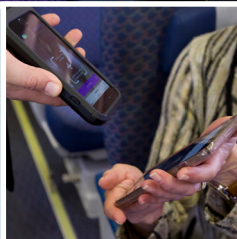
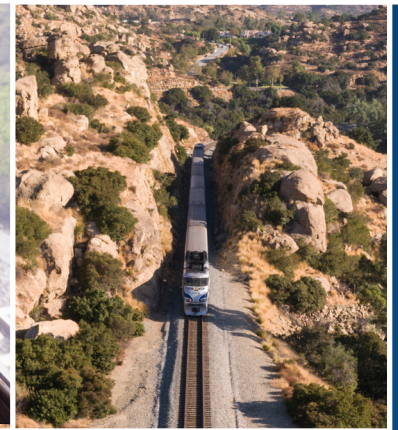




LOSSAN

# LOSSAN

Rail Corridor Agency Business Plan  
FY 2018-19 to FY 2019-20



Prepared for  
California State Transportation Agency

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## EXECUTIVE SUMMARY

The Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor Agency (Agency) is a joint powers authority formed in 1989 that works to increase ridership, revenue, capacity, reliability, coordination, and safety on the rail corridor between San Diego, Los Angeles, and San Luis Obispo. On September 29, 2012, Governor Jerry Brown signed Senate Bill (SB) 1225 (Chapter 802, Statutes of 2012), which authorizes the LOSSAN Agency to oversee the state-supported Pacific Surfliner intercity passenger rail service operating on the LOSSAN rail corridor, subject to approval of an interagency transfer agreement (ITA) with the State of California, which became effective on July 1, 2015 for an initial three-year period, expiring on June 30, 2018. Negotiations are underway to extend the ITA for up to five additional years. The Orange County Transportation Authority (OCTA) serves as the LOSSAN managing agency.

The Pacific Surfliner travels along a 351-mile coastal rail corridor through six counties: San Diego, Orange, Los Angeles, Ventura, Santa Barbara, and San Luis Obispo, and is currently the second busiest intercity passenger rail corridor in the United States, and the busiest state-supported Amtrak route. The LOSSAN Agency is governed by a Board of Directors (Board) composed of 11 voting members representing rail owners, operators, and planning agencies along the LOSSAN rail corridor, as well as four non-voting, ex-officio members, as detailed below.

### *Member Agencies*

- San Diego Metropolitan Transit System
- San Diego Association of Governments
- North County Transit District (NCTD)
- OCTA
- Riverside County Transportation Commission
- Los Angeles County Metropolitan Transportation Authority
- Ventura County Transportation Commission
- Santa Barbara County Association of Governments (SBCAG)
- San Luis Obispo Council of Governments

### *Ex-Officio Members*

- Amtrak
- California Department of Transportation (Caltrans) Division of Rail and Mass Transportation (DRMT)
- California High-Speed Rail Authority
- Southern California Association of Governments

As required by SB 1225, and per the terms of the ITA, the LOSSAN Agency must submit an annual business plan by April 1 of each year to the Secretary of the California State Transportation Agency (CalSTA). The primary purpose of the business plan is to identify the major goals and objectives for the LOSSAN Agency's management of the Pacific Surfliner intercity passenger rail service, as well as the budget necessary to administer, market, and operate the Pacific Surfliner service during the upcoming two-year period. The business plan summarizes operations, service levels, budget, and capital improvements that have contributed to the success of the

Pacific Surfliner service and identifies improvements to sustain and grow its success moving forward.

### Historical Performance of Pacific Surfliner Service

Since 1971, service on the Pacific Surfliner between Los Angeles and San Diego has increased from the original six daily trips to the current level of 24 daily trips, including the 12<sup>th</sup> daily roundtrip between Los Angeles and San Diego implemented in November 2016, the first service increase in more than a decade. The Pacific Surfliner is the busiest state-supported route in the entire Amtrak national system carrying nearly 3 million passengers in federal fiscal year (FFY) 2016-17.

Since the early 2000s, ridership on the Pacific Surfliner service has increased significantly, offsetting the initial impacts of the introduction of commuter rail services on the LOSSAN rail corridor. Ridership reached 2 million in FY 2002-03, and farebox recovery has exceeded 50 percent since FY 2000-01. Ridership peaked at nearly 3 million in FY 2016-17, with farebox recovery exceeding 79 percent, continuing the overall trend of increase.

Operating costs for the Pacific Surfliner service are funded through the Public Transportation Account, which is funded primarily through the state sales tax on diesel fuel. The state subsidy for the Pacific Surfliner increased sharply in FY 2013-14 due to the increased costs absorbed by the state under the provisions of the Passenger Rail Investment and Improvement Act of 2008 Section 209, which eliminated Amtrak's 30 percent financial contribution toward Pacific Surfliner operating costs and established additional capital equipment charges for the use of Amtrak-owned equipment. Subsidy rose in FY 2016-17 due to the addition of a 12<sup>th</sup> roundtrip between San Diego and Los Angeles.

Farebox recovery has shown significant improvement over the past several fiscal years, resulting in the actual state subsidy being significantly less than projections. Over the past decade, the Pacific Surfliner has consistently maintained a farebox recovery ratio of more than 50 percent, reaching 79.2 percent in FY 2016-17. Los Angeles, San Diego, Irvine, Oceanside and Solana Beach are the busiest stations of the Pacific Surfliner route, accounting for more than



half of total Pacific Surfliner ridership. On-time performance has fluctuated over the past several years, but continues to be lower than expected, reaching a low of 68.8 percent in FY 2016-17.

**Operating Plan and Strategies**

Amtrak operates 12 daily Pacific Surfliner roundtrips between San Diego and Los Angeles. Of those, five daily roundtrips (the 700-series trains) extend north of Los Angeles to Santa Barbara and Goleta, with two roundtrips extending further north to serve San Luis Obispo. Amtrak Thruway bus connections supplement the train service on the LOSSAN rail corridor.



The Pacific Surfliner serves 29 stations, 17 of which are between San Luis Obispo and Los Angeles, with the remaining 12 located south of Los Angeles in Orange and San Diego counties. Six daily Pacific Surfliner trains currently stop at four COASTER stations under the Rail 2 Rail Program with NCTD.

In FY 2016-17, the LOSSAN Agency worked with Amtrak and Caltrans DRMT to reinstate a 12<sup>th</sup> Pacific Surfliner round trip between Los Angeles and San Diego seven days a week, marking the first Pacific Surfliner service increase in more than a decade. In FY 2017-18, the LOSSAN Agency worked with Amtrak, Caltrans DRMT, SBCAG, CalSTA and Union Pacific Railroad to implement a schedule change to allow a new early-morning northbound Pacific Surfliner train between Los Angeles and Santa Barbara/Goleta. The LOSSAN Agency also plans to continue to grow the Pacific Surfliner Transit Transfer Program, which provides free connections between the Pacific Surfliner and local transit services.

In FY 2018-19 and 2019-20, the LOSSAN Agency will continue to work cooperatively with Caltrans DRMT to ensure sufficient state funding is provided to operate the Pacific Surfliner and Amtrak Thruway bus services, while exploring opportunities to enhance ridership, revenue, and on-time performance (OTP). During this timeframe, the LOSSAN Agency also plans to initiate a network integration and strategic investment study of the LOSSAN rail corridor, and also to introduce an additional Pacific Surfliner roundtrip between San Diego and San Luis Obispo. In addition, the LOSSAN Agency will continue to pursue service expansions to accommodate seasonal and event-related travel demand, and continue to work to secure additional railcars to meet peak ridership demand on the Pacific Surfliner.

During the next two FYs, the LOSSAN Agency plans to implement a number of strategies to further improve Pacific Surfliner service, with a focus on continuing to enhance OTP. Areas for improvement include: train monitoring, train and connecting bus schedule adjustments, improved connectivity with local transit services, equipment and crew utilization, response to service disruptions, and service planning.

**Performance Standards and Metrics**

As required by SB 1225, CalSTA has established a set of uniform performance standards (UPS) for the three state-supported intercity passenger rail corridors, including the Pacific Surfliner service, to control cost and improve efficiency. The proposed performance measures fall into three major categories (usage, cost efficiency, and service quality) and include: passenger miles, ridership, farebox recovery, cost per passenger mile, endpoint OTP, all-stations OTP, and operator responsible delays per 10,000 train miles.

In FY 2016-17, the Pacific Surfliner service saw positive growth in these metrics, with a 2.2 percent increase in ridership, a 4.5 percent increase in revenue, a 3 percent increase in passenger miles, and a farebox recovery of 79.2 percent. These increases came in spite of significant closures impacting the Pacific Surfliner service due to planned track work and unplanned weather events. Endpoint on-time performance continued to lag behind the goal of 90 percent, averaging 68.8 percent in FY 2016-17.

**Capital Improvements**

Though much progress has been made over the years, many segments of the LOSSAN rail corridor are still limited by the lack of passing sidings or second main tracks. There is currently more than \$5 billion in capital needs that have been identified on various portions of the LOSSAN rail corridor, including additional track capacity, station improvements, and signal and communications improvements.

The LOSSAN Agency continues to coordinate with member agencies and station owners in an effort to pursue funding opportunities that bring benefits to the larger rail corridor. As part of that effort, the LOSSAN Agency plans to develop a comprehensive capital improvement program, with special attention being given to identifying projects that have unfunded elements. While each member agency or host railroad is responsible for the implementation of its respective capital improvement projects, the LOSSAN Agency takes a lead role in funding and legislative pursuits, with a focus on leveraging existing funds to advance capital projects that have a corridorwide benefit. This unified voice advocating for capital funding and key projects makes the LOSSAN Agency’s requests more compelling and competitive. In addition to the major capital improvements planned for the LOSSAN rail corridor, the state annually allocates approximately \$500,000 to cover minor projects, such as station improvements, signage, and minor safety



enhancements; and the California Office of Emergency Services has allocated approximately \$7.2 million for safety and security projects. The new State Rail Assistance program under SB1 is expected to make additional funding available for capital improvements, with the LOSSAN Agency receiving an annual allocation on a formula basis. Finally, the LOSSAN Agency applied for more than \$700 million in funding through the state’s 2018 Transit and Intercity Rail Capital Program for capital and operational improvements along the LOSSAN rail corridor.

**Fare Policy**

Pacific Surfliner trains currently offer travel in unreserved coach class and reserved business class. Fares are largely static year-round with the exception of slight increases on select holidays during peak travel periods. Amtrak also offers discounted multi-ride tickets, discounts for group travel, as well as a Rail 2 Rail Program that allows Metrolink and COASTER commuter rail pass holders to ride Pacific Surfliner trains at no additional cost, subject to certain restrictions. The last fare increase on the Pacific Surfliner service took place in June 2013.



In FY 2017-18, a complete fare review and restructuring was completed, which normalized fares to eliminate inconsistent pricing methodology and application of discounts along the Pacific Surfliner route. The new fare policy helps to ensure that the Pacific Surfliner is an attractive transportation option that is competitive with the automobile and other competing modes of transportation, while meeting the UPS set by the state, including ridership, revenue, and farebox recovery goals. The LOSSAN Agency will closely monitor the fare policy adjustment to determine its impact on ridership and revenue. In FY 2017-18, the LOSSAN Agency also implemented a California Everyday Discounts program to supplement changes to national discount programs made by Amtrak.

In the coming year, the LOSSAN Agency will explore a variety of other opportunities to increase fare revenue without raising fares, while maintaining and expanding ridership, including promotion of transit transfers, a new small group discount, partnerships with major destinations/attractions, enhanced loyalty programs, and development of special event trains.

**Network Integration and High-Speed Rail**

The Pacific Surfliner will play a key role in the larger statewide effort of integrating the three state-supported intercity passenger rail services with the future high-speed rail (HSR) system. State-supported intercity passenger rail and the HSR system will also be connected with transit and commuter rail systems throughout the state as the Pacific Surfliner service currently integrates with these systems.

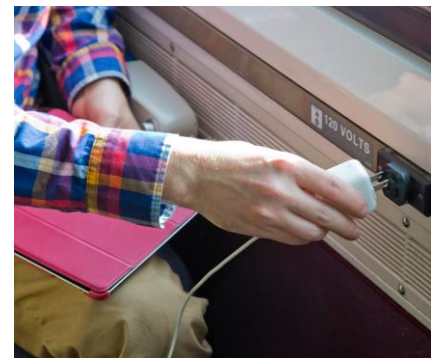
The LOSSAN Agency is working in close coordination with CalSTA, Caltrans DRMT, transit and rail operators along the LOSSAN rail corridor, and other stakeholders on efforts to improve rail

and transit service. This includes growing ridership by creating an integrated statewide passenger rail and transit network with coordinated schedules and common fare collection systems. The LOSSAN Agency also actively participated in the California State Rail Plan Stakeholder Advisory Committee, which provided input into the 2018 California State Rail Plan prior to its release in late 2017.

The passenger rail services along the LOSSAN rail corridor act as a backbone for transportation throughout the California coastal region. As such, the LOSSAN rail corridor will provide critical connections and feeder/distributor service to support and compliment the HSR system. Integration between the LOSSAN rail corridor and HSR system will provide mutual benefits to each service and must be planned carefully to build upon the existing success of the Pacific Surfliner service.

**Passenger Amenities**

The Pacific Surfliner offers its passengers a variety of amenities and tools in an effort to improve the overall travel experience. The LOSSAN Agency plans to pursue a number of strategies for enhancing passenger amenities in the coming two years. Key priorities for FY 2018-19 and FY 2019-20 include enhancements to both on-board and station amenities, including business class service, customer communications, food and beverage offerings, joint promotions, seating availability notifications, service disruption response, special event service, train status information, transit connectivity, Wi-Fi improvements, and checked baggage and station improvements.





## Equipment

The Pacific Surfliner fleet consists of nine train sets to operate 24 daily trains. Of the 49 Surfliner bi-level cars that are dedicated to the Pacific Surfliner service, 10 are owned by Caltrans DRMT and the remaining 39 are owned by Amtrak. Caltrans also leases approximately nine Amtrak Superliner coaches to supplement the Pacific Surfliner fleet. Caltrans DRMT has ordered 14 new Siemens Charger locomotives that are scheduled to be placed into service on the Pacific Surfliner beginning in summer 2018. New single-level state-owned railcars are expected to be available starting in 2020, and the LOSSAN Agency is currently working with Caltrans DRMT and the other two state-supported corridors to finalize a deployment plan for the new cars. The LOSSAN Agency is continuing discussions with Amtrak and Caltrans DRMT regarding options to lease additional equipment on a short-term basis prior in order to accommodate peak travel demand, which sometimes exceeds available seating capacity.



Amtrak staff is responsible for all maintenance activities related to the Pacific Surfliner service as part of the annual operating contract with the LOSSAN Agency. The LOSSAN Agency is responsible for administration and maintenance supervision of the Pacific Surfliner fleet, particularly the 10 state-owned railcars, and the 14 new state-owned Charger locomotives.

## Marketing

The proposed Pacific Surfliner marketing program for FY 2018-19 focuses on optimizing existing marketing efforts while building a strategic framework to support future Pacific Surfliner marketing initiatives in order to grow awareness, ridership and revenue. This approach utilizes cost-effective, data-driven tactics while promoting long-term efficiencies as the Pacific Surfliner marketing program continues to mature.

The LOSSAN Agency's initial efforts to create awareness and generate interest in the Pacific Surfliner service included a broad range of activities, from communicating critical rider information and establishing new social media channels to launching new service promotions and working to increase revenue related to key business objectives. The marketing plan for FY 2018-19 focuses on initiatives designed to build on these early accomplishments while laying the groundwork for future success and continuing to demonstrate return on marketing investments.

Marketing tactics will include traditional and digital advertising, as well as video, social media, email blasts, and a state-of-the-art, customer-oriented digital experience. Marketing strategies will include strengthening the Pacific Surfliner brand, building new marketing tools and content, enhancing passenger communications, forming strategic partnerships, and implementing targeted public relations campaigns. All marketing activities and expenditures will be measured to determine efficiency and effectiveness.

## **Annual Funding and Separation of Funding**

The primary purpose of the business plan is to fulfill the requirement by SB 1225 to develop a two-year business plan on an annual basis to guide the allocation of funds necessary for the LOSSAN Agency to administer, operate, maintain equipment, and market the Pacific Surfliner service.

The total net State operating subsidy for FY 2018-19 is projected to be \$41,486,811, which includes the net operating subsidy as well as administrative and marketing funding. This includes a preliminary estimate for implementation of a new roundtrip between San Diego and San Luis Obispo, as well as costs associated with retiming trains to provide peak-period service between Ventura and Santa Barbara counties. The current assumptions for the FFY 2018-19 operating budget include a modest increase in both ridership and revenue of 4 percent over the FFY 2017-18 budget. This yields a projected fare revenue of \$89,514,080. Total operating costs for the Pacific Surfliner service for FY 2018-19 are projected to be \$125,508,037. Caltrans DRMT has executed an agreement with Amtrak to directly fund equipment capital charges for the Amtrak-owned railcars and locomotives used on the three state-supported rail corridors, effective October 2015. As a result, equipment capital charges are not included in the operating agreement between Amtrak and the LOSSAN Agency. After subtracting projected fare revenue of \$89,514,080, from total operating costs of \$125,508,037, the total FFY 2018-19 state operating subsidy payment is projected to be \$34,816,682. The FY 2018-19 budget also includes \$500,000 for minor projects, including station improvements, signage, and minor safety and security enhancements, as well as grant state grant revenues for capital and operational improvements.

In addition to the operating payment to Amtrak, the state will also fund the administration and marketing of the Pacific Surfliner service. The FY 2018-19 administrative budget is proposed at \$4,170,129. This amount assumes three additional full-time staff positions, bringing the total staffing level to 12 full-time positions and one part-time position. This amount also assumes administrative employee performance-based salary increases consistent with the managing agency's projected assumptions, as well as no changes from FY 2017-18 in insurance, legal, travel, and professional services. The FY 2018-19 marketing budget is proposed to remain consistent with the FY 2017-18 amount of \$2,000,000. To ensure state funding for the Pacific Surfliner service is kept separate from funding for OCTA projects and programs, a separation of funding has been established within the LOSSAN managing agency.

## **Government Relations and Advocacy**

One of the benefits gained through local governance of the Pacific Surfliner service by the LOSSAN Agency is added flexibility in advocating for policies at the state and federal level to improve rail operations, increase funding for operations and capital needs, and allow better coordination and interoperability with connecting transit and rail services.

The annual legislative program adopted by the LOSSAN Board provides overall guidance to LOSSAN Agency advocacy activities, and staff will continue to provide regular legislative updates and bill analyses to the LOSSAN Board consistent with that program. The 2018 LOSSAN Legislative Program provides detail on legislative priorities, including:

- Maximize the share of long-term, sustainable funding sources to support passenger rail operations and capital projects in the LOSSAN rail corridor, including funds made available by the federal rail title and ensuring eligibility for the LOSSAN Agency to compete for state funding, such as funding through SB1 and the cap-and-trade program.
- Support efforts to further enhance connectivity of regional rail and local transit services within the LOSSAN rail corridor.
- Continue to study and advance infrastructure and service improvement projects/programs.

In addition, the LOSSAN Agency has worked with LOSSAN member agencies to pursue opportunities to retain legislative advocacy services. This will allow the LOSSAN Agency to more effectively represent the interests of its member agencies in Sacramento and Washington, D.C., communicate policy goals and input to legislative and administrative offices, and receive regular updates on issues of importance to the LOSSAN Agency.

At the local level, LOSSAN Agency staff will continue to work with LOSSAN member agencies, local communities, and stakeholder organizations to build awareness of passenger rail services along the LOSSAN rail corridor, developing strategic partnerships to better evolve the services to meet local demands. Increased awareness of these services by local officials can then be leveraged to back consensus based operational improvements and policy activities.

### **Safety and Security**

Protecting the safety and security of passenger rail service is key to attracting and retaining riders, and ensuring efficient operation of passenger trains on the LOSSAN rail corridor. The goal of the LOSSAN Agency safety program is to instill a comprehensive safety culture that will govern all of the activities associated with the operations and maintenance of the service, while efficiently meeting operational performance goals. The Federal Railroad Administration (FRA) and the California Public Utilities Commission (CPUC) are responsible for overseeing general railroad safety along the LOSSAN rail corridor.

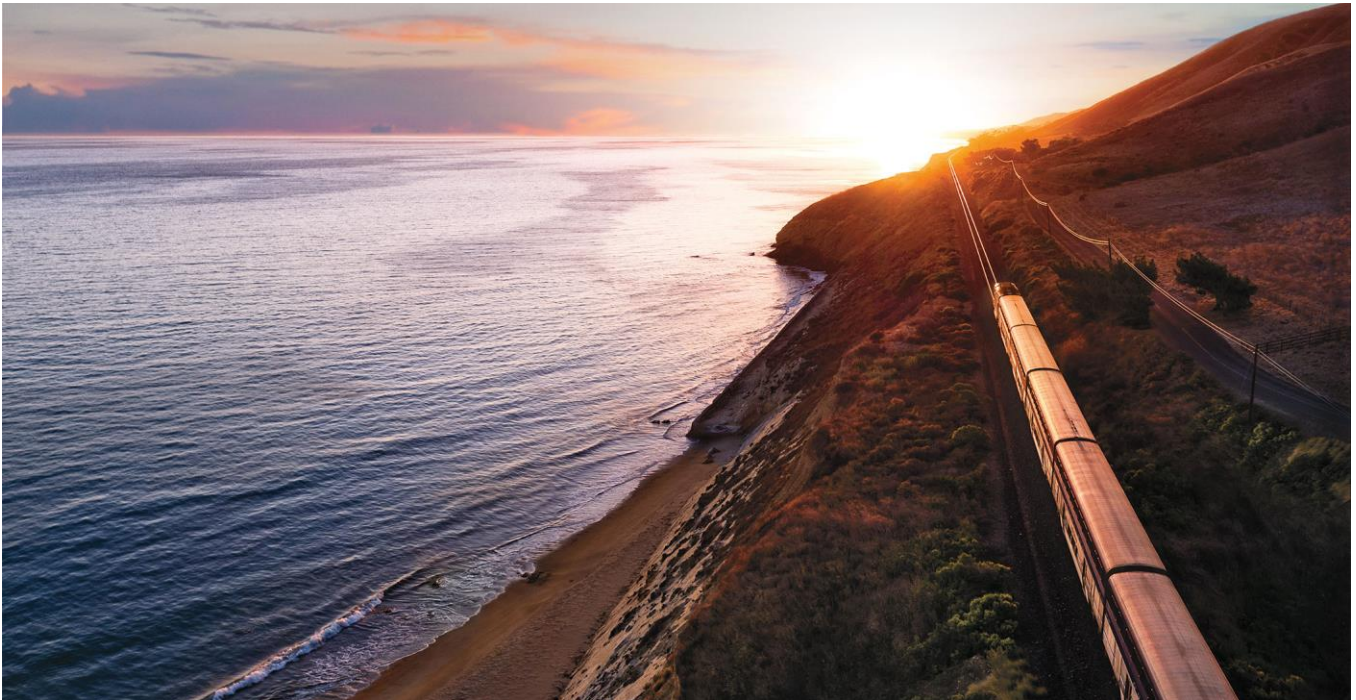
The LOSSAN Agency primarily serves in an oversight and coordination role with regard to safety and security aboard trains, relying on the extensive on-board safety and security programs and policies put in place by Amtrak. Pacific Surfliner passengers benefit from the Amtrak security program, specifically the services of the Amtrak Police Department. As part of the FY 2017-18 budget, two additional Amtrak Patrol Officers were proposed to be hired to supplement existing Amtrak Police Department resources.

The LOSSAN Agency will continue to attend regularly scheduled safety meetings hosted by Amtrak for front-line employees to reiterate that safety is the first priority in delivering Pacific Surfliner service. Amtrak is responsible for all required reporting of safety data to federal, state, and local agencies, including FRA and CPUC. All cab cars and locomotives are equipped with a “forward facing” camera system to aid in accident investigation and new locomotives will be equipped with “inward facing” cameras. As required by the FRA, installation of Positive Train Control (PTC) is progressing, with all Pacific Surfliner locomotives and cab cars expected to be fully compliant with PTC by the revised December 31, 2018 federal deadline.

The LOSSAN Agency will continue to work with right-of-way owners and rail operators to enhance safety and response to incidents along the right-of-way. Public information efforts will include both traditional and social media to build awareness of rail safety.

### **Emerging Corridors**

In addition to administering the existing Pacific Surfliner rail service, the LOSSAN Agency will continue to work with member agencies to study and pursue expansion opportunities on emerging corridors that provide connectivity within southern California and beyond. Specifically, the LOSSAN Agency expects to focus on connectivity to the California HSR system, as well as the eastern communities throughout Riverside County and the Coachella Valley, and coastal communities up to San Luis Obispo and north to the San Francisco Bay Area. These connections will provide seamless travel opportunities by rail or bus throughout the region and state. Enhanced and emerging corridor rail service and system improvements will contribute to the success of the LOSSAN rail corridor, support future statewide HSR service and regional commuter rail operations, and provide connectivity with local transit systems.



## Chapter 1: Introduction

The Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor Agency’s (Agency) annual business plan for fiscal year (FY) 2018-19 and FY 2019-20 identifies the Agency’s major goals and objectives for management of the Pacific Surfliner intercity passenger rail service, as well as the budget necessary to administer, market, and operate the Pacific Surfliner service during that two-year period.

Senate Bill (SB) 1225 (Chapter 802, Statutes of 2012), approved in September 2012, authorized the LOSSAN Agency to assume responsibility for managing the state-supported Pacific Surfliner service, subject to negotiation of an interagency transfer agreement (ITA) with the State of California. The ITA was approved in June 2015 and took effect on July 1, 2015, for an initial three-year period. Since that time, the LOSSAN Agency has implemented a number of initiatives aimed at improving the passenger experience on the Pacific Surfliner while also increasing ridership and revenue. The LOSSAN Agency looks forward to continuing to work with the state, Amtrak, and LOSSAN member agencies to ensure the Pacific Surfliner remains a safe, reliable, and cost-effective transportation alternative that is well-integrated with connecting transit services and the state’s other two intercity passenger rail corridors.

### Overview of the LOSSAN Rail Corridor

The Pacific Surfliner service operates over the 351-mile LOSSAN rail corridor through six counties in Southern California (San Diego, Orange, Los Angeles, Ventura, Santa Barbara, and San Luis Obispo). It is the busiest state-supported Amtrak operated intercity passenger rail service in the nation. The LOSSAN rail corridor is made up of seven different right-of-way (ROW) owners, including both public agencies and freight railroads (See Table 1.1 and Figure 1.1), and is used by five different passenger rail and freight operators (Amtrak, COASTER, Southern California Regional Rail Authority (Metrolink), BNSF Railway (BNSF), and Union Pacific Railroad (UPRR)).

**Table 1.1: LOSSAN Rail Corridor ROW Owners**

Owner	Route Miles
San Diego Metropolitan Transit System (SDMTS)	22
North County Transit District (NCTD)	38
Orange County Transportation Authority (OCTA)	42
BNSF	21
Los Angeles County Metropolitan Transportation Authority (Metro)	36
Ventura County Transportation Commission (VCTC)	16
UPRR	176
<b>Total</b>	<b>351</b>

### Overview of the LOSSAN Agency

The LOSSAN Agency is a joint powers authority (JPA) originally formed in 1989 for the primary purpose of improving passenger rail service along the LOSSAN rail corridor. It strives to increase ridership, revenue, capacity, reliability, coordination, and safety on the rail line between

San Diego, Los Angeles, and San Luis Obispo. The LOSSAN Agency is governed by an 11-member Board of Directors (Board) composed of officials representing rail owners, operators, and planning agencies along the LOSSAN rail corridor. The LOSSAN Board includes representatives from nine member agencies (Metro, NCTD, OCTA, Riverside County Transportation Commission (RCTC), San Diego Association of Governments (SANDAG), SDMTS, San Luis Obispo Council of Governments (SLOCOG), Santa Barbara County Association of Governments (SBCAG), and VCTC). Amtrak, the California Department of Transportation (Caltrans) Division of Rail and Mass Transportation (DRMT), the California High-Speed Rail Authority (CHSRA), and the Southern California Association of Governments (SCAG) are non-voting, ex-officio members of the LOSSAN Board.

OCTA was selected as the managing agency of the LOSSAN Agency in August 2013, following a competitive request for proposals. As the managing agency, OCTA provides all management and administrative support for the LOSSAN Agency.

Consistent with the requirements of the ITA, the LOSSAN Agency must submit an annual business plan by April 1 of each year to the Secretary of the California State Transportation Agency (CalSTA). The LOSSAN Agency business plan must be reviewed and approved by the Secretary, and is used to develop an annual appropriation request to the state legislature. As required by SB 1225, the LOSSAN Agency business plan is consistent with the 2018 California State Rail Plan developed by Caltrans DRMT and the CHSRA 2016 Business Plan adopted by the CHSRA Board in April 2016.

The ITA, consistent with the provisions of SB 1225, requires the LOSSAN Agency to maintain the existing Pacific Surfliner service and facilities, and to implement service expansions as warranted by ridership demand and available revenue. The ITA further provides that the state will continue to provide the funding necessary for service operations, administration, and marketing of the Pacific Surfliner trains to maintain at least existing service levels through the “initial-term”, July 1, 2015 – June 30, 2018. Caltrans DRMT also remains responsible for the development of the California State Rail Plan, and the coordination and integration between the three state-supported intercity passenger rail services, as outlined in the ITA. The LOSSAN Agency has received approval from its Board to work with Caltrans DRMT and CalSTA to negotiate and execute a five-year extension to the ITA effective July 1, 2018 through June 30, 2023.

The Administrative Support Agreement (ASA) between the LOSSAN Agency and OCTA, which outlines OCTA’s role in providing administrative services and daily management of the Pacific Surfliner service, is also set to expire on June 30, 2018. A new agreement is necessary to allow OCTA to continue to provide administrative support services. Both the LOSSAN Board and the OCTA Board have supported the negotiation of a new ASA, with an initial term of three years and two additional three-year option terms. Negotiations are currently underway on both the ITA and ASA.

Figure 1.1: LOSSAN Rail Corridor ROW Owners



## Agency Roles and Responsibilities

The following list provides a summary of the agencies involved in providing passenger rail service along the LOSSAN rail corridor, and those that the LOSSAN Agency will continue to coordinate with in managing the Pacific Surfliner service.

**LOSSAN Agency:** JPA legislatively permitted to assume administrative and oversight responsibility of the state-supported Pacific Surfliner intercity passenger rail service on the LOSSAN rail corridor effective July 1, 2015.

**LOSSAN Member Agencies:** The nine voting LOSSAN member agencies that previously provided financial support to the LOSSAN Agency prior to and through the Start-Up Term. The member agencies are key partners that provide important technical and policy input at both the Technical Advisory Committee (TAC) and Board level.

**CalSTA:** State office responsible for the funding and oversight of California's three intercity rail corridors, as well as CHSRA.

**Caltrans DRMT:** This department within Caltrans that is responsible for development of the State Rail Plan, oversight of state-owned rail equipment, and overall funding and coordination of the three state-supported intercity rail corridors.

**Amtrak:** The contracted operator of the state-supported Pacific Surfliner service and owner of the majority of the rail cars, and all locomotives, utilized in providing Pacific Surfliner service.

**Capitol Corridor JPA (CCJPA):** Responsible for the operations and oversight of the Capitol Corridor passenger rail service between San Jose, Oakland, Sacramento, and Auburn. It was the first non-state agency to assume responsibility and oversight for state-supported passenger rail service in California in 1998.

**San Joaquin JPA (SJJPA):** Administers the state-supported San Joaquins intercity passenger rail service between Bakersfield, Stockton, Oakland, and Sacramento. The San Joaquin Regional Rail Commission has been selected as the managing agency for this rail corridor to act on behalf of the SJJPA, similar to OCTA's role on behalf of the LOSSAN Agency.

**OCTA:** Selected by the LOSSAN Board as the LOSSAN managing agency, responsible for providing administrative services and daily management of the Pacific Surfliner service and the LOSSAN Agency.

In addition to the agencies listed above, there are a number of stakeholders who will be engaged with the LOSSAN Agency on an ongoing basis. These stakeholders include rail operators such as Metrolink, NCTD, and the freight railroads, as well as ROW owners along the rail corridor and the CHSRA. A list of those additional stakeholders is provided below:

### *Rail Operators*

Metrolink

NCTD



BNSF  
UPRR  
Amtrak

*ROW Owners*

BNSF  
UPRR  
NCTD  
Metro  
OCTA  
VCTC  
SDMTS

*Regional Planning Agencies*

SANDAG  
SBCAG  
SLOCOG  
SCAG

*Others Key Stakeholders/Partners*

CHSRA  
Coast Rail Coordinating Council (CRCC)  
Coachella Valley Technical Advisory Committee  
Federal Railroad Administration (FRA)  
Members of the California State Legislature  
Members of the United States Congress  
Pacific Surfliner station cities and local elected officials  
Rail Passenger Association of California and other transit/rail advocacy groups  
Current and prospective rail passengers

## Chapter 2: Historical Performance of the Pacific Surfliner Service

### Overview

California is home to three of the most successful state-supported intercity passenger rail services operated by Amtrak. Combined, the Pacific Surfliner, Capitol Corridor, and the San Joaquin intercity passenger rail services carry more than 5.7 million passengers each year (See Figure 2.1). These three routes represent three of the five busiest state-supported rail services in the entire Amtrak national system: Pacific Surfliner at No. 1 with 2.99 million passengers per year, the Capitol Corridor at No. 2 with 1.6 million passengers per year, and the San Joaquin Corridor at No. 5 with 1.12 million passengers per year.<sup>1</sup> California’s investment in intercity passenger rail service operations and capital projects over the past four decades has led the state to boast the highest Amtrak ridership of any state in the country, with the three state supported corridors being responsible for 18 percent of the ridership for the entire Amtrak national system.

### History of Pacific Surfliner Service

From May 1971, when Amtrak assumed operation, through 2016, service between Los Angeles and San Diego increased from the original six daily trips to 24 daily Pacific Surfliner trips as detailed in Figure 2.2 and Table 2.1. Of the 24 daily Pacific Surfliner trains Amtrak currently operates, ten trains extend to Santa Barbara / Goleta and four continue to San Luis Obispo. The corridor is complimented by state-funded Amtrak Thruway buses, which provide scheduled connections to the Central Coast, Bay Area, Coachella Valley, and to the San Joaquin intercity rail corridor via Bakersfield. Two Amtrak long-distance trains (the Coast Starlight and Southwest Chief) also traverse portions of the LOSSAN rail corridor.

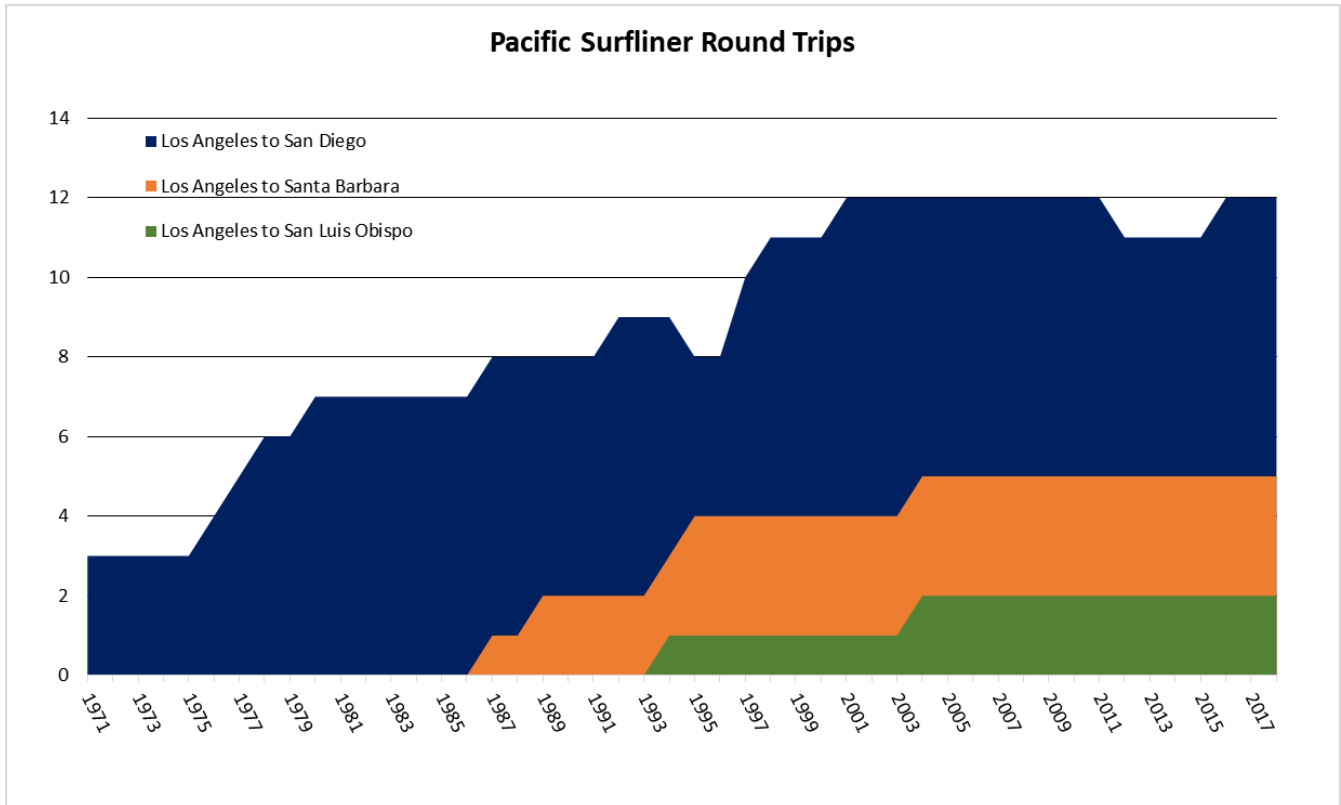
**Figure 2.1: California Intercity Passenger Rail Routes**



Source: Caltrans, 2015

<sup>1</sup> Amtrak Monthly Performance Report, September 2017

**Figure 2.2: Pacific Surfliner Service Growth**



Source: LOSSAN Agency, 2018

Pacific Surfliner Funding

**Table 2.1: Pacific Surfliner State Operating Subsidy**

Fiscal Year	State Subsidy
2013	\$ 29,423,000
2014	\$ 36,819,000
2015	\$ 21,290,000
2016	\$ 21,644,000
2017	\$ 26,891,000

Source: Amtrak, 2017

The annual operating subsidy for Pacific Surfliner service was on an upward trend in part due to the increased costs absorbed by the state under the provisions of the Passenger Rail Investment and Improvement Act of 2008 (PRIIA) Section 209. As a result, the state operating subsidy increased significantly between FY 2012-13 and FY 2013-14 as seen in Table 2.1. This is partly as a result of FY 2013-14 being the first full year under PRIIA Section 209. In subsequent years, the operating subsidy has shown a downward trend due to the transfer of Amtrak equipment lease costs from the operating

agreement to a separate agreement between Amtrak and Caltrans, as well as LOSSAN Agency management actions to increase operating revenues, and moving from a firm-fixed fee to an actual-based operating contract with Amtrak. Subsidy rose in FY 2017 due to the addition of a 12<sup>th</sup> roundtrip between San Diego and Los Angeles.

Historical Ridership and Revenue Performance

Table 2.2 shows annual ridership and financial performance data from FY 1976-77 through FY 2016-17. Ridership and farebox recovery climbed steadily through the early 1990s with the

farebox recovery ratio near or over 100 percent for six consecutive years, and ridership peaked at 1.8 million in FY 1992-93.

**Table 2.2: Pacific Surfliner Historic Performance**

FY	Ridership	Revenue	Farebox Recovery	FY	Ridership	Revenue	Farebox Recovery
1977	607,976	\$ 598,140	36.0%	1998	1,624,693	\$ 15,194,498	33.9%
1978	753,246	\$ 1,446,036	38.4%	1999	1,563,275	\$ 16,401,625	40.6%
1979	967,316	\$ 2,203,403	50.8%	2000	1,567,318	\$ 17,883,725	47.7%
1980	1,218,196	\$ 3,341,561	60.4%	2001	1,661,704	\$ 20,430,153	53.5%
1981	1,238,135	\$ 4,032,480	61.4%	2002	1,742,768	\$ 20,922,453	53.1%
1982	1,167,718	\$ 4,097,254	62.0%	2003	2,030,491	\$ 22,247,564	52.6%
1983	1,131,146	\$ 4,094,750	59.1%	2004	2,307,010	\$ 24,559,183	54.2%
1984	1,221,256	\$ 4,842,400	76.4%	2005	2,454,396	\$ 26,660,048	55.4%
1985	1,240,003	\$ 5,410,502	84.4%	2006	2,655,490	\$ 31,604,715	56.9%
1986	1,394,320	\$ 5,658,915	88.1%	2007	2,685,194	\$ 34,753,372	59.5%
1987	1,461,003	\$ 6,072,523	93.3%	2008	2,835,132	\$ 37,266,009	61.7%
1988	1,661,512	\$ 8,223,462	104.6%	2009	2,696,951	\$ 34,857,678	56.6%
1989	1,717,539	\$ 11,458,084	108.5%	2010	2,614,777	\$ 35,822,186	53.5%
1990	1,746,673	\$ 12,189,942	103.2%	2011	2,746,320	\$ 38,739,760	56.0%
1991	1,791,781	\$ 13,306,307	99.6%	2012	2,664,935	\$ 42,884,431	57.6%
1992	1,673,107	\$ 13,152,063	99.3%	2013	2,689,465	\$ 64,446,130	61.7%
1993	1,810,572	\$ 13,692,612	103.3%	2014	2,673,170	\$ 69,013,726	67.1%
1994	1,699,882	\$ 12,725,094	90.8%	2015	2,827,134	\$ 75,836,869	70.5%
1995	1,464,577	\$ 11,805,859	73.5%	2016	2,924,117	\$ 79,465,847	78.8%
1996	1,480,674	\$ 13,553,553	56.5%	2017	2,989,871	\$ 83,016,156	79.2%
1997	1,617,641	\$ 14,804,355	37.4%				

\*FFY 2017 based on preliminary unaudited data

Source: Amtrak, 2017

Since the early 2000s, ridership on the Pacific Surfliner service has increased significantly, offsetting the initial impacts of the introduction of commuter rail services. Ridership reached 2 million in FY 2002-03, and farebox recovery has exceeded 50 percent since FY 2000-01. Additionally, the introduction of the Rail 2 Rail program with Metrolink in September 2002, and in April 2008 with COASTER, was associated with another increase in ridership. Ridership peaked at nearly 3 million in FY 2016-17, with farebox recovery exceeding 79 percent, continuing the overall trend of increase.

The Pacific Surfliner ridership declined each year between FY 2007-08 and FY 2009-10 as a result of the significant economic recession affecting the nation. By FY 2014-15, Pacific Surfliner

ridership had recovered to FY 2007-08 ridership levels, even though fewer train trips were operated than the prior years during which ridership peaked. FY 2016-17 saw the reintroduction of the 12<sup>th</sup> roundtrip between Los Angeles and San Diego, and with it the highest annual ridership in the history of the service.

Pacific Surfliner Service Characteristics

**Table 2.3: Pacific Surfliner Ridership by Station for FFY 2016-17**

FFY 2016-17 Station Ridership Report			
	Station	Passenger Ons/Offs	Growth vs. Prior Year
1	Los Angeles	1,446,990	6.4%
2	San Diego	777,961	0.3%
3	Irvine	439,172	-2.6%
4	Oceanside	394,122	-5.3%
5	Solana Beach	387,956	-2.1%
6	Fullerton	374,501	3.9%
7	San Diego (Old Town)	300,245	12.2%
8	Santa Barbara	300,052	0.9%
9	Anaheim	287,415	1.7%
10	San Juan Capistrano	229,153	-0.1%
11	Santa Ana	194,581	1.5%
12	Oxnard	84,433	1.9%
13	Goleta	78,365	2.7%
14	Van Nuys	76,336	3.5%
15	Chatsworth	72,278	1.6%
16	San Luis Obispo	68,542	-1.8%
17	Burbank	68,461	7.0%
18	Ventura	67,522	3.4%
19	Glendale	55,032	5.0%
20	Camarillo	54,582	4.3%
21	Simi Valley	48,248	2.3%
22	Carpinteria	32,701	6.3%
23	Sorrento Valley	27,335	31.9%
24	Moorpark	21,881	0.7%
25	Grover Beach	18,879	-0.6%
26	San Clemente	14,926	-3.1%
27	Carlsbad (Village)	14,522	-2.2%
28	Encinitas	13,224	1.9%
29	Guadalupe	12,430	1.7%
30	Carlsbad (Poinsettia)	10,074	-4.6%
31	Lompoc/Surf	7,823	-1.2%
<i>Total Passenger Ons/Offs</i>		5,979,742	
<b>Total Ridership</b>		<b>2,989,871</b>	<b>2.2%</b>

Source: Amtrak, 2017

The Pacific Surfliner provides direct rail service to 29 stations. Six daily Pacific Surfliner trains currently make stops at select COASTER stations in north San Diego County under the Rail 2 Rail program (Sorrento Valley and Carlsbad Village). Los Angeles, San Diego, Irvine, Oceanside, and Solana Beach continue to be the top five busiest Pacific Surfliner stations.

The figures in Table 2.3 represent total boardings and alightings at each station for FY 2016-17 (October 2016 to September 2017).

Since each trip contains two endpoints, total ridership is equal to half of total boardings and alightings. These figures also include Rail 2 Rail passengers traveling on the Pacific Surfliner using Metrolink or COASTER fare media.

On-Time Performance

**Table 2.4: Historical Pacific Surfliner Endpoint On-Time Performance**

Fiscal Year	On-Time Performance
2004	87.10%
2005	72.90%
2006	76.10%
2007	74.80%
2008	76.10%
2009	83.10%
2010	76.30%
2011	77.50%
2012	75.40%
2013	82.40%
2014	77.60%
2015	77.90%
2016	78.00%
2017	68.80%

On-Time Performance (OTP) is an important measure of service quality and passenger satisfaction. For the Pacific Surfliner service, endpoint OTP is defined as arrival at the endpoint station within 10 minutes of scheduled arrival for trips up to 250 miles, and within 15 minutes of scheduled arrival for trips between 251 and 300 miles. Corridorwide OTP is calculated by taking the total number of trains arriving on time at the end point of the run divided by the total number of trains operated on the route.

The uniform intercity passenger rail performance standards released by CalSTA set a 90 percent endpoint OTP goal. Train delays are recorded by the conductor in minutes on a delay report form and categorized by specific cause.

Historical Pacific Surfliner endpoint OTP from FY 2003-04 to FY 2016-17 is summarized in Table 2.4.

Source: Amtrak, 2017

## Chapter 3: Operating Plan and Strategies

### Existing Rail Service

Amtrak currently operates 12 daily Pacific Surfliner roundtrips between San Diego and Los Angeles. Of those, five daily roundtrips (the 700-series trains) extend north of Los Angeles to serve Santa Barbara and Goleta, with two of those roundtrips extending further north to serve San Luis Obispo. Dedicated Amtrak Thruway bus connections supplement the train service on the LOSSAN rail corridor by providing transportation to and from San Luis Obispo and points north for rail passengers making connections to Pacific Surfliner trains in Santa Barbara.

The Pacific Surfliner services 29 stations, 17 of which are between San Luis Obispo and Los Angeles, with the remaining 12 located south of Los Angeles in Orange and San Diego counties (see Table 3.1 and Figure 3.1). The Camarillo, Moorpark, and San Clemente Pier stations have limited service (not all trains stop at these stations). In addition, six daily Pacific Surfliner trains currently stop at two additional COASTER stations (Sorrento Valley and Carlsbad Village) under the Rail 2 Rail program with NCTD.

**Table 3.1: Pacific Surfliner Stations**

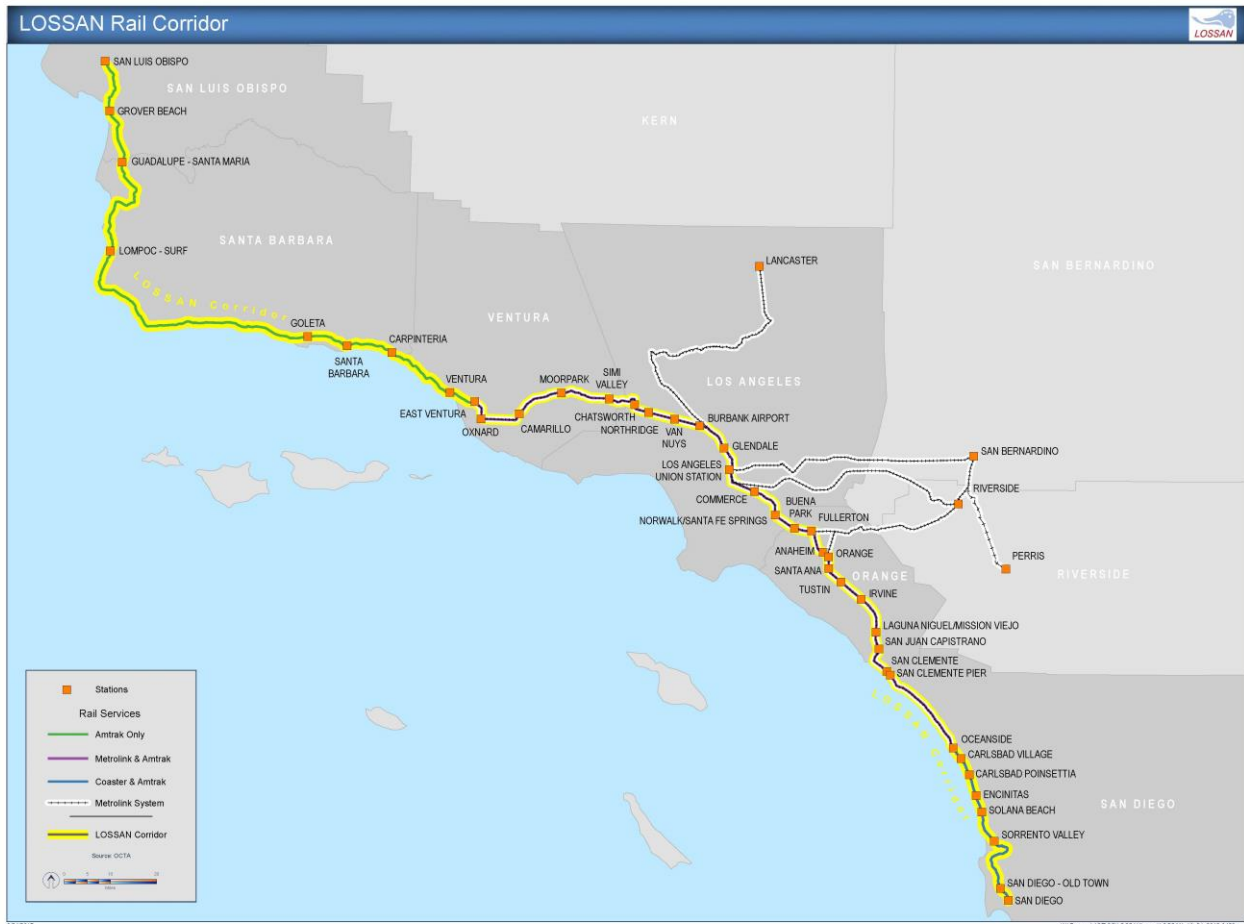
Station	County	Station Owner	Staffed/Unstaffed
San Diego – Santa Fe Depot	San Diego	Santa Fe Depot, LLC	Staffed
San Diego – Old Town*	San Diego	California State Parks/SDMTS	Unstaffed
Sorrento Valley**	San Diego	NCTD	Unstaffed
Solana Beach	San Diego	NCTD	Staffed
Carlsbad (Village)**	San Diego	NCTD	Unstaffed
Oceanside	San Diego	NCTD	Staffed
San Clemente Pier*	Orange	City of San Clemente	Unstaffed
San Juan Capistrano	Orange	City of San Juan Capistrano	Staffed
Irvine	Orange	City of Irvine	Staffed
Santa Ana	Orange	City of Santa Ana	Staffed
Anaheim	Orange	City of Anaheim	Staffed
Fullerton	Orange	City of Fullerton	Staffed
Los Angeles Union Station	Los Angeles	Metro	Staffed
Glendale	Los Angeles	City of Glendale	Unstaffed
Burbank Airport	Los Angeles	Multiple	Unstaffed
Van Nuys	Los Angeles	Caltrans (platform); City of Los Angeles (parking lot)	Staffed
Chatsworth	Los Angeles	City of Los Angeles	Unstaffed
Simi Valley	Ventura	City of Simi Valley	Unstaffed
Moorpark*	Ventura	City of Moorpark	Unstaffed
Camarillo*	Ventura	City of Camarillo	Unstaffed
Oxnard	Ventura	City of Oxnard	Staffed
Ventura	Ventura	Union Pacific (platform); City of Ventura (parking)	Unstaffed

Station	County	Station Owner	Staffed/Unstaffed
Carpinteria	Santa Barbara	Union Pacific (platform); City of Carpinteria (parking)	Unstaffed
Santa Barbara	Santa Barbara	Union Pacific (platform); City of Santa Barbara (parking and station)	Staffed
Goleta	Santa Barbara	Amtrak (platform and station); City of Goleta (parking)	Unstaffed
Lompoc-Surf	Santa Barbara	Union Pacific	Unstaffed
Guadalupe – Santa Maria	Santa Barbara	Union Pacific	Unstaffed
Grover Beach	San Luis Obispo	Union Pacific (platform), City of Grover Beach (parking)	Unstaffed
San Luis Obispo	San Luis Obispo	Union Pacific (platform), City of San Luis Obispo (parking)	Staffed

\*Limited service – Not all trains stop

\*\*COASTER/Rail 2 Rail stop only

**Figure 3.1: LOSSAN Rail Corridor and Pacific Surfliner Stations**





### Amtrak Thruway Bus Service

Pacific Surfliner rail service is supplemented by Amtrak's network of Thruway buses that connect passengers throughout the LOSSAN rail corridor and beyond (Figure 3.2). Amtrak contracts with private bus operators to provide this service, including both operating staff and the vehicles. The bus routes function as part of the Pacific Surfliner service, with coordinated connections, guaranteed seating, integrated fares and ticketing procedures, and inclusion in Amtrak's central information and reservation system in the same manner as trains.

The Amtrak Thruway bus routes included in the Pacific Surfliner budget are summarized below:

- **Route 4:** Los Angeles to Santa Barbara/Goleta. Two daily one-way trips.
- **Route 17:** Santa Barbara to San Luis Obispo to Oakland (where it connects with Capitol Corridor). Eleven daily one-way trips.
- **Route 39:** Fullerton to Palm Springs and Coachella Valley. Four daily one-way trips.

In addition to the three routes discussed above, several Pacific Surfliner stations are served by additional Amtrak Thruway bus routes that are managed by the CCJPA and SJJPA:

- **Route 1:** San Diego/Torrance/San Pedro/Long Beach/Los Angeles to Bakersfield, connects to San Joaquins trains and is funded as part of San Joaquins route. Eighteen daily one-way bus trips out of 24 directly connect with Pacific Surfliner trains at Los Angeles.
- **Route 10:** Santa Barbara/Carpinteria/Ventura/Oxnard/Bakersfield, connects to San Joaquins trains in Bakersfield and is funded as part of San Joaquins route. Six one-way trips per day.
- **Route 18:** Santa Maria/Grover Beach/San Luis Obispo/Paso Robles/Hanford, connects to San Joaquins trains in Hanford and is funded as part of San Joaquins route. Four one-way trips per day.
- **Route 21:** Santa Barbara/Grover Beach/San Luis Obispo/Paso Robles/Salinas/San Jose, connects to Capitol Corridor trains in San Jose and is funded as part of the Capitol Corridor route. Two one-way trips per day.

Figure 3.2: LOSSAN Managed Amtrak Thruway Routes



### FY 2017-18 Accomplishments

In FY 2017-18, the LOSSAN Agency continued operation of a 12th Pacific Surfliner roundtrip between Los Angeles and San Diego seven days a week, which represented the first Pacific Surfliner service increase in more than a decade when it was implemented in November 2016. The LOSSAN Agency also worked with CalSTA to extend the Pacific Surfliner Transit Transfer Program by an additional year using existing Transit and Intercity Rail Capital Program (TIRCP) funding. The program, which was launched in July 2016, provides free connections between the Pacific Surfliner and 12 local transit services from San Luis Obispo to San Diego.

The LOSSAN Agency continued coordination efforts with all freight and passenger rail operators along the LOSSAN rail corridor through joint scheduling meetings and absolute work window planning meetings in an effort to improve connectivity and customer service, and minimize passenger inconvenience. Although Pacific Surfliner OTP continues to perform below expectations, the “robust timetable” changes implemented in June 2016, along with further adjustments in October 2017, have made a positive impact on the overall OTP trend by providing timetables that distribute “schedule pad” throughout the route and ensure that trains are able to reliably make meets on single track territory. Analysis will continue to identify further adjustments that can be made to timetables to improve OTP and the overall performance of the LOSSAN rail corridor, including resolving any problem meets between trains and ensuring that trains have sufficient turnaround time at end points in San Diego and Goleta.

Over the past three years, the LOSSAN Agency has worked to evaluate alternatives for providing peak-period service from Los Angeles to Ventura and Santa Barbara counties. As a result of those efforts, the LOSSAN Agency coordinated with Amtrak, Metrolink, SBCAG, CalSTA, and UPRR to implement a schedule change in April 2018 that created a new early-morning, northbound train (Train 759) between Los Angeles and Goleta that, when combined with existing southbound Pacific Surfliner service (Train 792), allows passengers to utilize the Pacific Surfliner to travel from their homes in Ventura County to work in Santa Barbara County.

### FY 2018-19 and FY 2019-20 Operating Plan

In FY 2018-19 and 2019-20, the LOSSAN Agency will continue to work cooperatively with Caltrans DRMT to ensure sufficient state funding is provided to operate the existing Pacific Surfliner and Amtrak Thruway bus services, while also exploring opportunities to enhance ridership, revenue, and OTP.

The LOSSAN Agency will continue to work with Amtrak to evaluate and pursue cost-effective opportunities to improve OTP on the Pacific Surfliner service. This includes continuing to work collaboratively with Amtrak to better identify the root cause of delays. The LOSSAN Agency, Amtrak and host railroads now hold quarterly meetings that include a discussion of recurring delays, including a detailed analysis of the root cause of delays to the Pacific Surfliner trains with the lowest average OTP. Discussions also continue with host railroads to establish more realistic operating parameters and consistent dispatching procedures. The LOSSAN Agency was successful in securing TIRCP funding to complete a “robust timetable” scheduling exercise on the northern end of the LOSSAN rail corridor between Los Angeles and San Luis Obispo similar

to what was implemented south of Los Angeles, as well as a network integration and strategic investment study to complete a comprehensive corridorwide study of integrating all rail services between San Diego and San Luis Obispo. Both projects are expected to be completed in FY 2018-19.

In FY 2017-18, a number of Pacific Surfliner trains repeatedly experienced capacity issues due to high ridership demand during peak periods, particularly on weekends, during holidays, and during the summer. The LOSSAN Agency will continue to work with Amtrak and Caltrans DRMT to identify additional railcars to supplement the existing Pacific Surfliner fleet in order to meet demand during peak travel periods, as further discussed in Chapter 9. The LOSSAN Agency will also continue to work with Caltrans DRMT to identify future equipment needs, funding sources, and delivery schedules for service improvements to accommodate ridership demand and expanded service.

In FY 2018-19, LOSSAN Agency staff intends to introduce an additional roundtrip between San Diego and San Luis Obispo, which will mark a 13<sup>th</sup> roundtrip between Los Angeles and San Diego, a sixth roundtrip between Los Angeles and Goleta, and a third roundtrip between Los Angeles and San Luis Obispo (Table 3.2). The additional roundtrip and timeframe for implementation will be dependent on securing additional railcars and locomotives, as well as an additional operating slot from UPRR, which are expected to be available during the coming FY.

**Table 3.2: Projected Pacific Surfliner Service Levels**

<b>Route Segments</b>	<b>FY 2017-18</b>	<b>FY 2018-19</b>	<b>FY 2019-20</b>
San Diego – Los Angeles	24 trains	26 trains	26 trains
Los Angeles – Santa Barbara/Goleta	10 trains	12 trains	12 trains
Los Angeles – Santa Barbara – San Luis Obispo	4 trains	6 trains	6 trains

In addition, the LOSSAN Agency will continue to pursue service expansions to accommodate seasonal travel demand related to holidays and special events, including the Del Mar Races, Oxnard Strawberry Festival, San Diego Comic-Con International, concerts at the FivePoint Amphitheatre in Irvine, and sporting events along the Pacific Surfliner route. The LOSSAN Agency plans to build on the success of past special event service and look for opportunities to promote the Pacific Surfliner as the travel mode of choice to major events, while also ensuring that sufficient capacity is made available on the Pacific Surfliner to carry passengers who want to use the service.

To enhance the existing Pacific Surfliner service, the LOSSAN Agency remains committed to working with Caltrans DRMT, SJJPA, Metrolink, NCTD, Amtrak, and regional and local transit providers to improve transit and rail connections to the Pacific Surfliner. To help achieve this, the LOSSAN Agency will utilize its member agencies to assist in coordinating improved communications and connectivity, particularly with local transit operators, including providing timed connections between Pacific Surfliner trains and connecting transit services.

The LOSSAN Agency will also work with local transit agencies to explore opportunities to enhance transit connections from Pacific Surfliner stations to local airports, including John Wayne Airport in Orange County, Los Angeles International Airport, and San Diego International Airport. The Pacific Surfliner already directly serves the Hollywood Burbank Airport. In FY 2016-17, Amtrak launched a national partnership with ridesharing service Lyft, which allows passengers to book a Lyft trip directly from the Amtrak app and website. This provides another option to passengers looking for first- and last-mile connectivity to the Pacific Surfliner.

No changes are currently planned to Amtrak Thruway bus service during this period. However, LOSSAN Agency staff will continue to carefully review schedules as well as ridership and revenue data for the three routes under its control and propose changes to help make the service more effective, as appropriate.

### Emerging Corridors

While not immediately planned to begin operation, a number of future service expansion projects are in the planning stages, and are discussed in greater detail in the Emerging Corridors chapter of the business plan. The LOSSAN Agency will continue to work with Caltrans DRMT and Amtrak to advance these services, including: Coast Daylight rail service which would extend the Pacific Surfliner from San Luis Obispo to San Jose or San Francisco; and the proposed Coachella Valley service which would connect to the LOSSAN rail corridor at Los Angeles and provide intercity passenger rail service between Los Angeles and the Coachella Valley, including Palm Springs and Indio.

### Service Optimization

Though it already has the distinction of being the second-busiest intercity passenger rail corridor in the United States, the Pacific Surfliner service has great potential for increased ridership, revenue, better service coordination, and improved performance. During the coming year, the LOSSAN Agency will continue to implement service optimization strategies aimed at building on past success to further improve the Pacific Surfliner service. Status updates on the progress of these activities are provided below.

### **Train Monitoring:**

1. Continue to conduct regular multi-agency working group meetings that include the host railroads and Amtrak to discuss OTP. The meetings include discussion on most frequent types of delays, reasons for the delays, and identify potential solutions so future delays can be prevented. (*Status: In progress via Corridor Improvement Team meetings*)
2. Continue to work with the host railroads, Amtrak, railroad right-of-way owners and LOSSAN member agencies to identify capital and/or system improvements to improve OTP. (*Status: On-going via regular calls/meetings with host railroads and network integration team and Corridor Improvement Team, and will be included in network integration and strategic investment study*)

3. Continue to work with Amtrak to develop a root cause analysis for major delays, including procedures to reduce maintenance-related delays; analyze daily delay reports to look for recurring trends; enforce penalties against Amtrak for operator-responsible delays per the operating agreement. *(Status: In progress and discussed at monthly operations meetings with Amtrak and Corridor Improvement Team meetings)*
4. Carefully monitor performance of Pacific Surfliner service against approved uniform performance standards adopted by CalSTA and report to the LOSSAN Board quarterly, including proposed actions to meet 90 percent endpoint OTP standard. *(Status: In progress via quarterly corridor trends report)*
5. Continue to work with host railroads and operators to refine timetables to ensure OTP is continuously improved by scheduling achievable travel times and well-coordinated meets that reduce the likelihood of cascading delays. *(Status: In progress via joint scheduling and Corridor Improvement Team meetings, and will be included in network integration and strategic investment study)*

#### **Train and Connecting Bus Schedule Adjustments:**

1. Work with Amtrak to evaluate existing train and connecting bus schedules to determine if there are potential changes that could improve ridership, revenue, and cost effectiveness. *(Status: In progress via monthly operations meeting and statewide working group)*
2. Closely review ridership and revenue on Amtrak Thruway bus routes to ensure the routes are being operated as efficiently as possible, including connections to San Joaquin and Capitol Corridor. *(Status: Will be incorporated in quarterly corridor trends reports in 2018)*
3. Continue to work with Amtrak to hold regular timetable and work window coordination meetings that include host railroads and rail operators along the LOSSAN rail corridor. *(Status: In progress via monthly work window coordination meetings and joint scheduling meetings before each coordinated LOSSAN rail corridor schedule change)*
4. Work with host railroads to reevaluate train schedules and dispatching procedures after completion of capital projects to ensure effective use of capacity and operational improvements. *(Status: In progress via Southern California Leadership Group and will be included in network integration and strategic investment study)*

#### **Equipment and Crew Utilization:**

1. Work with Amtrak to conduct a thorough analysis of crew and equipment utilization to identify efficiencies that could allow additional trips to be added in a cost-effective or potentially cost-neutral manner. *(Status: Performed as part of each schedule change and currently on-going semi-annually)*

**Service Disruptions:**

1. Work proactively to further strengthen partnerships and cooperation with Metrolink and NCTD, as well as host railroads, to ensure the best passenger experience possible in the event of a service disruption. (*Status: Ongoing*)
2. Prepare templates for customer communication via social media and direct email/text to passengers in the event of major delays or service disruptions. (*Status: In progress in coordination with Amtrak*)
3. Work with Amtrak to explore the feasibility of negotiating bus bridge agreements with local transit agencies to assist during service disruptions. (*Status: Agreement negotiations continue; first agreement in place with OCTA*)
4. Work with rail operators and local law enforcement agencies to ensure tracks are reopened as quickly as possible after trespasser incidents. (*Status: In progress via continuing discussions with Amtrak and host railroads*)
5. Work with Amtrak and member agencies on proactive outreach prior to planned absolute work windows, including an extensive public information campaign and a note apologizing for the inconvenience with a discount offer for a future trip. (*Status: Ongoing*)
6. Partner with Operation Lifesaver, member agencies, and local first responders to increase awareness of rail safety and emergency preparedness. (*Status: Ongoing*)

**Service Planning:**

1. Work with Amtrak, host railroads, and commuter rail operators in the LOSSAN rail corridor on coordinated service planning efforts, utilizing consultant resources as necessary, for both the short and long-term. (*Status: In progress via Southern California Leadership Group; additional work planned in FY 2018-19 via update to LOSSAN Strategic Implementation Plan and TIRCP-funded planning and network integration efforts*)
2. Advance work necessary for implementation of additional Pacific Surfliner roundtrip between San Diego and San Luis Obispo, including crew and equipment planning, schedule coordination with host railroads, and negotiation of additional operating slot on UPRR. (*Status: In progress*)
3. Continue to work with Amtrak to improve on-board food and beverage service and selection, including focus on sourcing products from local and regional vendors. (*Status: Ongoing via semi-annual menu changes*)

## Chapter 4: Performance Standards and Metrics

### Background

The LOSSAN Agency strives for continuous improvement of the Pacific Surfliner passenger rail service. In order to evaluate the performance of the service, the LOSSAN Agency, in coordination with Caltrans DRMT and CalSTA, has developed performance standards for the Pacific Surfliner service. These standards measure the ongoing success of the service in three specific areas: **usage** (ridership and passenger miles), **efficiency** (farebox recovery and cost per passenger mile), and **service quality** (endpoint/all station on-time performance and operator caused delays). These standards also provide the basis for service changes, and help guide the planning efforts for the LOSSAN Agency.

Pursuant to SB 1225, the Secretary of CalSTA was required to establish a set of uniform performance standards (UPS) for the state’s three intercity passenger rail corridors to control cost and improve efficiency by June 20, 2014. The performance standards are summarized in Table 4.1.

**Table 4.1: Uniform Performance Standards**


Performance Standard	Category	Measurement
Passenger Miles	Usage	Ongoing growth in passenger miles* traveled on state-funded bus and rail services relative to baseline
Ridership	Usage	Growth in ridership relative to baseline, on both bus and rail
Farebox Recovery	Cost efficiency	55 percent, inclusive of Amtrak Thruway bus routes
Cost per Passenger Mile	Cost efficiency	Continuous improvement
Endpoint OTP	Service quality	90 percent of endpoint station arrivals within 15 minutes of schedule for trips over 251 miles and within 10 minutes for trips up to 250 miles, calculated quarterly
All-Station OTP	Service quality	90 percent of arrival at all station stops within 15 minutes of schedule, calculated quarterly
Operator Responsible Delays per 10,000 Train Miles	Service quality	Fewer than 325 minutes of delay per 10,000 train miles

\* One passenger traveling one mile = one passenger mile

This chapter presents the performance of the Pacific Surfliner against the established performance standards for FY 2016-17. Along with each standard will be a colored directional indicator, demonstrating both whether the standard is being met (red: standard not met; green: standard met or exceeded) and the direction of the current performance trend. Financial data presented for FY 2016-17 is preliminary and unaudited.

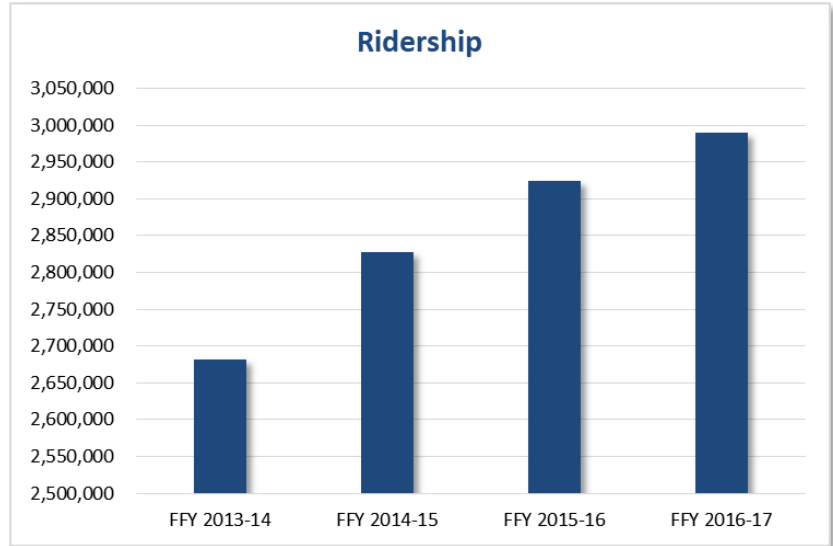


Usage

<i>Performance Standard</i>	<i>Metric</i>	<i>Status</i>
Ridership	Continuous growth relative to baseline	

Total ridership on the Pacific Surfliner for FY 2016-17 was 2,989,871<sup>1</sup>, a **2.2 percent increase** over the prior year and the highest annual ridership in the history of the service. The Pacific Surfliner was the second-busiest Amtrak rail corridor in the nation (surpassed only by the Northeast Corridor between Boston, New York, and Washington, D.C.), and the busiest state-supported service in the entire Amtrak national system. The Pacific Surfliner accounts for nearly 20 percent of the total ridership of all state supported corridors, and nearly 10 percent of the total ridership for the entire Amtrak nation system.


**Figure 4.1: Pacific Surfliner Corridor Ridership**



The LOSSAN Agency continues to work to increase ridership on the Pacific Surfliner. These efforts include the extension of the Rail 2 Rail program, which will continue to allow passengers from COASTER and Metrolink commuter rail services to travel on Pacific Surfliner trains, within the limits of their valid rail ticket.

The ridership increases seen during FY 2016-17 were in spite of significant closures that impacted the service. Throughout the fiscal year, storms and other weather related issues closed portions of the track and imposed speed restrictions on others. Additionally, ridership also grew in spite of a number of weekend work windows that were necessary to accommodate construction of capital improvements in San Diego County. The weekend track closures required the cancellation of multiple Pacific Surfliner trains each weekend, with the remaining trains terminating at Irvine or Oceanside, with bus bridge service provided south to San Diego.

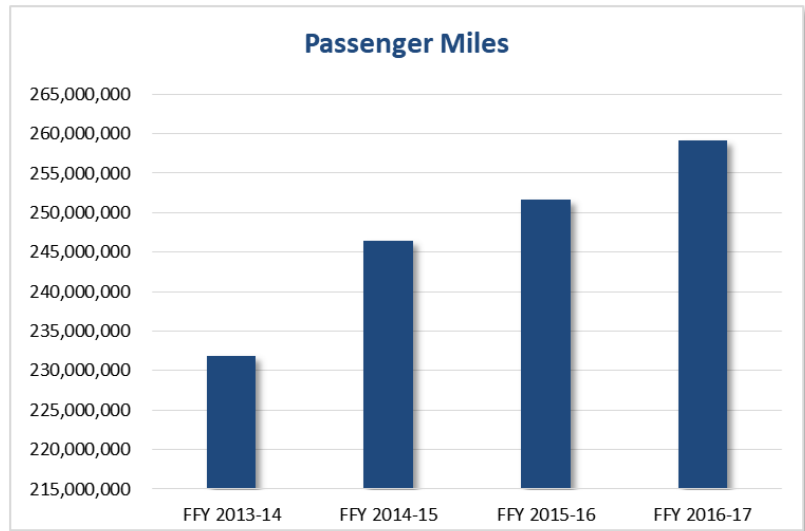
<sup>1</sup> Source: Amtrak, 2017

<i>Performance Standard</i>	<i>Metric</i>	<i>Status</i>
Passenger Miles	Continuous growth relative to baseline	

The total Pacific Surfliner passenger miles of 259,160,678 for FY 2016-17 was an **increase of 3.0 percent** over the prior year.

**Figure 4.2: Pacific Surfliner Corridor Passenger Miles**

Factoring in the average pounds of carbon dioxide emissions per passenger mile in a private automobile versus riding on passenger rail<sup>2</sup>, the 259 million passenger miles for the Pacific Surfliner resulted in a **reduction of over 93,000 tons of greenhouse gases (GHG)**. The impact that this has on the environment cannot be understated. The pollution saved is the equivalent of burning 1,100 tanker trucks full of unleaded gasoline.



Passenger miles and positive impacts to the environment will only continue as the LOSSAN Agency plans and implements future service expansion. The total passenger miles achieved in FY 2016-17 was due in part to the addition of the 12th roundtrip between Los Angeles and San Diego. The LOSSAN Agency will introduce weekday peak-hour Pacific Surfliner service between Ventura and Santa Barbara counties in April 2018 by rescheduling an existing train north of Los Angeles thereby requiring no additional equipment or train slots to serve this new market.

Service expansion opportunities include not only regularly scheduled trains, but also special event trains. The LOSSAN Agency and Amtrak have partnered to provide additional capacity to trains serving major events, including the Del Mar Races, Oxnard Strawberry Festival, San Diego Comic-Con International, and the concerts taking place at the new FivePoint Amphitheatre venue. The LOSSAN Agency plans to build on the success of that special event service and look for opportunities to promote the Pacific Surfliner as the travel mode of choice to major events.

<sup>2</sup> Source: *Public Transportation’s Role in Responding to Climate Change*, Federal Transit Administration, 2010. [https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/PublicTransportationsRoleInRespondingToClimateChange2\\_010.pdf](https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/PublicTransportationsRoleInRespondingToClimateChange2_010.pdf)

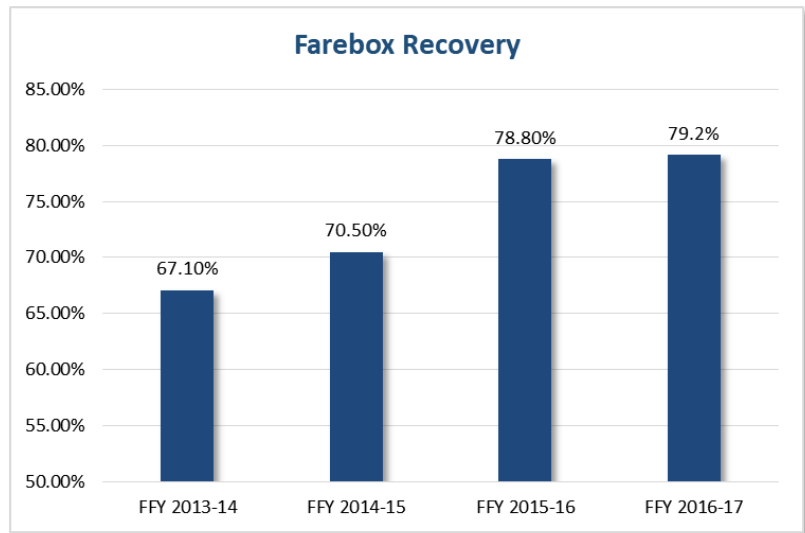
Efficiency

Performance Standard	Metric	Status
Farebox Recovery	Minimum 55 percent	

The FY 2016-17 farebox recovery rate of **79.2 percent** far exceeds the mandated 55 percent and is a growth of nearly **1 percent** over the prior year.

The transition of the Pacific Surfliner service to a fully state-funded service, as required by PRIIA Section 209, as well as the additional capital equipment charges to use Amtrak-owned equipment, have impacted capital and operating costs on all state supported corridors. Despite the impacts of the additional costs associated with PRIIA Section 209, combined with state funding for the service transitioning from a fixed cost to an actual cost based contract, the trend of improvement in farebox recovery continues.

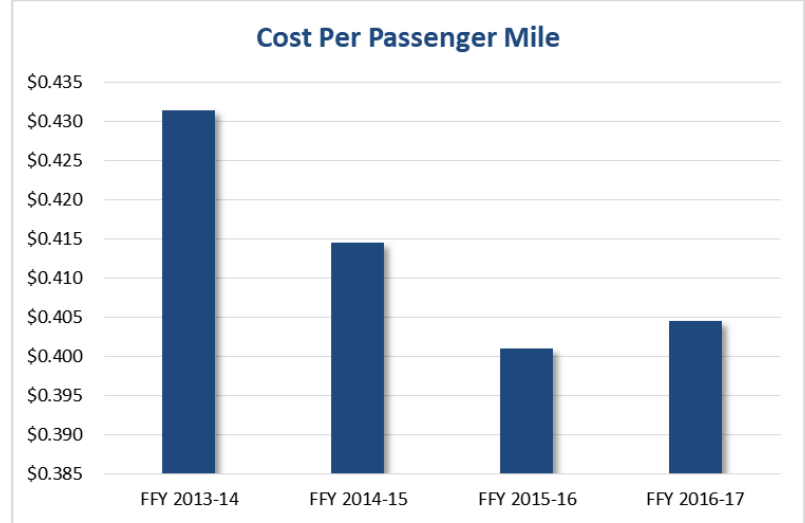
**Figure 4.3: Pacific Surfliner Farebox Recovery**





Performance Standard	Metric	Status
Cost/Passenger Mile	Continuous improvement	

Cost per passenger mile for FY 2016-17 was **\$0.404**. This was an increase of less than four tenths of a cent over the prior year. The fact this increase is so minor is significant considering the additional operating costs that were realized this year with the implementation of the 12<sup>th</sup> roundtrip.

**Figure 4.4: Pacific Surfliner Cost per Passenger Mile**



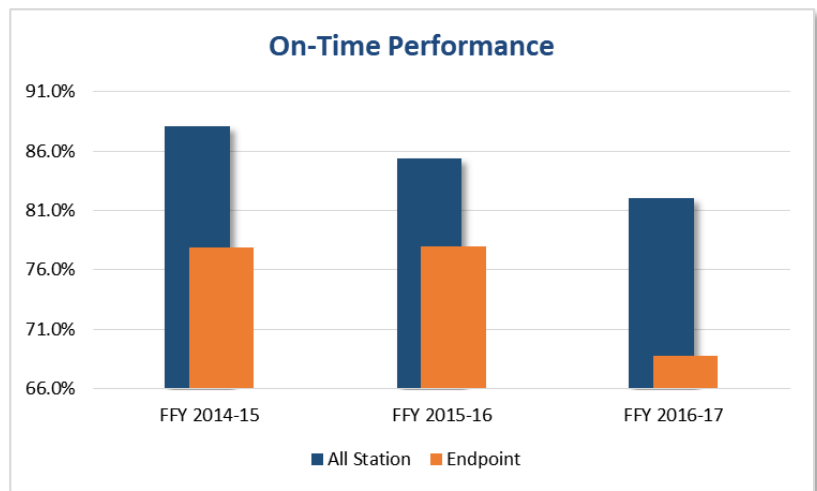
## Service Quality

Performance Standard	Metric	Status
Endpoint On-Time Performance	90 percent of endpoint arrivals within 10 minutes (up to 250 miles) or 15 minutes (over 251 miles) of schedule	
All-Station On-Time Performance	90 percent of arrival at all station stops within 15 minutes of schedule	


The FY 2016-17 endpoint OTP was **68.8 percent**, over the prior year, whereas the all-station OTP was **82.1 percent**, both decreases over FY 2015-16.

OTP continues to be an area that does not meet the performance standard. The LOSSAN Agency has been working with Amtrak to collate and classify the root causes for delay via daily OTP reports. A significant portion of the identified issues were a direct result of host railroad delays. The LOSSAN Agency continues to work to identify the root causes of delay and work with Amtrak and the host railroads to establish a set of dispatch policies and schedule adjustments that will provide more realistic operating parameters.

**Figure 4.5: Pacific Surfliner On-Time Performance**



In October 2017, the LOSSAN Agency worked with rail owners and operators, and Caltrans DRMT to implement a significant schedule change intended to improve the overall reliability of the Pacific Surfliner passenger rail services by providing timetables that distribute “schedule pad” throughout the route and ensure that trains are able to reliably make meets on single track territory. The changes have resulted in a positive trend in OTP since the implementation of the schedule change, with endpoint OTP averaging 76 percent, which is a **10.5 percent increase** over the FY 2016-17 average. However, analysis is ongoing to determine if additional schedule changes are necessary to further enhance Pacific Surfliner OTP and overall performance of the LOSSAN rail corridor. In addition, the number of mechanical issues related to locomotive failure should decrease with the delivery of new Charger locomotives in 2018, helping to further improve OTP.

<i>Performance Standard</i>	<i>Metric</i>	<i>Status</i>
Operator Delays/10,000 Train Miles	Fewer than 325 minutes of delay per 10,000 train miles	

For FY 2016-17, the Pacific Surfliner averaged 640 minutes of operator delays per 10,000 train miles. This is an increase over the prior year and an area wherein the Pacific Surfliner service does not meet the performance metric. Many of the issues associated with operator delays are being improved by the recent schedule changes that are currently causing a rise in OTP. However, the LOSSAN Agency continues to work with Amtrak to ensure that this performance standard continues to improve.

### Additional Performance Indicators

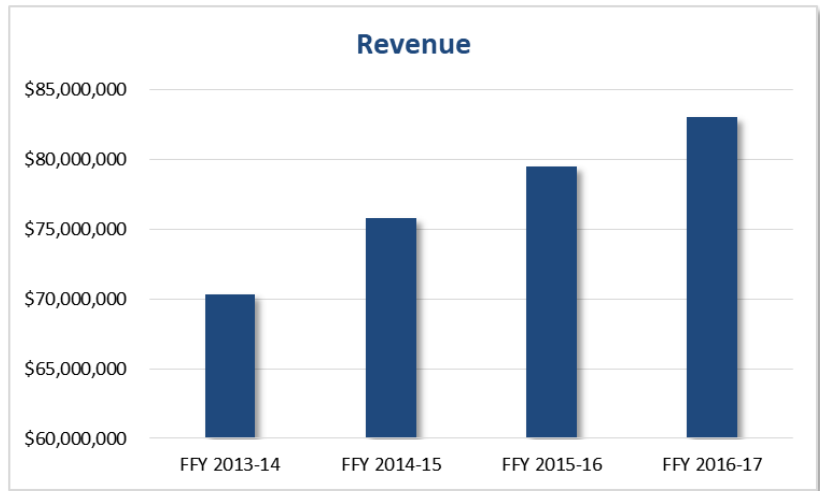
There are additional performance indicators that, while not required to be reported to the state, are helpful in calculating the value and efficiency of the service. These indicators are included below.

### Revenue

A strong indicator of the health of the service is total revenue, which exceeded **\$83 million** for FY 2016-17, a **4.5 percent increase** over the prior year.

The LOSSAN Agency continues to seek ways to maximize revenue from the existing service. LOSSAN Agency staff continually works with Amtrak to evaluate existing food and beverage service based on sales and revenue data, and implement a menu refresh to update the food and beverage selections being offered aboard Pacific Surfliner Café cars. As part of this effort, the LOSSAN Agency sought opportunities to offer more regionally sourced products, particularly fresh food and locally brewed beer, with the goal of improving the customer experience while maximizing revenue.

**Figure 4.6: Pacific Surfliner Revenue**



### Customer Service

For the Pacific Surfliner, Amtrak reports monthly customer service scores in which a 'very satisfied' percentage is calculated out of 100 passengers surveyed.

The Pacific Surfliner scored an average **85.1 percent** for FY 2016-17. This was on par with the Amtrak nationwide average of 85 percent for the same period.

### **FY 2018-19 and FY 2019-20 Action Plan**

The LOSSAN Agency will continue to monitor system performance on a monthly basis and report to the Board via the quarterly LOSSAN rail corridor trends report. As OTP continues to be an area of concern, LOSSAN Agency staff has been working with Amtrak to collate and classify the root causes for delay via daily OTP reports. The LOSSAN Agency is working to establish a set of dispatch policies and schedule adjustments that will provide more realistic operating parameters through the Corridor Improvement Team, which includes all rail operators and host railroads,.

### Modification of Performance Standards

The UPS establishment document identifies a number of factors that may lead to the need to modify the adopted UPS. Currently, no basis for modifications of the standards exist. As more historical data is gathered, the UPS may be revisited to establish standards that better capture the performance of the service.

## Chapter 5: Capital Improvements

Since 1990, the state of California has made a significant investment to fund capital improvements on the state's three intercity rail corridors. During that time, LOSSAN member agencies have also been successful in securing state and federal grants for preliminary engineering, environmental documentation, final design, and construction of capital projects along the LOSSAN rail corridor, in addition to local investments by self-help counties using countywide sales-tax measures. These improvements have allowed for significant increases in safety, operational efficiency, and capacity; however, nearly two-thirds of the corridor remains single track, which will continue to hinder the expansion of service and overall efficiency. An extensive capital improvement program of nearly \$5 billion in additional capacity, station improvements, signal and communications improvements, and other capital projects remains unfunded.

There are seven different ROW owners along the corridor and each has made investments within their territory; however, the capital needs of the corridor well outweigh the available funding resources. Many segments of the LOSSAN rail corridor are limited by the lack of passing or second main tracks. In San Diego County, approximately a third of the corridor is comprised of a single main line track and 80 percent of the LOSSAN rail corridor north of Los Angeles is currently single track.

A significant hurdle the intercity passenger rail services in California must overcome is the lack of a long-term sustainable capital funding source. There is no dedicated source at the federal or state levels, leaving these services largely subject to the annual budget process or one-time ballot measures at the state level, and highly competitive grant programs at both the federal and state levels.

### Project Coordination

The LOSSAN Agency continues to coordinate with the member agencies and station owners in an effort to pursue funding opportunities that bring benefits to the larger corridor. As part of that effort, the LOSSAN Agency is currently in the process of developing a comprehensive capital improvement program.

The goal of this effort is to review existing capital project program lists included in all LOSSAN Agency, State, and stakeholder planning documents in order to compile a comprehensive list of all planned projects. This will include the current status of each projects as well as any programmed funding. Based on this comprehensive list of projects, a prioritized project list will be developed. This list will quantify the capacity improvements, time savings, and other measurable benefits of each capital project. A strategy will be developed that links the various projects for delivery consistent with the service expansion plans including the 13th, 14th, and 15th round trips.

While each member agency or host railroad is responsible for the implementation of their respective capital improvements programs, the LOSSAN Agency will use the list in both funding and legislative pursuits, with a focus on leveraging any existing funds to advance

capital projects that benefit the entire LOSSAN rail corridor. This unified voice advocating for capital funding and key projects makes the LOSSAN Agency's requests more compelling and competitive.

It is also important to note that the Class 1 railroads own approximately 55 percent of the ROW over which the Pacific Surfliner operates. The UPRR owns 176 miles, and BNSF owns 21 miles. This ownership makes them vested and necessary partners in many of the projects benefitting the corridor. The relationship with these railroads is key to the continued successful operation of the service, and the LOSSAN Agency continues to coordinate capital improvement efforts with these partners.

### Funding Programs

As part of the ongoing capital improvement program, the LOSSAN Agency continues to both pursue and administer various funding programs available for the improvement of the facilities throughout the LOSSAN rail corridor. Below are the programs currently being utilized as part of this effort.

**State Rail Assistance Program:** SB 1 includes approximately \$440 million directed specifically to commuter and intercity rail services through the State Rail Assistance (SRA) program. The SRA is intended to fund both operational and capital improvements through a combination of formula and competitive distribution. The SRA was created to provide intercity rail agencies with a dependable source of supplemental revenue that is flexible and can be used to fund a variety of rail service improvements. The SRA program formula distribution process begins with state FY 2017-18 and the LOSSAN Agency has been allocated an initial distribution of \$3.1 million. Future year allocation estimates will be updated annually and will fluctuate somewhat with the current price of diesel fuel.

On December 6, 2017, the LOSSAN Agency Board approved projects for the initial distribution and directed staff to coordinate with the LOSSAN Agency TAC to develop a program of projects for future funding.

**CalSTA TIRCP:** The TIRCP was created to provide grants for capital improvements that modernize California's intercity, commuter, and urban rail systems. The goal of these improvements is the reduction of GHG emissions and vehicle miles travelled. In April 2016, the LOSSAN Agency submitted a \$150 million TIRCP grant application titled: "All Aboard: Transforming Southern California Rail Travel" in partnership with SANDAG, NCTD and OCTA. In total, CalSTA received 41 applications from agencies throughout the state requesting a total of more than \$3 billion in funding.

As part of the 2016 call for projects, CalSTA awarded \$82 million in TIRCP grant funds to the LOSSAN Agency, representing the single largest award to any agency. The grant award includes funding to advance work on a number of high-priority capital improvements on the LOSSAN rail corridor, as well as funding to assist in the lease of new train sets to meet growing travel demand.



On January 12, 2018, the LOSSAN Agency coordinated the submittal of three separate applications requesting over \$700 million in capital and operational improvement project funding. These applications were divided between the north and south portion of the LOSSAN Corridor, with the third application focusing on special event service to the Coachella Valley Music and Arts Festival.

**California Office of Emergency Services (CalOES) – California Transit Security Grant Program (CTSGP):** The Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006, approved by the voters as Proposition 1B (Prop 1B) in November 2006, authorized the issuance of \$19.9 billion in general obligation bonds for specified purposes, including grants for transit system safety, security, and disaster response projects. An element of Prop 1B is the CTSGP – Intercity Passenger Rail/Commuter Rail Systems administered by CalOES.

The CTSGP provides funding for capital projects that enhance protection against safety and security threats on select intercity passenger and commuter rail systems in California. Projects eligible for CTSGP funding are those designed to enhance the safety and security of stations, tunnels, or other facilities and equipment; the installation of explosive, chemical, biological, and radiological device mitigation/remediation equipment, and the installation of physical security enhancements.

Caltrans DRMT has been a recipient of CTSGP funds in prior years and has implemented projects along the LOSSAN rail corridor. Past projects have included the installation of video security equipment at various stations, improvement and replacement of platform lighting, and the installation of new crossing barriers and swing gates.

The LOSSAN Agency is an eligible recipient of these grant funds, and has so far been allocated nearly \$7.2 million in CTSGP funds, for FY 2013-14 through FY 2016-17. These grant funds were allocated to projects for a corridor-wide video surveillance system replacement/upgrades, the construction of a centralized monitoring center for these video feeds, and physical security improvements including the construction of a new law enforcement office at the San Diego Santa Fe Depot.

**Minor Projects:** In addition to the major capital improvements funded by various sources as discussed above, the state annually sets aside an allocation of approximately \$500,000 to cover minor projects related to the Pacific Surfliner service. Projects funded under this program include station improvements, signage, and minor safety and security enhancements.

The LOSSAN Agency has worked with member agencies and station owners to prepare a prioritized list of candidate projects for this state-funded program. As part of that effort, the LOSSAN Agency has worked to maximize the funding available for customer service-focused improvements that enhance the passenger experience by utilizing other sources of funds to fill the immediate safety and security needs.

A minor project list utilizing FY 2015-16 funds has been developed in coordination with Caltrans DRMT and Amtrak. On August 21, 2017 the LOSSAN Board approved the projects

list to utilize the FY 2015-16 funds and directed staff to coordinate with the LOSSAN Agency TAC to develop a program of projects for the additional funding currently available.

**Other Capital Funding:** In addition to the funding sources discussed above, LOSSAN member agencies are utilizing a variety of other federal, state and local funding sources to advance capital improvements along the LOSSAN rail corridor, including the American Recovery and Reinvestment Act of 2009, the Transportation Investment Generating Economic Recovery program, PRIIA grants, and local transportation sales-tax measures.

Capital Project Implementation

Due to the efforts of LOSSAN member agencies, a number of capital improvement projects along the LOSSAN rail corridor have progressed and were recently completed or are currently under construction with completion expected by 2020. A summary of those projects as provided by LOSSAN member agencies is included in Table 5.1 below.

**Table 5.1: Recent LOSSAN Rail Corridor Capital Improvements**

County	Project	Open to Public
San Diego	Los Penasquitos Lagoon Bridge Replacements	November 2017
San Diego	Oceanside Station Pass-Through Track	November 2017
San Diego	San Diego River Bridge	September 2019
San Diego	San Elijo Lagoon Double Track	October 2019
San Diego	Chesterfield Drive Crossing Improvements	October 2019
San Diego	Poinsettia Station Improvements	May 2020
San Diego	Elvira to Morena Double Track	July 2020
Orange County	Laguna Niguel Passing Siding	December 2020
Orange County	Control Point 4 <sup>th</sup>	Spring 2018
Los Angeles	Van Nuys North Platform	Fall 2019

## Chapter 6: Fare Policy

### Current Fare Policy

Pacific Surfliner trains currently offer travel in unreserved coach class and reserved business class. If traveling in unreserved coach, passengers do not need to make an advanced reservation for a specific train, except during Thanksgiving weekend and select special events, when all seats on Pacific Surfliner trains are reserved. Pacific Surfliner fares are largely static year-round and do not vary by day of the week, with nominal increases on select holiday and traditionally busy travel periods. Business class requires an advanced train-specific reservation and a 50 percent upcharge, with a minimum \$10 upgrade fee. In addition to a guaranteed seat, business class also provides additional leg room, a beverage, snack, newspaper, and service from a dedicated train attendant on most trains.

Ticket types available on the Pacific Surfliner include: one-way, roundtrip, 10-trip tickets, and monthly passes for unreserved coach. Roundtrip tickets are priced at twice the one-way fare. The 10-trip ticket is valid for ten one-way trips between a specific station pair within a 60-day period from date of first use, and can be used by more than one passenger. Ten-trip tickets are discounted below one-way and roundtrip tickets, with all station pairs a consistent 40 percent off the equivalent single ride fares. Monthly tickets are valid for unlimited travel for an entire calendar month for the passenger named on the ticket.

The LOSSAN Agency finalized a fare restructuring in January 2018, with the implementation in March 2018. This is the only fare change to take place since signing the ITA in June 2015. Table 6.1 summarizes past fare increases on the Pacific Surfliner.

**Table 6.1: Historic Pacific Surfliner Fare Adjustments**

Date	Increase
June 2003	3 percent
June 2004	3 percent
June 2005	5 percent
December 2005	5 percent
June 2006	5 percent
October 2006	5 percent
February 2009	N/A -- fare restructuring
February 2010	2 percent
June 2010	3 percent
June 2011	2 percent
September 2011	Seasonal fare change eliminated
August 2012	2 percent
June 2013	2 percent
March 2018	N/A – fare structuring

### March 2018 Fare Policy Restructuring

In summer 2016, the LOSSAN Agency began an extensive fare structure analysis in coordination with Amtrak. The analysis highlighted areas of the existing fare policy that required adjustment, primarily due to the inconsistent pricing methodology and application of discounts. The LOSSAN Agency Board directed staff to undertake a fare restructuring to address these inconsistencies. The revised fare structure was approved for implementation by the LOSSAN Agency Board in January 2018. The revised fare structure is built on the following assumptions:

- Fares are developed on a consistent distance-based formula, with the cost per mile of travel decreasing as the distance increases.
- Discounts for 10-trip tickets will be consistent across all station pairs at 40 percent. The period of use is now extended from 45 to 60 days.
- Monthly pass fares are calculated based on region. Monthly passes on the north end of the LOSSAN rail corridor (station pairs between San Luis Obispo and Camarillo) are calculated based on the single ride base fare multiplied by a factor of 11. Monthly passes for station pairs on the south end of the LOSSAN rail corridor (station pairs between Moorpark and San Diego) are calculated based on a factor of 18.
- The upgrade fee for reserved business class will continue to be calculated at the base fare plus 50 percent, with a minimum upgrade fee of \$10.

The adjustments made to the fare policy represented a normalization effort. While fares between some station pairs increased, others decreased, resulting in an aggregate increase of less than 2 percent to the average base fare. As the fare structure implementation continues, the LOSSAN Agency will work with Amtrak and the state to determine the impacts of the fare policy adjustments to both ridership and revenue.

### Everyday Discount Programs

In addition to discounted multi-ride tickets, Amtrak previously offered everyday discounts on Pacific Surfliner tickets to senior citizens age 62 and older (15 percent), disabled riders (15 percent), children age 12 and under (50 percent), active military personnel and military veterans (10 percent), and members of the National Association of Railroad Passengers and Automobile Association of America (10 percent), and a national student discount program that provided a 15 percent discount for students aged 13 to 25 years old.

On January 9, 2018, Amtrak made significant changes to their national tariff policy. The most impactful of these are reductions to some everyday discount programs and the complete elimination of others. The changes implemented reduced the discount for seniors and the disabled from 15 percent down to 10 percent, with age of eligibility for the senior discount being increased from 62 to 65 years. Prior policy allowed for two children to receive a 50 percent discount per each full fare paying adult. The adjustment made that ratio one child per adult. Additionally, the national student discount and the 10 percent discount offered to American Automobile Association members were eliminated.

The LOSSAN Agency expressed serious reservations about many of these adjustments to Amtrak and has rejected a number of these changes. These changes to the Amtrak tariff policy would adversely impact students, seniors, and the disabled, segments of our ridership who may be on fixed incomes and have limited choices concerning methods of transportation. In line with this, in January 2018 the LOSSAN Agency Board adopted a revised fare and tariff policy that maintained the current everyday discounts for the Pacific Surfliner service.

### Other Discount Programs

Amtrak occasionally partners with local destinations and/or convention and visitors bureaus to offer special discounts for travel to a specific location. For example, the Santa Barbara and San Luis Obispo Car Free programs offer a 20 percent discount off Pacific Surfliner tickets for travel to stations in those counties. Amtrak also offers a California rail pass, which offers travel on any seven days in a 21-day period on all three state-supported intercity routes in California, as well as the Coast Starlight and most Amtrak Thruway buses. When requested by the LOSSAN Agency, Amtrak can also offer special discounts to one-time events by directing passengers to a unique landing page on the Amtrak.com website to purchase the discounted fare. Under the recent fare restructuring, groups of 15 or more on the Pacific Surfliner can receive a 20 percent discount on regular fares on select trains based on projected seat inventory and season of travel. In addition, SBCAG plans to subsidize a limited-term discount on 10-trip and monthly passes between stations in Ventura County and Santa Barbara/Goleta to help encourage trail ridership on the new early-morning service to Santa Barbara County.

### Rail 2 Rail Program

There are currently two distinct Rail 2 Rail programs in place that allow Metrolink and COASTER pass holders to ride Pacific Surfliner trains at no additional cost using their valid commuter rail tickets and/or monthly passes.

**Metrolink:** The Rail 2 Rail program allows Metrolink monthly pass holders who travel on Metrolink's Orange and Ventura County lines to travel on Pacific Surfliner trains within the limits of the station pairs of their pass at no additional charge, including on Saturday and Sunday. The Rail 2 Rail program does not apply to Metrolink one-way, roundtrip, and seven-day passes, except on two shared-service Pacific Surfliner trains (Amtrak 768 and Amtrak 761) on the Ventura County Line. Pacific Surfliner monthly pass holders may also ride any Metrolink train within the station pairs on their Amtrak monthly pass. Amtrak conductors scan the Metrolink passes and Metrolink is billed for each Rail 2 Rail boarding. A revised reimbursement rate of \$7.00 per boarding, which provides a more equitable cost recovery and revenue sharing between the services and is approximately equal to the average fare per boarding currently collected by Metrolink, was instituted for FY 2017-18 with the execution of a revised Rail 2 Rail agreement.

**COASTER:** NCTD currently has a modified Rail 2 Rail program agreement whereby COASTER passengers may travel on select Pacific Surfliner trains using any COASTER fare media (monthly pass, RegionPlus day pass, one-way, or roundtrip tickets). Pacific Surfliner trains that are part of the Rail 2 Rail program make stops at two additional COASTER stations between Oceanside and Downtown San Diego. The NCTD reimburses Amtrak \$4.51 per Rail 2 Rail rider,

which is the approximate average fare collected per passenger boarding on the COASTER service. Pacific Surfliner monthly pass holders and one-way and roundtrip ticket holders may also ride any COASTER train within the station pairs on their Amtrak ticket at no additional charge.

### Additional Fare Enhancement Opportunities

In FY 2018-19, the LOSSAN Agency will continue to work with Amtrak to explore opportunities to increase fare revenue while maintaining and expanding ridership, including:

- Implement a new small group discount program during times of lower travel demand, with a pilot project planned in mid-2018.
- Increasing public awareness of the Pacific Surfliner Transit Transfer Program, which allows Pacific Surfliner passengers to make seamless connections to local transit services.
- Increasing public awareness of existing everyday discount programs, especially student and group discounts, including the Kids n Trains program.
- Continue the expansion of partnerships with the San Diego Padres, Del Mar Racetrack, Anaheim Ducks, FivePoint Amphitheatre Concert Venue, and other event organizers to promote taking the Pacific Surfliner to sporting events, concerts, and other special events served by the Pacific Surfliner.
- Development of special event trains focusing on a themed experience, centered around events like the annual San Diego Comic-Con International, or in collaboration with our various partners.
- Enhance customer loyalty and referral programs, including Amtrak Guest Rewards program, to retain existing and attract new riders.

## Chapter 7: Network Integration and High-Speed Rail

The LOSSAN Agency works in close coordination with CalSTA, Caltrans DRMT, transit and rail operators along the LOSSAN rail corridor, and other stakeholders on efforts to improve rail and transit service. This includes working to create an integrated passenger rail and transit network with coordinated schedules and common fare collection systems, which will provide additional travel options throughout the state, allowing passengers to seamlessly transfer from service to service to reach their desired destinations.

Specifically, the LOSSAN Agency has worked with rail operators and stakeholders in the Los Angeles to San Diego segment of the LOSSAN rail corridor to establish a leadership working group to guide coordinated planning and service integration efforts. The group includes executive level participation from the LOSSAN Agency, NCTD, Metrolink, BNSF, CHSRA, Caltrans DRMT, and CalSTA. The group is working to improve rail service through service optimization and modeling efforts, joint funding pursuits, and coordinated ticketing and dispatch policies.

The LOSSAN Agency also has built strong working relationships with the two commuter railroad operators in the LOSSAN rail corridor: Metrolink and NCTD. Integration efforts include coordinated schedule and timetable changes, work window coordination meetings and the Rail 2 Rail program. Additionally, the LOSSAN Agency implemented the Pacific Surfliner Transit Transfer Program, providing seamless transfers to 12 local public transit services along the LOSSAN rail corridor and creating more convenient first- and last-mile connections. This program is planned to continue even after the expiration of TIRCP funding in June 2018.

In late 2017, LOSSAN Agency staff participated in a workshop hosted by CalSTA to discuss statewide fare integration and coordination of passenger rail and mass transit services. This was the first step in an effort to provide integrated, end-to-end public transportation services that are accessible, convenient, and provide a viable alternative to single occupancy vehicle travel. A statewide congress on fare and service integration is planned during 2018.

The Amtrak-operated Thruway bus service provides key connections and is coordinated with the San Joaquins and Capitol Corridor intercity rail services, providing connectivity to the statewide rail system. In FY 2017-18, the LOSSAN Agency worked with SJJPA, CCJPA and Amtrak to implement updated branding on all Amtrak Thruway buses that reflect the service's key role in connecting California's three intercity rail corridors. The LOSSAN Agency will continue to work with Amtrak to review operations of the Thruway bus service and look for opportunities to improve connectivity and efficiency. Pacific Surfliner trains also provide timed connections in Los Angeles to three Amtrak long-distance trains serving destinations including Chicago, New Orleans, Portland, and Seattle.

The LOSSAN Agency participated in the California State Rail Plan Stakeholder Advisory Committee to provide input into the 2018 California State Rail Plan (Plan). The final 2018 Plan was released in late 2017 includes a long-term vision for improving the integration of California's transit and rail services. This vision includes creating a more integrated passenger rail system that provides comprehensive and coordinated service, including increased frequency and more seamless transfers between rail and connecting transit services. The Plan calls for ambitious growth in passenger rail service by 2040, including on the LOSSAN rail corridor.

## High-Speed Rail Connection

The planned High-Speed Rail (HSR) system is an integral component of the statewide passenger rail system, and integration with the HSR system will be key to the statewide network integration effort. The passenger rail services along the LOSSAN rail corridor serve as a backbone for transportation throughout the central and Southern California coastal regions. As such, the LOSSAN rail corridor will provide critical connections to support and compliment the HSR system. Integration between the LOSSAN rail corridor and HSR system will provide mutual benefits to each service and must be planned carefully to build upon the existing success of the Pacific Surfliner service.

The CHSRA adopted its most recent Business Plan in April 2016, which included the decision to build the initial operating segment between the Central Valley to Silicon Valley. Recognizing the interregional importance of the Burbank to Anaheim segment of the HSR system and the need to make strategic investments that will help link rail systems together over time, the 2016 Business Plan includes plans for early investments in this section of the rail corridor. In March 2018, CHSRA released its draft 2018 Business Plan, which increases the project cost from \$64 billion to \$77.3 billion, and revises the expected completion date for the Bay Area to Anaheim segment from 2029 to 2033. In FY 2018-19, the CHSRA and the LOSSAN Agency will continue efforts to coordinate planning efforts and evaluation of capital investments in the LOSSAN rail corridor, including projects that will directly impact the Pacific Surfliner service such as the Link Union Station (Link US) project in Los Angeles and other planned improvements between Burbank and Anaheim.

Phase 2 of the CHSRA project will ultimately extend HSR from Los Angeles to San Diego via an inland route, providing improved travel times, and changing the role of the Pacific Surfliner into more of a feeder route to HSR, particularly for coastal communities in Orange and San Diego counties.

The LOSSAN Agency is well represented with CHSRA, as four of the member agencies are active participants of the Southern California Regional Rail Partners working group, including the LOSSAN managing agency. The CHSRA Southern California Regional Director is also an ex-officio member of the LOSSAN Agency Board. The LOSSAN Agency continues to work with CHSRA on a variety of capital and operational planning efforts, including coordination of applications for the 2018 Transit and Intercity Rail Capital Program.

The LOSSAN Agency is participating in planning meetings related to the Link US project. The project, being managed by Metro, will transform Los Angeles Union Station (LAUS) from a “stub-end,” or dead-end station, to a “run-through” station by extending tracks south over the US 101 freeway, resulting in reduced passenger wait times, particularly for Pacific Surfliner passengers traveling through Los Angeles. Link US will also reconfigure station entry tracks and station boarding platforms to improve efficiency, and create a new passenger concourse with improved retail, food and passenger waiting areas. The Link US team is working with CHSRA to explore options to incorporate future HSR service at LAUS. An updated Environmental Impact Statement/Environmental Impact Report for the Link US Project is expected to be released in 2018.



## Chapter 8: Passenger Amenities

In order to make the Pacific Surfliner an attractive travel alternative, the LOSSAN Agency has worked with Amtrak to implement initiatives designed to enhance amenities and improve the overall passenger experience. This chapter focuses specifically on enhancements to passenger services and amenities that have been prioritized for FY 2018-19 and FY 2019-20.

### Key Priorities for FY 2018-19 and FY 2019-20

#### **On-Board Amenities**

***Bicycle Storage:*** Each Pacific Surfliner train has storage space for seven bicycles in the cab car. A bicycle reservation system was implemented in June 2013 that allows passengers to reserve a spot for their bicycle free of charge when they book their train ticket. The Pacific Surfliner currently receives the most bicycle reservations of any Amtrak route in the nation, carrying more than half of the bicycles in the entire Amtrak system. The LOSSAN Agency will continue to work with Amtrak on opportunities to expand bicycle storage as needed, as well as options to allow Amtrak multi-ride ticket holders to make bicycle reservations electronically, which is not currently available.

***Business Class:*** Business class is an increasingly popular service on the Pacific Surfliner. With a business class ticket, passengers receive a guaranteed seat; self-serve coffee, tea, and pastries in the morning; and at-seat snack and beverage service in the afternoon, as well as a dedicated business class attendant on most trains. Passengers also receive access to the Amtrak Metropolitan Lounge in Los Angeles, priority boarding at the Santa Fe Depot in San Diego, and bonus Amtrak Guest Rewards points. The LOSSAN Agency worked with Amtrak in late 2016 to initiate a pilot program to expand business class capacity in direct response to passenger demand. This was achieved by utilizing half of the Superliner long-distance car as a second business class car, separated by a curtain installed in the middle of the car. This created an increased capacity of approximately 30 business class seats, and allows for the full use of the Superliner car for business class service when passenger demand warrants. In 2017, the LOSSAN Agency also worked with Amtrak to upgrade the existing business class snack pack to a branded box with upgraded snack offerings, and also upgraded the breakfast offerings to offer orange juice, bottled water, and new pastries from a local bakery. The LOSSAN Agency also explored options for increasing refrigerator space in the business class car in order to offer expanded at-seat food and beverage service. Moving forward, the LOSSAN Agency will continue to work with Amtrak to enhance the amenities offered in business class in a cost effective manner, potentially including upgraded seat coverings and expanded at-seat food and beverage service.

***Customer Communication:*** The LOSSAN Agency continues to have an active presence on social media, and has seen a consistent growth in followers on all Pacific Surfliner social media channels. Through these channels, LOSSAN Agency staff is able to engage directly with current and prospective passengers, providing relevant train status information and helping to promote future travel on the Pacific Surfliner. The LOSSAN Agency also developed a Pacific Surfliner blog to provide more in-depth content regarding the Pacific Surfliner service, including travel tips and trip ideas. This has helped to further enhance public engagement.

In the coming year, the LOSSAN Agency plans to work to further grow its email database using a new email platform, and to work with partner agencies to expand content to include additional “how-to” articles and destination guides, including tips from local experts.

**Food and Beverage:** In FY 2017-18, the LOSSAN Agency continued to work with Amtrak to evaluate existing food and beverage offerings based on sales and revenue data, and implement semi-annual menu “refreshes” to introduce new locally sourced fresh food items and local craft beers. The LOSSAN Agency continues to produce and distribute updated menus including attractive photography and product descriptions that highlight the organic, locally-sourced food items available on board. A craft beer rotation introduced new beer options from popular breweries along the Pacific Surfliner route, including Stone, Figueroa Mountain, Firestone Walker, and Island Brewing. The menu changes led to a net increase in food and beverage revenue and overall customer satisfaction. The LOSSAN Agency will continue to work with Amtrak to introduce new locally sourced products on board, including an upgraded selection of local wines and spirits. LOSSAN Agency staff will also plan special events to offer tastings of new products onboard trains in partnership with food and beverage suppliers.

**Joint Promotions:** The LOSSAN Agency continued coordinated marketing efforts with local convention and visitors bureaus, connecting transit agencies and key attractions along the Pacific Surfliner route, and also worked with Amtrak marketing staff on a number of successful joint promotions, including with the San Diego Padres, Anaheim Ducks, Live Nation, and the Disneyland Resort. These efforts will continue in the coming year, and will be further expanded to partner with local colleges and universities, music venues, sports teams, and other key attractions to provide special offers and incentives to Pacific Surfliner passengers. Additional staff and consultant resources have been requested in this area due to Amtrak’s decision to curtail field marketing support for the Pacific Surfliner and other state-supported routes.

**On-Board Information System:** LOSSAN Agency staff will continue to work closely with Amtrak and Caltrans DRMT on the implementation of the On-Board Information System (OBIS) project. The state-funded OBIS project will provide automated audio and visual messages onboard Pacific Surfliner trains, including information on next stop, delays, food service, connecting transit, and safety/security-related messages. The first prototype cars were scheduled to be equipped with OBIS in August 2017. However, due to issues with the OBIS contractor and staffing changes at Amtrak, this deadline has slipped. Staff will work closely with Caltrans DRMT, CCJPA, and SJJPA on next steps to ensure the project is completed and implemented in a timely and cost-effective manner.

**On-Board Transit Pass Sales:** As of July 2016, discounted, prepaid one-day passes for the Metro and SDMTS transit systems are being sold in the Pacific Surfliner Café car to allow convenient connectivity with larger transit systems where an embedded transit transfer is not feasible. Sales of these passes have been consistent, but not at the volumes originally anticipated. The LOSSAN Agency will continue to work with Amtrak and its transit agency partners to boost awareness of the on-board pass sales program while also pursuing alternatives that would provide a more streamlined transit transfer, including technology solutions allowing Pacific Surfliner passengers to access to each agency’s transit services by scanning their Amtrak paper ticket or e-ticket.

**Rail 2 Rail Program:** The LOSSAN Agency will continue to work with Amtrak, Metrolink, and NCTD to offer a Rail 2 Rail program benefit to customers that provides an equitable reimbursement rate to the Pacific Surfliner for carrying Metrolink and COASTER pass holders on state-funded intercity trains. During 2017, new agreements were negotiated and executed with both Metrolink and COASTER that accomplished these goals.

**Seating Availability:** The LOSSAN Agency continues to work with Amtrak on opportunities to provide information to passengers during the booking process indicating how full a particular train is expected to be based on historical ridership data and current reservations. This would allow passengers to choose to shift to a different unreserved train that was expected to be less crowded in order to avoid trains expected to be at peak capacity. In addition, Amtrak is working to offer an airline-style seating map that allows passengers to book a specific seat on the train in advance, including four-seaters for groups of three or more. Amtrak introduced a pilot of the seat selection service on its Acela trains in early 2018, and the LOSSAN Agency will be requesting that it is implemented on the Pacific Surfliner as an option for business class reservations in 2018.

**Service Disruptions:** The LOSSAN Agency will continue to work proactively with Amtrak to improve communication with passengers in the event of a planned or unplanned track closure or service disruption. Service disruption updates are currently being posted on the @pacsurfliners Twitter channel, which has resulted in positive customer feedback. The LOSSAN Agency will continue to explore options to send follow-up letters to passengers after major delays explaining the cause of the delay and acknowledging the inconvenience they experienced using passenger data retained by Amtrak.

**Special Event Service:** The LOSSAN Agency will work with Amtrak to expand Pacific Surfliner service to special events that draw large crowds including the Del Mar Racetrack, San Diego Comic-Con International, FivePoint Amphitheatre, major sporting events and festivals, and major government holidays, while also ensuring that appropriate resources (rolling stock, staffing, etc.) are made available to accommodate anticipated demand.

**Train Status Information:** Amtrak currently provides train status information through a number of channels, including announcements at staffed stations, Passenger Information Display System signs on station platforms, and online through the “train status” feature on its website and mobile app. The LOSSAN Agency has worked with Amtrak to introduce service alerts on the @pacsurfliners Twitter channel, which supplies more detailed information in the event of service disruptions. The LOSSAN Agency will continue to look for opportunities to further enhance train status updates, including a more user-friendly Web-based train tracker that shows the real-time position of Pacific Surfliner trains on a route map. In addition, the LOSSAN Agency has requested that Amtrak work to improve the accuracy of the train status data currently offered through the Amtrak app and Amtrak.com, which tends to be unreliable and cause customer confusion, especially during a service disruption or significant delay.

**Transit Connectivity:** The Pacific Surfliner Transit Transfer Program was implemented in summer 2016 thanks to a successful TIRCP grant. The Transit Transfer Program offers seamless connectivity to more than 12 local public transit services along the LOSSAN rail corridor. The LOSSAN Agency will work with local transit providers continue marketing efforts

for the program, and also look for opportunities to improve timed transfers to Pacific Surfliner trains, including connectivity to airports along the route. Originally intended as a one-year pilot program, this program was extended for an additional year through June 2018 using existing TIRCP funds. The LOSSAN Agency intends to continue this program using annual operating funds after expiration of the TIRCP funds, will evaluate transfer rates at each participating agency, and consider adding additional agencies based on projected usage and demand.

**Wi-Fi:** All Pacific Surfliner trains currently offer Wi-Fi service, which has proven to be a popular passenger amenity. The LOSSAN Agency is working with Amtrak and Caltrans DRMT to build on the success of the existing Wi-Fi service by improving the speed and reliability of the service. Due to limited bandwidth, the existing Wi-Fi service is often unreliable and speeds are slower than desired. A number of options will be explored for further improving the quality and reliability of on-board Wi-Fi service, including the potential of switching to a new Wi-Fi provider if deemed necessary to improve service quality.

**Wi-Fi Landing Page:** During 2017, the LOSSAN Agency worked with Amtrak to update the existing landing page that passengers see when logging onto Amtrak Connect Wi-Fi onboard Pacific Surfliner trains. The new landing page includes real-time route and station information, information about onboard amenities, links to Pacific Surfliner social media pages, and access to destination deals and news. The LOSSAN Agency will continue to work with Amtrak to update, improve, and localize the information provided through the Wi-Fi landing page

## Station Amenities

**Checked Baggage:** The LOSSAN Agency will continue to work with Amtrak to monitor the use of checked baggage and express service, as well as the impacts on operating costs and station dwell times of continuing to offer these services.

**Station Improvements:** Using previous studies and input from member agencies and station owners, the LOSSAN Agency will continue to update and prioritize capital projects at stations that could be candidates for minor capital program funds, as well as state and federal safety/security funds and future TIRCP funds. A corridorwide call for projects with a small local match requirement could provide an incentive for station owners, including cities and local transportation agencies, to prioritize funding for station and platform improvements, including enhanced signage.

## Chapter 9: Equipment

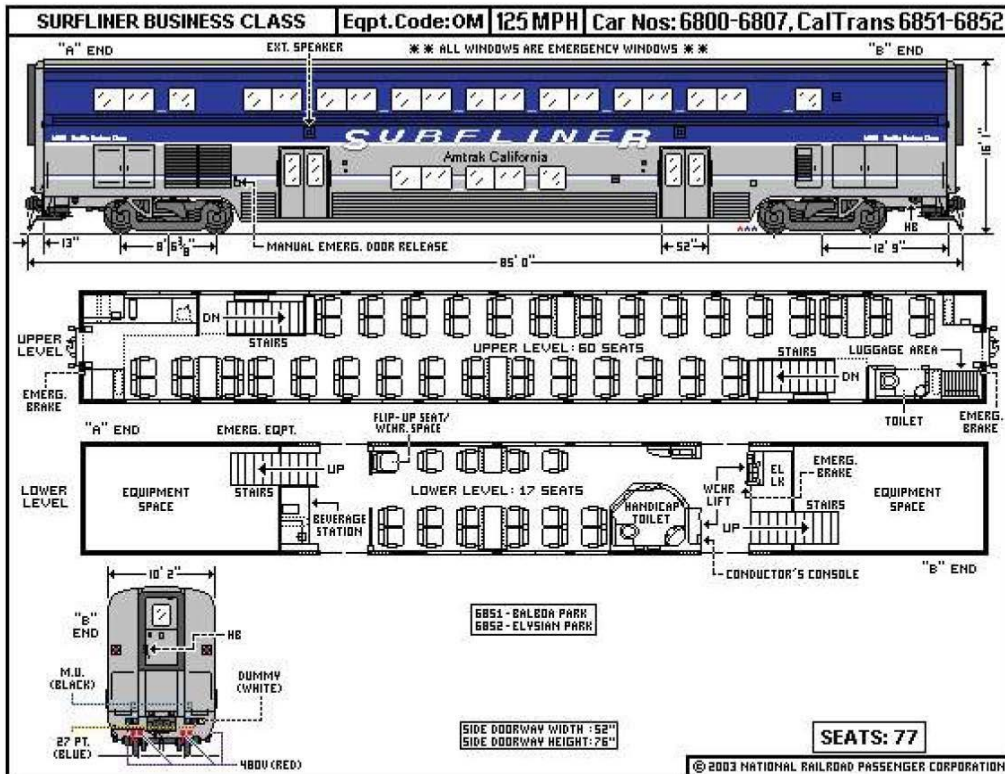
Amtrak currently operates 24 daily Pacific Surfliner trips using nine train sets. A typical train set consists of one locomotive and six passenger cars, including one business class car, one Superliner car, one Café car, two coach cars, and one cab/baggage car, which collectively provide approximately 480 passenger seats per train. Additional passenger cars are added to accommodate anticipated demand associated with holidays and special events.

A description and schematic layout of the types of cars currently used to provide Pacific Surfliner service are provided in Table 9.1 and associated Exhibits.

**Table 9.1: Pacific Surfliner Fleet Description**

Type	Car Description	Seating Capacity
Business Class	Reserved seating on upper and lower levels with dedicated attendant; complimentary at-seat snack and beverage service	72
Café	Regular coach seating on upper level; booth seating and Café area with food and beverage service on lower level	72
Coach	Unreserved seating on upper level with limited seating for seniors/disabled on lower level	90
Superliner Coach	Upper level includes curtain to allow half of car to be used for business class seating and half for unreserved coach. Some cars have additional seating on the lower level	62-74
Cab/Baggage	Unreserved seating on upper level and cab area for engineer to operate train; limited senior/disabled seating, bike rack accommodating seven bikes and secured area for storage of checked baggage on lower level	82

**Exhibit 9.1: Pacific Surfliner Business Class Car**



Note: Business class cars have been reconfigured to add a lower level luggage rack and improved lower-level seating, resulting in a net reduction of five seats, for a total of 72.

**Exhibit 9.2: Pacific Surfliner Café Car**

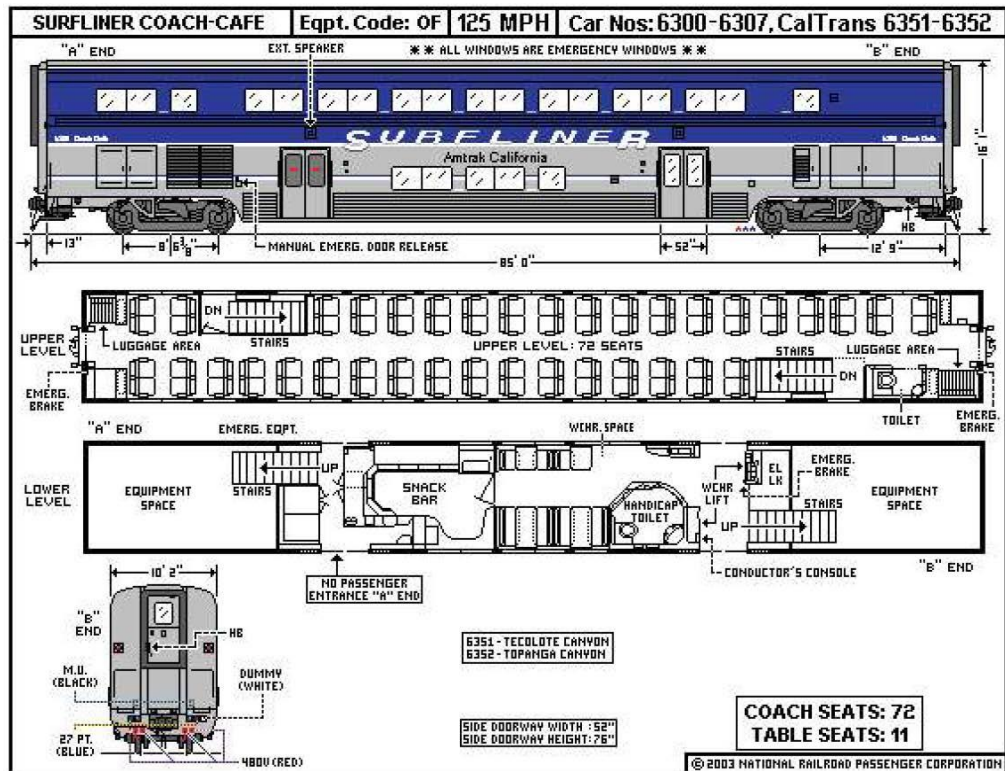


Exhibit 9.3: Pacific Surfliner Coach Car

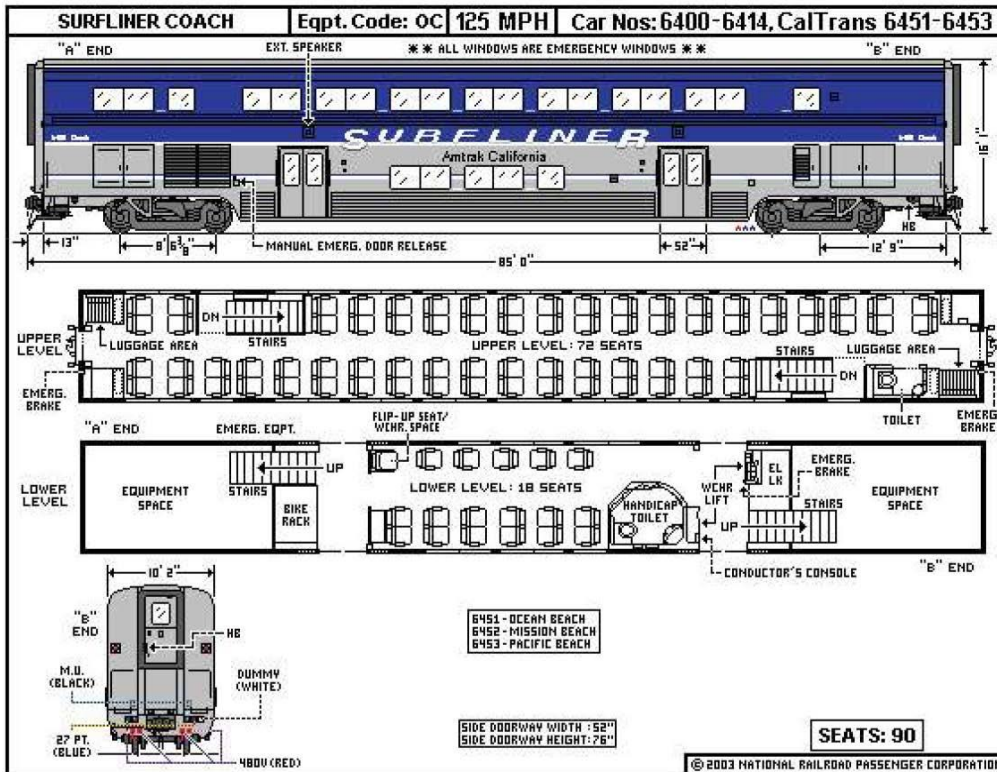
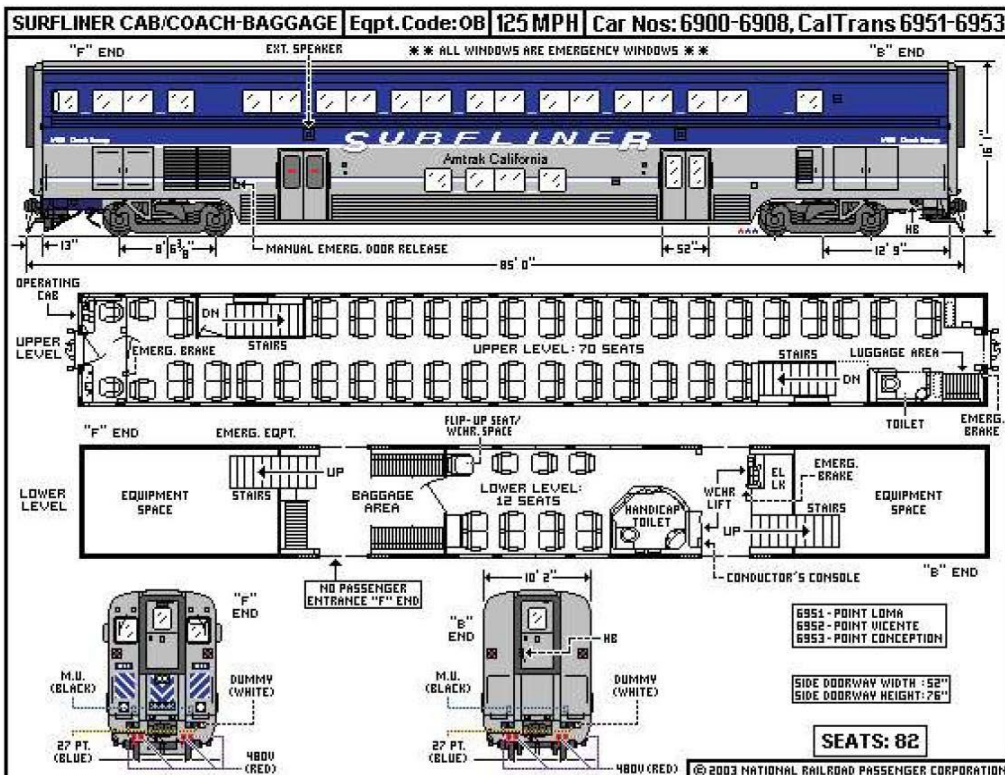
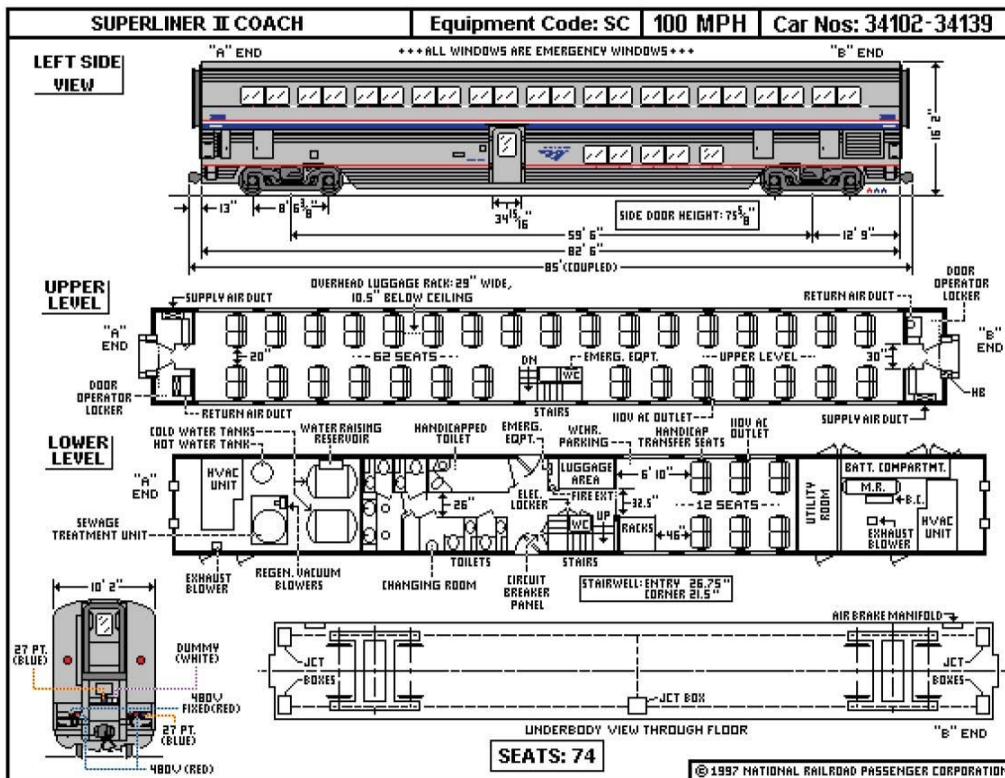


Exhibit 9.4: Pacific Surfliner Cab/Baggage Car



**Exhibit 9.5: Pacific Surfliner Superliner Car**



The locomotives and passenger cars used to provide the Pacific Surfliner service are primarily owned by Amtrak and leased by Caltrans DRMT for use on the service. The lease fees and capital equipment charges associated with the Amtrak-owned equipment are included in a separate agreement between Caltrans DRMT and Amtrak.

Included in the Pacific Surfliner fleet are 49 bi-level passenger cars, ten of which are owned by Caltrans DRMT and the remaining 39 by Amtrak. In addition to the 49 Pacific Surfliner-branded bi-level cars, Caltrans DRMT leases approximately nine Amtrak-owned bi-level Superliner coach and coach-baggage cars. These cars are typically used on Amtrak’s long-distance trains, but have been modified to run in “push-pull” operation and have also been equipped to support the Wi-Fi service offered on Pacific Surfliner trains. As of 2017, all Superliner cars regularly used on the Pacific Surfliner have been reconfigured with a curtain in the middle of the car, to allow half of the car to be used for additional business class seating.

Caltrans DRMT also leases a trainset composed of Amtrak-owned single-level Amfleet and Horizon cars, as well as a Non-Powered Control Unit, a non-powered locomotive that carries baggage and acts as a cab car. This trainset does not have automatic doors, which requires conductors to manually open and close doors at each stop, and requires passengers to climb several steps to board the train, which can increase station dwell times. Of the nine trainsets used to operate Pacific Surfliner service, eight currently consist of bi-level Surfliner and Superliner cars, and one consists of single-level Amfleet and Horizon cars.



Pacific Surfliner trains typically operate with a single 3,000 horsepower (HP) Amtrak-owned F59-PHI locomotive or a 4,250 HP Amtrak P-42 locomotive. Of the 15 F59-PHI locomotives based in Los Angeles, eight are routinely assigned to the Pacific Surfliner service. The F59 locomotives were originally delivered in 1998, and are nearly 20 years old. Amtrak routinely positions a spare “protect” locomotive in San Diego and Los Angeles that is available to assist in the event a train encounters a mechanical issue. The eight F59-PHI locomotives assigned to the Pacific Surfliner service are scheduled to be sold by Amtrak in FY 2018-19 as they are replaced by new state-owned the Siemens Charger SC-44 locomotives, beginning in summer 2018. As the F59-PHI locomotives are retired, P-42 Locomotives will be use to supplement service until all new Charger locomotives have been tested and approved for use by the FRA, LOSSAN, Caltrans DRMT, and Amtrak.

A summary of the equipment and ownership currently used to provide daily Pacific Surfliner service is provided in Table 9.2.

**Table 9.2: State-Owned Pacific Surfliner Equipment**

	Current	
	<i>Owned</i>	<i>Leased from Amtrak</i>
Cab Car	3	8
Coach	3	15
Business Class	2	8
Café Car	2	8
Superliner Coach and Coach/Baggage	0	9
Amfleet/Horizon	0	9
Siemens Charger (as of FY 2018-19)	14	0
<b>TOTAL</b>	<b>24</b>	<b>57</b>

Source: Caltrans and Amtrak, 2018

New Equipment

Caltrans, along with the Illinois Department of Transportation (IDOT), received federal funds through the High-Speed Intercity and Passenger Rail competitive grant program to procure new rolling stock for California’s three state-supported intercity rail services. In December 2011, the California Transportation Commission (CTC) approved the allocation of \$42 million of Prop 1B funds as a local match to \$168 million in federal funds for both railcars and locomotives. In November 2012, Caltrans awarded a \$352 million contract to Sumitomo Corporation of America to build new railcars that meet the federally required standards required of the Next Generation Equipment Committee. Design and testing issues led to delays in the production of the new railcars, and ultimately the transfer of the railcar contract from Sumitomo Corporation to Siemens. In November 2017, Caltrans awarded a contract to Siemens through Sumitomo Corporation to manufacture a total of 137 single-level passenger railcars with 49 for use in California, with delivery expected to begin in 2020. These railcars meet Buy America provisions and are being manufactured in Sacramento and will be available for use on all three state-supported routes.

The LOSSAN Agency is currently working with Caltrans DRMT and the CCJPA and SJJPA to finalize a deployment plan for the new cars.

In March 2014, Caltrans, in coordination with the IDOT, awarded a contract to Siemens to manufacture a total of 35 diesel-electric locomotives in Sacramento, with six locomotives purchased for use in California on the Capitol and San Joaquins corridors. The first two locomotives were delivered for testing at the FRA testing facility in late 2016, and are currently in service on the Capitol Corridor and San Joaquins routes. The remainder of the 4,400 HP, Tier 4 diesel-electric locomotives will be purchased by other states, including Illinois, Iowa, Michigan, Missouri, and Washington. The contract with Siemens includes options for an additional 225 locomotives.

In December 2014, the CTC approved the allocation of \$108 million in unallocated Prop 1B intercity rail funds for procurement of new intercity locomotives and railcars, and to implement an OBIS on the state's intercity rail services, including the Pacific Surfliner. A portion of the \$108 million will be used to purchase 14 additional Tier 4 locomotives to replace the F59-PHI locomotives owned by Amtrak that support the Pacific Surfliner service. Replacing the Amtrak-owned locomotives, which are 20 years old, with new, state-owned Tier 4 locomotives has a number of benefits, including reduced capital equipment charges for use of Amtrak-owned equipment, improved reliability, reduced mechanical-related delays, and environmental benefits through reduced emissions from cleaner-burning Tier 4 engines. The new Siemens Charger locomotives are currently in production and are expected to be delivered for testing and then put into service on the Pacific Surfliner beginning in summer of 2018. The new locomotives will include Amtrak Pacific Surfliner branding and a paint scheme intended to coordinate with the existing bi-level Pacific Surfliner railcars.

The LOSSAN Agency continues to pursue options for securing additional equipment for the Pacific Surfliner prior to the delivery of new state-sponsored equipment. Peak travel demand on the Pacific Surfliner, particularly during the summer season and holidays, often exceeds available seating capacity. The LOSSAN Agency efforts to secure additional equipment include pursuing additional leased equipment from Amtrak as well as lease or purchase options from private companies. To this end, the LOSSAN Agency is negotiating with Great Lakes Central Railroad for the use of two trainsets of refurbished bi-level railcars to be funded in part by the 2015 TIRCP award, which provides \$15 million for a capitalized lease of additional railcars.

### Equipment Maintenance

The primary maintenance facility for all Pacific Surfliner rolling stock is Amtrak's Redondo Locomotive Maintenance Facility located adjacent to the LOSSAN rail corridor in downtown Los Angeles. This facility includes locomotive and vehicle repair shops that performs safety inspections, servicing, and maintenance of all Amtrak locomotives and rolling stock. Amtrak utilizes a smaller servicing facility in Goleta for fueling, cleaning, and overnight train inspections. In San Diego and San Luis Obispo, overnight layover facilities for the Pacific Surfliner have been established to allow for fueling, overnight inspections, and cleaning. In San Diego, these are performed at the Santa Fe Depot. While in San Luis Obispo, the Pacific Surfliner trainset is stored on a designated layover track adjacent to the UPRR locomotive yard across from the San Luis Obispo station. The Los Angeles and Goleta maintenance facilities

are owned by Amtrak, while the San Diego and San Luis Obispo facilities are provided through long-term lease agreements.

Amtrak staff is responsible for all maintenance activities related to the Pacific Surfliner service as part of the annual operating agreement with the LOSSAN Agency. The LOSSAN Agency is responsible for administration and maintenance supervision of the Pacific Surfliner fleet, particularly the ten state-owned railcars. This relationship is further defined in the Equipment Lease Agreement between Caltrans DRMT and the LOSSAN Agency, which is included as an appendix to the ITA. The LOSSAN Agency is also responsible for ensuring the Pacific Surfliner fleet is operated and maintained to the high standards of reliability, cleanliness, and safety set by Amtrak and the state on a day-to-day basis. LOSSAN Agency staff will continue to work closely with Caltrans DRMT and Amtrak to refine the maintenance and operations programs to improve the reliability, safety, and the cost-effectiveness of the fleet.

Caltrans DRMT is responsible for overseeing wreck repair and also participating in the oversight of modifications to state-owned equipment. Additionally, Caltrans DRMT is responsible for statewide fleet planning and deployment of equipment between the three state-supported intercity rail corridors (Pacific Surfliner, Capitol Corridor, San Joaquins) in consultation with each agency.

#### Amtrak Thruway Bus Service

Amtrak contracts with private bus companies to provide Amtrak Thruway bus service connecting to the Pacific Surfliner route, and the private bus operators provide the vehicles used in the service, which must comply with Amtrak requirements, including Wi-Fi accessibility, electronic destination signs, a restroom, and power outlets.

## Chapter 10: Marketing

### Introduction

The proposed marketing program for FY 2018-19 focuses on optimizing existing marketing efforts while building a framework to support future Pacific Surfliner marketing initiatives that will help grow awareness, ridership, and revenue. This approach focuses on utilizing cost-effective, data-driven tactics, while also promoting long-term efficiencies as the Pacific Surfliner marketing program continues to mature.

The LOSSAN Agency's initial efforts to create awareness and generate interest in the Pacific Surfliner service included a broad range of activities, from communicating critical rider information and establishing new social media channels to launching new service promotions and working to increase revenue related to key business objectives. The marketing plan for FY 2018-19 focuses on initiatives designed to build on these accomplishments while laying the groundwork for future success and continuing to demonstrate return on marketing investments.

The focus of the FY 2018-19 marketing plan is to support key priorities outlined in the business plan, as well as engage in the marketing strategies and programs listed below.

### Marketing Strategies

#### **Strengthening the Pacific Surfliner brand**

LOSSAN Agency staff will continue to develop and strengthen the Pacific Surfliner brand with efforts that include review of the current brand as it is presented today, as well as customer analysis, and qualitative market research. LOSSAN Agency staff will also work to define all aspects of the brand, ultimately developing guidelines for voice and visuals that help support clear and consistent communications across various channels and diverse audiences. Developing and documenting the Pacific Surfliner visual identity and editorial style will help ensure we continue to create compelling campaigns and stories that resonate with audiences while telling a clear and powerful story about the Pacific Surfliner experience and driving intended actions.

#### **Building marketing tools and content**

Building a marketing program requires a deep understanding of the Pacific Surfliner audience and their consideration process and motivations. Conducting market research and mapping out buyer personas will be critical to identifying any potential concerns or questions that prospective passengers may have. Developing tools and content to answer these questions will be key not only to boosting awareness, but also to motivating action. Designing reusable content around a clear purpose will help boost marketing productivity. Such efforts will include:

- Talking points/videos for overall route, onboard amenities, key audience segments
- Destination guides, travel tips, and seasonal promotions
- Business to business and business to consumer outreach materials
- Visual assets such as videos and photography
- Utilities such as interactive trip planning tools or train timetables

## **Passenger communications**

The LOSSAN Agency's marketing efforts will include developing offers that address audience concerns and motivations at every step of the consideration process – from sweepstakes and trial promotions to educational tools and interactive content, in order to promote loyalty and engagement. Staff will identify target markets and develop strategic campaigns to drive tangible outcomes (email acquisition, engagement with content, trial usage, promotional redemption). The LOSSAN Agency will also pilot new channels and refine current efforts to more effectively reach existing audiences and new markets while building long-term customer relationships.

Informational messages and critical passenger information regarding service impacts and delays, schedule changes, and travel planning will continue to be regularly communicated to both customers planning trips and passengers in transit, via the Pacific Surfliner website, social media accounts, and other relevant channels. These efforts to enhance communication will help increase customer satisfaction.

## **Public relations**

The LOSSAN Agency will develop and implement targeted public relations campaigns to generate featured stories and related publicity in order to boost awareness of the Pacific Surfliner service while enhancing the brand's credibility. In addition to regular press release distributions to print, online and broadcast media, LOSSAN Agency staff will work with a contracted public relations firm to pitch stories and develop media contacts across industries including transportation and tourism. Efforts will also include working with bloggers and online influencers to promote visibility and awareness of the Pacific Surfliner. In addition to increasing the Pacific Surfliner's overall presence, public relations efforts will utilize media monitoring tools to track coverage and identify opportunities to protect and enhance the Pacific Surfliner brand.

## **Inbound marketing**

The LOSSAN Agency will contract with a full-service marketing firm to develop strategy, tools, and content that will help target customers and demonstrate an understanding of their problems and motivations. This will include providing tips, best practices and unique content that is not available anywhere else that will be of interest to Pacific Surfliner customers. In addition to optimizing the Pacific Surfliner blog and website, marketing staff will develop video, newsletter, and social media content to boost search engine visibility, awareness, and referring traffic.

The LOSSAN Agency will continue to expand its destination-based marketing efforts with content that captures the engaging experiences, unique rider perspectives, and memorable events surrounding the Pacific Surfliner service. LOSSAN Agency staff will also develop an editorial calendar to help tell the unique stories of Pacific Surfliner riders and leverage user-generated content to increase brand advocacy and sales. Publishing content that aligns with target customers' interests will enable the LOSSAN Agency to attract more inbound traffic and ultimately more engagement and sales.

## Outbound marketing

Marketing staff will continue to develop a multi-channel marketing approach focused on targeted customer communications, and implementing data-driven ridership campaigns that target specific audience segments and optimize the direct response rate. Campaigns will be developed to communicate directly to customers through a variety of media including direct mail, email, digital advertising, database marketing, fliers, and targeted broadcast, print and digital advertisements, as well as outdoor advertising.

Direct marketing campaigns will include the following components to drive traffic, boost brand awareness, and increase ridership/sales:

- Campaign goals development and effectiveness tracking
- Identification of target audiences and providing insight to customer behavior
- Development of key campaign messaging and potential offers for campaign success
- Strategy for reaching and engaging target audiences
- Media mix and ad buys

## Strategic partnerships

Building and cultivating strategic partnerships have enabled the LOSSAN Agency to increase market share and awareness in key markets in a cost-effective and efficient manner. In addition to enhancing visibility and credibility for the Pacific Surfliner, these partnerships provide cross-promotional opportunities that result in decreased advertising costs and added value for customers.

The LOSSAN Agency will continue to focus on the following areas for strategic alliances:

- Continue to build strong relationships with Amtrak marketing staff and work to coordinate marketing and advertising efforts in order to minimize costs and maximize value
- Expand destination-based marketing through cooperative opportunities with local visitors bureaus and businesses/attractions along the route to build programs where Pacific Surfliner riders receive discounts for services and products with their valid ticket
- Co-marketing efforts with visitors bureaus, sports teams, and local attractions in the form of cross-promotion and joint advertising

Building a network of influencers along the corridor not only adds value for Pacific Surfliner customers, but also extends the potential reach of marketing efforts to audiences in destinations along the route.

## Marketing Programs

### Branding and awareness

Ongoing brand awareness campaigns will be designed to boost engagement with the Pacific Surfliner brand. General advertising along the corridor is necessary to generate a high number of impressions and create interest in the Pacific Surfliner service while highlighting key

selling points, such as scenic views, stress-free travel, the and comfort and convenience of onboard amenities. New marketing channels will be tested as pilot programs to more effectively reach both existing audiences and new markets. Investments will be made made in digital, outdoor, print, and broadcast advertising, as well as partnerships with local sports teams and local convention and visitors bureaus to generate awareness and support traffic back to the Amtrak website to purchase tickets.

### **Advertising campaigns and direct marketing**

Staff will plan and implement short- and long-term integrated advertising and outreach campaigns to increase market share and strengthen customer relationships. Staff will work with contracted vendors to identify target markets and develop comprehensive media plans focused on boosting brand awareness and increasing ridership. Regular reporting and data analysis will provide opportunities to refine campaigns to maximize return on marketing investments.

Advertising and direct marketing campaigns will be focused on:

- Targeting specific markets and increasing ridership and revenue
- Raising awareness of key destinations along the route
- Promoting transit connections and onboard amenities
- Enhancing customer communications, service advisories and train status information
- Capturing the unique stories of Pacific Surfliner riders and leveraging user-generated content to increase brand advocacy and engagement
- Exploring fare and ticketing promotions and special event partnerships
- Increasing utilization of Amtrak marketing programs including Guest Rewards

### **New Pacific Surfliner digital platform**

Since its launch in late 2015, PacificSurfliner.com has continued to gain traction as a valuable resource for current and prospective riders, with 1.7 million page views in FY 2016-17. The website acts as the hub of all marketing activities, highlighting the unique onboard experience while also providing relevant schedule, station, and trip planning information.

However, there is still much work to be done to establish cost-effective, sustainable digital marketing programs that will allow the LOSSAN Agency to effectively manage future growth. Investing in a digital platform now will allow future marketing efforts to effectively adapt to the changing world, keep pace with evolving technology and customer expectations, and respond appropriately to challenges and opportunities.

LOSSAN Agency staff will work with a contracted web development vendor to design and develop a new Pacific Surfliner website with the following objectives:

- Redesigning the Pacific Surfliner website to create a highly engaging, personally relevant online experience
- Implementing Episerver as a content management system and migrating content from existing production site

- Growing sales via online bookings by leveraging customer data in various forms for actionable personalization strategies
- Improving customer service by delivering timely, accurate, and relevant information
- Ensuring a seamless digital experience for Pacific Surfliner audiences including integration between the PacificSurfliner.com website and other digital marketing channels such as social media, Amtrak.com, and online advertising

**Field marketing engagement**

The field marketing engagement program is designed to build awareness of the Pacific Surfliner service while developing and strengthening relationships with local communities. By generating interest and engagement with the Pacific Surfliner service, the program will position the Pacific Surfliner brand as top of mind, build awareness, and drive customers to PacificSurfliner.com and Amtrak points of sale.

The program will include investments in sponsorships, memberships, and advertising programs secured and coordinated through strategic partnerships with convention and visitors’ bureaus, collegiate and professional sports franchises, live event promoters, and local event producers throughout the LOSSAN rail corridor. Efforts will include the following:

- Leverage key collegiate and professional sports sponsorships to connect with the regional target audience for the Pacific Surfliner service
- Drive awareness of the Pacific Surfliner in specific markets
- Influence consumer purchase decisions within communities served
- Increase ridership, positive brand associations, and visibility of the Pacific Surfliner
- Uncover opportunities to expand reach and influence in college markets to build awareness in that key demographic
- Promote brand goodwill and partnerships with key convention and visitors bureaus
- Identification and valuation of existing assets that can be offered to partners as part of a sponsorship package

**Metrics and milestones**

As the LOSSAN Agency further develops its marketing program, it is prudent to invest in expanded marketing activities once marketing staff has sufficient insight into which efforts are paying off and are able to take action on efforts that need to be refined. In addition to campaign monitoring and reporting, LOSSAN Agency staff will continue to develop analytics reporting to demonstrate return on investment, provide audience insight and help inform future efforts. LOSSAN Agency staff will also continue to work with Amtrak to improve reporting in order to better reconcile marketing efforts with Amtrak sales data and gain insight to optimize future marketing strategies.



## Chapter 11: Annual Funding and Separation of Funding

The annual funding process for the three state-supported intercity passenger rail corridors begins with Caltrans DRMT making an initial request for funding to be included in the state’s FY budget. Once the budget is approved and funds have been included for the service, CalSTA has responsibility for allocating the funds to each of the three intercity rail corridors through the approval of the annual business plans. Simultaneously with the budget process, the LOSSAN Agency will begin negotiating with Amtrak regarding the operating and maintenance contract, which is currently on a Federal FY (FFY) basis (October – September). The Amtrak contract should be executed by September of each year to ensure continued and seamless operations at the beginning of each FFY. Annually, the LOSSAN Agency will provide a budget for the continued administration, marketing, and operations of the Pacific Surfliner to the LOSSAN Board for review and approval. This budget will also be included in the annual business plan for submittal to the Secretary of CalSTA by April 1 of each year. The LOSSAN Agency will submit a draft of the annual business plan by April 1, 2018, and will submit any updated operating forecasts by June 30, 2018, based on final operating revenue and expense estimates provided by Amtrak.

State funding for operations of all three intercity rail corridors is provided through the Public Transportation Account, which is funded primarily through the state sales tax on diesel fuel.

### FFY 2018-19 and FFY 2019-20 Amtrak Operating Budget and Grant Programs

The total net State subsidy for FY 2018-19 is projected to be \$41,486,811, which includes the net operating subsidy as well as administrative and marketing funding. It also includes an additional revenue and expense estimate for the implementation of a 13<sup>th</sup> round trip between San Diego and Los Angeles, a 6<sup>th</sup> roundtrip between San Diego and Goleta, and a 3<sup>rd</sup> roundtrip between San Diego and San Luis Obispo expected to begin operation in FY 2018-19. The net expense estimate for the additional round trips is \$8,494,618, which was extrapolated based off of Amtrak’s forecast provided for the addition of the 12<sup>th</sup> roundtrip between San Diego and Los Angeles. The operating costs and fare revenue also include an estimate for the retiming of trains to provide peak period service from Ventura to Santa Barbara. The net estimated cost for this service as provided by Amtrak is \$2,354,549. This cost is assumed to be offset by a 50 percent cost share for this service provided by SBCAG. Total projected fare revenues for FY 2018-19 are \$89,514,080, assuming no changes to base fares. This amount is consistent with the FY 2017-18 approved budget plus a 4 percent budget assumption increase (which is consistent with year-over-year actual revenue trends). Total operating costs for the Pacific Surfliner service for FY 2018-19 are projected to be \$125,508,037, which assumes a 4 percent budget assumption increase in operating costs (consistent with actual trends), as well as the estimates for the additional round trips and re-timed service, and \$500,000 for minor projects.

Caltrans DRMT has executed an agreement with Amtrak to directly fund equipment capital charges for the Amtrak-owned railcars and locomotives used on the three state-supported rail corridors, effective October 2015. As a result, equipment capital charges are not included in the operating agreement between Amtrak and the LOSSAN Agency. After subtracting projected fare revenue of \$89,514,080, from total operating costs of \$125,508,037, the total FFY 2018-19 operating subsidy payment is projected to be \$34,816,682.

In addition to the state-funded operating subsidy, grant revenues are included in the proposed budget to fund various operational programs and capital projects in FY 2018-19. In FY 2015-16, CalSTA awarded the LOSSAN Agency \$1,675,000 million in TIRCP grant funds to support the Pacific Surfliner Transit Transfer Program, which allows Pacific Surfliner passengers to travel more seamlessly to connecting public transit services along the entire Pacific Surfliner route. The LOSSAN Agency began the Pacific Surfliner Transit Transfer Program in the fourth quarter of FY 2015-16, and is planning on using remaining surplus funds from FY 2017-18 to continue to fund the program in FY 2018-19. The LOSSAN Agency will assume continuing the program into FY 2019-20 with the use of future state operating funds.

In addition to the TIRCP, the LOSSAN Agency received approximately \$1.8 million of CTSGP – Intercity Passenger Rail/Commuter Rail Systems funds administered by CalOES in FY 2017-18. The CTSGP provides funding for capital projects that provide increased protection against a security or safety threat. The estimated remaining project funds of \$1,725,725 will be budgeted in FY 2018-19 to complete projects that are already underway.

The LOSSAN Agency has also been awarded \$1 million in 2016 TIRCP grant funds, which will be re-budgeted in FY 2018-19 and utilized for planning studies to optimize operations and improve coordination between all trains currently operating in the LOSSAN rail corridor while helping to plan for future service expansion.

The LOSSAN Agency has also been awarded \$3.1 million in FY 2017-18 SRA program funds that will be used for both operational and capital improvements along the corridor. The LOSSAN Agency plans on working with the LOSSAN TAC and Amtrak to develop and submit for approval a comprehensive program of operational and capital improvement projects to utilize FY 2018-19 and 2019-20 formula funds that are covered under the current guidelines. The LOSSAN Agency is budgeting \$4.9 million in FY 2018-19 and \$5.1 million in FY 2019-20 for the funding and the related project expenses.

The LOSSAN Agency's proposed budget for the Amtrak operating budget and grant programs for FY 2018-19 and FY 2019-20 are detailed in Table 11.2.

#### FY 2018-19 and FY 2019-20 Administrative and Marketing Budget

In addition to the contract costs with Amtrak for the operations and maintenance of equipment for the Pacific Surfliner service, there is an administrative component that is filled by OCTA as the LOSSAN managing agency. The LOSSAN Agency utilizes a small number of key staff positions supported by OCTA staff on an as-needed basis. This way, the LOSSAN Agency and the state receive maximum benefit for the lowest possible cost, and are required to only fund the services and support actually used and needed for the administration of the Pacific Surfliner service.

OCTA continues to provide a host of services through the support function including:

- Audit
- Contracting and Procurement
- Financial Management and Budget
- General Administrative Services

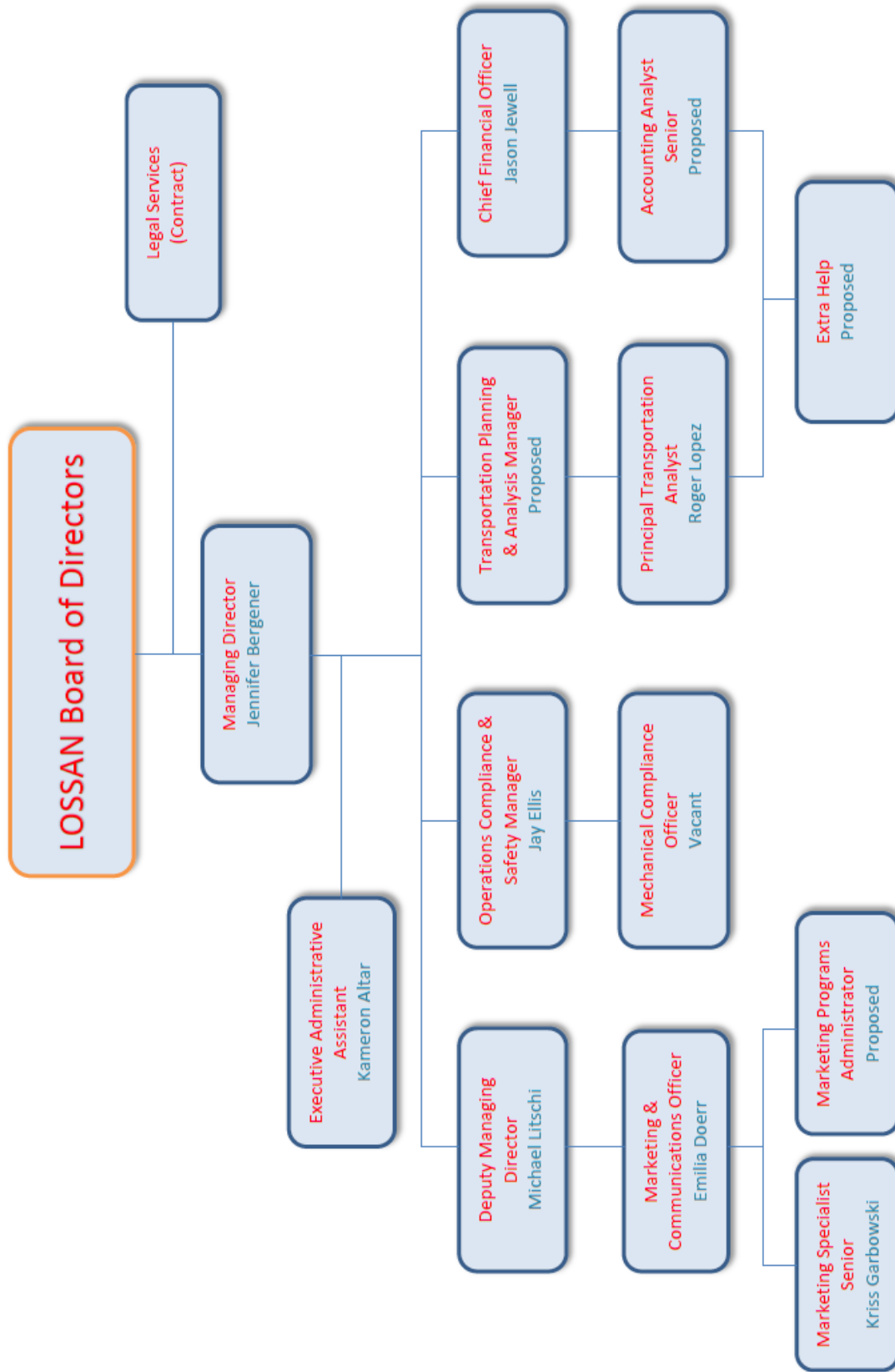
- Human Resources
- Legal
- Marketing
- Operations
- Planning
- Risk Management
- Stakeholder Outreach
- Treasurer-Controller

The dedicated staff positions necessary to support the LOSSAN Agency are included in the organizational chart in Figure 11.1.

The LOSSAN Agency's proposed budget for the administrative and marketing functions for FY 2018-19 and FY 2019-20 is detailed in Table 11.2. The FY 2018-19 administrative budget is proposed at \$4,170,129. Included in this amount is \$3,831,179 for managing agency administrative salaries and overhead. Three additional full-time positions are requested as part of the proposed administrative budget, bringing the total staffing level to 12 full-time positions, plus one part-time extra help position. The annual estimated cost of adding these three full-time positions including managing agency overhead is \$840,535. This amount assumes the managing agency overhead at the current rate, as well as administrative employee performance-based salary increases consistent with OCTA's proposed FY 2018-19 budget and personnel and salary resolution. The three additional positions include a Planning and Analysis Officer, Financial and Accounting Analyst, and a Marketing Program Administrator. Since assuming the full administration and management responsibility for the state-funded, Amtrak operated Pacific Surfliner intercity passenger rail service in July 2015, the duties and responsibilities of the LOSSAN Agency have significantly expanded. These three additional resources will help further LOSSAN Agency efforts to improve and expand passenger rail service on the LOSSAN rail corridor, as well as ensure the continued effective and efficient management of the state supported Pacific Surfliner service.

The FY 2018-19 proposed budget for insurance, legal, travel, dues and memberships, and banking fees remain consistent with the FY 2017-18 approved budget. The FY 2018-19 proposed budget for professional services is proposed at \$200,000, (a \$100,000 increase from FY 2017-18 approved amount), in order to fund on-call consulting services for planning, modeling, and project management. The FY 2017-18 marketing budget proposal remains consistent with the FY 2017-18 approved funding level at \$2,000,000.

Figure 11.2: LOSSAN Rail Corridor Agency Organization Chart



Shared services provided by OCTA include: Contracts & Procurement, Human Resources, State & Federal Programming, Clerk of the Board, Risk Management, Information Technology, Government Relations, Audit and Finance

**Table 11.2: LOSSAN Agency Net Operating, Grant, Administrative & Marketing Budgets: FY 2017-18 Approved, FY 2018-19 and FY 2019-20 Proposed**

	FY 2017-18 Approved Budget	FY 2018-19 Proposed Budget	FY 2019-20 Proposed Budget
<b>Operating</b>			
Operating Costs	\$ 110,568,144	\$ 125,508,037	\$ 130,528,358
Fare Revenue	\$ (83,677,000)	\$ (89,514,080)	\$ (93,094,643)
Cost sharing revenue for retimed trains	\$ -	\$ (1,177,275)	\$ (1,224,366)
Sub Total - Net State Subsidy	\$ 26,891,144	\$ 34,816,682	\$ 36,209,349
Minor Projects	\$ 500,000	\$ 500,000	\$ 500,000
<b>Net State Operating Subsidy</b>	<b>\$ 27,391,144</b>	<b>\$ 35,316,682</b>	<b>\$ 36,709,349</b>
<b>Grant Programs</b>			
TIRCP Grant Revenue	\$ (2,400,000)	\$ (2,500,000)	\$ -
Transit Transfer Program Expenses	\$ 2,400,000	\$ 1,500,000	\$ -
Corridor Optimization Study	\$ -	\$ 1,000,000	\$ -
CTSGP Grant Revenue	\$ (1,500,000)	\$ (1,725,725)	\$ -
CTSGP Project Expenses	\$ 1,500,000	\$ 1,725,725	\$ -
State Rail Assistance Revenue	\$ -	\$ (4,900,000)	\$ (5,100,000)
State Rail Assistance Program Expenses	\$ -	\$ 4,900,000	\$ 5,100,000
<b>Net Grant Programs Cost</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>Administrative and Marketing</b>			
Administration	\$ 3,004,674	\$ 4,170,129	\$ 4,338,312
Marketing	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
<b>Net Administrative and Marketing</b>	<b>\$ 5,004,674</b>	<b>\$ 6,170,129</b>	<b>\$ 6,338,312</b>
<b>Net Operating, Grant, Administrative &amp; Marketing Budgets</b>	<b>\$ 32,395,818</b>	<b>\$ 41,486,811</b>	<b>\$ 43,047,661</b>

Separation of Funding

To ensure state funding for the Pacific Surfliner service is kept separate from funding for OCTA projects and programs, a separation of funding has been established within the LOSSAN managing agency. The funding received from the state is managed through the treasurer and controller of OCTA, as the managing agency. The JPA specifically calls for the treasurer to be the depository of funds and to have custody of all funds of the LOSSAN Agency. The LOSSAN Agency follows OCTA-established policies and procedures that fully comply with the generally accepted accounting principles. The LOSSAN Agency utilizes OCTA's existing accounting system, which is built on a robust platform, and has already established a completely segregated accounting system for LOSSAN Agency-related business. This system and established policies/procedures, overseen by the treasurer and controller, as well as the LOSSAN Finance and Administration Officer, will ensure the preservation of the state's investment and a completely accurate accounting for administration of the Pacific Surfliner service, as well as provide for an accurate and timely reconciliation and return of any surplus funds.

## Chapter 12: Government Relations and Legislative Advocacy

One of the benefits gained through local governance of the Pacific Surfliner service by the LOSSAN Agency is added flexibility in advocating for policies at the state and federal level to improve rail operations, increase funding for operations and capital needs, and allow better coordination and interoperability with connecting transit and rail services. In addition, the LOSSAN Agency has the ability to conduct targeted outreach to local governments and community organizations to help expand awareness of the services provided on the LOSSAN rail corridor and more directly respond to local needs.

The key to successful advocacy is the ability to partner with stakeholders to jointly advocate for mutually beneficial policies. The LOSSAN Agency has worked closely with the California Intercity Passenger Rail Leadership Coalition, consisting of the LOSSAN Agency, CCJPA, SJJPA, the CRCC, and RCTC, to jointly advocate for common policy positions.

The LOSSAN Agency will participate in advocacy trips to Sacramento and Washington, D.C., to attend any select committees formed to discuss passenger rail issues, and also participate in the States and Amtrak Intercity Passenger Rail groups. The LOSSAN Agency and Board members will participate in meetings with key legislators representing the LOSSAN rail corridor delegation and Administration officials, allowing for the specific objectives of the LOSSAN Agency to be discussed in detail. These meetings are vital to generating a greater understanding of policy impacts on intercity rail and the need for greater recognition of the importance of the LOSSAN rail corridor in the overall Amtrak system.

In addition, the LOSSAN Agency has pursued opportunities to retain legislative advocacy services. This will allow the LOSSAN Agency to more effectively represent the interests of its member agencies in Sacramento and Washington, D.C., communicate policy goals and input to legislative and administrative offices, and receive regular updates on issues of importance to the LOSSAN Agency. Discussions regarding potential LOSSAN-sponsored state and federal advocacy services will include outreach to the LOSSAN member agencies, as well as the LOSSAN Agency Board.

The annual legislative program adopted by the LOSSAN Agency Board provides overall guidance to LOSSAN Agency advocacy activities, and staff will continue to provide regular legislative updates and bill analyses to the LOSSAN Agency Board consistent with that program. In reviewing these items, the LOSSAN Agency Board then provides direction on how the LOSSAN Agency is to participate in policy discussions with other stakeholders, and potentially offer testimony as relevant policy discussions take place at the Legislature.

From both a national and state perspective, the LOSSAN rail corridor is underinvested, but could greatly enhance mobility in Southern California with additional funding for capital and operational improvements. Efforts will be made to pursue resources for these improvements with funding authorized in the federal transportation reauthorization bill Fixing America's Surface Transportation (FAST) Act, which includes a federal passenger rail title that provides additional funding for passenger rail programs, funding, and financing opportunities that may be made available through a federal infrastructure package, and resources made available through new state transportation funding package, SB 1 (Chapter 5, Statutes of 2017).

Staff will continue to provide quarterly legislative updates to the LOSSAN Agency Board on policy and regulatory issues of importance, including those related to the state budget, the FAST Act and other federal funding or financing opportunities, and intercity rail policy matters. It is anticipated that the LOSSAN Agency will be focused on numerous policy issues at the state, federal, and local levels, including:

- Supporting efforts to pursue a stable, recurring source of intercity rail operations and capital funding for LOSSAN Agency-priority projects.
- Supporting efforts to apply for the use of cap-and-trade and SB 1 funding for LOSSAN Agency-priority projects, advocating for intercity rail as an eligible recipient, flexibility in revenue use and a streamlined allocation process.
- Supporting efforts to streamline and enhance transit services that provide for first- and last-mile connections to intercity and high-speed rail passenger rail services and stations.
- Continuing to advocate and educate officials in Sacramento and Washington D.C. regarding the LOSSAN rail corridor and Pacific Surfliner service.

The 2018 LOSSAN Legislative Program, adopted in December 2017, provides further detail on the LOSSAN Agency's legislative priorities, and includes three top priorities for 2018:

- Maximize the share of long-term, sustainable funding sources to support passenger rail operations and capital projects in the LOSSAN rail corridor, including funds made available by the federal rail title and ensuring eligibility for the LOSSAN Agency to compete for state funding, such as funding through SB1 and the cap-and-trade program.
- Support efforts to further enhance connectivity of regional rail and local transit services within the LOSSAN rail corridor.
- Continue to study and advance infrastructure and service improvement projects/programs.

At the local level, staff will continue to work with LOSSAN member agencies and local stakeholders to build awareness of passenger rail services along the LOSSAN rail corridor, developing strategic partnerships to better evolve the services to meet local needs. Regular communication and outreach on service improvements and priority projects will foster a better understanding of issues faced along the LOSSAN rail corridor. Increased awareness of these services by local officials can then be leveraged to support consensus-based operational improvements and policy activities.

In addition to the specific priorities identified by the LOSSAN Agency Board, the LOSSAN Agency will continue to monitor policies impacting Amtrak service, including the development of the California HSR project, and commuter rail services in the LOSSAN rail corridor. The need for cohesive policies to allow for integration of rail services within the state, and improved access from other transportation modes, has never been more evident as the state works to achieving goals related to improved mobility, environmental sustainability, and safety.

## Chapter 13: Safety and Security

Protecting the safety and security of passenger rail service on the LOSSAN rail corridor is key to attracting and retaining riders, while also ensuring efficient operations of the Pacific Surfliner service. This chapter addresses safety and security onboard Pacific Surfliner trains, at stations, and along railroad ROW between San Diego, Los Angeles, and San Luis Obispo.

The Pacific Surfliner intercity rail service is operated by Amtrak, and is subject to federal safety standards and regulations in accordance with U.S. Code of Federal Regulations (Title 49, Subtitle B, Chapter II). Responsible regulatory agencies overseeing general railroad safety along the LOSSAN rail corridor include the FRA and the California Public Utilities Commission (CPUC). The FRA Office of Railroad Safety promotes and regulates safety throughout the nation’s railroad industry by issuing, implementing, and enforcing railroad safety regulations. The CPUC is the state agency charged with ensuring the safety of freight, intercity, and commuter railroads, as well as highway-railroad crossings in the state. The CPUC performs these railroad safety responsibilities through the Railroad Operations and Safety Branch of the Safety & Enforcement Division. The Transportation Security Administration (TSA) also plays a role in the security of passenger rail service through the TSA-sponsored Visible Intermodal Prevention and Response program.

Operational, track, and other safety inspections are completed through a coordinated review among rail operators and owners, including Amtrak, Metrolink, NCTD, UPRR, BNSF, CPUC, and FRA for federal and state compliance. The LOSSAN Agency coordinates with these agencies to ensure that all reporting requirements are fulfilled at the federal and state levels. Amtrak is responsible for all required reporting of Pacific Surfliner safety data to federal, state, and local agencies, including the FRA and CPUC.

A key objective of the LOSSAN Agency safety program is to instill a comprehensive safety culture that governs all of the activities associated with the operations and maintenance of the Pacific Surfliner service, while efficiently meeting operational performance goals. The LOSSAN Agency will continue to work with Amtrak and host railroads to ensure a detailed system safety and security program is in place to protect the welfare of Pacific Surfliner passengers and crew, as well as the general public.

As part of this effort, the LOSSAN Agency will continue to:

- Assess ongoing rail safety and security awareness efforts to identify areas for improvement
- Work with host railroads to identify “hot spots” for trespassing and vehicle strikes
- Develop outreach programs that meet the needs of the public, as well as stakeholders
- Work with Amtrak and stakeholders to ensure a continued safety culture for all who work and travel on Pacific Surfliner trains and utilize Pacific Surfliner stations
- Work with local jurisdictions and host railroads to ensure that rail capital projects include a goal of improved safety and security wherever possible
- Work with host railroads and rail operators to coordinate training with local first responders to help expedite emergency response and accident investigation in the event of an incident



- Support Operation Lifesaver, a national rail safety program with the goal of improving public awareness of safety around railroad tracks
- Seek out and leverage state and federal grant funds for safety and security improvements

### Positive Train Control

Positive Train Control (PTC) is a predictive collision avoidance technology designed to stop a train in motion when its continued movement may result in an accident. The safety enhancing goals of PTC include preventing train-to-train collisions, speeding and over-speed derailments, incursions into track work zones, and movement of a train through a switch left in the wrong position. The primary benefits of PTC include saving the lives of train crews, passengers, and railroad workers, improving passenger and freight train operational efficiency, and providing real-time train location information. The PTC system will also be essential if the LOSSAN rail corridor is to see any future increases in maximum authorized track speed as the state continues to implement high-speed rail service.

Wayside PTC equipment is being installed by host railroads along the LOSSAN rail corridor, with varying levels of completion. Trains equipped with PTC are in revenue demonstration with NCTD and in revenue service for Metrolink and BNSF. The UPRR is also in the process of implementing PTC.

Amtrak and Caltrans DRMT are in the process of retrofitting Pacific Surfliner locomotives and cab cars to be fully compliant with PTC. The PTC back office server is operational in Chicago, with plans for an additional server in Los Angeles in process. The two-way radio system installed for onboard data transmission was manufactured with a circuit flaw. This has necessitated replacement, which is ongoing. Lab-to-lab testing is in process, with interoperability testing to follow. It is anticipated that PTC will be fully operational on all Pacific Surfliner trains prior to the revised federal deadline of December 31, 2018. The LOSSAN Agency will continue to coordinate with Amtrak and Caltrans DRMT to ensure this deadline is met.

### Safety and Security Onboard Trains

The LOSSAN Agency primarily serves in an oversight and coordination role with regard to safety and security onboard trains, relying on the extensive onboard safety and security programs and policies already put in place by Amtrak. LOSSAN Agency staff will continue to attend regularly-scheduled safety meetings hosted by Amtrak for front-line employees, to reiterate that safety is the first priority in delivering Pacific Surfliner service.

All Pacific Surfliner cab cars and locomotives are currently equipped with a “forward facing” camera system to help aid in accident investigation. This provides crews and first responders with a valuable tool to assist with post-incident investigation, and can help to clear an incident scene more quickly so that trains can proceed. In addition, Amtrak is working to install inward-facing cameras on locomotives and cab cars nationwide, similar to those currently used by Metrolink. The new Charger locomotives will be equipped with inward-facing cameras.

### Amtrak Police Department

Pacific Surfliner passengers benefit from the existing Amtrak security program, specifically the services of the Amtrak Police Department. There are nine officers and one captain currently assigned to the Pacific Surfliner. Of the nine officers, seven function in the patrol capacity, and two serve with K-9 units. Additionally, there are five members of the Amtrak Special Operations Unit (SOU) that can be called upon when needed.

The seven Patrol Officers fulfill traditional policing functions. Their job is to act as a deterrent to crime in stations, on trains, in and around Amtrak facilities, and out on the railroad ROW. They enforce the law, perform checked baggage screening and onboard security checks, conduct follow-up investigations on any crimes involving Amtrak facilities or its passengers, and provide support during special events.

The two K-9 units provide a psychological and physical deterrent to potential threats from explosives. The teams undergo intensive training that includes vapor wake training. Vapor wake training allows the K-9 units to be alert to the scents of explosives left in the wake of passing individuals, not just those found in stationary baggage.

The members of the SOU support patrol operations by providing rapid response and enhanced capabilities to assist in keeping Amtrak passengers and employees safe. Although not exclusively assigned to the Pacific Surfliner, the SOU is prepared at any time to deploy personnel and equipment for tactical response, conduct low-visibility counter-surveillance, investigations, and provide enhanced support for special events. The SOU also conducts training on railroad-specific tactical response and procedures for fellow Amtrak Police Department members and external law enforcement partner agencies.

The importance of a strong police presence in ensuring the safety and security of passengers and facilities along the LOSSAN rail corridor cannot be overemphasized. As part of the proposed FY 2017-18 budget, the LOSSAN Agency proposed two additional Amtrak Patrol Officers to the current detail. Due to a lengthy hiring process, only one officer has been hired, with recruitment for the second officer ongoing. Additional law enforcement services are provided by local agencies and county sheriff's departments along portions of the LOSSAN rail corridor in coordination with Amtrak.

### Safety on the Tracks

Safety incidents along the railroad ROW can include injuries and fatalities associated with incidents at grade crossings and trespassing on railroad property. Projects that improve safety include track and signal upgrades, gate and warning systems, and grade separations that eliminate at-grade crossings. In addition, safety can be improved through use of public awareness campaigns designed to educate the public about the risks of trespassing on railroad property and the importance of using caution around railroad tracks and trains.

## Safety at Stations

The LOSSAN Agency primarily serves in an oversight, coordination, and funding role with regard to the safety and security of the various station facilities that exist along the LOSSAN rail corridor. The LOSSAN Agency is a recipient of CalOES CTSGP funds and takes the lead in coordinating eligible capital improvements that increase safety and security at passenger and maintenance facilities.

In calendar year 2017 the LOSSAN Agency, in partnership with Amtrak, advanced or completed a number of safety and security improvements utilizing CalOES funding. These on-going projects include:

- The purchase of equipment for the upgrade/installation of new video surveillance systems at 12 Pacific Surfliner stations on the LOSSAN rail corridor
- The construction of a small law enforcement substation at the San Diego and Fullerton stations
- The purchase of equipment for a centralized video monitoring station at Amtrak's Los Angeles maintenance facility
- Upgrade of platform lighting at the Santa Barbara station to brighter LED bulbs
- Upgrade of public address systems at select stations

Additional projects are planned for implementation during FY 2018-19 and 2019-20.

Most of the stations along the LOSSAN rail corridor are outfitted with security cameras that feed directly to a local sheriff's office or operations center that can dispatch emergency services. Some city-owned stations also offer security guards and long-term parking security. These capabilities are significantly enhanced as a result of the ongoing CalOES improvements detailed above.

## LOSSAN Rail Corridor Safety Coordination and Emergency Response

The LOSSAN Agency coordinates safety and security activities with various stakeholders, and ROW owners along the corridor including: the state, LOSSAN member agencies, Amtrak, UPRR, BNSF, Metrolink, NCTD, Operation Lifesaver, Department of Homeland Security, and first responders along the LOSSAN rail corridor.

The LOSSAN Agency is continuing to pursue new agreements with local transit providers for emergency bus bridge service, similar to the one recently implemented with OCTA, as well as the creation of standard operating procedures to address service disruptions. Currently, Metrolink and NCTD coordinate with local transit agencies to provide bus bridges when emergency incidents occur. In addition, Amtrak, Metrolink, and NCTD often transport each other's passengers in the event of an incident on the tracks.

## Public Awareness and Outreach

Public information efforts will use both traditional and social media to continue to build awareness about vehicular, bicycle, and pedestrian safety around the tracks. The LOSSAN Agency worked

with Operation Lifesaver to implement a rail safety marketing and outreach campaign in the fall of 2017 that promoted safe behavior around the tracks used by the Pacific Surfliner.

Operation Lifesaver is a national rail safety coalition to prevent collisions, injuries, and fatalities on and around railroad tracks and highway-rail grade crossings. It is comprised of a voluntary effort by railroads, safety experts, law enforcement, public agencies, and the general public. Several LOSSAN member agencies and partners currently participate in Operation Lifesaver activities by implementing safety awareness campaigns and providing rail safety education. The LOSSAN Agency will work to expand its participation in the program, in order to increase the reach of Operation Lifesaver's rail safety message.

The LOSSAN Agency will utilize a network of rail safety educators through Operation Lifesaver, and take advantage of existing security training resources, as well as future safety and security grant programs. Components of safety awareness and education efforts include but not limited to:

- Coordination of rail safety outreach to specific communities/populations based on safety data
- Participation in rail security awareness training for train crews, maintenance staff, bus operators, and station agents provided by Amtrak
- Assist with coordination and monitoring of disaster simulations and table top exercises to ensure state and federal requirements are met
- Participate in national Operation Lifesaver-sponsored outreach events such as September Rail Safety Month

## Chapter 14: Emerging Corridors

In addition to managing the Pacific Surfliner rail service, the LOSSAN Agency works with member agencies to study corridor enhancements and expansion opportunities that provide connectivity within Southern California and beyond. Specifically, the LOSSAN Agency plans to focus on connectivity to the California HSR system, as well as in the eastern communities throughout Riverside County and Coachella Valley, and coastal communities up to San Luis Obispo and further north to the Bay Area. These connections will provide seamless travel opportunities by rail throughout the region and state. System improvements on existing and emerging rail corridors will contribute to the success of the LOSSAN rail corridor, support future statewide HSR service and regional commuter rail operations, and provide connectivity with local transit systems.

**Figure 14.1: Emerging Corridors**



Source: LOSSAN Agency, 2017

### The Coast Corridor (“Coast Daylight” Service)

The 474-mile Coast Corridor, which runs from San Francisco to Los Angeles, shown in Figure 14.1, currently serves a full complement of urban commuters, as well as regional, intercity, and interstate travelers. Constructed by the Southern Pacific Railroad between the late 19th and early 20th centuries, the Coast Corridor was originally built as a passenger line to transport passengers along the nearly 500 miles between San Francisco and Los Angeles.

Current passenger rail services on the Coast Corridor are operated by Caltrain, Amtrak, and Metrolink. Freight rail services are operated by UPRR, which carries two to four trains per day north of Oxnard and eight to 16 trains per day in the San Fernando Valley. The Coast Rail Line is considered a “secondary” or “relief” line to the much busier Central Valley Line to the east, which connects Northern and Southern California via the Central Valley.

The “Coast Daylight” service is a proposed extension of the current intercity and long-distance service on the LOSSAN rail corridor north of San Luis Obispo to San Jose and San Francisco. This proposed service would fill a gap in passenger rail services between northern and southern California. There is no existing passenger rail service that directly connects the City of San Francisco and the densely populated San Francisco peninsula cities with southern California.

The Amtrak Coast Starlight is a daily long-distance train operating through the Coast Corridor that serves the needs of long-distance travelers between Seattle, the San Francisco Bay Area, and Los Angeles. Ultimately, the Coast Daylight service would originate and terminate in San Francisco and would be scheduled to complement the Coast Starlight schedule with a reliable intercity service to meet the needs of communities between the San Francisco Bay Area and Los Angeles.

The CRCC, which is a coalition of coastal agencies supporting the service, in coordination with the Transportation Agency for Monterey County are working with the LOSSAN Agency, Amtrak, and the State to evaluate the options for the proposed Coast Daylight service, including feasibility, funding, ridership, cost projections, and host railroad negotiations.

Several actions are needed to advance Coast Daylight project, in priority order:

1. Secure track access from host railroads
2. Secure state operating support
3. Secure equipment
4. Secure legislative authority to administer the service

With respect to Coast Daylight services, the LOSSAN Agency business plan includes adequate staff resources to monitor continued planning efforts, which are currently primarily supported by CRCC staff.

Coachella Valley – San Gorgonio Pass Rail Service<sup>1</sup>

The Coachella Valley – San Gorgonio Pass Rail Corridor refers to the 140-mile long corridor between Los Angeles and the City of Indio as illustrated in Figure 14.1. RCTC is in the process of developing a Service Development Plan (SDP) and preparing an Environmental Impact Statement/Environmental Impact Report for intercity rail service in this corridor. This service would be similar to the Pacific Surfliner service, as it would provide intercity rail service that would operate through a wide variety of settings from the heavily-urbanized areas of Los Angeles and Orange Counties to the less-populated, but rapidly growing areas of eastern Riverside County.

The only passenger rail service currently operating in the corridor between Los Angeles and the Coachella Valley is Amtrak’s Sunset Limited, a long-distance train that operates three times per week with a stop in Palm Springs during overnight hours. There is significant travel demand based on current travel patterns along nearby freeways. The ridership potential is also demonstrated regionally by the growth in Metrolink ridership, and locally by the increase in Amtrak Thruway Bus Route 39 ridership between Fullerton, Palm Springs, and Indio. The eastern portion of the corridor is one of the fastest-growing areas of Southern California due to increasing residential development, and has experienced a doubling of population between 1990 and 2010, a trend that is expected to continue. In addition, the Coachella Valley has a large number of tourist destinations that attract regional trips from Los Angeles and Orange counties, as well as national and international visitors.

The Coachella Corridor’s existing travel market is substantial, with 1.5 billion total annual two-way person trips (all modes) in 2000, and projections for more than 300 million additional trips by 2030, and another 100 million trips by 2040 (1.82 billion total).

The current SDP effort has multiple phases. The first phase is complete and included development of a work plan, outreach efforts, alternatives analysis, market analysis, and ridership projections. The second phase has been initiated with the help of an FRA grant and will have a program-level environmental analysis and a finalized SDP which should take an additional three years to complete. Once these planning efforts are completed, the corridor will be eligible to receive state and federal funds for construction. The LOSSAN Agency will continue to participate in these planning efforts and ensure they provide connectivity with Pacific Surfliner service. In January 2018, the LOSSAN Agency worked with RCTC to submit an \$8 million TIRCP application to provide passenger rail service between Los Angeles and Indio to serve three weekend music festivals in the Coachella Valley over a five-year period.

Summary

Moving forward, the LOSSAN Agency will continue to work with member agencies to participate in planning efforts for passenger rail service in these emerging corridors, with a focus on creating seamless connections between the Pacific Surfliner and future passenger rail services between Ventura and Santa Barbara, and on the Coast Daylight and Coachella Valley corridors.

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<sup>1</sup> Coachella Valley – San Gorgonio Pass Rail Service section provided by RCTC.

## Glossary of Terms

Agency	Rail Corridor Agency
ASA	Administrative Support Agreement
Board	Board of Directors
BNSF	BNSF Railway
CalOES	California Governor's Office of Emergency Services
CalSTA	California State Transportation Agency
Caltrans	California Department of Transportation
CCJPA	Capitol Corridor Joint Powers Authority
CHSRA	California High Speed Rail Authority
CPUC	California Public Utilities Commission
CRCC	Coast Rail Coordinating Council
CTC	California Transportation Commission
CTSGP	California Transit Security Grant Program
DRMT	Division of Rail and Mass Transportation
FAST Act	Fixing America's Surface Transportation Act
FY	Fiscal Year
FFY	Federal Fiscal Year
FRA	Federal Railroad Administration
FY	Fiscal Year
GHG	Greenhouse Gas
HP	Horsepower
HSR	High-speed rail
IDOT	Illinois Department of Transportation
ITA	Interagency Transfer Agreement
JPA	Joint Powers Authority
LAUS	Los Angeles Union Station
Link US	Link Union Station
LOSSAN	Los Angeles – San Diego – San Luis Obispo
Metro	Los Angeles County Metropolitan Transportation Authority
Metrolink	Southern California Regional Rail Authority
NCTD	North County Transit District
OBIS	On Board Information System
OCTA	Orange County Transportation Authority
OTP	On-time performance
Plan	California State Rail Plan
PRIIA	Passenger Rail Investment and Improvement Act of 2008
PTC	Positive Train Control
Prop 1B	Proposition 1B
RCTC	Riverside County Transportation Commission
ROW	Right-of-way
SANDAG	San Diego Association of Governments
SB	Senate Bill
SBCAG	Santa Barbara County Association of Governments
SCAG	Southern California Association of Governments
SDMTS	San Diego Metropolitan Transit System





SDP	Service Development Plan
SJJPA	San Joaquin Joint Powers Authority
SLOCOG	San Luis Obispo Council of Governments
SOU	Special Operations Unit
SRA	State Rail Assistance
TAC	Technical Advisory Committee
TIRCP	Transit and Intercity Rail Capital Program
UPRR	Union Pacific Railroad
UPS	Uniform Performance Standards
TSA	Transportation Security Administration
VCTC	Ventura County Transportation Commission



# LOSSAN

Rail Corridor Agency Business Plan  
FY 2018-19 to FY 2019-20