designed as an automated transit network, consisting of small, driverless electric vehicles that travel along an elevated guideway between Diridon Station in Downtown San Jose and San Jose Airport. Vehicles will accommodate a maximum of six passengers, but can also accommodate passengers with wheelchairs, strollers and bikes.

2.1.2 The system is designed to be on demand, with passengers interacting with large touchscreen kiosks located near stops or a smartphone application to purchase tickets and book vehicles. Vehicles are to be dispatched to stations based on demand, while the unused fleet will be held in garage facilities for maintenance and storage.

Figure 2-1: Vehicle Design Concept



Source: Glydways

2.1.3 Passengers can either share vehicles with others ("shared ride") or book private vehicles if they are traveling in a group or prefer to travel alone. Fares for private vehicle bookings are assumed at $14.3 (2026 $), while fares for shared rides are assumed on a per-person basis at $7.15 per passenger.

2.1.4 The proposed configurations of the system include either a single boarding/alighting point to the Connector vehicles at Terminal B of SJC (Base Project), or at both Terminal A and B (Optional Intra-Airport Connector). The precise location of the stop at Terminal B is under consideration, with two prospective locations having been identified:

- Terminal B Station (Base Project): located in the northern part of the Terminal B Daily Parking Lot, around 1,300 ft (a 7–8-minute walk) from Terminal B.
- Interim Terminal B Station: located in the southern part of the Terminal B Daily Parking Lot, approximately 1,000 ft (a 5–6-minute walk) from Terminal B.

2.1.5 If the configuration with a stop at each terminal (Optional Intra-Airport Connector) is chosen, the Terminal A stop will be located at the current Terminal A Ground Transportation Center, a 4-5-minute walk to Terminal A.

Figure 2-2: Location of prospective stops at each Terminal



Source: Glydways

2.1.6 The Connector will provide a link to San Jose Diridon Station, where users can conveniently access the station by foot or transit via the various connecting rail and bus options. Based on Glydways input, Infrata assumes that the average transfer time within Diridon Station amounts to 2-4 minutes:

- Transfer Time: ~1.5 min.
- Booking Time: 10 seconds for the experienced riders and up to 40 seconds for the less experienced ones.
- Boarding Time: 10-25 seconds
- Waiting time: the on-demand system provides minimal waiting times from request to departure. Users booking a private vehicle wait an average of 15 seconds before departure, while users selecting a shared ride wait approximately 1 minute on average.

Figure 2-3: Map of Rail Transit options from Diridon Station



Source: Infrata Analysis

2.1.7 SJCP assumes end-to-end in-vehicle travel times between Diridon Station and San Jose Airport to be around 8 minutes.

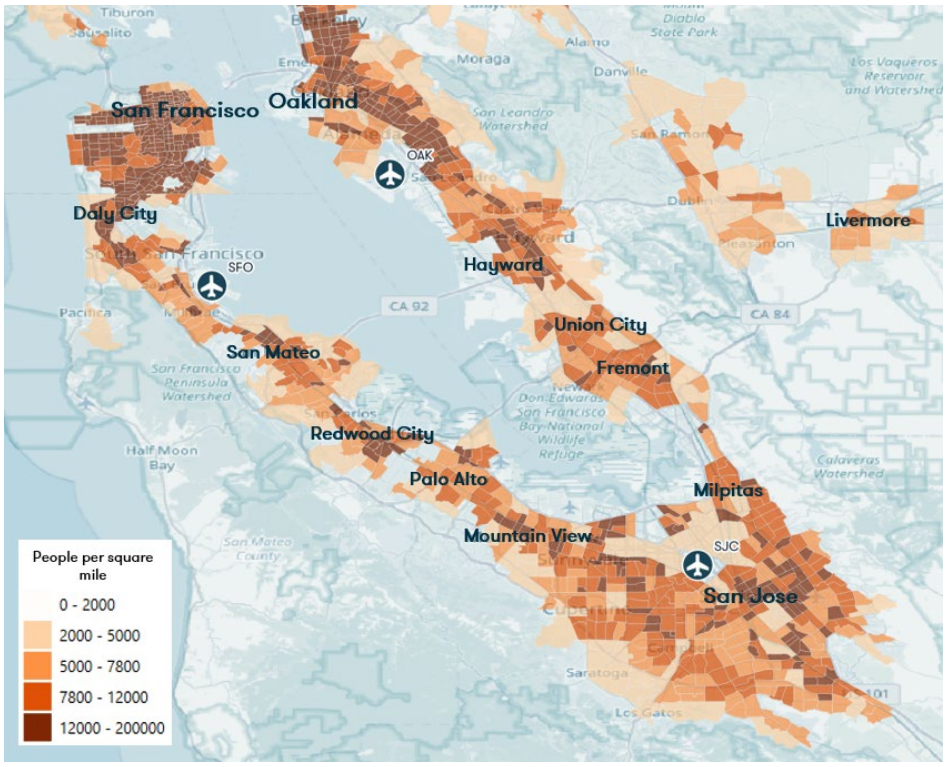
3 SOCIOECONOMIC BACKGROUND

3.1 POPULATION

3.1.1 The San Francisco Bay Area is one of the most densely populated metropolitan areas in the United States, with a total population of around 7.7 million across nine counties. 29% of this population is concentrated in the three largest urban areas of San Francisco, San Jose and Oakland, with approximately 36% in other cities along the Bay, such as Fremont and San Mateo, and the remaining share in inland, coastal and delta regions.

3.1.2 The wider San Jose area differs from the other Bay Area urban centers of San Francisco and Oakland, due to a more sprawling population distribution, spread across a larger area with several urban and suburban neighborhoods surrounding the higher density downtown center.

Figure 3-1: Population Distribution of the Bay Area (2023)

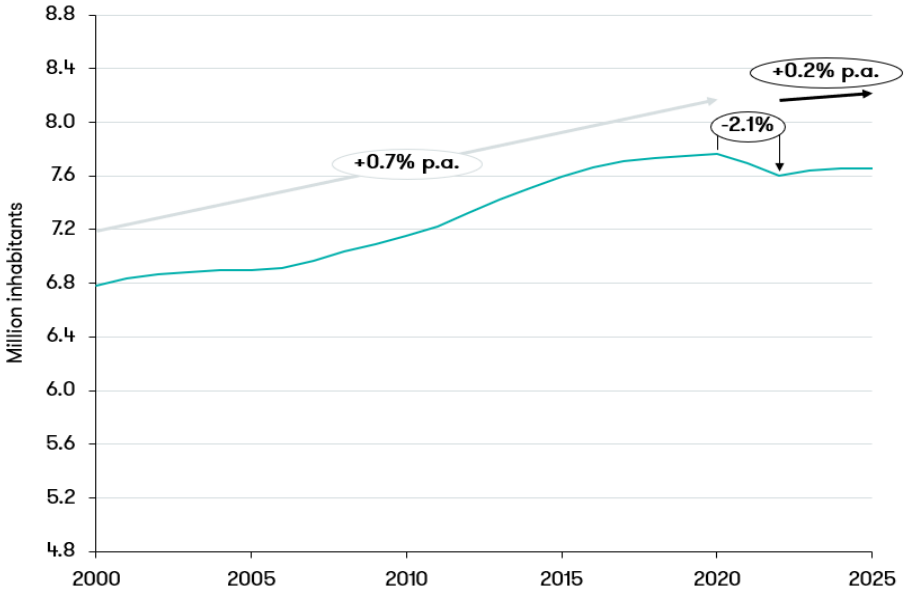


Source: 2023 US Census

3.1.3 Between 2000-2020, the Bay Area's population grew at a CAGR of 0.7%. This was reversed with the onset of the COVID-19 pandemic, during which population declined by roughly 162,000 (2.1% decrease in total population) between 2020 and 2022, driven primarily by domestic outmigration, as well as declining births, higher deaths and less inward international migration.

3.1.4 Between 2022 and 2025, population returned to growth, with the Bay Area adding around 53,000 (+0.7%) new residents.

Figure 3-2: Historical Population in the Bay Area

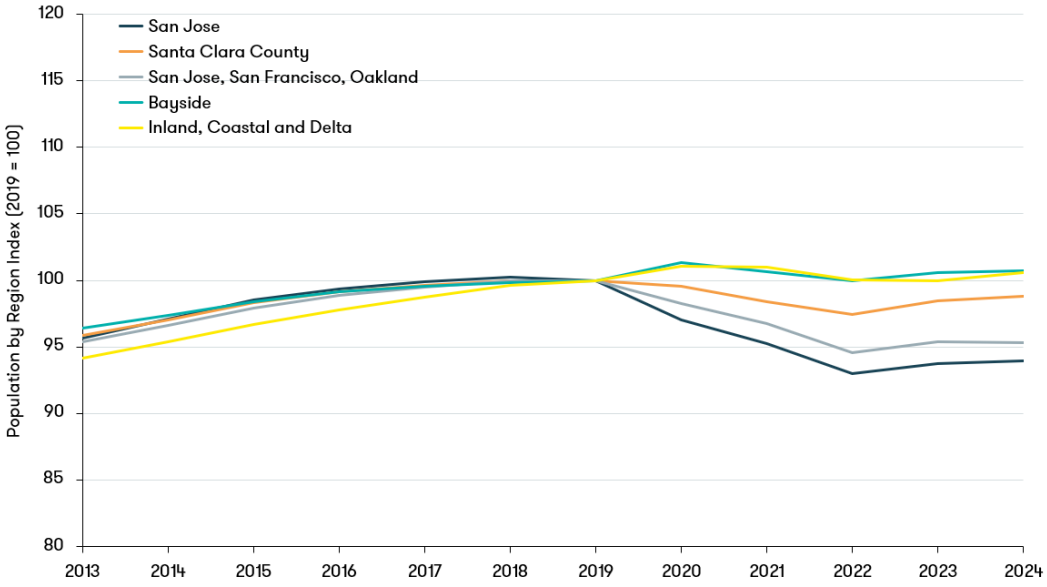


Source: MTC Analysis of California Department of Finance Data (2025)

3.1.5 Figure 3-3 shows the population growth rate of different areas within the Study Area. Between 2013-2019, the majority of the Bay Area had similar population growth with an average CAGR of 0.7%. The Inland, Coastal and Delta areas had a slightly higher growth rate of 0.9% per annum while San Jose and the wider Santa Clara County grew at 0.5% and 0.4% per annum respectively.

3.1.6 Since 2022, population growth has returned to all areas in the Study Area, at a similar growth rate to pre pandemic growth, with average CAGR of 0.5%.

Figure 3-3: Distributional Impact of the Pandemic on Population

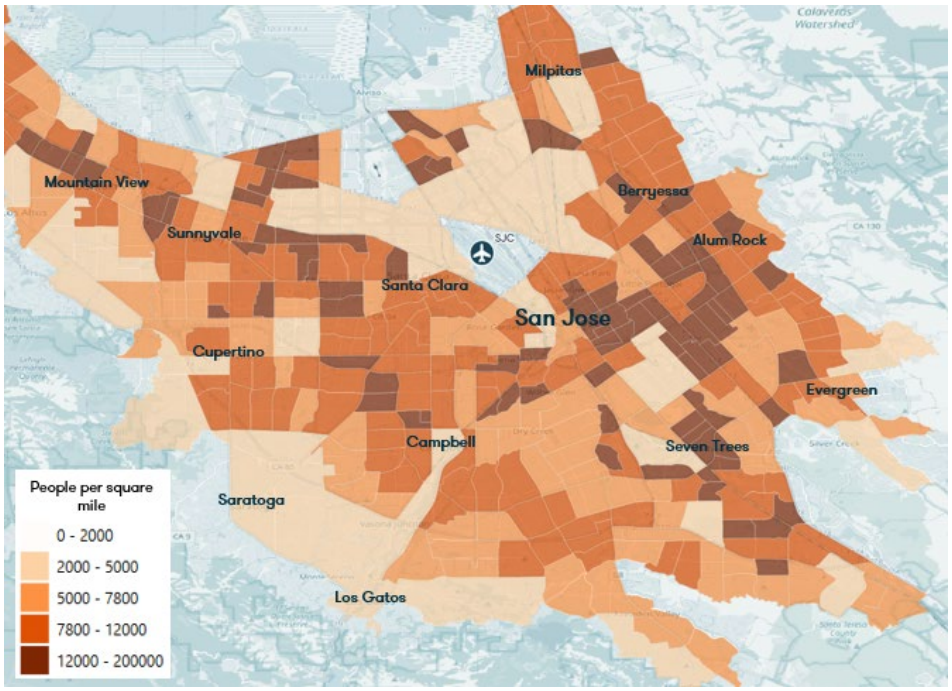


Source: MTC Analysis of 2024 ACS 5Y Estimates

3.1.7 San Jose Airport is situated in the northern part of the city of San Jose, which is the Bay Area's largest city in terms of population and area, with around 1 million residents spread across 180 square miles, with the wider county of Santa Clara hosting a resident population of roughly 1.9 million.

3.1.8 Despite its large population, San Jose is less dense than other cities in the Bay Area, with 5,700 people per square mile compared to 18,600 in San Francisco and 7,800 in Oakland. Pockets of higher residential density can be found in the downtown area of San Jose, with over 12,000 people per square mile.

Figure 3-4: Population Distribution of San Jose and urban areas of Santa Clara County



Source: 2023 US Census

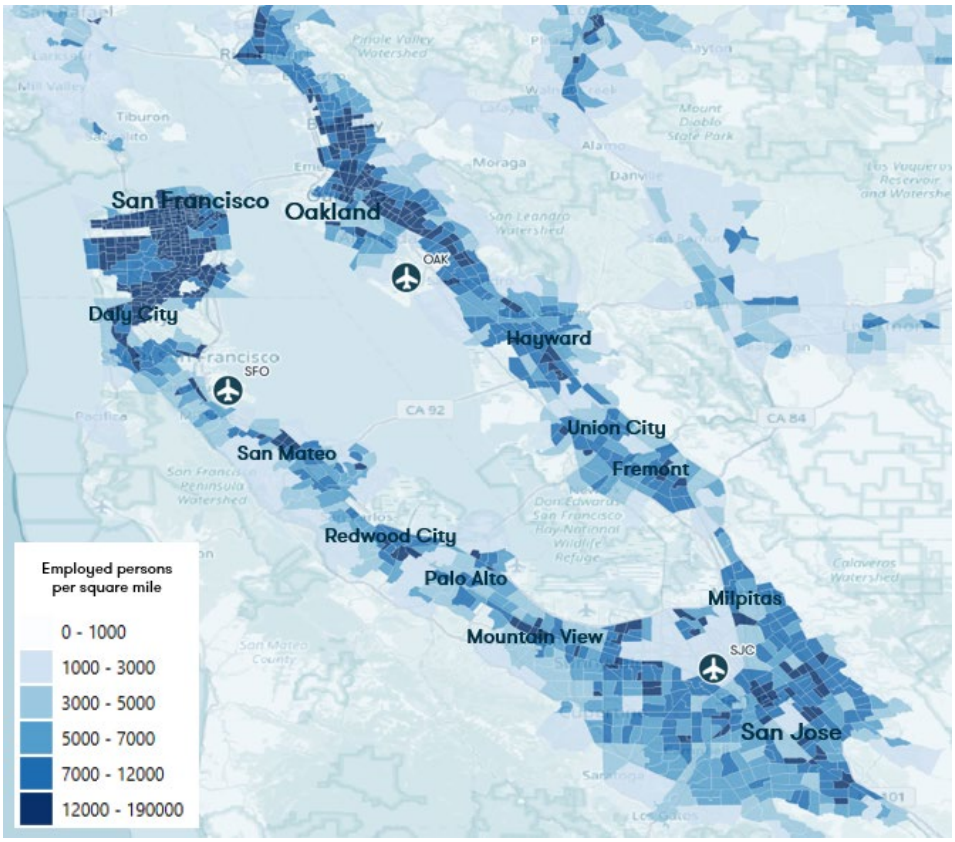
3.2 EMPLOYMENT

3.2.1 The Bay Area is one of the most productive regions in the world in terms of economic output, with a GDP of $1.4 trillion (2024 figures). As of 2024, 4 million workers are employed in the Bay Area. Employment is concentrated in the three largest cities: San Francisco, Oakland and San Jose as well as the 'Silicon Valley' region, which extends from San Mateo down to San Jose.

3.2.2 The metro area of San Francisco-Oakland-Hayward accounts for the largest share of the region's employed labor force, totaling 2.4 million workers, followed by the metro area of San Jose-Sunnyvale-Santa Clara accounting for 1.0 million workers.

3.2.3 Similarly to the spatial distribution of population, employees in and around San Jose across distributed across a wider area in comparison to San Francisco and Oakland, which both have high employment densities concentrated in a smaller area.

Figure 3-5: Employees Distribution of the Bay Area



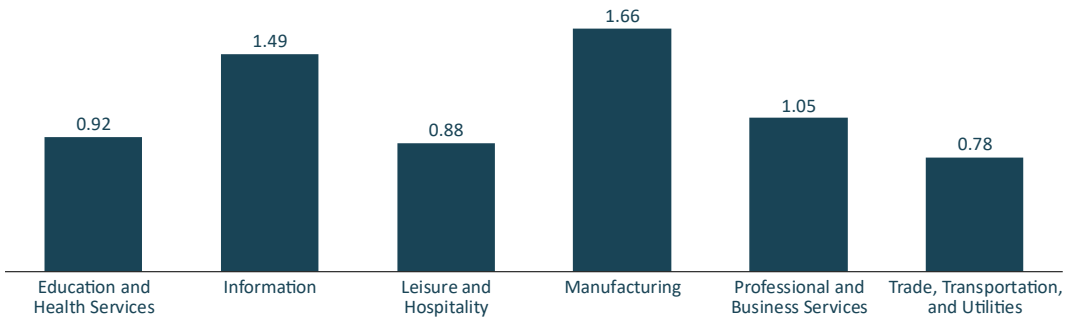
Source: 2023 US Census

3.2.4 The services sector is the largest industry in the Bay Area in terms of economic output and employment, accounting for 58% of the region's jobs. As of 2023, Education and Health Services employ around 912,000 workers followed by Professional and Business Services at roughly 825,000.

3.2.5 Employment in Santa Clara County is also concentrated in the services sector, with professional and business services (21.4%) followed by education and health services (20.8%) being the largest employers of the county's approximately 1.1-million-person workforce.

3.2.6 Figure 3-6 contains location quotients by industry for Santa Clara County, highlighting key areas of specialization. The manufacturing sector (which includes hardware development, semiconductor research and associated engineering jobs) has the highest location quotient at 1.66. Santa Clara County accounts for 47% of the Bay Area's employment in manufacturing, with major employers including Apple, Intel and Google.

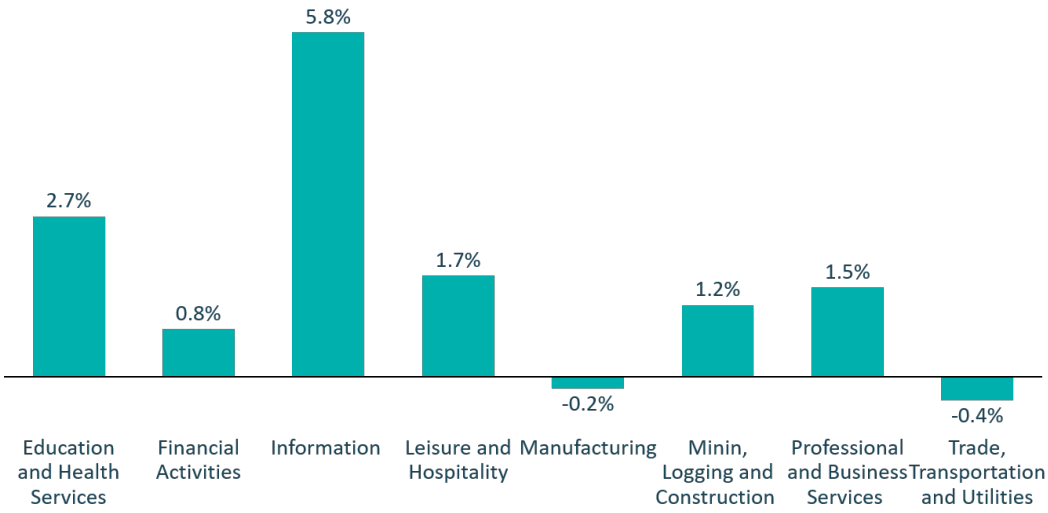
Figure 3-6: Location Quotients for Santa Clara County by Industry



Source: MTC Analysis of 2023 US Census Data

3.2.7 Information and Technology is the other industry that is highly concentrated in the county with a location quotient of 1.49. The industry has boomed in the last decade, with 150% more jobs as of 2023 than there were in 2010, +5.8 CAGR 2010-2023 (see Figure 3-7). It accounts for 10% of employment in Santa Clara County.

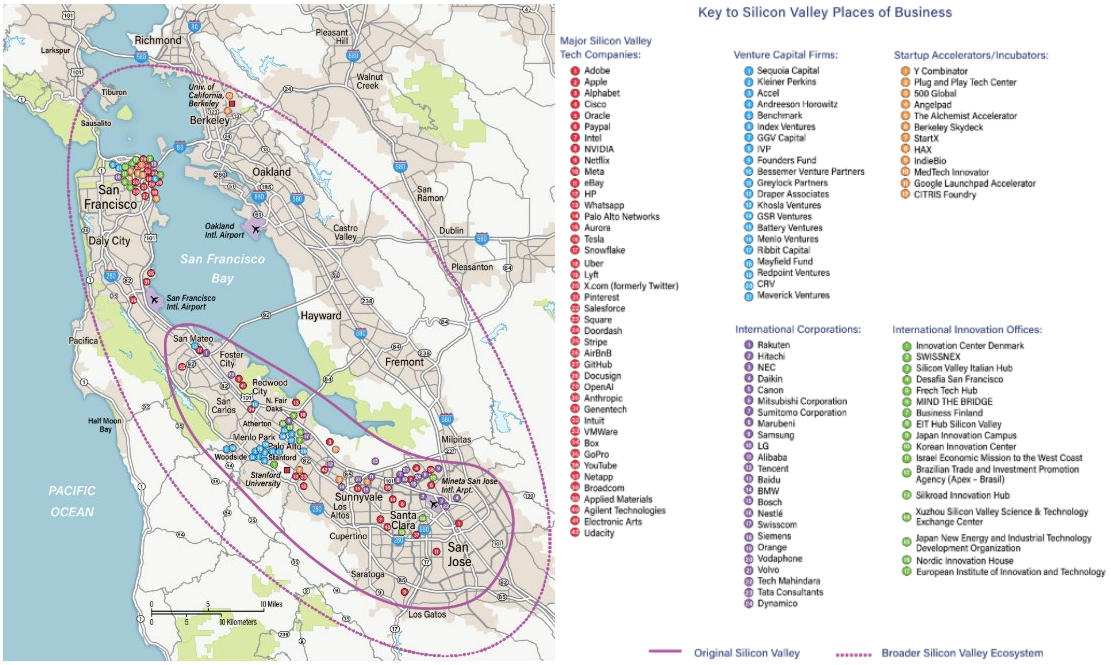
Figure 3-7: Employment CAGRs by industry (30k+ employees) between 2010-2023



Source: MTC Analysis of 2010-2023 US Census Data

3.2.8 There is considerable labor mobility across the Bay Area, with only 43% of workers both living and working within the same county. In contrast, 87% of employed residents in Santa Clara County work within the county, representing the highest level of internal employment in the Bay Area.

Figure 3-8: Locations of Major Employers and Multinational Corporations in Silicon Valley and the wider Bay Area

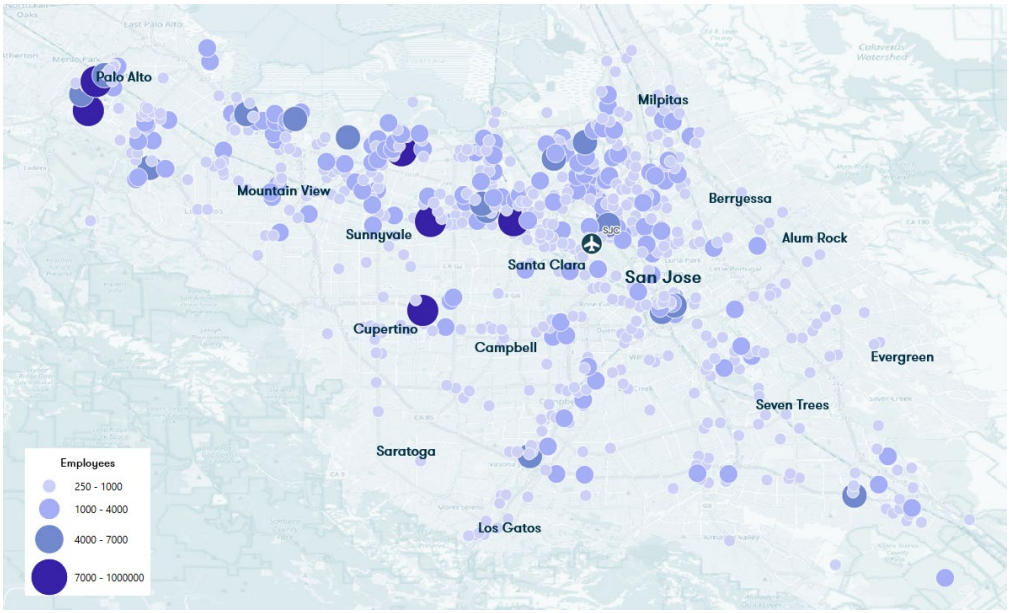


Source: Carnegie Endowment

Key Employment Areas in San Jose

3.2.9 The large presence of multinational companies located in proximity to San Jose Airport are some of the main trip attractors, driving demand for air travel in the region.

Figure 3-9: Employment Centers of San Jose



Source: 2023 US Census

3.2.10 San Jose and areas within its vicinity host some of the largest employers in the Bay Area:

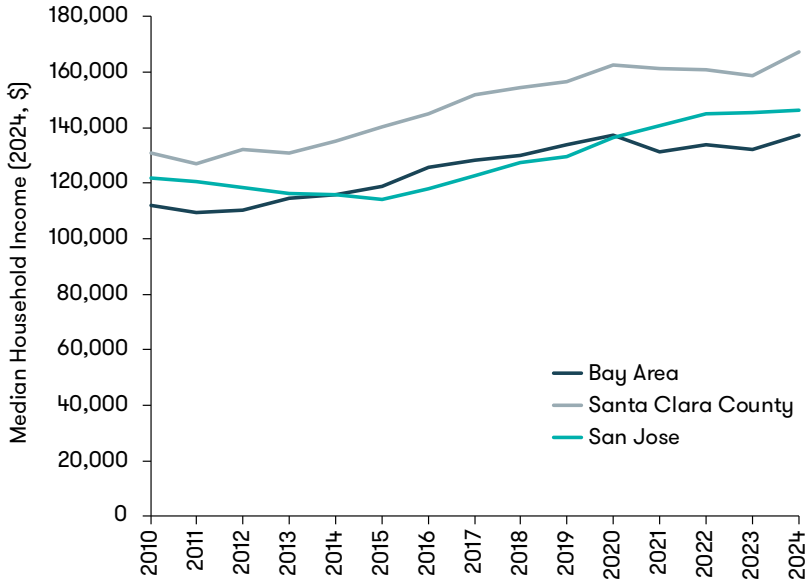
- Stanford University and Medical Center located in Palo Alto employ around 18,000 workers each.
- Apple's headquarters, located in Cupertino, hosts between 12,000 - 14,000 workers.
- Google employ roughly 7,900 workers in Mountain View, and around 3,500 each in Sunnyvale and San Jose.

3.3 HOUSEHOLD INCOME

3.3.1 The Bay Area has a high Median Annual Household Income of $137,000 (2024 figures), which is significantly higher than the national average ($84,000) and has grown at a CAGR of 1.4% between 2010-2024. Increases in household income have been broadly uniform across regions, with incomes growing slightly faster in Santa Clara County, at a CAGR of 1.8% between 2010-2024.

3.3.2 Household incomes in San Jose were declining between 2010-2015 despite having grown in both the Bay Area and Santa Clara County. This trend reversed in 2015, and incomes have grown robustly since, appearing more resilient to the impact of the pandemic than the rest of the region.

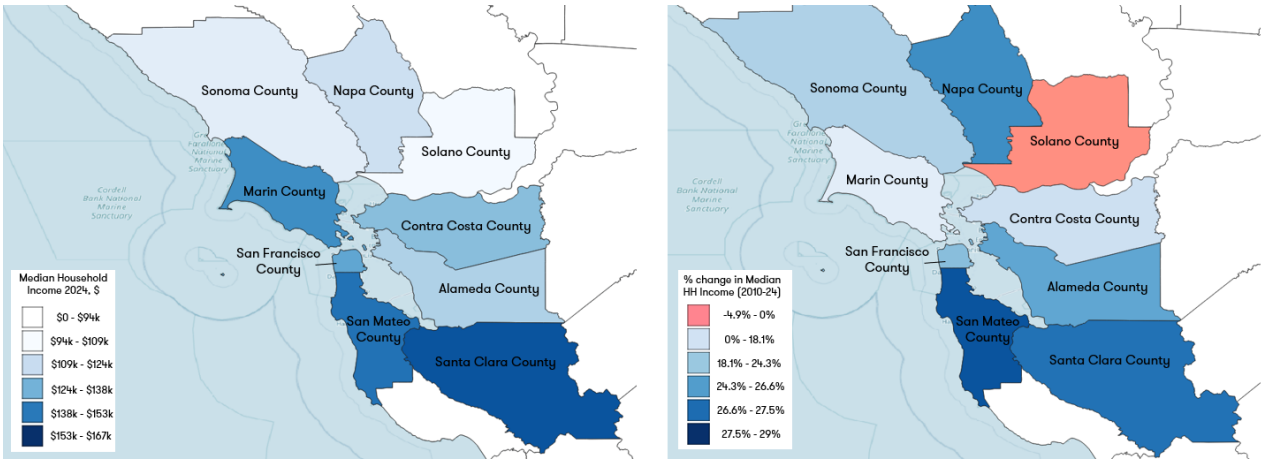
Figure 3-10: Real Median Household Income by Region (2010-2024, $)



Source: MTC Analysis of 2024 ACS 5Y Estimates

3.3.3 As of 2024, Santa Clara County has the highest median household income of Bay Area counties at approximately $167,000. This is around $30,000 above the Bay Area median and double the national average. The city of San Jose has a median household income of roughly $146,400, still around $10,000 above the median across the Bay Area but around $20,800 below its county.

Figure 3-11: 2024 Real Median Annual Household Incomes and Growth by County 2010-2024 (Real USD)



Source: MTC Analysis of 2024 ACS 5Y Estimates

4 SURVEY FIELDWORK

4.1 METHODOLOGICAL APPROACH

4.1.1 In order to characterize the SJC airport passengers' market, Infrata conducted a combination of stated and revealed preference surveys. The surveys captured both SJC passengers, which are the natural in-scope market for the Connector as well as OAK passengers, which given the existence of the Oakland Airport Connector, were used to help understand the Public Transport Passenger Profile in the Bay Area.

4.1.2 The data collection included 987 online panel responses (March–April 2026) and 478 in-person QR distribution surveys at SJC only, resulting in a final validated sample of 1,329 responses after quality control and data cleaning.

4.1.3 For employees in-person QR codes and links to the survey were distributed by email through SJC Airport Staff. 77 partial responses were collected that helped characterize the employees demand segment.

4.1.4 The Survey RP component gathered information on actual trip origins, destinations, access modes, costs, travel times, party sizes and the reasons for selecting each mode. The SP component presented respondents with hypothetical scenarios involving the proposed Connector under different combinations of travel time, cost and service attributes, enabling estimation of the behavioral parameters that drive mode choice.

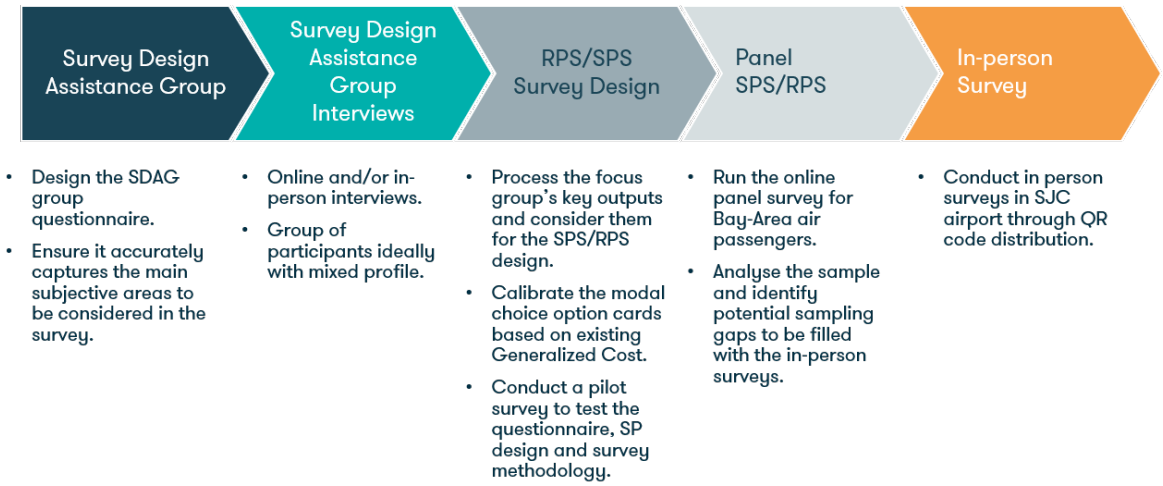
4.1.5 A number of interviews were carried out with small groups to inform the survey design and ensure the key factors driving the modal choice to access the airport were captured. The resulting SP/RP survey was deployed via an online platform and through in-person QR distribution at SJC, with screening criteria and monitoring of quotas by market segment to ensure representative sampling. The survey results were analyzed through statistical software to evince key behavioral parameters that were used in the modal choice model.

4.1.6 The survey program serves four key purposes:

- Characterize existing access patterns at SJC: how passengers and employees currently reach the airport, the modes they use, and the time and cost of those journeys.
- Inform the calibration of the modal choice (capture) model with observed behavior and behavioral parameters such as value of time and willingness to pay.
- Understand SJC airport catchment area.
- Qualitatively assess the perception of the future Connector.

4.1.7 The survey design followed a six-stage framework, using market, spatial and travel cost insights to define the survey content as presented in Figure 4-1 below.

Figure 4-1: Survey Framework



Source: Infrata

4.2 SURVEY DESIGN

Survey Design Assistance Group

4.2.1 A Survey Design Assistance Group (SDAG) was convened, with existing SJC/OAK passengers, to explore how users currently perceive the different travel options, the criteria that drive their decisions, and the contextual factors that shape mode choice.

4.2.2 The primary purpose of the SDAG was to obtain qualitative insight into the subjective considerations passengers apply when selecting a mode to and from SJC. These insights ensured that the survey:

- Captures the full range of decision-making factors considered by users.
- Reflects the language, terminology and perceptions of actual passengers.
- The graphics tests and text used to describe the Connector (images of the system and maps) are clear and effective at conveying information and are interpreted as intended.

4.2.3 Participants were recruited to achieve a representative mix across trip purpose (business, leisure, visiting friends and relatives), travel frequency, party size, modal usage (private car, taxi, ride-hailing, public transit, shuttle) and passenger type (residents, non-residents).

4.2.4 The discussion covered the primary factors influencing mode choice (travel time, cost, reliability, comfort, safety and availability); perception of competing modes; experience of multimodal journeys; awareness and acceptance of alternative mobility options; barriers to using certain modes; the impact of passengers' attributes such as luggage and family composition and other factors such as time of day and flight schedules. The Connector concept was presented using graphics and supporting text to ensure it was clearly understood by the survey respondents.

Survey Structure

4.2.5 The combined RP and SP questionnaire was designed to take a maximum of 15 minutes to complete and organized as per the structure presented in Table 4.1 below.

Table 4.1: Survey Structure

Item	Description
Screening	• Used to establish eligibility and assign quotas in the online panel Survey • Gather airport(s) used, current access/egress mode, trip origin area, journey purpose and recency.
Recent Journey	• Details of the most recent trip: arriving/departing, fare class, route, party size, luggage, journey origin/destination and trip frequency.
Journey by Mode	• Mode-specific characterization of the access/egress journey (time and cost) for public transport, parking, taxi/ride hailing/shuttle, rental car and pick-up & drop-off.
Introduction to the Connector	• Description of the Connector followed by perception questions, preferred access to Diridon, and reaction to a dedicated parking-lot connector.
Stated Preference exercise	• Respondents are presented with 12 Choice cards with different hypothetical travel option alternatives. • Travel time, access time, waiting time and cost are compared for their current mode vs. using the Connector.
Socio-demographics	• Employment status, household income, vehicle ownership and related respondent characteristics.

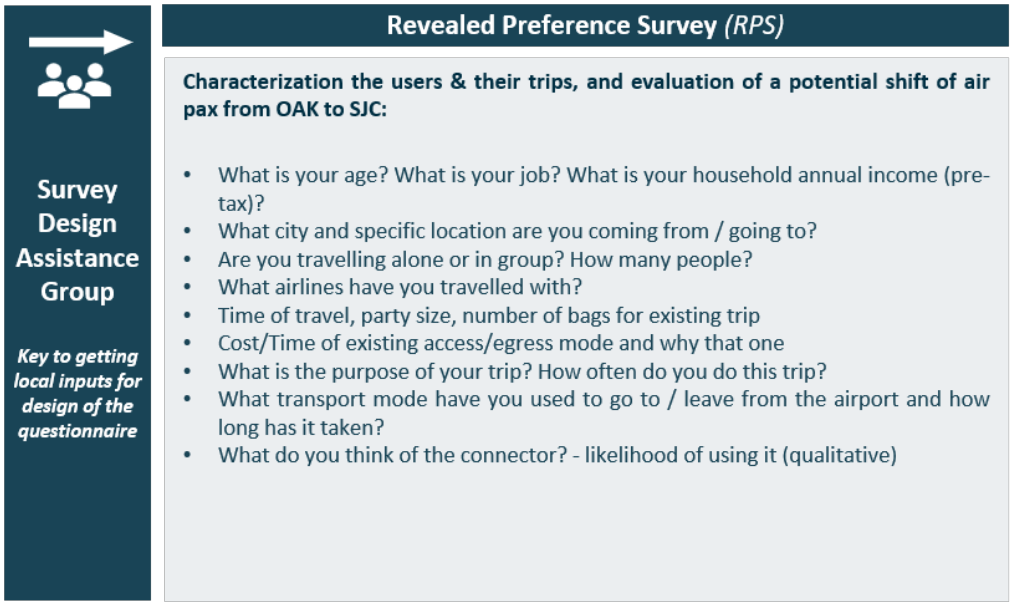
Source: Infrata

— REVEALED PREFERENCE (RP) SURVEY

4.2.6 The RP survey, as in Figure 4-2 below, focuses on understanding current travel behavior: how passengers and employees access the airport today, which modes they use, their perceptions of journey time and distance, including:

- Origin and destination, journey purpose, air route and fare class
- Frequency of air travel, party size, number of bags and time of day of travel
- Access and egress behavior: mode used and perceived travel time and cost
- Perceived travel time and cost

Figure 4-2: RP Surveys Scheme



Source: Infrata

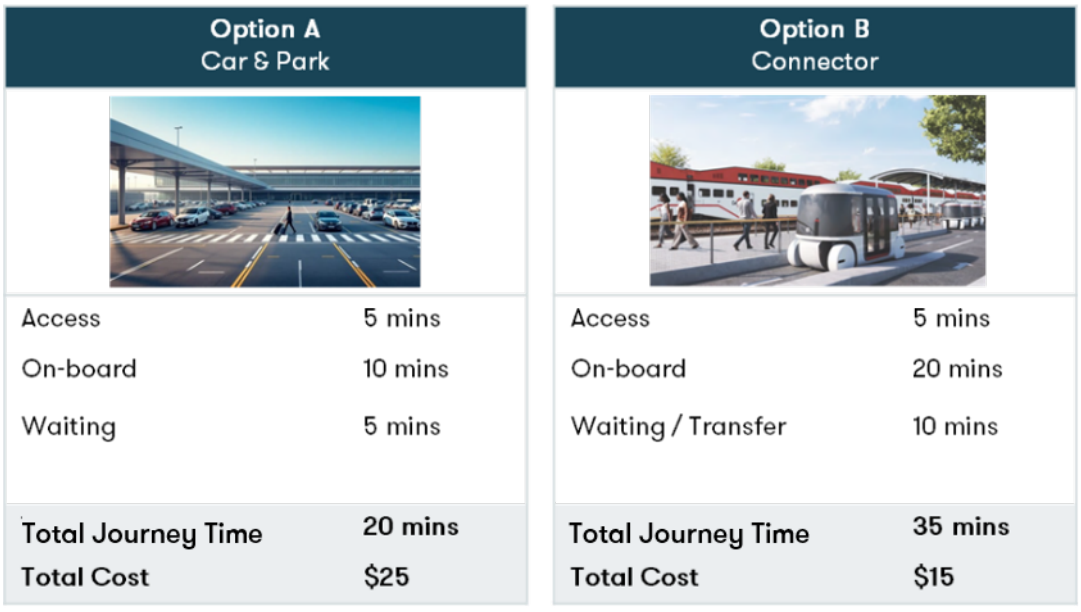
STATED PREFERENCE (SP) SURVEY

4.2.7 The SP survey section assesses the proposed Connector competitiveness through a structured choice exercise. Respondents are asked whether they would choose the Connector under 12 combinations of travel time, waiting time, access time and cost attributes.

4.2.8 Specialized software (NGene) was used to generate an efficient SP design, ensuring the choice cards are correctly calibrated to Bay Area values of time. The design was first run on a dummy dataset with anticipated values to confirm that it could capture the intended range for each parameter.

4.2.9 An example of the SP choice card structure is presented in Figure 4-3 below.

Figure 4-3: SP Surveys Scheme



Source: Infrata

4.3 SURVEY DEPLOYMENT

4.3.1 The surveys were deployed using a multi-channel approach:

- An online survey, administered by Dynata, a specialized market research company with global first-party panels, to reach a broad cross-section of Bay Area residents who had flown to/from SJC or OAK in the previous 18 months.
- QR codes distributed at SJC both airside and landside.
- The versions of the survey tailored for employees was distributed by email and in-person QR distribution by SJC staff.

4.3.2 From 13 March to 6 April 2026, a total of 987 responses were gathered through the online survey platform. These responses covered passengers from both OAK and SJC. The in-person fieldwork at SJC was carried out between 13-17 April 2026, resulting in 478 additional complete responses from passengers. A final validated sample of 1,329 responses was considered after quality control and data cleaning, to remove responses with evident bias, incomplete, lacking internal consistency and plausibility of recorded travel behavior.

4.3.3 The in-person survey program was scheduled according to the SJC flight schedule (days, times of day, airside/landside locations) to ensure the final sample was broadly representative of travel at the airport during the study period.

4.3.4 To ensure a representative sample of each of the passenger demand segments, a minimum of 75 respondents was required for each existing mode of transport, which included public transport, for-hire vehicles (taxi and ride-hailing) and private vehicles. The respondent quotas were established only with a view to have enough responses for each market segment, not representing the modal share at SJC.

4.3.5 The total validated sample achieved of 1,329 (SJC n=862 and OAK n=467) represents SJC and OAK passengers with a 95% confidence level and a ±3% margin of error (±4.5% for OAK), in line with survey-sampling industry standards.

4.3.6 The full passenger survey results are presented in the Appendix C.

5 SJC AIRPORT DEMAND FORECAST

5.1.1 The passenger numbers at SJC Airport are key to determining the demand for the Connector. SJCP has appointed for the Project the aviation consultant Ricondo to produce passenger forecasts for SJC.

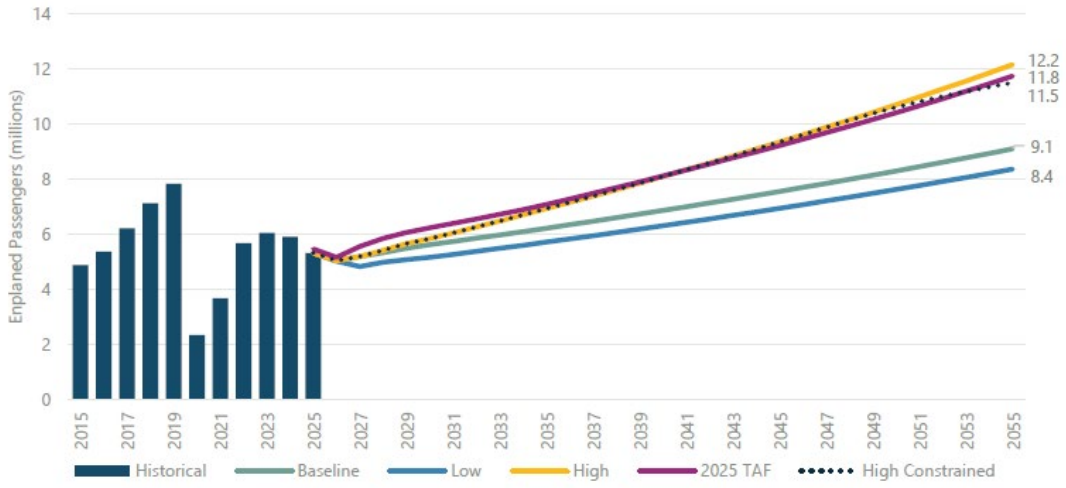
5.1.2 This section presents the key SJC Airport Traffic forecast results presented to Infrata in May 2026 and considered for the Connector Ridership forecast. Full forecast and analysis can be found in the "Aviation Demand Forecast – San Jose Mineta Airport" report produced by Ricondo (Appendix E).

5.1.3 San Jose Mineta International Airport registered 5.05 million origin-destination (OD) enplaned passengers in 2025, (excluding connecting ones) equivalent to an average of around 13,800 daily enplaned pax (27,750 daily trips including both arriving and departing passengers).

5.1.4 The ridership forecast produced by Ricondo considers 3 different growth scenarios for SJC as presented in Figure 5-1 below, and as follow:

- Low case: 1.5% CAGR 2025-2055 reaching 6.7M enplaned passengers by 2045 and 8.4M by 2055.
- Baseline case: 1.8% CAGR 2025-2055 reaching 7.2M enplaned passengers by 2045 and 9.1M by 2055.
- High case (constrained): 2.6% CAGR 2025-2055 reaching 9.0M enplaned passengers by 2045 and 11.5M by 2055. This case reflects airport capacity constraints.

Figure 5-1: SJC Emplaned Passenger Forecast



Source: Ricondo Aviation Demand Forecast

5.1.5 Terminal B is the main terminal at SJC, accounting for 74% of passenger trips, with the remaining 26% handled through Terminal A. The passenger distribution between terminals is assumed to be constant over the forecasting period 2026-2061.

5.1.6 In order to estimate SJC employees number, over the forecasting period, Infrata reviewed the airline operations forecast by Ricondo and assumed a proportional increase in employees over time and benchmarked it against other airports to ensure its reasonableness.

6 SJC MARKET CHARACTERIZATION: TRAVELERS

6.1 SJC CATCHMENT AREA

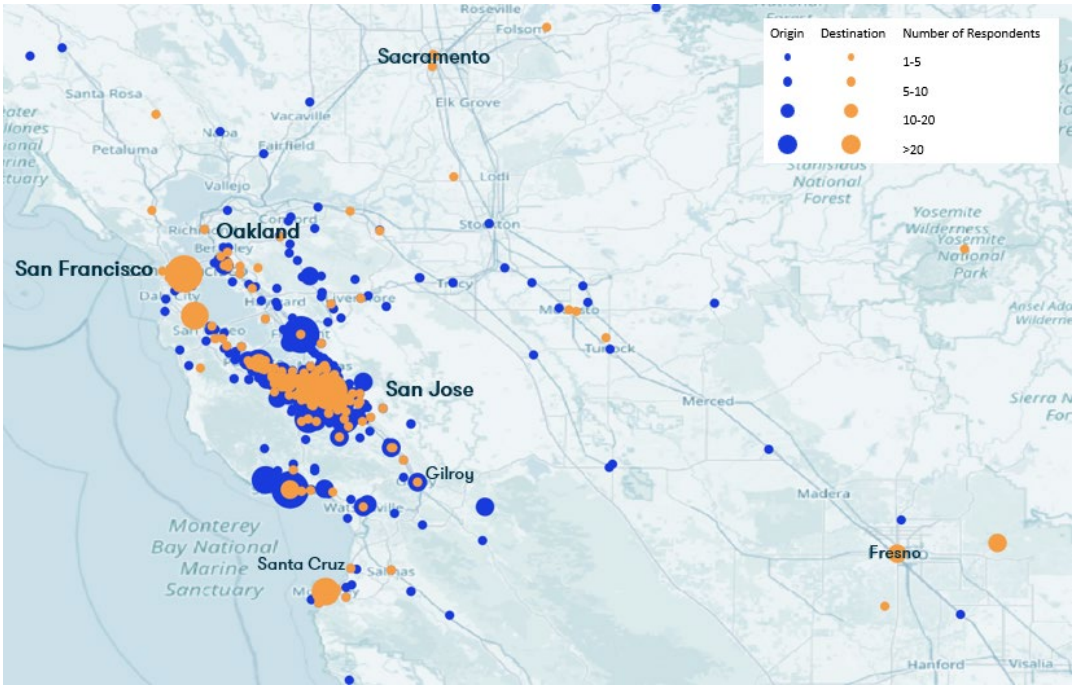
6.1.1 To characterize the existing SJC passenger market, the analysis assessed the existing ground access patterns associated with airport-related trips. The key elements of the analysis include:

- Understanding the San Jose Mineta International Airport catchment area based on collected survey responses.
- Assessment of catchment area differences by travel mode.
- Current modal split based on SJC Airport Service Quality survey.
- Passenger profile analysis.
- Definition of the zoning system for the analysis, based on the catchment area, socioeconomic characteristics, transport supply, and observed catchment patterns.
- Assessment of existing travel patterns, based on Replica mobility data available (Spring 2025), the survey responses, and the City of San Jose transport demand model.

6.1.2 The origins and destinations of the individuals surveyed for the Project provide insight into the catchment area of SJC. By analyzing where passengers begin and end their journeys, it is possible to map the airport's area of influence, identifying both the core regions that generate the highest demand and the peripheral areas that contribute to their overall usage. The zip codes indicated by the respondents to the survey are presented in Figure 6-1 below.

6.1.3 The main demand for the SJC, as logical to expect is from the immediate catchment area around San Jose and the south Bay Area. However, passengers using the airport come from as far north as Sacramento and as far south as Santa Cruz and Fresno, indicating a broader influence area.

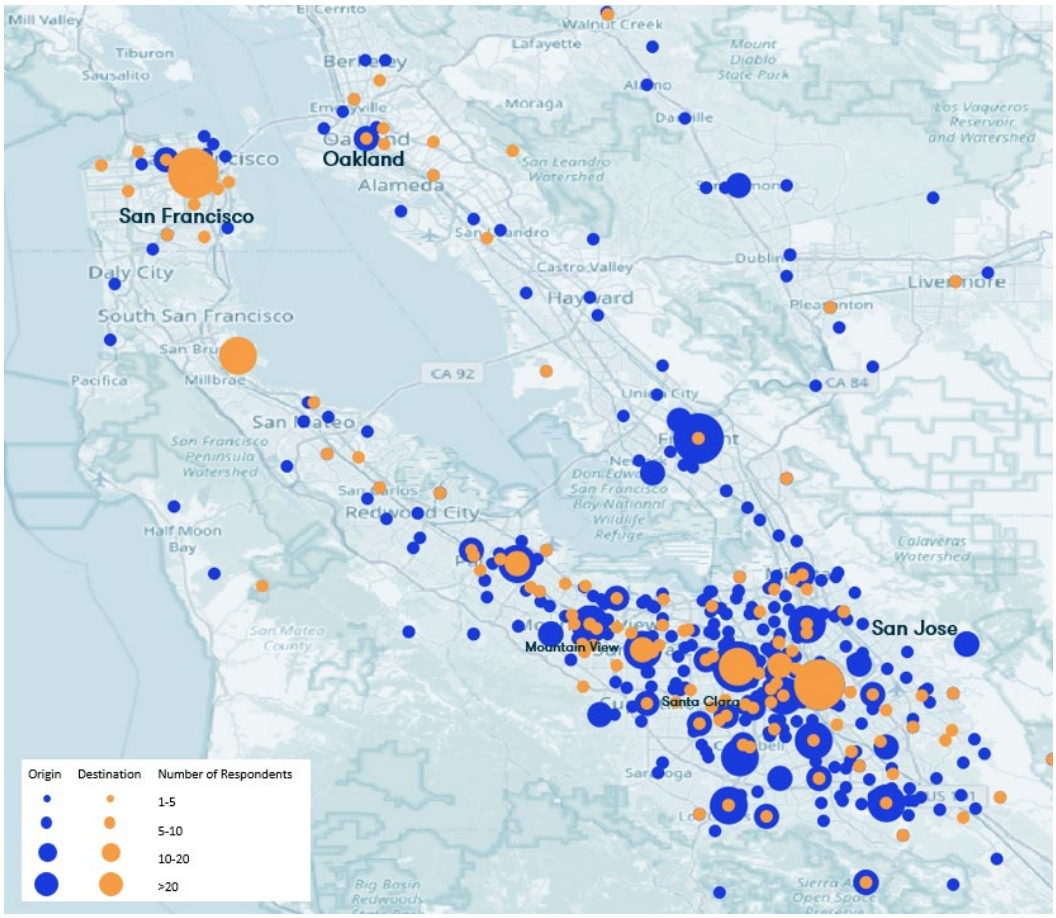
Figure 6-1: SJC Catchment Area – Regional level



Source: Online Panel and In-Person SJC Survey. SJC Passengers.
Mapped respondents include the in-person partial completes; total sample n=1316

6.1.4 While the central San Jose locations account for a significant portion of departing and arriving passengers, the data show that SJC serves travelers from across the Bay Area to the north and Santa Cruz and Gilroy to the south as presented in Figure 6-2 below.

Figure 6-2: SJC Catchment Area – Bay Area and San Jose



Source: Online Panel and In-Person SJC Survey. SJC Travelers.
Mapped respondents include the in-person partial completes; total sample n=1316

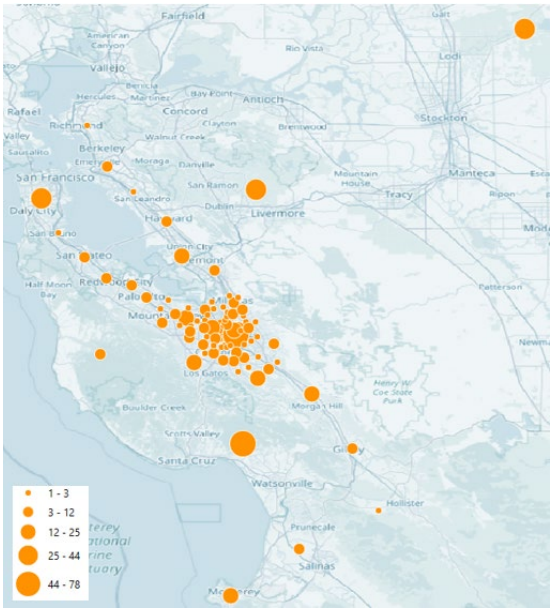
6.2 ORIGIN/DESTINATION BY MODE

6.2.1 An analysis of the mode of access for SJC shows that the usage patterns of Taxis/TNCs and Cars are quite similar, although cars tend to have a slightly wider catchment area. The origin and destination clusters for both modes by zip codes, presented in Figure 6-3 and Figure 6-4 below, are largely concentrated around central San Jose and neighboring cities.

6.2.2 The origin-destination trends for public transit align closely with the transit connectivity network, suggesting that public transit riders mainly choose routes based on accessibility and convenience. This can be observed in the concentration of transit users along corridors served by BART, Caltrain, and VTA.

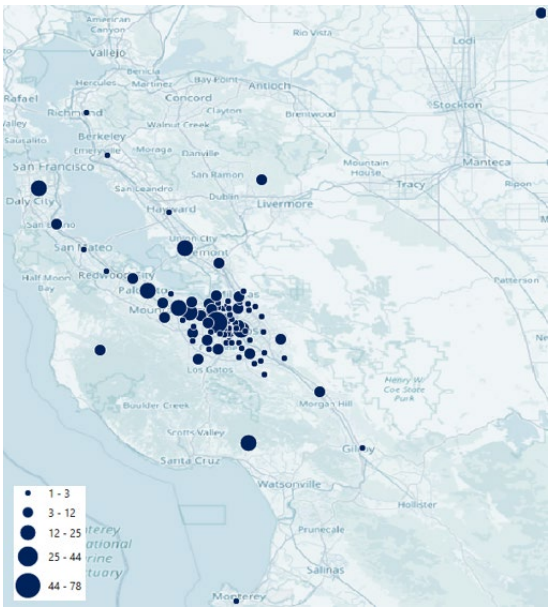
6.2.3 Additionally, shuttle services are utilized by travelers from more distant regions with limited transit connections, such as Monterrey and Santa Cruz. These shuttles fill critical gaps in the public transportation network, providing essential access for passengers who would otherwise face lengthy or complicated transit journeys.

Figure 6-3: Park & Drive, Pick-up/Drop-off, Rental ODs



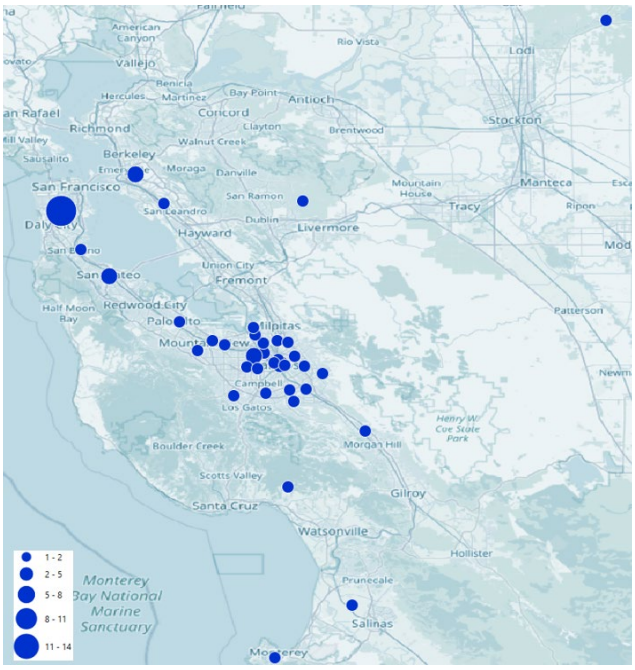
Source: Online Panel and In-Person SJC Survey. SJC Travelers.

Figure 6-4: Taxi, TNC and Limo users ODs



Source: Online Panel and In-Person SJC Survey. SJC Travelers.

Figure 6-5: Public Transit and Shuttle users Origin-Destination



Source: Online Panel and In-Person SJC Survey. SJC Travelers.

6.3 EXISTING MOBILITY PATTERNS

Zoning system definition

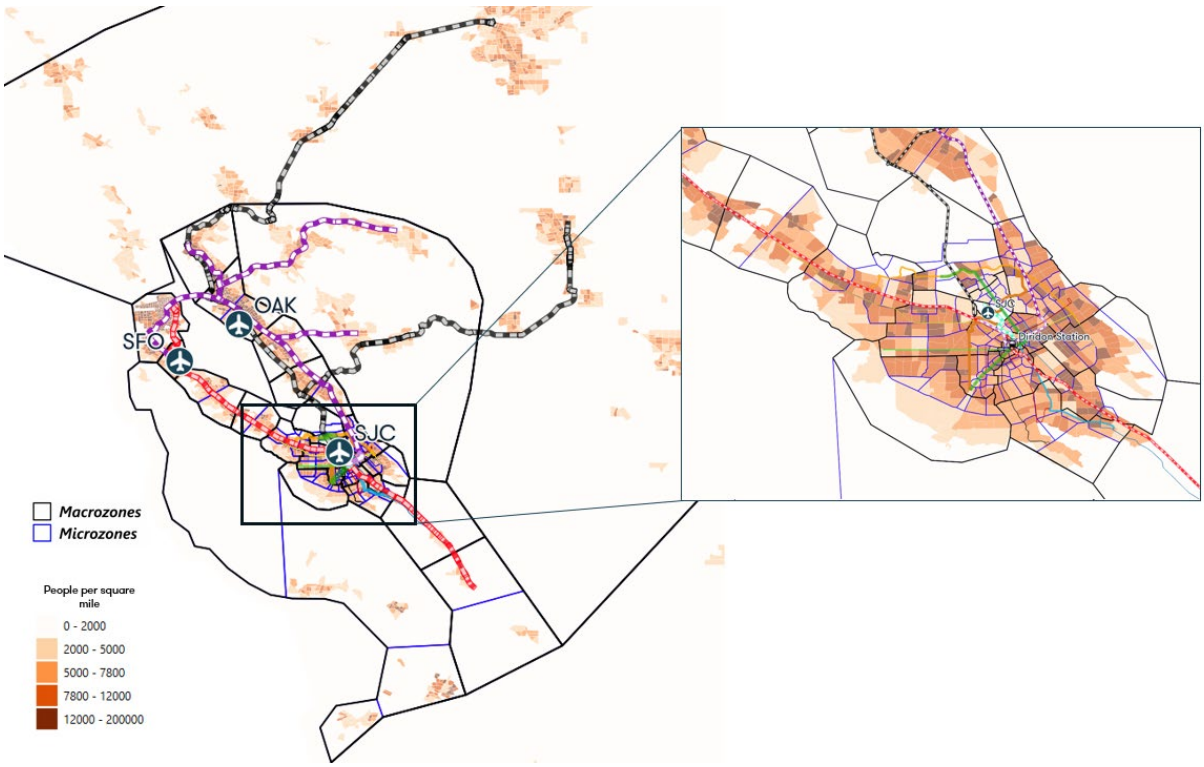
6.3.1 A zoning system was developed to segment the study area into discrete geographic units that reflect variations in land use, socioeconomic characteristics, and transportation infrastructure. The zoning system is not based on existing administrative boundaries in the Bay Area, as its focus is to accurately capture travel patterns throughout the study area. This segmentation facilitates accurate modeling of travel patterns (OD flows by mode) and demand distribution. For the San Jose Airport Connector, the zoning system accounts for the following elements:

- Demand attractors and generators, such as residential areas, employment hubs, and commercial centers, considering higher zoning system granularity for areas with higher population employment density.
- Existing and future transportation networks (from the City of San Jose Data Portal and the Santa Clara Valley Transportation Authority Open Data Portal). More granular areas are defined based on the public transportation network connectivity.
- The zoning system also considers existing transport model zone systems, administrative boundaries, and census tracts.

6.3.2 The zoning system includes 160 zones, which form the basis for modeling and capture rate estimation. These are aggregated into 32 macro zones, which are used to present results in a more summarized and interpretable manner within the report.

6.3.3 The correspondence between macro zone naming and aggregation is provided in Appendix B.

Figure 6-6: Zoning System



Source: Infrata

Data Sources

6.3.4 An origin-distribution (OD) matrix for trips to/from SJC was developed based on the most recent Replica mobility data available (Spring 2025), the survey responses, and the City of San Jose transport demand model.

6.3.5 Replica provides data for an average Thursday and an average Saturday in Spring 2025. The Infrata model uses an average day combining weekday and weekend travel patterns

6.3.6 For modeling purposes, a symmetrical Origin-Destination matrix was considered whilst acknowledging that in some cases a "tour" may be taking place (eg. airport, hotel, office, airport).

6.3.7 The Replica dataset and the City of San Jose transport demand model demonstrate a high degree of consistency in terms of spatial OD distribution patterns, with absolute differences below 3% across all in-scope zones.

6.3.8 Overall, the survey results follow similar distribution patterns observed in the Replica and City model datasets. However, two zones located within the Connector's direct catchment area show more notable variances:

- **San Jose State University**: Survey responses indicate a higher proportion of trips compared with the Replica and City model outputs, reflecting trips between the airport and university (i.e: students travelling to the airport after class).
- **Santa Clara Employment Area**: Survey responses similarly indicate higher trip proportions relative to the Replica and City model datasets, reflecting airport-related business travel to office and employment destinations (i.e: workers traveling to the airport after office)

6.3.9 To account for these localized differences and mitigate the potential for dataset-specific bias, a blended OD distribution approach has been adopted. This approach combines the survey findings with the Replica-based distributions, enabling the final demand matrix to better reflect both observed traveler behavior and broader regional mobility patterns.

6.4 SJC TRAVELERS ORIGIN-DESTINATION DISTRIBUTION

6.4.1 Analysis of the airport catchment area indicates that approximately 82% of SJC ground access trips originate within the Bay Area. The remaining 18% of trips are distributed across the wider regional catchment area, including cities such as Fresno, Madera, Modesto, Stockton, and Sacramento in the Central Valley.

Table 6.1: 2025 Trips to/from SJC Distribution

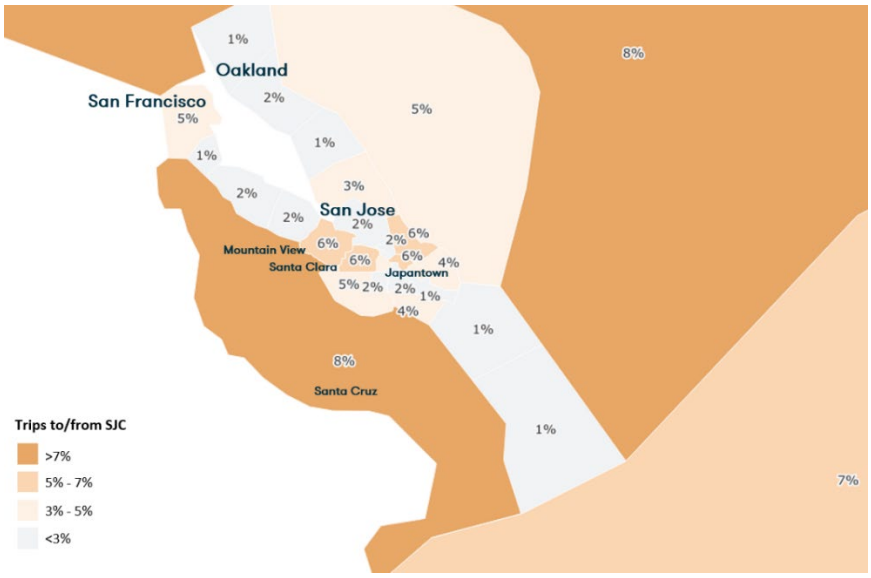
Zone	Daily Trips	% of Daily Trips
Bay Area		82%
Santa Cruz	2,169	8%
Mountain View/Sunnyvale	1,794	6%
Santa Clara/Cupertino	1,751	6%
Japantown (Diridon East)	1,687	6%
Milpitas/Berryessa/Alum Rock	1,600	6%
San Francisco/Daly City/SFO	1,410	5%
Saratoga/Los Gatos (San Jose W)	1,354	5%
Livermore	1,327	5%
Evergreen (San Jose SE)	1,106	4%

Zone	Daily Trips	% of Daily Trips
Almaden Valley (San Jose South)	1,000	4%
Rose Garden (Diridon West)	959	3%
Fremont/Union City/Newark	847	3%
Alviso (San Jose North)	671	2%
Redwood City / Palo Alto	649	2%
Dry Creek (Diridon South)	623	2%
Bonaventura (SJC East)	585	2%
Oakland/Alameda/OAK	566	2%
San Mateo	515	2%
Campbell (Diridon West)	449	2%
Morgan Hill	329	1%
Seven Trees (San Jose South)	277	1%
Hayward/Castro Valley	274	1%
Diridon Station	240	1%
Gilroy	230	1%
South San Francisco/Millbrae	185	1%
Berkeley/Richmond	180	1%
Other		18%
Mid North California	2,203	7.9%
Mid California	1,901	6.8%
Mid South California	642	2.3%
North California	184	0.7%
South California	50	0.2%
Total	**27,757**	**100%**

Source: Replica Spring 2025; Survey Data

6.4.2 Within the Bay Area, several corridors east and south of Diridon Station represent a significant share of airport-related demand. In particular, Japantown/University area in San Jose, Santa Clara/Cupertino, Mountain View/Sunnyvale, and Santa Cruz each contribute approximately 6–7% of average daily airport trips. These corridors are characterized by high employment concentrations, strong residential demand, and major technology and research activity.

Figure 6-7: Trips To/From SJC Distribution



Source: Replica Spring 2025; Survey Data

6.4.3 The spatial distribution of trips indicates that airport demand is dispersed across multiple zones rather than concentrated solely within San Jose urban area.

6.5 MODAL SPLIT

Data Sources

6.5.1 The modal split results are derived from a combined dataset:

- SJC Airport Quality Surveys (Q1, Q2, and Q3 2025); n~1,700; airport administered.
- 2025 Ground Transportation/Gatekeeper data, including breakdowns of TNCs, taxis, hotel shuttles.
- Observed Route 60 ridership data (October 2025) from VTA and SJC, used to calibrate public transport capture rates.
- Online and in-person QR code distribution surveys conducted by Infrata,
- Replica Spring 2025 origin-destination (OD) data, providing spatial travel demand patterns and supporting zone-level analysis.
- City of San Jose (CSJ) network mode data, supporting modal distribution analysis across analysed zones.

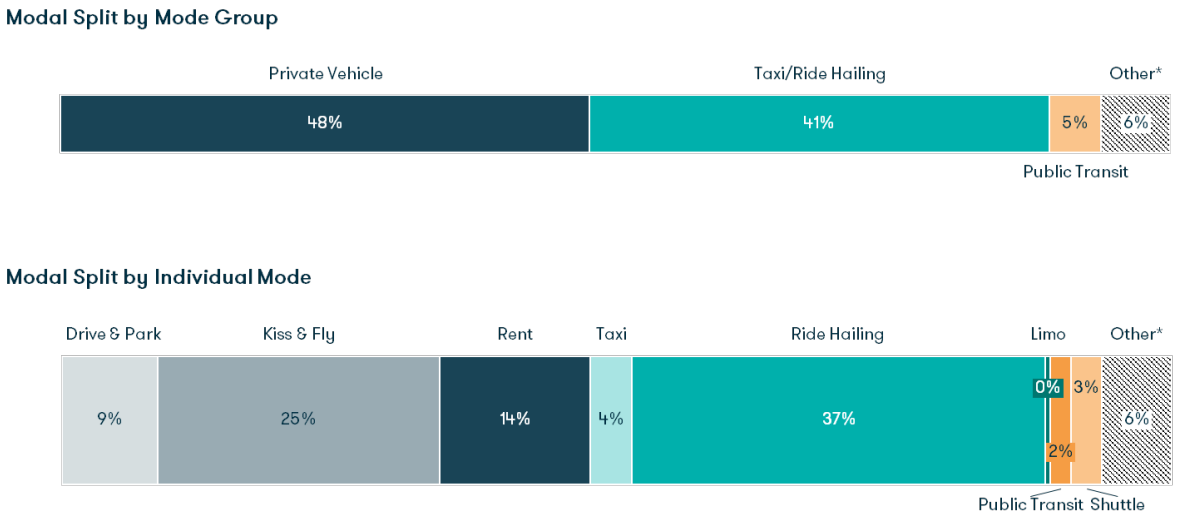
Modal Split Analysis

6.5.2 Ground access to SJC is highly dominated by cars. At an aggregated level, private vehicles represent 48% of trips, taxi and TNC services account for 41%, public transit/shuttle services represent about 5%, and the remaining 6% other modes.

6.5.3 A more detailed breakdown shows that:

- TNC (Ride-hailing) is the main access/egress mode (37%), followed by Pick-up & Drop-off (25%).
- Other private vehicle uses include car rental (14%) and drive & park (9%).
- Traditional taxi services account for a smaller share (4%)
- Bus and Shuttle contribute 2% and 3% of the access mode respectively.
- 6% of the modal access corresponds to other modes, which represent out-of-scope demand segments such as free hotel shuttles or off-site parking lot shuttle services,

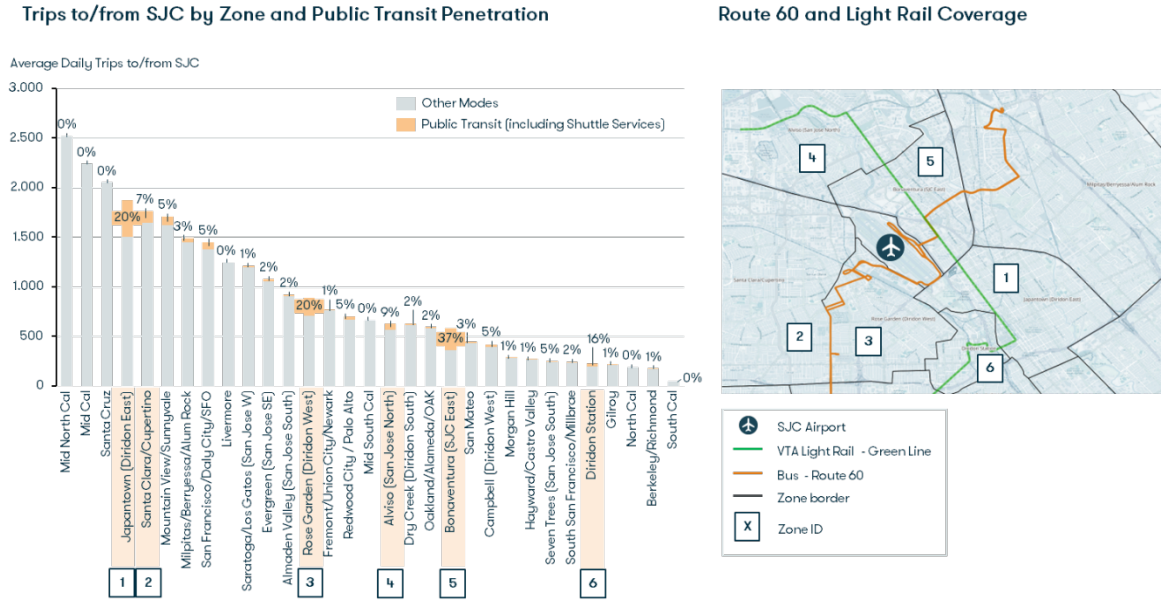
Figure 6-8: SJC modal split - 2025



Source: 2025 Q1, Q2 and Q3 ASQ surveys, the observed 2025 Route 60 capture rate (VTA + SJC data October 2025 ridership data), and online and in-person QR code distribution surveys conducted by Infrata.

6.5.4 Public transport usage is spatially concentrated in areas with direct service coverage, particularly along the Route 60 corridor and the VTA Light Rail Green Line (see Figure 6-9). The highest levels of penetration are observed in zones with relatively short travel times to the airport, including Rose Garden, Japantown, and Bonaventura.

Figure 6-9: Current SJC Public Transit Penetration Analysis



Source: CSJ Network Mode, Replica Spring 2025 OD data, online and in-person QR code distribution surveys.

6.6 PASSENGER PROFILE

Data Sources

6.6.1 The passenger profile analysis combines:

- Online and in-person QR code surveys conducted by Infrata, providing granular information on trip purpose, party size, and luggage.
- SJC Airport Quality Survey for Q1 and Q3 2025, supporting validation of behavioural patterns across passenger segments.

Passenger Profile Characterization

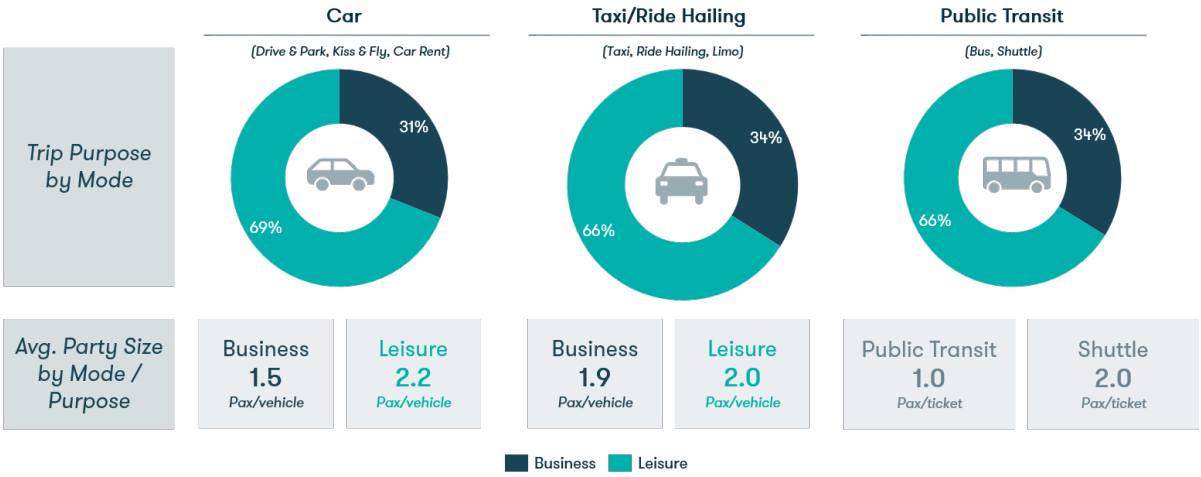
6.6.2 Passenger characteristics at SJC have been analyzed by mode, trip purpose, and average party size.

6.6.3 Trip purpose distributions show similar distribution within each mode - with leisure trips representing 2/3 of the market:

- Car trips are predominantly leisure (69%), with 31% business.
- Taxi/TNC and public transport show similar splits, with around two-thirds leisure (66%) and one-third business (34%).

6.6.4 In terms of average party size by mode and trip purpose, business trips are generally associated with smaller travel parties, while leisure trips tend to involve larger groups. Private car users travel with an average of 1.5 passengers for business trips and 2.2 passengers for leisure trips. Taxi/TNC services show relatively limited variation across trip purposes, with average occupancies of 1.9 passengers for business trips and 2.0 for leisure trips.

Figure 6-10: Trip Purpose and Average Party Size by Mode

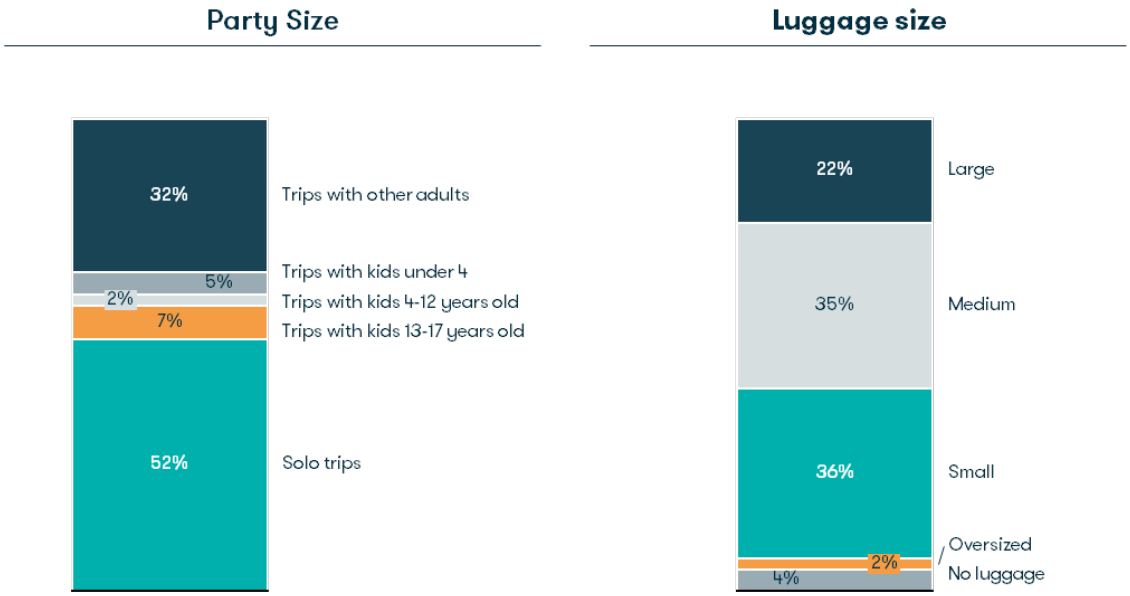


Source: 2025 Q1, Q2 and Q3 AQS surveys, Online and in-person QR code distribution surveys. Infrata Analysis

6.6.5 SJC passengers predominantly travel in small groups. 55% of trips are made by solo travelers, while 32% involve travel with other adults. Trips including children, on average, represent a relatively small share, accounting for 14% of overall demand.

6.6.6 In terms of luggage, the majority of passengers travel light, with 75% travelling with small, medium-sized or no luggage (36% small, 35% medium, no luggage 4%), and the remaining 25% carrying large or oversized items.

Figure 6-11: Party Size and Luggage Size Analysis



Source: 2025 Q1, Q2 and Q3 AQS surveys, Online and in-person QR code distribution surveys. Infrata Analysis

6.6.7 2.6% of the demand is made up of passengers travelling in groups of more than 6 with large luggage, travelling with oversized luggage or with multiple pieces of large luggage per passenger. These passengers are considered out of scope, as they would require multiple Connector vehicles to accommodate them, therefore making the Connector less attractive as a ground access mode.

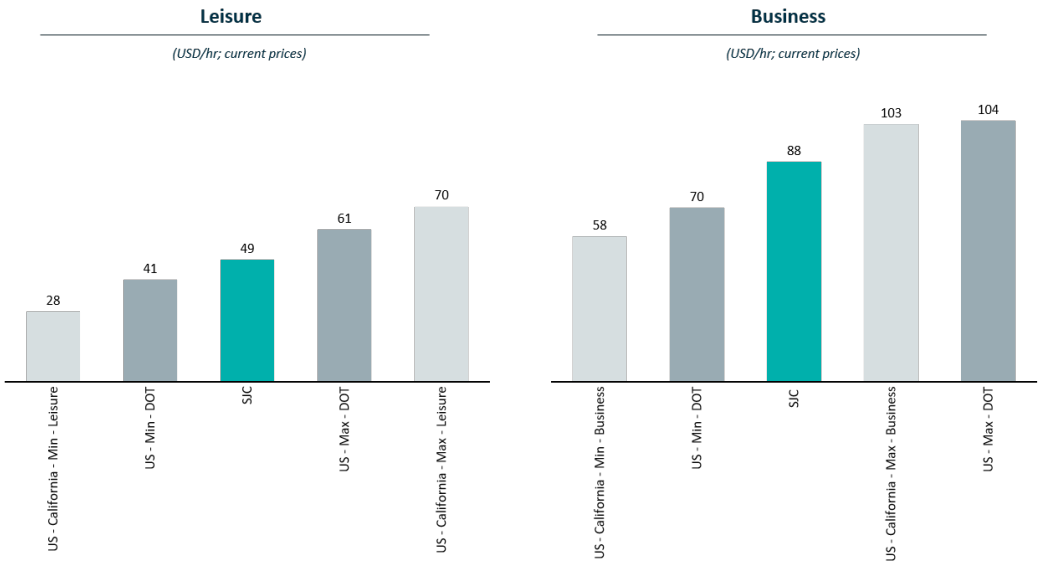
6.6.8 In terms of the resident/visitor split, 64% of travelers are Bay Area residents while the remaining 36% are visitors.

Willingness to Pay

6.6.9 The Willingness to Pay (WTP) is derived from the Stated Preference (SP) survey and based on the respondents' choice in the scenario offered under the 12 combinations of travel time, waiting time, access time and cost attributes.

6.6.10 The estimated WTP is 49 USD/hour for leisure travelers and 88 USD/hour for business travelers (demand-weighted average of the WTP by mode - see Table 6.2). These values are consistent with USDOT guidance for airport trips and benchmarks from the California HSR study (see Figure 6-12 below).

Figure 6-12: Willingness to Pay benchmark



Source: Online and On-site SJC Surveys. SJC Travelers; DOT The Value of Travel Time Savings: Departmental Guidance for Conducting Economic Evaluations Revision 2.; California Rail Ridership Model Documentation 2023.

6.6.11 When looking into the WTP by mode group, the Car and Public Transit users fall within the lower end of the range, while business and leisure users of Taxis/TNCs exhibit greater willingness to pay. This reflects the relative higher costs faced by TNC/Taxi users compared to Car and Public Transport users.

Table 6.2: Values of Time by Mode and Purpose

(USD/h; 2026 prices)	Leisure	Business
Car	$33	$41
Taxi/Ride Hailing	$77	$140
Public Transit/Shuttle	$30	

Note Public transit and shuttle users represent a small share of total demand and have been grouped for the analysis, though Shuttle users have a marginally higher WTP than public transit users.

Source: Online and On-site SJC Surveys. SJC Travelers

Daily Demand Distribution

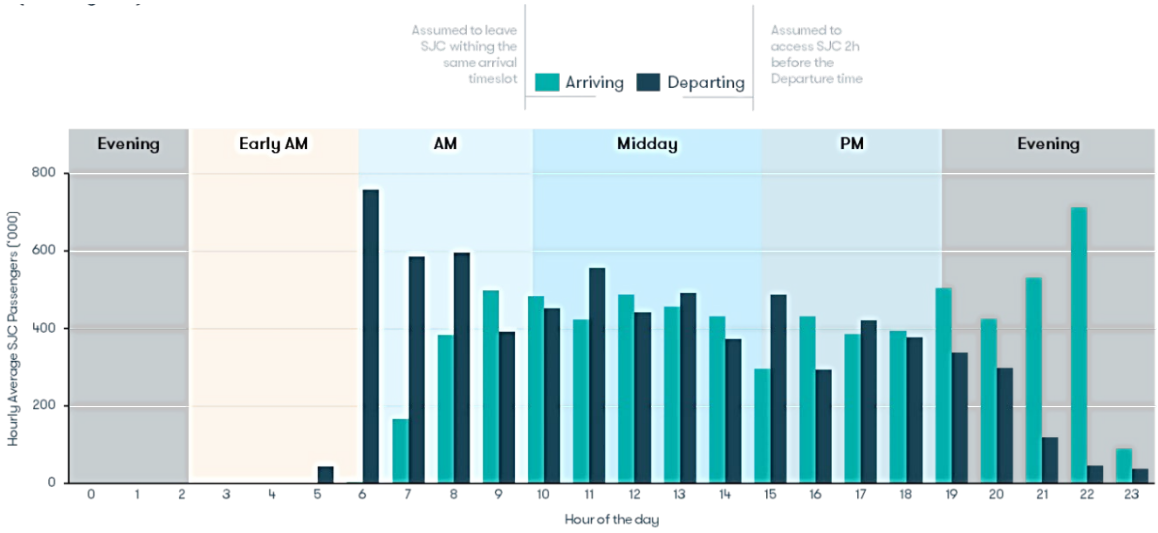
6.6.12 Public transport availability and road congestion vary by time of day, impacting the competitiveness of the Connector. Airport access and egress demand follows the hourly flight schedule and is allocated across five time periods to reflect this variation:

- Departing passenger trips are assumed to occur two hours prior to the scheduled departure time, reflecting typical arrivals at the terminal.

- Arriving passenger trips are assumed to occur within the same hour as the flight's arrival, reflecting an immediate exit from the airport.

6.6.13 Demand travelling to/from SJC between 00:00 and 06:00 (10% of SJC pax) is excluded from the in-scope market due to limited public transit service availability during this period (assuming arriving passengers leave an airport within an hour of landing and departing passengers leave for the airport 2 hours before their flight departs). Therefore, the in-scope flights considered are when departures occur between 8am and 10pm, and arrivals between 7am and 11pm.

Figure 6-13: SJC Passenger Hourly Profile



Source: OAG. Infrata Analysis

7 SJC MARKET CHARACTERIZATION: EMPLOYEES

7.1 ORIGIN-DESTINATION ANALYSIS

7.1.1 To characterize the existing SJC employees' market, following elements were considered:

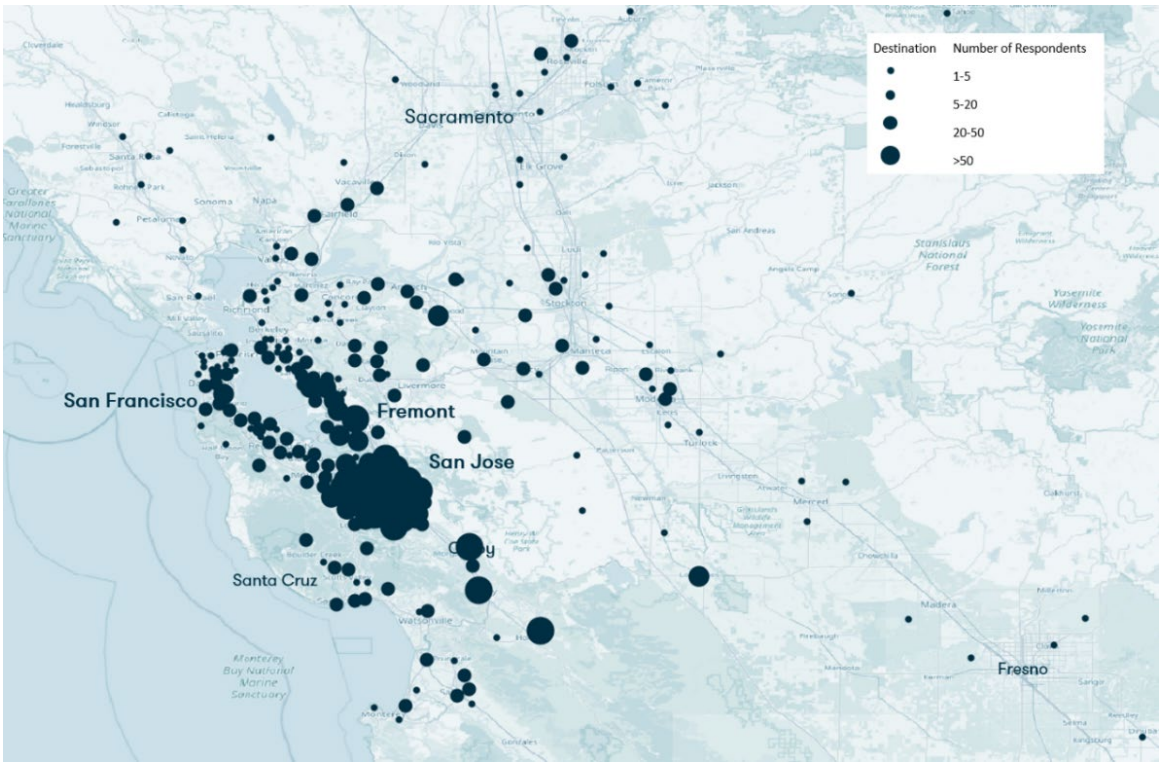
- Assessment of existing commute patterns, based on Employees ZIP codes.
- Current modal split characterization.
- Average annual daily commute trips.
- Work shifts impact on commute schedule.

7.1.2 The employee's commute has been based on information gathered from SJC Airport team, employees ZIP code, gathered survey responses, 2025 SJC economic Impact Assessment and VTA data.

7.1.3 San Jose Airport catchment area has been defined considering 2025 badged employees' residence zip code, see Figure 7-1 .

7.1.4 Most SJC airport commuters come from San Jose, Freemont and Gilroy areas, the employee's residence is spread across the entire Bay Area, with some badged employees indicating to reside as far away as Monterey, Stockton, Merced and further.

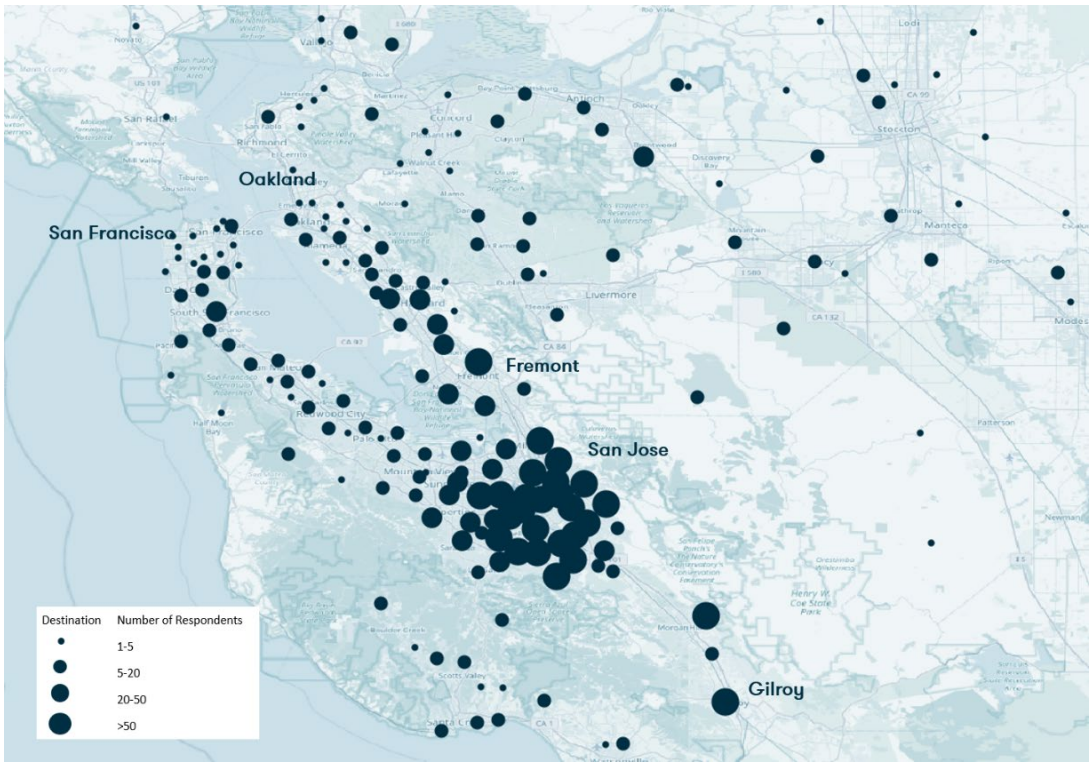
Figure 7-1: SJC Employees Distribution – Regional level



Source: SJC Airport Badged employees by Zip Code, 2025

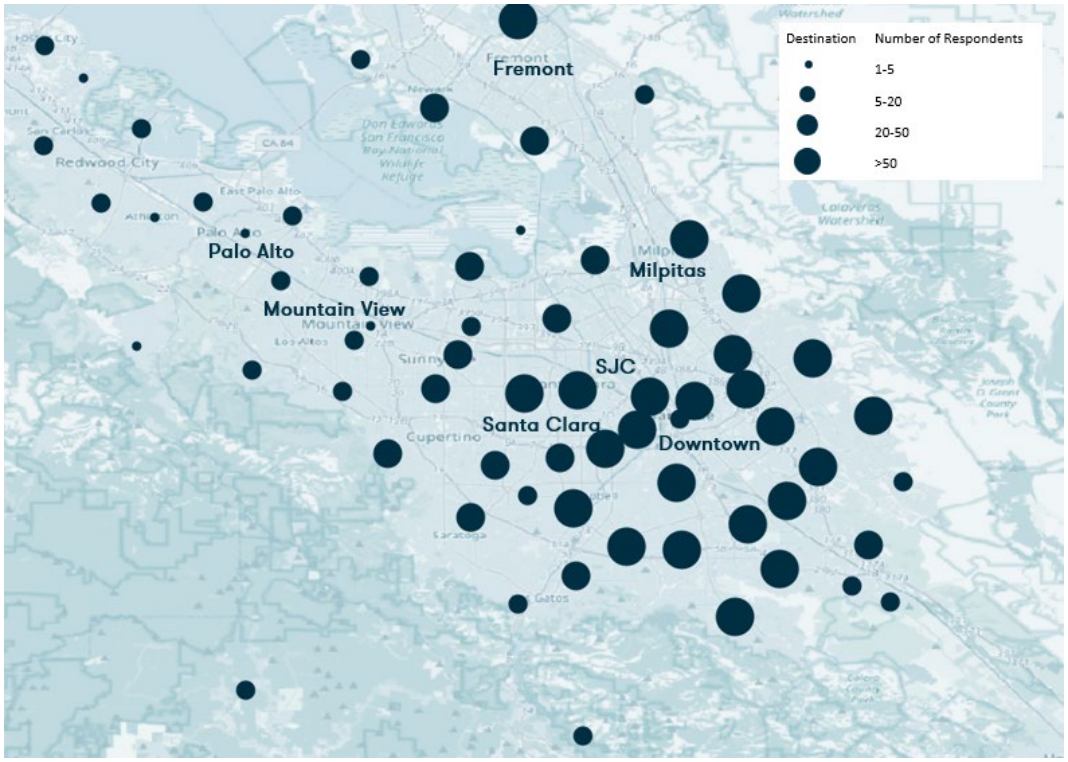
7.1.5 Within San Jose urban area, San Jose East, North-East and South are some of the most densely populated and with more convenient commute to SJC. Those areas account for most of the employee's residence within San Jose.

Figure 7-2: SJC Employees Distribution – Bay Area



Source: SJC Airport Badged employees by Zip Code, 2025

Figure 7-3: SJC Employees Distribution – San Jose



Source: SJC Airport Badged employees by Zip Code, 2025

7.2 COMMUTE TIMES

7.2.1 The employee commute profile has been developed to reflect typical shift patterns at commercial airports, where staffing requirements are driven by the daily flight schedule rather than conventional office hours.

7.2.2 Employee commute is concentrated across the Early AM (23%), AM (22%) and Midday (26%) periods.

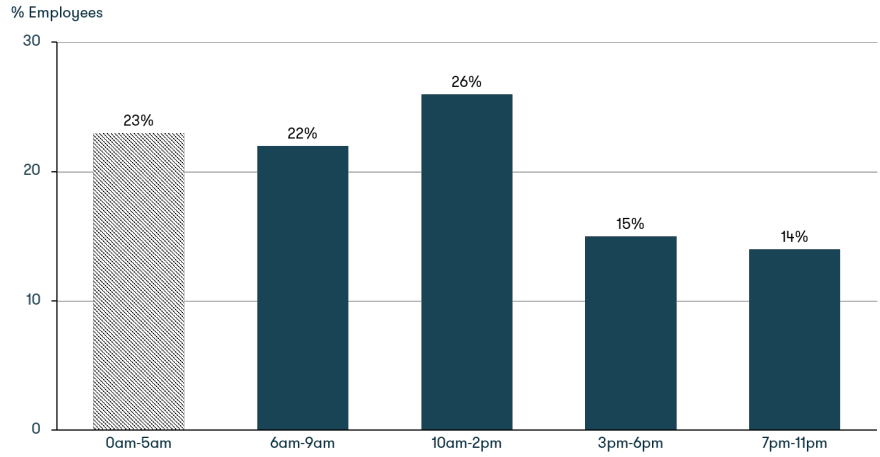
7.2.3 The high proportion of early morning arrivals reflects the requirement for operational staff (including security, ground handling, baggage handling, maintenance and airline personnel) to report well in advance of the first wave of departures.

7.2.4 Midday arrivals represent the start of later operational shifts supporting afternoon and evening flight activity and account for 26% of total commute volume.

7.2.5 Employee departures are estimated to concentrate in the afternoon slots. 15% of commutes occur during the afternoon and 14% during the late evening.

7.2.6 The in-scope employee commute window is from 6:00 to 23:00.

Figure 7-4: SJC Employees Commute Time distribution



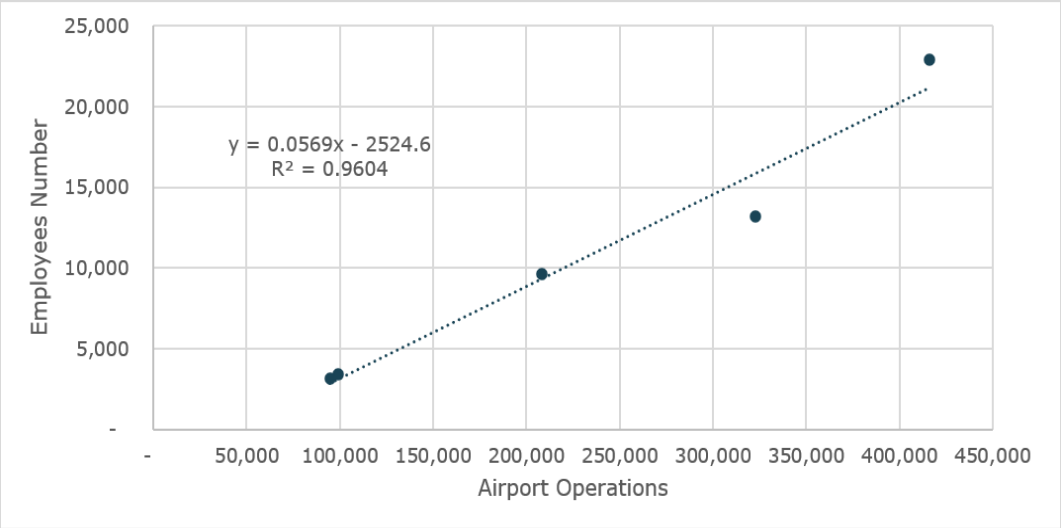
Source: Infrata Analysis

7.3 DAILY COMMUTE TRIP VOLUME

7.3.1 2025 SJC Economic Impact Assessment indicated there are 4,725 badged direct employees (including eventual workers and part-time employees). Infrata estimated these badged employees to correspond to approximately 3,460 Full-time Equivalent (FTE) employees, and 1.6 million annual commute trips to SJC.

7.3.2 SJC employee number is expected to be driven by airport operations growth. Infrata collected reported employee data and operations for a number of airports in order to establish a correlation that could inform future SJC employee numbers relative to expected operation activities. The observations considered SJC in 2015 and 2025, as well as airports such as San Francisco International, Portland International and Philadelphia International, as presented in Figure 7-5.

Figure 7-5: Airport Employees - Operations Correlation Analysis



Source: Infrata Analysis

7.3.3 Forecasted employee's growth is summarized in the table below.

Table 7.1 SJC Employee Forecast (FTE)

SJC Pax Estimates	11.0M	12.0M	15.0M	20.0M
SJC Operations	99,000	111,000	129,000	165,000
Employee Number (FTE)	3,500	4,100	5,100	7,500

Source: Infrata Analysis

7.3.4 About 64% of the airport employees work within the terminal complex (areas served by the Connector). The remaining 36% instead, work outside the terminal complex or on the west side of the airfield (Fixed-based operators, cargo operators, airline maintenance, food preparation etc.).

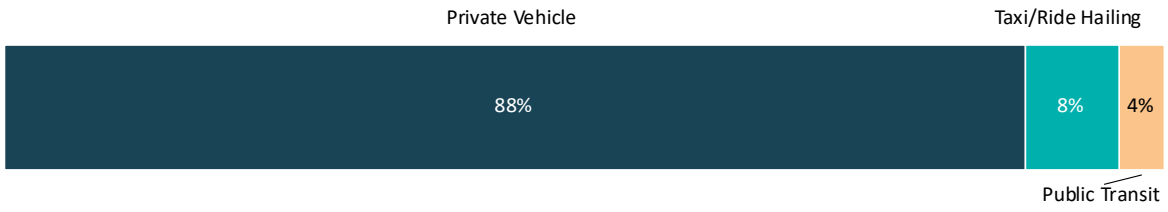
7.3.5 Employees working on the west side of the airfield are not considered in-scope.

7.4 MODAL SPLIT EMPLOYEES

7.4.1 Commuting to SJC is highly dominated by cars. Private vehicles represent 88% of trips, and taxi and TNC services account for another 8%. Public transit/shuttle services represent around 4%.

7.4.2 Federal and city workers are provided with parking spots. Airlines, ground handlers, and concessions also provide parking for their employees.

Figure 7-6: SJC Employees modal split



Source: Site Visit Observations (Infrata, April 2026), VTA Ridership Information, Employees Survey. Infrata Analysis.

7.5 WILLINGNESS TO PAY

7.5.1 Employee willingness to pay (WTP) estimation considers the aviation employment activity breakdown from the Economic Impact Assessment and representative wage levels for each employment category.

Table 7.2: Employee Segmentation

Employment Category (Aviation Activity Type)	Average Annual Income ($, 2026)	Share of Employees (%)
Air Carrier	$69,335	73%
Air Cargo	$70,848	5%
General Aviation	$113,867	6%
Non-allocated	$202,130	16%

Source: SJC Economic Impact Assessment 2025. SJC Input.

7.5.2 For modelling purposes, employees were segmented into "lower" income employees (78%) and a higher income group representing 22% of total population.

7.5.3 The Value of Time (VoT) for each segment was estimated following U.S. Department of Transportation (USDOT) guidance, assuming a value equivalent to 75% of the median hourly wage.

7.5.4 The resulting WTP estimates (presented in Table 7.3 below) were then adjusted by mode based on insights from the employee and traveler survey program.

Table 7.3: WTP by Mode and Income Range

Mode Group	Household Income Category	WTP (USD/h; 2026 prices)	% of workers
Car	Lower Income	25	78%
	Higher Income	41	22%
Taxi	All	73	n.a.
Public Transit	All	29	n.a.

Source: DOT Guideline. SJC Economic Impact Assessment Report. Infrata Analysis.

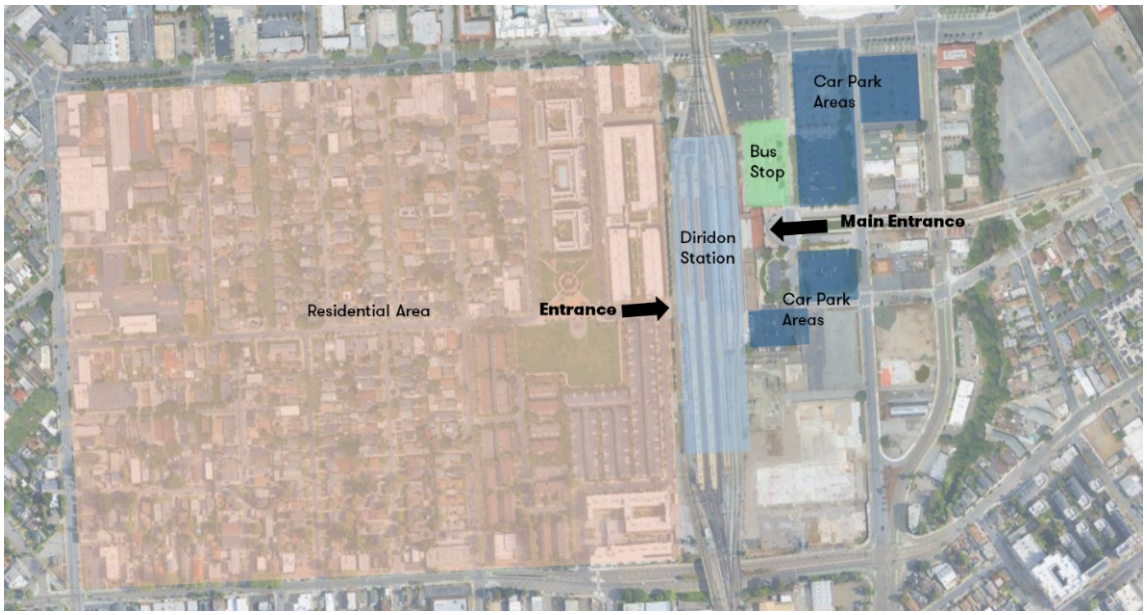
8 TRANSPORT SUPPLY

8.1 DIRIDON STATION

8.1.1 The proposed new Connector will provide a direct link between Diridon Station and SJC Airport. The station currently integrates multiple regional and local transit services, including Caltrain, VTA Light Rail Green Line, and Altamont Corridor Express (ACE). In addition, proposed network enhancements such as the BART Silicon Valley Phase II extension, are expected to further strengthen the station's regional connectivity.

8.1.2 Based on current population estimates for San Jose (1M residents), the population located within an approximate 15-minute walking distance of Diridon Station represents less than 0.5% of the citywide total. As such, direct pedestrian access to the connector is expected to account for only a limited share of total demand.

Figure 8-1: Diridon Station Accessibility Analysis

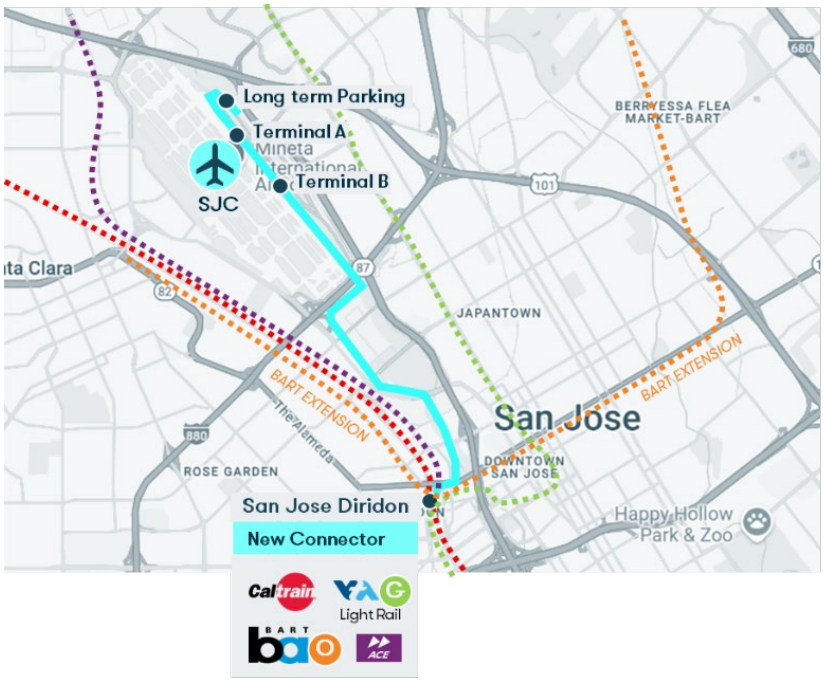


Source: Infrata Analysis, April 2026 Site Visit

8.1.3 Most of the users of the future airport Connector are expected to access Diridon Station via connecting public transport services rather than by walking directly from the surrounding area.

8.1.4 In this context, the Connector should be understood not only as a local access improvement, but as one element of a number of services feeding into Diridon Station as a hub connecting travelers between regional rail, local transit services, and the airport.

Figure 8-2: Diridon Connectivity to Public Transit Network

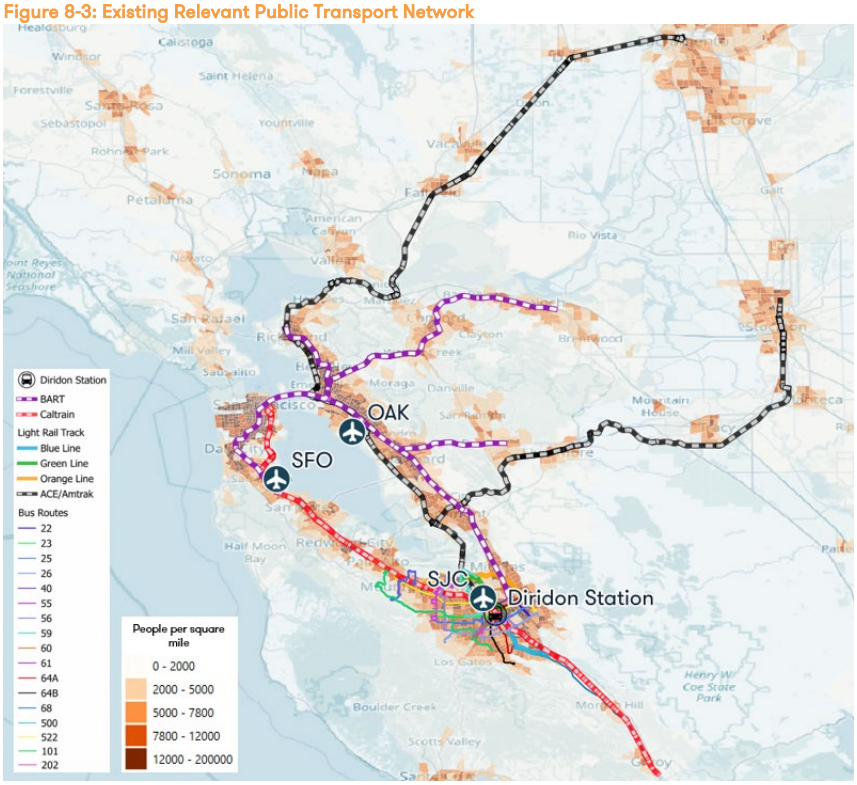


Source: Infrata

8.2 PUBLIC TRANSIT NETWORK

8.2.1 Within the San Jose urban area, mobility is primarily served by the VTA light rail and bus network, while BART, Caltrain, and other regional rail services provide connectivity to suburban areas across the Bay Area and major urban centers such as San Francisco, Oakland, and Sacramento.

Figure 8-3: Existing Relevant Public Transport Network



Source: Infrata, US Census

Bay Area Rapid Transit (BART)

8.2.2 The BART system is composed of 5 lines, spanning 131 miles and serving 50 stations including routes that connect directly to the international airports of San Francisco, and the one in Oakland via a connection spur.

8.2.3 The central spine of the system operates between San Francisco and West Oakland, via the Transbay Tube across the Bay. The station of Berryessa/North San Jose is connected to Richmond, via Berkeley and Oakland, with the Orange line, whilst the Green line connects it to San Francisco (from the East Bay) and Daly City.

Figure 8-4: BART Network



Source: BART

8.2.4 The network's frequency service is achieved through stations being served by multiple lines, reducing average headways for the main OD trips, with most stations located in the metro areas being served by at least two lines. The Yellow line is the most frequent service, operating at a frequency of 8 minutes at the stations it serves.

8.2.5 All lines are fully operational between 5:00 AM and 9:00 PM before the Green and Red lines end operations, resulting in lower service frequencies across the network. The remaining lines operate until about 2:00 AM. Frequencies by line approximate to 20 minutes per train, but headways faced by passengers differ by station and the number of lines served by them.

Table 8.1: BART Frequency by Terminus Stop

Station	BART Lines	Average Headway (mins)
Berryessa/North San Jose	Orange/Green	10.0
Richmond	Red/Orange	10.0
Daly City	Yellow/Red/Blue/Green	3.6
Antioch	Yellow	5.7
Dublin/Pleasanton	Blue	20.0
Coliseum	Blue/Orange/Green	6.7

Source: BART Schedules

8.2.6 Fares on BART are distance-based, with a flat fare of $2.55 for trips under 6 miles. Surcharges are added to specific trips that start or end at SFO, OAK, San Mateo County and Daly City as well as for those that pass through the Transbay Tube. Fare discounts are available for travelers using either the START, Senior/Disabled and Youth Clipper cards.

Table 8.2: BART fares to Berryessa/North San Jose

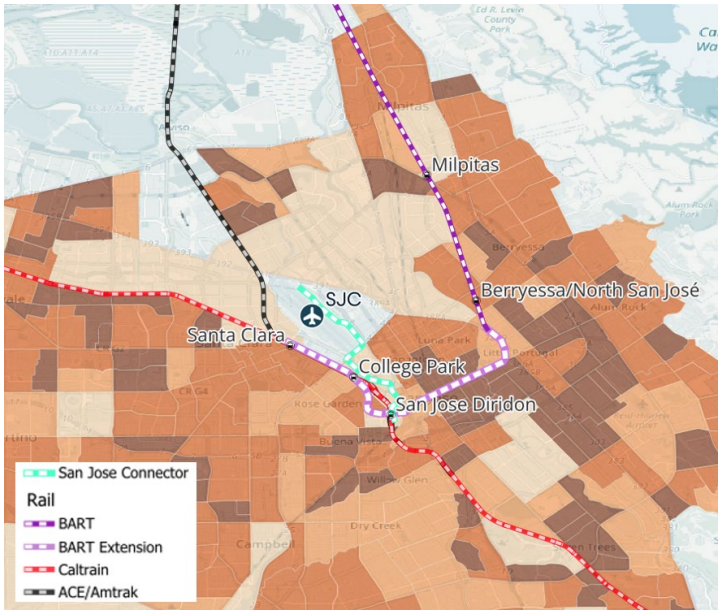
To/From Berryessa	BART Line	One-Way	Clipper START
Richmond	Orange	$ 8.90	$ 4.45
Daly City	Green	$ 10.55	$ 5.25
Antioch	Yellow - Orange	$ 12.15	$ 6.05
Dublin/Pleasanton	Blue - Orange/Green	$ 8.20	$ 4.10
Coliseum	Orange/Green	$ 4.55	$ 2.25

Source: BART Fare Calculator

BART extension

8.2.7 Currently, the Berryessa/North San Jose station serves as the only point of connectivity between San Jose and the rest of the BART network, requiring users to transfer modes to reach Diridon Station or the Airport. However, works are underway for the 6-mile Silicon Valley Phase II extension which will see the Orange and Green Line terminate in Santa Clara Transit Centre, passing through three other stations including San Jose Diridon. The project, expected to be completed by 2037, will enhance connectivity by shortening trips between the East Bay and San Jose.

Figure 8-5: Future Rail Network after BART Extension



Source: Infrata Analysis, US Census, California State Geoportal

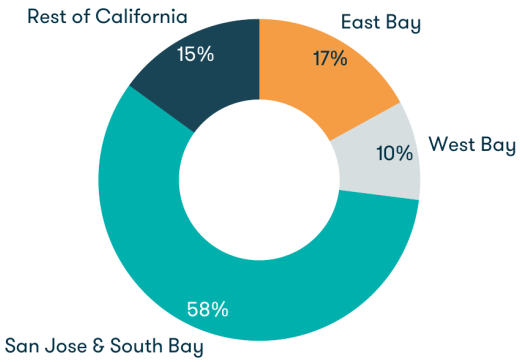
Table 8.3: Travel Times to San Jose and to Diridon by BART

Terminus Stop (to Berryessa)	BART Line	Travel Time to Berryessa / North San Jose (mins)	Estimated Future Travel Time to Diridon Station (min)
Richmond	Orange	85	92
Daly City	Green	83	90
Antioch	Yellow - Orange	122	129
Dublin/Pleasanton	Blue - Orange/Green	62	70
Coliseum	Orange/Green	47	54

Source: Google Maps

8.2.8 Currently San Jose and the South Bay account for 58% of SJC travelers, the West Bay for 10%, the East Bay for 17% and the rest of California for 15%.

Figure 11: SJC market by region



Source: SJC surveys, Replica, Infrata analysis.

8.2.9 The East Bay market is assumed to be out-of-scope prior to the completion of the BART Extension via Diridon Station. This is because of the lack of frequent rail services that connect the East Bay to Diridon Station, meaning prospective passengers would have to transfer multiple times between bus routes, rendering public transport uncompetitive.

8.2.10 The extension is a key infrastructure development for the project, bringing the East Bay market into scope by reducing travel times and eliminating the need to transfer between modes to access Diridon Station from the East Bay. The extension also provides passengers travelling from Santa Clara Transit Center with a faster alternative to access Diridon Station, as BART is more frequent than the existing transport connectivity (Caltrain and Bus Routes) between the two stops.

Rail Services

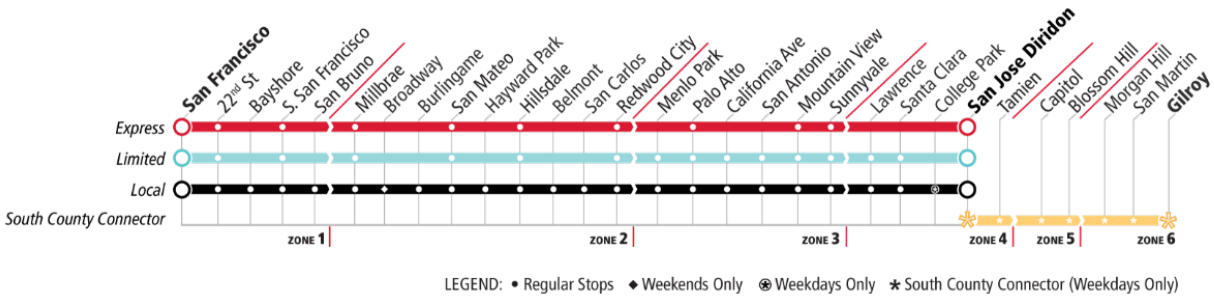
— Caltrain

8.2.11 The Caltrain network spans 77 miles serving 28 regular stops connecting residential and employment (or academic) centers along the West Bay from downtown San Francisco to San Jose Diridon Station. The Caltrain extends with some services Gilroy further south.

8.2.12 The system is composed of three main services that differ by the number of stations served, enabling faster journeys between major stops:

- **Express:** Operates between San Jose Diridon and San Francisco with 9 intermediate stops, the least of any service, thereby facilitating the fastest trips. One service per hour at peak times.
- **Limited:** Operates across 22 stops within the network. One service per hour at peak times and weekdays only..
- **Local:** Serves every station along the route. Two services per hour during the whole operating window.
- **South County Connector**: A service between Gilroy and San Jose Diridon, which exclusively runs during commute hours on weekdays. Two services on weekdays only at peak hours.

Figure 8-6: Caltrain Network



Source: Caltrain

8.2.13 Caltrain's service hours on weekdays are more frequent than those during the rest of the day and weekends. Peak frequency is achieved by operating the local, limited and express services simultaneously during peak hours, whilst only local services operate during the other hours of the day.

8.2.14 Headways change across the different stops, but most trips made from stations served by all services during peak hours face maximum headways of 15 minutes. The final service of the night runs one hour after the preceding train. On weekends, only the local service is operational, stopping at every station and increasing headways to 30 minutes.

Table 8.4: Caltrain Service Frequency by Stop

Station	Weekday Peak Frequency (mins)	Weekday Off Peak Frequency (mins)
San Francisco	15	30
Hayward Park	30	30
Palo Alto	15	30
Mountain View	15	30
Santa Clara	22.5	30
San Jose Diridon Station	15	30

Source: Caltrain

8.2.15 Caltrain operates a fixed, zone-based fare system. Most stations fall within zones 1-4, with zone 5 & 6 fares only applicable for peak hour weekday trips originating from or towards Gilroy. Passengers can purchase one-way tickets as well as day and monthly passes, for which fares are significantly discounted for qualifying travelers. Caltrain also offers discounted fares to boost ridership amongst younger passengers and lower-income groups.

Table 8.5: Caltrain fares

Passenger Type	1 Zone	2 Zones	3 Zones	4 Zones	5 Zones	6 Zones
Adult	$4.00	$6.25	$8.50	$10.75	$13.00	$15.25
Eligible Discount	$2.00	$3.00	$4.00	$5.00	$6.00	$7.00
Youth (<18)	$1.00	$1.00	$1.00	$1.00	$1.00	$1.00

Source: Caltrain

8.2.16 Travel times to Diridon Station range from approximately 1 hour and 15 minutes from the furthest points along the line in San Francisco to 7 minutes from Santa Clara.

Table 8.6: Travel Times to Diridon Sation

Station	Services available	Travel time (mins)
Santa Clara	Local, Limited	7
Mountain View	Local, Limited, Express	14-19
Palo Alto	Local, Limited, Express	21-29
San Francisco	Local, Limited, Express	60-78

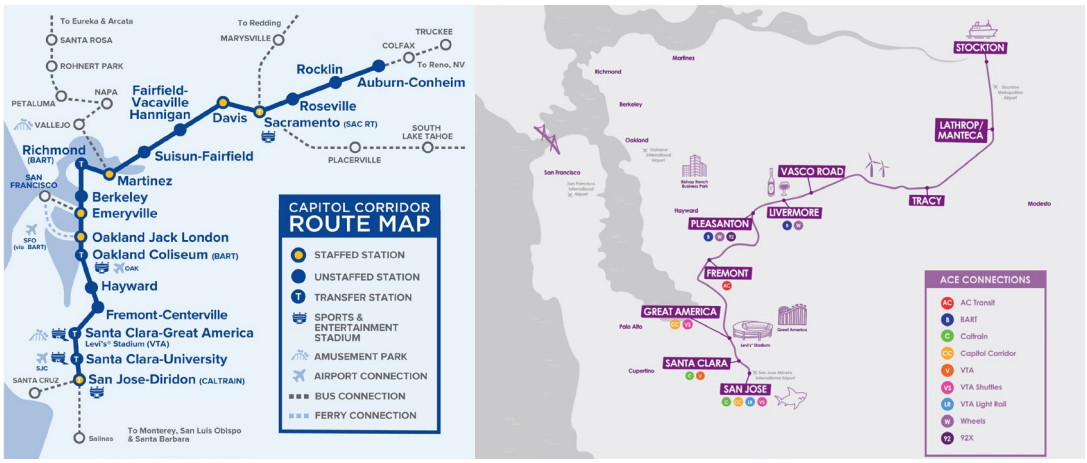
Source: Caltrain Schedules, Google Maps

ACE & Amtrak

8.2.17 The Altamont Corridor Express (ACE) and Amtrak connect the Bay Area to the Central Valley. Both services terminate at San Jose Diridon Station, passing through Santa Clara Transit Center and Fremont.

8.2.18 ACE runs 4 round-services exclusively on weekdays, transporting people towards San Jose (Westbound) during morning commute hours and back to Stockton (Eastbound) in the afternoon. Capitol Corridor runs 7 round-services a day, mostly during off-peak hours on both weekends and weekdays.

Figure 8-7: Amtrak (left) and ACE (right)



Source: ACE, Capitol Corridor

8.2.19 Both services offer 10-Ride and Monthly discounted tickets for frequent riders in addition to single and round-trip fares, with ticket prices on Capitol Corridor exceeding ACE for equivalent trip distances.

8.2.20 Table 8.7 summarizes travel times and fares from major stations along the corridor served by these services.

Table 8.8: Fares and Travel Times to Diridon Sation with ACE and Capitol Corridor

Origin Station	Service	Travel Time to San Jose Diridon	Journey Type	Fare to San Jose Diridon
Sacramento	Amtrak Capitol Corridor	3 hours 22 minutes	One-way	$40
			Monthly	$714
Stockton	Altamont Corridor Express	2 hours 12 minutes	One-way	$17
			Round-Trip	$30
			Monthly	$407

Origin Station	Service	Travel Time to San Jose Diridon	Journey Type	Fare to San Jose Diridon
Berkeley	Amtrak Capitol Corridor	2 hours 34 minutes	One-way	$19
			Monthly	$330
Livermore / Pleasanton	Altamont Corridor Express	1 hour 7 minutes	One-way	$11
			Round-Trip	$18
			Monthly	$254
Fremont	Altamont Corridor Express and Amtrak Capitol Corridor	37 minutes / 50 minutes	One-way	$7 / $10
			Round-Trip	$13
			Monthly	$177 / $215

Source: ACE Schedules and Fares, Capitol Corridor Schedules and Fares

8.2.21 ACE services operate only on weekdays during shorter windows. 4 Westbound trains run from Stockton to San Jose Diridon between 4:10 AM – 9:45 AM, followed by 4 Eastbound services to Stockton starting at 2:10 PM, with the last train departing from San Jose Diridon at 5:35 PM.

8.2.22 Amtrak trains connecting to Diridon Station operate on both weekdays and weekends at variable frequencies, equating to 7 trains a day in each direction.

— High Speed Rail

8.2.23 The California High-Speed Rail (CHSR) is currently under development and is expected to connect San Francisco with Los Angeles.

8.2.24 The project is being delivered in phases to facilitate funding, construction, and early service implementation. The first phase focuses on the Central Valley, connecting Merced and Bakersfield, while subsequent phases will extend the line to San Francisco in the north and Los Angeles and Anaheim in the south.

8.2.25 The HSR system is expected to connect with San Jose Diridon Station when fully operational.

Figure 8-8: California HSR System



Source: California High Speed Rail Authority

VTA Light Rail and Buses

8.2.26 VTA operates numerous bus routes as well as a Light Rail (LRT) service which spans the city of San Jose and neighboring vicinities.

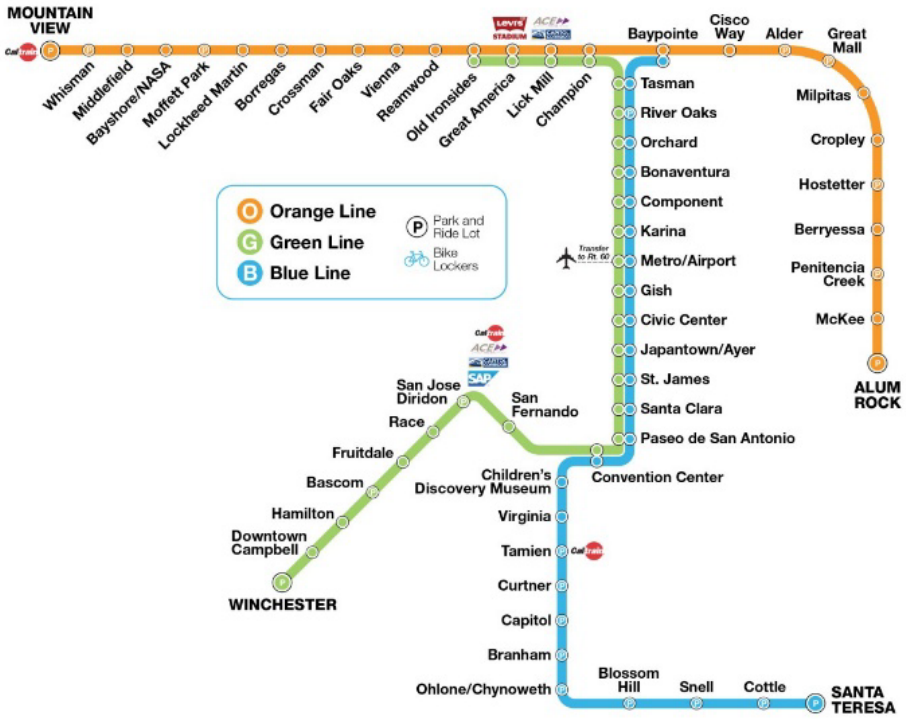
8.2.27 VTA's Light Rail network spans 81.6 miles across 3 lines (Orange, Green and Blue) and 60 stations, while the bus network spans around 1,265 miles with 61 routes and 3,188 stops:

- The Orange Line extends from Mountain View to Alum Rock and connects to the Green Line at Old Ironsides station and the Blue Line at Baypointe station.
- The Green and Blue Lines run in parallel between Tasman station and the Convention Center station, before splitting off with the Blue Line extending to Santa Teresa Station and the Green line extending to Winchester Station. The Green and Orange Lines run in parallel from Champion to Old Ironsides stations.
- Both the Green and Blue Lines stop at the Metro/Airport station in San Jose, where passengers can board the VTA Route 60 bus to connect to the Airport terminals.

8.2.28 All VTA services are priced at flat fares of $2.50. The bus and light rail networks are fare integrated, allowing passengers a 2-hour free transfer allowance when they purchase any ticket across the network, enabling switching between modes.

8.2.29 Operational hours vary slightly by line and day of the week, with the entire network operating between 5:00 AM until midnight on weekdays and between 6:00 AM and midnight on weekends.

Figure 8-9: VTA Light Rail Network



Source: VTA

8.2.30 During peak-hours (before 8 PM) on weekdays, all lines run at a frequency of 15 minutes. Trip-specific headways are further reduced when making trips between stations served by two lines.

8.2.31 During weekends, all lines operate at peak-hour frequencies of 30 minutes. The Green Line is the most frequent service during off-peak hours (after 8 PM) on weekdays and weekends, with a maximum headway of 30 minutes, compared to 30–45-minute maximum headways at off-peak hours on both weekdays and weekdays for the Orange and Blue Lines.

Table 8.9: VTA Light Rail Travel Times to Diridon from Terminus Stations

Origin Station	Destination	VTA Route/Line used	Travel Time (mins)
Winchester	San Jose Diridon Station	Green Line	12
Santa Teresa	San Jose Diridon Station	Blue Line/Green Line	44
Alum Rock	San Jose Diridon Station	Orange Line - Green/Blue Line	71
Mountain View	San Jose Diridon Station	Orange Line - Green/Blue Line	80

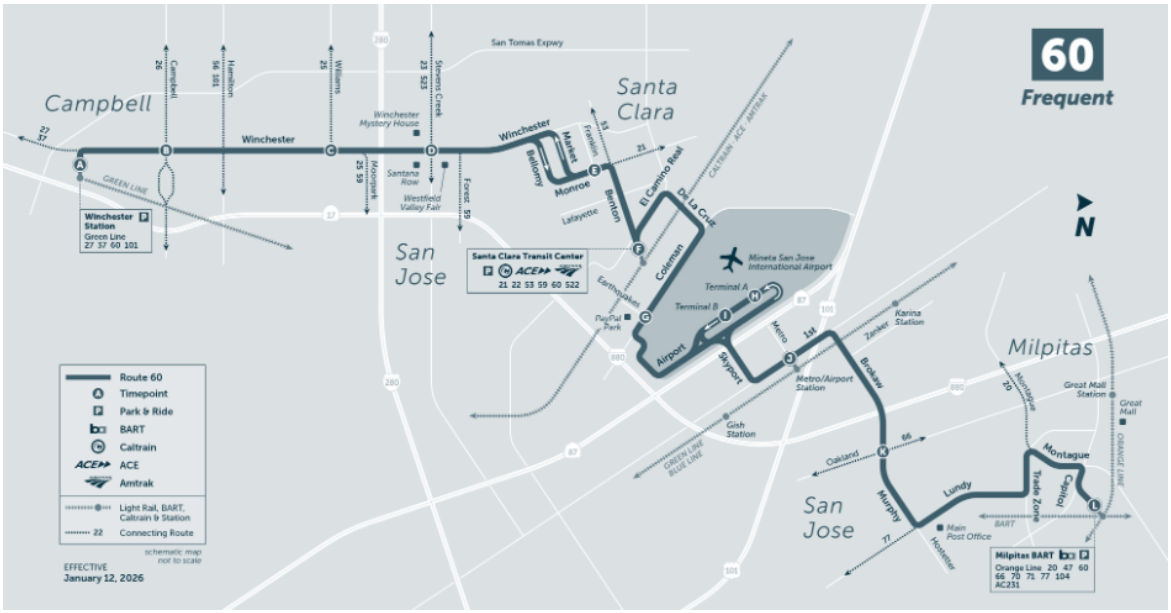
Source: Google Maps

8.2.32 VTA Bus Route 60 currently provides connectivity to San Jose Airport from Milpitas BART station (to the East) and Santa Clara Transit Center (to the west), served by Caltrain, and the ACE/Amtrak rail connections. It also connects the Metro/Airport LRT stop (Green and Blue lines) to SJC.

8.2.33 Route 60 runs between 5:30 AM and midnight on both weekdays and weekends and

8.2.34 operates at a frequency of 15 minutes before 8 PM and a 20 to 30-minute frequency after 8 PM. The service is free of charge for passengers travelling from San Jose airport.

Figure 8-10: VTA Route 60 Map



Source: VTA

Table 8.10: Route 60 Travel Times to SJC

Origin Station	Destination	VTA Route/Line used	Travel Time (mins)
Winchester	San Jose Airport	Route 60	45
Milpitas BART	San Jose Airport	Route 60	29

Source: Google Maps

8.2.35 VTA Bus Routes are divided into four categories, differing by their speeds, number of stops and frequency:

- Frequent buses: they operate from 5-2 AM. The average frequency for this category of service is 20-25 minutes.
- Rapid buses: these services are based on existing frequent services bus operating among the key main stops to provide a faster and more frequent service (15 min average headway).
- Local buses are lower capacity services operating from 5am to 10pm and providing an average peak frequency of 30 minutes.
- Express buses: private sector-funded routes focused on mainly providing commuter service.

Table 8.11: VTA Bus Category Fares, Frequencies and Operating Hours

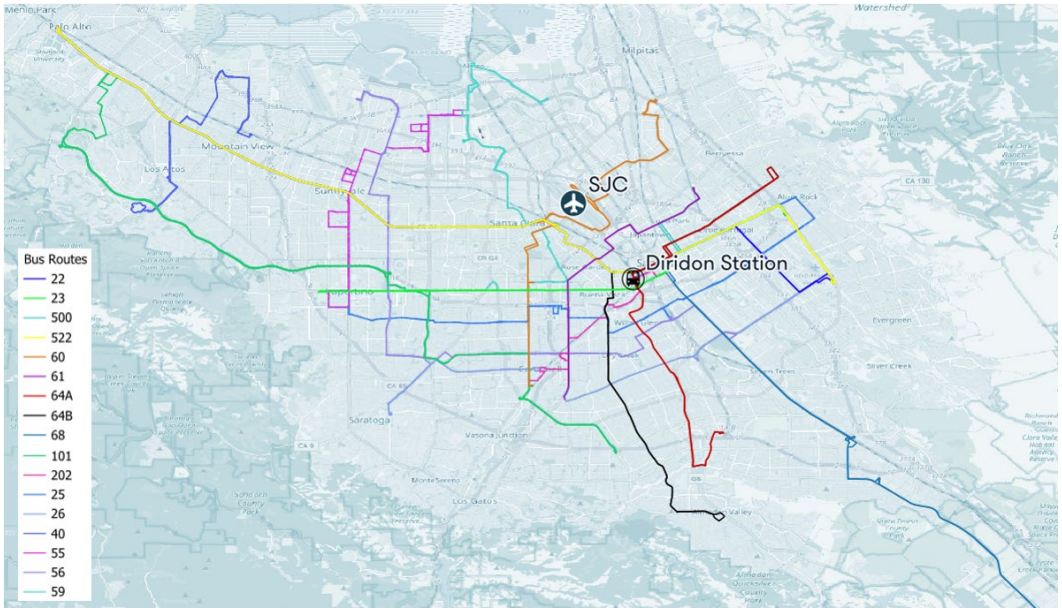
VTA Line	Fare ($)	Operating Hours		Average Frequency (mins)			
	One-Way	Weekday	Weekend	Monday - Friday		Weekend	
				Peak	Off-Peak	Peak	Off-Peak
Bus Services							
VTA Rapid Bus	$2.50	5:00 AM – 2:00 AM*	Variable	15	25	17.5	25
VTA Frequent Bus	$2.50	4:30 AM – 2:00 AM*	Variable	22.5	37.5	22.5	37.5
VTA Local Bus	$2.50	5:30 AM – 10:00 PM*	Variable	30	45	45	45
VTA Express Bus	$5.00	Commute Hours	n.a.	n.a.	n.a.	n.a.	n.a.

**Indicated operating hours show the maximum and minimum range. Each specific service may vary.*

Source: VTA

8.2.36 The urban area of San Jose is served by several bus routes, some of which provide direct access to Diridon, while others enable connectivity through the VTA Light Rail network. For this analysis, Infrata considers services that can reach Diridon with no more than two transfers. All VTA Bus routes considered in the analysis are potential feeders to Diridon are mainly Rapid or Frequent services. Figure 8-11 presents considered bus routes.

Figure 8-11: **Considered VTA Bus Route Services**



Source: VTA

Table 8.12: VTA Bus Route Main OD Travel Times

Origin Station	Destination	VTA Route/Line used	Travel Time (mins)
Santa Clara	San Jose Diridon Station	Rapid 522 or Route 22	19
Berryessa BART	San Jose Diridon Station	Rapid 500	26
Cupertino	San Jose Diridon Station	Rapid 523 – Route 68	38
Gilroy	San Jose Diridon Station	Rapid 568/Route 68	65

Source: Google Maps

8.2.37 Both the VTA Light Rail and the VTA Bus routes operate a fixed-fare system, independent of distance or stations travelled. However, routes operated by VTA have integrated fares, allowing for unlimited travel and transfers within a two-hour window for the price of a single fare ($2.50) when travelers pay using a Clipper card or the mobile app. VTA also offers discounted fares to seniors, individuals with disabilities and recipients of Medicare, alongside different ticket options.

Table 8.13: VTA Ticket Options

Ticket Type	Cost	Payment Type	Description
Single Ride	$2.50	Cash and Clipper	Unlimited transfers across both VTA Light Rail and Buses for a 2-hour time frame.
8-Hour Light Rail Pass	$5.00	Cash Only	Available for purchase using a ticket machine
Day Pass	$7.50	Clipper Only	Automatically caps fares at $7.50 per day for Clipper users
Monthly Pass	$90	Clipper Only	Unlimited monthly trips for the current month
Annual Pass	$990	Subscription Only	Annual Pass Subscription

Source: VTA

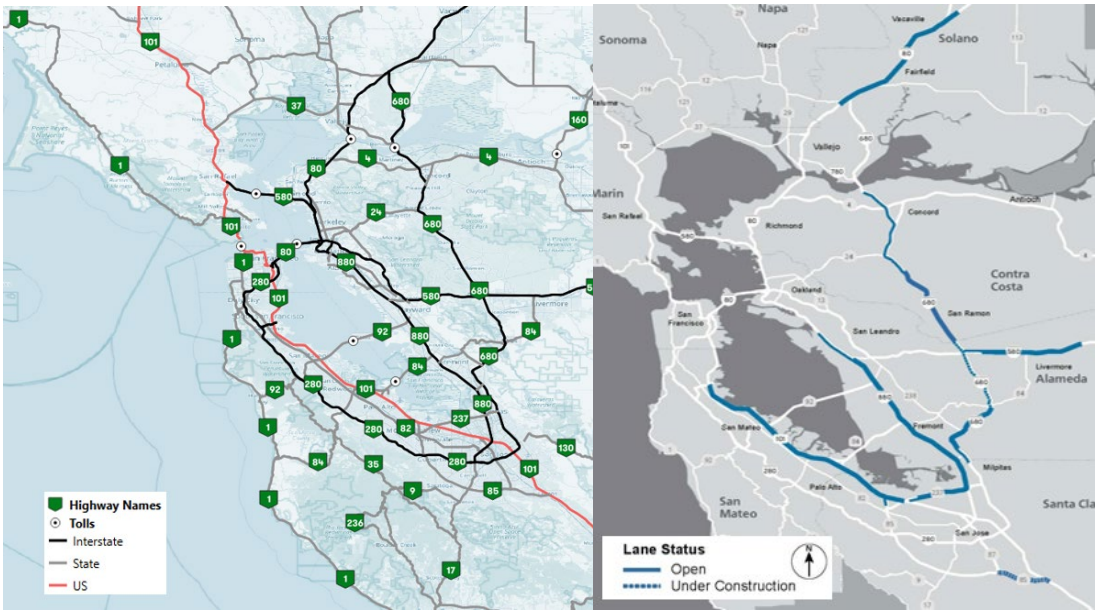
8.3 ROAD NETWORK

8.3.1 Key interstate routes connecting San Jose with the rest of the Bay Area are:

- US-101: Connecting San Jose and the South Bay to the West Bay and the North Bay
- I-880: Starting at Oakland and connecting the East Bay to San Jose
- I-280: Connecting South Bay cities to San Francisco

8.3.2 The network also contains 8 tolled trans-bay bridges that connect the East and West Bay, designated express lanes along the freeway. Most mid-short distance trips to/from SJC are toll free while the longer distance inter-county trips requiring bridge crossing are tolled.

Figure 8-12: Bay Area Highway Network (left) and Express Lanes (right)

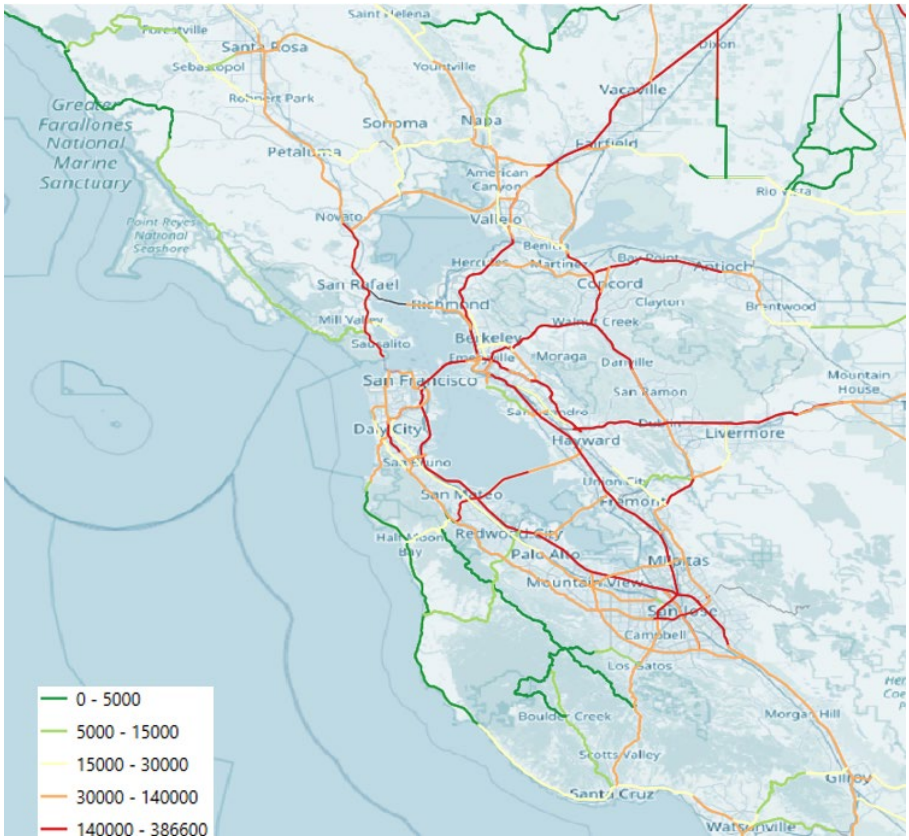


Source: California State Geoportal and 511 SF Bay

8.3.3 As of 2025, major cities like San Francisco and San Jose are respectively ranked as the 3rd and 12th most congested cities in the US, and congestion has increased since 2024 by 1.7% and 2.6% respectively.

8.3.4 When looking at the traffic volume by road section, the main freeways connecting San Francisco with San Jose and Oakland with San Jose register the highest AADT (>140k).

Figure 8-13: AADT Counts Heatmap



Source: California State Geoportal

8.3.5 Express lanes in the Bay Area offer a faster travel alternative for car users with a dynamic tolling system.

8.3.6 The Express Lanes offer substantial vehicle occupancy-based discounts to encourage carpooling. Vehicles with 2-3 or more occupants can use the express lanes for free. The average party size of trips to/from SJC is 2, meaning most of the travelers connecting with the airport can use the Express Lanes for free. Tolls across the road network are summarized in Table 8.14 below.

Table 8.14: Express Lane Fares

Express Lanes	Express Lane Price		Discount Rate		
Name	Toll Min	Toll Max	Solo Occupant	2 Occupants	3 Occupants
I-580 EB	2.5	13	0%	100%	100%
I-580 WB	2.75	13	0%	100%	100%
SR-237	0.3	11	0%	50%	100%
I-80	0.75	15	0%	50%	100%
I-680 Sunol	0.5	9.5	0%	100%	100%
I-680 Contra Costa SB	0.5	6.7	0%	100%	100%
I-680 Contra Costa NB	0.5	11	0%	100%	100%
I-880	1.5	15	0%	50%	100%

Express Lanes	Express Lane Price		Discount Rate		
Name	Toll Min	Toll Max	Solo Occupant	2 Occupants	3 Occupants
101 San Mateo	0.5	22	0%	50%	100%
101/State Route 85 Santa Clara	0.3	8	0%	50%	100%

Source: 511 SF Bay

8.3.7 Bay Area bridges connect the various counties across water bodies. All bridges, except the Golden Gate, are tolled at $8.50. Carpoolers receive a 50% discount during commuting hours (5–10 AM and 3–7 PM). The Golden Gate Bridge charges $9.75 for single occupancy vehicles and a discounted fare of $7.75 for carpoolers.

8.3.8 Table 8.15 contains travel time and cost estimates for key areas for trips to and from San Jose Airport for reference.

Table 8.15: Travel Times (average of weekday at 9 AM and 11 PM),, Distance and Fuel Costs between key ODs and SJC by Car

Origin	Destination	Average Car/Taxi Travel Time (mins)	Road Distance (miles)
Japantown (Diridon East)	San Jose Airport	8.2	3.9
Santa Clara/Cupertino	San Jose Airport	11.3	6.8
Milpitas/Berryessa/Alum Rock	San Jose Airport	13.5	8.3
Redwood City / Palo Alto	San Jose Airport	19.2	17.0

Source: Google Maps API, Infrata Analysis

8.4 TAXI/TNC SERVICES

8.4.1 In the Bay Area, app-based ride-hailing services operated by TNCs dominate the market, having grown in prominence since the introduction of Uber in 2010 and Lyft in 2012, which have since expanded throughout the region. The Bay Area's major cities also operate taxi systems.

Table 8.16: Travel Times (average of weekday at 9 AM and 11 PM), Distance and Costs between key ODs and SJC by TNC

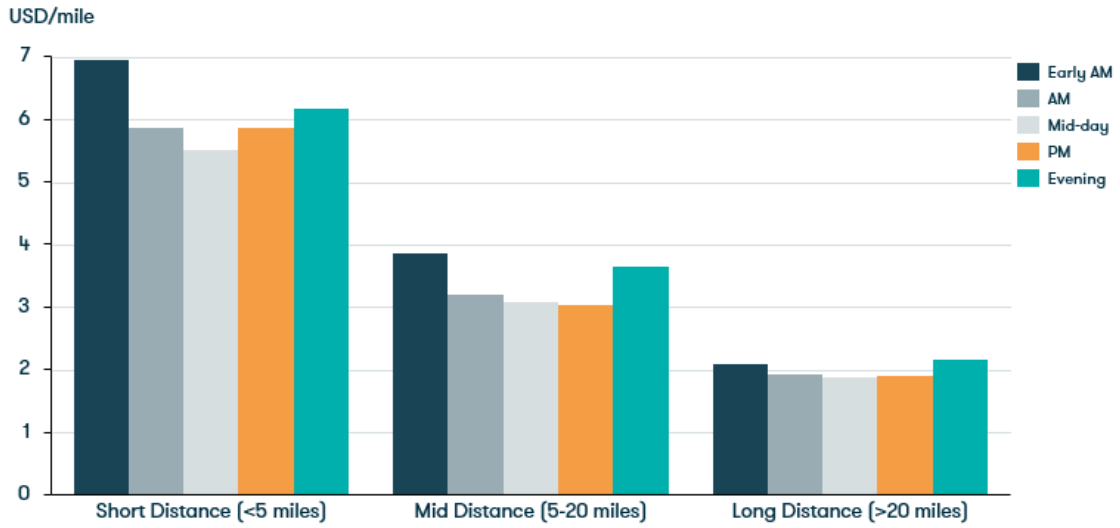
Origin	Destination	Average Car/Taxi Travel Time (mins)	Road Distance (miles)	Estimated TNC Cost ($)
Japantown (Diridon East)	San Jose Airport	8.2	3.9	$19.7
Santa Clara / Cupertino	San Jose Airport	11.3	6.8	$30.2
Milpitas/Berryessa/Alum Rock	San Jose Airport	13.5	8.3	$31.7
Redwood City/Palo Alto	San Jose Airport	19.2	17.0	$53.5
San Francisco/Daly City/SFO	San Jose Airport	45.8	44.2	$77.4

Source: Google Maps API, Infrata Analysis

8.4.2 TNC trips to airports tend to be more expensive, in part due to the drop-off charges imposed ($4) on trips to and from the airport. These charges are fully passed through to customers.

8.4.3 Infrata gathered Uber prices for 360 OD pairings of Bay Area airport trips (SFO, SJC, OAK). Analysis of fares suggest price-per-mile rates of TNC trips decrease as distance increases. Prices tend to be highest during the Early AM (3 AM – 6 AM) and Evening (7 PM – 3 AM) periods of the day.

Figure 8-14: Bay Area TNC Fares per Mile by Trip Distance ($/mile)



Source: Uber, Infrata Analysis

8.4.4 Recently, autonomous robotaxi ride-hailing service Waymo have expanded in the Bay Area, beginning their operations in San Francisco in mid-2024, before expanding their service area to include other parts of the West Bay and San Jose in 2025.

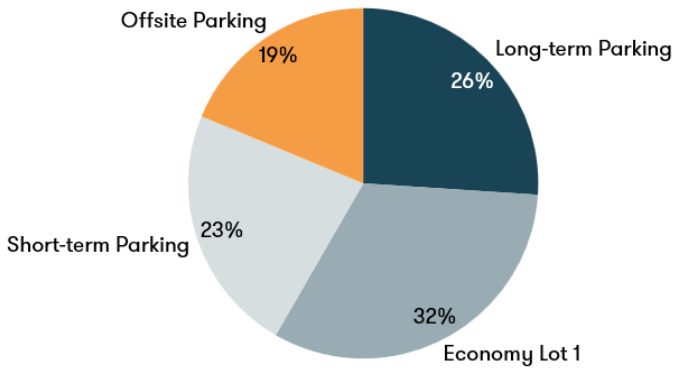
8.4.5 This includes airport trips to and from SJC, with further expansions into San Jose and the South Bay planned for 2026. Further analysis on the Robotaxi Impact on the TNC market can be found in Appendix D.

8.5 PARKING LOTS AND RENTAL FACILITIES

8.5.1 San Jose Airport offers around 6,300 paid parking spaces across multiple lots, located throughout the airport. Parking lots differ by rates charged and permitted length of stay as well as their proximity to terminals and rental facilities.

8.5.2 Travelers can access different parking options, both onsite and offsite. The results of the survey indicate that most users prefer to park onsite (81%), with Economy Lot 1 being the most used due to it having the most parking spaces.

Figure 8-15: Parking Choice of Survey Respondents



Source: Infrata Analysis of Survey Results

8.5.4 Table 8.17 summarizes daily and hourly rates, lot capacity and terminal access times for on-site parking options at SJC.

Table 8.17: On-site Parking Lots at San Jose Airport

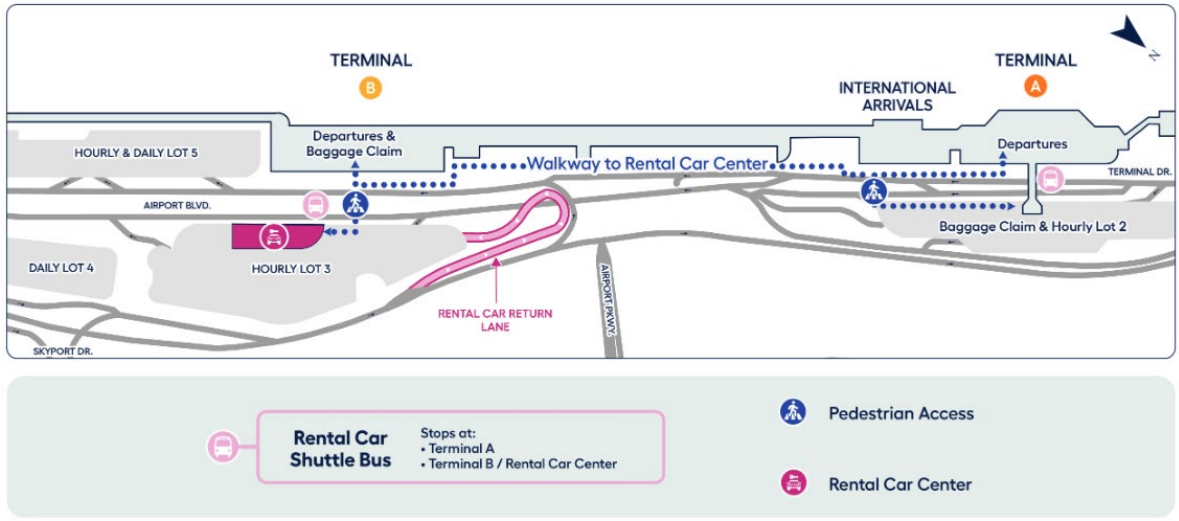
Parking Lot	Location	Type	Rate	Spaces	Terminal A access	Terminal B access
Economy Lot 1	East of Terminal A	Long term	$19 / Day	2446	5–9-minute Shuttle Service	13–15-minute Shuttle Service
Hourly Lot 2	Next to Terminal A	Short term and Long-term	$4 / 30 minutes (first day only) $25 / Day	1918	Adjacent	15 minutes
Hourly Lot 3	Next to Terminal B	Short term and Long-term	$5 / 30 minutes (first day only) $41 / Day	336	15 minutes	Adjacent
Daily Lot 4	Southeast of Terminal B	Short term and Long-term	$4 / 30 minutes (first day only) $31 / Day	717	25 minutes	10 minutes
Hourly & Daily Lot 5	South of Terminal B	Short term and Long-term	$4 / 30 minutes (first day only) $31 / Day	878	20 minutes	10 minutes

Source: SJC

8.5.5 Off-site parking near SJC offers daily rates. These rates are more affordable than onsite parking at SJC, ranging from $5-$10 for a day. Most offsite parking options are located to the east of San Jose Airport, within proximity of stops of VTA Route 60.

8.5.6 Passengers can also book rental vehicles at the Rental Car Center opposite Terminal B, which is accessible by Airport Shuttle from Terminal A.

Figure 8-16: Accessing on-site parking and the Rental Car Center at SJC





Source: SJC

9 CONNECTOR IN-SCOPE MARKET

9.1 CHARACTERIZATION CRITERIA

9.1.1 The in-scope market characterization defines the portion of 2025 San Jose Mineta International Airport (SJC) travelers and employees whose behavior will be explicitly represented within the Airport Connector ridership capture model.

9.1.2 This step combines both qualitative and quantitative analysis prior to the modal choice stage, where transport accessibility/connectivity and demand data are integrated with the behavioral parameters derived from the RP/SP survey program. The objective is to establish a realistic representation of the potential Connector user base by identifying those travelers for whom the Connector would be reasonably accessible and potentially competitive.

9.1.3 This section includes:

- The estimated number of daily passengers/employees traveling to/from SJC that could potentially use the Connector based on the Public Transit connectivity to Diridon.
- The In-Scope passenger/employees portion considering ground access characteristics such as party and luggage size, current mode choice drivers, and time of the day.

9.1.4 The resulting in-scope demand does not represent total future Connector ridership. Instead, it defines the maximum addressable market to which the ridership capture model will subsequently be applied to. During the modal choice stage, additional factors including travel time competitiveness, cost, transfer penalties, and user behavioral preferences, will be incorporated to estimate the proportion of this demand likely to choose the Connector to access SJC.

9.1.5 Based on the collected survey data (SP/RP Survey Results), the airport access demand has been segmented to identify behavioral and socioeconomic characteristics that may influence modal choice when accessing SJC. The analysis reviewed its catchment areas, as well as other variables including income level, luggage carried, party size, and trip purpose in order to determine whether clear distinctions exist between existing public transport users and the wider passenger demand profile.

9.1.6 The analysis indicates that no single socioeconomic or trip-related characteristic appears to significantly differentiate current public transport users from the remainder of airport travelers. Public transport usage, though very limited, is observed across a broad range of passenger types, suggesting that modal choice is mainly driven by accessibility and convenience.

9.1.7 It is also important to recognize that the profile of future Connector users is not expected to replicate the current airport public transport user base. The proposed Connector would introduce a different level of service, providing an on demand, direct connection to the main hub of the wider regional transportation network. As a result, future demand is expected to include a broader range of users who may not currently consider public transport a viable airport access option.

9.1.8 Based on the analysis carried out, the accessibility to the public transportation network is considered a key factor in determining the potential market for the Connector, therefore, the level of public transport accessibility and network coverage surrounding each modelled zone has been used as the principal criteria to define the potential in-scope demand catchment area.

9.1.9 The analysis considers the current configuration of the regional and local transit network, including rail, light rail, BART and bus connections, and identifies those areas where a public transport journey to the airport can be completed within a reasonable level of interchange complexity. Limiting journeys to a maximum of two transfers to access Diridon (three transfers in total to access the airport) reflects a realistic threshold, before public transport becomes unattractive relative to other modes.

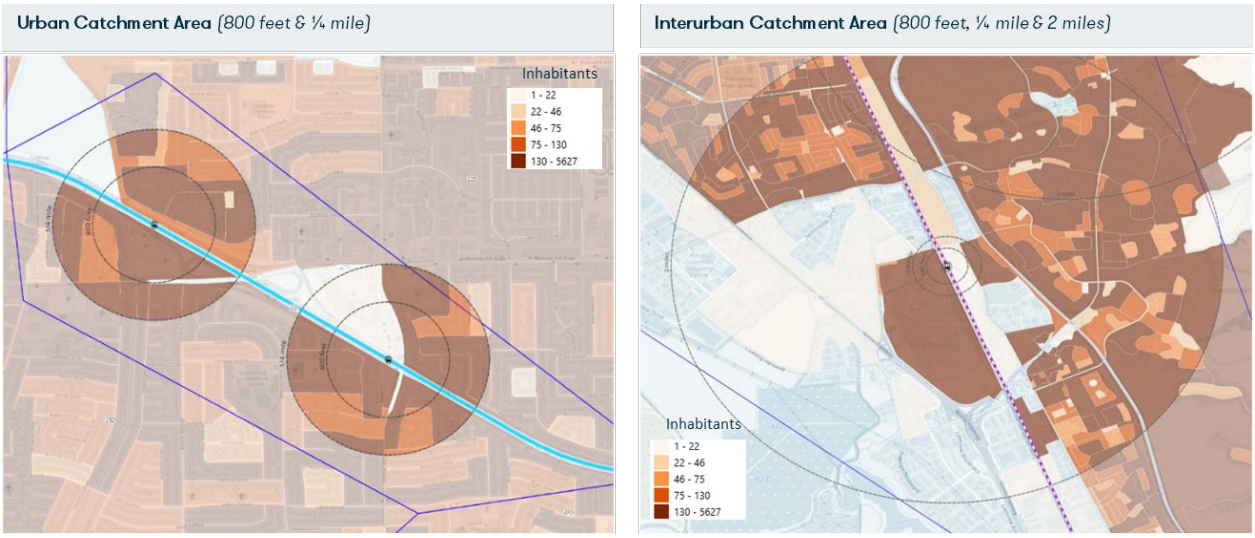
9.1.10 Using block-level population and land use information, the analysis assesses the connectivity of each zone to the public transportation network connecting to Diridon Station and classifies areas according to different accessibility conditions. The accessibility bands adopted for the analysis are as follows:

- **800 feet catchment**: Areas located within an acceptable and convenient walking distance of public transport services, generally equivalent to a 5-minute walk.
- **¼-mile catchment**: Areas still considered walkable to public transport access points, although representing a less convenient walking distance of up to approximately 15 minutes.
- **2-mile catchment**: Areas with effective accessibility to rail services such as Caltrain and BART through short drop-off, pick-up, or feeder access trips, typically equivalent to around a 5-minute drive.

9.1.11 The differences in accessibility in urban and interurban connectivity are considered as part of the analysis:

- For urban public transport systems within San Jose, VTA Light Rail and Bus, only demand located within walking distance catchment areas has been considered (800 feet and ¼ mile).
- For interurban and regional rail systems such as BART and Caltrain, the analysis also incorporates the broader 2-mile catchment area.

Figure 9-1: Public Transit Catchment Area analysis example



Source: US Census

9.1.12 The resulting in-scope market trips represent the proportion of airport-related trips originating from, or destined to, geographic catchment areas that are accessible by two-transfer public transport trips via Diridon Station.

Table 9.1: In-Scope Traveler Demand Portion by Zone

Macrozone	800 feet	¼ Mile	2 Miles	Total
Bay area				
Japantown (Diridon East)	79%	16%	5%	100%
Rose Garden (Diridon West)	74%	9%	17%	99%
Campbell (Diridon West)	72%	11%	1%	84%
Bonaventura (SJC East)	68%	18%	13%	98%
Diridon Station	67%	19%	14%	100%
Alviso (San Jose North)	44%	26%	29%	98%
Milpitas/Berryessa/Alum Rock	31%	10%	42%	83%
Dry Creek (Diridon South)	30%	23%	19%	72%
Almaden Valley (San Jose South)	30%	10%	55%	95%
Seven Trees (San Jose South)	29%	8%	63%	100%
Morgan Hill	29%	7%	33%	70%
Santa Clara/Cupertino	25%	14%	44%	84%
Mountain View/Sunnyvale	24%	10%	54%	88%
Evergreen (San Jose SE)	13%	9%	3%	25%
Gilroy	11%	7%	44%	61%
Redwood City / Palo Alto	6%	4%	79%	90%
Saratoga/Los Gatos (San Jose W)	6%	5%	50%	61%
South San Francisco/Millbrae	6%	6%	88%	100%
San Francisco/Daly City/SFO	5%	6%	70%	81%
Oakland/Alameda/OAK	4%	4%	83%	91%
San Mateo	4%	5%	78%	87%
Fremont/Union City/Newark	4%	2%	67%	73%
Hayward/Castro Valley	3%	4%	82%	89%
Berkeley/Richmond	3%	3%	61%	68%
Livermore	2%	2%	49%	53%
Santa Cruz	1%	2%	40%	43%
Other				
Mid-North California	0%	0%	20%	21%
Mid California	0%	0%	13%	13%
North California	0%	0%	12%	13%
Mid-South California	0%	0%	0%	0%
South California	0%	0%	0%	0%

Source: Infrata

9.1.13 Passenger and ground access characteristics, as evidenced from the survey and presented in section 6, have been accounted for as part of the in-scope market definition. These included:

- Large groups travelling with large luggage (defined as parties of more than six passengers with large bags) are considered out of scope, as they would require multiple vehicles to accommodate them, making the Connector less competitive (0.2% of travelers).
- Passengers travelling with kids under 12 years old and large luggage pieces are also considered out of scope (3.5%).

- Passengers with oversized luggage or more than one big luggage piece per traveler are also considered out of the scope of the Connector (2.4%).

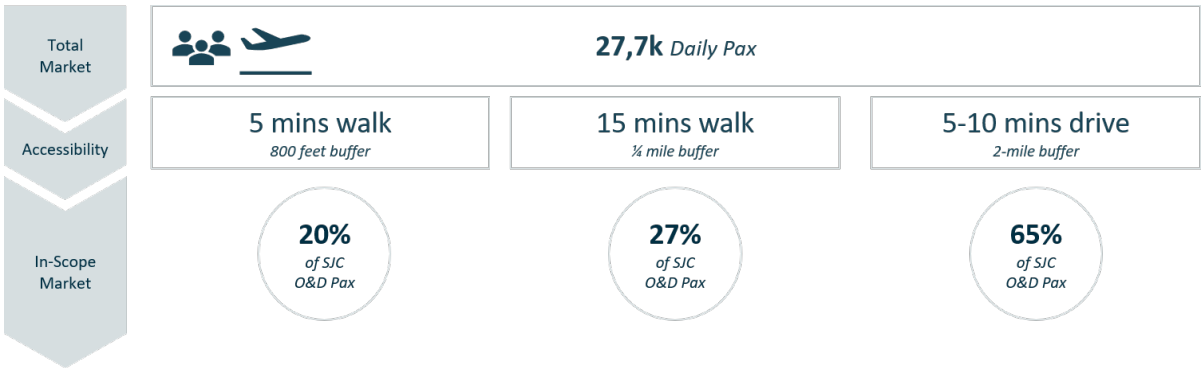
9.2 IN-SCOPE TRAVELERS

9.2.1 The in-scope passenger market analysis indicates that of the 2025 passengers to SJC, approximately 20% are located within 800 feet of a public transport stop. Expanding this threshold to a ¼ mile distance increases the accessible demand to 27% of total daily passengers, reflecting the low density near public transport stations in the Bay Area. Expanding the criteria to assume passengers within a 2-mile radius of a public transport stop can be dropped off results in an in-scope market equivalent to 65% of total daily passenger demand.

9.2.2 SJC's average daily passenger demand is approximately 27,700. Based on the accessibility criteria established, the demand that is in-scope for the Connector ranges from around 7,500 when considering only walking access to public transport stop, to 18,300 when the accessibility criteria is extended to include the 2-mile drop-off buffer.

9.2.3 Key origin–destination pairs of the potential in-scope demand are presented in Table 9.3 below.

Table 9.2 Connector In-Scope Travelers



Source: Infrata Analysis

Table 9.3 Connector In-Scope Demand by Zone

Macrozone	800 feet	¼ Mile	2 Miles	Total In-Scope	% of Total
Mountain View/Sunnyvale	515	215	1156	1,886	10%
Japantown (Diridon East)	1456	287	92	1,834	10%
Santa Clara/Cupertino	500	284	872	1,656	9%
San Francisco/Daly City/SFO	80	88	1103	1,270	7%
Milpitas/Berryessa/Alum Rock	464	141	628	1,233	6%
Santa Cruz	29	53	956	1,038	5%
Saratoga/Los Gatos (San Jose W)	93	77	732	903	5%
Rose Garden (Diridon West)	646	79	148	872	5%
Almaden Valley (San Jose South)	259	90	472	820	4%
Livermore	35	22	702	759	4%
Fremont/Union City/Newark	31	19	561	611	3%
Alviso (San Jose North)	267	158	176	601	3%
Bonaventura (SJC East)	406	106	76	589	3%
Redwood City / Palo Alto	40	26	504	570	3%

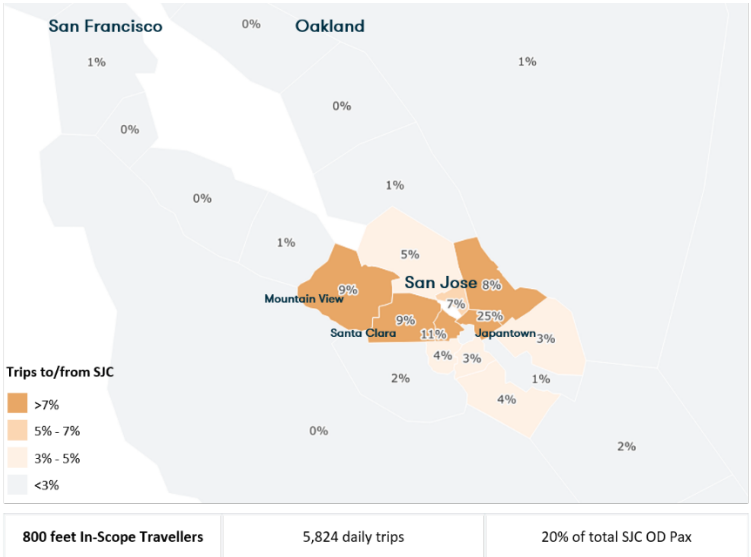
Macrozone	800 feet	¼ Mile	2 Miles	Total In-Scope	% of Total
San Mateo	25	30	479	535	3%
Mid North Cal	10	11	467	487	3%
Oakland/Alameda/OAK	22	22	442	486	3%
Dry Creek (Diridon South)	189	144	121	454	2%
Hayward/Castro Valley	12	14	302	328	2%
Campbell (Diridon West)	249	38	3	291	2%
Evergreen (San Jose SE)	152	105	31	289	2%
Seven Trees (San Jose South)	84	23	181	288	2%
Mid California	8	4	271	282	1%
Morgan Hill	109	28	127	264	1%
South San Francisco/Millbrae	15	13	208	236	1%
Diridon Station	97	27	20	144	1%
Gilroy	25	15	99	139	1%
Berkeley/Richmond	5	5	91	101	1%
North California	1	1	17	18	0%
Mid South California	0	0	0	0	0%
South California	0	0	0	0	0%
Total	**5,824**	**2,124**	**11,036**	**18,983**	**100%**

Source: Infrata Analysis

9.2.4 Each potential in-scope demand group (800 feet, ¼ mile, and 2 miles) has been analyzed individually to understand the main catchment areas in each case.

9.2.5 For the 800-feet group, which reflects walking accessibility to public transport stops, demand is highly localized. This group represents approximately 20% of total daily SJC origin–destination passengers. The majority of this potential demand is concentrated within the City of San Jose (25%), but also Mountain View and Santa Clara, accounting for around 9% of daily passengers each.

Figure 9-2: 800 feet In-Scope Travelers Demand Distribution

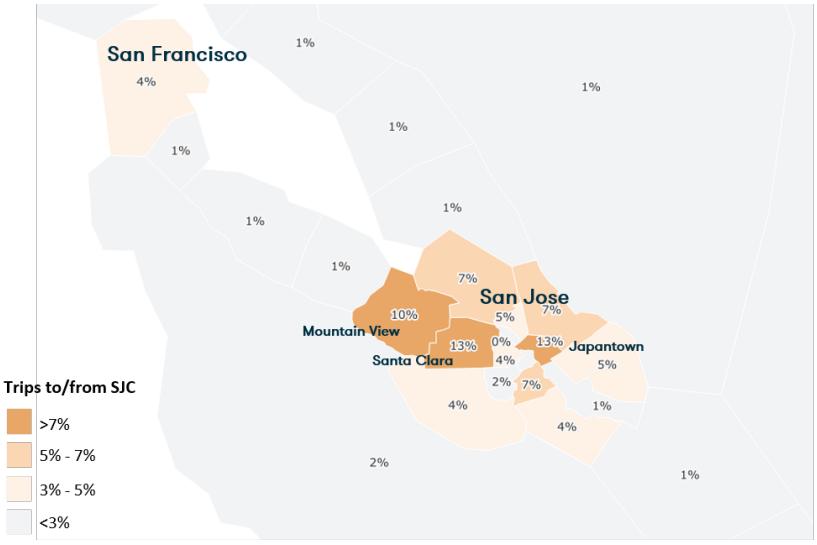


800 feet In-Scope Travellers	5,824 daily trips	20% of total SJC OD Pax

Source: Replica Spring 2025; Survey Data

9.2.6 The potential in-scope demand from the group with a walking distance of up to ¼ mile from Public Transport stops, represents approximately 7% of total daily SJC O&D passengers. It remains largely concentrated in San Jose. However, the relative contribution of key catchment areas increases, with Mountain View, Santa Clara, and Japantown representing approximately 10%, 13%, and 13% of demand, respectively. In addition, San Francisco emerges as a secondary potential in-scope demand contributor, accounting for around 4% of this subgroup. Note whilst SJC demand may be in-scope based on the accessibility criteria to a PT system, it only defines the maximum addressable market to which the ridership capture model will subsequently be applied to estimate the proportion of this demand likely to choose the Connector to access SJC.

Figure 9-3: ¼ Mile In-Scope Travelers Demand Distribution



¼ mile In-Scope Travellers	2,124 daily trips	7% of total SJC OD Pax

Source: Replica Spring 2025; Survey Data

9.2.7 The largest in-scope demand subgroup is the 2-mile catchment area around interurban Public Transport stops and represents approximately 38% of total SJC OD passengers (that is excluding San Jose, Oakland and San Francisco, which assume only walking to a stop). When the 2-mile threshold is considered, the demand base expands significantly to cover the wider Bay Area, as it captures the residential areas that are in driving-proximity to a public transport stop. While Mountain View and Santa Clara remain dominant contributors (at approximately 10% and 8%, respectively), San Francisco and Santa Cruz also represent a significant share (around 10% and 9% each).

Figure 9-4: 2 Miles In-Scope Travelers Demand Distribution



2 Mile In-Scope Travellers	11,036 daily trips	38% of total SJC OD Pax

Source: Replica Spring 2025; Survey Data

9.3 IN-SCOPE EMPLOYEES

9.3.1 The in-scope employees market analysis indicates that approximately 24% of them are located within 800 feet or less of a public transport stop. Expanding this threshold to a ¼ mile increases the accessible demand to 30% of full-time equivalent employees (about 1,000 FTE). When considering the option of being dropped off by car at the nearest PT stop, the in-scope market increases to 67%.

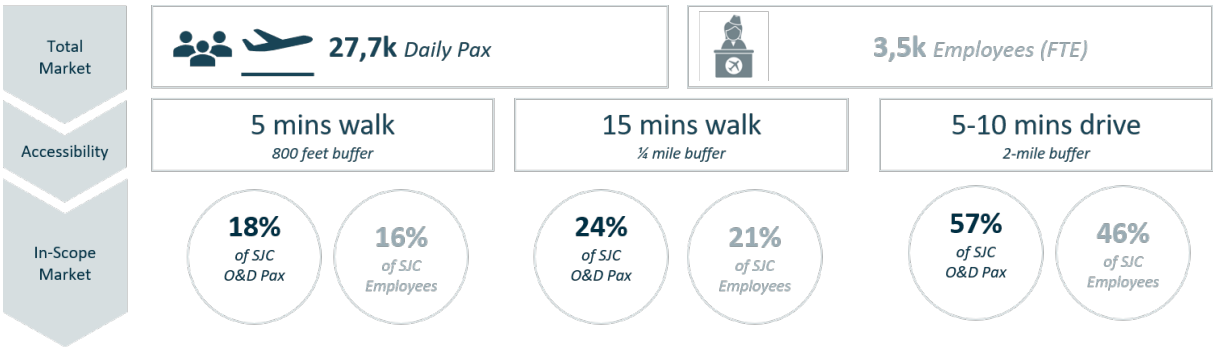
9.3.2 The in-scope market analysis only considers the portion of employees that commute to terminal areas in scope (64% of the employees). The remaining 36% of the employees, instead, work on the west side of the airfield (fixed-based operators, cargo operators, airline maintenance, food preparation etc.) and are not considered In-scope, given the distance from the planned Connector stops.

9.4 TOTAL IN-SCOPE MARKET

9.4.1 The total in-scope market for passengers, which combines both the spatial analysis (accessibility to a public transport stop) and the passengers/employees characteristics (luggage, young children, party size) results in an in-scope demand of 57% of the total SJC passengers, and 46% of SJC employees.

9.4.2 This corresponds to a total in-scope demand of around 6.1 million trips for SJC passengers and around 736,000 commute trips for SJC employees (2025 figures).

Figure 9-5: Total In-Scope Market combining both the spatial analysis and the passengers/employees characteristics



Source: Infrata Analysis

9.4.3 The modal competitiveness of the Connector (time, cost and other subjective preferences) is assessed as part of the capture model for the in-scope demand defined as above. The modal choice model considers:

- Time of travel – to exclude people (passengers or employees) travelling to/from SJC when there is limited public transport availability.
- User types - Rental Car and Free Shuttle service users are removed as unlikely to shift to the Connector due to the nature of the trip.

10 CAPTURE MODEL

10.1 MODEL STRUCTURE AND SPECIFICATION

10.1.1 Infrata developed a capture model based on a binomial mode-choice logit to determine the portion of passengers and employees that would use the Connector when operational.

10.1.2 Four different time horizons (2025, 2035, 2045 and 2055) were considered in order to account for future infrastructure evolution (BART/HSR developments, "Robotaxi" penetration, Caltrain frequency increase, road congestion increase etc.)

10.1.3 Two parallel models were built: one for air passengers and one for airport employees, sharing a common structure but differing in demand basis, segmentation and fares.

10.1.4 The model estimates a capture rate, as a probability that a given in-scope user may choose the Connector over their current mode, for every combination of origin–destination zone, market segment and competing mode. The capture rate is then applied to the corresponding in-scope demand for a given zone to estimate the Connector ridership.

10.1.5 The revenue potential for the system is obtained by applying the Connector average fare to the ridership demand estimated.

Binomial Logit Choice Structure

10.1.6 The capture model compares the generalized cost of existing modes with the PT + Connector option across all O/D pairs, trip purposes, and time periods to assess the Connector's competitiveness against each demand segment.

10.1.7 The modal choice model is calibrated using the collected OD trip tables, field surveys, and behavioral data to accurately reflect observed travel preferences and to forecast responses to changes in travel time, cost, and service attributes.

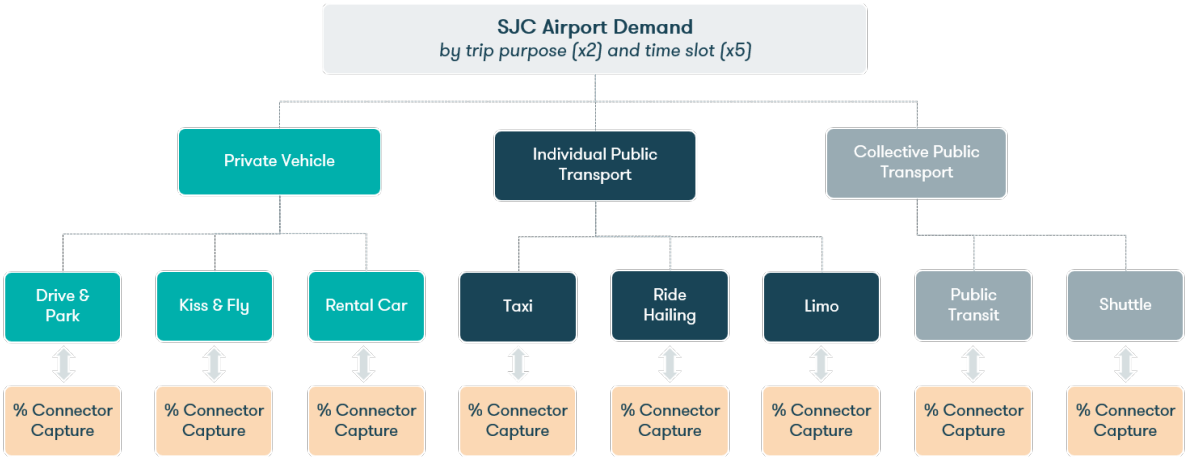
10.1.8 The modelling framework comprises three binomial logit models, each representing a primary transport category: private vehicles (pick-up & drop-off, economy and premium parking), for-hire vehicles (taxi, ride-hailing) and public transport (bus). For each user segment, we estimate the value of time and evaluate the propensity to switch from the current travel mode to the proposed connector. Note rental car and free shuttle are assumed to capture no demand (0% capture rate) due to the different nature of their service.

10.1.9 The capture model estimation entails estimating discrete choice model parameters that optimally replicate passenger behavior and choice patterns gathered form the surveying exercise. The model generates estimates of the percentage of passengers likely to use the Connector for each segment of existing demand. Validation is performed by comparing predicted capture rates against observed RP survey data from OAK, supplemented with publicly available data from other airports. To ensure a robust benchmarking, the comparison accounts for differences in airport size, modal accessibility, and other contextual factors influencing passenger behavior.

10.1.10 Following the calibration, the primary transport categories are disaggregated into more specific modes to better capture the cost structures and travel behaviors of each. This increased granularity enhances model accuracy and improves the reliability of the predicted mode shifts.

10.1.11 The use of separate binomial models also mitigates the Independence of Irrelevant Alternatives (IIA) issue, that is introducing similar alternatives changing the predicted mode shares, even when actual travel behavior may remain unchanged ("blue bus/red bus" paradox). This ensures that the future Connector capture rate accurately represents travelers who are currently committed to a preferred mode of transport and are considering whether to shift to the connector or remain with their current choice.

Figure 10-1: Binomial Logit Choice Model Structure



Source: Infrata Analysis

10.1.12 Behavioral parameters derived from the SP survey, such as value of time and willingness to pay, are applied to weight these attributes appropriately. Alternative specific constants (ASC) capture qualitative differences between modes not otherwise represented, including perceived convenience and comfort.

$$P(\text{Connector vs. Mode 1}) = \frac{e^{U_1}}{e^{U_1} + e^{U_2}}; U_1 = \beta_{t1}T_1 + \beta_{t2}T_1 + \beta_{t3}T_1 + \beta_c C_1, U_2 = \beta_{t1}T_2 + \beta_{t2}T_2 + \beta_{t3}T_2 + \beta_c C_2, + ASC_{mode1}$$

Where:

U represents the utility of each alternative,
T_1 is on-board time,
T_2 is waiting time,
T_3 is access time,
C is cost,
β are the estimated coefficients from SP survey,
ASC captures unobserved mode-specific factors.

10.1.13 Additional parameters influencing traveler perception of the Connector, such as comfort, reliability, onboard amenities, group size, luggage, and perceived convenience, are also reflected as part of the logit model choice equation (ASC). This ensures the model accurately captures the qualitative aspects of the service affecting mode choice. Including these attributes allow the binomial logit model to reflect not only objective measures such as travel time and cost but also travelers' subjective evaluations of service quality, improving the accuracy of the predicted capture rates.

Model Coefficients and Value of Time

— TRAVELERS

10.1.14 The utility coefficients are segment-specific and were derived from the stated and revealed preference survey evidence for travelers.

Table 10.1: Traveler Utility Function Coefficients and Derived VoTs

Mode group	Purpose	ASC	β access	β cost	β In-Vehicle Time	β wait	VoT ($/hr)
Car	Leisure	-0.550	-0.057	-0.072	-0.039	-0.026	33
Car	Business	-0.324	-0.058	-0.057	-0.039	-0.040	41
Taxi / TNC	Leisure	-0.172	-0.022	-0.035	-0.045	-0.048	77
Taxi / TNC	Business	-0.233	-0.040	-0.026	-0.060	-0.055	140
Bus	All	0.193	-0.031	-0.064	-0.032	-0.059	30

Source: SP Survey. Infrata Analysis.

10.1.15 The model results are behaviorally consistent, with all time and cost coefficients estimated with the expected negative sign and statistically significant at conventional confidence levels (all time and cost coefficients significant at 5%; the PT ASC significant at 10%). See Table 10.2.

10.1.16 The magnitude of the coefficients suggests that travel cost and in-vehicle travel time are generally the strongest drivers of choice, although access and waiting times also have a material influence on mode selection

Table 10.2: Traveler Utility Function Coefficients and statistical parameters

	Value	Rob. Std err	Rob. t-test	Rob. p-value
Car Leisure				
ASC	-0.550	0.079	-6.943	3.84E-12
Access Time	-0.057	0.005	-11.731	0.00E+00
Cost	-0.072	0.006	-11.598	0.00E+00
On-board Time	-0.039	0.003	-11.705	0.00E+00
Waiting Time	-0.026	0.013	-2.091	3.65E-02
Car Business				
ASC	-0.324	0.119	-2.710	6.72E-03
Access Time	-0.058	0.008	-7.542	4.62E-14
Cost	-0.057	0.008	-6.700	2.08E-11
On-board Time	-0.039	0.005	-7.397	1.39E-13
Waiting Time	-0.040	0.020	-2.052	4.02E-02
Taxi Leisure				
ASC	-0.172	0.059	-2.909	3.62E-03
Access Time	-0.022	0.004	-5.322	1.02E-07
Cost	-0.035	0.003	-12.847	0.00E+00
On-board Time	-0.045	0.002	-17.935	0.00E+00
Waiting Time	-0.048	0.007	-6.877	6.13E-12
Taxi Business				
ASC	-0.233	0.085	-2.745	6.06E-03
Access Time	-0.040	0.007	-5.741	9.42E-09
Cost	-0.026	0.004	-7.112	1.15E-12
On-board Time	-0.060	0.004	-14.910	0.00E+00
Waiting Time	-0.055	0.010	-5.499	3.82E-08
Public Transit/Shuttle				
ASC	0.193	0.102	1.892	5.85E-02
Access Time	-0.031	0.006	-4.971	6.67E-07
Cost	-0.064	0.007	-9.408	0.00E+00
On-board Time	-0.032	0.005	-6.213	5.21E-10
Waiting Time	-0.059	0.014	-4.321	1.55E-05

Source: SP Survey. Infrata Analysis.

10.1.18 The SP exercise and choice model estimation allowed for the derivation of alternative-specific constants (ASCs) for each mode. These constants capture travelers' inherent preferences for a mode relative to the Connector beyond the measurable impacts of travel time and cost.

10.1.19 The ASC for Car and Taxi/TNC users is negative relative to the Connector, indicating that, under equivalent travel time and cost conditions, users show a preference for these modes over the Connector due to subjective preference factors such as convenience, accessibility, comfort, safety, luggage space, etc.

10.1.20 For current bus users, the ASC is positive relative to their existing mode. As these users already choose a collective transit option, they perceive the Connector as a more attractive alternative due to its on-demand connectivity to Diridon Station.

EMPLOYEES

10.1.21 The employee model coefficients were developed using the traveler survey coefficients as a starting point and were subsequently adjusted based on employees' value of time, derived from their salary levels.

Table 10.3: Employee Utility Function Coefficients and Derived VoTs

Mode group	Purpose	ASC	β access	β cost	β In-Vehicle Time	β wait	VoT ($/hr)
Car	Lower Income	-0.550	-0.057	-0.093	-0.039	-0.026	25
Car	Higher Income	-0.324	-0.058	-0.057	-0.039	-0.040	41
Taxi	All	-0.233	-0.040	-0.050	-0.060	-0.055	73
Bus	All	0.193	-0.031	-0.067	-0.032	-0.059	29

Source: SP Survey. Infrata Analysis.

10.2 GENERALISED COST

10.2.1 The generalized cost of every OD pair, mode and time period is calculated considering:

- **Travel time**: in-vehicle time by mode, origin–destination and time-of-day period, incorporating road-congestion growth that varies by zone and by early AM, AM, midday, PM and late PM periods.
- **Waiting time**: mode and period specific waiting and schedule penalties such as: bus headway penalties, taxi/ride-hail wait, or the Connector's transfer time at Diridon.
- **Access and egress time**: walk, drop-off and transfer times to and from Diridon and the airport terminals, differentiated by terminal (A / B), checked-luggage status and proximity band, plus the origin to public transport connection.
- **Cost**: fares, fuel and parking tariffs for the incumbent modes and the Connector ticket price, converted to a per user basis using party size. A dedicated rideshare and robotaxi module projects TNC pricing and autonomous-vehicle penetration forward to 2065, so the cost of the for-hire vehicle (taxi/TNC) alternative evolves over the forecasting horizon (see Appendix D).

Travel time

ROAD

10.2.2 Travel times and distances for road-based modes are obtained from the Google Maps Directions API by zone and by time period (early AM, AM, midday, PM and late PM).

10.2.3 Congestion is then grown over time using the travel time increase forecast of the City of San Jose network model (No-Goal Scenario). The travel time growth is applied at zone level, so that corridors expected to deteriorate most are penalized accordingly in later forecast years.

— PUBLIC TRANSIT

10.2.4 The capture model considers travel times for VTA, Caltrain, BART, ACE and Capitol Corridor based on the operators published GTFS feeds, consistent with the network described in Chapter 8.

10.2.5 Public transport in-vehicle times are held constant in real terms across the forecast period, other than where a committed scheme changes the itinerary available to the traveler, principally the BART Silicon Valley Phase II extension to Diridon Station.

— CONNECTOR

10.2.6 On board times for the Connector are based on the technical design information provided by Glydways for the Project. Because the system operates on a dedicated alignment, these times are not exposed to road congestion and are therefore held constant across all time periods and all forecast years:

- Diridon Station to SJC Terminal B: 7.5 minutes.
- Diridon Station to SJC Terminal A: 8.7 minutes.

Waiting Time

— EXISTING MODES

10.2.7 The capture model considered average perceived waiting times for each transport mode (see next table).

Table 10.4: Waiting Time assumptions by mode

Mode	Drive & Park	Pick-up/Drop-off	Rent	Taxi	TNC	Limo	Shuttle
Waiting time (Minutes)	0	10	15	5	5	5	30

Source: Infrata Analysis.

10.2.8 For scheduled public transport, waiting time is estimated at OD level from the service frequency applicable in each time period. Half the headway is applied for high-frequency services, and a schedule delay penalty is added where headways exceed fifteen minutes, reflecting the tendency of passengers to target a specific departure rather than turn up at random. Where an itinerary requires a transfer, the waiting time of each leg is accumulated.

— CONNECTOR WAITING TIME ASSUMPTIONS

10.2.9 The Connector is on-demand service, so waiting a passenger experiences is not a function of headway. Total time at Diridon Station is instead built up from the time taken to book the service, the transfer within the station, the wait for the vehicle to arrive and the time to board.

Table 10.5: Connector waiting time assumptions

Component	Assumption
Transfer time	1 - 1.5 minutes
Booking time	10 - 40 seconds
Waiting time	Shared ride: 1.5 minutes; private vehicle: 15 seconds
Boarding time	10 - 25 seconds

Source: Glydways

Access Egress Time

10.2.10 Access and egress cover the time spent reaching the first vehicle of the journey and, at the airport end, moving from the point of arrival to the terminal door. These times differ materially between modes: a private vehicle incurs parking and shuttle time, whereas a taxi or ride-hail trip sets the traveler down at the Terminal. They are therefore specified by mode, by terminal and by whether the passenger is carrying checked luggage.

— EXISTING MODES

10.2.11 For the existing modes, the model considers the access/egress time at SJC by mode, which are presented in the table below.

Table 10.6: Access/Egress Time by mode at the Terminal

Access time by mode	Drive & Park	Pick-up/Drop-off	Rent	Taxi	TNC	Limo	PT	Shuttle
Terminal A	7.3	1.5	11.6	3.0	3.0	3.0	3.0	1.5
Terminal A (luggage)	9.5	2.2	11.6	3.0	3.0	3.0	3.0	2.2
Terminal B	8.4	1.5	5.0	3.0	3.0	3.0	3.0	3.0
Terminal B (luggage)	10.6	2.2	5.0	3.0	3.0	3.0	3.0	3.0

Source: Project Technical Information.

10.2.12 For the public transit segment, additionally, the model considers the walking or drop-off time to the closest public transit stop for each Origin/Destination zone.

— CONNECTOR ACCESS/EGRESS TIME ASSUMPTIONS

10.2.13 Access time to the Connector depends on the in-scope demand segment, that is on how close the trip origin lies to Diridon Station or to a service feeding it. Three proximity bands are modelled: within 800 feet, within a quarter of a mile, and within two miles.

Table 10.7: Connector Access/Egress Time Assumptions to/from Public Transit

In-scope demand segment	800 feet	Quarter mile	2 miles
Mode	Walk	Walk	Drop-off
OD – Public Transit Stop	5min	15min	10min

Source: Infrata Analysis. Project Technical Information.

10.2.14 Egress time at the airport end is differentiated by terminal and, for Terminal B, by the two design options under consideration.

Table 10.8: Connector Access/Egress Time Assumptions at SJC

Connector Stop – SJC Terminal	Walk Time (min)
Terminal B	9.1
Interim Terminal B	7.1
Terminals A and B	7.0

Source: Infrata Analysis. Project Technical Information.

Cost

— EXISTING MODES

10.2.15 Operating costs for private vehicles are built up from national benchmarks for fuel, maintenance and depreciation, combined with the SJC parking tariffs set out in Chapter 8, and are allocated across the party travelling in the vehicle.

10.2.16 Taxi, TNC and comparable ride-hail costs are calculated using the City of San Jose taxi fare regulations and publicly available Uber and Lyft fare estimators.

10.2.17 Public transport costs follow the published tariffs of VTA, Caltrain, BART and the regional rail operators described in Chapter 8. The timetabled supply that underpins them, namely scheduled travel times, frequencies and transfer opportunities, is collected from the operators' GTFS feeds.

10.2.18 Parking tariffs for travelers are taken from the published SJC lot rates, which range from $19 to $41 per day on site and from $5 to $10 per day off site, and are converted to a cost per passenger using party size and the average length of stay.

10.2.19 Employee parking is treated separately from traveler parking. The Central Case and other Scenarios assume employee parking at SJC is free. We understand parking subsidy policies vary across employers, with some subsidizing parking in full, whilst others passing part (or all) the cost on to employees. A US$5/day parking charge has been tested as a sensitivity scenario to reflect this variability.

— CONNECTOR FARE

10.2.20 It is assumed that the Connector service can be booked either as a shared ride at a fare of USD 7.15 per passenger, or as a private vehicle, that is for individual party use, at a fare of USD 14.30 per trip (2026$).

10.2.21 Business travelers and leisure travelers travelling in groups are assumed to select the private vehicle option.

10.2.22 For leisure travelers travelling alone and employees, lower-income passengers are assumed to choose the shared ride option, while higher-income passengers are assumed to book a private vehicle.

11 RIDERSHIP & REVENUE FORECAST

11.1 FORECAST SCOPE AND SCENARIO FRAMEWORK

11.1.1 This chapter presents the ridership and revenue forecast for the San Jose Airport Connector, produced combining the SJC airport activity forecast developed by Ricondo and the capture model developed by Infrata.

11.1.2 Results are shown for the two project alternatives (Base Project and Optional Intra-Airport) and across the five-case scenario framework (Low, Downside, Central, Upside and High) agreed with the consortium, for both passengers and airport employees.

11.1.3 The results presented in this chapter focus on trips between Diridon and SJC. Intra-terminal trips, including those to CONRAC and Economy Lot 1, have also been analyzed but are excluded from the totals presented in this chapter 11.2.

11.1.4 All monetary values are expressed in real 2026 US dollars, and ridership is stated as total annual trips. Traveler and employee ridership volumes represent distinct demand segments. Therefore, total Connector ridership is the sum of the demand from both groups. The forecast covers the period to 2061, with 2045 used as the principal reference year, based on assumptions regarding the BART extension opening, and the HSR in specific segments, as specified in each scenario in Table 11.1 below.

11.1.5 A ramp-up period has been considered to reflect the time required for users to adopt the Connector service. For airport travelers, a five-year ramp-up period is assumed, recognizing that infrequent travelers typically exhibit slower behavioral adaptation and mode shift from private vehicle use. For airport employees, a shorter ramp-up period is assumed, reflecting more frequent travel patterns and a faster transition to regular Connector use Similarly, a ramp-up of 3 years has been applied to the BART extension and California HSR, given users are already familiar with the system and the extension would just increase optionality.

CONSIDERED SCENARIOS

11.1.6 The forecast scenarios have been developed in consultation with San Jose Connection Partners (SJCP) and the City of San Jose, and are aligned with the expected delivery timelines of major transportation investments in the corridor, including the BART extension to Diridon Station, Caltrain service enhancements and the California High-Speed Rail (HSR) program. The scenarios are intended to capture a reasonable range of future outcomes while remaining consistent with the current expectations regarding regional transport infrastructure development.

11.1.7 The key assumptions considered are:

- **SJC Airport Forecasts:** Airport passenger demand and operations are based on the forecasts developed by Ricondo. The Low and High scenarios adopt Ricondo's Low and Constrained High forecasts respectively, while the Central and Upside scenarios use the Ricondo Base forecast. The Downside scenario applies an adjusted version of the Base forecast to reflect the expected impact of a fully operational High-Speed Rail connection between Southern California and the Bay Area, which is anticipated to divert a portion of short-haul air travel demand from SJC.

- **BART Extension to Diridon:** The opening year of the BART extension varies across scenarios to account for uncertainty in project delivery. The extension is a key driver of Connector demand as it provides direct rail

access from the East Bay to Diridon Station and significantly expands the market able to access the Connector by public transport. The project is assumed to be delivered in all scenarios, consistent with the City's planning assumptions, although implementation timing varies. The impact of BART not becoming operational has been analyzed as part of the sensitivity test exercise.

- **High-Speed Rail:** Scenarios consider different assumptions regarding the sections and timing of the California High-Speed Rail network. The availability of the full HSR affects airport demand by providing a competitive alternative for trips to/from LA (Anaheim - San Francisco) and by improving the connectivity of Mid-California areas to Diridon (Bakersfield - San Francisco).

- **Caltrain Service Frequency:** Future Caltrain service levels are varied between scenarios to reflect potential differences in regional rail provision and in line with Caltrain 2040 vision. Higher train frequencies improve access to Diridon Station and increase the attractiveness of the Connector for passengers and employees travelling from locations served by the Caltrain network.

- **Route 60 Bus Service:** Scenarios test whether the existing Route 60 airport bus service remains operational following the introduction of the Connector. In the Upside and High scenarios, Route 60 airport stop is assumed to be withdrawn, removing a competing airport access option and increasing demand for the Connector.

- **Rideshare and "Robotaxi" Adoption:** Represents the proportion of TNC trips operated by autonomous vehicles. Higher robotaxi penetration is assumed to reduce the generalized cost of TNC travel through lower fares, increasing competition with the Connector.

- **Connector Fare:** Passenger fares are assumed to be $7.15 per passenger when travelling as part of a shared party and $14.3 per trip for private use. Employee fares are assumed to be either a discounted fare equal to 50% of the passenger fare or free travel. Free employee travel is assumed in scenarios where Route 60 is no longer operational, reflecting the potential need to provide an alternative access option to airport employees.

- **2-Mile Drop-off Option:** The Connector market is limited to travelers who can reasonably access the public transport network serving Diridon Station. In all scenarios, this includes passengers and employees located within walking distance of a public transport stop (up to ¼ mile). The 2-mile drop-off option extends the catchment area by including travelers located within 2 miles of a transit stop who may be dropped off at the transit stop.
  In the Central, Upside and High scenarios, the 2-mile drop-off option is assumed to be available throughout the region except within the area of San Jose, where due to the shorter travel distances, travelers could be directly dropped off at the airport. In the Low and Downside scenarios, the assumption is restricted to interurban areas only and excludes the urban areas of San Jose, San Francisco and Oakland.

- **Solo Travelers (%):** The baseline share of solo travelers is derived from the revealed preference survey. Alternative scenarios test the sensitivity of demand to changes in this proportion. Higher proportions of solo travelers generally increase the attractiveness of the Connector relative to private vehicle and TNC modes.

- **Party Size by Mode:** The Central Case considers the party size values gathered during the survey program, while alternative scenarios apply adjustments to test the impact of larger or smaller travel groups. Larger party sizes reduce the per-person cost of private vehicles and TNCs, making these competing modes relatively more attractive than the Connector.

- **Road Congestion**: This assumption applies an uplift or reduction to highway travel times relative to the base congestion forecast from the City of San Jose transport model. A 20% increase implies road-based travel times are 20% higher across the network, while a 20% reduction implies faster traffic conditions. Increased congestion improves the relative competitiveness of the Connector.

- **Connector Attractiveness:** Connector attractiveness is represented through the Alternative Specific Constant (ASC) estimated from the stated preference survey. The ASC captures the overall preference for the Connector beyond measurable attributes such as fare, in-vehicle travel time and service frequency. Positive values indicate a stronger preference for the Connector, while negative values indicate lower inherent attractiveness. The ASC values used in the central, downside and upside scenarios are the ones derived from the survey.

11.1.8 The following table describes the assumptions considered by scenario.

Table 11.1 Forecasting assumptions by scenario

Scenario	Low	Downside	Central	Upside	High
Total Demand					
Airport Passenger	Ricondo Low	Baseline - with HSR to LA Operational	Ricondo Base	Ricondo Base	Constrained High Scenario
SJC OD Pax 2045	13.3M	14.3M	14.4M	14.4M	17.9M
SJC Employees 2045 (FTE)	4,685	4,927	4,927	4,927	6,663
Rideshare & Robotaxis	Moderate Adoption (40% by 2050)	High Adoption 50% by 2050)	Moderate Adoption (40% by 2050)	Low Adoption (30% by 2050)	Moderate Adoption (40% by 2050)
Ramp- up	Start of Operations: August 2032. Ramp-up Travelers: 2032: 21% - 2033: 60% - 2034: 80% - 2035: 90% - 2036: 100% Ramp-up Employees: 2032: 35% - 2033: 70% - 2034: 90% - 2035: 100%				
In-Scope Market					
Passengers	54%		57%		60%
Employees	43%		46%		48%
Transportation Modes	Excl. Car Rental and Free Shuttle				
2 miles drop-off option	Interurban Areas only	Interurban Areas only	All zones out of San Jose Urban Area	All zones out of San Jose Urban Area	All zones out of San Jose Urban Area
Transit Provision					
High speed rail section	Merced - Bakersfield	Anaheim - San Francisco	Merced - Bakersfield	Bakersfield - San Francisco	Merced - Bakersfield
High speed rail - Start of Operations	2033	2042	2033	2039	2033
BART Extension - Start of Operations	2037	2042	2037	2037	2037
Caltrain trains/hour	6	4	6	8	6
Route 60 bus operational	Yes	Yes	Yes	No	No
Fare					
Passenger Fare	$7.15 per passenger (shared ride), $14.3/trip for private use				
Employee Fare	*Discounted Rate (-50%)*	*Discounted Rate (-50%)*	*Discounted Rate (-50%)*	*Free*	*Free*
Passenger Profile					
Connector Attractiveness	ASC -0.2		Survey Output		ASC +0.2
% Solo Passengers	Base -10%		Survey Output		Base +10%
Party Size by Mode	Base +10%		Survey Output		Base -10%

Scenario	Low	Downside	Central	Upside	High
Road Congestion (Travel Time alternative)	Base -20%	CSJ Model – No goal scenario			Base +20%

Source: SJCP and Infrata Analysis.

11.2 RIDERSHIP FORECAST

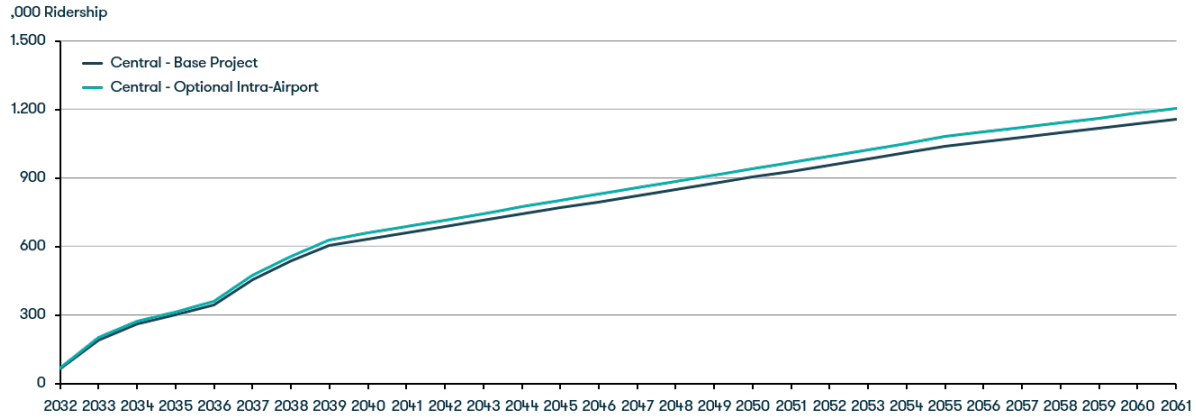
Travelers Ridership Forecast

11.2.1 Under the Base Project (Terminal B only), the traveler ridership in the Central case is projected to increase from about 192,500 riders a year in 2033, the full first year of expected operation but first year of ramp-up, to 346,500 riders in 2036 once the ramp-up phase is completed (as presented in Figure 11-1 below). The capture rate by 2036 is at 2.9% of total OD passengers.

11.2.2 From 2037, the start of operations of the BART Extension (Central case) has a positive impact on the Connector Ridership, as it will enhance significantly the Public Transport connectivity to Diridon station. The capture rate as BART Extension use ramps-up will increase to reach 4.8% of total passengers by 2040, representing about 632,000 riders per year availing of the Connector to reach SJC. From 2040 onwards, the ridership on the Connector is expected to increase at a CAGR of 3.0% and reach 1.1 million riders in 2060 representing a capture rate of 6.0% of the expected SJC OD passengers.

11.2.3 Assuming the Connector is configured with stops at both Terminal A and B at SJC (Optional Intra-Airport), has a positive impact on the ridership of about 4%, bringing 27,000 additional riders on the Connector by 2040. Ridership under this option would reach 656,000 in 2040 and grow to reach 1.2 million in 2060.

Figure 11-1: Ridership comparison of configuration options — Central case (000s)



Source: Infrata Analysis.

11.2.4 Revenues for the Connector, in the Base Project, are expected to increase from $1.6 million (in 2026 $) in 2033 at first full year of operation and ramp-up mode, to $5.4 million in 2040, with the BART Extension and Connector use past their respective ramp-up stages. Revenues in real terms grow at the same rate as ridership (3% per annum) reaching $9.8 million in 2060.

11.2.5 When the alternative of connecting both Terminal A and B is considered (Optional Intra-Airport Connector), the revenue uplift is about $0.3 million in 2040, and overall revenues are expected to increase from $1.7 million in 2033 (2026 $) to $10.2 million in 2060 as presented in Table 11.2.

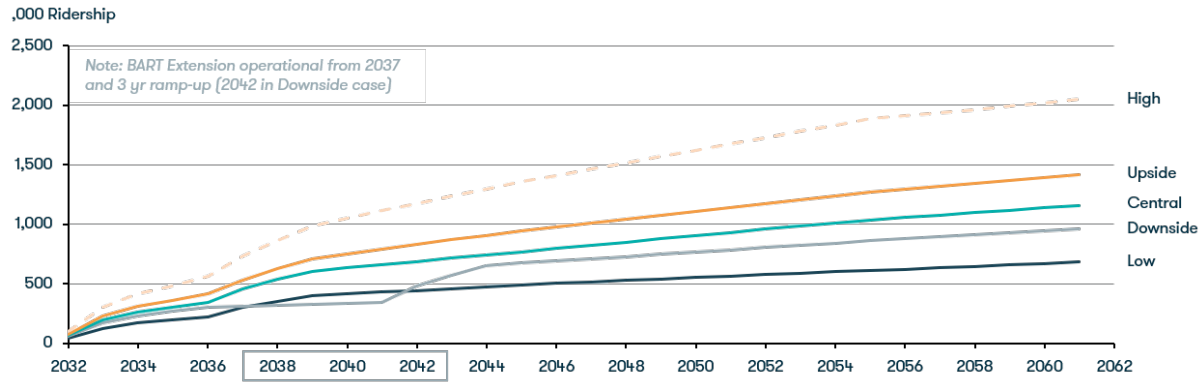
Table 11.2: Revenues ($ 2026) Central case

Revenues (Million $ 2026)	2032	2033	2034	2035	2040	2045	2050	2055	2060
Central – Base Project	0.6	1.6	2.2	2.6	5.4	6.6	7.8	8.9	9.8
Central - Optional Intra-Airport	0.6	1.7	2.3	2.7	5.7	6.9	8.1	9.3	10.2

Source: Infrata Analysis.

11.2.6 A comparison of the various scenarios considered, for the reference year 2045 with both BART Extension and HSR segment operational in all scenarios, results in ridership ranging between 489,000 annual trips in the Low Case, to 1.4M in the High case, corresponding to capture rates of 3.7% to 7.6%.

Figure 11-2: SJC Passengers Ridership Forecast Scenarios — Base Project (000s)



Source: Infrata Analysis.

Table 11.3 Annual Traveler ridership by scenario and year – Base Project (000s)

(,000)	2032	2033	2034	2035	2040	2045	2050	2055	2061
Low	43.7	127.0	170.7	193.5	413.9	489.4	550.6	611.7	683.2
Downside	58.5	171.5	232.7	266.2	333.1	672.5	766.5	860.6	960.9
Central	65.5	192.5	261.8	300.2	632.1	769.4	903.8	1,038.1	1,159.1
Upside	77.9	228.7	311.0	356.6	750.7	944.1	1,106.9	1,269.7	1,417.6
High	101.8	302.1	414.6	479.8	1,049.7	1,359.2	1,622.3	1,885.5	2,048.0

Source: Infrata Analysis.

11.2.7 Revenues in 2026 $, and in the reference year 2045, range between $4.5 million in the Low Case, which assumes 13.2 million OD pax at SJC, to $11.2 million in the High Case (OD pax at SJC of 17.9M). The Central case revenues in 2045 are expected at $6.6 million (2026 $). If the option of the Connector serving both Terminal A and B configuration is considered, the revenues range between $4.5 million and $11.2 million (2026 $).

11.2.8 A comparison of the different scenarios in terms of ridership, capture rates and revenues for 2045 (reference case) and reflecting the different assumptions used are presented in Table 11.4 for the alternative with Terminal B only configuration. If the option of the Connector serving both Terminal A and B configuration is considered, the revenues range between $4.7 million and $11.6 million (2026 $).

Table 11.4 Passengers 2045 summary – Base Project

2045	Low	Downside	Central	Upside	High
SJC OD Pax	13.3M	14.3M	14.4M	14.4M	17.8M
Ridership (,000)	489	673	769	944	1,359
Capture Rate	3.7%	4.7%	5.3%	6.5%	7.6%
Revenue (2026 $)	4.5M	5.8M	6.6M	8.2M	11.2M

Source: Infrata Analysis.

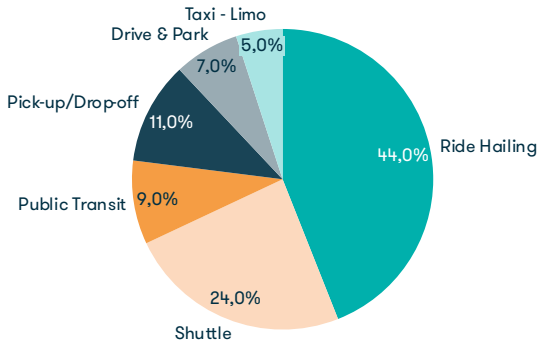
11.2.9 In the Central Case (Base Project), nearly half of all Connector users (49%) are forecast to shift from existing taxi and ride-hailing services, making these the largest source of Connector demand.

11.2.10 A further 18% of Connector users are expected to shift from drive-and-park and pick-up/drop-off modes, representing passengers who currently access the airport by private vehicle.

11.2.11 Approximately 24% of Connector users are forecast to shift from existing shuttle services. These services are privately operated shuttles that currently provide airport connections to a range of Bay Area destinations. Some of the destinations covered by shuttles, are already served by regional rail and public transport networks but lack a more frequent or direct link with the airport. The users most likely to switch to the Connector are those travelling to destinations with existing public transport access, who could instead travel by rail or public transport to Diridon Station and complete the airport trip using the Connector.

11.2.12 The remaining 9% of Connector users are forecast to shift from existing public transport services, primarily users of the VTA Route 60 airport connection.

Figure 11-3: Connector ridership Central Base Case– by mode breakdown



Source: Infrata Analysis.

11.2.13 The Connector capture rates vary by mode and scenario considered reflecting the relative attractiveness of each mode when compared to using the Connector. Figure 11-4 below presents the highest and lowest capture rate for each mode, with alternative scenarios sitting between the ranges indicated. Please note that as indicated earlier, the majority of the people accessing SJC at present use a private vehicle (owned or taxi/TNC), therefore what may appear as a relatively low capture rate represents a large share of overall Connector users, as presented in Figure 11-3 above.

Figure 11-4: Connector capture rate by mode - % relative to the in-scope market

Connector Capture rate	Drive & Park	Kiss & fly	Taxi	Ride Hailing	Public Transit	Shuttle
Low Scenario	4%	3%	7%	7%	23%	43%
High Scenario	10%	5%	15%	14%	82%	57%

Source: Infrata Analysis.

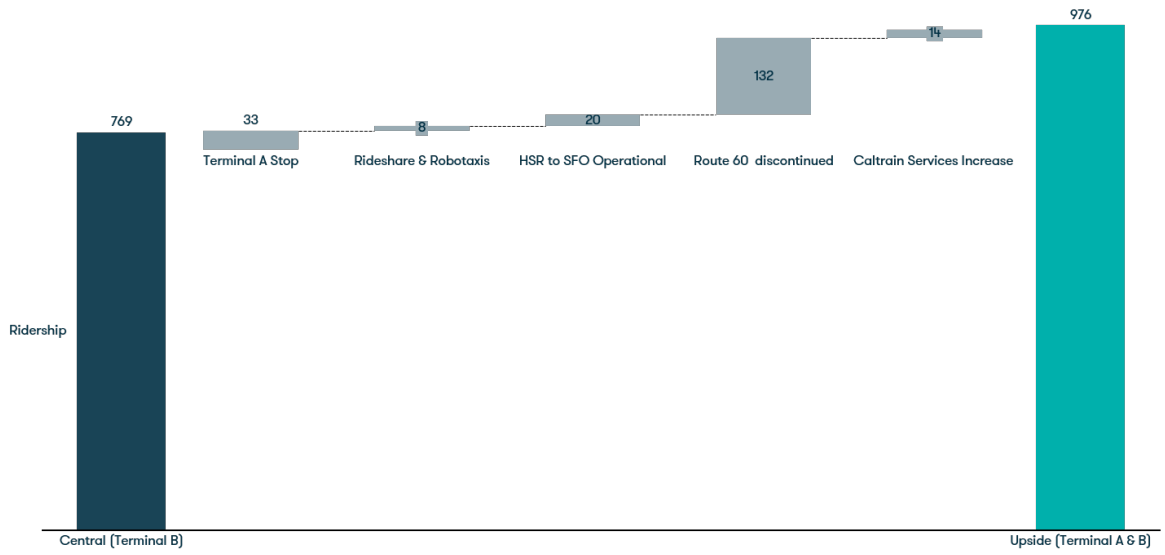
Waterfall Chart Alternative Scenario

11.2.14 In order to understand how sensitive the overall forecast is to some key assumptions, a comparison was made of the Central Case (Terminal B only) to the Upside Case (both Terminal A & B served by the Connector). The waterfall chart is presented in Figure 11-3 below and for the reference year 2045, when both BART Extension and HSR on the relevant segments are operational in all scenarios examined.

11.2.15 From the expected 769,000 trips in 2045, in the Central case, the addition of the Terminal A stop contributes an additional 33,000 trips. The discontinuation of VTA Route 60 airport stop is estimated to generate about 132,000 additional riders for the Connector. More moderate assumptions with regards to the future penetration of rideshare/robotaxi results in 8,000 additional trips, whilst the high-speed rail to San Francisco and increased Caltrain services 20,000 and 14,000 trips each.

11.2.16 Besides the BART extension, which as presented above has a significant impact on the Connector ridership increasing capture rate of SJC OD passengers from 2.9% to 4.8%, the Connector configuration and the availability of the Route 60 bus have the largest single impact on ridership.

Figure 11-5: Scenarios Waterfall Chart, 2045 (ridership, 000s)



Source: Infrata Analysis.

11.3 BENCHMARKING

— TOTAL CONNECTOR CAPTURE RATE

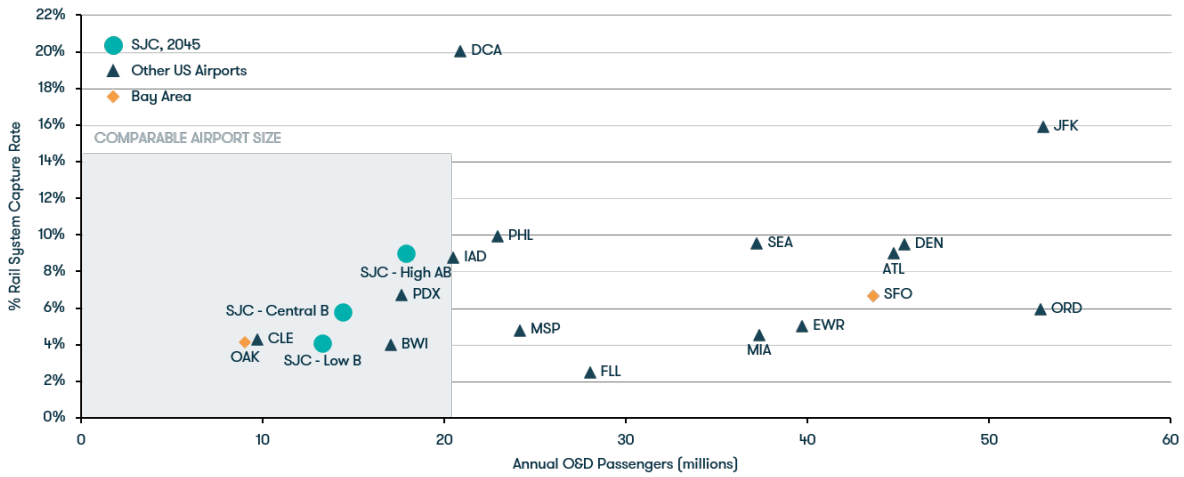
11.3.1 The estimated Connector capture rate of the total potential market (travelers + employees) has been compared to other airports in the US, considering both the size of the airport (number of OD passengers), and the use of public transit for commuting in the metropolitan statistical areas (MSA) of reference, as a proxy for public transit reach and penetration.

11.3.2 The Connector capture rates, ranging between 4% and 9% under different scenarios, are consistent with observed benchmarks at airports handling fewer than 20 million passengers, which is typically below 7%.

11.3.3 The Oakland Airport Connector between the BART Coliseum Station and OAK airport, provides a similar connectivity to the Connector, albeit with a fixed rail system and therefore a slightly different level of service. In 2025, OAK Airport Connector capture rate was around 4.3%, which is in line with the ranges expected for the SJC Connector.

11.3.4 Positioned against comparable US airports by annual passenger volume, the SJC Connector Low and High cases are within the range of similar size airports, supporting the reasonableness of the estimates derived from the model developed.

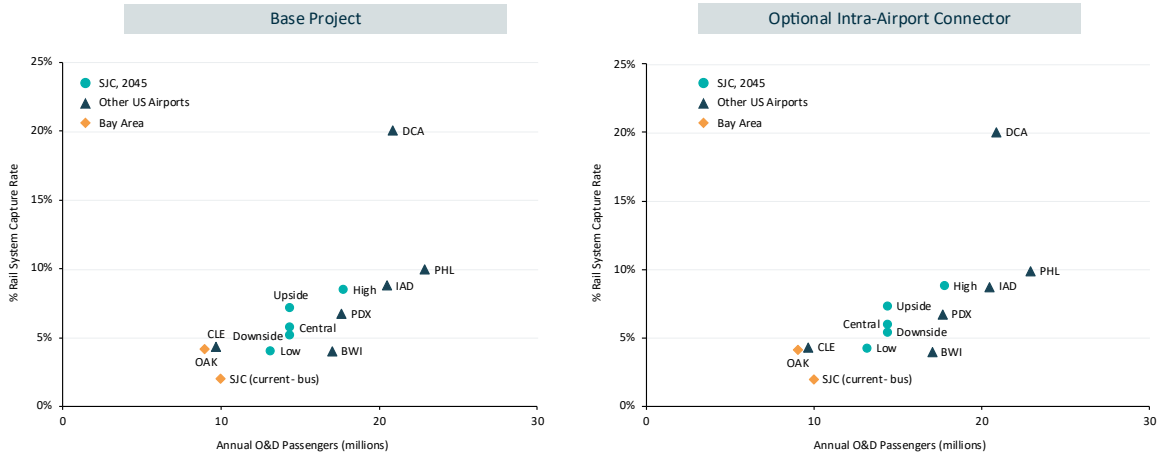
Figure 11-6: Rail capture rates at US airports — Benchmark



Source: Annual airport reports, Ridership reports by line of service, Infrata analysis.
Note % OD passengers (excluding connecting ones) accessing the airport by Rail connection.

11.3.5 All scenarios considered for the Connector fall within the benchmark ranges, as presented in Figure 11-11 below.

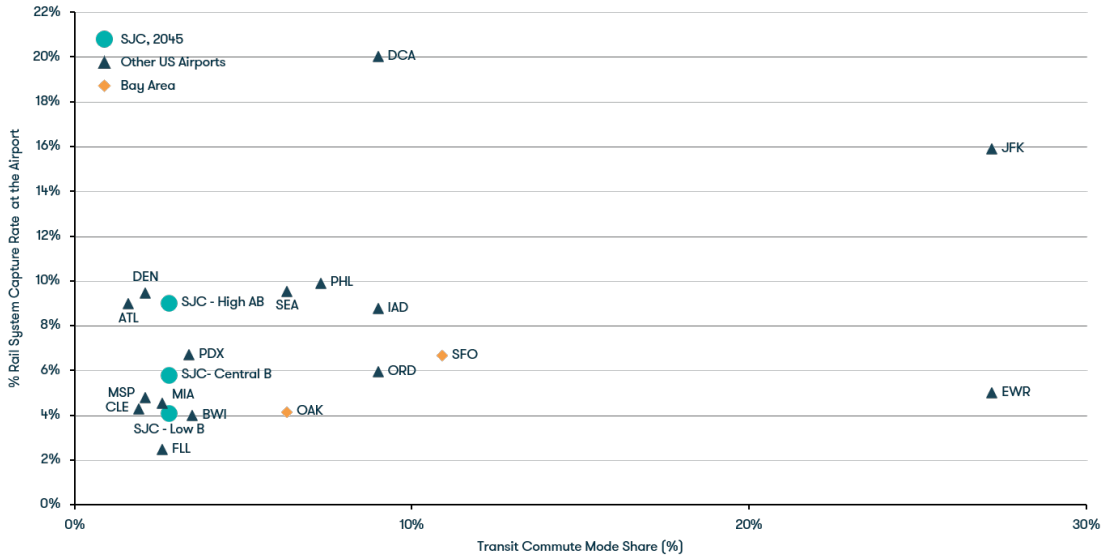
Figure 11-7: Rail capture rates at US airports — All Scenarios benchmark



Source: Annual airport reports, Ridership reports by line of service, Infrata analysis.
Note: Public Transit Capture Rate represents % OD passengers (excluding connecting ones) accessing the airport by Rail. SJC observation represents current public transit (bus only) modal split.

11.3.6 Comparing the airport rail links capture rates relative to the transit usage at the corresponding Metropolitan Areas (MSA), the Connector's estimated rates (4-9%) are consistent with other similar cities as presented in Figure 11-12 below.

Figure 11-8: Rail capture rates – relative to MSA transit usage



Source: Annual Airport Reports, Ridership report by Line of Service, 2024 ACS Transit Commute Mode Share, Infrata Analysis

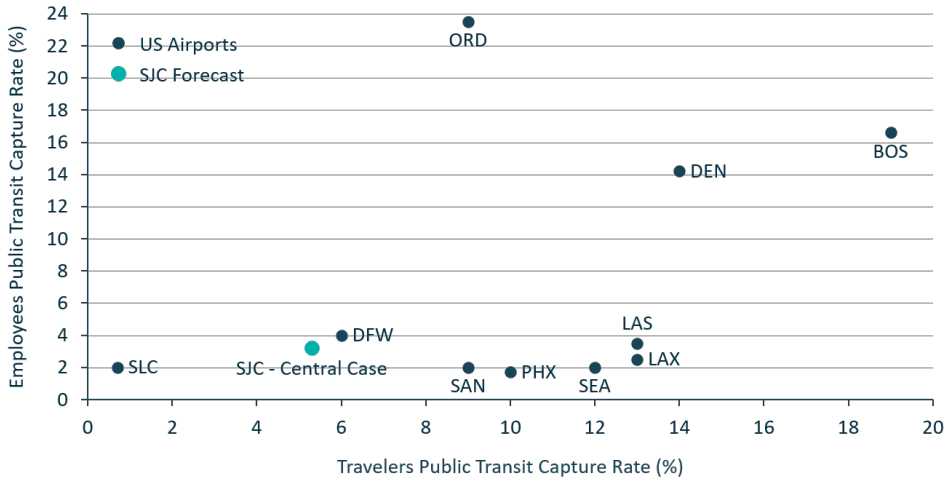
11.3.7 It has to be noted that these benchmarks compare the projected 2045 SJC scenario with observed 2025 capture rates of existing Public Transport systems at a number of airports in the US. Therefore, it is possible that over time the Public Transport mode share at these airports may increase as congestion levels in the road network of reference are likely to increase following recent trends.

— TRAVELERS VS. EMPLOYEES CONNECTOR CAPTURE RATES

11.3.8 The Connector's capture rates for employees' ground access via public transport (including bus), relative to travelers and for various airports is plotted in Figure 11-13. This benchmark assesses the relative propensity of different user groups to utilize public transport for airport access, providing a validation of the forecast mode shares generated by the demand model.

11.3.9 Employees and travelers transit capture rates generally fall within the range observed at comparable airports, although employees typically exhibit lower public transport mode shares due to factors such as dispersed workplace locations, shift patterns, and parking availability.

Figure 11-9: Employees capture rate vs travelers - Benchmark



Source: Transit Cooperative Research Program (Sponsored by the federal Transit Administration). Strategies for Improving Public Transportation Access to Large Airports

11.4 SENSITIVITY ANALYSIS

11.4.1 A number of sensitivity tests have been carried out on individual parameters to understand the model responsiveness to any individual assumption. The impact has been assessed relative to the Central Case and Terminal B only configuration. The tests focus on three key drivers of the Connector Ridership: in-scope market served, transport supply options and modal context, and the results presented in Table 11.6.

11.4.2 The BART extension is the most important single assumption, given it opens up the East Bay in-scope market with a significantly better connectivity to Diridon Station. In the reference year 2045 ridership would be about 39% lower if the BART extension is removed and therefore the level of service to reach Diridon Station from the East Bay is unchanged from existing situation.

11.4.3 Increasing the 2-mile range drop off zones to San Jose South and Southwest, has a positive impact on ridership of about 5%. Extending the drop-off option across the entire San Jose urban area could increase total demand by up to 19%. However, this would assume that a traveler is dropped off at a VTA station in San Jose, rather than be driven directly to the airport, despite a relatively short car drive.

11.4.4 The discontinuation of the bus Route 60 airport stop results in a 17% positive impact on the Connector ridership, given people wishing to access the airport with Public Transport will have no other option than using the Connector.

11.4.5 The Connector configuration at SJC has a marginally positive impact of 4% if Terminal A is served, given it would provide direct access for travelers using that terminal, and 5% uplift if the stop at Terminal B is moved closer to the terminal entrance, given the faster accessibility to the Connector.

11.4.6 The Connector attractiveness measured via the modal constant (ASC ±0.2) has an almost proportional impact on ridership ranging over time between -13% and +14%. Rideshare/robotaxi penetration, Caltrain frequency and road congestion have moderate impacts on ridership and generally lower than 5% impact.

11.4.7 Transfer Time at Diridon has minor impact on the ridership forecast -2%/+1%.

11.4.8 The number of public transit transfers to Diridon is assumed to be up to 2 in the base case, if limited to 1, the ridership forecast would be 9% lower.

11.4.9 The Central Case and other Scenarios assume employee parking at SJC is free. A US$5/day parking charge has been tested as a sensitivity scenario to reflect this scenario. This test results in 19% additional employees using the Connector, given the higher cost of driving a personal vehicle.

Table 11.5: Sensitivity test impact (% travelers ridership vs Central case, Terminal B)

		Case	2035	2045	2055
Category	**Assumption**	**Central Case**	**300,248**	**769,382**	**1,038,136**
In-Scope Market	BART extension to Diridon	Not operational	0%	-39%	-39%
	Connector Stops at SJC	Interim Terminal B (closer walking distance)	5%	5%	5%
		Terminal A and B	4%	4%	4%
	Drop-off Market	All Zones	26%	19%	17%
		All Zones except San Jose N/NE	12%	5%	6%
		Interurban Areas only	-11%	-12%	-16%
Transport Options	Rideshare & Robotaxis	High Penetration	-1%	-2%	-3%
		Low Penetration	1%	1%	2%
	Caltrain trains/hour	High Frequency	0%	2%	2%
		Low Frequency	0%	-2%	-2%
	Route 60 bus airport stop operational	Route 60 bus airport stop discontinued	18%	17%	15%
Modal Context	Connector Attractiveness	Low	-13%	-13%	-12%
		High	15%	14%	13%
	Road Congestion (Road Travel Time)	Low	-1%	-4%	-8%
		High	2%	5%	9%
Transfer Assumptions	Diridon Transfer Time	High	-2%	-2%	-2%
	Diridon Transfer Time	Low	1%	1%	1%
	PT Transfers to Diridon	1 PT Leg	-12%	-9%	-9%

Source: Infrata Analysis.

Table 11.6: Sensitivity test impact (% employees ridership vs Central case, Terminal B)

Category	Assumption	Case	2035	2045	2055
		Central Case	34,391	69,564	91,021
Employee Parking Cost at SJC	5 USD/day	-	18%	19%	19%

Source: Infrata Analysis.

11.5 INTRA-TERMINAL AND ECONOMY LOT 1 RIDERSHIP

11.5.1 Under the full Project configuration, with the Connector extended to Terminal A and Economy Lot 1, the Connector will also provide an intra-airport service for passengers and employees travelling between the terminals and to and from Economy Lot 1.

11.5.2 The SJC's internal shuttle bus service currently serves these trips, and the Connector is assumed to replace this service.

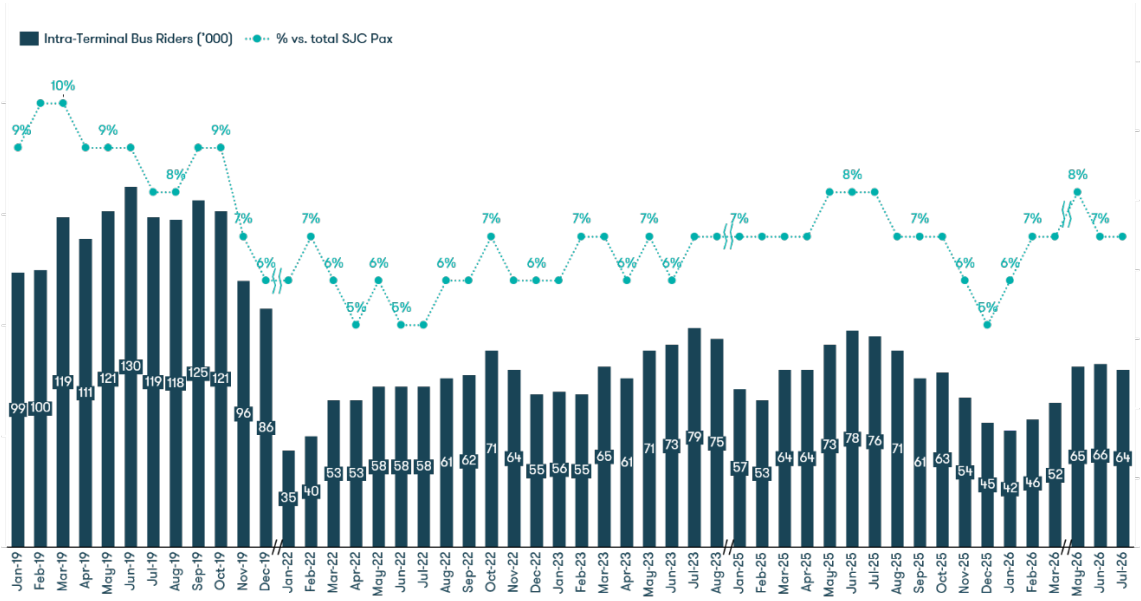
11.5.3 To inform the forecast, historical ridership on the shuttle bus service has been reviewed. The aim was to establish how total SJC passenger volumes relate to the number of riders travelling between terminals and to and from Economy Lot 1.

11.5.4 The shuttle bus service is used by both travelers and airport employees, however the operator data does not separate these groups in the reporting. Ridership has therefore been analyzed as a ratio of total SJC passengers. The analysis uses monthly operator data for 2019 to 2026. The years 2020 and 2021 are excluded to remove the distortion caused by the COVID-19 pandemic.

Intra-Terminal Ridership

11.5.5 Intra-terminal ridership (trips between A and B) has historically ranged between 5% and 10% of total SJC passengers, with an average of 7% over the period analyzed.

Figure 11-10: Historical Intra-Terminal Bus Ridership and Ratio vs. Total SJC Passengers



Source: SJC Intra Terminal Bus Operator Data

11.5.6 This ratio is expected to stay broadly stable over the forecast period. Intra-terminal trips are driven mainly by airport operations, such as transfers between terminals and access to the CONRAC, and these trips are expected to grow in line with overall passengers' activity. Intra-terminal ridership has therefore been forecast by applying the historical average ratio of 7% to the SJC passenger forecast provided by Ricondo.

Table 11.7: **Intra-Terminal Ridership Forecast**

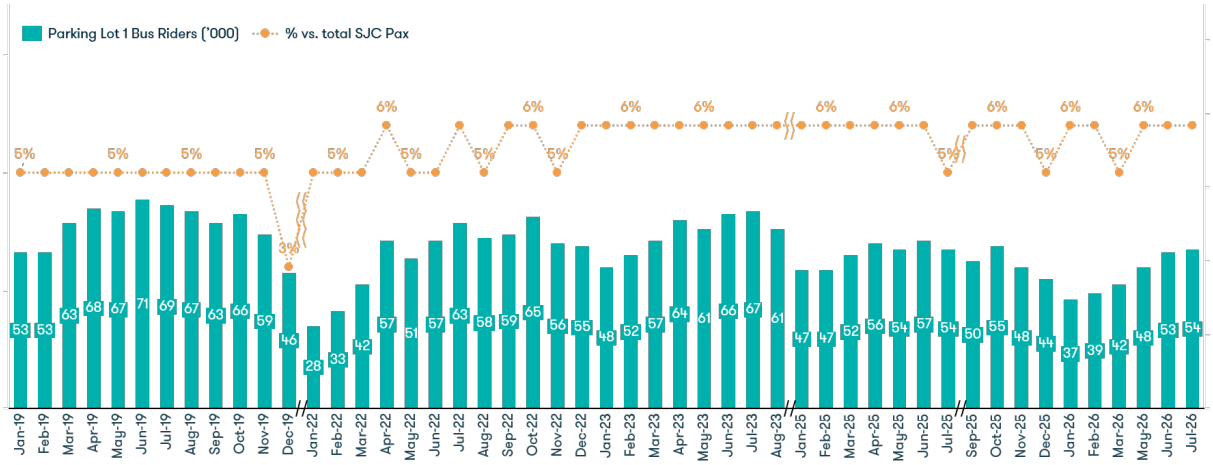
(,000)	2032	2033	2034	2035	2040	2045	2050	2055	2061
Low	320.1	773.0	777.7	782.4	866.6	950.8	1,048.3	1,145.7	1,279.6
Downside	342.7	834.9	847.4	859.8	946.4	1,033.1	1,138.7	1,244.4	1,389.5
Central	342.7	834.9	847.4	859.8	952.1	1,044.4	1,151.2	1,258.0	1,404.6
Upside	342.7	834.9	847.4	859.8	952.1	1,044.4	1,151.2	1,258.0	1,404.6
High	371.3	913.3	935.5	957.7	1,125.3	1,292.9	1,441.4	1,589.9	1,727.0

Source: Infrata Analysis

Economy Lot 1 Ridership

11.5.7 Economy Lot 1 bus ridership has historically been between 5% and 6% of total SJC travelers and has broadly followed air traffic trends. The ratio was lower (5%) in 2019 when airport activity peaked and car parking capacity was constrained, and has risen to around 6% since 2023.

Figure 11-11: **Historical Economy Lot 1 Bus Ridership and Ratio vs. Total SJC Travelers**

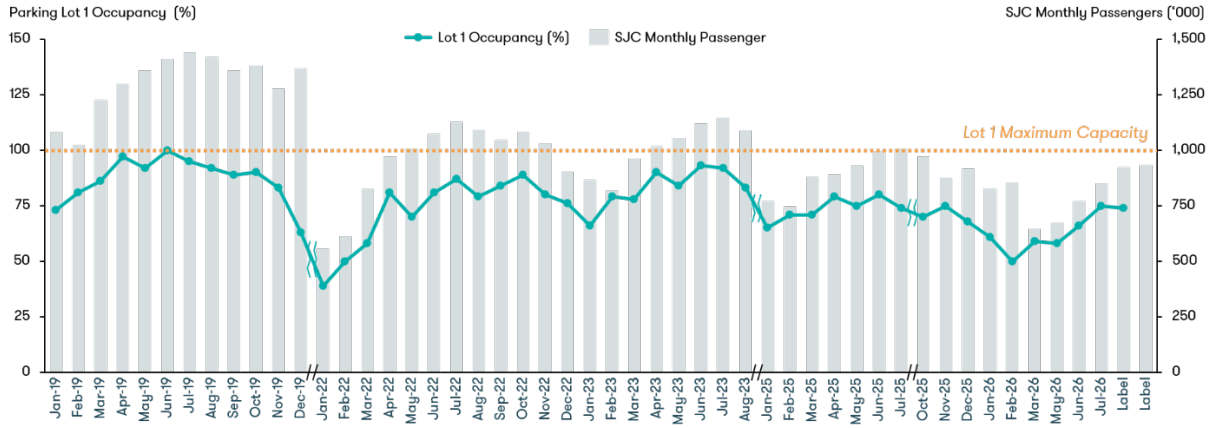


Source: SJC Intra Terminal Bus Operator Data

11.5.8 The lower share in 2019 reflects the parking capacity at Economy Lot 1 rather than lower demand. In 2019, when monthly passenger numbers reached a peak of 1.4 million (July 2019), Economy Lot 1 was full. As a result, Economy Lot 1 ridership could not grow in line with airport traffic, and its share of total passengers fell.

11.5.9 This capacity limit has been estimated considering Economy Lot 1 has 2,446 parking spaces, and assuming an average stay of 3.7 days and an average of ~3 people per vehicle. Given that, Economy Lot 1 can serve about 2,000 travelers per day when full. Additional parking capacity could be achieved through the construction parking garages.

Figure 11-12: Historical Economy Lot 1 occupancy analysis



Source: SJC Intra Terminal Bus Operator Data

11.5.10 Economy Lot 1 Connector ridership is forecasted at 6% of total SJC travelers, in line with levels seen since 2023, until it reaches the parking lot's capacity.

11.5.11 After that point, Connector Lot 1 ridership growth is expected to slow down, limited by the available parking, as happened in 2019.

Table 11.8: **Economy Lot 1 Ridership Forecast**

(,000)	2032	2033	2034	2035	2040	2045	2050	2055	2061
Low	258.9	625.1	628.9	632.7	700.6	768.6	814.6	860.5	860.5
Downside	277.1	675.1	685.1	695.2	765.2	834.9	847.7	860.5	860.5
Central	277.1	675.1	685.1	695.1	769.5	844.0	852.2	860.5	860.5
Upside	277.1	675.1	685.1	695.1	769.5	843.9	852.2	860.5	860.5
High	300.1	738.2	756.2	774.1	817.2	860.5	860.5	860.5	860.5

Source: Infrata Analysis