



LOSSAN RAIL CORRIDOR AGENCY BOARD OF DIRECTORS MEETING

**Monday, May 18, 2020
11:15 a.m. - 12:30 p.m.**

Orange County Transportation Authority Headquarters
Board Room, Conference Room 07-08
550 South Main Street
Orange, CA

Agenda Descriptions

The agenda descriptions are intended to give members of the public a general summary of items of business to be transacted or discussed. The posting of the recommended actions does not indicate what action will be taken. The Board of Directors may take any action which it deems to be appropriate on the agenda item and is not limited in any way by the notice of the recommended action.

Public Availability of Agenda Materials

All documents relative to the items referenced in this agenda are available for public inspection at www.lossan.org or through the LOSSAN Clerk of the Board's Department at the OCTA Headquarters, 600 South Main Street, Orange, California.

Any person with a disability who requires a modification, accommodation or agenda materials in an alternative format in order to participate in the meeting should contact the LOSSAN Clerk of the Board, telephone (714) 560-5676, no less than two (2) business days prior to this meeting to enable LOSSAN to make reasonable arrangements to assure accessibility to this meeting.

Guidance for Public Access to the Board of Directors/Committee Meeting

On March 12, 2020 and March 18, 2020, Governor Gavin Newsom enacted Executive Orders N-25-20 and N-29-20 authorizing a local legislative body to hold public meetings via teleconferencing and make public meetings accessible telephonically or electronically to all members of the public to promote social distancing due to the state and local State of Emergency resulting from the threat of Novel Coronavirus (COVID-19).

In accordance with Executive Order N-29-20, and in order to ensure the safety of the Los Angeles-San Diego-San Luis Obispo Rail Corridor Agency (LOSSAN) Board of Directors (Board) and staff and for the purposes of limiting the risk of COVID-19, in person public participation at public meetings of LOSSAN will not be allowed during the time period covered by the above referenced Executive Orders.

Guidance for Public Access to the Board of Directors/Committee Meeting (continued)

Instead, members of the public can listen to AUDIO live streaming of the Board and Committee meetings by clicking the below link:

<http://www.octa.net/About-OCTA/Who-We-Are/Board-of-Directors/Live-and-Archived-Audio/>

Public comments may be submitted for the upcoming Board and Committee meetings by emailing them to boardofdirectors@octa.net.

If you wish to comment on a specific agenda Item, please identify the Item number in your email. All public comments that are timely received will be part of the public record and distributed to the Board. Public comments will be made available to the public upon request.

In order to ensure that staff has the ability to provide comments to the Board Members in a timely manner, please submit your public comments **30 minutes prior to the start time of the Board and Committee meeting date.**

2020 BOARD OF DIRECTORS

(revision as of 3/05/20)

County	Members	Alternates
San Luis Obispo: 1 vote	Fred Strong Council Member, City of Paso Robles Member, San Luis Obispo Council of Governments	Andy Pease Council Member, City of San Luis Obispo Member, San Luis Obispo Council of Governments
Santa Barbara: 1 vote	Gregg Hart Supervisor, 2nd District Santa Barbara County Board of Supervisors Member, Santa Barbara County Association of Governments	Cathy Murillo Mayor, City of Santa Barbara Member, Santa Barbara County Association of Governments
Ventura: 1 vote	Bryan A. MacDonald Council Member, City of Oxnard Member, Ventura County Transportation Commission	Jim White Representative, Ventura County Transportation Commission
Los Angeles: 2 votes	Jess Talamantes Council Member, City of Burbank Member, Los Angeles County Metropolitan Transportation Authority John Fasana Council Member, City of Duarte Member, Los Angeles County Metropolitan Transportation Authority	David Perry Representative, Los Angeles County Metropolitan Transportation Authority Mary Lou Echternach Representative, Los Angeles County Metropolitan Transportation Authority
Orange: 2 votes	Al Murray (Chairman) Representative, Orange County Transportation Authority Tim Shaw Council Member, City of La Habra Member, Orange County Transportation Authority	Laurie Davies Mayor, City of Laguna Niguel Member, Orange County Transportation Authority Joseph L. Muller Council Member, City of Dana Point Member, Orange County Transportation Authority

County	Members	Alternates
Riverside: 1 vote	Dana Reed (Vice Chairman) Mayor Pro Tem, City of Indian Wells Member, Riverside County Transportation Commission	Randall Bonner Council Member, City of Canyon Lake Member, Riverside County Transportation Commission
San Diego: 2 votes	Jewel Edson Mayor, City of Solana Beach Member, North County Transit District Caylin Frank Deputy Mayor, City of Poway Member, San Diego Metropolitan Transit System Ellie Haviland Mayor, City of Del Mar Member, San Diego Association of Governments	Priya Bhat-Patel Mayor Pro Tem, City of Carlsbad Member, North County Transit District Bill Sandke Council Member, City of Coronado Member, San Diego Metropolitan Transit System Ron Morrison Council Member, City of National City Member, San Diego Association of Governments
Ex-Officio Members:		
Amtrak	Tamika Smith Representative, Amtrak	
California Department of Transportation	Kyle Gradinger Representative, California Department of Transportation	Andrew Cook, Representative, California Department of Transportation
California High-Speed Rail Authority	(Vacant)	
Southern California Association of Governments	(Vacant)	

Call to Order**Roll Call****Pledge of Allegiance**

Chairman Murray

1. Public Comments**Special Calendar**

There are no Special Calendar Matters.

Consent Calendar (Items 2 through 7)

All items on the Consent Calendar are to be approved in one motion unless a Board Member or a member of the public requests separate action or discussion on a specific item.

2. Approval of Minutes

Approval of the minutes of the LOSSAN Agency Board of Directors meeting of February 18, 2020.

3. Fiscal Year 2019-20 Second Quarter Budget Status Report

Jason Jewell

Overview

The Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency's Fiscal Year 2019-20 Budget was approved by the Board of Directors on March 18, 2019, and amended on June 17, 2019, in conjunction with the approval of the annual business plan for fiscal years 2019-20 and 2020-21. This report provides a summary of financial activities and performance through the second quarter of fiscal year 2019-20, covering the months of July through December 2019.

Recommendation

Receive and file as an information item.

4. Pacific Surfliner Marketing Update

Emilia Doerr

Overview

The Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency's Fiscal Year 2019-20 marketing efforts support key priorities outlined in the Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency's fiscal years 2019-20 and 2020-21 Business Plan by engaging in marketing strategies and programs designed to help grow awareness, ridership, and revenue on the Pacific Surfliner service. This report provides a summary of marketing activities and performance from January - March 2020 including strategic marketing and communications response to the COVID-19 global health crisis.

Recommendation

Receive and file as an information item.

5. Amendment to the Federal Fiscal Year 2019-20 Operating Agreement with Amtrak for Pacific Surfliner Intercity Passenger Rail Service

Jason Jewell

Overview

The Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency seeks to enhance the Pacific Surfliner business class service by providing a consistent and upgraded passenger experience by installing new refreshed seating, carpeting and drapes on Pacific Surfliner business class cars. Staff is seeking authorization to amend the current federal fiscal year 2019-20 Amtrak operating agreement and execute funding agreements necessary to allow the implementation of these enhancements to the business class cars operating on the Pacific Surfliner service.

Recommendations

- A. Authorize the Managing Director to amend the Amtrak operating agreement for federal fiscal year 2019-20 for business class equipment enhancements in an amount not to exceed \$1,500,000.
- B. Authorize the Managing Director to execute all funding agreements necessary for business class equipment enhancements.

6. Agreement for Pacific Surfliner Digital Marketing Services

Emilia Doerr

Overview

On February 18, 2020, the Board of Directors approved the release of a request for proposals for consultant services to provide digital marketing services for the Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency's Pacific Surfliner marketing program. Proposals have been received and evaluated in accordance with the Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency's procurement procedures for professional and technical services. Board of Directors' approval is requested to execute an agreement for these services.

Recommendations

- A. Approve the selection of GoSeeTell Network, doing business as Sparkloft Media to provide digital marketing services for the Pacific Surfliner marketing program.
- B. Authorize the Managing Director to negotiate and execute Agreement No. L-0-0001 between the Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency and GoSeeTell Network, doing business as Sparkloft Media, in the amount of \$198,000, to provide digital marketing services for the Pacific Surfliner marketing program for a one-year term.

7. Amendment to Cooperative Agreement No. L-9-0005 for the Rail 2 Rail Program with the Southern California Regional Rail Authority and the National Railroad Passenger Corporation

James D. Campbell

Overview

The Rail 2 Rail Program provides significant benefits to passengers traveling on the Los Angeles - San Diego - San Luis Obispo rail corridor by increasing the number of train options for travel along the corridor. The current Rail 2 Rail Program agreement between the Pacific Surfliner and Metrolink services expires on June 30, 2020, and an amendment to the agreement is necessary to continue the program.

Recommendations

- A. Authorize the Managing Director to negotiate and execute Amendment No. 1 to Agreement No. L-9-0005 between the Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency, Southern California Regional Rail Authority, and National Railroad Passenger Corporation to continue the Rail 2 Rail program for a term of three months through September 30, 2020 and to maintain the maximum obligation of \$2,400,000.

7. (Continued)

- B. Direct the Managing Director to continue to work with the Southern California Regional Rail Authority and National Railroad Passenger Corporation to pursue an alternate program to facilitate cost-sharing of the Rail 2 Rail program with passengers.

Regular Calendar

8. Final Approval of the Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency Business Plan Submittal for Fiscal Years 2020-21 and 2021-22

Roger M. Lopez

Overview

The Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency is required to submit an annual business plan to the California State Transportation Agency each year. The business plan is a two-year planning document that outlines operations and service goals, discusses any proposed changes to the Pacific Surfliner service, and provides the basis for the annual budget request. The Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency business plan for fiscal years 2020-21 and 2021-22 is presented for review and approval.

Recommendations

- A. Adopt the Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency business plan for fiscal years 2020-21 and 2021-22.
- B. Approve the staff submittal of the Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency business plan for fiscal years 2020-21 and 2021-22 to the Secretary of the California State Transportation Agency on May 1, 2020.
- C. Direct staff to return to the Board of Directors in September 2020 with an updated business plan that includes revised budget assumptions consistent with the revenue and expense estimates provided by Amtrak for federal fiscal year 2020-21.

- 9. 2020 Transit and Intercity Rail Capital Program Grant Award Authorization**
James D. Campbell

Overview

The California State Transportation Agency has awarded the Los Angeles – San Diego - San Luis Obispo Rail Corridor Agency \$38.7 million in 2020 Transit and Intercity Rail Capital Program grant funding to advance much-needed capital improvements and planning studies on both the northern and southern ends of the Los Angeles - San Diego - San Luis Obispo rail corridor. Staff requests to allow the Managing Director to accept the grant funding, and to negotiate and execute all necessary grant-related agreements with the California Department of Transportation and California State Transportation Agency.

Recommendation

Authorize the Managing Director to accept \$38.7 million in 2020 Transit and Intercity Rail Capital Program grant funds and to negotiate and execute all necessary agreements with the California Department of Transportation and California State Transportation Agency.

Discussion Items

- 10. COVID-19 Impacts on Ridership and Revenues and the CARES Act**
Donna DeMartino/Roger M. Lopez/Jason Jewell

An overview of ridership and revenue impacts and more detailed information about the federal funding package for Amtrak and its impact on the Pacific Surfliner's financial projections for Fiscal Year 2020-21.

- 11. COVID-19 Impacts on Marketing and Communications**
Donna DeMartino/Emilia Doerr

An overview of the LOSSAN and Amtrak responses to the initial COVID-19 impacts, ongoing communications, and marketing impacts and opportunities.

- 12. Managing Director's Report**

- 13. Board Members' Report**

- 14. Closed Session**

There is no Closed Session scheduled.

15. Adjournment

The next regularly scheduled meeting of this Board will be held:

Monday, June 15, 2020

11:15 a.m. - 12:30 p.m.

Orange County Transportation Authority Headquarters

Board Room - Conference Room 07-08

550 South Main Street

Orange, California.



MINUTES

Board of Directors' Meeting

Call to Order

The February 18, 2020, Board of Directors (Board) meeting of the Los Angeles - San Diego – San Luis Obispo (LOSSAN) Rail Corridor Agency (Agency) was called to order by Chairman Murray at 11:01 a.m. at the Orange County Transportation Authority Headquarters, Board Room – Conference Room 07-08, 550 South Main Street, Orange, California.

Chairman Murray announced that several of the Directors would participate in today's meeting via teleconferencing, and all votes would be taken by roll call.

Directors Present:	Al Murray, Chairman John Fasana, Metro Caylin Frank, SDMTS (teleconference) Gregg Hart, SBCAG Ellie Haviland, SANDAG (teleconference) Bryan MacDonald, VCTC (teleconference) David Perry, Metro Tim Shaw, OCTA Fred Strong, SLOCOG Andrew Cook for Kyle Gradinger, Caltrans, Ex-Officio Tamika Smith, Amtrak, Ex-Officio
Directors Absent:	Dana Reed, Vice Chairman Jewel Edson, NCTD (teleconference) Jess Talamantes, Metro Kyle Gradinger, Caltrans, Ex-Officio
Staff Present:	Jennifer L. Bergener, Immediate Past Managing Director Donna DeMartino, Managing Director Gina Ramirez, LOSSAN Deputy Clerk of the Board Cassie Trapesonian, Assistant General Counsel

Pledge of Allegiance

The pledge of allegiance was led by Director Hart.

1. Public Comments

There were no public comments.

Special Calendar

2. Election of Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency Board of Directors Chairman

Cassie Trapesonian, Assistant General Counsel, reported on the LOSSAN Rail Corridor Agency bylaws, which states at the first meeting of every year, the Board of Directors (Board) is to elect a Chairman and Vice Chairman to serve for a one-year term. Ms. Trapesonian noted the Board could take these as separate actions or combine Items 2 and 3 as one action.

Chairman Murray stated both Items 2 and 3 would be combined into one item and called for nominations for the LOSSAN Rail Corridor Agency Board Chairman and Vice Chairman.

Immediate Past Chairman MacDonald suggested that the Board re-elect Chairman Murray and Vice Chairman Reed to allow for a smooth transition from Jennifer L. Bergener, Immediate Past Managing Director, to Donna DeMartino, the newly hired Managing Director.

Ms. Bergener stated that Vice Chairman Reed was not able to attend today and extended his appreciation to the full Board for the nomination and would be happy to serve in that capacity.

A motion was made by Director MacDonald, seconded by Director Strong, and following a roll call vote, declared passed 8-0, to re-elect current Chairman Al Murray as Chairman of the LOSSAN Rail Corridor Agency Board of Directors for 2020.

Director Perry was not present to vote.

3. Election of Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency Board of Directors Vice Chairman

A motion was made by Director MacDonald, seconded by Director Strong, and following a roll call vote, declared passed 8-0, to re-elect current Vice Chairman Dana Reed as Vice Chairman of the LOSSAN Rail Corridor Agency Board of Directors for 2020.

Director Perry was not present to vote.

Consent Calendar (Items 4 through 8)

4. Approval of Minutes

A motion was made by Director Strong, seconded by Director Fasana, and following a roll call vote, declared passed 8-0, to approve the minutes of the LOSSAN Agency Board of Directors meeting of November 18, 2019.

Director Perry was not present to vote.

5. Fiscal Year 2019-20 First Quarter Budget Status Report

A motion was made by Director Strong, seconded by Director Fasana, and following a roll call vote, declared passed 8-0, to receive and file as an information item.

Director Perry was not present to vote.

6. The Los Angeles - San Diego - San Luis Obispo Rail Corridor Trends for the Fourth Quarter of Federal Fiscal Year 2018-19

A motion was made by Director Strong, seconded by Director Fasana, and following a roll call vote, declared passed 8-0, to receive and file as an information item.

Director Perry was not present to vote.

7. Approval to Release Request for Proposals for Pacific Surfliner Digital Marketing Services

This item was pulled by Director Fasana, who inquired about the second sentence on Page 2 of the staff report regarding the "informal \$50,000 contract was awarded for a one-year term".

Jennifer L. Bergener, Immediate Past Managing Director, highlighted the informal procurement process.

7. (Continued)

A motion was made by Director Fasana, seconded by Director Strong, and following a roll call vote, declared passed 8-0, to:

- A. Approve the proposed evaluation criteria and weightings for Request for Proposals 0-2025 to provide digital marketing services for the Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency.
- B. Approve the release of Request for Proposals 0-2025 for digital marketing services for the Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency for a one-year initial term with two, one-year option terms.

Director Perry was not present to vote.

8. Amendment to Agreement for Website Design and Development Services

A motion was made by Director Strong, seconded by Director Fasana, and following a roll call vote, declared passed 8-0, to authorize the Managing Director to negotiate and execute Amendment No. 6 to agreement No. L-7-1917 between the Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency and Nansen Inc., to exercise the first option term of the agreement, in the amount of \$301,140, to provide continued website design and development services for the Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency marketing program. This will increase the maximum obligation of the agreement to a total contract value of \$1,048,640.

Director Perry was not present to vote.

Regular Calendar

Chairman Murray announced that staff would like Regular Calendar Item 12 "Agreement with Union Pacific Railroad to Implement Two Additional Passenger Train Pairs" to be presented as the first Regular Calendar matter before Items 9, 10, and 11.

12. Agreement with Union Pacific Railroad to Implement Two Additional Passenger Train Pairs

Jennifer L. Bergener, Immediate Past Managing Director, provided opening comments and introduced James D. Campbell, Program Manager, who provided an overview of the item as follows:

- The agreement with Union Pacific Railroad is to finalize and deliver the capital improvements and infrastructure enhancements necessary for additional service north of Los Angeles.
- Phase 1 focuses on the projects and enhancements necessary to implement a third-round trip to San Luis Obispo.
- Phase 2 focuses on the remaining capital improvements and enhancements required to implement a seventh-round trip to Goleta.
- A \$7.3 million gap to fully fund the entire \$124.6 million program of projects is included in the agreement.
- There is enough funding to fully deliver the Phase 1 projects necessary to implement the third-round trip to San Luis Obispo. To achieve this additional round trip by the end of 2020, Union Pacific has stated that they must begin the delivery of the Phase 1 projects by the end of March.
- During the implementation of Phase 1 projects, staff will continue to work with the California Department of Transportation (Caltrans) and the California State Transportation Agency (CALSTA) to identify sources to fill the \$7.3 million funding gap.

A lengthy discussion ensued regarding:

- Time frames of Phase 1 and Phase 2.
- What the benefits of the Phase 1 project for Ventura or Santa Barbara Counties.
- Gap funding needed and the estimated time it will take to resolve the issues with CALSTA and Caltrans to get to an agreement.

12. (Continued)

A motion was made by Director Strong, seconded by Director Hart, and following a roll call vote, declared passed 8-0, to:

- A. Authorize the Managing Director to negotiate and execute an agreement between the Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency and Union Pacific Railroad for a not-to-exceed amount of \$124,600,000 to design and construct the capital improvements necessary to implement two additional roundtrips north of Los Angeles.
- B. Amend the Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency's fiscal year 2019-20 revenue and expense budget in the amount of \$35,000,000 to reflect the estimated amount of project activity through the remainder of fiscal year 2019-20.

Director Perry was not present to vote.

9. **Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency Fiscal Year 2018-19 Annual Financial Audit**

Jason Jewel, Finance and Administration Manager, reported that in conjunction with the managing agency, the Orange County Transportation Authority (OCTA), Crowe LLP, was selected to provide financial statement audit services for three fiscal years.

Mr. Jewell reported that all deliverables provided an unmodified clean audit opinion. No deficiencies identified in the internal controls that would be considered material weaknesses.

Mr. Jewell thanked Kathy Lai of Crowe LLP, and her team for their professionalism, collaboration, and input throughout the process. He also thanked LOSSAN Agency staff member Nerida Villasenor, Senior Accounting Analysts, for all her hard work and dedication.

Following the discussion, no action was taken on this receive and file for information item.

10. Final Draft Business Plan for Fiscal Years 2020-21 and 2021-22

Roger Lopez, Manager of Planning & Analysis, provided background and an overview for this item of the following:

- The final draft of the LOSSAN Rail Corridor Agency's annual business plan is ready for submittal for fiscal years 2020-21 and 2021-22 to the Secretary of the California State Transportation Agency by April 1, 2020.
- Key assumptions for the business plan include staffing levels, projections on ridership, revenue increases, and overall cost assumptions.
- The draft business plan has been to the Technical Advisory Committee, and the next step is to seek final Board approval at the March 16, 2020 Board meeting.

A motion was made by Chairman Murray, seconded by Director Fasana, and following a roll call vote, declared passed 9-0, to direct staff to incorporate comments received from the Board of Directors into the Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency Business Plan for fiscal years 2020-21 and 2021-22 and return to the Board of Directors on March 16, 2020, to seek final approval.

11. Continuance of the Pacific Surfliner Peak-Period Service Between Los Angeles - Ventura - Santa Barbara Counties

Jennifer L. Bergener, Immediate Past Managing Director, provided a brief overview of the item.

A lengthy discussion ensued regarding the continuance of the cost-sharing arrangement with Santa Barbara County Association of Governments, a decrease in ridership and revenue, and any conflicts with the business plan while continuing the service.

A motion was made by Director Hart, seconded by Director Strong, and following a roll call vote, declared passed 9-0, to authorize the Managing Director to negotiate and execute an agreement with the Santa Barbara Association of Governments in an amount not to exceed \$1,861,880, for cost-sharing to facilitate the continuance of peak-period service between Los Angeles - Ventura and Santa Barbara counties, for a period of one year through March 31, 2021.

Discussion Items

13. Pacific Surfliner Fourth Quarter On-Time Performance Analysis for Federal Fiscal Year 2018-19

Roger Lopez, Manager of Planning & Analysis, presented a PowerPoint presentation for this item on the following:

- Monthly Average Endpoint On-Time Performance (OTP) – Systemwide;
- Federal Fiscal Year (FFY) 2018-19 4th Quarter (Q4) Monthly Average Endpoint OTP: Detail by Train;
- Delays by Responsible Party FFY 2017-18 Q4 v. FFY 2018-19 Q4;
- Delays by Delay Category & Responsible Party FFY 2017-18 Q4 v. FFY 2018-19 Q4;
- FFY 2018-19 Q4 (July–September) Host Responsible Delays by Delay Category;
- Initial Terminal Performance: FFY 19 Q4;
- Total Delay Distribution – By Location;
- Train 777 – Delay Analysis;
- Train 774 – Delay Analysis;
- Train 785 – Delay Analysis;
- Conclusions – Q4; and
- Questions.

14. Pacific Surfliner Marketing Update

Emilia Doerr, Marketing & Communications Officer, presented a PowerPoint presentation for this item of the following:

- Performance Summary;
- Year-Over-Year Performance;
- Always-On Campaigns;
- Driving Awareness;
- Driving Consideration;
- Driving Conversions;
- Companion Travel Promotion;
- Pacific Surfliner Game of the Week;
- College and Student Marketing;
- Big West Conference;
- Big West Universities on Pacific Surfliner Route;
- Big West Conference; and
- Looking Ahead.

15. Managing Director's Report

- Jennifer L. Bergener, Immediate Past Managing Director, announced Donna DeMartino as the new LOSSAN Agency's Managing Director.
- Introduced Tamika Smith, as the new Ex-Officio Director of State Supported Services for Amtrak.

16. Board Members' Report

- Director MacDonald provided his appreciation for all the work that Ms. Bergener has done for the LOSSAN Rail Corridor Agency.
- Director Haviland reported that on January 21, 2020, LOSSAN Agency staff participated in the first LOSSAN San Diego Regional Rail Corridor Working Group meeting lead by CALSTA, David Kim. This working group will examine climate change resiliency issues and develop plans for the LOSSAN rail corridor. Special attention will be given to the Del Mar bluffs and identifying funds to implement short term improvements and solutions to address long term needs.
- Director Smith is looking forward to being a part of the LOSSAN Agency's Board.
- Directors Cook, Hart, Perry, and Strong congratulated Ms. Bergener on her new position and complimented her excellent work performance for the LOSSAN Agency.
- Director Shaw discussed the Federal Transit Administration triennial audit for OCTA. It was a very successful audit year for OCTA, and congratulations to management for all their hard work.
- Director Fasana encouraged the Board to hold some of the meetings at the Los Angeles County Metropolitan Transportation Authority and noted the Board Room availability for May, June, and September.
- Chairman Murray thanked Ms. Bergener for her work at the LOSSAN Agency and wished her the best in her next endeavor.

17. Closed Session

There was no Closed Session scheduled.



MINUTES

Board of Directors' Meeting

18. Adjournment

The meeting was adjourned at 12:28 p.m.

The next regularly scheduled meeting of this Board will be held:

Monday, March 16, 2020

11:15 a.m. - 12:30 p.m.

Orange County Transportation Authority Headquarters

Board Room - Conference Room 07-08

550 South Main Street

Orange, California.

ATTEST:

Gina Ramirez
LOSSAN Agency Deputy Clerk
of the Board

Al Murray
LOSSAN Agency Chairman



May 18, 2020

To: Members of the Board of Directors
From: Donna DeMartino, Managing Director *Donna DeMartino*
Subject: Fiscal Year 2019-20 Second Quarter Budget Status Report

Overview

The Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency's Fiscal Year 2019-20 Budget was approved by the Board of Directors on March 18, 2019, and amended on June 17, 2019, in conjunction with the approval of the annual business plan for fiscal years 2019-20 and 2020-21. This report provides a summary of financial activities and performance through the second quarter of fiscal year 2019-20, covering the months of July through December 2019.

Recommendation

Receive and file as an information item.

Background

On March 18, 2019, the Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor Agency (Agency) Board of Directors (Board) approved the LOSSAN Agency Annual Business Plan for fiscal year (FY) 2019-20 and FY 2020-21 (Business Plan), as well as the draft FY 2019-20 Budget. Included in both the adopted budget and the Business Plan is funding for FY 2019-20 administrative and marketing services, in the amount of \$6,962,548 (including interest revenue), as well as \$37,897,875, for net train operations (including \$500,000 for minor projects and \$1,177,275, for reimbursement from other agencies), and \$12,000,000, for grant programs bringing the total adopted budget to \$56,860,423. The adopted budget for operations was based on preliminary cost estimates available at the time of adoption.

The LOSSAN Agency received Amtrak's federal FY (FFY) 2019-20 operating revenue and expense forecast on April 1, 2019. The California State Transportation Agency (CalSTA) allowed for the LOSSAN Agency to submit a revised budget and resubmittal of the Business Plan by June 30, 2019, in order to

incorporate Amtrak's FFY 2019-20 forecast. The budget amendments were approved by the Board on June 17, 2019, which adjusted the net train operations budget to \$37,195,218 (including \$500,000 for minor capital projects and \$1,177,275 reimbursements from other agencies), to align the budget with the Amtrak forecast. The budget amendments also included upgrades to superliner rail cars (\$516,935), business class car enhancements (\$1.5 million) and additional funding capacity for FFY 2018-19 Amtrak operating costs (\$3 million). The budget amendment increased administration revenues and expenses by \$360,000, increased grant revenues and expenses by \$67,000, and marketing revenues and expenses by \$1,450,000 (to incorporate the approved use of prior year marketing surplus funds), bringing the total budget to \$58,034,766.

Amtrak operates on an FFY of October 1 – September 30; thus, the operating contract has historically been executed on an FFY basis.

Discussion

The LOSSAN Agency bylaws state that a quarterly written report shall be filed with the Board reporting the amount of money held, the amount and source of receipts since the last report, and the amount and recipient of the amounts paid out since the last report. The Quarterly Budget Status Report (Attachment A) provides a detail-level overview of financial activity, including a comparison of budget to actuals and explanations for any budget-to-actual variances through the second quarter (July 1, 2019 through December 31, 2019) of FY 2019-20. A summary of these activities is provided below.

Budgeted revenues through the second quarter of FY 2019-20 totaled \$28,446,482, which is comprised of \$17,751,726 in state advance operating funds, \$6,033,500 in grant funds (other state funding), \$4,544,274 in state administrative and marketing funding and \$116,982 for interest revenue.

Actual revenues through the second quarter totaled \$30,141,328 versus a budgeted amount of \$28,446,482. The actuals are comprised of state operating funds of \$25,682,916, other state funding (grant revenue) of \$4,458,040, state interest revenue of \$134,509, state administrative revenue of \$51,502, an accrual for Amtrak penalty and assessment revenue of (\$55,900), and an accrual for reimbursements from other agencies of (\$129,740). The majority of the variance is due to invoicing for January and February operating advances during the second quarter. This is offset by lower reimbursements for grant related projects (due to lower expenses), and the timing of receipts for administrative and marketing funding. The budget versus actual variances are further detailed in Attachment A.

Budgeted expenses through the second quarter of FY 2019-20 total \$28,273,525, which is comprised of \$18,340,128 for Amtrak operations, \$5,947,474 for grant programs, and \$3,985,923 for administrative and marketing services. Actual

expenses through the second quarter totaled \$8,391,726, versus a budgeted amount of \$28,273,525. The major areas experiencing budget variances are within net train operating expenses, grant programs, marketing services and administrative staffing. These variances are further detailed in Attachment A.

The LOSSAN Agency bylaws also call for a report of all expenditures under \$100,000 to be provided on a quarterly basis. This report is included as Attachment B.

The LOSSAN Agency Board has directed staff to provide a listing of all open agreements, including vendor, description of purchase, contract number, contract amount, amount spent, remaining balance, and expiration date on a quarterly basis. This report is provided in Attachment C.

Summary

Through the second quarter of Fiscal Year 2019-20, the Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency's actual revenues are higher than budgeted while expenses are below budget. The majority of the revenue variance is due to invoicing for January and February operating advances during the second quarter. The expense variances are primarily due to a large credit in operating expenses due to an accrual reversal, and the timing of implementing operations projects. In addition, variances are due to lower than expected activity within grant programs, the timing of marketing invoices and administrative vacancies.

Attachments

- A. Quarterly Budget Status Report, Second Quarter of Fiscal Year 2019-20
- B. Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency, Second Quarter Financial Activity Report, Fiscal Year 2019-20
- C. Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency, Open Agreements Listing as of December 31, 2019

Prepared by:



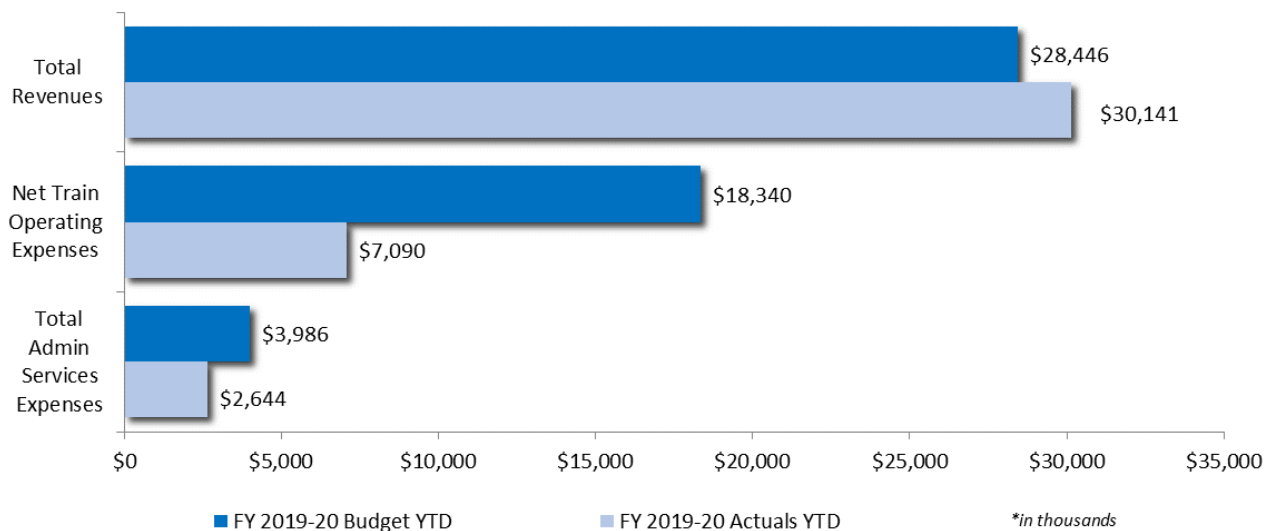
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Quarterly Budget Status Report

Second Quarter of Fiscal Year 2019-20

FY 2019-20 Budget to Actuals Year-To-Date



OVERVIEW

On March 18, 2019, the Board of Directors (Board) approved the Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor Agency (Agency) Business Plan for Fiscal Year (FY) 2019-20 and FY 2020-21 (Business Plan), as well as the draft FY 2019-20 budget. Included in the Business Plan and budget is funding for FY 2019-20 administrative and marketing services in the amount of \$6,962,548 (which includes interest revenue within the revenue budget), as well as \$37,897,875 for net train operations (including \$500,000 for minor capital projects and \$1,177,275 reimbursement from other agencies), and \$12,000,000 for grant programs, bringing the total adopted budget to \$56,860,423. The adopted budget for operations was based on preliminary cost estimates available at the time of adoption.

The LOSSAN Agency received Amtrak's federal FY (FFY) 2019-20 operating revenue and expense forecast on April 1, 2019. The California State Transportation Agency (CalSTA) allowed for a revised budget and resubmittal of the business plan by June 30, 2019, in order to incorporate Amtrak's FFY 2019-20

forecast. On June 17, 2019, the Board approved budget amendments which adjusted the net train operations budget to \$37,195,218 (including \$500,000 for minor capital projects and \$1,177,275 reimbursement from other agencies), to align the budget with the Amtrak forecast as well as increase funding capacity for additional projects and operations. The budget amendment included upgrades to superliner rail cars (\$516,935), business class car enhancements (\$1.5 million) and additional funding capacity for FFY 2019-20 Amtrak operating costs (\$3 million). The budget amendment also increased Administrative expenses and revenues by \$360,000 which includes professional services (\$210,000 re-budgeted from prior FY) for the San Diego County layover and maintenance facility study, additional funding capacity to hire vacant positions at a salary between midpoint and top of range, as well as increases in insurance and travel budgets. The additional funding for salary, insurance, and travel line items are funded by a budgeted increase in interest revenue. The amendment also increased grant revenues and expenses by \$67,000. Lastly, marketing revenues and expenses

increased by \$1,450,000, to incorporate the approved use of prior year marketing surplus funds.

The budget includes estimates to implement a 14th round trip from Los Angeles to San Diego (\$1,114,820). While it is the intent of the LOSSAN Agency to implement additional roundtrip service north of Los Angeles to San Luis Obispo, staff will come back to the Board for additional budget authorization once host rail road approval is granted and the necessary equipment is identified to extend the service. The budget also includes emergency bus bridge services (\$60,000) continuation of the Transit Transfer Program (\$40,000) and retimed train service from Ventura to Santa Barbara/Goleta (\$1,177,275). This brings the total budget to \$58,034,766.

The LOSSAN Agency submitted a revised FY 2019-20 and FY 2020-21 Business Plan to CalSTA on June 28, 2019 for approval, which was subsequently approved by CalSTA on July 31, 2019. The net train operating funding level approved by CalSTA included the FFY 2019-20 Amtrak forecast amount for train operations at \$30,403,463, less \$1,177,275 in funding for re-timed trains, which will be funded by the Santa Barbara County Association of Governments. CalSTA approved additional funding of \$1,114,820 to implement an additional round trip from Los Angeles to San Diego, as well as continuation of the Transit Transfer Program (\$40,000), funding for emergency bus bridge services (\$60,000), Live Nation concert train service (\$60,000), and superliner car upgrades (\$516,395). The business class car enhancements (\$1.2 million from the State plus \$300,000 State Rail Assistance funds) and additional operating funding for FFY 19 (\$3 million) were approved by CalSTA separately from the business plan approval.

Amtrak operates on an FFY of October through September, thus the operating contract has historically been executed on an FFY basis. The LOSSAN Agency operates on a FY between July and June.

The FY 2019-20 adopted budget assumes the California Department of Transportation Division of Rail and Mass Transportation will directly fund equipment capital charges for the Amtrak-owned railcars and locomotives used on the three state-supported corridors. As a result, equipment capital charges are not included in the operating agreement between Amtrak and the LOSSAN Agency.

This report highlights the major variances between the budget and actual revenues and expenses through the second quarter of FY 2019-20.

REVENUES

Budgeted revenues through the second quarter of FY 2019-20 are \$28,446,482, which is comprised of \$17,751,726 in state advance operating funds, \$6,033,500 in other state funding, \$4,544,274 in state administrative and marketing funding, and \$116,982 for interest revenue.

Actual revenues through the second quarter totaled \$30,141,328, versus the budgeted amount of \$28,446,482. The actuals are comprised of state operating funds of \$25,682,916, other state funding (grant revenue) of \$4,458,040, interest revenue of \$134,509, state administrative funding of \$51,502, an accrual for Amtrak penalty and assessment revenue of (\$55,900) and an accrual for reimbursements from other agencies of (\$129,740).

REVENUES

	FY 2019-20 Adopted Budget	FY 2019-20 Working Budget	FY 2019-20 Working Budget Year To Date	FY 2019-20 Actuals Year To Date	\$ Variance Year To Date	% Variance Year To Date	FY 2019-20 Percent of Budget Used to Date
State Administrative Funding	\$ 4,878,548	\$ 5,088,548	\$ 2,544,274	\$ 51,502	\$ (2,492,772)	-98%	1.0%
State Marketing Funding	\$ 2,000,000	\$ 3,450,000	\$ 2,000,000	\$ -	\$ (2,000,000)	-100%	0.0%
State Operating Funding	\$ 36,220,600	\$ 35,517,943	\$ 17,751,726	\$ 25,682,916	\$ 7,931,190	45%	72.3%
Reimbursements from other Agencies	\$ 1,177,275	\$ 1,177,275	\$ -	\$ (129,740)	\$ (129,740)	N/A	-11.0%
Other State Funding ¹	\$ 12,000,000	\$ 12,067,000	\$ 6,033,500	\$ 4,458,040	\$ (1,575,460)	-26%	36.9%
State Capital Funding ²	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	N/A	0.0%
Amtrak Penalty & Assessment Revenue	\$ -	\$ -	\$ -	\$ (55,900)	\$ (55,900)	N/A	N/A
Net State/Other Agency Funded	\$ 56,776,423	\$ 57,800,766	\$ 28,329,500	\$ 30,006,819	\$ 1,677,319	6%	51.9%
Interest Revenue	\$ 84,000	\$ 234,000	\$ 116,982	\$ 134,509	\$ 17,527	15%	57.5%
Other Revenue	\$ -	\$ -	\$ -	\$ -	\$ -	N/A	N/A
Total Revenues	\$ 56,860,423	\$ 58,034,766	\$ 28,446,482	\$ 30,141,328	\$ 1,694,846	6%	51.9%

¹ Includes Transit & Intercity Rail Capital Program, California Transit Security Grant Program, State Rail Assistance and State Transportation Improvement Program Funds

² Includes State Minor projects funding

Working budget is the adopted budget plus any amendments approved during the year.

The major areas experiencing budget variances are within state operating funding, state administrative and marketing funding, other state funding, and reimbursements from other Agencies. The variance within state operating funding is primarily due to invoicing (and recording the related revenue) for January and February operating advances during the second quarter.

The variance in state administrative and marketing funding is attributed to timing. Revenue for the first half administrative and marketing funding in the amount of \$4,439,274 was received in February of 2020, after the close of the second quarter.

The variance in other state funding of (\$1,575,460) is primarily due to lower reimbursements in Transit and Intercity Rail Capital Program (TIRCP) grant funds for the corridor optimization study (\$2,143,088), Transit Transfer Program funding (\$816,027), and California Office of Emergency Services (CalOES) funds for various corridor wide projects (\$600,000), due to lower than anticipated expenses. This is partially offset by higher than anticipated revenues attributed to the receipt of State Rail Assistance (SRA) revenue in the first quarter of \$4,381,910 vs. the budgeted amount of \$2,550,00 through the second quarter.

Reimbursements from other agency's in the amount of (\$129,740) is related to a prior fiscal year accrual for fare subsidies provided by the Santa Barbara County Association of Governments (SBCAG). Amtrak penalty and assessment revenue in the amount of (\$55,900) is related to a prior fiscal year accrual for assessments charged to Amtrak in the performance of train operations. Revenue related to these prior fiscal year accruals are expected to be received in the third and fourth quarters.

OPERATING EXPENSES

Budgeted expenses through the second quarter of FY 2019-20 total \$28,273,525, which is comprised of \$18,340,128 for net Amtrak operations, \$5,947,474 for grant programs, and \$3,985,923 for administrative and marketing services. Actual expenses through the second quarter totaled \$8,391,726 versus a budgeted amount of \$28,273,525. The actuals are primarily comprised of net train operating expenses of \$7,090,431, total administrative services (including marketing) of \$2,644,426, and grant programs of (\$1,343,131). The major areas experiencing budget variances are within net train operating expenses, grant programs, marketing services, and administrative staffing.

Net train operating expenses came in lower than budgeted by \$11,249,697 for the second quarter. The variance includes an \$8.5 million credit due to an accrual reversal for the Union Pacific Railroad for railroad track improvements related to the implementation of positive train control on the Santa Barbara subdivision. The expense was accrued in FY 2018-19 and reversed in FY 2019-20 in anticipation of incurring the expense. Once the expense is incurred, the variance will clear. Additionally, expenses came in lower than budgeted by \$2.5 million due to an outstanding invoice for the LOSSAN car WIFI upgrade and refresh, and outstanding projects such as the business class car refresh. The variance is also due to the budget containing additional capacity for the emergency bus bridge service, and transit transfer program in which no expenses have been incurred through the second quarter.

Even though the budget to actuals are under-running through the second quarter, when comparing the Amtrak forecast to actuals, the actuals are \$17.4 million compared to the \$15.8 forecast through December. The major areas experiencing overages are in the car and locomotive maintenance, and connecting motor coach. However, these variances are partially offset by a reduction in expenses due to the current withholding of payments associated with the marketing additive. The LOSSAN agency and the other two Joint Powers Authorities in California are withholding payment of the marketing additive to Amtrak until there is a resolution on the level of marketing services currently provided by Amtrak in accordance with the Passenger Rail Investment and Improvement Act Section 209 policy.

Grant programs expenses came in lower than budgeted by \$7,290,605 through second quarter. The variance includes a \$2.3 million expense credit due to an accrual reversal for the TIRCP funded on-time performance incentive and maintenance agreement with North County Transit District (NCTD). The expense was accrued in FY 2018-19 and reversed in FY 2019-20 in anticipation of incurring the expense. The expense is anticipated to be incurred in the third quarter and the variance will clear. The budget variance is further compounded by having no expenses through the second quarter related to the NCTD agreement versus the budget amount of \$2.2 million. Additionally, there were lower than anticipated expenses for the corridor wide SRA-funded projects (\$2.6 million), and TIRCP grant funds for the transit transfer program (\$214k) through the second quarter. Expenses for these programs are anticipated to be incurred in the third and fourth quarters.

The administrative staffing line item budget variance is primarily due to salary savings through the second quarter related to the LOSSAN Managing Director (vacant during first and second quarters), and LOSSAN Strategic Planning & Customer Experience Manager (vacant in December 2019).

Marketing expenses came in lower than budgeted by \$723,019. The variance is due to timing of invoice payments from media and sports sponsorship vendors. However, actuals are anticipated to align with the budget as the FY progresses.

EXPENSES

	FY 2019-20 Adopted Budget	FY 2019-20 Working Budget	FY 2019-20 Working Budget Year To Date	FY 2019-20 Actuals Year To Date	\$ Variance Year To Date	% Variance Year To Date	FY 2019-20 Percent of Budget Used to Date
Administrative Budget Line Items							
Administration - Staffing	\$ 4,408,398	\$ 4,535,398	\$ 2,266,820	\$ 1,804,041	\$ 462,779	20%	39.8%
Legal Services	\$ 50,000	\$ 50,000	\$ 21,000	\$ 6,657	\$ 14,343	68%	13.3%
Travel	\$ 26,950	\$ 34,950	\$ 14,627	\$ 10,447	\$ 4,180	29%	29.9%
Marketing	\$ 2,000,000	\$ 3,450,000	\$ 1,470,522	\$ 747,503	\$ 723,019	49%	21.7%
Insurance	\$ 68,000	\$ 83,000	\$ 26,190	\$ 10,000	\$ 16,190	62%	12.0%
Contracted services (Audit, Planning)	\$ 400,000	\$ 610,000	\$ 180,000	\$ 61,697	\$ 118,303	66%	10.1%
Dues & Memberships	\$ 5,000	\$ 5,000	\$ 5,000	\$ -	\$ 5,000	100%	0.0%
Net State Funded Services	\$ 6,958,348	\$ 8,768,348	\$ 3,984,159	\$ 2,640,345	\$ 1,343,814	34%	30.1%
Banking Services	\$ 4,200	\$ 4,200	\$ 1,764	\$ 781	\$ 983	56%	18.6%
Total Admin Services	\$ 6,962,548	\$ 8,772,548	\$ 3,985,923	\$ 2,641,126	\$ 1,344,797	34%	30.1%
Non Budgeted Expenses							
Other Business Expenses	\$ -	\$ -	\$ -	\$ 3,299	\$ (3,299)	N/A	N/A
Non Budgeted Admin Services	\$ -	\$ -	\$ -	\$ 3,299	\$ (3,299)	N/A	N/A
Total Administrative Services	\$ 6,962,548	\$ 8,772,548	\$ 3,985,923	\$ 2,644,426	\$ 1,341,497	34%	30%
Operating/Capital Budget Line Items							
Net Train Operating Expenses	\$ 37,397,875	\$ 36,695,218	\$ 18,340,128	\$ 7,090,431	\$11,249,697	61%	19.3%
Minor Projects	\$ 500,000	\$ 500,000	\$ -	\$ -	\$ -	N/A	0.0%
Grant Programs ¹	\$ 12,000,000	\$ 12,067,000	\$ 5,947,474	\$ (1,343,131)	\$ 7,290,605	123%	-11.1%
Total Operating/Capital Budget	\$ 49,897,875	\$ 49,262,218	\$ 24,287,602	\$ 5,747,300	\$18,540,302	76%	11.7%
Total Budget	\$ 56,860,423	\$ 58,034,766	\$ 28,273,525	\$ 8,391,726	\$19,881,799	70%	14.5%

¹ Includes Transit & Intercity Rail Capital Program, California Transit Security Grant Program, State Rail Assistance and State Transportation Improvement Program Funds
Working budget is the adopted budget plus any amendments approved during the year. Actuals year to date include encumbrances.



Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency
Second Quarter Financial Activity Report
Fiscal Year 2019-20

Date	Payee	Debit	Credit	Balance
October				
10/1/2019	Bank Account Balance Forward			27,696,869.77
10/1/2019	Senior Transportation Analyst - Travel	31.20		27,696,838.57
10/1/2019	Sparkloft Media - Marketing Production Services	19,950.00		27,676,888.57
10/8/2019	ACE Agency - Professional Services - Marketing	2,500.00		27,674,388.57
10/8/2019	Ventura County Transportation Commission - Transit Transfer Program	12,001.50		27,662,387.07
10/10/2019	Bank of the West - Credit Card Charges Various	4,714.44		27,657,672.63
10/22/2019	Facebook - Advertising	12,315.30		27,645,357.33
10/22/2019	Google - Advertising	45,922.53		27,599,434.80
10/22/2019	HDR Engineering - Professional Services (Grant Funded)	48,663.67		27,550,771.13
10/22/2019	IT Works Inc. - Surfliner AmtrakConnect Site Maintenance	875.00		27,549,896.13
10/22/2019	Finance and Administration Officer - Travel	195.36		27,549,700.77
10/22/2019	Making Waves - Web Marketing Services	27,280.00		27,522,420.77
10/22/2019	Monarch Sport LLC - Pacific Surfliner Marketing - Advertising	32,500.00		27,489,920.77
10/22/2019	Amtrak - Station Upgrades (Grant Funded)	598,200.60		26,891,720.17
10/22/2019	OCTA Administrative Services June-August	706,020.56		26,185,699.61
10/22/2019	Pastilla Inc. - Creative Design & Strategic Communication	194.00		26,185,505.61
10/22/2019	ACE Agency - Professional Services - Marketing	1,200.00		26,184,305.61
10/22/2019	WSP USA Inc. - Professional Services (Grant Funded)	6,861.39		26,177,444.22
10/24/2019	Deposit - Caltrans Operating Funds		6,462,403.41	32,639,847.63
10/29/2019	Deutsche Bahn Engineering and Consulting - Professional Services (Grant Funded)	200,619.74		32,439,227.89
10/29/2019	Gold Coast Transit District - Transit Transfer Program	696.15		32,438,531.74
10/29/2019	HDR Engineering - Professional Services (Grant Funded)	103,926.04		32,334,605.70
10/29/2019	Strategic Planning & Customer Experience Manager - Travel	49.75		32,334,555.95
10/29/2019	Monarch Sport LLC - Pacific Surfliner Marketing - Professional Services	5,130.00		32,329,425.95
10/29/2019	Sparkloft Media - Marketing Production Services	5,008.33		32,324,417.62
10/29/2019	Woodruff, Spradlin & Smart - September - Legal Services	1,420.40		32,322,997.22
10/29/2019	WSP USA Inc. - Professional Services (Grant Funded)	9,215.21		32,313,782.01
10/31/2019	Amtrak Train Service - September Operating	1,710,985.61		30,602,796.40
10/31/2019	Bank of the West - October Interest		24,713.73	30,627,510.13

Date	Payee	Debit	Credit	Balance
November				
11/1/2019	Bank Account Balance Forward			30,627,510.13
11/12/2019	Program Manager Travel	716.87		30,626,793.26
11/12/2019	Bank of the West - Credit Card Charges Various	1,847.34		30,624,945.92
11/12/2019	Deutsche Bahn Engineering and Consulting - Professional Services (Grant Funded)	122,312.84		30,502,633.08
11/12/2019	Making Waves - Web Marketing Services	19,208.25		30,483,424.83
11/12/2019	Monarch Sport LLC - Pacific Surfliner Marketing - Advertising	29,520.00		30,453,904.83
11/12/2019	North County Transit District - Transit Transfer Program	1,418.33		30,452,486.50
11/12/2019	Senior Accounting Analyst - Travel	31.20		30,452,455.30
11/14/2019	Deposit - State Administrative Funding for the San Diego Layover Facility Relocation Study		35,425.89	30,487,881.19
11/19/2019	Civilian - Pacific Surfliner Marketing	163,212.50		30,324,668.69
11/19/2019	IT Works Inc. - Surfliner AmtrakConnect Site Maintenance	875.00		30,323,793.69
11/19/2019	Mering Carson - Email Marketing and Passenger Communications	24,900.00		30,298,893.69
11/19/2019	Amtrak - Station Upgrades (Grant Funded)	25,345.05		30,273,548.64
11/19/2019	OCTA - Transit Transfer Program	4,903.27		30,268,645.37
11/19/2019	San Luis Obispo Regional Transit Authority - Transit Transfer	9.96		30,268,635.41
11/20/2019	Bank of the West - October Bank Fees	126.69		30,268,508.72
11/26/2019	Joanna Capelle - Professional services	195.00		30,268,313.72
11/26/2019	Operations, Compliance & Safety Manager - Travel	194.01		30,268,119.71
11/26/2019	Monarch Sport LLC - Pacific Surfliner Marketing - Advertising	24,805.00		30,243,314.71
11/26/2019	OCTA Administrative Services September-October	280,781.49		29,962,533.22
11/26/2019	San Luis Obispo Regional Transit Authority - Transit Transfer	34.00		29,962,499.22
11/26/2019	ACE Agency - Professional Services - Marketing	2,475.00		29,960,024.22
11/27/2019	Deposit - American Association of State Highway and Transportation Officials Travel Reimbursement		3,859.90	29,963,884.12
11/30/2019	Bank of the West - November Interest		24,670.45	29,988,554.57
December				
12/1/2019	Bank Account Balance Forward			29,988,554.57
12/3/2019	Santa Barbara Metropolitan Transit District -Transit Transfer Program	9,880.00		29,978,708.57
12/3/2019	Facebook - Advertising	17,000.00		29,961,708.57
12/3/2019	Google - Advertising	54,068.44		29,907,640.13
12/10/2019	Bank of the West - Credit Card Charges Various	2,892.05		29,904,748.08
12/10/2019	San Luis Obispo Regional Transit Authority - Transit Transfer	34.00		29,904,714.08
12/10/2019	Goal Productions - Videography	7,495.00		29,897,219.08
12/10/2019	Planning and Analysis Manager - Travel	565.66		29,896,653.42

Date	Payee	Debit	Credit	Balance
12/10/2019	Monarch Sport LLC - Pacific Surfliner Marketing - Advertising	44,900.00		29,851,753.42
12/10/2019	Amtrak - Station Upgrades (Grant Funded)	459,209.63		29,392,543.79
12/10/2019	Pastilla Inc. - Creative Design & Strategic Communication	1,943.50		29,390,600.29
12/13/2019	Deposit - State Administrative Funding for the San Diego Layover Facility Relocation Study		79,459.43	29,470,059.72
12/13/2019	Deposit - Transit and Intercity Rail Capital Program (TIRCP) funding for the North County Transit District Incentive		2,299,000.00	31,769,059.72
12/17/2019	Program Manager Travel	724.72		31,768,335.00
12/17/2019	Deutsche Bahn Engineering and Consulting - Professional Services (Grant Funded)	61,681.24		31,706,653.76
12/17/2019	Goal Productions - Videography	5,630.00		31,701,023.76
12/17/2019	IT Works Inc. - Surfliner AmtrakConnect Site Maintenance	875.00		31,700,148.76
12/17/2019	Making Waves - Web Marketing Services	9,219.25		31,690,929.51
12/17/2019	Marsh Risk and Insurance - Brokerage Fee	10,000.00		31,680,929.51
12/17/2019	Monarch Sport LLC - Pacific Surfliner Marketing - Professional Services	6,502.50		31,674,427.01
12/17/2019	Amtrak - Station Upgrades (Grant Funded)	185.44		31,674,241.57
12/17/2019	ACE Agency - Professional Services - Marketing	1,875.00		31,672,366.57
12/20/2019	Bank of the West - November Bank Fees	106.81		31,672,259.76
12/24/2019	Equipment and Mechanical Manager - Travel	181.27		31,672,078.49
12/31/2019	Bank of the West - December Interest		27,446.93	31,699,525.42

**Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency
Open Agreements Listing as of December 31, 2019**

AGREEMENT NUMBER	VENDOR	DESCRIPTION	EFFECTIVE	TERMINATES	CONTRACT AMOUNT	AMOUNT PAID TO DATE	CONTRACT BALANCE	CONTRACT STATUS
C-4-1816	Woodruff Spradlin & Smart	Professional legal services. Piggyback off of Orange County Transportation Authority's (OCTA) contract.	7/1/15	6/30/29	\$160,000	\$141,577	\$18,423	OPEN
C-5-3490	Joanna Capelle	Professional services for financial programming, coordination and reporting services relating to grants. Piggyback off of OCTA's contract.	9/4/15	9/30/19	\$44,550	\$13,650	\$30,900	OPEN
L-5-0001	California Department of Transportation	Interagency Transfer Agreement Between California Department of Transportation and Los Angeles-San Diego-San Luis Obispo Rail Corridor Agency (Amended into L-8-0009)	7/1/15	6/30/21	N/A	N/A	N/A	OPEN
L-5-0002	N/A	Joint Powers Agreement Concerning the LOSSAN Agency	N/A	N/A	N/A	N/A	N/A	OPEN
L-6-0003	Southern California Regional Rail Authority (SCRRA), Amtrak	Cooperative Agreement with SCRRA, Amtrak for Rail 2 Rail Program.	7/1/15	6/30/19	No Funds Flow Through LOSSAN	N/A	N/A	OPEN
L-6-0005	Santa Barbara Metropolitan Transit District	Cooperative Agreement with Santa Barbara Metropolitan Transit District for Pacific Surfliner Transit Transfer Agreement	6/6/16	6/30/21	\$184,000	\$67,579	\$116,422	OPEN
L-6-0006	San Luis Obispo Transit	Cooperative Agreement with San Luis Obispo Transit for Pacific Surfliner Transit Transfer Agreement.	7/1/16	6/30/21	\$10,000	\$20	\$9,980	OPEN
L-6-0007	South County Transit	Cooperative Agreement with South County Transit for Pacific Surfliner Transit Transfer Agreement.	6/1/16	6/30/21	\$5,000	\$32	\$4,968	OPEN
L-6-0009	OCTA	Cooperative Agreement with OCTA for Pacific Surfliner Transit Transfer Agreement.	6/6/16	6/30/21	\$95,000	\$49,900	\$45,100	OPEN
L-6-0010	Anaheim Resort Transit	Cooperative Agreement with Anaheim Resort Transit for Pacific Surfliner Transit Transfer Agreement.	6/2/16	6/30/21	\$124,000	\$52,174	\$71,826	OPEN
L-6-0012	Ventura County Transportation Commission	Cooperative Agreement with Ventura County Transportation Commission for Pacific Surfliner Transit Transfer Agreement	6/1/16	6/30/21	\$87,000	\$25,020	\$61,980	OPEN
L-6-0013	Gold Coast Transit	Cooperative Agreement with Gold Coast Transit for Pacific Surfliner Transit Transfer Agreement.	7/1/16	6/30/21	\$20,000	\$5,135	\$14,865	OPEN
L-6-0015	San Luis Obispo Regional Transportation Authority	Cooperative Agreement with San Luis Obispo Regional Transportation Authority for Pacific Surfliner Transit Transfer Agreement.	6/1/16	6/30/21	\$18,000	\$55	\$17,945	OPEN
L-6-0016	Glendale Beeline	Cooperative Agreement with Glendale Beeline for Pacific Surfliner Transit Transfer Agreement.	6/22/16	6/30/21	\$7,500	\$6,697	\$803	OPEN
L-6-0017	North County Transit District	Cooperative Agreement with North County Transit District for Transit Transfer Agreement	6/6/16	6/30/21	2/5/2160	\$9,467	\$85,533	OPEN
L-6-0023	Amtrak and OCTA	Cooperative Agreement with OCTA and Amtrak for Emergency bus bridge agreement. Funds flow between Amtrak and OCTA.	7/10/17	5/31/21	\$50,000	N/A	N/A	OPEN

**Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency
Open Agreements Listing as of December 31, 2019**

AGREEMENT NUMBER	VENDOR	DESCRIPTION	EFFECTIVE	TERMINATES	CONTRACT AMOUNT	AMOUNT PAID TO DATE	CONTRACT BALANCE	CONTRACT STATUS
L-7-0008	Amtrak	Operating Agreement with Amtrak for the provision of passenger rail service for Fiscal Years 2017-18 and 2018-19	10/1/17	9/30/19	\$58,172,017	\$57,621,071	\$550,946	OPEN
L-7-0011	Marsh Risk and Insurance Services	Consultant services to provide Insurance brokerage services	7/1/17	6/30/22	\$50,000	\$30,000	\$20,000	OPEN
L-7-0013	Amtrak	Security Projects for LOSSAN Corridor with AMTRAK	3/12/18	Project Completion	\$1,887,000	\$1,619,397	\$267,603	OPEN
L-7-1917	Making Waves USA, Inc.	Consultant services for website design and development services for the LOSSAN Agency - Pacific Surfliner	3/28/18	3/15/20	\$747,500	\$674,269	\$73,231	OPEN
L-8-0001	Bank of the West	Commercial Banking Services	9/6/18	8/31/23	\$25,000	\$989	\$24,011	OPEN
L-8-0005	Ace Agency	Pacific Surfliner Public Relations	8/8/18	6/30/20	\$50,000	\$49,352	\$648	OPEN
L-8-0006	Pacific Graphics	Specialty Printing Services for the Pacific Surfliner	6/26/18	6/30/20	\$50,000	\$47,287	\$2,713	OPEN
L-8-0007	Meringcarson	Email Marketing and Passenger Communications Program	1/7/19	12/31/19	\$49,800	\$27,300	\$22,500	OPEN
L-8-0008	Pastilla	Creative Design and Strategic Communications Program	10/9/18	8/31/19	\$50,000	\$29,535	\$20,465	OPEN
L-8-0009	California Department of Transportation	Interagency Transfer Agreement Between State of California Department of Transportation and Los Angeles-San Diego-San Luis Obispo Rail Corridor Agency	7/1/18	6/30/21	N/A	N/A	N/A	OPEN
L-8-0010	OCTA	Managing Agency Agreement for OCTA to provide administrative services to LOSSAN	7/1/18	6/30/21	Reimbursable Agreement	\$3,743,776	N/A	OPEN
L-8-0011	Civilian, Inc.	Creative Services and Advertising Marketing for Pacific Surfliner	1/9/19	12/31/19	\$1,000,000	\$690,648	\$309,352	OPEN
L-8-0012	Monarch Sport LLC	Field Marketing and Community Outreach Services for Pacific Surfliner	2/21/19	12/31/19	\$600,000	\$468,298	\$131,703	OPEN
L-8-0013	North County Transit District, Amtrak	Rail to Rail Cooperative Agreement with LOSSAN, NCTD & Amtrak	8/1/18	7/31/20	No Funds Flow Through LOSSAN	N/A	N/A	OPEN
L-8-0014	Sparkloft Media	Pacific Surfliner Social Media Marketing	11/2/18	3/31/20	\$50,000	\$0	\$50,000	OPEN
L-8-0015	PR Newswire Assn LLC	PR Newswire Services	10/3/18	9/4/21	\$63,080	\$40,812	\$22,268	OPEN
L-8-0017	Deutsche Bahn Engineering & Consulting	Corridor Optimization consultant services	1/14/19	12/31/21	\$990,238	\$384,614	\$605,624	OPEN
L-8-0019	Civilian, Inc.	Media planning and buying services	9/24/18	9/23/19	\$50,000	\$48,515	\$1,485	OPEN
L-8-0021	SMA	License and maintenance for Viriato software	5/14/2019	4/30/2020	\$195,480	\$195,480	\$0	OPEN

**Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency
Open Agreements Listing as of December 31, 2019**

AGREEMENT NUMBER	VENDOR	DESCRIPTION	EFFECTIVE	TERMINATES	CONTRACT AMOUNT	AMOUNT PAID TO DATE	CONTRACT BALANCE	CONTRACT STATUS
L-8-0022	Trenolab	License and maintenance for TRENO Analysis software	4/25/2019	4/30/2020	\$24,000	\$24,000	\$0	OPEN
L-8-0023	Deutsche Bahn Engineering & Consulting	Database maintenance, administration of the server, and first level support for the Viriato software	4/25/2019	4/30/2020	\$60,000	\$60,000	\$0	OPEN
L-9-0001	Amtrak	Design services in support of the expansion of the Pacific Surfliner Layover facility in Goleta	12/11/2019	\$44,012	\$382,995	\$0	\$382,995	OPEN
L-9-0003	WSP USA Inc.	Consultant services for San Diego Layover Facility	3/21/2019	3/31/2020	\$299,600	\$130,962	\$168,638	OPEN
L-9-0005	Southern California Regional Rail Authority (SCRRA), Amtrak	Rail to Rail Cooperative Agreement with LOSSAN, NCTD & Amtrak	7/1/2019	6/30/2020	\$2,400,000	No Funds Flow Through LOSSAN	N/A	OPEN
L-9-0006	Crowe LLP	Audit Services for fiscal years ending 6/30/2019 through 6/30/2021	4/2/2019	3/31/2022	\$71,400	\$10,000	\$61,400	OPEN
L-9-0007	Santa Barbara County Association of Governments	Cooperative agreement for the provision of peak-period Pacific Surfliner service between Los Angeles and Santa Barbara/Goleta	4/1/2018	3/31/2020	\$2,854,549	REIMBURSEMENT TO LOSSAN	N/A	OPEN
L-9-0008	Amtrak	Construction and/or construction management services in support of non-public works minor capital projects.	3/12/2018	Project Completion	\$499,886	\$169,920	\$329,966	OPEN
L-9-0009	WSP USA Inc.	Professional services to evaluate and prepare cost estimates for the purchase of rail car equipment	9/9/2019	12/31/2019	\$49,886	\$0	\$49,886	OPEN
L-9-0010	DB Engineering and Consulting	Purchase order for viariato software training	8/7/2019	N/A	\$25,000	\$0	\$25,000	OPEN
L-9-0012	It Works Inc.	WiFi Landing Page Services	9/24/2019	N/A	\$10,500	\$2,625	\$7,875	OPEN
A-43527	Trematicco	Purchase order for 60 lockable poster cabinets	11/20/2019	N/A	\$20,054	\$0	\$20,054	OPEN
A-44202	Marsh Risk & Insurance Services	Purchase order for general liability, crime, errors and omissions insurance	12/1/2019	11/30/2020	\$62,953	\$0	\$62,953	OPEN



May 18, 2020

To: Members of the Board of Directors

From: Donna DeMartino, Managing Director *Donna DeMartino*

Subject: Pacific Surfliner Marketing Update

Overview

The Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency's Fiscal Year 2019-20 marketing efforts support key priorities outlined in the Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency's fiscal years 2019-20 and 2020-21 Business Plan by engaging in marketing strategies and programs designed to help grow awareness, ridership, and revenue on the Pacific Surfliner service. This report provides a summary of marketing activities and performance from January – March 2020 including strategic marketing and communications response to the COVID-19 global health crisis.

Recommendation

Receive and file as an information item.

Discussion

The Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor Agency's (Agency) efforts to create awareness and generate interest in the Pacific Surfliner service include a broad range of marketing activities, such as communicating critical passenger information, engaging with audiences through various channels, launching new service promotions, and working to increase revenue related to key business objectives.

The LOSSAN Agency staff focuses on promoting ridership along the rail corridor by developing and implementing an array of marketing programs designed to strengthen the Pacific Surfliner brand, build a strong online presence, improve customer experience, add value for passengers, and leverage strategic partnerships. In response to the novel coronavirus (COVID-19) pandemic, staff worked to quickly develop and execute crisis communications, distribute up-to-date information on service impacts, and adjust marketing messages to align with adjusted service levels and public health concerns. As the Pacific Surfliner continued to provide a core-level of service for essential travel, staff developed

and executed an informational campaign to communicate ongoing efforts to run train service in a safe manner for crews and passengers.

Performance Summary

The Pacific Surfliner website captures traffic and drives users to Amtrak points of sale for ticketing. One of the key metrics that LOSSAN Agency staff reviews to help align marketing activities with ridership and revenue is Amtrak referral sales reports, which include bookings generated by PacificSurfliner.com, and resulting sales and revenue on Amtrak.com.

From January 1 through February 29, 2020, Amtrak reported a consistent year-over-year increase in sales and revenue from leads generated by the Pacific Surfliner website – a positive indicator of people booking tickets as a direct result of engaging with our marketing efforts and visiting PacificSurfliner.com.

January – February 2020

- 99,000 qualified leads to Amtrak.com (+5% vs previous year)
- 12,006 bookings (+35% vs previous year)
- \$757,157 in revenue (+34% vs previous year)

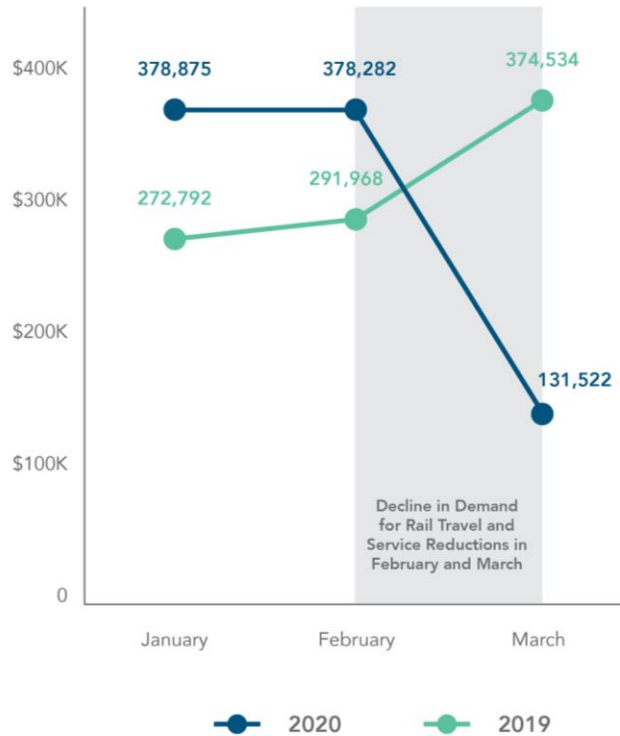
While there have been fluctuations in overall ridership and revenue year-over-year, lead volume delivered to Amtrak.com consistently increased during this period, demonstrating that people are buying tickets as a direct result of visiting the Pacific Surfliner website.

In March 2020, Amtrak reported a decrease in sales and revenue from leads generated by the Pacific Surfliner website, aligning with a drop in overall ridership from statewide policies restricting travel, and the associated reduction in Pacific Surfliner service, during the COVID-19 crisis.

March 2020

- 19,279 qualified leads to Amtrak.com (-70% vs previous year)
- 2,265 bookings (-61% vs previous year)
- \$131,522 in revenue (-65% vs previous year)

Year Over Year Revenue by Month



Year Over Year Performance

Overall for January through March 2020, Amtrak reported a 5% decrease in revenue from leads generated by the Pacific Surfliner website. During this time, 118,433 leads were delivered to Amtrak.com. The decrease can be attributed to service impacts and travel restrictions due to COVID-19. Sales referrals from PacificSurfliner.com represent only a portion of overall sales, as passengers are encouraged to use a variety of channels to purchase tickets including going direct to the Amtrak website and mobile app. Currently, sales reporting is not available for direct bookings on Amtrak.com and other Amtrak-owned and operated points of sale including the Amtrak app, call centers, and station agents. Amtrak also manages its own national advertising and discounts program (including flash sales and share fares). LOSSAN Agency staff continue to work with Amtrak to coordinate marketing efforts as well as refine reporting and insights.



Unique visits to
PacificSurfliner.com



Referral traffic to
Amtrak.com



Bookings on
Amtrak.com



Revenue

Jan-Mar 2020	288,594	118,433	14,271	\$888,679
Jan-Mar 2019	333,030	158,915	14,725	\$939,294

Momentum from increased sales referrals in January and February kept quarterly year over year decreases relatively low. Additionally, it is safe to assume that many of the bookings generated by PacificSurfliner.com are from new or latent riders as most regular passengers tend to book directly through Amtrak.com or the Amtrak mobile app. This illustrates how the LOSSAN Agency's marketing efforts are crucial for not just maintaining current customers, but also for reaching new and distinct markets that present opportunities to grow ridership and revenue, in addition to providing leads and customer data for Amtrak to monetize in the future. It is especially important to capture new market segments and acquire new customers as the service experiences fluctuations in overall ridership. New passengers on the Pacific Surfliner can then be converted by Amtrak into lifelong customers through Amtrak-owned sales and promotional efforts, retargeting activities through transactional data, and loyalty incentives like Amtrak Guest Rewards that drive customers back to Amtrak points of sale for future ticketing and revenue generation.

Novel Coronavirus Response and Crisis Communications

In March 2020, LOSSAN staff responded to the novel coronavirus (COVID-19) crisis by swiftly developing and executing crisis communications, distributing up-to-date information on service impacts, and pausing promotional marketing plans to align with adjusted service levels and public health concerns. Staff pivoted from promotional marketing strategies and tactics by modifying media and partnerships in market to communicating critical service updates and other important information to customers.

A statewide stay-at-home order went into effect on March 19, 2020, directing individuals to stay at home except for essential needs. As a public/government agency, the Pacific Surfliner continued to provide a core-level of service for essential workers (healthcare, emergency services, food, energy, critical government, etc.) and those out for essential needs (get food, care for a relative or friend, get necessary health care, etc.). A reduced service plan for the Pacific Surfliner went into effect on March 24, 2020, and with traditional marketing activities on pause, efforts largely shifted to immediately communicating the extra

safety measures that Amtrak put in place, as well as changes affecting the schedule, stations, onboard service, and more.

- *PacificSurfliner.com*: The website acts as the hub for all information and was the destination for all communications materials.
 - Homepage Refresh: The homepage was designed to inspire travel and to market the dramatic allure the Pacific Surfliner service and the beauty of the coastline on which it travels. Due to COVID-19, staff redesigned and adjusted messaging on the page to present a more subdued, and less aspirational experience, with the understanding that, the Pacific Surfliner is temporarily offering more of an essential service than a destination-oriented journey. The updated homepage also elevated critical service information with prominent links to modified train schedules and a travel advisory page that details service impacts due to COVID-19, tips on staying safe, and information on enhanced precautions to keep passengers and crews safe.
 - Chairman's Message: A message from the LOSSAN Agency Chairman of the Board was added to the website, providing reassurance to Pacific Surfliner customers during these difficult times and to build confidence and trust in the LOSSAN Agency and the Pacific Surfliner service.

Travel Advisory: Staff developed a new page to house all service impacts related to COVID-19. In addition to the message from the LOSSAN Agency Chairman of the Board, the page features a variety of passenger information such as:

- Ticket policies
 - Reduced schedule impacts
 - Staffed station updates
 - Other service impacts (i.e. cashless payments and food/beverage impacts)
 - Safety & cleaning measures
 - Personal safety tips
- Schedule Change and Modified Timetable: On March 24, reduced Pacific Surfliner schedules went into effect in response to a drop in ridership (the result of statewide travel restrictions and health concerns related to COVID-19). Approximately half of the Pacific Surfliner trains were suspended, making the timetable outdated. An existing schedule adjustment page on the website was repurposed to share details about the service reductions and provide a link to a streamlined digital timetable reflecting the reduced schedule.

- *Social Media Alerts:* The official Pacific Surfliner Twitter account (@PacSurfliners) is a growing resource for customers to get the latest service information. As updates were posted to the website, alerts were also shared on Twitter to an audience of nearly 12,000 followers.
- *Station Signage:* To reach regular customers and riders in-transit, signs were printed and distributed to stations along the Pacific Surfliner route. Posters were placed on the platforms directing passengers to visit the website for the latest information, and signs were placed at stations where the ticket window and/or station building was closed.
- *Amtrak.com:* LOSSAN staff collaborated with Amtrak to publish service alerts on Amtrak.com for major changes, including the implementation of the reduced schedule and station closures.
- *Amtrak Email:* LOSSAN staff worked closely with Amtrak to send out approximately 3,650 email notifications to Pacific Surfliner-ticketed customers with upcoming trips. This allowed the LOSSAN Agency to guide customers to PacificSurfliner.com, the most updated and relevant resource for the latest service information.

Staff continues to closely monitor developments in train operations, stations, and other areas, including local public health conditions, to effectively determine what needs to be shared to keep Pacific Surfliner customers and the public informed.

Essential Service Informational Campaign

As the Pacific Surfliner continued to provide a core-level of service for essential travel, staff again shifted efforts to develop and execute an informational campaign to communicate ongoing efforts to run train service in a safe manner for crews and passengers. The campaign was also designed to promote brand awareness and keep customers engaged until conditions improve and people are comfortable with traveling again. The campaign focused on keeping the Pacific Surfliner brand relevant while balancing evolving public health concerns, travel restrictions, and public sensitivities. The efforts also were designed to achieve frequency of messaging on a limited budget by leveraging existing partnerships to secure cost-effective media placements. This included complimentary no-cost placements from partners to help maintain a level of brand awareness while enabling Pacific Surfliner to demonstrate support for the communities it serves.

- *Informational Broadcast Spots:* Staff developed public service messages that highlighted efforts to run essential service while creating a sense of goodwill through the Pacific Surfliner brand. The spots directed the public to PacificSurfliner.com for modified train schedules and other service updates.

The following media groups ran broadcast spots on a courtesy basis to support the Pacific Surfliner during these challenging times. Staff is estimating approximately 1,200 courtesy radio spots will run in media markets across the LOSSAN rail corridor in April and May with an estimated value of more than \$20,000.

- Entercom LA (KNX1070, Jack-FM 93.1, K-AMP 97.1, KROQ 106.7)
 - Entercom San Diego (Alt 94.9, TheFan 97.3 and Sunny 98.1FM)
 - Cumulus radio in Oxnard and Ventura (KRUZ 103.3, KBBY 95.1, 100.7 KHAY)
 - Entercom San Diego (Alt 94.9 FM, The Fan 97.3 FM, Sunny 98.1)
 - Angles Radio in Orange County AM830 AM KLAA
 - KDOC-TV in Orange County and Los Angeles
- *Community Partnerships:* Staff worked with strategic partners to secure visibility and complimentary no-cost placements that help maintain a level of awareness for the Pacific Surfliner as a valuable partner in the community.
 - The Anaheim Ducks included the Pacific Surfliner in the Honda Center's "Stronger Together" campaign including digital messaging displayed on their marquee sign that is visible from the 57 Freeway.
 - The Los Angeles Angels provided elements at no cost including a 24-hour digital takeover of Angels.com and placement on the Big-A sign, which is visible from the 57 Freeway.
 - *Public Relations:* Service announcements were distributed to media and the public highlighting continuous efforts to provide an essential and safe form of public transportation. The announcements received a combined total of 292 press mentions resulting in a reach of over 259 million earned media impressions and a publicity value of \$129,639.85.
 - *Virtual Views Videos:* Staff launched a series of video-based social media posts that feature stunning views taken from aboard a Pacific Surfliner train. These videos allow users to virtually experience the beauty of the route, providing a short break from the headlines and reminding them of the scenery that awaits them. Early response to the virtual experiences has been positive with social media users saying they miss the train and asking for more videos. Staff continues to monitor and optimize for brand engagement and visibility.
 - *Video Call Backgrounds:* LOSSAN Agency staff created digital backgrounds for video conference users who want to meet in front of scenic Pacific Surfliner views. Virtual backgrounds are a novel way to showcase the Pacific Surfliner brand as more people are working from home during the coronavirus pandemic and relying on videoconferencing to meet with

coworkers and clients. Sharing digital backgrounds allows the Pacific Surfliner to connect with consumers seeking more reassuring messages from brands they trust in anticipation that travel activity will eventually resume.

Summary

From January 1 through February 29, 2020, Amtrak continued to report increase in sales and revenue from leads generated by the Pacific Surfliner website – a positive indicator of people booking tickets as a direct result of engaging with the LOSSAN Agency's marketing efforts and visitation to the Pacific Surfliner website. The LOSSAN Agency's marketing efforts are crucial for not just maintaining current customers, but also for reaching new and distinct markets that present opportunities to grow ridership and revenue. Sales referrals from PacificSurfliner.com help acquire new passengers that are then captured by Amtrak for ticketing. Additionally, all sales leads and customer data can then be monetized by Amtrak for future ticketing and revenue generation.

In March 2020, LOSSAN staff responded to the novel coronavirus health crisis by quickly developing and executing crisis communications, distributing up-to-date information on service impacts, and pausing promotional marketing plans to align with adjusted service levels and public health concerns. Staff pivoted from promotional marketing strategies and tactics by modifying media and partnerships to focus on communicating critical service updates and other important information to customers. As the Pacific Surfliner continued to provide a core-level of service for essential travel, staff developed and executed an informational campaign to communicate ongoing efforts to run train service in a safe manner for crews and passengers. The campaign was also designed to promote brand awareness and keep customers engaged until conditions improve and people are comfortable with traveling again. The efforts also were designed to achieve frequency of messaging on a limited budget by leveraging existing partnerships to secure cost-effective media placements. This included complimentary no-cost placements from partners to help maintain brand awareness while demonstrating support for communities along the rail corridor.

Attachment

None.

Prepared by:



Emilia Doerr
Marketing & Communications Manager
714-560-5370



May 18, 2020

To: Members of the Board of Directors
From: Donna DeMartino, Managing Director *Donna DeMartino*
Subject: Amendment to the Federal Fiscal Year 2019-20 Operating Agreement with Amtrak for Pacific Surfliner Intercity Passenger Rail Service

Overview

The Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency seeks to enhance the Pacific Surfliner business class service by providing a consistent and upgraded passenger experience by installing new refreshed seating, carpeting and drapes on Pacific Surfliner business class cars. Staff is seeking authorization to amend the current federal fiscal year 2019-20 Amtrak operating agreement and execute funding agreements necessary to allow the implementation of these enhancements to the business class cars operating on the Pacific Surfliner service.

Recommendations

- A. Authorize the Managing Director to amend the Amtrak operating agreement for federal fiscal year 2019-20 for business class equipment enhancements in an amount not to exceed \$1,500,000.
- B. Authorize the Managing Director to execute all funding agreements necessary for business class equipment enhancements.

Background

On July 15, 2019, the Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor Agency (Agency) Board of Directors (Board) authorized the Managing Director to negotiate and execute an agreement with Amtrak to provide for the continued operation of the Pacific Surfliner intercity passenger rail service for a term of one year, in an amount not to exceed \$31,678,283, for federal fiscal year (FFY) 2019-20, with authorization for FFY 2020-21 subject to further negotiations with Amtrak and contingent upon subsequent year funding approvals by the State of California. The agreement was executed March 27, 2020 and is effective October 1, 2019 through September 30, 2020.

Prior to the new FFY 2019-20 Amtrak operating agreement being executed, on June 17, 2019, the LOSSAN Agency Board authorized the Managing Director to amend the Amtrak operating agreement for FFY 2018-19, in an amount not to exceed \$4,871,316 for various rail car upgrades, additional FFY 2018-19 operating funding capacity and the business class enhancement project. However, the FFY 2018-19 Amtrak operating agreement expired on March 30, 2020, after operating under the continuation clause until the FFY 2019-20 Amtrak operating agreement was executed. Therefore, an amendment must be executed on the current FFY 2019-20 Amtrak operating agreement in order to incorporate the business class enhancement project.

Discussion

The Pacific Surfliner business class service is a valued and successful amenity offered to passengers. The LOSSAN Agency has successfully implemented an expanded business class service by increasing the number of available seats and improving the food and beverage offerings. The LOSSAN Agency also worked to enhance marketing efforts to highlight the business class enhancements. This has resulted in an increase in revenue that has averaged 13 percent per year since the program inception (through February 2020 data).

The LOSSAN Agency proposes to further enhance the business class service by providing a consistent and upgraded passenger experience by including refreshed seating, carpet and drapes, and other improvements. This work will be performed by Amtrak in coordination with the LOSSAN Agency.

This enhancement effort will include replacing all seat cushions with leatherette and replacing carpet and drapes in 10 Pacific Surfliner business class cars. Amtrak owns eight of these cars and the California Department of Transportation (Caltrans) owns two cars. The project also includes replacing seat frames in the two Caltrans-owned business class cars to be consistent with the rest of the fleet. The project scope does not include adding seats, tables, new carpet, and leatherette cushions to the eleven Amtrak-owned Superliner business class cars as originally planned due to funding constraints at this time. However, the LOSSAN Agency will continue to work with Caltrans and seek funding opportunities for the Superliner car upgrades. The work for the Surfliner business class car enhancements is estimated by Amtrak to cost \$1.5 million and anticipated to be completed by the summer of 2021.

The funding for this project is included in the FY 2019-20 annual operating and grants budget and includes \$1,200,000 in State operating funding and \$300,000 from State Rail Assistance (SRA) grant funds. Caltrans has approved funding in the amount of \$1,200,000, for the LOSSAN Agency for this project. A

new funding agreement is required to be executed between the LOSSAN Agency and Caltrans to utilize the \$1,200,000 for this project.

On September 16, 2019, the LOSSAN Agency Board authorized the use of \$300,000 in FY 2018-19 SRA formula funds for the business class enhancement project, as well as authorized the managing director to negotiate and execute all necessary agreements to facilitate the utilization of SRA funding for the project.

Summary

The Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency seeks to further enhance business class service by installing new seating, carpet and drapes on Pacific Surfliner business class cars. An amendment to the federal fiscal year 2019-20 Amtrak operating agreement is necessary in an amount not to exceed \$1,500,000. Additionally, authorization for the Managing Director to execute all funding agreements for the business class equipment enhancement is necessary.

Attachment

None.

Prepared by:

A handwritten signature in black ink, appearing to read 'J. Jewell', is written over a light gray rectangular background.

Jason Jewell
Finance and Administration Manager
(714) 560-5086



May 18, 2020

To: Members of the Board of Directors
From: Donna DeMartino, Managing Director *Donna DeMartino*
Subject: Agreement for Pacific Surfliner Digital Marketing Services

Overview

On February 18, 2020, the Board of Directors approved the release of a request for proposals for consultant services to provide digital marketing services for the Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency's Pacific Surfliner marketing program. Proposals have been received and evaluated in accordance with the Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency's procurement procedures for professional and technical services. Board of Directors' approval is requested to execute an agreement for these services.

Recommendations

- A. Approve the selection of GoSeeTell Network, doing business as Sparkloft Media to provide digital marketing services for the Pacific Surfliner marketing program.
- B. Authorize the Managing Director to negotiate and execute Agreement No. L-0-0001 between the Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency and GoSeeTell Network, doing business as Sparkloft Media, in the amount of \$198,000, to provide digital marketing services for the Pacific Surfliner marketing program for a one-year term.

Discussion

The Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor Agency (Agency) is responsible for marketing the Pacific Surfliner service in order to enhance public awareness of the service. The official Pacific Surfliner social media channels, which include Facebook, Twitter, Instagram, YouTube, and a blog have become an increasingly important asset to the marketing program through educating the public about the service, inspiring trips, and driving traffic to PacificSurfliner.com.

In late 2018, the LOSSAN Agency initiated a competitive procurement process for consultant support to assist staff in social media marketing of the Pacific Surfliner service. The competitive procurement was issued for \$50,000, and awarded for a one-year term. The contract helped to grow and enhance the Pacific Surfliner social media program, allowing digital platforms to further support marketing program goals and position the Pacific Surfliner as a preferred transportation option. It was determined that the marketing program would benefit from a larger engagement with a more robust scope of work (SOW) that will continue to build on the success of these digital platforms and expand growth opportunities. Therefore, the LOSSAN Agency initiated the procurement process for a new contract for digital marketing support that includes a more comprehensive SOW.

Digital marketing services SOW includes the following:

- Managing the official Pacific Surfliner social media accounts.
- Developing content, such as blog articles, social posts, photography, and videos.
- Interacting with individuals who post about the Pacific Surfliner online.
- Strategically planning out social media campaigns to drive website traffic to PacificSurfliner.com.
- Planning, producing, placing, and optimizing paid media.
- Engaging with influencers (individuals on social media with large followings) to increase exposure of the Pacific Surfliner.
- Building reports to inform on the performance of the program and identify opportunities for growth.

Procurement Approach

The procurement was handled in accordance with the LOSSAN Agency's Board of Directors (Board)-approved procurement procedures for professional and technical services. Award is recommended to the firm offering the most comprehensive overall proposal considering such factors as prior experience with similar projects, staffing and project organization, work plan, as well as cost and price.

On February 18, 2020, the LOSSAN Agency's Board authorized the release of Request for Proposals (RFP) 0-2025 for a one-year initial term with two, one-year option terms. The solicitation was inadvertently issued with only a one-year term and no option terms; therefore, the award of this agreement will be issued for only a one-year term. Staff will return to the LOSSAN Agency's Board for approval to release a new solicitation and award a new contract next year.

RFP 0-2025 was issued electronically on CAMM NET. The project was advertised in a newspaper of general circulation on February 18 and 25, 2020. A

pre-proposal conference took place on February 25, 2020 with six attendees representing four firms. Two addenda were issued to make available the pre-proposal conference registration sheets and presentation, as well as respond to questions related to the RFP.

On March 10, 2020, 13 proposals were received. An evaluation committee consisting of Orange County Transportation Authority (OCTA) staff from Contracts Administration and Materials Management, as well as LOSSAN Agency staff, met to review all proposals received. The proposals were evaluated based on the following Board-approved evaluation criteria and weights:

- | | |
|-------------------------------------|------------|
| • Qualifications of the Firm | 25 percent |
| • Staffing and Project Organization | 25 percent |
| • Work Plan | 30 percent |
| • Cost and Price | 20 percent |

Several factors were considered in developing these weights. Work plan was weighted at 30 percent to emphasize the importance of the firm demonstrating its ability to provide solutions specific to the LOSSAN Agency's marketing needs and opportunities. Qualifications of the firm was weighted at 25 percent because the successful firm needed to demonstrate a proven track record for meeting similar requirements in previous projects due to the breadth and depth of the requested services. Staffing and project organization was also weighted at 25 percent as the firm's proposed project team needed to demonstrate familiarity with required marketing specializations in terms of knowledge, skills, and experience. Cost and price were weighted at 20 percent to ensure the LOSSAN Agency receives the best value for the requested services.

On March 24, 2020, the evaluation committee reviewed the proposals based on the evaluation criteria. Based on the overall scores the evaluation committee short-listed the two most qualified firms listed below in alphabetical order:

Clockwork Media, LLC (Clockwork)
Los Alamitos, California

GoSeeTell Network, doing business as Sparkloft Media (Sparkloft)
Portland, Oregon

On April 1, 2020, the evaluation committee conducted interviews with the two short-listed firms. The interviews consisted of a presentation to demonstrate the firms' understanding of LOSSAN's requirements. The firms' project managers and key team members had an opportunity to present each team's qualifications and respond to the evaluation committee's questions. Questions were asked relative to the firm's prior experience, key personnel and their areas of expertise, how the firm works with technical collaborators (copywriters, designers, animators, etc.) to produce content and ensure the projects requirements are met, and the firms

understanding of the Pacific Surfliner service in the travel market. In addition, each team was asked a specific clarification question related to their proposal.

After considering the responses to the questions asked during the interviews, the evaluation committee reviewed the preliminary ranking and made adjustments to individual scores.

Based on the evaluation of the written proposals, the firms' qualifications, proposed costs, and the information obtained from the interviews, the evaluation committee is recommending Sparkloft for consideration of award. The following is a brief summary of the proposal evaluation results.

Qualifications of the Firm

Sparkloft has experience providing marketing services for various agencies including Visit Santa Barbara for the City of Santa Barbara, Travel Oregon for the State of Oregon, and the Pacific Surfliner for the LOSSAN Agency. Located in the City of Portland, Oregon, the firm was established in 2006 and has 55 employees. Sparkloft has promoted tourism throughout Southern California including Santa Barbara, Palm Springs, Beverly Hills, and various projects for Warner Brothers Studio Hollywood. The firm recently finished providing content marketing services for the LOSSAN Pacific Surfliner service.

Located in the City of Los Alamitos, California, Clockwork was established in 2010 and has 12 employees. The firm demonstrated experience related to promotions and digital marketing through its work with the City of Arcadia, Long Beach Unified School District, and Toyota USA. Clockwork has a production studio and demonstrated experience with social media influencers with multiple languages. Clockwork demonstrated no experience providing digital marketing in the area of transportation.

Staffing and Project Organization

Sparkloft's proposed a team with various skills and experience that will assist the production of digital marketing services. The account manager has over 10 years of experience and is the director of social media services with experience as a social media strategist. The proposed account lead has experience focusing on client revenue growth, advertising strategy and content development. The proposed strategy lead has experience providing campaign management, paid media strategy, reporting, trends and analysis. Other staff have experience creating and promoting campaign content, sourcing, copywriting, and publishing promotions similar to Pacific Surfliner campaigns. Similar campaigns include "Love Letters to Oregon" created to mobilize the community to other areas of Oregon and "Get out of Town Tours" encouraging residents and visitors to travel for recreation also for the State of Oregon. The goal of these existing campaigns are similar to the ridership awareness goals of the Pacific Surfliner. During the

interview, the project team demonstrated strong organizational skills with no conflict among the other key personnel.

The proposed project manager for Clockwork has over 15 years of experience in editorial and advertising campaigns. The project manager also has digital print experience including advertising, marketing, program management, social media and graphic design. Other key personnel also have experience with digital media services and partner with social media influencers. Clockwork's proposed staff have limited experience creating and advertising for the transportation industry.

Work Plan

Sparkloft demonstrated a thorough understanding of the project requirements by addressing all the elements of the scope of work. The firm detailed its approach for each task and included how the firm will approach new social marketing trends. Sparkloft identified many types of campaigns and provided a sample brand campaign with a sample calendar for the social media strategy. The firm demonstrated their approach to crisis communication and provided detailed information on how Sparkloft will be able to aid in a crisis campaign. Sparkloft identified tools to use during the project including team communication software, project management software, and customer experience management software. In addition, Sparkloft proposed enhancements to multiple tasks like paid influencers, enterprise social media, and an all-in-one social media tool.

Clockwork demonstrated a good understanding of the project requirements by addressing all the elements of the scope of work. The firm detailed its approach through stages instead of tasks and did not include the deliverables for each task as identified in the scope of work. The work plan included a standard process of an advertisement campaign and sample media consisting of videos and graphic postings made for the Pacific Surfliner. The firm also identified technical innovation tools including workflow communication software, cloud-based document storage, and project management and accounting software.

Cost and Price

Pricing scores were based on a formula that assigned the highest score to the firm with the lowest total firm-fixed price for the tasks to be completed, and scored the other proposal's total firm-fixed prices based on their relation to the lowest total firm-fixed price. Sparkloft's proposed total firm-fixed price is deemed fair and reasonable as it is lower than the independent cost estimate.

Procurement Summary

Based on the evaluation of the written proposals, the firms' qualifications, and the information obtained from the interviews, the evaluation committee recommends the selection of Sparkloft Media as the top-ranked firm to provide consultant services for the Pacific Surfliner digital marketing program.

Fiscal Impact

The LOSSAN Agency's Board-adopted fiscal year (FY) 2019-20 budget and FY 2019-20 and 2020-21 annual business plan approved by the California State Transportation Agency (CalSTA) includes \$2,000,000 in state-provided marketing funds and the use of \$1,450,000 in remaining marketing funds from prior FYs. The value of the agreement is a maximum obligation, not to exceed amount. The actual marketing expenditures programmed for this agreement for FY 2020-21 will be adjusted to be in alignment with future budget allocations approved by the LOSSAN Board and funded by CalSTA.

Summary

Based on the information provided, the Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency staff recommends the Board of Directors authorize the Managing Director to negotiate and execute Agreement No. L-0-0001 with GoSeeTell Network, doing business as Sparkloft Media, in the amount of \$198,000, to provide digital marketing services for the Pacific Surfliner marketing program for a one-year term.

Attachments

- A. Review of Proposals, RFP 0-2025 Pacific Surfliner Digital Marketing Services
- B. Proposal Evaluation Criteria Matrix, RFP 0-2025 Pacific Surfliner Digital Marketing Services (Short-Listed Firms)
- C. Contract History for the Past Two Years, RFP 0-2025 Pacific Surfliner Digital Marketing Services

Prepared by:



Emilia Doerr
Marketing and Communications Manager
714-560-5370

Review of Proposals
RFP 0-2025 Pacific Surfliner Digital Marketing Services

Presented to Board of Directors - May 18, 2020

Thirteen firms proposed, two firms interviewed, one firm is being recommended.

Overall Ranking	Proposal Score	Firm & Location	Sub-Contractors	Evaluation Committee Comments	Firm-Fixed Price
1	75	GoSeeTell Network, dba Sparkloft Media Portland, Oregon	None	Highest-ranked firm overall. Firm was founded in 2006 and has 55 employees. Experience providing marketing services for multiple agencies including the Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency. Proposed account manager has ten years of experience conducting digital media campaigns related to travel. Proposed project team members have experience providing digital campaigns, and implementing advertisements through various social media platforms. Proposed sufficient availability for this effort. Demonstrated an understanding of the project requirements. Identified tools for team communication software, project management software, and customer experience management software. Presented approach and answered questions during the interview. Project team demonstrated strong organizational skills during the interview. Received positive responses from references. Proposed competitive pricing.	\$198,000
2	65	Clockwork Media, LLC Los Alamitos, California	None	Firm was founded in 2010 and has 12 employees. Firm provides promotions and digital marketing. Firm did not demonstrate experience promoting or creating digital campaigns for travel agencies. Proposed project manager with 15 years of experience. Proposed project team members have experience providing digital print advertising, marketing, program management, social media, and graphic design digital media. Work plan did not identify set deliverables in the the scope of work. Identified tools for project workflow communication software, cloud based document storage, and project management and accounting software. Demonstrated a good understanding of the Pacific Surfliner and offered potential campaign ideas. Presented approach and answered questions during the interview. Received positive responses from references. Proposed lower pricing.	\$175,600

Evaluation Panel:

Internal:

Contracts Administration and Materials Management (1)
Los Angeles-San Diego-San Luis Obispo Rail Corridor Agency (3)

Proposal Criteria

Qualifications of the Firm
Staffing and Project Organization
Work Plan
Cost and Price

Weight Factors

25%
25%
30%
20%

**PROPOSAL EVALUATION CRITERIA MATRIX
RFP 0-2025 Pacific Surfliner Digital Marketing Services (Short-Listed Firms)**

GoSeeTell Network, doing business as Sparkloft Media					Weights	Overall Score
Evaluator Number	1	2	3	4		
Qualifications of Firm	3.5	4.0	4.0	4.0	5	19.4
Staffing/Project Organization	4.0	4.0	4.0	4.0	5	20.0
Work Plan	4.0	4.0	4.5	4.0	6	24.8
Cost and Price	2.8	2.8	2.8	2.8	4	11.2
Overall Score	72.7	75.2	78.2	75.2		75
Clockwork Media, LLC					Weights	Overall Score
Evaluator Number	1	2	3	4		
Qualifications of Firm	3.5	2.5	3.0	3.5	5	15.6
Staffing/Project Organization	3.5	3.0	3.0	3.5	5	16.3
Work Plan	3.5	3.5	3.0	3.5	6	20.3
Cost and Price	3.2	3.2	3.2	3.2	4	12.8
Overall Score	68.8	61.3	60.8	68.8		65

Range of scores for non-short-listed firms was 47 to 62.


CONTRACT HISTORY FOR THE PAST TWO YEARS
RFP 0-2025 Pacific Surfliner Digital Marketing Services

Prime and Subconsultants	Contract No.	Description	Contract Start Date	Contract End Date	Subconsultant Amount	Total Contract Amount
GoSeeTell Network, doing business as Sparkloft Media						
Contract Type: Firm-Fixed Price	L-8-0014	Content Marketing Services for the Pacific Surfliner	November 5, 2018	March 31, 2020	N/A	\$ 50,000
Subconsultants: None						
Sub Total						\$ 50,000
Clockwork Media						
Contract Type: N/A	None	N/A	N/A	N/A	N/A	\$ -
Subconsultants: N/A						
Sub Total						\$ -



May 18, 2020

To: Members of the Board of Directors

From: Donna DeMartino, Managing Director 

Subject: Amendment to Cooperative Agreement No. L-9-0005 for the Rail 2 Rail Program with the Southern California Regional Rail Authority and the National Railroad Passenger Corporation

Overview

The Rail 2 Rail Program provides significant benefits to passengers traveling on the Los Angeles – San Diego – San Luis Obispo rail corridor by increasing the number of train options for travel along the corridor. The current Rail 2 Rail Program agreement between the Pacific Surfliner and Metrolink services expires on June 30, 2020, and an amendment to the agreement is necessary to continue the program.

Recommendations

- A. Authorize the Managing Director to negotiate and execute Amendment No. 1 to Agreement No. L-9-0005 between the Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency, Southern California Regional Rail Authority, and National Railroad Passenger Corporation to continue the Rail 2 Rail program for a term of three months through September 30, 2020 and to maintain the maximum obligation of \$2,400,000.
- B. Direct the Managing Director to continue to work with the Southern California Regional Rail Authority and National Railroad Passenger Corporation to pursue an alternate program to facilitate cost-sharing of the Rail 2 Rail program with passengers.

Discussion

The Rail 2 Rail (R2R) Program was initiated in 2003 through a cooperative agreement between the California Department of Transportation (Caltrans), Southern California Regional Rail Authority (Metrolink) and the National Railroad Passenger Corporation (Amtrak). The R2R Program was intended to leverage available capacity on the Pacific Surfliner trains for the mutual benefit of both

Metrolink and Pacific Surfliner passengers. Since initiated, the R2R Program has continued in substantially the same form, with the Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor Agency (Agency) assuming administrative responsibility in 2015.

The R2R Program with Metrolink currently provides for all Amtrak-operated Pacific Surfliner trains to accept valid monthly Metrolink tickets, and for all Metrolink trains to accept valid monthly Amtrak tickets within the limits of the tickets, subject to certain restrictions. The R2R Program also allows for Pacific Surfliner trains to accept all valid Metrolink fare media between Los Angeles Union Station and the Burbank Airport – South station, providing additional options for travelers who want to take the train to and from Burbank Airport, instead of renting a car.

Current statewide and regional policies and guidelines have limited travel for many as a result of the novel coronavirus (COVID-19) pandemic, resulting in a significant reduction in both Metrolink and Pacific Surfliner services. During this unprecedented time, the R2R Program continues to provide mutual benefit for both the Pacific Surfliner and Metrolink by allowing Metrolink to offer additional daily trips to its passengers at a fraction of the cost to provide that service independently. These additional Pacific Surfliner trains provide service in currently unserved timeslots, requiring minimal financial contribution from Metrolink member agencies. Further, the R2R Program continues to benefit the Pacific Surfliner by increasing ridership and providing a modest revenue increase.

The current R2R Program agreement with Metrolink expires on June 30, 2020. Based on the performance of the R2R Program to date and the consideration of the program in the draft Business Plan, LOSSAN Agency staff recommends the continuance of this program for a term of three months, through September 30, 2020, maintaining the existing reimbursement rate of \$7.00 per passenger and the total not to exceed value of \$2,400,000, which has sufficient capacity remaining to continue through September 2020. At this time, Metrolink has not yet released a draft FY 2020-21 budget and will be operating under a continuing resolution through September 2020. LOSSAN Agency staff will continue to coordinate with Metrolink staff as they develop their FY 2020-21 budget and will return to the Board with an amendment to this agreement that reflects a funding level consistent with the approved FY 2020-21 Metrolink budget.

To continue the development of options for the long-term continuance of the R2R Program and also to ensure continued integration efforts on the LOSSAN rail corridor, LOSSAN Agency staff will continue discussions with Metrolink and Amtrak to pursue the development of an alternate program for the R2R Program.

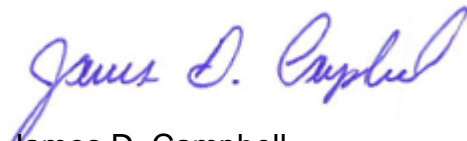
Summary

Staff requests Board of Directors approval for the Managing Director to negotiate and execute an Amendment to Cooperative Agreement No. L-9-0005 to continue the Rail 2 Rail Program for a term of three months, through September 30, 2020. Staff will continue to coordinate with Metrolink as they develop their FY 2020-21 budget and will return to the Board with an amendment to this agreement that reflects a funding level consistent with the approved Metrolink FY 2020-21 budget. Staff will also continue to work with Metrolink and Amtrak to pursue the development of an alternate fare program to facilitate cost-sharing of the Rail 2 Rail Program

Attachment

None.

Prepared by:




James D. Campbell
Manager of Programs
(714) 560-5390



May 18, 2020

To: Members of the Board of Directors

From: Donna DeMartino, Managing Director 

Subject: Final Approval of the Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency Business Plan Submittal for Fiscal Years 2020-21 and 2021-22

Overview

The Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency is required to submit an annual business plan to the California State Transportation Agency each year. The business plan is a two-year planning document that outlines operations and service goals, discusses any proposed changes to the Pacific Surfliner service, and provides the basis for the annual budget request. The Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency business plan for fiscal years 2020-21 and 2021-22 is presented for review and approval.

Recommendations

- A. Adopt the Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency business plan for fiscal years 2020-21 and 2021-22.
- B. Approve the staff submittal of the Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency business plan for fiscal years 2020-21 and 2021-22 to the Secretary of the California State Transportation Agency on May 1, 2020.
- C. Direct staff to return to the Board of Directors in September 2020 with an updated business plan that includes revised budget assumptions consistent with the revenue and expense estimates provided by Amtrak for federal fiscal year 2020-21.

Discussion

Per the interagency transfer agreement between the Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor Agency (Agency) and the California Department of Transportation (Caltrans), and the LOSSAN Joint Powers Agreement, the LOSSAN Agency must develop a business plan to be approved by the LOSSAN Agency Board of Directors (Board) and submitted

to the Secretary of the California State Transportation Agency (CalSTA) by April 1 of each year. The business plan is a two-year planning, operations, and budget document that provides the basis for the annual budget request, outlines operating and service goals, and discusses any proposed changes to the Pacific Surfliner service. The annual budget request must be included and consistent with the annual business plan.

The proposed business plan for fiscal year (FY) 2020-21 and FY 2021-22 discusses the LOSSAN Agency's progress toward meeting the goals and objectives included in prior business plans while outlining proposed enhancements to the Pacific Surfliner service planned over the next two years.

A draft budget is also included as part of the business plan and will be revised and resubmitted for final approval in June 2020 following receipt of annual operating revenue and expense estimates from Amtrak for federal FY 2020-21. Annual operating revenue and expense estimates are typically not received from Amtrak until March 31, which does not allow for sufficient time for review and incorporation into the annual business plan prior to the April 1 deadline. As part of the approval letter for the current business plan, CalSTA has allowed for this adjustment to the annual budget request to provide sufficient time for the LOSSAN Agency to address any revisions necessary following the receipt of operating expense and revenue estimates from Amtrak.

On November 18, 2019, the LOSSAN Agency Board reviewed a list of key assumptions for the LOSSAN Agency business plan for FY 2020-21 and FY 2021-22 and directed staff to incorporate those assumptions into the draft of the business plan. As directed, a draft was prepared utilizing the Board-approved assumptions.

On December 23, 2019, the draft chapters were forwarded to the Technical Advisory Committee (TAC) for review and comment. Written comments and suggested edits were received from the TAC and incorporated into the draft business plan. A redline version of the draft, indicating the edits that addressed the TAC requested adjustments, was distributed to the TAC on January 18, 2020. This gave the TAC an opportunity for a final review and to ensure that their input was accurately reflected in the revised draft. A final discussion was held at the TAC meeting on February 3, 2020. At that time staff confirmed that there were no additional suggested edits to the final draft document.

On February 18, 2020, staff presented the draft business plan to the Board for review and comment. No additional comments were received. The only adjustments made to the document reviewed by the TAC and Board were minor grammatical changes found during copy editing.

Impacts of COVID-19

The final business plan was scheduled to be approved at the March 18, 2020 Board meeting. However, as a result of the impact of the COVID-19 pandemic, that Board meeting was cancelled. In the weeks that followed, as ridership declined and service reductions were implemented, it became apparent that the business plan would need to be adjusted. Of particular focus would be the budgetary impacts of the elimination and eventually resumption of service. After discussions with CalSTA, an extension on the submittal deadline was granted until May 1, 2020. Additional direction was also provided by CalSTA on the budgetary adjustments that needed to occur. This direction included instruction to request any additional positions that the LOSSAN Agency may need over the upcoming year, as the administrative budgets would likely be fixed after the initial approval.

On May 1, 2020, the business plan was submitted to CalSTA. The transmittal letter indicated that the validity of the business plan was contingent on Board approval. Additionally, chapter 11 of the business plan has been updated to reflect CalSTA direction and has been marked “draft” pending the adjustments that will take place once updated cost estimates are received from Amtrak. The executive summary has minor adjustments to accurately reflect the budgetary information now contained in chapter 11.

Next Steps

LOSSAN Agency staff will work with Amtrak to develop updated estimates based on both the current status and planned resumption of Pacific Surfliner service. Once these have been received and reviewed for accuracy, the business plan will be amended accordingly. The amended business plan will return to the technical advisory committee and Board for review and approval in September 2020, for final submittal to CalSTA by September 30, 2020. It is anticipated that a final business plan approval letter will not be provided to the LOSSAN Agency until CalSTA and Caltrans have received and reviewed the amended business plan in September 2020.

Summary

Consistent with the requirements of the interagency transfer agreement and the joint powers agreement, staff has developed the Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency Business Plan for Fiscal Years 2020-21 and 2021-22. The business plan was submitted to the Secretary of the California State Transportation Agency on May 1, 2020. The submitted business plan reflected adjustments in response to the COVID-19 pandemic and direction from the Chief Deputy Secretary, Rail and Transit of the California State

Transportation Agency. Staff will return to the Board of Directors no later than September 2020 for approval of an amended business plan for resubmittal to the Secretary of the California State Transportation Agency.

Attachment

- A. LOSSAN Rail Corridor Agency Business Plan, FY 2020-21 and FY 2021-22

Prepared by:

A handwritten signature in black ink, appearing to read 'Roger M. Lopez', with a long horizontal line extending to the right.

Roger M. Lopez
Manager, Planning and Analysis
(714) 560-5438



LOSSAN
RAIL CORRIDOR AGENCY

BUSINESS PLAN

FY 2020-21 / FY 2021-22



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 (JPA) 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 authorized 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. The ITA became effective on July 1, 2015 and is currently executed through June 30, 2021. The Orange County Transportation Authority (OCTA) serves as the managing agency for the LOSSAN Agency and provides management and administrative support as outlined in the Administrative Support Agreement (ASA) between the LOSSAN Agency and OCTA.

The Pacific Surfliner service travels along a 351-mile coastal rail corridor through six counties in Southern California: San Diego, Orange, Los Angeles, Ventura, Santa Barbara, and San Luis Obispo. It 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 (SDMTS)
- San Diego Association of Governments (SANDAG)
- North County Transit District (NCTD)
- OCTA
- Riverside County Transportation Commission (RCTC)
- Los Angeles County Metropolitan Transportation Authority (Metro)
- Ventura County Transportation Commission (VCTC)
- Santa Barbara County Association of Governments (SBCAG)
- San Luis Obispo Council of Governments (SLOCOG)

Ex-Officio Members

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

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 route between Los Angeles and San Diego has increased from the original six daily trips to the current level of 27 daily trips. The Pacific Surfliner is the busiest state-supported route in the entire Amtrak national system carrying 2.78 million passengers in federal fiscal year (FFY) 2018-19.

Since the early 2000s, ridership on the Pacific Surfliner service has increased significantly, and farebox recovery has exceeded 50 percent. Ridership peaked at nearly 3 million in FY 2016-17, following the reintroduction of the 12th roundtrip between Los Angeles and San Diego. Ridership in FFY 2017-18 and FFY 2018-19 has declined due in part to operational adjustments instituted to implement the morning peak-period service into Ventura and Santa Barbara counties. The introduction of the 13th roundtrip in FFY 2019-20 has shown positive growth in overall ridership.

Operating costs for the Pacific Surfliner service are funded through the Public Transportation Account, which is primarily supported through the state sales tax on diesel fuel. The annual operating subsidy for Pacific Surfliner service has remained relatively stable since FFY 2014-15, in part 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. The subsidy rose in FFY 2018-19 due in part to the addition of morning peak-period service into Ventura and Santa Barbara counties.

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 (OTP) has fluctuated over the past several years and continues to be lower than the 90 percent goal. Pacific Surfliner OTP averaged 71 percent for FFY 2018-19.



Operating Plan and Strategies

Amtrak operates 13 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 route includes 27 stations, 17 of which are between San Luis Obispo and Los Angeles, with the remaining 10 located south of Los Angeles in Orange and San Diego counties.

The ability to expand Pacific Surfliner service is constrained due to both equipment availability as well as existing access and shared-use agreements with the host railroads on which the Pacific Surfliner service operates. In FY 2018-19, the LOSSAN Agency worked with Amtrak and Caltrans DRMT to introduce the 13th Pacific Surfliner round trip between Los Angeles and San Diego. 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 2020-21 and 2021-22, 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 OTP. During this timeframe, the LOSSAN Agency and Amtrak anticipate introducing an additional roundtrip between San Diego and Los Angeles. New service north of Los Angeles is also planned, contingent on securing the necessary agreements with UPRR. In addition, the LOSSAN Agency is completing a service optimization study to establish a two- and five-year strategy to optimize service in the LOSSAN rail corridor and will continue to pursue service expansions to accommodate seasonal and event-related travel demand.

During the next two FYs, the LOSSAN Agency will continue to identify and evaluate root causes for major delays, review crew and equipment utilization, and seek improvements to service disruption responses and recovery while also enhancing connectivity with local transit services.



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 FFY 2018-19, the Pacific Surfliner service saw a 5.8 percent decrease in ridership, a 1.6 percent decrease in revenue, a 2.1 percent decrease in passenger miles, and a farebox recovery of 70.2 percent. The ridership decline was anticipated and is partly a result of the operational and service adjustments that have been implemented in support of peak-period service between Los Angeles and Ventura and Santa Barbara counties, as well as 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 71 percent in FFY 2018-19.

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 are currently more than \$10 billion in unfunded 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 to pursue funding opportunities that bring benefits to the larger rail corridor. As part of that effort, the LOSSAN Agency has worked with key stakeholders to update its Capital Improvement Program (CIP). The CIP compiles all identified projects into a comprehensive list. 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. 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. The LOSSAN Agency has been allocated the first two years of State Rail Assistance funding, totaling \$8.3 million, with additional funding expected in future years. Finally, the LOSSAN Agency has been awarded more than \$270 million in funding through the state's Transit and Intercity Rail Capital Program (TIRCP) 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, and a fare restructuring was implemented in March 2018, which normalized fares to eliminate inconsistent pricing methodology and application of discounts along the Pacific Surfliner route.



In the coming year, the LOSSAN Agency will explore a variety of 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 continuation of special event service.

Network Integration and High-Speed Rail

An integrated passenger rail network is a key initiative included in the 2018 California State Rail Plan, with the goal to plan and implement a statewide passenger rail system that maximizes the performance potential of intercity passenger rail as a time- and cost-competitive travel option for meeting the state's transportation needs.

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 connections. This includes working to create an integrated passenger rail and transit network with coordinated schedules, which will provide additional travel options throughout the state, allowing passengers to seamlessly transfer from service to service to reach their desired destinations. The LOSSAN Agency will continue to work with its partner agencies to improve rail service through service optimization and modeling efforts, joint funding pursuits, and coordinated ticketing and dispatch policies.

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 any future high-speed rail (HSR) service. 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 2020-21 and FY 2021-22 include enhancements to 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 passenger information and station improvements.



Equipment

The Pacific Surfliner fleet currently consists of 10 train sets to operate 27 daily trains. Of the 49 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 19 Amtrak Superliner bi-level cars to supplement the Pacific Surfliner fleet. As of 2018, 10 of these Superliner cars are regularly used on the Pacific Surfliner service as a second business class car for additional business class seating. Caltrans DRMT also leases 14 Amtrak-owned single-level Amfleet and Horizon cars, as well as two converted F40 Cab Cars.

Beginning in 2018, Caltrans DRMT and the LOSSAN Agency started to phase out the older Amtrak-owned Electro-Motive F-59PHI locomotives that had provided power on the Pacific Surfliner service since 1998, and replaced them with new 4,400 horsepower (HP) state-owned Siemens Charger SC-44 locomotives. New single-level state-owned railcars are expected to be available beginning in late 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.

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 state-owned Charger locomotives.

Marketing

The proposed Pacific Surfliner marketing program for FY 2020-21 continues to focus on optimizing existing marketing efforts while continuing to grow awareness, ridership and revenue. The LOSSAN Agency's efforts to create awareness and generate interest in the Pacific Surfliner service include a broad range of marketing activities from communicating critical rider information and engaging with audiences through various channels to launching new service promotions and working to increase revenue related to key business objectives.

Marketing tactics will include traditional and digital advertising, as well as video, social media, email blasts, field marketing, 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 to enhance destination-based marketing, and implementing targeted public relations campaigns. The new PacificSurfliner.com digital platform was launched in early 2019 and allows marketing efforts the flexibility to keep pace with changing customer expectations. All marketing activities and expenditures will be measured to determine efficiency and effectiveness, including the ability to drive sales referrals from PacificSurfliner.com to Amtrak.com.



Annual Funding and Separation of Funding

The primary purpose of the business plan is 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 2020-21 is projected to be \$49,390,230. Included in the net operating subsidy is an additional revenue and expense estimate for the implementation of a 14th round trip between San Diego and Los Angeles and 3rd round trip between Los Angeles and San Luis Obispo. Total Amtrak operating costs are estimated assuming a 7 percent budget assumption increase over the prior year forecast (which is consistent with consumer price index increases and year over year average route cost trends). Total projected fare revenue is estimated using a 3 percent budget assumption increase, consistent with LOSSAN Agency Board approved budget assumptions.

Caltrans DRMT has executed an agreement with Amtrak to directly fund equipment capital charges for the Amtrak-owned railcars and locomotives used on the state-supported services, as a result, equipment capital charges are not included in the operating agreement between Amtrak and the LOSSAN Agency. The budget also includes \$500,000 for minor capital projects, including station improvements, signage, and minor safety and security enhancements, as well as 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 2020-21 administrative funding is proposed at \$6,830,782. Included in this amount is \$5,852,282 for managing agency administrative salaries at fully burdened rates. Four additional full-time administrative positions are requested including a Deputy Managing Director, Project Manager, Transportation Funding Analyst and Accounting Analyst Associate, bringing the total staffing level to 18 full-time positions. The managing agency overhead is assumed at the current rate, as well as administrative employee performance-based salary increases consistent with OCTA's proposed FY 2020-21 budget and personnel and salary resolution.

The FY 2020-21 proposed administrative funding request for legal, travel, insurance, memberships dues and banking fees is \$178,500, while the proposed funding level for professional services is \$800,000. This amount includes \$450,000 to fund audit, insurance brokerage and on-call consulting services for planning, modeling, project and construction management. The professional services amount also includes \$350,000 to fund as needed environmental and design consulting services.

The FY 2020-21 marketing funding request is proposed at \$2,000,000 (consistent with the FY 2019-20 amount), plus the utilization of any prior year marketing surplus funds. The LOSSAN Agency will include the estimated amount of any marketing surplus funds in the updated funding request which will be submitted by June 30, 2020.

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 2020 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.

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 needs. 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.

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. 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 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 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 and regional rail operations, and provide enhanced connectivity with local transit systems.



Chapter 1: Introduction

The LOSSAN Agency's annual business plan for FY 2020-21 and FY 2021-22 identifies the LOSSAN 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.

SB 1225 (Chapter 802, Statutes of 2012), approved in September 2012, authorized the LOSSAN Agency to assume responsibility for management and administration of the state-supported Pacific Surfliner service, subject to negotiation of an ITA with the State of California. The initial ITA took effect on July 1, 2015 for a three-year period ending on June 30, 2018. The ITA was subsequently renegotiated for an additional three-year term effective July 1, 2018 through June 30, 2021. Over the past several years, 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 travels along 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 services (Amtrak, COASTER, Southern California Regional Rail Authority (Metrolink), BNSF, and UPRR).

Table 1.1: LOSSAN Rail Corridor ROW Owners

Owner	Route Miles
SDMTS	22
NCTD	38
OCTA	42
BNSF	21
Metro	36
VCTC	16
UPRR	176
Total	351

Overview of the LOSSAN Agency

The LOSSAN Agency is a JPA originally formed in 1989 for the primary purpose of improving passenger rail service along the LOSSAN rail corridor. It is tasked with increasing 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

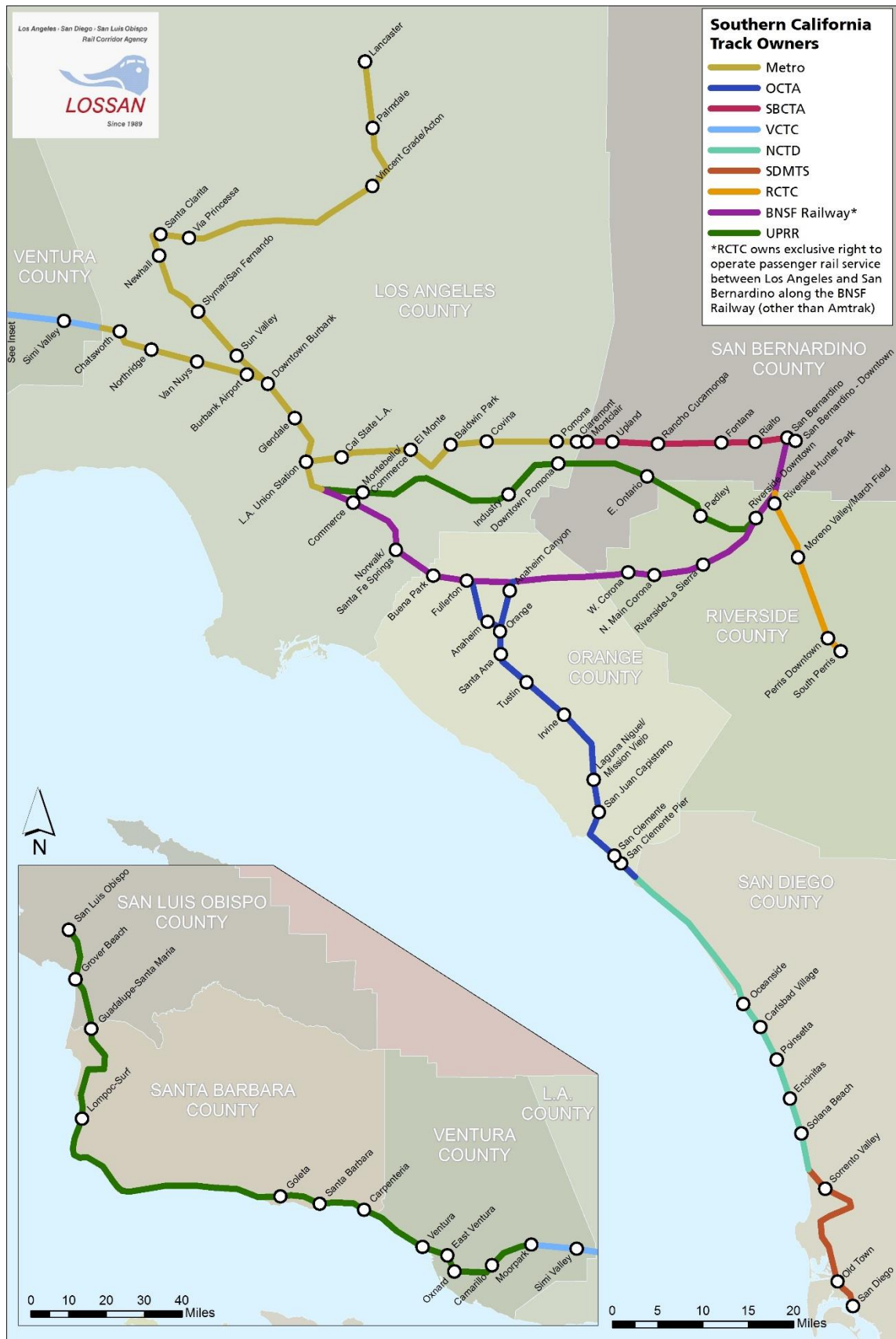
comprised of officials representing rail owners, operators, and planning agencies along the LOSSAN rail corridor. The LOSSAN Board includes representatives from nine member agencies (Metro, NCTD, OCTA, RCTC, SANDAG, SDMTS, SLOCOG, SBCAG, and VCTC). Amtrak, Caltrans DRMT, CHSRA, and SCAG are non-voting, 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 as outlined in the ASA created between the LOSSAN Agency and OCTA. The LOSSAN Agency currently consists of 14 full-time positions, with two additional positions being requested as part of the FY 2020-21 business plan and budget.

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 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 as well as the 2018 CHSRA Business Plan.

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 requires that the state will provide the funding necessary for service operations, administration, and marketing of the Pacific Surfliner service. Caltrans DRMT 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.

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 LOSSAN Agency is comprised of nine voting member agencies. 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 state-supported intercity rail corridors, as well as CHSRA, and oversight of state grant programs such as State Rail Assistance and the Transit and Intercity Rail Capital Program.

Caltrans DRMT: The department within Caltrans that is responsible for development of the State Rail Plan, development of a fleet management plan for the state-owned rail equipment, and overall funding for and coordination with 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 currently utilized in providing Pacific Surfliner service.

Capitol Corridor JPA (CCJPA): Responsible for the administration and oversight of the state-supported Capitol Corridor intercity passenger rail service between San Jose, Oakland, Sacramento, and Auburn. It was the first non-state agency to assume administrative responsibility and oversight for state-supported passenger rail service in California in 1998. Bay Area Rapid Transit was selected as the managing agency for this rail corridor to act on behalf of the CCJPA, similar to OCTA's role on behalf of the LOSSAN Agency.

San Joaquin JPA (SJJPA): Administers the state-supported San Joaquin intercity passenger rail service between Bakersfield, Stockton, Oakland, and Sacramento. The San Joaquin Regional Rail Commission was 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 Agency Board as the managing agency for the LOSSAN agency, responsible for providing administrative services and daily management of the Pacific Surfliner service.

In addition to the agencies listed above, there are a number of stakeholders who are engaged with the LOSSAN Agency on an ongoing basis. These stakeholders include rail operators such as SCRRA, 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

SCRRA (operator of Metrolink)

NCTD (operator of COASTER)

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

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 San Joaquins intercity passenger rail services carry more than 5.6 million passengers each year (See Figure 2.1). These routes represent three of the five busiest state-supported rail services in the entire Amtrak national system: Pacific Surfliner at No. 1 with 2.78 million passengers per year, the Capitol Corridor at No. 2 with 1.78 million passengers per year, and the San Joaquins Corridor at No. 5 with 1.07 million passengers per year.¹ 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 17 percent of the ridership of the entire Amtrak national system.

History of Pacific Surfliner Service

From May 1971, when Amtrak assumed operation, through 2019, service increased from the original six daily trips to 27 daily Pacific Surfliner trips. Of these 27 trains, 17 operate between San Diego and Los Angeles, five between San Diego and Santa Barbara/Goleta, four between San Diego and San Luis Obispo, and one from Los Angeles to Goleta. The growth and geographic limits of round trips over time are detailed in Figure 2.2.

The corridor is complemented by state-funded Amtrak Thruway buses, which provide scheduled connections to the Central Coast, Bay Area, Coachella Valley, and to the San Joaquins intercity rail corridor via Bakersfield. Two Amtrak long-distance trains (the Coast Starlight and Southwest Chief) also traverse portions of the LOSSAN rail corridor.

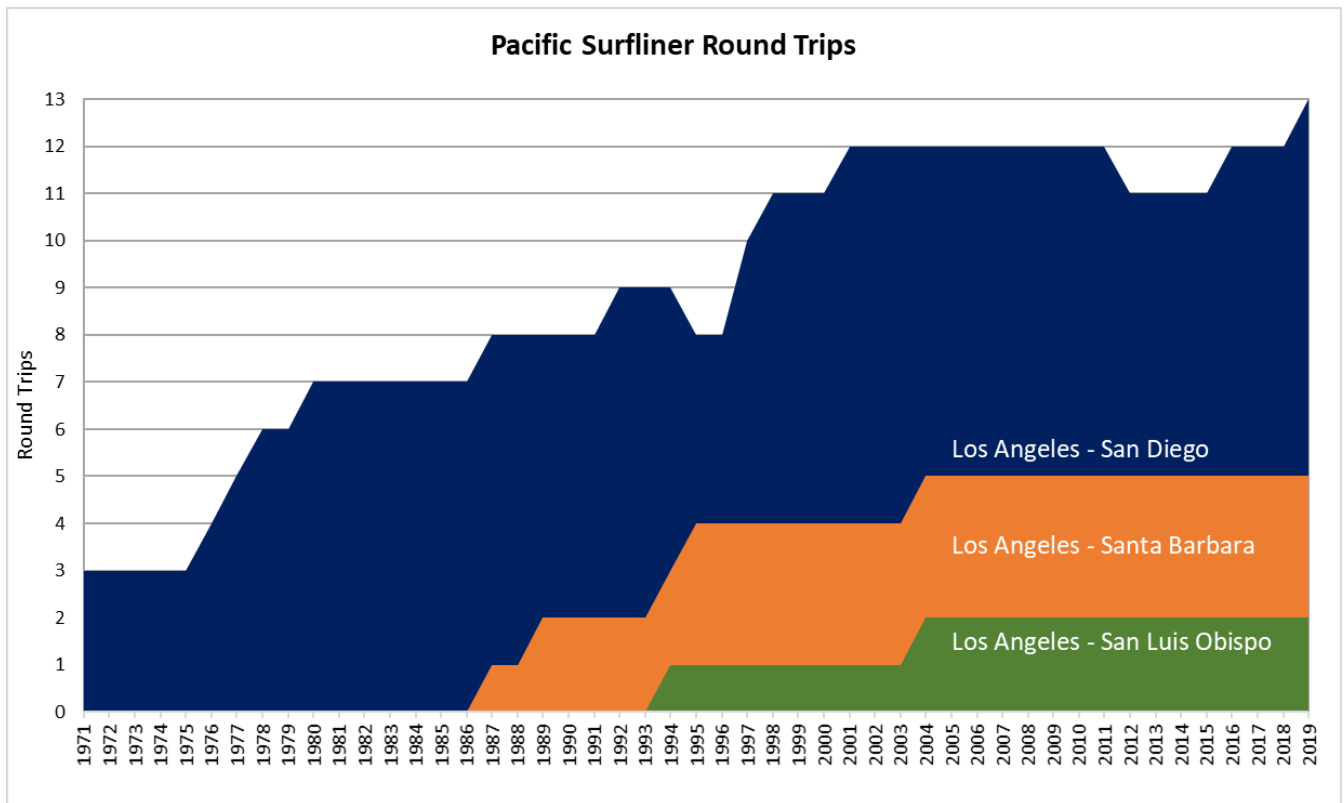
Figure 2.1: California Intercity Passenger Rail Routes



Source: Caltrans, 2015

¹ Amtrak Route Ridership and Gross Ticket Revenue, September 2019

Figure 2.2: Pacific Surfliner Service Growth



Source: LOSSAN Agency, 2019

For the purposes of reporting performance, FFY will be used, as this corresponds to Amtrak's reporting period.

Pacific Surfliner Funding

Table 2.1: Pacific Surfliner State Operating Subsidy

FFY	Actual State Subsidy
2014-15	\$ 30,908,066
2015-16	\$ 21,431,814
2016-17	\$ 21,823,291
2017-18	\$ 26,498,546
2018-19	\$ 35,977,180

Source: Amtrak, 2019

As shown in Table 2.1, the annual operating subsidy for Pacific Surfliner service has remained relatively stable between FFY 2014-15 and FFY 2017-18, in part 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. The subsidy rose in FFY 2018-19 due in part to the addition of morning peak-period service into Ventura and Santa Barbara counties. The Santa Barbara County Association of Governments provides partial reimbursement of the additional operating costs as well as a fare buydown. These additional revenues are not reflected in the state subsidy.

Historical Ridership and Revenue Performance

Table 2.2 shows annual ridership and financial performance data from FFY 1976-77 (when state-supported service began) through FFY 2018-19. Ridership and farebox recovery climbed steadily through the early 1990s with the farebox recovery ratio near or over 100 percent for six consecutive years. Ridership in the 1990s peaked at 1.8 million in FFY 1992-93.

Table 2.2: Pacific Surfliner Historic Performance

FFY	Ridership	Revenue	Expenses	Farebox Recovery	FFY	Ridership	Revenue	Expenses	Farebox Recovery
1976-77	607,976	\$ 598,140	\$ 1,662,714	36.0%	1998-99	1,563,275	\$ 16,401,625	\$ 40,391,845	40.6%
1977-78	753,246	\$ 1,446,036	\$ 3,768,065	38.4%	1999-00	1,567,318	\$ 17,883,725	\$ 37,497,489	47.7%
1978-79	967,316	\$ 2,203,403	\$ 4,333,602	50.8%	2000-01	1,661,704	\$ 20,430,153	\$ 38,215,732	53.5%
1979-80	1,218,196	\$ 3,341,561	\$ 5,536,840	60.4%	2001-02	1,742,768	\$ 20,922,453	\$ 39,374,190	53.1%
1980-81	1,238,135	\$ 4,032,480	\$ 6,572,539	61.4%	2002-03	2,030,491	\$ 22,247,564	\$ 42,331,531	52.6%
1981-82	1,167,718	\$ 4,097,254	\$ 6,607,395	62.0%	2003-04	2,307,010	\$ 24,559,183	\$ 45,300,782	54.2%
1982-83	1,131,146	\$ 4,094,750	\$ 6,928,334	59.1%	2004-05	2,454,396	\$ 26,660,048	\$ 48,105,899	55.4%
1983-84	1,221,256	\$ 4,842,400	\$ 6,337,083	76.4%	2005-06	2,655,490	\$ 31,604,715	\$ 55,570,797	56.9%
1984-85	1,240,003	\$ 5,410,502	\$ 6,411,308	84.4%	2006-07	2,685,194	\$ 34,753,372	\$ 58,389,864	59.5%
1985-86	1,394,320	\$ 5,658,915	\$ 6,424,634	88.1%	2007-08	2,835,132	\$ 37,266,009	\$ 60,444,082	61.7%
1986-87	1,461,003	\$ 6,072,523	\$ 6,510,113	93.3%	2008-09	2,696,951	\$ 34,857,678	\$ 61,635,574	56.6%
1987-88	1,661,512	\$ 8,223,462	\$ 7,859,783	104.6%	2009-10	2,614,777	\$ 35,822,186	\$ 67,012,735	53.5%
1988-89	1,717,539	\$ 11,458,084	\$ 10,563,459	108.5%	2010-11	2,746,320	\$ 38,739,760	\$ 69,156,690	56.0%
1989-90	1,746,673	\$ 12,189,942	\$ 11,808,251	103.2%	2011-12	2,664,935	\$ 42,884,431	\$ 74,494,543	57.6%
1990-91	1,791,781	\$ 13,306,307	\$ 13,364,150	99.6%	2012-13	2,670,613	\$ 64,446,130	\$104,521,098	61.7%
1991-92	1,673,107	\$ 13,152,063	\$ 13,245,924	99.3%	2013-14	2,681,173	\$ 69,013,726	\$102,843,812	67.1%
1992-93	1,810,572	\$ 13,692,612	\$ 13,254,709	103.3%	2014-15	2,827,134	\$ 75,836,869	\$106,744,935	71.0%
1993-94	1,699,882	\$ 12,725,094	\$ 14,017,591	90.8%	2015-16	2,924,117	\$ 79,465,847	\$100,897,661	78.8%
1994-95	1,464,577	\$ 11,805,859	\$ 16,061,849	73.5%	2016-17	2,989,871	\$ 83,016,156	\$104,839,447	79.2%
1995-96	1,480,674	\$ 13,553,553	\$ 23,983,026	56.5%	2017-18	2,946,239	\$ 86,319,147	\$112,817,693	76.5%
1996-97	1,617,641	\$ 14,804,355	\$ 39,563,546	37.4%	2018-19	2,776,654	\$ 84,953,373	\$120,930,553	70.2%
1997-98	1,624,693	\$ 15,194,498	\$ 44,769,723	33.9%					

*FFY 2019 based on preliminary unaudited data

Source: Amtrak, 2019

Since the early 2000s, ridership on the Pacific Surfliner service has increased significantly, offsetting the initial impacts of the introduction of commuter rail services. Farebox recovery has exceeded 50 percent since FFY 2000-01 and remained above 70 percent since FFY 2014-15. Ridership reached two million in FFY 2002-03, and the introductions of the Rail 2 Rail program with Metrolink in September 2002, and with COASTER in April 2008, respectively, were associated with additional increases in ridership.

As a result of the significant economic recession affecting the nation, Pacific Surfliner ridership declined each year between FFY 2007-08 and FFY 2009-10. Amtrak service was reduced during

this time. By FFY 2014-15, Pacific Surfliner ridership recovered to pre-recession ridership levels, even though fewer train trips were operated compared to prior years.

With the reintroduction of the 12th roundtrip between Los Angeles and San Diego in FFY 2016-17, all-time ridership peaked at nearly three million, and farebox recovery exceeded 79 percent. In FFYs 2017-18 and 2018-19 ridership declined by 1.5 percent and 5.8 percent, respectively, ending with **2.78 million annual riders** in FFY 2018-19 and a farebox recovery of 70.2 percent. Chapter 4 includes additional analysis on the recent ridership decreases, which were in part due to the operational adjustments instituted to make the morning peak-period service into Ventura and Santa Barbara counties possible.

On-Time Performance (OTP)

Table 2.3: Historical Pacific Surfliner Endpoint OTP

FFY	Endpoint OTP
2014-15	77.9%
2015-16	78.0%
2016-17	68.7%
2017-18	77.4%
2018-19	71.0%

Source: Amtrak, 2019

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 15 minutes of scheduled arrival times. Corridor-wide 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 intercity passenger rail Uniform Performance Standards (UPS) approved by the Secretary of Transportation 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. Additional details on OTP and efforts to achieve the 90 percent endpoint OTP goal are discussed in Chapter 4.

Historical Pacific Surfliner endpoint OTP from FFY 2014-15 to FFY 2018-19 is summarized in Table 2.3. In FFY 2018-19, **OTP averaged 71 percent**.

Chapter 3: Operating Plan and Strategies

Existing Train Service and Planned Expansions

Currently, Amtrak operates 13 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 Santa Barbara and San Luis Obispo and points north along the Central Coast to Oakland to connect with the Capitol Corridor, as well as transportation between Fullerton and points east to the Coachella Valley, and between Los Angeles and Bakersfield to connect with the San Joaquin Corridor.

The ability to expand Pacific Surfliner service has historically been constrained due to both equipment availability as well as existing access and shared-use agreements with the host railroads on which the Pacific Surfliner operates. On the 351-mile LOSSAN rail corridor, the Pacific Surfliner operates over four host railroads that include UPRR, Metrolink, BNSF, and NCTD. Service expansion along the UPRR and BNSF is based on specific capital investments identified by the host railroad to allow for increased capacity. With the completion in October 2019 of the third main track along the BNSF between Los Angeles and Fullerton a 13th roundtrip between Los Angeles and San Diego was implemented for the Pacific Surfliner service, and additional service is planned for the near future.

The award of approximately \$147 million in TIRCP grant funds in 2018 for the LOSSAN Agency's "Building UP" application, has also allowed efforts to move forward to implement the necessary capacity enhancements north of Los Angeles on the UPRR as well, allowing for additional roundtrips to be extended north to Santa Barbara and San Luis Obispo.

Stations

The Pacific Surfliner services 27 stations (Figure 3.1), 17 of which are between San Luis Obispo and Los Angeles, with the remaining 10 located south of Los Angeles in Orange and San Diego Counties (for station specific information, please refer to the "*LOSSAN Corridorwide Facilities, Equipment and Operations Inventory*"¹ report prepared April 2013). The Camarillo, Moorpark, and San Clemente Pier stations have limited service (not all trains stop at these stations).

¹ http://www.octa.net/pdf/publicationid_1748_15821.pdf

Figure 3.1: LOSSAN Rail Corridor and Pacific Surfliner Stations



Amtrak Thruway Bus Service and Transit Connections

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. One daily trip each direction.
- **Route 17:** Santa Barbara to San Luis Obispo to Oakland (where it connects with Capitol Corridor). 11 daily trips.
- **Route 39:** Fullerton to Palm Springs and Coachella Valley. Two daily trips in each direction.

Figure 3.2: LOSSAN Managed Amtrak Thruway Routes



In addition, the LOSSAN Agency partners with local transit agencies to offer expanded options for transit connections throughout the LOSSAN rail corridor. The LOSSAN Agency recently coordinated with CalSTA to extend the Pacific Surfliner Transit Transfer Program by an additional year using existing TIRCP funding. The program, which was launched in July 2016, provides free connections between the Pacific Surfliner and 11 local transit services. The LOSSAN Agency also continues to sell SDMTS Compass cards on Pacific Surfliner trains, making it easier for passengers to connect to the local bus and rail systems in San Diego.

Additionally, there are Amtrak Thruway bus routes managed by the CCJPA and SJJPA that provide connectivity between the Pacific Surfliner and the Capitol Corridor and San Joaquin services.

FY 2019-20 Operating Plan and Accomplishments

The LOSSAN Agency's operating plan for FY 2019-20 was initially based on the April 1, 2018 schedule change, in which the LOSSAN Agency implemented peak-period service from Los Angeles to Ventura and Santa Barbara counties. For the October 14, 2019 schedule change, the LOSSAN Agency coordinated with Amtrak, Metrolink, NCTD and BNSF to implement a 13th roundtrip between Los Angeles and San Diego. This new roundtrip was the first service to be added to the Pacific Surfliner in nearly three years. The 13th roundtrip fills the midday service gap from Los Angeles to San Diego, providing for a train out of Los Angeles at 1:15 PM. This new service also fills the evening service gap from San Diego to Los Angeles with a departure out of San Diego at 5:25 PM. The current Operating Plan² for FY 2019-20 is as follows:

- San Diego – Los Angeles: 26 daily trains
- Los Angeles – Goleta: 10 daily trains
- Goleta – San Luis Obispo: 4 daily trains

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 to improve connectivity and customer service and minimize passenger inconvenience.

FY 2020-21 and FY 2021-22 Operating Plan

In FY 2020-21 and 2021-22, 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.

While overall corridor OTP is improving, the Pacific Surfliner service remains under its OTP goal of 90 percent. The LOSSAN Agency will continue to work with Amtrak and host railroads to evaluate and pursue additional cost-effective opportunities for improving OTP on the Pacific Surfliner service. Additional details on the efforts currently being undertaken to improve OTP are included in Chapter 4. In addition to this ongoing analysis and coordination, the

² Some weekend train schedules differ from weekday schedules.

LOSSAN Agency was successful in securing TIRCP funds to implement capitalized access and incentive agreements with some host railroads. An incentive agreement was executed with NCTD in July 2019 and an agreement for capital improvements, access and incentives is being negotiated with UPRR. These agreements will allow for financial incentives to the host railroads for improved OTP.

In FY 2020-21 and FY 2021-22, the LOSSAN Agency and Amtrak anticipate introducing new service on the LOSSAN rail corridor (Table 3.1). Another new roundtrip between San Diego and Los Angeles is planned, which is anticipated for the second quarter of FY 2020-21. New service north of Los Angeles is also planned, contingent on implementing specific capital improvements and securing the necessary agreements with UPRR.

Table 3.1: Planned Pacific Surfliner Service Levels

Route Segments	FY 2020-21	FY 2021-22
San Diego – Los Angeles	28 trains	28 trains
Los Angeles – Santa Barbara/Goleta	12 trains*	12 trains*
Los Angeles – Santa Barbara – San Luis Obispo	6 trains*	6 trains*

* Service dependent on approval from UPRR and equipment availability

In addition, the LOSSAN Agency will continue to coordinate, improve and expand on already successful seasonal and special event services, including the Del Mar Races, Oxnard Strawberry Festival, San Diego Comic-Con International, and sporting events along the Pacific Surfliner route. The LOSSAN Agency will also continue to work with its member agencies and host railroads to help identify opportunities to extend special services to regional events.

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 be looking to continue moving forward with integrated ticketing concepts in collaboration with Caltrans DRMT, NCTD, and Metrolink that will create a user friendly and standard interface for passengers to purchase tickets and transfer between services along the LOSSAN rail corridor. The LOSSAN Agency will continue to utilize its member agencies to assist in coordinating improved communications and connectivity with local transit operators, and to help establish timed connections between Pacific Surfliner trains and connecting transit services for the first and last mile connections.

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. No changes are currently planned to Amtrak Thruway bus service during this period. However, with the passage of Senate Bill 742, the LOSSAN Agency staff will coordinate with CCJPA and SJJPA in reviewing schedules as well as ridership and revenue data of the thruway bus routes to identify opportunities for improving the service to be more effective, as appropriate.

Layover and Maintenance Facility Expansions

The Pacific Surfliner service is currently supported by three layover facilities in San Diego, Goleta, and San Luis Obispo, as well as a primary maintenance and layover facility near downtown Los Angeles. Each of the outlying layover facilities are significantly constrained and currently at capacity for laying over trains. This constraint prohibits the expansion of the Pacific Surfliner service. Efforts are currently underway to evaluate alternatives for expanding capacity at these locations. In San Diego, the San Diego County Maintenance and Layover Facility Study is scheduled to be completed in March 2020. This study will identify two or three potential locations for a new maintenance and layover facility for the Pacific Surfliner near the southern terminus of the LOSSAN rail corridor. A new layover and maintenance facility in San Diego will help to support the service objectives included in this chapter.

In San Luis Obispo, an alternatives analysis is being completed that will recommend a preferred alternative for expanding the facility. The project will then move forward with preliminary engineering and environmental clearance. For Goleta, work has begun on preliminary engineering for expanding the existing facility, with final design anticipated to be complete in June of 2020. Both the San Luis Obispo and Goleta layover facility expansion projects have funding through construction.

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, enhanced service coordination, and improved on-time performance. In March 2019, the LOSSAN Agency initiated a service optimization study for the entire corridor. The intent of this analysis is to coordinate with host railroads to establish a two-, five-, and ten-year strategy to optimize service in the corridor. This strategy includes adding up to 15 roundtrips for the Pacific Surfliner between Los Angeles and San Diego, seven roundtrips between San Diego and Goleta and three roundtrips between San Diego and San Luis Obispo, implementing some of the early infrastructure and service objectives outlined in Metrolink's Southern California Optimized Rail Expansion (SCORE) program and the LOSSAN Agency's 2018 TIRCP Build Up program. It is anticipated that results from this effort will be available sometime during the second quarter of calendar year 2020.

The service optimization study will define operating plans that align with the overall goals of the 2018 California State Rail Plan to increase frequency and reliability for services operating along the LOSSAN rail corridor. This optimization study will be further enhanced through the coordination the LOSSAN Agency will continue to perform related to identifying and evaluating root causes for major delays, crew and equipment utilization, and improvements to service disruption responses and recovery.

Chapter 4: Performance Standards and Metrics

Background

The LOSSAN Agency strives for continuous improvement of the Pacific Surfliner passenger rail service. Pursuant to SB 1225, the Secretary of CalSTA was required to establish a set of UPS for the state's three intercity passenger rail corridors to control costs and improve efficiency. 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. 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
All-Station OTP	Service quality	90 percent of arrival at all station stops within 15 minutes of schedule
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

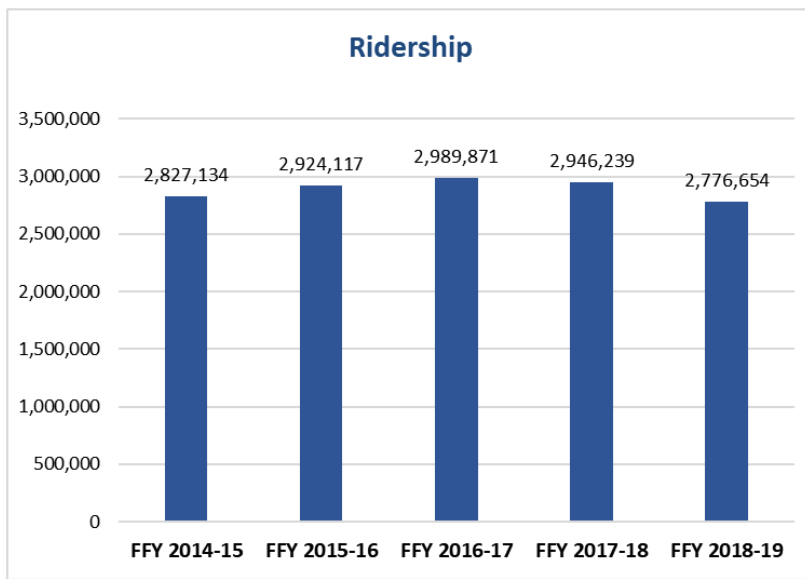
For reporting performance metrics, the FFY will be used, as this is the standard for Amtrak reporting. This chapter presents the performance of the Pacific Surfliner against the established UPS for FFY 2018-19. Along with each standard will be a colored directional indicator, demonstrating both whether 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 FFY 2018-19 is preliminary and unaudited.

Usage

Performance Standard	Metric	Status
Ridership	Continuous growth relative to baseline	

Total ridership on the Pacific Surfliner for FFY 2018-19 was 2,776,654¹, a **5.8 percent decrease** over the prior year.

Figure 4.1: Pacific Surfliner Corridor Ridership



In September 2019, a detailed analysis was undertaken to determine the root cause of the decline in overall ridership. Findings indicated that similar to the previous year, the ridership decline partly resulted from the operational adjustments made in support of peak-period service between Los Angeles and Ventura and Santa Barbara counties.


The original adjustments made in April 2017 included the bifurcation of train 761 on weekdays. The additional adjustments made in October 2018 included the bifurcation of train 769, the

extension of train 567 to Goleta, as well as adjusting the southbound departures of trains 564 and 572 by approximately 25 minutes each. The cumulative impact of these adjustments was an average loss of over 18,000 riders per month, with a disproportionate 13 percent decrease in R2R ridership.

The implementation of the 13th roundtrip between San Diego and Los Angeles in October 2019 will no doubt cause additional impacts to ridership patterns. Along with the additional roundtrip, the LOSSAN Agency is working with Metrolink to improve the connections between northbound trains in Los Angeles, with the goal of ensuring well-timed connections for ease of transfer. Effort is also being put towards additional train slots to allow for the restoration of some of the previously bifurcated trains along with the implementation of the 14th roundtrip sometime in 2020.

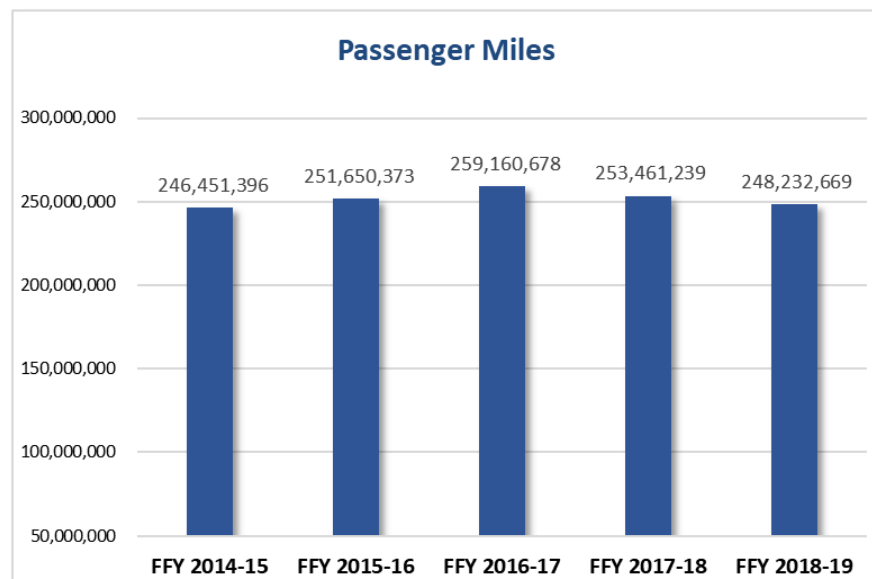
Despite this ridership decrease, the Pacific Surfliner remains the second-busiest Amtrak rail corridor in the nation (surpassed only by the Northeast Corridor between Boston, New York, and Washington, D.C.), and the busiest state-supported service in the entire Amtrak national system.

¹ Source: Amtrak, 2019

Performance Standard	Metric	Status
Passenger Miles	Continuous growth relative to baseline	

Pacific Surfliner **passenger miles totaled 248,232,669 for FFY 2018-19**, a **decrease of 2.1 percent** over the prior year, which is on par with the overall decrease in system ridership experienced during the same time period.

Figure 4.2: Pacific Surfliner Corridor Passenger Miles




Factoring in the average pounds of carbon dioxide (CO₂) emissions per passenger mile in a private automobile versus riding on passenger rail², the 248 million passenger miles for the Pacific Surfliner resulted in a **reduction of over 89,000 tons of greenhouse gases (GHG)**. The impact that this has on the environment cannot be understated. The CO₂ emissions saved is the equivalent of burning nearly 1,073 tanker trucks full of gasoline.

It is expected that passenger miles will recover in FFY 2020-21 as the LOSSAN Agency continues the implementation of service expansions. The 13th roundtrip has already shown positive impacts to ridership and with the planned 14th roundtrip to come in 2020, passenger miles will resume an upward trend.

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, and the annual San Diego Comic-Con International. 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.

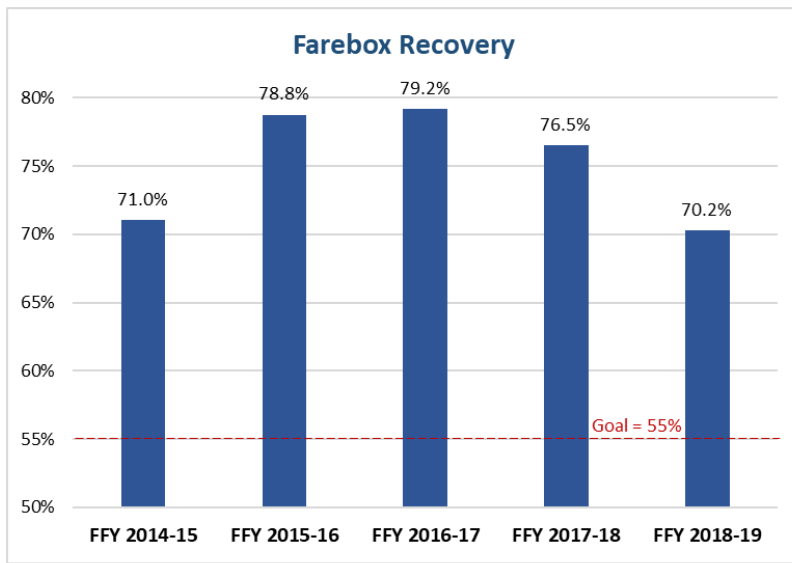
² Source: *Public Transportation's Role in Responding to Climate Change*, Federal Transit Administration, 2010. <https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/PublicTransportationsRoleInRespondingToClimateChange2010.pdf>

Efficiency

Performance Standard	Metric	Status
Farebox Recovery	Minimum 55 percent	


The FFY 2018-19 **farebox recovery rate of 70.2 percent** represents a decline of 8.2 percent over the prior year (76.5 percent). Despite this decline, the farebox recovery rate still far exceeds the mandated 55 percent.

Figure 4.3: Pacific Surfliner Farebox Recovery



Farebox recovery has also been impacted by the ridership decline as well as the increased costs associated with the implementation of peak-period service between Los Angeles and Ventura and Santa Barbara counties. In this case, the additional costs associated with implementing the new service are not being offset by an increase in ticket revenue. This resulted in a decrease to the farebox recovery for FFY 2018-19. With the additional costs associated with the implementation of the 13th round trip in October 2019, and the planned implementation of the 14th round trip

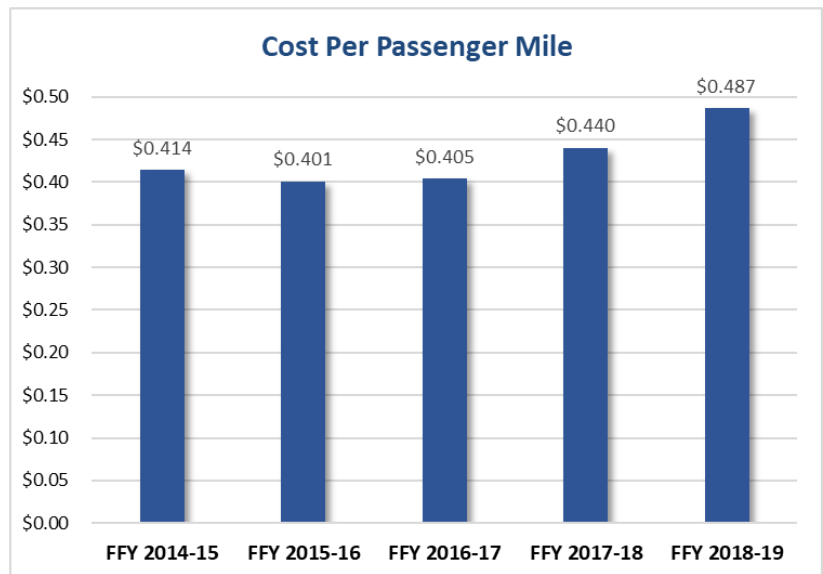
sometime during calendar year 2020, it is anticipated that the farebox recovery will remain flat through FFY 2020-21.

Performance Standard	Metric	Status
Cost/Passenger Mile	Continuous improvement	



Cost per passenger mile for FFY 2018-19 was **\$0.487**. This was an increase of 4.7 cents over the prior year.

This increase can be attributed in large part to the implementation of additional peak period service. The increase in cost per passenger mile is expected to continue through FFY 2020-21 with the implementation of the 13th round trip in October 2019, and the planned implementation of the 14th round trip sometime in 2020.

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 15 minutes of schedule	
All-Station On-Time Performance	90 percent of arrival at all station stops within 15 minutes of schedule	

The FFY 2018-19 **endpoint OTP was 71 percent**, an 8.3 percent decrease over the prior year, whereas **all-station OTP was 74 percent**, 9.0 percent lower than FFY 2017-18.

OTP continues to be an area of focus for the LOSSAN Agency and Amtrak, and efforts have been made to collate and classify the root causes for delay via daily OTP reports. About 53 percent of all FFY 2018-19 delays fell under host railroads' responsibility. The origins of these delays vary by individual train, but can often be traced back to slow orders, signal system failure and dispatching delays. These delays can then cascade and cause trains to meet at non-planned locations, resulting in further delay. The LOSSAN Agency continues to work with rail owners and operators and Caltrans DRMT to implement schedule changes to improve overall reliability.

Figure 4.5: Pacific Surfliner On-Time Performance

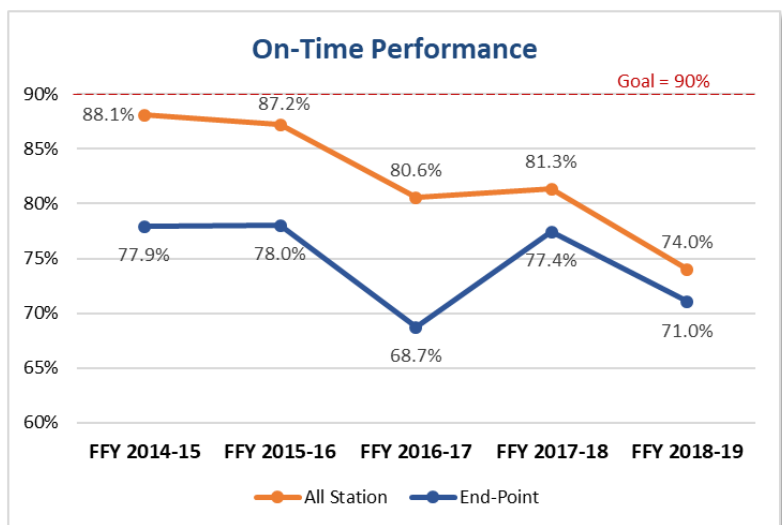
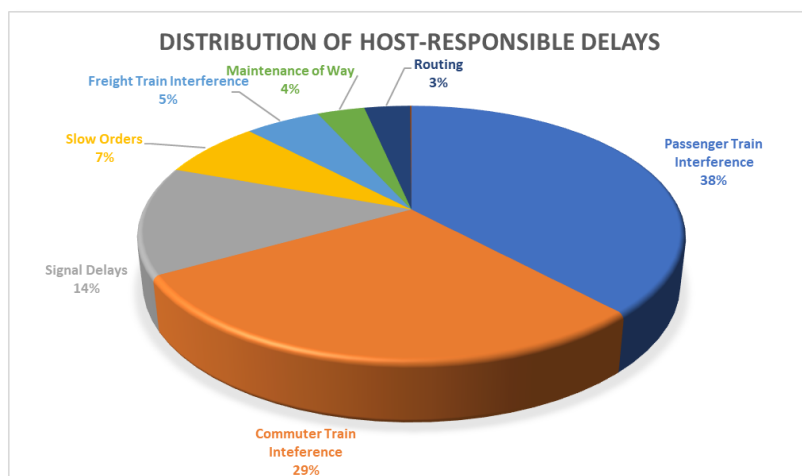
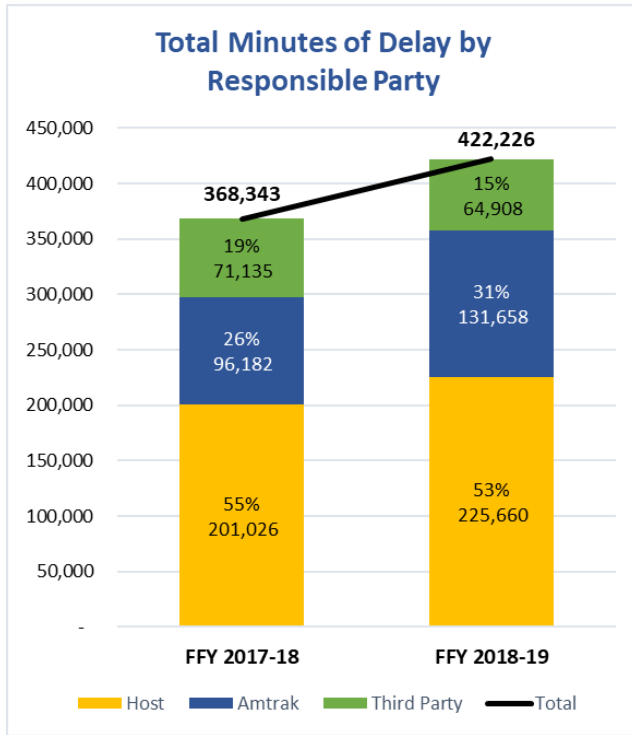


Figure 4.6: Distribution of Host-Responsible Delays



However, as OTP continues to be a metric that does not meet the standard, the LOSSAN Agency has put forth significant effort in determining the root cause of delays. Details on the specifics of the delays incurred during FFY 2018-19 are shown in Figures 4.6 through 4.9.

Figure 4.7: Total Delay by Responsible Party



As can be seen in Figure 4.7, the total minutes of delay for FFY 2018-19 increased significantly. As noted previously, Host responsible delays make the majority of the overall delays experienced on the Pacific Surfliner. Of the total Host responsible delays, 67 percent are as a result of commuter or passenger train interference. In some cases, these are tied back to cascading delays, but in others dispatching priority is involved. In response to this, the LOSSAN Agency is working with both NCTD and the UP to implement OTP incentive programs. On January 30, 2019, the LOSSAN Agency executed an agreement with NCTD for an OTP incentive program and has been working to implement it since. Funded via a 2018 TIRCP grant, this program will provide incentive performance payments for meeting Pacific Surfliner OTP goals. A similar program is being

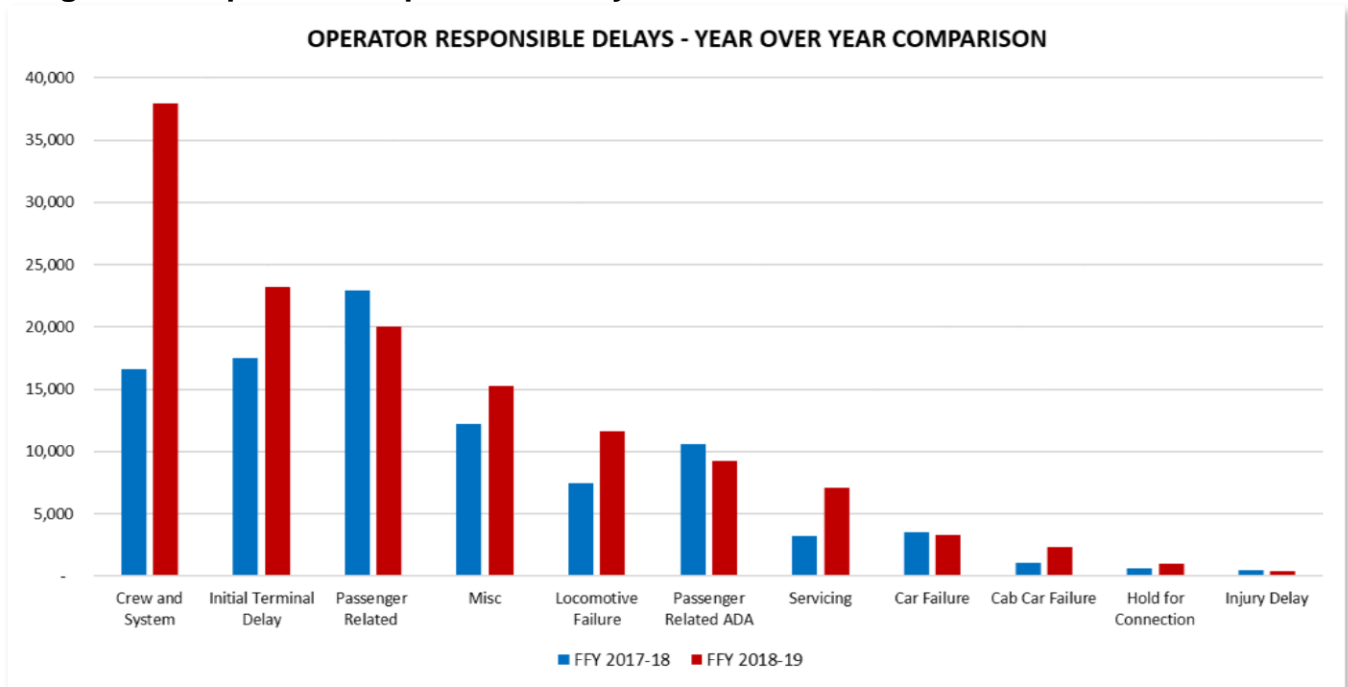
developed with the UPRR.

Operator responsible delays also increased significantly when compared to the prior year. Of the total increase in delay minutes (approximately 35,000 minutes), more than 21,000 of those are directly related to PTC system issues. An additional 5,700 minutes were related to initial terminal delays, which can likewise be partially attributed to an increase in PTC system related malfunctions. Another 4,000 minutes of the increase is attributed to locomotive mechanical failure. Details on the year over year increases for operator responsible delays can be found in Figure 4.8 below.

Efforts are underway to address the issues that currently occur with PTC. As much of the delay occurs when PTC fails to initialize, onboard crew focuses on reinitializing the system as directed by operator dispatch. However, if these efforts fail to rectify the issues, significant minutes can be lost awaiting additional direction from dispatch. The LOSSAN agency will continue to work with the operators on dispatch policies specifically related to PTC related issues, establishing a time threshold for the allowing trains to proceed at reduced speed while experiencing PTC related issues.

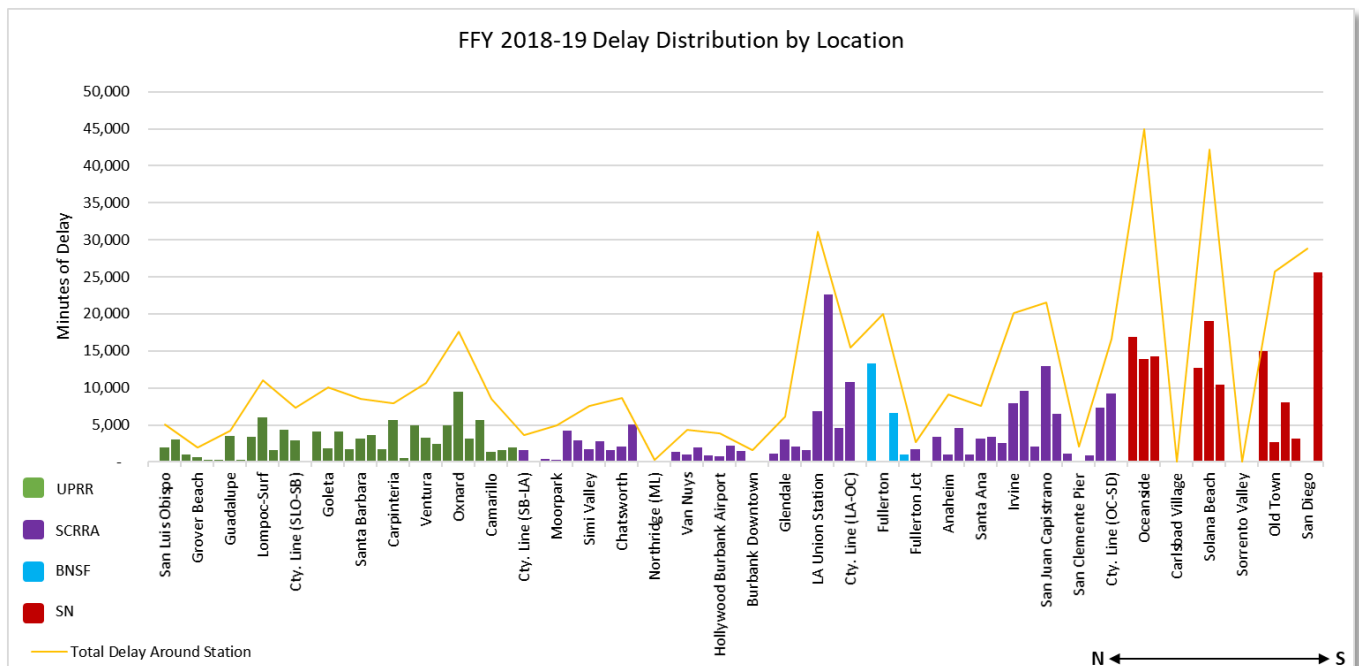
With the placement of the new Siemens Charger locomotives into service, we saw an increase in locomotive failure delays as well. Some of this resulted from an adjustment period as the engineers became accustomed to the nuances of the new technology, combined with failures as the new locomotives went through the burn-in process.


Figure 4.8: Operator Responsible Delays



Additionally, effort was made to locate specific “delay hot spots” along the corridor. The results of this can be seen in Figure 4.8. This has helped to isolate specific areas that are in need of infrastructure improvements, such as signal upgrades or siding improvements, or are in need of schedule adjustments due to ongoing construction activities.

Figure 4.9: Delay Distribution by Location



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

For FFY 2018-19, the Pacific Surfliner **averaged 409 minutes of operator delays per 10,000 train miles**. This continues to be an area wherein the Pacific Surfliner service does not meet the UPS, however improvement has occurred over prior years. Many of the issues associated with operator specific delays are being addressed via the recent schedule changes that are currently causing a rise in OTP. However, the LOSSAN Agency will continue to work with Amtrak and our host railroads 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.

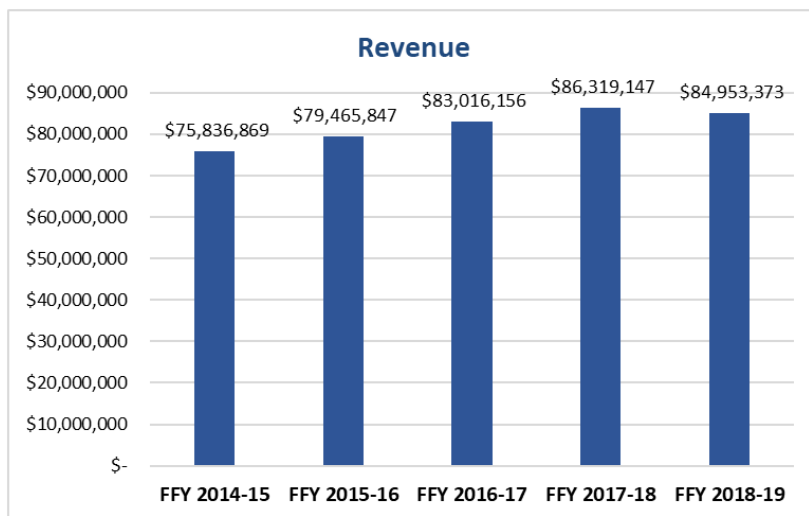
Revenue

A strong indicator of the health of the service is total revenue. For FFY 2018-19, **total revenue decreased 1.6 percent, to approximately \$85 million**.

The slight decrease can be attributed to the 5.8 decrease in ridership. The LOSSAN Agency continues to seek ways to maximize revenue from the existing service. The agency restructured fares in March 2018, and expanded business class service in 2017. Also, LOSSAN Agency staff continually works with Amtrak to

evaluate existing food and beverage service based on sales and revenue data and implement menu refreshes to update the food and beverage selections being offered aboard Pacific Surfliner Café cars. Revenue in FFYs 2019-20 and 2020-21 is expected to continue to be strong with the implementation of the 13th round trip in October 2019 and the planned implementation of the 14th round trip in calendar year 2020.

Figure 4.9: Pacific Surfliner Revenue



Customer Service

For the Pacific Surfliner, Amtrak reports monthly customer service scores in which an 'average overall satisfied' percentage is calculated out of 100 passengers surveyed. The Pacific Surfliner scored an average **86 percent** for FFY 2018-19. This was slightly above the Amtrak nationwide average of 85 percent for the same period.

FFY 2019-20 and FFY 2020-21 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. With the implementation of the 13th roundtrip in October 2019, slow ridership growth is forecast. This growth will accelerate with the implementation of the 14th roundtrip during calendar year 2020. As OTP remains an area of concern, LOSSAN Agency staff is working with NCTD on the OTP incentive program. Additional work is being put into developing a similar program with the UPRR. The LOSSAN Agency will continue to develop and implement schedule adjustments as problem areas are identified. Dispatching policies that address the delays associated with PTC malfunctions will likewise be addressed with the hosts. Other identified issues will be addressed with the Corridor Improvement Team, which includes all rail operators and host railroads.

Modification of Performance Standards

The UPS document identifies several 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 Improvement Program

Since 1990, the State of California has made a significant investment to fund capital improvements on the state's three intercity passenger 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 enhancements in safety, improvements in operational efficiency, and increases in capacity. Despite these investments, more than half of the rail corridor remains single track, most of which is along the corridor north of Los Angeles. This remaining single track will continue to hinder the expansion of service and overall efficiency. An extensive capital improvement program of over \$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 LOSSAN rail corridor and each has made investments within their territory; however, the capital needs of the corridor well outweigh the available funding resources. A significant hurdle for the intercity passenger rail services in California has been the lack of a long-term sustainable capital funding source. The approval of SB 1 by the California legislature in April 2017 has helped provide a more reliable funding source for these major (and minor) capital needs but is still insufficient by itself to fully fund the identified capital improvements along the LOSSAN rail corridor. The LOSSAN Agency will continue to coordinate with its partners and member agencies to pursue additional funding opportunities that bring benefits to the larger corridor.

Throughout 2019, the LOSSAN Agency worked actively with the State and various stakeholders, through the ongoing Corridor Optimization effort, to update the capital projects list for the LOSSAN rail corridor. This was done in an effort to compile a comprehensive list of all identified capital projects, including the status of each project as well as any programmed funding. The list serves as a resource to aide in the future service expansion plans of SCRRA, NCTD, and the planned 14th and 15th round trips for the Pacific Surfliner. The updated capital projects list can be found in table 5.1 and 5.2. The project list is split into projects that are in implementation and/or have a funding commitment, and those in the planning process and/or without funding currently committed.

While each member agency or host railroad is responsible for the implementation of their respective capital improvement programs, the LOSSAN Agency will use the updated Capital Projects 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.

Capital Improvement Plan Funding

In addition to a list of all capital improvements planned by various stakeholders throughout the corridor, the LOSSAN Agency also maintains a Capital Improvement Program (CIP) that consists of projects that the LOSSAN Agency funds and has direct management of. On January 30, 2019,

the LOSSAN Board approved a comprehensive CIP that programmed all project funding available to the LOSSAN Agency for the next two years. The approved CIP focuses on projects that address immediate safety and/or security needs and includes some projects that improve the passenger experience. Below are the funding programs currently being used as part of this effort.

SRA Program: SB 1 includes approximately \$440 million directed specifically to commuter and intercity rail services through the 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 the first two years of available SRA funds (\$7.2 million) to projects identified in the LOSSAN Agency CIP. Future year allocation estimates will be updated annually and will fluctuate somewhat with the current price of diesel fuel.

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 TIRCP grant application in partnership with SANDAG, NCTD and OCTA. In total, CalSTA awarded \$82 million in TIRCP grant funds to the LOSSAN Agency, representing the single largest award to any agency. 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 with CalSTA awarding \$188.3 million in TIRCP funds, including \$147.9 million for projects in Ventura, Santa Barbara, and San Luis Obispo Counties, and \$40.4 million for projects in San Diego County.

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. The LOSSAN Agency is an eligible recipient of these grant funds, and was allocated nearly \$7.2 million in CTSGP funds, for FY 2013-14 through FY 2016-17. These grants funds were used for a corridor-wide video surveillance system replacement/upgrade, 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. The video surveillance system projects are currently in process.

State Minor Capital Project Funding: 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.

Other Capital Funding: In addition to the funding sources discussed above, the LOSSAN Agency and its member agencies have and will continue to utilize a variety of other federal, state and local funding sources to advance capital improvements and other programs along the LOSSAN rail corridor, including the Transportation Investment Generating Economic Recovery program, Passenger Rail Investment and Improvement Act of 2008 grants, Consolidated Rail Infrastructure and Safety Improvement grants, and local transportation sales-tax measures. The LOSSAN Agency will continue to explore all state and federal funding opportunities.

The 2018 California State Rail Plan (2018 Plan), which is adopted every five years, lays out a transformative long-term vision of the state-wide railroad network. The 2018 Plan envisions capital investments along a strategic trajectory toward a layered, multi-tiered freight and passenger rail operating environment that better serves travel markets and delivers better cost efficiency metrics than the bifurcated services do today. The current planning efforts that the LOSSAN Agency is engaged in with the passenger and freight rail operators in Southern California, are already being coordinated within the larger context of the 2018 Plan. Future LOSSAN Agency Business Plans will have an obligation to be developed in accordance to the 2018 Plan objectives.

Current and Programmed Capital Projects

The LOSSAN Agency updates the CIP each year consistent with the development of the annual business plan. The needs identified in the CIP often exceed the available funding, and projects are prioritized with safety-related projects given the highest priority. The CIP can be adjusted mid-cycle to account for project savings or projects that may need to be advanced, delayed, added, or deleted. As these needs arise, the LOSSAN Agency will work with the LOSSAN TAC to prioritize additional projects for inclusion in the approved CIP. The list of projects included in the CIP is supplemented by additional capital projects along the rail corridor that have been identified or programmed by member agencies. A summary of the LOSSAN Agency programmed projects are listed in Table 5.1, including programmed funding sources and estimated costs. A list of programmed member or partner agency-led capital projects along the LOSSAN corridor that are in progress or will begin construction prior to FY 2020-21 is provided in Table 5.2.

Table 5.1: Capital Improvement Projects List – In Implementation/Funded

Capital Improvement Projects List - In Implementation/Funded									
No.	Project Name	Type of Project	Project Description	Subdivision, Location (MP)	Capital Cost Estimate	Funding Commitment	Project Benefits	Current Status	Anticipated Completion
1	San Luis Obispo (Central Coast) Layover	Layover Facility	Expand existing layover facility to hold up to 4 trains, including capacity for minor maintenance and other end of line needs.	UPRR Santa Barbara 248.50 - 249.40	\$ 22,300,000	STP	Allow capacity for up to 4 train sets with capacity for minor maintenance and car wash	PAED	2023
2	Goleta Layover Expansion	Layover Facility	Expand existing layover facility to hold 1-2 additional trains	UPRR Santa Barbara 249.50 - 250.00	\$ 10,121,863	Programmed; Funded by SRA, Local (\$150,000), TRCP (\$180,000)		PS&E	2022
3	Bridge Replacements	Track	Replace aging bridges	UPRR Santa Barbara 291.3 - 304.9, 336.5	\$ 58,000,000	Partial funding through TRCP; additional funding needed	Remove slow orders and increase speed limits.		2024
4	Seacliff Siding	Siding	Upgrade and extend siding to allow passenger and freight meets	UPRR Santa Barbara 385.30 - 387.00	\$ 21,526,000	Prop 1B		PAED	TBD
5	Ortega Siding	Siding	Rebuild one mile long siding that has been taken out of service	UPRR Santa Barbara 385.6 - 388.58	\$ 26,000,000	Programmed; Funded by TRCP, SRA	Increase capacity and operational efficiency for all trains operating north of Los Angeles	On Hold	TBD
6	Leedsdale Siding	Siding	Upgrade and extend siding	UPRR Santa Barbara 405.49 - 421.44	\$ 26,170,000	Programmed; Funded by TRCP/Prop 1B/SRA	Allow passenger and freight meets	On Hold	TBD
7	Install CTC Santa Barbara	Signal		UPRR Santa Barbara 355.7 - 251.5	\$ 30,000,000	TRCP	Increase operational flexibility and improve reliability	PS&E	2021
8	Upgrade non-powered switches to dispatch controlled (CTC)	Signal		UPRR Santa Barbara 355.7 - 251.5	\$ 8,000,000	TRCP	Increase operational flexibility and improve reliability	PS&E	2021
9	Carpinteria Station Double Track and Second Platform	Track, Station	Extend existing double track and construct second platform	UPRR Santa Barbara 413.1	\$ 31,938,000	Programmed; Funded by TRCP, SRA	Safety and operational improvements		TBD
10	Camarillo Station Pedestrian Grade Separated Crossing	Station, Grade Separation		UPRR Santa Barbara 413.1	\$ 7,800,000	Programmed; Funded by TRCP/Prop 1B/TDA	Improve pedestrian access and operational flexibility; reduce travel time, accommodate future service growth		TBD
11	Link US Phases A	Bridges, Track, Signal, Station	Phase A of Link US includes two new run-through tracks on a new viaduct, which accommodates up to a total of nine run-through tracks in the future, over the US-101 freeway from Platform No. 4 at Los Angeles Union Station south to the mainline tracks on the west bank of the Los Angeles River near First Street, new rail bridges over Center St and Antrak Lead in the BNSF West Bank Yard north of First St, track, signal and communication improvements in the throat area north of Los Angeles Union Station including new signal houses at CP Mission and CP Terminal, right of way acquisition, utility relocation and street improvements including active transportation improvements.	River 0.0	\$ 950,398,000	Proposition 1A, TRCP, Metro, SCRA, and other	Reduce dwell times. Will allow trains to run through the station rather than having to stop. Significant rehabilitation of track and signals will be included.	Completed FEIR in July 2019. Currently in 35% Preliminary Engineering Design.	2026
12	Rosecrans/Marquardt Grade Separation	Grade Separation	The project will grade separate this intersection from the existing diagonal at-grade crossing. It will also improve the efficiency of train movements along the rail corridor, permit the completion of a third mainline track.	BNSF SB Sub 144.4 - 165.5	\$ 155,300,000	Yes	Substantially enhance the safety and traffic flow on surface streets, improve the capacity of regional freight railroads, and create more gas emissions potential to reduce greenhouse gas emissions by reducing vehicle idling through the elimination of railroad gates made possible by grade separation.	The 90% PS&E packages are currently being developed and scheduled to be submitted by August 2019.	2023
13	Third Track CP Soto to Fullerton	Track	Completion of third track construction between CP Soto and Fullerton	BNSF SB Sub 144.4 - 165.5		Yes		In construction	Nearing completion
14	Fullerton Interlocking Plan and Third Track	Track	Construction of a new Fullerton Interlocking plant and third track from Alwood to Esperanza (outside of LOSSAN Corridor)	BNSF SB Sub 40.8 - 35.8	TBD	Yes			2028
15	Commerce Station Relocation	Station, Track		BNSF SB Sub TBD	TBD	Yes			2028
16	Third Track Fullerton to Alwood	Track		BNSF SB Sub 105.5/415.5 - 40.6	TBD	Partial		Environmental clearance status unknown	2028

Table 5.1: Capital Improvement Projects List – In Implementation/Funded

No.	Project Name	Type of Project	Project Description	Subdivision, Location (MP)	Capital Cost Estimate	Funding Commitment	Project Benefits	Current Status	Anticipated Completion
17	Orange County Maintenance Facility - Phase 1	Facility	New maintenance facility in Irvine, required prior to increasing services on OC and E-OC Lines	Orange 183.3 - 184.2	\$ 100,000,000	Yes	Line Capacity	Undergoing 5% Design and Preliminary Environmental Assessment	2023-2025 (possibly coordinate with Link US coming online. Phasing possible)
18	Irvine Station and Fourth Main Track	Track, Station	The conceptual engineering includes the analysis of three conceptual station alternatives. • Alternative 1A: Four main tracks from CP Tinkham to CP Bake, two center platforms at Irvine Station with pedestrian underpass, modification of existing park and ride. • Alternative 1B: Three main tracks from CP Tinkham to CP Bake, center platform between MT3 and MT1, extension of existing sideboarding platform on existing MT2 track, modification of existing pedestrian overpass for the new center platform. No modification is required for the existing park and ride. This is phased implementation of Alternative 1A. • Alternative 2: Four main tracks from CP Tinkham to CP Bake, two center platforms at Irvine Station with a pedestrian underpass. All proposed improvements will be located north of the southerly right of way with no impacts to the existing park and ride facility south of the station.	Orange 184.0 - 186.9	Alt 1A: \$86,768,000 (construction); \$183,882,000 (Total) Alt 1B: \$40,811,000 (construction); \$86,488,000 (Total) Alt 2: \$96,321,000 (construction); \$205,339,000 (Total)	Yes	The goal of the Irvine Station improvements and 4th main track is to enable cross platform transfers between different rail lines and optimize train operations between MP 184.0 and MP 186.9. The design for the station and 4th main track will provide additional capacity, provide facility for trains entering and leaving the station efficiently and allow direct train access to the future Orange County Maintenance Facility (OCMF).	5% Design and Preliminary Environmental Assessment	8/4/2016
19	Laguna Niguel to San Juan Capistrano Passing Siding Project	Track, Signals	Extend the double track to a new CP Trabuco, MP 195.7, with the removal of CP Avery. And addition of CP Camino	Orange 183.9 - 195.7	\$ 36,360,000	Yes	The passing siding track will allow trains traveling in opposite directions to pass each other without stopping. The project will reduce delays, increase safety and provide more reliable rail service.	In construction	2/4/2021
20	San Juan Creek Bridge replacement	Track, Structures	This project will replace the existing 100-year old railroad bridge over San Juan Creek in San Juan Capistrano. The existing bridge foundation does not meet current design standards and the bridge itself does not meet current railroad design load standards. The new bridge will be built on the western side of the existing bridge to minimize interruption to passenger and freight train services.	Orange 197.87	\$ 36,333,000	Yes	The new bridge will improve the load and storm capacity, increase safety, and reduce maintenance needs.	Design and Environmental Assessment	2024
21	Signal Respacing CP Avery to CP Songs	Signal	Alternative 1: (PREFERRED) • Remove 2 intermediate signals. • Add 6 new intermediate signals. Alternative 2: • Remove 2 intermediate signals. • Add 7 new intermediate signals. • Additional intermediate signal is located at West of San Juan Capistrano Station.	Orange 199.5 - 208.18	Alt 1: \$2,204,000 (construction); \$4,849,000 (Total) Alt 2: \$2,407,000 (construction); \$5,256,000 (Total)	Yes	Respacing the intermediate signals allows for express train operations and higher passenger operating speeds up to 80 mph. The signal improvements ultimately reduce travel time and increase on time performance.	5% Design and Preliminary Environmental Assessment	3/21/2022
22	Serra Siding Extension - South	Track	PDR evaluates two conceptual design alternatives, and provides an initial preferred alternative. • Alternative 1: A new siding track is constructed on the north side of the existing track, maintaining the existing track at its current location along the whole segment. • Alternative 2: A new siding track is constructed on the north side of the existing track south where the segment is located at a curve to avoid impacts to embankment of HWY 1 corridor. The project will extend the existing siding track from CP Serra, MP 199.5, for 1.14 miles to west of Beach Road, MP 201.0. Existing CP Serra with one R20 turnout will be replaced by a new turnout with a control point at MP 200.0. A new control point will be added west of Beach Road where siding track is merged to existing Main Track.	Orange 199.5 - 201.0	Alt 1: \$12,503,000 (construction); \$26,158,000 (Total) Alt 2: \$12,443,000 (construction); \$26,094,000 (Total)	Yes	The siding extension will provide additional capacity for train operations between CP Serra (MP 199.9) and Beach Road Grade Crossing (MP 201.0). This siding extension configuration will improve the safety and reliability of the commuter rail system as well as increase the capacity of the corridor, and minimize the risk of operations shut-down due to maintenance issues or emergency incidents on a single track.	5% Design and Preliminary Environmental Assessment	7/19/2023
23	Songs Siding Extension	Track	The project provides 1.55 miles of new siding track and includes two new bridges. PDR evaluates two alternatives for providing a new siding track from MP 207.7 to CP Songs at MP 209.3. • Alternative 1 includes a new siding track, a new double track bridge at MP 207.8, and a new single track bridge over San Onofre Creek at MP 208.6. The existing main line track bridge over San Onofre Creek will be maintained. • Alternative 2 includes a new siding track, a new double track bridge at MP 207.8, and a new double track bridge over San Onofre Creek at MP 208.6. The existing main line track bridge over San Onofre Creek will be removed and replaced.	San Diego 207.7 - 209.25	Alt 1: \$26,486,000 (construction); \$53,322,000 (Total) Alt 2: \$35,132,000 (construction); \$73,503,000 (Total)	Yes	The siding extension will provide additional capacity for train operations between MP 207.7 and CP Songs (MP 209.18). This siding extension configuration will improve the safety and reliability of the commuter rail system as well as increase the capacity of the corridor, and minimize the risk of operations shut-down due to maintenance issues or emergency incidents on single track.	5% conceptual design complete	12/20/2024
24	San Onofre to Pulgas Double Track Phase 1, Stage 2	Track	Stage 2 of this project includes the construction of a 1.6-mile segment of second main track (MP 216.3 to MP 218.1) and bridges at MP 217.3 and MP 218.0.	San Diego 212.3 - 218.1	\$ 30,000,000 yet allocated by CTC thru construction	Funded programmed (not yet allocated by CTC thru construction)	1.6 mi of additional double track and replacement of Bridges 217.3 and 218.0.	In design /permitting	2025
25	Eastbrook to Shell Double Track (San Luis Rey River Bridge)	Track	Second main track between CP Eastbrook (MP 225.3) and CP Shell (MP 225.9) and replacement of San Luis Rey River Bridge (MP 225.4).	San Diego 225.3 - 225.9	\$ 58,700,000	Funded thru final design	0.6 mi of additional double track and Bridge 225.4 replacement.	In design /environmental	2030
26	Carlsbad Village Double Track	Track	Construction of 1.0 mile of second main track from CP Longboard (MP 228.4) to CP Carl (MP 229.5) in Carlsbad. Includes new bridge over Buena Vista Lagoon.	San Diego 228.5 - 229.5	\$ 62,200,000	Funded thru initial design	1.0 mi of additional double track. Includes inter-track fencing and other amenities and would not require the application of hold-out rule at CBV Station	In initial design /permitting	2030

Table 5.1: Capital Improvement Projects List – In Implementation/Funded

Capital Improvement Projects List - In Implementation/Funded									
No.	Project Name	Type of Project	Project Description	Subdivision, Location (MP)	Capital Cost Estimate	Funding Commitment	Project Benefits	Current Status	Anticipated Completion
27	Poinsettia Station Improvements	Station	Includes inter-track fencing and other amenities and will allow for removal of hold-out rule	San Diego 233.3	\$ 28,700,000	Yes	Hold out eliminated. Reduce run times for train meets.	In construction	Jul-20
28	Batiquitos Lagoon Double Track	Track	Adds .8 miles of second main track from CP Ponto (MP 234.4) to MP 235.2. Also includes replacement of Batiquitos Lagoon Bridge.	San Diego 234.5 - 237.2	\$ 68,600,000	Funded thru final design	0.8 mi of additional double track and Batiquitos Lagoon Bridge replacement.	Final Design	2025
29	Chesterfield Crossing	Grade Crossing	Construction of at-grade crossing improvements including all bike and pedestrian facilities, double track, signals and safety upgrades.	San Diego 238.5	\$ 6,200,000	Yes	At grade crossing safety improvements	Complete	May-19
30	San Elijo Lagoon Double Track (CP Cardiff to CP Craven)	Track, Signal	1.5 miles of new double-track from CP Cardiff (MP 238.6) to CP Craven (MD 241.1). Also includes replacement of Bridge 240.4 and installation of new signals.	San Diego 238.6 - 241.1	\$ 75,600,000	Yes	1.5 mi of additional double track.	Complete	Jul-19
31	Sorrento to Miramar Phase 2	Track	Construction of second main track and curve realignment from temporary CP Scripps (MP 251.2) to CP Miramar (MP 253.0).	San Diego 241.0 - 253.0	\$ 136,400,000	Funded thru final design	Curve realignment/straightening on Miramar Hill.	In final design	2025
32	San Dieguito Double Track and Platform- the Del Mar Fairgrounds Special Events Platform	Track, Station	2.1 miles of second main track and San Dieguito bridge replacement for north of CP Valley (MP 242.2) to CP Del Mar (MP 243.9). Includes construction of a special event platform at the Del Mar Fairgrounds.	San Diego 242.2 - 243.3	\$ 177,700,000	Funded thru final design	2.1 mi of additional double track and construction of a new special event service platform at the Del Mar Platform.	Final Design	2025
33	Elvira to Morena Double Track	Track	Conversion of 2.6 mi of single track to double track and installation of new signals. Replacement of 1 mi of double track. Construction of new/replacement bridges at MP 260.4, 259.6, 259.1, 258.6 and 257.2.	San Diego 257.9 - 260.5	\$ 192,500,000	Yes	2.6 mi of additional double track and signal improvements.	In construction	Oct-20
34	San Diego River Bridge & Double Track	Track	Adds 0.9 mi of double track and realignment from CP Tecolote (MP 263.2) to CP Friar (MP 264.1) and replace single track San Diego River Bridge with new double track bridge.	San Diego 263.2 - 264.1	\$ 93,900,000	Yes	0.9 mi of additional doubletrack including the replacement of single track San Diego River Bridge with double track bridge	In construction	Oct-20

Table 5.2: Capital Improvement Projects List – Planned/Unfunded

No	Project Name	Type of Project	Project Description	Subdivision, Location (MP)	Capital Cost Estimate	Funding Commitment	Project Benefits	Current Status	Anticipated Completion
1	Rice Avenue Grade Separation	Grade Separation			\$ 117,532,000	Potential funding through SB1 SCCP and/or Trade Corridor Enhancement Program	Reduce conflicts between vehicles and trains	Pending Funding	
2	Arroyo Simi Bridges Rehabilitation	Track, Bridge	Rehabilitation of a series of four bridges in the vicinity of Moorpark		\$ 13,000,000	No		Pending Funding	
3	Link Union Station Phase A: Track and Signal Modernization	Track, Signal	Modernize track and signal systems in the throat of LA Union Station necessary prior to construction of Link US project		\$ 80,000,000	Potential FY 2022-23 STP		Pending Funding	
4	Doran Street Grade Separation	Grade Separation	Design and construct Salem/Sperry overpass and Fairmont connector grade separations.	Valley MP 7.99	\$ 180,000,000	Metro local + SB1 ATP cycle 4	Safety and reliability	Final Design	
5	Link US Phase B	Bridges, Track, Signal, Station	Phase B includes the raising of all the tracks and platforms at LAUS, a new and expanded passageway with enhanced transit and retail amenities including new outdoor plazas, a new lead track in the throat area north of Los Angeles Union Station, new rail bridges over Cesar Chavez Ave and Ygnas St, and a total of up to nine run-through tracks including six for regional and intercity rail service and up to four for future high speed rail service, with 2 tracks that are interoperable.	River 0.0	\$ 2,000,000,000	No	Improve connectivity, increase rail service capacity, reduce train idling times, future development, improve pedestrian access, enhance passenger experience, improve US-101 and local roadways	Completed FEIR July 2019	2031
6	Southside Turn Facility	Station	New platforms to function as a supplemental terminal for LAUS during construction of Phase 2 of Link US. Near BNSF 1st street yard, south of LinkUS. North of 6th Street bridge being constructed over the River.	River 141.1 - 141.7	TBD	No	Long-term support of HSR service goals, requiring more than two tracks. To support Phase 2 of Link US - necessary for completion of Link US	Enveloped of site to be cleared with HSR environmental clearances	Prior to LinkUS Phase B
7	LA-SB Dedicated Passenger Corridor: Early Start on 4th Main Hobart through Commerce	Track, Signal, Station	Design and construct 20 miles of mainline and structures between CP Soto and the new Commerce Station, including necessary land acquisition and relocation of parking for intermodal operations for Hobart Yard; construct 8 miles of lead tracks at Hobart Yard, relocate old Commerce Station to new location, including property costs; design and construct new Commerce Station; design and construct 20 miles of staging tracks at Commerce Yard; complete design of Hobart staging area and storage tracks. All signal and crossover work is included.	BNSF SB Sub TBD	\$ 777,100,000	No	Provides early benefit with the relocation of the Commerce Station and helps lay the foundation for the completion of 4th Main, which separates freight and passenger rail and enables 5-minute passenger train headways from LA to Fullerton	MetroLink planning for funding	2023
8	LA-SB Dedicated Passenger Corridor: Hobart Yard Relocation	Track, Signal, Station	Potential phasing element of LA-SB Dedicated Passenger Corridor	BNSF SB Sub TBD	\$ 422,100,000	No	Separates freight and passenger rail and enables 5-minute passenger train headways from LA to Fullerton	MetroLink planning for funding	2023
9	LA-SB Dedicated Passenger Corridor: Fullerton Junction Reconfiguration	Track, Signal, Station	Potential phasing element of LA-SB Dedicated Passenger Corridor	BNSF SB Sub 162.5 - 165.3, 45.7 - 36.0	\$ 225,700,000	No	Separates freight and passenger rail and enables 5-minute passenger train headways from LA to Fullerton	MetroLink planning for funding	2023
10	LA-SB Dedicated Passenger Corridor: Construct 4th Main Track LA to Fullerton	Track, Signal, Station	Potential phasing element of LA-SB Dedicated Passenger Corridor	BNSF SB Sub TBD	\$ 886,800,000	No	Completion enables 5-minute passenger train headways from LA to Fullerton	MetroLink planning for funding	2028
11	LA-SB Dedicated Passenger Corridor: Construct 3rd Main Track on the BNSF SB Route	Track, Signal	Potential phasing element of LA-SB Dedicated Passenger Corridor	BNSF SB Sub TBD	\$ 604,700,000	No	Separates freight and passenger rail and enables 5-minute passenger train headways from LA to Fullerton	MetroLink planning for funding	2023
12	Pioneer Blvd Grade Separation	Grade Separation	New grade crossing that was part of the HSR plans and has been folded into the MetroLink SCORE Program	BNSF SB Sub -154.3	\$ 128,100,000	No	Safety	MetroLink planning for funding	2028
13	Malabar Yard Connector/49th Street Closure	Track	Constructs a new section of track to connect BNSF Malabar Yard with the Los Angeles Railway Junction through E 49th Street and permanently closes the 49th Street grade railroad crossing		\$ 20,550,000	Potential funding through SB1 SCCP and/or Trade Corridor Enhancement Program			

Table 5.2: Capital Improvement Projects List – Planned/Unfunded

Capital Improvement Projects List - Planned/Unfunded									
Project Name	Type of Project	Project Description	Subdivision, Location (MP)	Capital Cost Estimate	Funding Commitment	Project Benefits	Current Status	Anticipated Completion	
14 26th Street ROW Acquisition	Track	Acquisition of the northern half of 26th Street to allow BNSF to construct new tracks at Hobart Yard, allowing BNSF to vacate the West Bank Yard. Relocating BNSF's West Bank Yard activity is a prerequisite to enable full utilization of the first run-through tracks at Los Angeles Union Station, which are to be operational by 2026		\$ 296,913,000	Potential funding through SB1 SCOP and/or Trade Corridor Enhancement Program				
15 Norwalk Blvd/Los Nietos Road Grade Separations	Grade Separation	Two new grade crossings that were part of the HSR plans and has been folded into the Metrolink SCORE Program	BNSF SB Sub ~153.2	\$ 129,100,000	No	Safety	Metrolink planning for funding	2028	
16 Closure of 38th Street	Facility	Closure of 38th Street connection to Malabar Yard	BNSF SB Sub TBD	TBD	No		Not environmentally cleared	2026	
17 Relocation of West Bank Yard	Facility	Relocation of West Bank Yard to a location adjacent to Hobart Yard	BNSF SB Sub TBD	TBD	No		Not environmentally cleared	2026	
18 Commerce Intermodal Yard	Facility	Purchase of property to locate the rebuilt Commerce Intermodal Yard	BNSF SB Sub TBD	TBD	No		Not environmentally cleared	2026	
19 Upgraded Signal System	Signal	Construction of a new signal system with 1.25-mile spacing	BNSF SB Sub TBD	TBD	No		Not environmentally cleared	2026	
20 I-5 Double Track Flyover	Track	Construction of a double track flyover between the I-5 and the I-710	BNSF SB Sub TBD	TBD	No		Not environmentally cleared	2026	
21 Fourth Track: Buena Park to Fullerton	Track	Construction of a fourth track from Buena Park to Fullerton and start of the staging yard adjacent to Hobart	BNSF SB Sub TBD	TBD	No		Not environmentally cleared	2026	
22 Fourth Track: I-5/I-710 to CP Soto	Track	Construction of a fourth track from the west end of the I-5/I-710 flyover to CP Soto and completion of the staging yard at Hobart, including property acquisition	BNSF SB Sub TBD	TBD	No		Not environmentally cleared	2026	
23 Completion of Fourth Track	Track	Completion of the remaining fourth track	BNSF SB Sub TBD	TBD	No		Not environmentally cleared	2026	
24 I-5/I-710 Flyover	Track	Construct a two-track, passenger-only elevated structure to carry passenger trains over freight tracks to the south side of BNSF ROW, eliminating passenger-versus-freight conflicts	BNSF SB Sub TBD	\$ 52,000,000	Potential funding through SB1 SCOP and/or Trade Corridor Enhancement Program				
25 New Commerce Intermodal Facility	Intermodal Facility	Property acquisition to allow current Commerce Intermodal Facility to shift south and accommodate separation of freight and passenger conflicts	BNSF SB Sub TBD	\$ 96,372,000	Potential funding through SB1 SCOP and/or Trade Corridor Enhancement Program				
26 Norwalk & Fullerton Over/Under	Track	Construction of the over/under at Norwalk and Fullerton	BNSF SB Sub TBD	TBD	No		Not environmentally cleared	2026	
27 Barstow and Colton Yards	Facility	Barstow and Colton yard construction will precede the fourth track projects between Buena Park to Fullerton and I-5/I-710 to CP Soto and will be attached to agreements regarding passenger train counts in excess of today's contractual limits	BNSF SB Sub TBD	TBD	No		Not environmentally cleared	2026	
28 Signal Respacing: La Palma to College	Signal	Respacing of intermediate signals	Orange 167.3 - 169.8	\$ 4,900,000	No	The respacing of intermediate signals allows for express train operations and higher passenger operating speeds up to 90 mph, reducing travel time.	Metrolink planning for funding	2023	
29 Orange/Olive Junction and Wye	Track, Signal	New crossover and faster turnouts	Orange 172.2	\$ 3,900,000	No	Line Capacity	Metrolink planning for funding	2023	
30 Orange - Olive Junction Improvements and Wye	Track, Signal	The existing wye consists of a single, uncontrolled track and will require modifications to provide PTC-ready track and signal systems. A new crossover will need to be constructed west of the existing wye. Existing ties will be replaced with concrete ties. New control points will be installed. Grade crossings will need to be upgraded to meet quiet zone requirements. A drainage system that includes grading and new catch basins may be necessary pending further preliminary investigation.	Orange 172.2	\$ 42,600,000	No	Improve mobility in the corridor	Metrolink planning for funding	2028	
31 Signal Respacing: Maple to Solow	Signal	Respace existing intermediate signals	Orange 172.4 - 192.2	\$ 4,900,000	No	The respacing of intermediate signals allows for express train operations and higher passenger operating speeds up to 90 mph, reducing travel time.	Metrolink planning for funding	2023	
32 Third Track between Tustin area and Laguna Niguel Area	Track	13-miles of a third main within the existing double track guideway. The span of the project will be between Red Hill Avenue in the City of Tustin to La Paz Road in the City of Mission Viejo. Modifications to existing grade crossings and turnouts will be required.	Orange 177.9 - 190.3	\$ 52,700,000	No	Allows for significant track capacity and provide additional time slots for a greater range of service patterns	Metrolink planning for funding	2028	
33 Orange County Maintenance Facility- Full Buildout	Facility	New maintenance facility in Irvine, required prior to increasing services on OC and E-OC Lines	Orange 21.3 acres in Orange County Great Park adjacent to MP 185/Irvine Station	\$ 65,000,000	No	Line Capacity	Not started	2028	

Table 5.2: Capital Improvement Projects List – Planned/Unfunded

Capital Improvement Projects List - Planned/Unfunded									
No.	Project Name	Type of Project	Project Description	Subdivision, Location (MP)	Capital Cost Estimate	Funding Commitment	Project Benefits	Current Status	Anticipated Completion
34	Serra Siding Extension - North	Track	Project was driven by OTP and incorporated into the OCTA Development of Rail Capital Improvement Program in 2018. It will extend the Serra siding on the north end.	Orange MP 197.4 - 198.1	\$ 10,760,400	No	Improve the safety and reliability of the commuter rail system as well as increase the capacity of the corridor, and minimize the risk of operations shut-down due to maintenance issues or emergency incidents on a single track.	No progress	TBD
35	San Onofre Bridges	Track	Replacement of three timber trestle railway bridges at MP 207.6, 207.8 and 209.9.	San Diego 208.2 - 209.2	\$ 35,400,000	Project on hold	Replacement of three timber bridges.	Project on hold	2025
36	Camp Pendleton Station	Station	Construction of new station/platform on Camp Pendleton adjacent to the Stuart Mesa Maintenance Facility.	San Diego 222	\$ 45,400,000	No	New station to serve Camp Pendleton	Preliminary/Conceptual design	2030
37	La Costa to Swami Double Track	Track	Adds 2.9 miles of double track in the City of Encinitas from CP La Costa (MP 235.1) to CP Swami (MP 238.0). (Note that this project may be split at CP Moonlight located north of Encinitas Blvd.)	San Diego 235.1 - 238.0	\$ 87,000,000	No	Includes inter-track fencing and other amenities and work to require the application of FID-out rule at ENC Station	Planning	2030
38	San Diego Convention Center Station	Track, Station	New station at San Diego Convention Center. TBD regular revenue service or special event only.	San Diego 268.7 - 268.78	\$ 50,500,000	No	New station at San Diego Convention Center. Associated track and signal improvements south of Broadway to allow revenue service.	No design work yet	2030
39	San Diego Layover and Maintenance Facility	Layover Facility	Construct a new layover and maintenance facility for the Pacific Surfliner in San Diego County.		TBD			Planning	
40	COASTER Extension to National City	Track	Extend COASTER and Pacific Surfliner Service to National City along BNSF tracks. Rehabilitate existing BNSF tracks to include signalization and PTC	San Diego 267.71 - 273.139	Unconstrained Capital Cost (\$2014): \$900,000,000	No	TBD	High-level concept	TBD
41	San Onofre Creek Double Track	Track	Construction of an additional passing track for 1.3 miles north of the existing Control Point (CP) Sorogs at Mile Post (MP) 209.2 to MP 207.9, where CP Sorogs will be relocated.	San Diego 207.9 - 209.2	\$ 38,300,000	No	1.3 miles of additional double track including replacement of single track bridges	Planning	2030
42	San Mateo Creek Double Track	Track	Construction of a second main track between the county line (between Orange and San Diego counties) at MP 207.4 and MP 208.2. The limits of the project include the structures across San Mateo Creek, Br 207.6 and the bridge across the wetland, Br. 207.6.	San Diego 207.4 - 208.2	\$ 33,400,000	No	0.8 miles of second main track between the county line (between Orange and San Diego counties) at MP 207.4 and MP 208.2.	Planning	2030
43	Stuart Mesa Maintenance Facility Capacity Enhancement	Layover Facility	Increase capacity of Stuart Mesa Maintenance Facility located on Camp Pendleton Marine Corp Base.	San Diego 222	\$ 47,000,000	No	7000 feet of additional track with new service line for fueling, washing and handling.	Planning	2030
44	San Diego Metropolitan Transit System Yard Improvements	Layover Facility	Increase capacity of the San Diego MTS yard located adjacent to the 12th and Imperial Trolley Station		\$ 12,900,000	No	Additional layover yard track, turnouts, and signal systems	Planning	2030
45	Leucadia Blvd Grade Separation	Grade Separation	Grade separate the existing intersection of Leucadia Blvd at the railroad track	San Diego 236	\$ 113,800,000	No	Safety	Planning	2030
46	Encinitas Pedestrian Crossings	Grade Separation	New pedestrian undercrossings at Montgomery, Hillcrest, and El Portal within the City of Encinitas		\$ 18,100,000	No	Safety	Planning	2030
47	Del Mar Bluffs Stabilization - 4	SOGR	Stabilize the most urgent areas of the Del Mar Bluffs repairing drainage structures and erosion control.	San Diego 244.1 - 245.7	\$ 3,100,000	No	Safety, State of good repair	Planning	2025
48	Del Mar Bluffs 50 Year - 1	SOGR	Building on the previous 4 Del Mar Bluffs Stabilization projects, this project identifies stabilization needs to support the tracks for 50 years.	San Diego 244.1 - 245.7	\$ 19,100,000	No	Safety, State of good repair	Planning	2025
49	Del Mar Bluffs 50 Year - 2	SOGR	Building on the previous 4 Del Mar Bluffs Stabilization projects, this project identifies stabilization needs to support the tracks for 50 years.	San Diego 244.1 - 245.7	\$ 68,700,000	No	Safety, State of good repair	Planning	2030
50	Del Mar Tunnel - 1 AA	Track	Conduct planning, alternatives analysis, and public outreach for the Del Mar Tunnel	San Diego 244 - 248	\$ 100,000,000	No	5 miles of double track, grade separated, higher speed rail tunnel	Planning	2025
51	Del Mar Tunnel - 2 PE/ENV	Track	Preliminary Engineering, environmental clearance, and public outreach for the Del Mar Tunnel	San Diego 244 - 248	\$ 115,000,000	No	5 miles of double track, grade separated, higher speed rail tunnel	Planning	2030
52	Del Mar Tunnel - 3 FD/CON	Track	Design and Construction of the Del Mar Tunnel	San Diego 244 - 248	\$ 3,257,000,000	No	5 miles of double track, grade separated, higher speed rail tunnel	Planning	2050
53	Carlsbad Village Trench	Grade Separation	Grade separation of the railroad tracks in Carlsbad Village Area	San Diego 228.0 - 230.6	\$ 335,100,000	No	Safety	Planning	TBD
54	Poinsettia Crossovers	Track, Signal	Construct a left-hand crossover at MP 233.10, north of Poinsettia Station and a right-hand crossover at MP 233.50, south of Poinsettia Station.	San Diego 233.1 - 233.5	\$ 6,200,000	No	Operational flexibility	On hold pending construction funding	2025
55	Sorrento Valley Blvd Safety Improvements	Grade Crossing, Signals	Construct near-side signals between Sorrento Valley station and Sorrento Valley Blvd to reduce conflicts with heavy traffic congestion.	San Diego 249.1	\$ 3,800,000	No	Safety	Project on Hold Pending Funding	2025

Table 5.3: LOSSAN Agency Capital Improvement Plan

Station	Project Description	Project Cost	Classification
San Luis Obispo	Painting exterior of building and repair wood damage on shelter base	\$ 312,455.00	State of Good Repair
San Luis Obispo	Painting ticket counter and office area	\$ 7,643.00	State of Good Repair
San Luis Obispo	Concrete arm rest for existing bench (6)	\$ 8,174.00	Passenger Amenities
San Luis Obispo	3 new benches for platform	\$ 7,562.00	Passenger Amenities
San Luis Obispo	New flooring for ticket office	\$ 3,822.00	Facility Upgrades
Grover Beach	New platform tactile and striping and repaint handrail	\$ 289,930.00	Safety
Grover Beach	New platform and parking lot LED upgrade (46)	\$ 119,400.00	Facility Upgrades
Guadalupe	New platform tactile and striping	\$ 188,075.00	Safety
Guadalupe	Paint interior and exterior of shelter canopy	\$ 16,792.00	State of Good Repair
Guadalupe	Provide and install arm rest for existing benches (Concrete swale 8)	\$ 9,244.00	Passenger Amenities
Surf	New platform, parking lot and canopy fixture upgrade 32 fixtures total	\$ 113,146.00	Facility Upgrades
Surf	Paint, restriped platform tactile, repair expansion joint, clean and polish handrails on platform	\$ 33,817.00	Safety
Goleta	New platform tactile	\$ 132,093.00	Safety
Goleta	Crew room rehab (paint, flooring, bathroom, ceiling tile)	\$ 76,435.00	Facility Upgrades
Goleta	Restripe platform	\$ 21,413.00	Safety
Goleta	10 swale for concrete benches	\$ 8,327.00	Passenger Amenities
Goleta	Canopy repair and canopy lighting upgrade (6)	\$ 5,269.00	Facility Upgrades
Goleta	Design of new layover facility	\$ 260,000.00	SRA
Santa Barbara	Microphone in baggage room	\$ 2,293.00	Facility Upgrades
Carpinteria	New tactile and striping	\$ 100,928.00	Safety
Carpinteria	Paint and restriped platform	\$ 18,298.00	State of Good Repair
Carpinteria	6 benches	\$ 13,066.00	Passenger Amenities
Oxnard	New tactile and striping	\$ 157,525.00	Safety
Oxnard	Platform striping	\$ 31,141.00	Safety
Oxnard	5 new benches with arm rest	\$ 11,384.00	Passenger Amenities
Oxnard	Flooring for ticket area and office	\$ 3,822.00	Facility Upgrades

Table 5.3: LOSSAN Agency Capital Improvement Plan (continued)

Station	Project Description	Project Cost	Classification
Oxnard	New ceiling panel	\$ 3,057.00	Facility Upgrades
Oxnard	New exhaust for bathroom	\$ 1,529.00	Facility Upgrades
Simi Valley	Tactile and striping	\$ 126,928.00	Safety
Chatsworth	Tactile and striping for both platform	\$ 154,166.00	Safety
Chatsworth	Furnish and install 4 benches for platform	\$ 9,855.00	Passenger Amenities
Van Nuys	Flooring behind ticket counter and Agent's office	\$ 5,350.00	Facility Upgrades
Van Nuys	Hand dryer in three bathrooms	\$ 5,350.00	Facility Upgrades
Van Nuys	New FRP panel in the server room	\$ 1,529.00	Facility Upgrades
Van Nuys	New shelving outside inside the cage	\$ 1,529.00	Facility Upgrades
Burbank	Update signage	\$ 33,782.00	Safety
Burbank	Platform striping and verbiage	\$ 32,925.00	Safety
Fullerton	New ticket counter	\$ 328,669.00	Facility Upgrades
Fullerton	Paint inside ticket office, agent's office and baggage area	\$ 8,408.00	State of Good Repair
Fullerton	New ceiling tiles inside ticket area and baggage area	\$ 7,643.00	Facility Upgrades
Fullerton	New Flooring inside ticket office and Agent's office	\$ 6,879.00	Facility Upgrades
Fullerton	Hand dryer in bathroom	\$ 2,293.00	Facility Upgrades
Anaheim	Cross hatched in red by rollup fire door and stencil "Keep Clear" and repair both baggage rollup door for code compliance	\$ 4,586.00	Safety
San Juan Capistrano	Repaint inside waiting area and ticket office	\$ 12,994.00	State of Good Repair
San Juan Capistrano	Purchase and install 5 benches similar to Maricopa	\$ 9,855.00	Passenger Amenities
San Juan Capistrano	New Flooring inside ticket office	\$ 3,822.00	Facility Upgrades
San Juan Capistrano	Relocate one camera in front of the entrance	\$ 1,529.00	Safety
Solana Beach	Platform tactile replacement	\$ 289,172.00	Minor Cap
Old Town	Tactile and Striping	\$ 110,830.00	Safety
Old Town	Platform shelter and platform LED lighting upgrade 28	\$ 97,859.00	Facility Upgrades
San Diego	480 V panel installation-2 (800A) for platform 2 & 3, 1 (800A) for platform 1, 1(200A) for private car	\$ 812,986.00	SRA

Table 5.3: LOSSAN Agency Capital Improvement Plan (continued)

Station	Project Description	Project Cost	Classification
San Diego	Platform tactile replacement (6000 LF)	\$ 693,123.00	Safety
San Diego	Upgrade existing camera system to Genetec	\$ 560,520.00	Safety
San Diego	Bathroom upgrades: Mens (4 stall including 1 ADA, 2 urinal, 4 sink, 2 hand dryer, lighting) and Womens (5 stall including 1 ADA, 4 sink, 2 hand dryer, lighting)	\$ 229,304.00	Minor Cap
	<i>FY 2019-20 and 2020-21 CIP Total</i>	\$ 5,508,526.00	

Chapter 6: 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 week 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 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 priced at 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 implemented a fare restructuring in March 2018. This is the only fare change to take place since the ITA was executed in June 2015, as can be seen in Table 6.1.

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 restructuring

Everyday Discount Programs

In addition to discounted multi-ride tickets, the Pacific Surfliner offers everyday discounts on tickets to senior citizens age 62 and older (15 percent), disabled riders (15 percent), United States military veterans (15 percent), children age 12 and under (50 percent), and a national student discount program that provided a 15 percent discount for students aged 13 to 25 years old.

Other Discount Programs

The LOSSAN Agency and Amtrak occasionally partner 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 using a special promotional code. 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. The Kids 'n' Trains program provides reduced group fares for school and youth groups traveling on the Pacific Surfliner on select mid-week trains. In addition, SBCAG is currently subsidizing a limited-term discount on 10-trip and monthly passes between stations in Ventura County and Santa Barbara/Goleta to help encourage ridership on the peak-period service between Ventura and Santa Barbara Counties.

Rail 2 Rail Programs

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 Pacific Surfliner trains between Los Angeles and Burbank Airport. 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 at a reimbursement rate of \$7.00 per boarding.

COASTER: NCTD currently has a modified Rail 2 Rail program agreement whereby COASTER passengers may travel on any Pacific Surfliner trains using a valid COASTER RegionPlus, monthly, or day pass. As of the current FY, NCTD reimburses Amtrak \$4.42 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.

Over the course of the next fiscal year, the LOSSAN Agency will be working with Metrolink and NCTD to revise the Rail 2 Rail programs to achieve a more equitable distribution of both revenue and expenses. The ongoing corridor optimization effort is currently examining various options that are could be considered for these future programs.

Additional Fare Enhancement Opportunities

In FY 2020-21, the LOSSAN Agency will continue to work with Amtrak to explore opportunities to increase fare revenue while maintaining and expanding ridership, including:

- Implement a midweek fare promotion to encourage ridership on trains and between station pairs that are currently underutilized.
- Implement seasonal marketing campaigns to increase ridership during the winter months.
- 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, and other event organizers to promote taking the Pacific Surfliner to sporting events, concerts, and other special events served by the Pacific Surfliner.
- Enhance customer loyalty and referral programs, including the Amtrak Guest Rewards program, to retain existing customers and attract new riders.

Chapter 7: Network Integration, Coordination and High-Speed Rail

An integrated passenger rail network is a key initiative included in the 2018 California State Rail Plan, with the goal to plan and implement a statewide passenger rail system that maximizes the performance potential of intercity passenger rail as a time- and cost-competitive travel option for meeting the state's transportation needs. Several opportunities exist for better integrating the Pacific Surfliner service with the existing, planned and proposed transit and rail network along the 351-mile LOSSAN rail corridor.

Statewide and Regional Coordination

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 connections. This includes working to create an integrated passenger rail and transit network with coordinated schedules, 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 along the LOSSAN rail corridor to establish a corridor improvement team to guide coordinated planning efforts to identify and address on-time performance and operating issues that impact the ability to better integrate the services. The group includes participation from the LOSSAN Agency, NCTD, Metrolink, BNSF, SJJPA, Amtrak and UPRR. Together the members are working collaboratively to improve rail service through service optimization efforts and coordinated analysis of root causes of delay.

Transit Connections

The LOSSAN Agency has built strong working relationships with the regional transit operators along the rail corridor. In 2016, the LOSSAN Agency implemented the Pacific Surfliner Transit Transfer Program, providing seamless transfers to 11 local public transit services along the LOSSAN rail corridor and creating more convenient first- and last-mile connections.

The Amtrak-operated Thruway bus service also provides key connections and is coordinated with the San Joaquins and Capitol Corridor intercity rail services, providing connectivity to the statewide rail system. The LOSSAN Agency has 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 passage of Senate Bill 742 will allow even greater flexibility in the planning and scheduling of thruway bus services by removing the requirement for thruway bus passengers to also travel by Amtrak train on a segment of their trip. The LOSSAN Agency will work with Amtrak, CCJPA, SJJPA and Caltrans DRMT 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.

Integrated Fare Structure

There are several short- and long-term efforts being evaluated or undertaken by the State and local agencies to introduce a more integrated and seamless ticketing system for passenger rail and connecting transit services. In late 2017, the LOSSAN Agency 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 to provide integrated, end-to-end public transportation services that are accessible, convenient, and provide a viable alternative to single occupancy vehicle travel. The LOSSAN Agency also participated in a statewide integrated travel conference held in spring of 2018 that allowed statewide transportation agencies to learn more about integrated travel concepts and help shape progress towards a pilot program within two years. Following this conference, the CCJPA was awarded TIRCP funding to develop a pilot for a Statewide Integrated Travel Program, focused on developing a statewide trip planning and fare integration strategy among multiple agencies using modern software platforms to enhance connectivity, efficiency, and ridership across California, including on the Pacific Surfliner.

In parallel with this statewide effort, the LOSSAN Agency has also been working with Metrolink, Metro, Amtrak and NCTD on shorter-term solutions to provide easier integration for passengers between services. As part of a corridorwide optimization study that is being led by the LOSSAN Agency, various cost sharing methodologies that exist nationally and internationally have been evaluated to assist with identifying solutions for sharing the revenue and costs between agencies that are associated with a more integrated ticketing strategy. This effort is anticipated to be completed by the end of calendar year 2020.

Sub-Regional Transit and Rail Integration Studies

Beyond the corridorwide and statewide efforts and strategies noted above, several LOSSAN member agencies have begun work to study more localized passenger rail service along the LOSSAN rail corridor. These local concepts are summarized below.

- *Freight Pathing Study between Atwood-San Diego and Passenger Service extensions south of San Diego*

This study is being led jointly by the BNSF Railway and NCTD to perform a freight-specific analysis on how anticipated growth can be accommodated on the LOSSAN South corridor for freight trains between CP Atwood (in Orange County) and San Diego and how an extension of passenger services to a new Convention Center station and/or National City could aid freight capacity. NCTD has had the desire to extend Coaster services to San Diego's Convention Center since 2002 and the 2018 California State Rail Plan has provided momentum to extend passenger services south of San Diego Downtown towards the border with Mexico. This study also aligns with the LOSSAN Agency's current efforts to identify a location for a new layover and maintenance facility for the Pacific Surfliner in San Diego and some of the locations under consideration are located south of downtown. The LOSSAN Agency is coordinating with BNSF and NCTD on this study.

- *SBCAG Regional Transit and Rail Planning and Integration Study*

As part of the 2018 TIRCP grant awards, SBCAG received funding to perform a sub-regional transit and rail planning and integration study. This study is taking a focused look at identifying the regional mobility needs along the LOSSAN rail corridor between Ventura and San Luis Obispo, and identifying potential new, modified, or expanded service options, including the best methods for integrating these services into the existing transit and rail network. The LOSSAN Agency is coordinating with its member agencies in Ventura, Santa Barbara, and San Luis Obispo counties on this study.

- *Coast Rail Corridor Service Implementation Plan and Passenger Rail Improvement Study*

SLOCOG has recently initiated a study to both perform a Coast Rail Corridor Service Implementation Plan and evaluate and provide recommendations for implementing a passenger rail service between locations in San Luis Obispo County that cannot be easily served by the existing Pacific Surfliner service. The LOSSAN Agency is supportive of this effort to provide more localized passenger rail service within the LOSSAN rail corridor and will be working with SLOCOG and the other corridor stakeholders in this study to identify opportunities to expand the reach and enhance the connectivity of the Pacific Surfliner service.

- *San Diego Regional Rail Higher Speed and Enhanced Safety Alternatives Advanced Planning Study*

The San Diego Association of Governments is the lead for an advanced planning study to identify opportunities for higher speed and enhanced safety for the LOSSAN Corridor along the San Diego Subdivision, working with NCTD, MTS, LOSSAN, CalSTA, and other stakeholders. A particular focus of the study will be addressing long-term solutions for relocating the rail alignment off the sensitive coastal bluffs in the City of Del Mar. The study is expected to kick off in Spring 2020 and take 18-24 months to complete.

- *Coachella Valley – San Geronio Pass Rail Corridor Service Development Plan*

RCTC is the lead in completing the Coachella Valley - San Geronio Pass Rail Corridor Service Development Plan to establish daily intercity rail service between Los Angeles and Indio in the Coachella Valley. This effort is funded with a \$2.9M FRA grant and local funds. The team is in close coordination with FRA, Caltrans and local stakeholders to complete the project. The work also includes the development of program level environmental documents to advance efforts on the corridor. The LOSSAN Agency is supportive of this effort and has been actively participating in the project development.

Link Union Station

The LOSSAN Agency is participating in planning and design meetings related to the Link Union Station (Link US) project. The project, being managed by Metro, will transform LAUS from a

“stub-end” station, to a “run-through” station by extending tracks south over the US 101 freeway, resulting in reduced travel 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. Metro is also working with CHSRA to explore options to incorporate future HSR service at LAUS. The Environmental Impact Report for the Link US Project was certified and approved by the Metro Board of Directors in June 2019 with the draft Environmental Impact Statement scheduled to be released for public comment in June 2020.

SCORE Program

The SCORE program is a multi-year, \$10 billion program managed by Metrolink to upgrade the regional rail system in Ventura, Los Angeles, Orange, San Bernardino, and Riverside Counties to meet the current and future needs of the traveling public. The SCORE program is more than just adding tracks, grade separations and upgrading signal systems across the Metrolink system. The vision is to provide the infrastructure necessary to operate more trains with greater frequency and reliability, making regional rail travel easier and more convenient.



The LOSSAN Agency is an important partner in this program, working with Metrolink, BNSF, Caltrans DRMT, CHSRA, and CalSTA in the development of a phased implementation strategy for the program that begins the integration of the regional passenger rail services and allows for the eventual introduction of high-speed rail as part of the regional rail network.

High-Speed Rail Connection

The HSR system was planned to be an integral component of the statewide passenger rail system, and 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 in whatever form it eventually takes. Integration between the LOSSAN rail corridor and HSR system will provide mutual benefits to each service.

As of February 2019, the Governor for the State of California established as a priority the operation of HSR in the Central Valley of California, which is the only region in which construction has commenced. He also reaffirmed the commitment to complete the HSR environmental work statewide, to maintain the early investments planned in the Bay Area and Los Angeles and to pursue additional federal and private funding for future project expansion.

The CHSRA adopted its most recent Business Plan in June 2018, with the draft 2020 Business Plan currently being cycled for review. As with the previous Business Plans, CHSRA continues to recognize 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. In FY 2020-21, the CHSRA and the LOSSAN Agency will continue efforts to coordinate efforts in the LOSSAN rail corridor.

As originally planned, Phase 2 of the CHSRA project will extend HSR from Los Angeles to San Diego via an inland route. This would change the role of the Pacific Surfliner into more of a feeder route to HSR, particularly for coastal communities in Orange and San Diego counties.

Figure 7.1: California High-Speed Rail Statewide Systema



Source: CHSRA, 2019

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 by the LOSSAN Agency for the Pacific Surfliner service in FY 2020-21 and FY 2021-22.

On-Board Amenities

Business Class: Business class is a popular amenity 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 train attendant. 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 expand business class capacity in direct response to passenger demand. This was achieved by utilizing the Superliner long-distance car as a second business class car. To maintain the quality of the business class experience, the LOSSAN Agency is working with Amtrak to complete a refresh of all business class cars, including installation of upgraded seat coverings, carpets and curtains, as well as enhanced on-board service.

Food and Beverage: In FY 2019-20, the LOSSAN Agency continued to work with Amtrak to evaluate existing food and beverage offerings based on sales and revenue data and implemented regular menu “refreshes” to introduce new locally sourced fresh food items, California wines and local craft beers. This included switching to a new Los Angeles-based vendor to provide fresh food, including salads and sandwiches, which has led to impressive increases in Café car sales and revenue, as well as improved customer satisfaction. Introducing new locally sourced products, including additional seasonal items, will continue to be a priority for the LOSSAN Agency throughout FY 2020-21.

Wi-Fi: The Pacific Surfliner service currently offers free Wi-Fi to passengers, which has proven to be a popular 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, age of the equipment, and other issues, the existing Wi-Fi service is often unreliable, and speeds are slower than desired. A number of options are being explored for further improving the quality and reliability of on-board Wi-Fi service, including ensuring that cars used in the Pacific Surfliner service are equipped to provide WiFi, as well as partnering with the Capitol Corridor and San Joaquins, which are currently engaged in a WiFi improvement project, or potentially with Metrolink and NCTD, which are also exploring options to offer new or improved WiFi service onboard their trains.

Service Amenities

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 with current and

prospective passengers, helping to promote future travel on the Pacific Surfliner. In the coming year, the LOSSAN Agency plans to expand its recently launched email marketing program, and work with partner agencies to expand digital content using the updated personalization features included in the new PacificSurfliner.com website. The LOSSAN Agency is also working more closely with Amtrak staff to improve the timeliness of train status information on all customer-facing channels, providing 24/7 coverage, as well as working with Amtrak to reduce response time to customer questions and refund requests.

Joint Promotions: In FY 2020-21, the LOSSAN Agency will continue coordinated marketing efforts with local convention and visitors' bureaus, connecting transit agencies, and key attractions along the Pacific Surfliner route. In FY 2019-20, the LOSSAN Agency worked on a number of successful joint promotions, including with the San Diego Padres, Anaheim Ducks, Los Angeles Angels of Anaheim, KDOC-TV, Operation Lifesaver, Big West Conference, Entercom Communications, and the Disneyland Resort. These efforts will continue in the coming year to provide special offers and incentives to Pacific Surfliner passengers, while also increasing brand awareness.

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. In October 2018, the Rail 2 Rail program with NCTD was modified to allow NCTD multi-ride passes to be used on all Pacific Surfliner trains while also eliminating additional COASTER stops that were previously made by some Pacific Surfliner trains. Changes are currently being considered to the Metrolink Rail 2 Rail program that would introduce a "step-up pass" to Metrolink monthly pass holders that would allow use of Pacific Surfliner trains for an additional charge.

Service Disruptions: Improving communication with passengers during a planned or unplanned track closure or service disruption is an important service amenity that the LOSSAN Agency will continue to focus on during FY 2020-21. Service disruption updates are currently posted on the @pacsurfliners Twitter channel, which has resulted in positive customer feedback. The LOSSAN Agency is working with Amtrak to improve the quality of notifications sent via Amtrak-owned channels, including push notifications sent through the Amtrak app, as well as text and email alerts, and updates provided on electronic signs located on station platforms.

Special Event Service: The LOSSAN Agency will work with Amtrak to expand and/or develop Pacific Surfliner service to special events that draw large crowds including the Del Mar Race Season, San Diego Comic-Con International, the Coachella Valley Music and Arts Festival, major sporting events and festivals, and during 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 Amtrak.com

and the Amtrak mobile app. The LOSSAN Agency works with Amtrak to provide service alerts on the @pacsurfliners Twitter channel, which supplies more detailed information during 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 continues to work with Amtrak to improve the accuracy of the train status data currently offered through the Amtrak app and Amtrak.com.

Transit Transfer Program: The Pacific Surfliner Transit Transfer Program was implemented in 2016 as a result of a successful TIRCP grant. The Transit Transfer Program offers seamless connectivity to more than 11 local public transit services along the LOSSAN rail corridor. The LOSSAN Agency is working with local transit providers to continue marketing efforts for the program. Originally intended as a one-year pilot program, this program was extended for three additional years, through June 31, 2020, using existing TIRCP funds. The LOSSAN Agency intends to continue this program using annual operating funds after expiration of the TIRCP funds. The LOSSAN Agency is also making progress toward implementing a program that will allow passengers to use their Amtrak Pacific Surfliner ticket to transfer to the Metro Rail system in Los Angeles in coordination with Metro and Metrolink.

Station Improvements: Using previous studies and input from member agencies and station owners, the LOSSAN Agency prepared a CIP that includes a number of station related improvements that are candidates for minor capital program funds, as well as state and federal safety/security funds, SRA funds and future TIRCP funds. The CIP (as detailed in Chapter 5) prioritizes funding for station and platform improvements, including enhanced wayfinding signage at Pacific Surfliner stations, as well as safety and security upgrades.

Chapter 9: Equipment

The cars primarily used on the Pacific Surfliner were purchased by Amtrak and have been in service since 2000. Additional cars were purchased by the State of California in 2002 to supplement the Amtrak owned fleet by adding seating capacity and additional Pacific Surfliner service. As the ridership continues to grow, additional Amtrak equipment (both single and bi-level cars) has been leased by the State of California to provide the necessary capacity to support the passenger demand on the Pacific Surfliner.

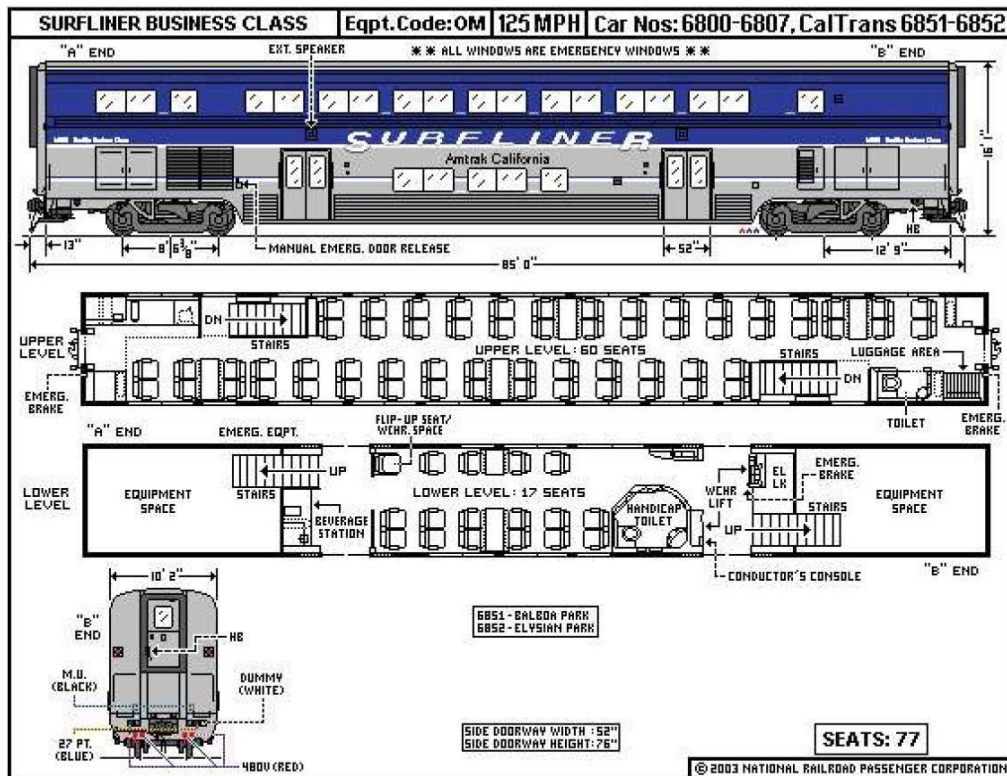
Currently, Amtrak operates 26 daily Pacific Surfliner trips using 10 train sets. A typical train set consists of one locomotive and six passenger cars, including one business class car, one Superliner car for additional business class seating, one Café car with coach seating, two coach cars, and one cab/baggage car with additional coach seating. This typical train set provides approximately 485 passenger seats. Additional passenger cars are added to accommodate anticipated increases in demand associated with holidays and special events.

A description and schematic layout of the types of bi-level cars that are used most often in 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	74
Superliner Business Class	Upper level used for business class seating. Some cars have additional seating on the lower level that can also be used for business class	74
Superliner Café	Regular coach seating on upper level; booth seating and Café area with food and beverage service on lower level	70
Surfliner Café	Regular coach seating on upper level; booth seating and Café area with food and beverage service on lower level	83
Coach	Unreserved seating on upper level with limited seating for seniors/disabled on lower level	90
Superliner Coach/Baggage	No lower level seating	60-
Surfliner 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	76

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

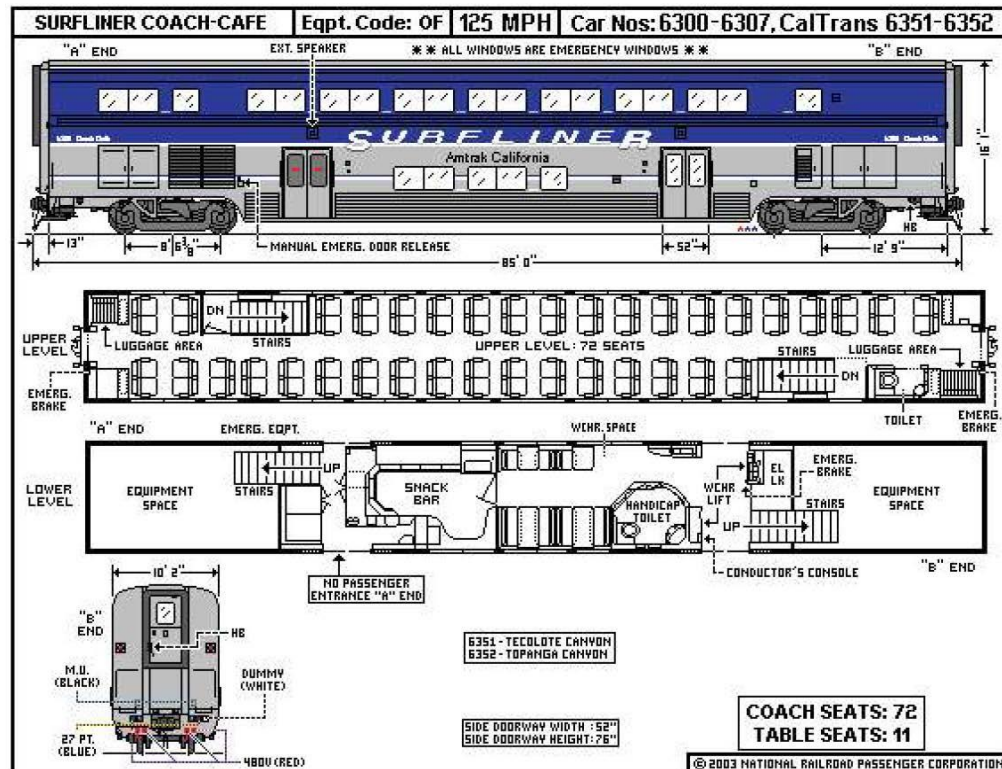


Exhibit 9.3: Pacific Surfliner Coach Car

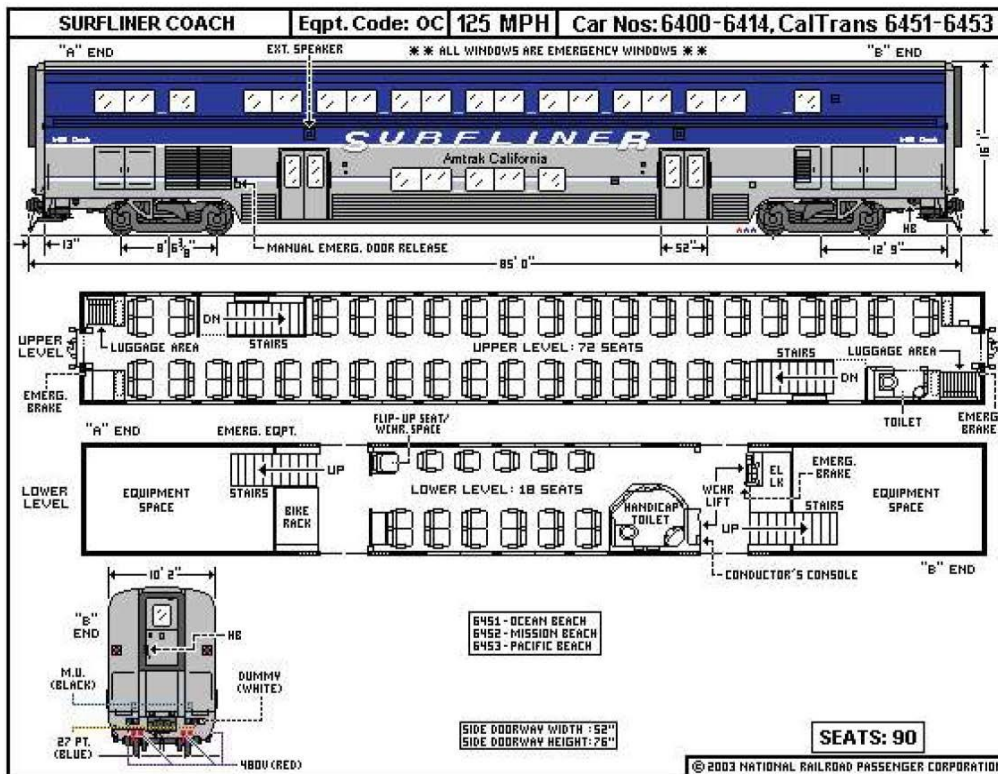


Exhibit 9.4: Pacific Surfliner Cab/Baggage Car

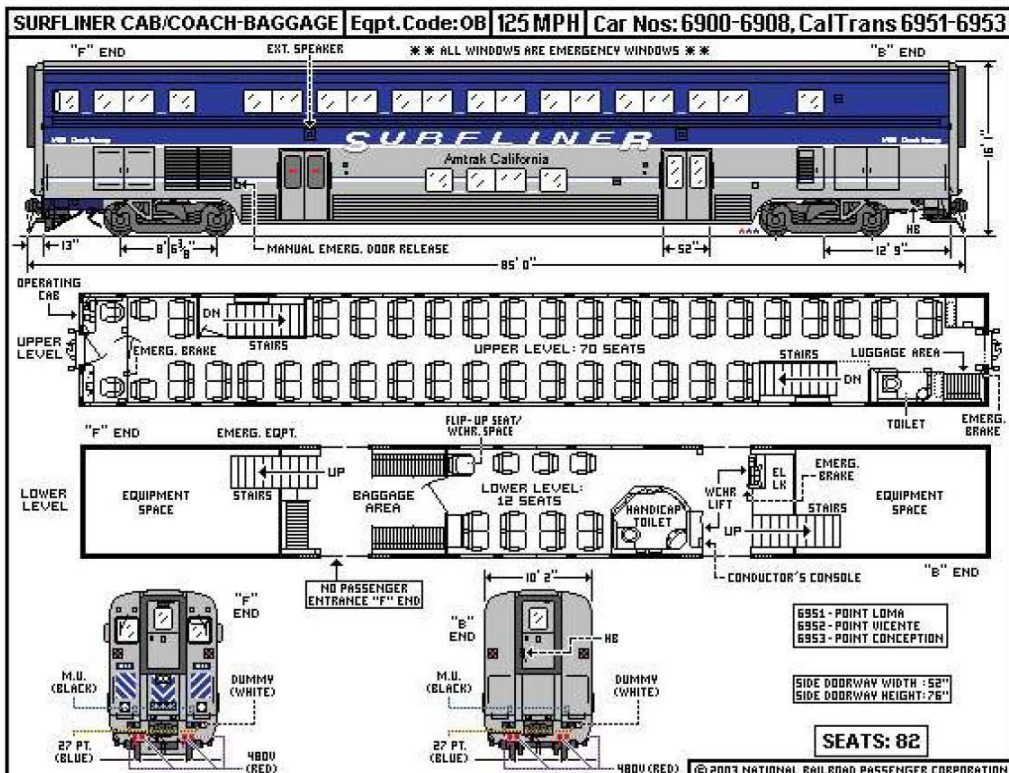
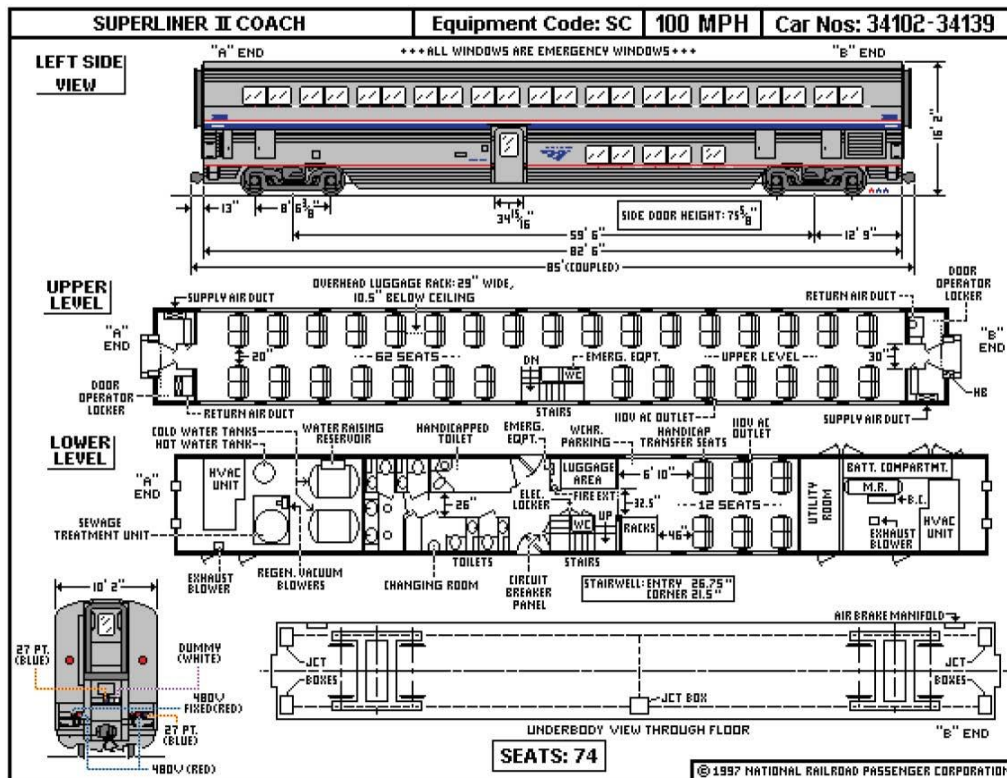


Exhibit 9.5: Pacific Surfliner Superliner Coach Car



The locomotives and passenger cars used to provide the Pacific Surfliner service have historically been 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 Surfliner passenger cars, 10 of which are owned by the State of California and the remaining 39 by Amtrak. In addition to the 49 Pacific Surfliner-branded bi-level cars, the State of California, through Caltrans DRMT, leases approximately eighteen Amtrak-owned bi-level Superliner coach and coach-baggage cars, and one Superliner Café car. 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 or are being equipped to support the Wi-Fi service offered on Pacific Surfliner trains. As of 2018, 10 of these Superliner cars are regularly used on the Pacific Surfliner service as a second business class car for additional business class seating.

Caltrans DRMT also leases 14 Amtrak-owned single-level Amfleet and Horizon cars, as well as two F40 Non-Powered Control Units (or Cab Cars), which are non-powered locomotives that carry baggage and acts as a cab car. Not all of these cars are available for exclusive Pacific Surfliner use. Additionally, these cars do 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 10 trainsets used to operate Pacific Surfliner service, nine currently consist of a combination of bi-level Surfliner and Superliner cars, and one consists of single-level Amfleet and Horizon cars.

Beginning in 2018, Caltrans DRMT and the LOSSAN Agency started to phase out the older Amtrak-owned Electro-Motive F-59PHI locomotives that had provided power on the Pacific Surfliner service since 1998 and replace them with new 4,400 HP state-owned Siemens Charger SC-44 locomotives. In addition, the LOSSAN Agency and Caltrans DRMT maintain a lease with Amtrak for the nonexclusive use of several 4,250 HP Amtrak-owned P-42 locomotives, which serve as spares for the Pacific Surfliner service. 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. A summary of the equipment currently used to provide daily Pacific Surfliner service, and its ownership, is provided in Table 9.2.

Table 9.2: Pacific Surfliner Equipment Breakdown for FY2020-21

	FY2020-21	
	<i>State-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	18
Superliner Café Car	0	1
Amfleet/Horizon	0	14
Total Rolling Stock	10	72
GE P-42DC	0	2
F40 Cab Car	0	2
Siemens Charger SC-44	14	0
Total Locomotives	14	4

**Not all Amtrak leased equipment available for exclusive Pacific Surfliner use*

Source: Caltrans and Amtrak, 2019

Purchase and Overhaul of Equipment

As stated previously, approximately 85 percent of the bi-level passenger cars used on the Pacific Surfliner is owned by Amtrak. This makes it difficult at times to implement in an expeditious manner any improvements or overhaul programs to the passenger cars desired and expected of our passengers (such as upgrades to the Wi-Fi and installation of more current and informative passenger information systems). By comparison, the fleets used on the Capital Corridor and San Joaquins are 90 percent owned by the State of California already. The LOSSAN Agency, in coordination with Caltrans DRMT, is evaluating the possibility of purchasing the remaining 39 Surfliner bi-level cars and the Superliner bi-level cars currently owned by Amtrak and operated on the Pacific Surfliner. Purchasing the equipment, will allow for the cars being used on the Pacific Surfliner to better integrate into the statewide fleet management plan and allow for the sharing of resources more easily and efficiently with the other two state-supported corridors. In

October and November 2019, the LOSSAN Agency procured a consultant to inspect the existing Pacific Surfliner fleet and prepare of a valuation report highlighting the potential sale value of the cars for further consideration.

New Equipment

Caltrans DRMT, along with the Illinois Department of Transportation, 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 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 DRMT awarded a \$352 million contract to Sumitomo Corporation of America to build new railcars that meet the federal 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 DRMT 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 late 2020. These railcars meet Buy America provisions and are being manufactured in Sacramento and will be operated on the San Joaquins route, freeing up the existing bi-level passenger car equipment used on the San Joaquins for use to expand service on the Capitol Corridor and Pacific Surfliner routes. The LOSSAN Agency is currently working with Caltrans DRMT and the CCJPA and SJJPA to finalize a fleet deployment plan to be implemented once the new cars begin arriving.

Equipment Maintenance

The primary maintenance facility for all Pacific Surfliner rolling stock is currently Amtrak's Redondo Locomotive Maintenance Facility located adjacent to the LOSSAN rail corridor near downtown Los Angeles. This facility includes locomotive and vehicle repair shops that perform safety inspections, servicing, and maintenance of all Amtrak locomotives and rolling stock. Amtrak utilizes a smaller servicing facility in Goleta and San Luis Obispo for fueling, cleaning, and overnight train inspections. In San Diego, these services 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 a UPRR locomotive servicing track and 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 through long-term lease agreements with the right-of-way owners.

Expansion of the facilities in San Diego, Goleta and San Luis Obispo is currently under the planning or design phase. The expansion or relocation of these facilities is necessary to support additional service growth on the Pacific Surfliner and allow for a more flexible and robust maintenance program that does not require all trainsets to rotate into the Redondo Locomotive Maintenance Facility once every four days, which limits the flexibility of how the existing equipment can be utilized.

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 and 14 Siemens Charger Locomotives. 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

The LOSSAN Agency's efforts to create awareness and generate interest in the Pacific Surfliner service include a broad range of marketing activities from communicating critical rider information to launching new service promotions. The focus of the FY 2020-21 and FY 2021-22 marketing plan is to support key priorities outlined in the Business Plan, as well as engage in the marketing activities below. Marketing efforts are designed to generate interest in and engagement with the Pacific Surfliner service, ultimately driving customers to PacificSurfliner.com and various Amtrak points of sale to purchase tickets and support ridership and revenue objectives.

FY 2020-21 and FY 2021-22 Marketing Plan

Brand Building and Driving Awareness

- Advertising campaigns

Campaigns are 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, and comfort and convenience of onboard amenities.

- Direct marketing

Staff will plan and implement short- and long-term integrated campaigns to increase market share and drive customers to Amtrak points of sale. Regular reporting and data analysis will provide opportunities to refine campaigns to maximize return on marketing investments. This will include a robust marketing effort to support the initiation of additional roundtrips, as well as any other service improvements that are implemented.

- Field marketing

The field marketing engagement program is designed to build awareness of the Pacific Surfliner service while developing and strengthening relationships with local communities. The program will include investments in sponsorships, memberships, and advertising programs that are coordinated through strategic partnerships with convention and visitors' bureaus, collegiate and professional sports franchises, live event promoters, and local event producers.

- 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. Public relations announcements also generate buzz around promotions and special offers that are geared towards increasing ridership. The LOSSAN Agency also shares rail safety messages via public relations announcements and social media to highlight the importance of safety around

train tracks and promote public education efforts in collaboration with California Operation Lifesaver (CAOL).

New Customer Acquisition

- PacificSurfliner.com website

The PacificSurfliner.com website continues to provide an online destination for users to discover, plan, and book trips by train. The main purpose of the website is to capture traffic and drive users to Amtrak points of sale for ticketing. Many of the bookings on PacificSurfliner.com are assumed to be from new or latent riders, as frequent passengers tend to book directly through Amtrak.com or the Amtrak mobile app. This illustrates that the LOSSAN Agency's marketing efforts are crucial to not only maintain current customers, but also to reach new and distinct markets that present opportunities to grow ridership and revenue. New passengers on the Pacific Surfliner can then be turned into return customers by Amtrak through its national sales and promotional efforts, retargeting activities using transactional data, and loyalty incentives like Amtrak Guest Rewards that drive customers back to Amtrak points of sale for future trips. The LOSSAN Agency will continue efforts to enhance the online experience by implementing website features designed to increase user engagement and booking transactions.

- Digital marketing

The LOSSAN Agency drives valuable traffic to the Pacific Surfliner website consistently throughout the year through marketing strategies focused on keeping the Pacific Surfliner top of mind, while continuing to drive sales referrals to Amtrak.com for ticketing. To encourage consumers to travel on the Pacific Surfliner, offers such as year-round savings with California Everyday Discounts are promoted through social media, paid advertising, and other channels to encourage travel to popular destinations and events along the route, resulting in even more online visibility, earned media, and referral traffic for Pacific Surfliner bookings.

- Destination marketing

The LOSSAN Agency will continue to expand its destination-based marketing efforts to promote the service among consumers in market to travel to key destinations along the LOSSAN rail corridor. Building and cultivating partnerships along the Pacific Surfliner route encourages more California residents and visitors to take the train. Participating in cross-promotional opportunities with strategic partners helps to decrease advertising costs and provides added value for Pacific Surfliner customers.

Customer Retention

- Passenger communications

The LOSSAN Agency continues to expand and improve access to service updates through the Pacific Surfliner website and Twitter page for passengers in transit and during trip planning. Relaying timely information and engaging in active social media monitoring and response helps enhance customer satisfaction. It is also critical in the event of major disruptions to help alleviate customer frustration and manage consumer expectations.

- Email marketing

The LOSSAN Agency will launch a refreshed email marketing program to deliver timely and relevant information to individuals who have indicated an interest in the Pacific Surfliner. The program will act as an additional touchpoint for communicating service updates, offers and promotions, as well as new and upcoming events, to current and potential customers. This will further drive website traffic, social media engagement and ticket bookings.

Measure and Optimize

- Generating sales referrals to Amtrak.com

One of the key metrics that the LOSSAN Agency uses to help measure the impact of marketing activities on ridership and revenue is Amtrak referral sales reports. These reports track the number of visits to PacificSurfliner.com that ultimately result in successful bookings on Amtrak.com. The LOSSAN Agency uses a combination of broad reach and targeted marketing efforts to ensure that high quality sales leads are directed to PacificSurfliner.com.

- Metrics and milestones

As the LOSSAN Agency further develops its marketing program, it is prudent to invest in expanded activities once staff has sufficient insight into which efforts are most productive 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 to demonstrate return on investment, provide audience insight and help inform future marketing activities. 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 the Caltrans DRMT initial request for funding in the State's FY budget. Once the State's budget is approved and funds have been included for the service, CalSTA is responsible for allocating the funds to each of the three intercity passenger rail corridors through the approval of the annual business plans. Simultaneously with this process, the LOSSAN Agency negotiates with Amtrak regarding the operating and maintenance contract, which is managed on a FFY basis (October – September). The current Amtrak agreement was executed on an annual basis covering October 1, 2019 through September 30, 2020. A new operating agreement will be executed for FFY 2020-21, which covers the period of October 1, 2020 through September 30, 2021.

Annually, the LOSSAN Agency will provide a proposed budget for the continued administration, marketing, and operations of the Pacific Surfliner to the LOSSAN Board for review and approval. Consistent with this budget, a funding request will be included in the annual business plan for submittal to the Secretary of CalSTA by April 1 of each year. Generally, the LOSSAN Agency will submit the annual business plan including a draft funding request by April 1, 2020, and will submit an updated funding request by June 30, 2020, based on final operating revenue and expense estimates provided by Amtrak. Given the current COVID-19 environment, the LOSSAN Agency will submit a draft funding request by May 1, 2020, which will include administrative and marketing funding level proposals, as well as a draft operating funding request that is based on full operating service levels prior to COVID-19 impacts. The LOSSAN Agency will work in coordination with Amtrak to develop a final operating forecast that will be submitted to the Secretary of CalSTA by an agreed upon date.

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 2020-21 and FFY 2021-22 Operating Funding Request

The total net State funding request for FY 2020-21 is proposed at \$59,461,402 which includes the net operating subsidy as well as administrative and marketing funding. Total projected net Amtrak operating subsidy is \$49,390,230. Included in the net operating subsidy is an additional revenue and expense estimate of \$6,378,931 for the implementation of a 14th round trip between San Diego and Los Angeles, 6th round trip between Los Angeles and Goleta, and a 3rd roundtrip between San Diego and San Luis Obispo. The operating costs and fare revenue also include the retiming of trains which provide peak-period service from Ventura to Santa Barbara. This cost is assumed to be offset by a 50 percent cost share for this service provided by SBCAG. Total Amtrak operating costs are estimated assuming a 7 percent budget assumption increase over the prior year forecast (which is consistent with consumer price index increases and year over year average route cost trends). Total projected fare revenue is estimated using a 3 percent budget assumption increase, consistent with LOSSAN Agency Board approved budget assumptions.

The total net State operating funding request includes \$180,000 for transit connectivity and integration, which includes estimates for the continuation of the Transit Transfer Program (\$60,000) and emergency bus bridge service with NCTD and OCTA (\$60,000 each).

The business plan assumes that Caltrans DRMT will continue to have a separate agreement with Amtrak to directly fund equipment capital charges for Amtrak-owned railcars and locomotives used on the three state-supported rail corridors. Therefore, equipment capital charges are not included in the operating agreement between Amtrak and the LOSSAN Agency. Additional supplemental funding is requested for minor projects at \$500,000, consistent with prior year allocations.

FY 2020-21 and FY 2021-22 Administrative and Marketing Funding Request

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
- Legislative Advocacy and Government Relations
- Marketing
- Operations
- Planning
- Risk Management
- Stakeholder Outreach
- Treasurer-Controller

The FY 2020-21 administrative funding is proposed at \$6,830,782. Included in this amount is \$5,852,282 for managing agency administrative salaries at fully burdened rates. Four additional full-time administrative positions are requested including a Deputy Managing Director, Project Manager, Transportation Funding Analyst and Accounting Analyst Associate, bringing the total staffing level to 18 full-time positions. The annual estimated cost of adding the additional positions, including managing agency overhead, is \$1,253,402. 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 2020-21 budget and personnel and salary resolution. The Project Manager and Transportation Funding Analyst positions may be

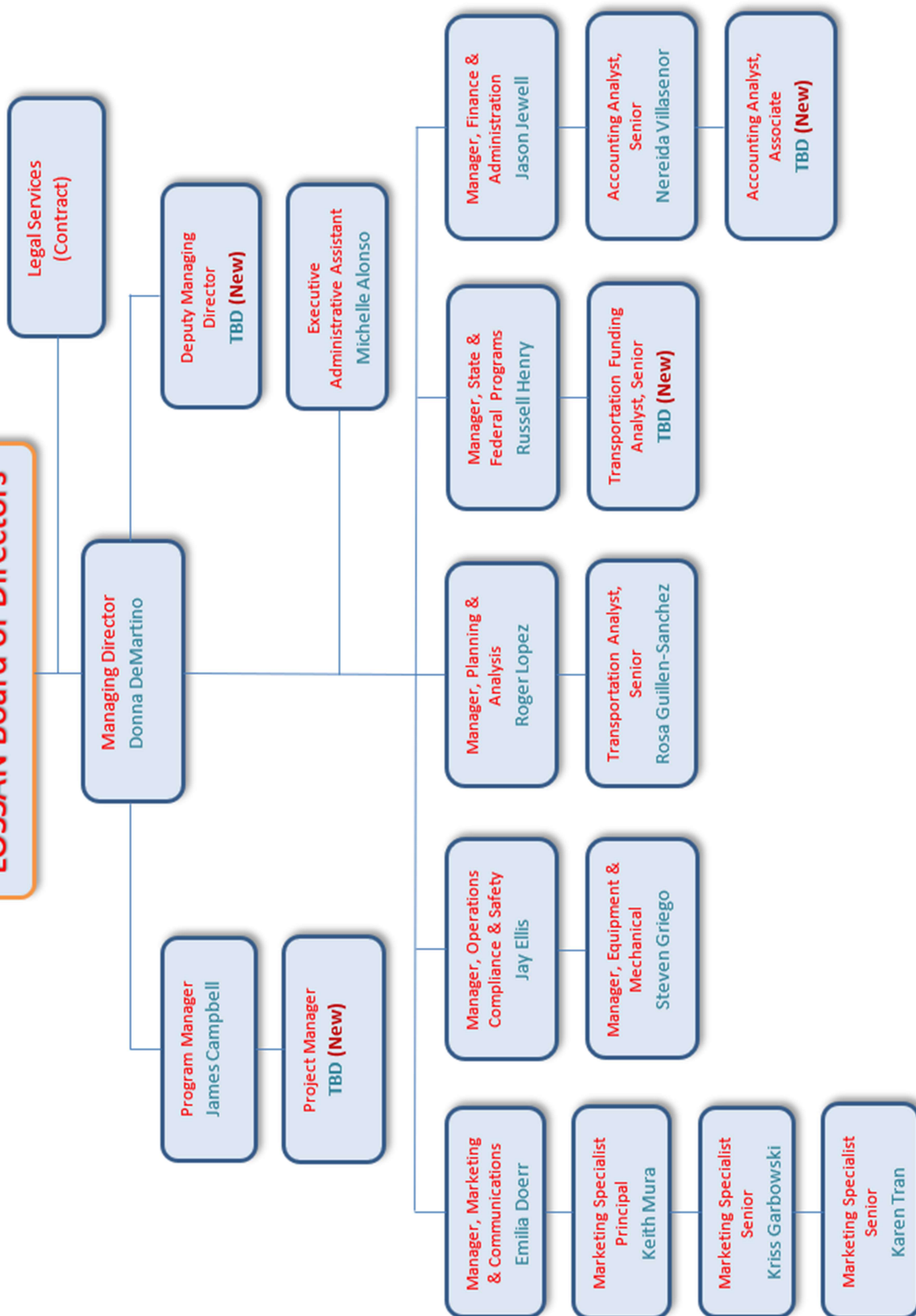
partially funded by grant funds. Depending on the grant, funding for these positions may be between 10%-100% of the position costs, which will reduce the total amount of administrative funds requested. The LOSSAN Agency plans on utilizing approved grant funding to cover allowable staff time spent on various grant funded projects, which will further reduce the amount of actual administrative funds needed. The Accounting Analyst Associate position if approved, will replace temporary help which has been utilized over the last several years.

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, especially in the areas of capital projects and grants management. These 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 dedicated staff positions necessary to support the LOSSAN Agency are included in the organizational chart in Figure 11.1 on the following page.



LOSSAN Board of Directors



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. Dotted line denotes informal reporting relationship. Some work will roll up to the Planning & Analysis Manager, while the positions will report to the Finance & Administration Manager.

The FY 2020-21 proposed administrative funding request for legal, travel, insurance, memberships dues and banking fees is \$178,500, while the proposed funding level for professional services is \$800,000. This amount includes \$450,000 to fund audit, insurance brokerage and on-call consulting services for planning, modeling, project and construction management. The professional services amount also includes \$350,000 to fund as needed environmental and design consulting services.

The FY 2020-21 marketing funding request is proposed at \$2,000,000 (consistent with the FY 2019-20 amount), plus the utilization of an estimated \$1,240,390 in marketing surplus funds. The LOSSAN Agency will include any adjustments to the estimated marketing surplus funds and the planned utilization of these funds in the final annual business plan submittal.

The LOSSAN Agency's funding request for net Amtrak operating costs and administrative and marketing funding for FY 2020-21 and FY 2021-22 are detailed in Table 11.2.

Table 11.2: LOSSAN Agency Net Operating, Administrative & Marketing Funding Requests: FY 2019-20 Approved, FY 2020-21 and FY 2021-22 Proposed

	FY 2019-20 Approved Funding	FY 2020-21 Proposed Funding	FY 2021-22 Proposed Funding
Amtrak Operating			
Total Amtrak Operating Costs	\$ 122,907,054	\$ 131,510,548	\$ 139,401,181
Total Amtrak Operating Revenue	\$ (92,503,591)	\$ (87,501,974)	\$ (90,127,033)
Net Amtrak Operating Costs (Expenses less Revenues)	\$ 30,403,463	\$ 44,008,574	\$ 49,274,147
LOSSAN Funding Requirement			
Net Amtrak Operating Costs	\$ 30,403,463	\$ 44,008,574	\$ 49,274,147
Net Cost Estimate For Additional Round Trip	\$ 1,114,820	\$ 6,378,931	\$ 6,634,088
Less Cost Sharing Revenue Retimed Trains	\$ (1,177,275)	\$ (1,177,275)	\$ (1,177,275)
Transit Connectivity and Integration	\$ 160,000	\$ 180,000	\$ 180,000
LOSSAN Net Operating Funding Request	\$ 30,501,008	\$ 49,390,230	\$ 54,910,960
Administrative Funding Request	\$ 5,088,548	\$ 6,830,782	\$ 7,104,013
Marketing Funding Request	\$ 3,450,000	\$ 3,240,390	\$ 2,000,000
Total LOSSAN Funding Request	\$ 39,039,556	\$ 59,461,402	\$ 64,014,974
Supplemental Allocations			
Minor Projects Funding Request	\$ 500,000	\$ 500,000	\$ 500,000

Grant Programs

Separate from the FY 2020-21 State funding request, grant revenues and expenses are included in the LOSSAN Agency FY 2020-21 annual budget for various operational programs and capital projects. In FY 2015-16, CalSTA awarded the LOSSAN Agency \$1,675,000 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 has been informed that the current funding will allow for expenditures up through June 30, 2020. The LOSSAN Agency proposes continuing the program through FY 2020-21 and FY 2021-22 with the use of state operating funds.

The LOSSAN Agency was also awarded TIRCP funding that will be utilized for capitalized track maintenance and incentives programs with NCTD and UPRR. For both FY 2020-21 and FY 2021-22 the amount budgeted for the program with NCTD is \$3.9 million and \$3.4 million. An agreement for capital improvements, access and incentives is currently being negotiated with UPRR. These agreements will allow for financial incentives to the host railroads for improved On-Time Performance (OTP).

The LOSSAN Agency was awarded SRA program funds that will be used for both operational and capital improvements along the corridor. 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. Future year allocation estimates will be updated annually and will fluctuate somewhat with the current price of diesel fuel. For FY 2020-21, the LOSSAN Agency is budgeting \$5.1 million for the funding and the related project expenses.

The FY 2020-21 grant programs budget includes \$1,000,000 in STIP revenues and expenses for the project approval and environmental documentation for the expansion of the San Luis Obispo Central Coast Layover Facility, as well as \$500,000 for FY 2021-22.

The FY 2020-21 grants programs budget will also include \$9,682,000 in TIRCP revenues and expenses for the Goleta Layover Facility expansion construction.

Budget amendments will be brought to the LOSSAN Agency Board relating to grant funded projects as necessary depending on the timing of projects and the identification of funding.

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 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 Manager of Finance and Administration, 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, as practical, attempt to 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.

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 as Congress begins its efforts to enact surface transportation reauthorization legislation when the Fixing America's Surface Transportation (FAST) Act expires on September 30, 2020. Specifically, the LOSSAN Agency will work on influencing the federal passenger rail title that provides additional funding and financing opportunities for passenger rail programs. In addition, the LOSSAN Agency will work to maximize funding available to benefit the LOSSAN rail corridor in any potential federal infrastructure package and through the continued implementation of California's 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 2020 LOSSAN Legislative Program provides further detail on the LOSSAN Agency's legislative priorities, and includes three top priorities for 2020:

- 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 toward achieving goals related to improved mobility, environmental sustainability, and safety.

Chapter 13: Safety and Security

Protecting the safety and security of our passengers and the 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 the railroad ROW between San Diego, Los Angeles, and San Luis Obispo.

The Pacific Surfliner intercity passenger 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 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 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
- Prioritize rail capital project funding for projects that 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 additional safety and security improvements

PTC

In accordance with a federal mandate, PTC is fully operational on all Pacific Surfliner trains. 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.

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 currently in service are equipped with inward-facing cameras. Additionally, the Charger locomotives meet or exceed the latest federal rail safety regulations, including enhanced carbody structure safety with crash energy management components like a locomotive cab safety cage and push-back couplers.

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, one detective, one sergeant, and one captain currently assigned to the Pacific Surfliner. Of the nine officers, six function in the patrol capacity, and three serve with K-9 units. Currently, some of these officer positions are vacant. Amtrak Police Department continues to work to find qualified candidates to fill these vacant positions. Additionally, there are five members of the Amtrak Special Operations Unit (SOU) that can be called upon when needed.

The 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 K-9 units provide a psychological and physical deterrent to potential threats from explosives. The teams undergo intensive training that includes vapor wake training, which 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.

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, fencing along the ROW to prevent unauthorized access, 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. Amtrak currently directly contracts for security at the Santa Fe Depot, as this station houses equipment overnight. Some city-owned stations also offer security guards and long-term parking security; however, these are contracted for directly by the station owners. 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. A centralized monitoring station is currently being constructed in Los Angeles. When complete, this will provide local law enforcement remote access to the security cameras at the stations they are responsible for patrolling.

Despite the majority of the onus being on local law enforcement, as a recipient of CalOES CTSGP funds, the LOSSAN Agency takes the lead in coordinating eligible capital improvements that increase safety and security at passenger and maintenance facilities. Beginning in 2017, the LOSSAN Agency began utilizing these funds to construct improvements that will upgrade existing video surveillance systems (VSS) at six Pacific Surfliner stations, add new VSS at six additional stations, and will allow all VSS along the LOSSAN rail corridor to be monitored in one central location as mentioned above. These projects are ongoing and anticipated to be complete in 2021.

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 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 their respective territories. In addition, Amtrak, Metrolink, and NCTD often transport each other's passengers in the event of service disruptions along the corridor.

Public Awareness and Outreach

Public information efforts will continue to use both traditional methods and social media to build awareness about vehicular, bicycle, and pedestrian safety around the tracks. The LOSSAN Agency works with Operation Lifesaver to implement rail safety marketing and outreach campaigns that promote safe behavior around the tracks used by the Pacific Surfliner.

Operation Lifesaver is a national rail safety coalition committed to preventing collisions, injuries, and fatalities on and around railroad tracks and highway-rail at grade crossings through the support of public education programs. 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 further expand its participation in the program, in order to increase the reach of Operation Lifesaver's rail safety message.

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. In addition to the ongoing coordination with the development of the California HSR system (see Chapter 7), the LOSSAN Agency's focus has been on coordinating connectivity with two developing or emerging corridors; 1) the Coast Corridor, connecting the coastal communities north of San Luis Obispo and the San Francisco Bay Area with the Pacific Surfliner service area, and 2) the Coachella Valley – San Gorgonio Pass Rail Service, connecting the eastern communities throughout Riverside County and Coachella Valley. 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 and regional rail operations, and provide enhanced connectivity with local transit systems.

Figure 14.1: Emerging Corridors



Source: LOSSAN Agency, 2020

The Coast Corridor (“Coast Route” 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 that operate on segments of the Coast Corridor include Caltrain, Amtrak, Pacific Surfliner, Amtrak Coast Starlight, 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. For the UPRR, 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.

Implementing State-supported rail service between San Luis Obispo and San Jose to connect the State’s two Megaregions by 2027 is a goal in the State Rail Plan. This proposed service would fill a gap in passenger rail services between Northern and Southern California. One possibility for filling this gap in the State rail network is to extend Pacific Surfliner service north of San Luis Obispo.

The Coast Rail Coordinating Council (CRCC) consists of a technical and policy committee made up of staff and elected officials representing coastal agencies supporting the service, which includes VCTC, SBCAG, SLOCOG, Santa Cruz County Regional Transportation Commission, and the Transportation Agency for Monterey County. The CRCC was recently formalized through a joint Memorandum of Understanding between the five member agencies, with SLOCOG acting as the managing/administering agency for meeting coordination, grant submission, and other administrative responsibilities. The LOSSAN Agency is a participating agency of the CRCC and works with the CRCC member agencies and the State to help evaluate the options for developing and operating state-supported intercity rail service between San Luis Obispo and San Jose.

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, Los Angeles, and points in between. New Coast Route rail service would operate between Los Angeles and San Jose and 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.

Several actions are needed to advance Coast Route rail service, 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 (if LOSSAN is the service provider)

With respect to Coast Route service, the LOSSAN Agency business plan includes adequate staff resources to monitor and participate in continued planning efforts led by CRCC staff.

Coachella Valley – San Geronio Pass Rail Service

The Coachella Valley – San Geronio Pass Rail Corridor refers to the 140-mile long corridor between Los Angeles and the City of Indio as illustrated in Figure 14.1. This service would be like the Pacific Surfliner service, providing 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 between Los Angeles and New Orleans, 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 operating 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 experienced a doubling of population between 1990 and 2010, a trend that is expected to continue. In addition, the Coachella Valley has many tourist destinations that attract regional trips from Los Angeles and Orange counties, as well as national and international visitors.

The LOSSAN Agency is currently supporting the planning and implementation of special event passenger rail service to two of the largest annual public events in the Southern California region – the Coachella Valley Music and Arts Festival and its companion event, the Stagecoach Country Music Festival. The three-weekend Coachella and Stagecoach Festivals host as many as 125,000 participants per weekend, causing heavy traffic congestion on the surrounding area roadways during event days.

The proposed Coachella Valley Special Events Train is intended to provide a safe, reliable, and convenient travel option for music festival attendees travelling within the congested Los Angeles-Coachella Valley corridor. Staff is coordinating with RCTC, Amtrak, UPRR, and the event organizer to make this a successful experience. A platform in Indio is needed for the safe and secure loading and unloading of train passengers near the festival grounds. In March 2019, CalSTA awarded RCTC \$5.9 million in SRA funds to support the implementation of the special event service. These funds, along with local matching funds, will be used to construct a temporary passenger platform in Indio and fund access costs along the heavily utilized UPRR Yuma Subdivision.

The Coachella Valley – San Geronio Pass Rail 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).

In 2018, a draft service development plan (SDP) for the corridor was initiated and included development of a work plan, outreach efforts, alternatives analysis, market analysis, and ridership projections. In addition, a program-level environmental analysis is currently underway for this service and corridor. The final Environmental Impact Report / Environmental Impact Statement document, along with the SDP, is anticipated to take another year to complete. Once these planning efforts are finished, the corridor will be eligible to receive state and federal funds for design and construction. The LOSSAN Agency will continue to participate in these planning efforts and ensure they provide connectivity with the Pacific Surfliner service.

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 on the Coast Daylight and Coachella Valley corridors.

Glossary of Terms

ADA	Americans with Disabilities Act
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
CIP	Capital Improvement Program
CP	Control Point
CPUC	California Public Utilities Commission
CRCC	Coast Rail Coordinating Council
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
ITA	Interagency Transfer Agreement
JPA	Joint Powers Authority/Agreement
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
MP	Mile Post
NCTD	North County Transit District
OBIS	On Board Information System
OCTA	Orange County Transportation Authority
OTP	On-time performance
Plan	California State Rail Plan
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

SCORE	Southern California Optimized Rail Expansion
SCRRA	Southern California Regional Rail Authority
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
STIP	State Transportation Improvement Program
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
VSS	Video Surveillance System





May 18, 2020

To: Members of the Board of Directors
Donna DeMartino
From: Donna DeMartino, Managing Director
Subject: 2020 Transit and Intercity Rail Capital Program Grant Award Authorization

Overview

The California State Transportation Agency has awarded the Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency \$38.7 million in 2020 Transit and Intercity Rail Capital Program grant funding to advance much-needed capital improvements and planning studies on both the northern and southern ends of the Los Angeles – San Diego – San Luis Obispo rail corridor. Staff requests to allow the Managing Director to accept the grant funding, and to negotiate and execute all necessary grant-related agreements with the California Department of Transportation and California State Transportation Agency.

Recommendations

Authorize the Managing Director to accept \$38.7 million in 2020 Transit and Intercity Rail Capital Program grant funds and to negotiate and execute all necessary agreements with the California Department of Transportation and California State Transportation Agency.

Background

On October 18, 2019, the California State Transportation Agency (CalSTA) issued a call for projects for the 2020 Transit and Intercity Rail Capital Program (TIRCP). The TIRCP was created by Senate Bill (SB) 862 (Chapter 36, Statutes of 2014) and modified by SB 9 (Chapter 710, Statutes of 2015) to support transformative capital improvements that will modernize California's intercity, commuter, urban rail systems, and bus and ferry systems, while significantly reducing emissions of greenhouse gases (GHG), vehicle miles traveled, and traffic congestion.

The Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor Agency (Agency) worked with member and partner agencies to submit an application requesting a total of nearly \$80 million in grant funding by the January 16, 2020 application deadline. CalSTA received 45 applications from rail and transit agencies throughout the state requesting a total of \$2.5 billion in 2020 TIRCP funding.

On April 21, 2020, CalSTA announced its recommendation to award \$500 million in 2020 TIRCP funding to 17 projects statewide. The \$500 million in TIRCP funding is provided through a combination of SB 1 revenues, as well as proceeds from the state's Cap and Trade program. The application submitted by the LOSSAN Agency received funding through the 2020 TIRCP, totaling \$38.7 million.

Discussion

The LOSSAN Agency's \$38.7 million grant award includes \$10.3 million to complete construction for Phase 1 of the Central Coast Layover Facility and \$28.4 million for the design and construction for Phase 1 of the San Diego County Maintenance and Layover Facility.

The Central Coast Layover Facility will expand the capacity and capabilities of the layover facility in San Luis Obispo by relocating and constructing a new facility to advance service expansion and enhancement goals for the Pacific Surfliner. This project is currently undergoing preliminary engineering and environmental clearance.

The San Diego County Layover and Maintenance Facility will be a dedicated maintenance, support and storage location for the Pacific Surfliner service at the southern end of the LOSSAN rail corridor. This new facility will allow for the fleet of equipment operating on the Pacific Surfliner to have a dedicated maintenance and storage facility and allow for direct oversight of maintenance and overhaul programs, improving fleet utilization. This new facility will also support the service expansion and enhancement goals for the Pacific Surfliner.

The 2020 TIRCP grant funds awarded to the projects listed above will be supplemented with other sources of state funding, including Proposition 1B and State Transportation Improvement Program funds. In addition, while the LOSSAN Agency's request for funding to acquire or overhaul equipment for use on the Pacific Surfliner service was not funded through the 2020 TIRCP awards, CalSTA has indicated that as part of the overall scope of the program submitted, state funding from the public transportation account will be used going forward to fund enhancements to the Pacific Surfliner equipment.

Cumulatively, these projects are expected to result in more frequent service, increased ridership, improved equipment utilization and reliability, and a better overall passenger experience. The goal of the program is to make passenger rail a more attractive and viable travel alternative on the LOSSAN rail corridor that will help to reduce congestion and GHG emissions on parallel highways, particularly Interstate 5 and U.S. 101.

Two of the LOSSAN Agency's member agencies were also successful in receiving 2020 TIRCP grants for projects that will enhance connectivity with the LOSSAN rail corridor and Pacific Surfliner service, including:

- Los Angeles County Metropolitan Transportation Authority (Metro) – In partnership with the Southern California Regional Rail Authority, Metro will be adding targeted capacity-increasing infrastructure and service to the Antelope Valley Line and assessing the feasibility of various alternate propulsion services to use on this line through a pilot program: \$107 million
- San Diego Association of Governments – construction of additional capacity projects for the Orange and Green Line light-rail operations and funding to advance the Del Mar Bluffs Stabilization Project: \$12.1 million

Next Steps

Staff is seeking Board of Directors' approval to formally accept the 2020 TIRCP grant award, in the amount of \$38.7 million, and to execute all necessary grant-related agreements with the California Department of Transportation and CalSTA. Staff will incorporate any expected project expenditures and associated TIRCP grant revenues in the draft FY2020-21 budget that will be presented to the Board for approval in June 2020. The Board previously approved Resolution No. 2019-L005 authorizing the Managing Director to accept transit, rail, intercity rail, and urban commuter funds that are allocated to the LOSSAN Agency by the California Transportation Commission.

In the coming weeks, staff will continue working with LOSSAN member agencies and host railroads on the necessary steps for moving forward in delivering and implementing these projects.

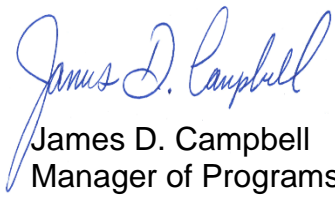
Summary

On April 21, 2020, the California State Transportation Agency awarded the Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency \$38.7 million in 2020 Transit and Intercity Rail Capital Program grant funds to support capital improvements on both the northern and southern ends of the Los Angeles – San Diego – San Luis Obispo rail corridor. Staff requests authorization to accept the grant funds and enter into all necessary grant-related agreements with California State Transportation Agency and the California Department of Transportation.

Attachment

None.

Prepared by:



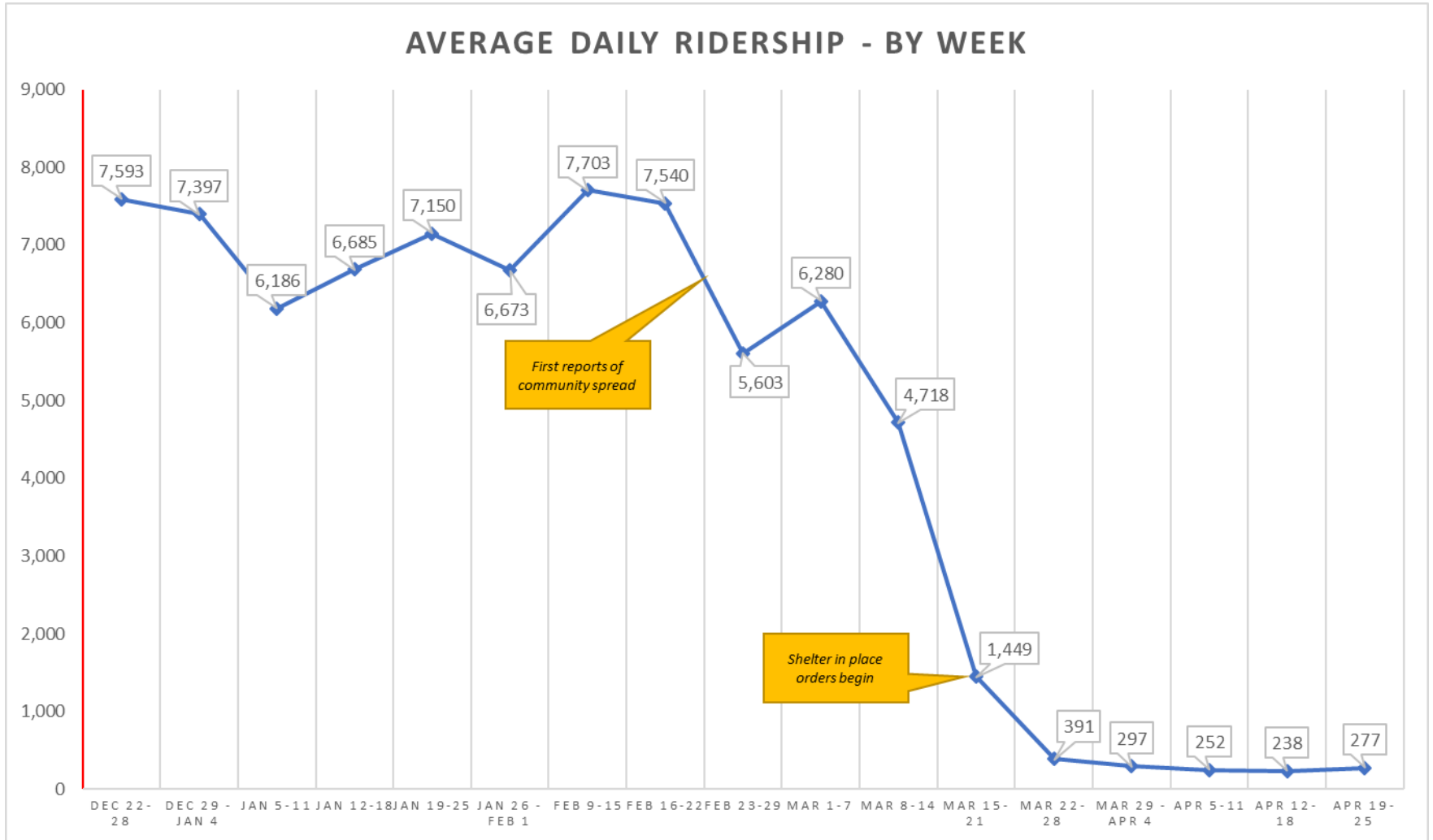
James D. Campbell
Manager of Programs
(714) 560-5390



COVID-19 Impacts on Ridership and Revenues and the CARES Act

LOSSAN Board Meeting
May 18, 2020

Daily Ridership Trend

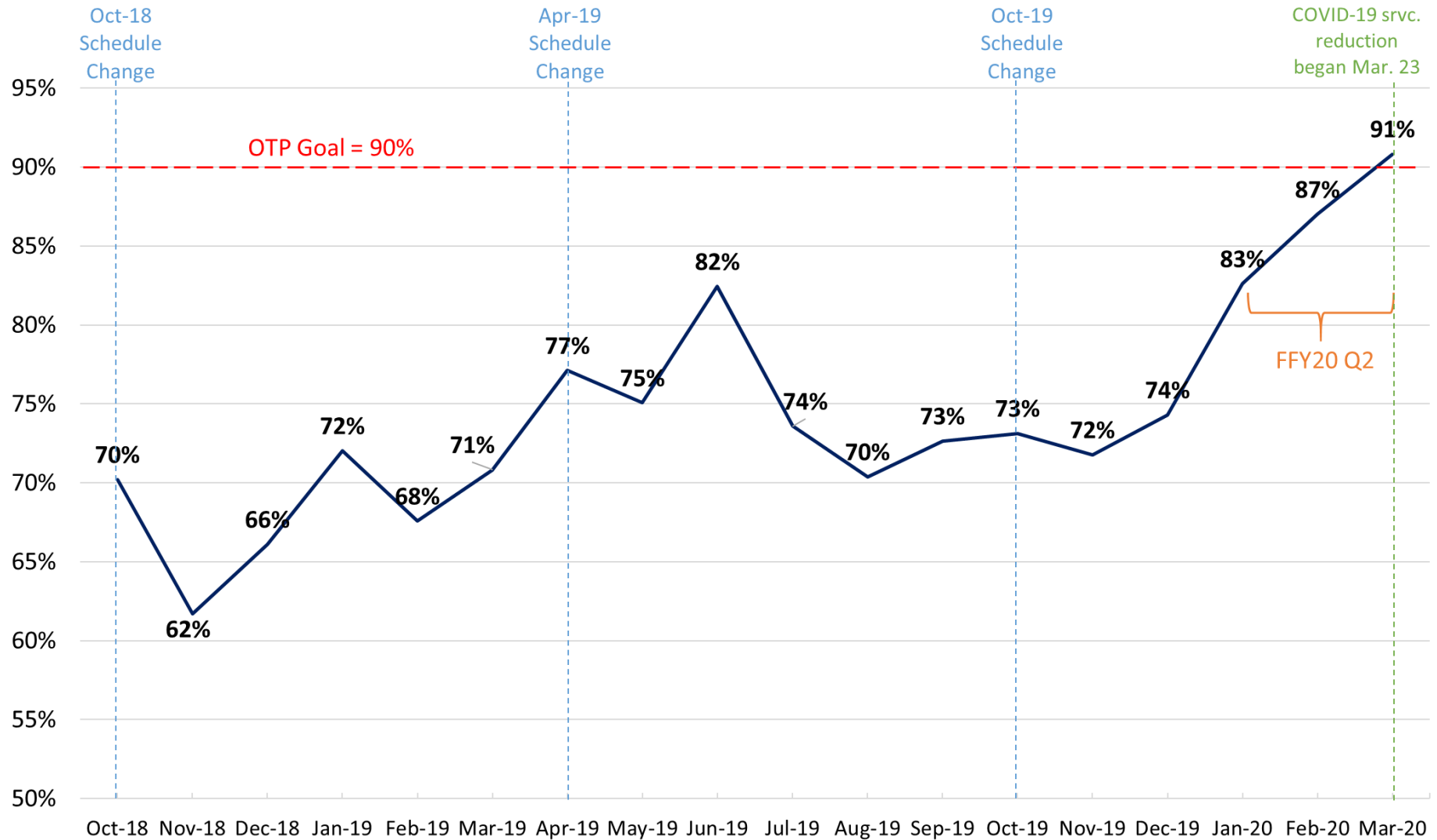


Good News – Supporting our Communities



- On April 8, 2020, approximately 34,000 Pacific Surfliner branded Snack Packs were donated to Los Angeles Based charity Food Finders, providing much needed meals to the communities hardest hit by the COVID-19 pandemic.
- We anticipate an additional donation of 16,000 units to occur this week, bringing the total to over 50,000 meals donated to those who need them.
- Each Snack Pack contains beef jerky, Asiago cheese spread, multigrain mini pretzels, Santa Barbara Trail Mix, chocolate chip cookies, and a peppermint taffy.

Good News – Endpoint On-Time Performance (OTP) Improvements



Looking Ahead

- Positive trend in ridership so far this week, daily average is up 14.1 percent over last week and 32.8 percent over the week before.
- Plans for the reintroduction of service are already in development in coordination with Amtrak.

Amtrak Operating Costs

- Fiscal Year (FY) 2020 Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor Agency (Agency) operating budget for Amtrak operations is \$31.5 million.
- LOSSAN pays the **NET costs on an actual basis**. Revenues minus expenses. Pay Amtrak monthly advance based on contractually agreed upon amount, true-up to actuals on monthly basis.
- Revenues Include Fare Revenue, Food and Beverage Revenue and Other Revenue. Expenses Include Third Party Costs, Fuel, Route Costs and Additives.
- Costs are allocated in accordance with the Passenger Rail Investment and Improvement Act of 2008 (PRIIA), Section 209.
- PRIIA Section 209 Cost Methodology Policy adopted by State-Amtrak Intercity Passenger Rail Committee (SAIPRC).

CARES Act Funding

- Grant between Federal Railroad Administration and Amtrak provides funding to prevent, prepare for, and respond to Coronavirus.
- Provides \$492 million for the Northeast Corridor train network and \$526 million for the National Network, of which at least \$239 million of funds provided will be used in lieu of any increase in State-supported intercity passenger rail payments.
- The CARES Act further limits States' supported payments for fiscal year 2020 to no more than 80 percent of the fiscal year 2019 payments.

CARES Act Funding Continued

- LOSSAN Agency payment to Amtrak for FY 2020 is capped at \$26.6 million.
- Federal funding may be utilized beyond FY 2020 if available (Amtrak federal FY ends September 30, 2020).
- Coordination with stakeholders through State-Amtrak Intercity Passenger Rail Committee (SAIPRC).
- Analysis of costs on an ongoing basis in coordination with Amtrak and California's Joint Power Authority (JPA) to determine areas of cost reduction and savings.

Summary

- LOSSAN Agency will continue to coordinate with SAIPRC, Amtrak and JPA's on strategies for cost reductions, application of the federal funding and return to service levels.
- Anticipate bringing a revised operations budget for FY 2021 to the LOSSAN Agency Board of Directors during the first quarter (July through September 2020).

Questions



COVID-19 Impacts on Marketing and Communications

Board of Directors
May 18, 2020

Performance Summary

In the period between January and February 2020, Amtrak reported a consistent increase in sales and revenue generated by PacificSurfliner.com

- **Jan – Feb 2020**

- 99,000 qualified leads to Amtrak.com (+5% vs previous year)
- 12,006 bookings (+35% vs previous year)
- \$757,157 in revenue (+34% vs previous year)

In March 2020, Amtrak reported a decrease in sales and revenue from leads generated by the Pacific Surfliner website attributed to service impacts and travel restrictions due to COVID-19

- 19,279 qualified leads to Amtrak.com (-70% vs previous year)
- 2,265 bookings (-61% vs previous year)
- \$131,522 in revenue (-65% vs previous year)

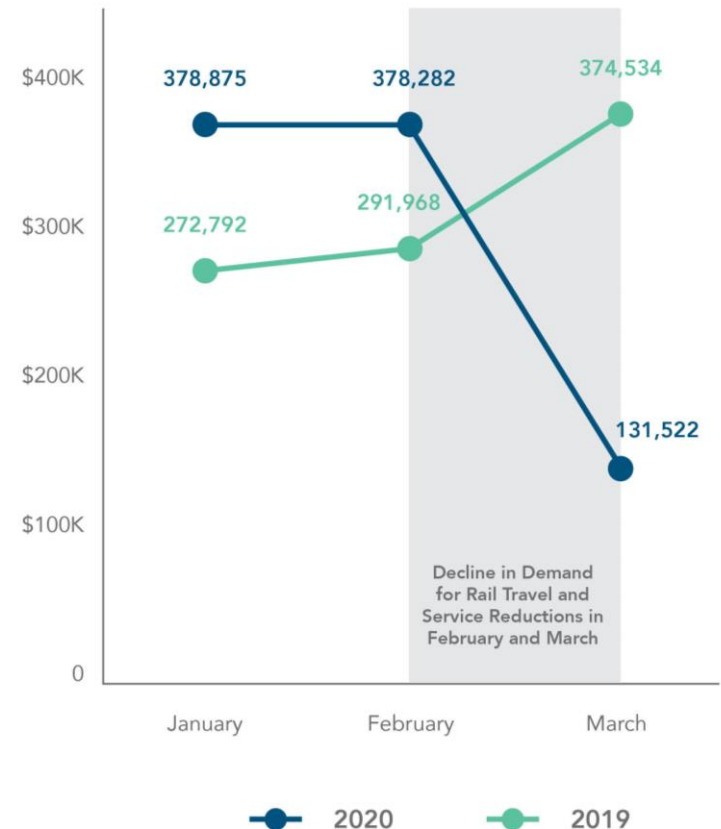
Note: Currently, sales reporting is not available for direct bookings on Amtrak.com, the Amtrak app, via phone, or in the stations.

March Ridership Decline Due to Travel Restrictions & Service Reductions

Decreases in March 2020 sales referrals and sales aligned with the drop in overall Pacific Surfliner ridership.

- Sales decreased as demand for rail travel saw significant declines in response to the COVID-19 crisis

Year Over Year Revenue
by Month



Year-Over-Year Performance

Overall for the period January-March 2020, Amtrak reports a **five percent** decrease in referral sales revenue from PacificSurfliner.com, compared to the same period the previous year.

- Momentum from increased sales referrals in January and February kept quarterly year-over-year decreases relatively low



Unique visits to
PacificSurfliner.com



Referral traffic to
Amtrak.com



Bookings on
Amtrak.com



Revenue

	Unique visits to PacificSurfliner.com	Referral traffic to Amtrak.com	Bookings on Amtrak.com	Revenue
Jan-Mar 2020	288,594	118,433	14,271	\$888,679
Jan-Mar 2019	333,030	158,915	14,725	\$939,294

Note: Currently, sales reporting is not available for direct bookings on Amtrak.com, the Amtrak app, via phone, or in the stations.

Novel Coronavirus Response

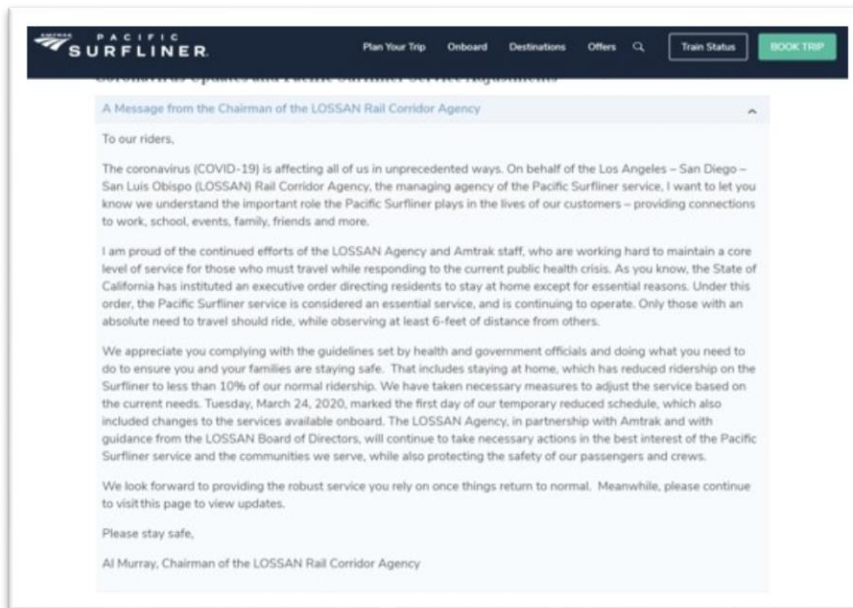
In March 2020, promotional marketing activities were paused, and efforts were shifted to crisis communications and distribution of up-to-date information on service impacts.

To reach regular customers and riders in-transit, signs were printed and distributed to stations along the Pacific Surfliner route.

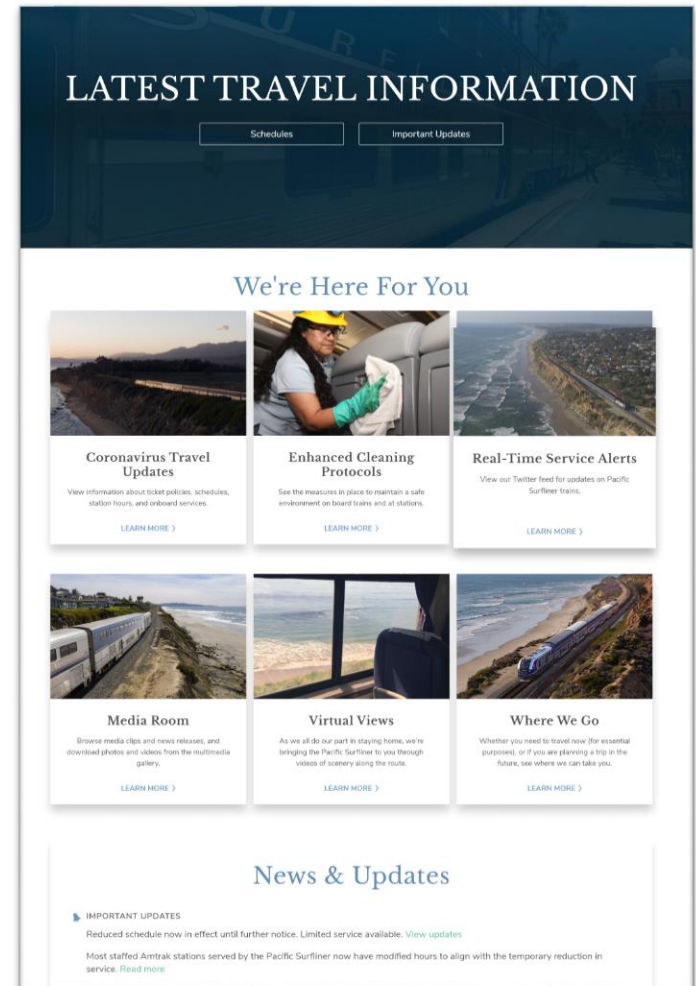


PacificSurfliner.com

The Pacific Surfliner website serves as the hub for all communications and up-to-date information, schedules, as well as efforts to keep crews and passengers safe.



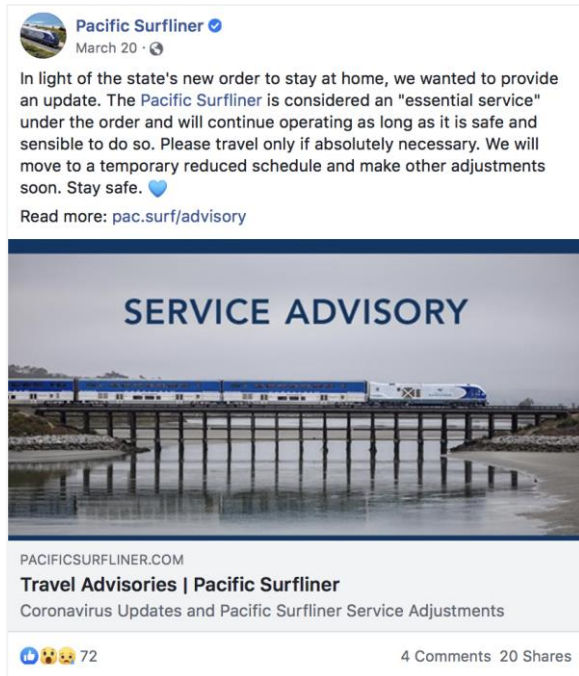
Letter from Chairman



Updated Website Homepage

Passenger Communications

In addition to regular updates on PacificSurfliner.com, LOSSAN staff shared updates on social media and collaborated with Amtrak to distribute notifications to all ticketed passengers.



Social Post

The global fight against the novel coronavirus continues, and we are doing all we can to provide safe transportation for those who need to travel.

As we are experiencing some reduced demand for our service, we are making temporary adjustments that will have minimal impact to customers.

The Pacific Surfliner is now operating on a reduced schedule, and other changes have been made to station hours and onboard services. Please visit pacificsurfliner.com/advisory to view the latest updates, or follow the [PacSurfliners Twitter account](#).

As a reminder, with an Unreserved Coach Pacific Surfliner ticket, you have the flexibility to change the time you ride or even the day you ride between the stations listed on your ticket. There is no need to contact Amtrak to modify your reservation. Simply save your ticket and use it at a later date (up to one year from the date listed on your ticket). Business Class reservations, however, do need to be modified in advance.

Thanks for being a valued Amtrak customer. Please stay safe.

Email to customers

Essential Service Campaign

As the Pacific Surfliner continues to provide a core-level of service for essential travel, an informational campaign communicates ongoing efforts to run train service in a safe manner for crews and passengers.



30 Second Video on KDOC

Information Broadcast Spots

Staff developed public service messages that highlighted efforts to run essential service while creating a sense of goodwill through the Pacific Surfliner brand.



KNX 10.70
NEWSRADIO



ALT 94.9
SAN DIEGO'S ALTERNATIVE



100.3 JACK fm
playing what we want®

KDOC tv
LOS ANGELES

97.3 FM
THE FAN

the new **95.1**
KBBY
today's hits + yesterday's favorites



ANGELS RADIO
AM 830

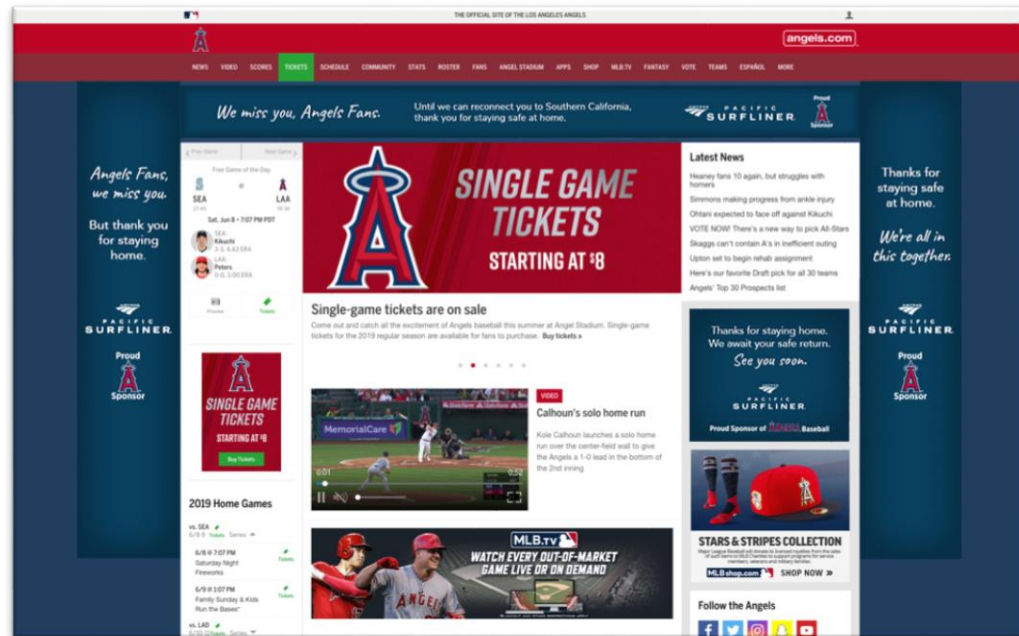
Sunny
98.1!
San Diego's Greatest Hits



Major media outlets featured the essential service public service announcement.

Community Partnerships

Strategic partners provided visibility through complimentary no-cost placements that help maintain a brand awareness for the Pacific Surfliner as a valuable partner in the community.



The Anaheim Ducks included Pacific Surfliner in the Honda Center's "Stronger Together" campaign. The Los Angeles Angels provided elements at no cost including a 24-hour digital takeover of Angels.com.

Public Relations

Service announcements were distributed to media and the public highlighting continuous efforts to provide an essential and safe form of public transportation.

- The announcements received a combined total of 292 press mentions resulting in a reach of over 259 million earned media impressions and a publicity value of \$129,639.85.

Amtrak Pacific Surfliner Continues to Provide Train Service for Essential Travel Only



Modified schedules and increased safety measures are in place for essential train service along the Los Angeles - San Diego - San Luis Obispo Rail Corridor

NEWS PROVIDED BY
Amtrak Pacific Surfliner
Apr 20, 2020, 16:00 ET

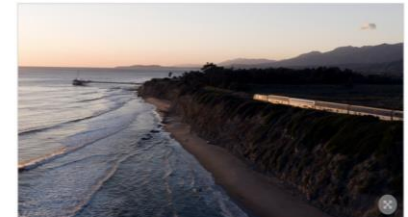
SHARE THIS ARTICLE



ORANGE, Calif., April 20, 2020 /PRNewswire/ -- As the situation with the novel coronavirus (COVID-19) continues to evolve, the Los Angeles - San Diego - San Luis Obispo (LOSSAN) Rail Corridor Agency, which oversees the Amtrak® Pacific Surfliner® service, is working closely with Amtrak to respond to changes in demand and public health conditions.

As Californians follow a statewide executive order to stay-at-home, ridership on the Pacific Surfliner has seen an unprecedented decline, settling at about five percent of the normal numbers. Individuals who do not need to travel are asked to stay home.

"The safety and wellbeing of our passengers and crews will always be our highest priority," said Al Murray, chairman of the LOSSAN Agency. "In this crucial time, we understand the important role the Pacific Surfliner plays in the lives of the communities we serve, and we remain dedicated to preserving a core level of service for those who must travel."



Amtrak Pacific Surfliner Continues to Provide Train Service for Essential Travel Only

Adjustments have been made to train schedules, and additional practices have been implemented to keep passengers and employees safe. This includes the following:

- **Modified Service:** A core level of service continues to serve those who need to travel for essential reasons. Trains are operating on a temporary reduced schedule, and adjustments have been made to some station facilities and onboard amenities.

Social Media Virtual Experiences

A series of video-based social media posts featured stunning views taken from aboard a Pacific Surfliner train.



Judy Proo Can't wait to do this from San Diego to Santa Barbara as soon as we're all able to get out & travel!! In the meantime I love looking at these videos ❤️
Like · Reply · 3w 4

Terri Medel I cannot wait to travel on Amtrak to the OC to see my grandchildren!
Like · Reply · 1w 3

Sophie Lauren @Sophiel20362954 · Mar 27
Replying to @PacSurfliners
I miss my Amtrak commute like missing family!
1 2

modbree Can't wait to see more of these videos! Thank you!! 🇪🇸

Miles Riehle @ @riehle_deal · Apr 6
Replying to @PacSurfliners
needed this right now

Branded Backgrounds for Video Calls

Digital backgrounds allowed video conference users to meet in front of scenic Pacific Surfliner views



Jeanne Marie
@jmtokunaga

Replying to @PacSurfliners

Zoom background was a hit! And I told everyone about the beautiful Pacific Surfliner route.



Steve Balmer All I need is a bottle or two of Woodbridge Wine to go with it now 😊

Like · Reply · Message · 1d · Edited



Joe Meehan
@JoeMeehan

CHOO CHOO - check out these great backgrounds from @PacSurfliners for your virtual hangouts pacificsurfliner.com/blog/background...



Looking Ahead

- **Plan for Recovery**

- Marketing to align with service levels
- Safety precautions and physical distancing processes that are in place now will be key to regaining consumer confidence
- Path to recovery key phases
 - Travel restricted – essential travel only
 - Travel allowed – an uptick in travel for business purposes
 - Travel encouraged – deferred trips resume to some extent
- Consumer budgets will be tight, but the Pacific Surfliner can play a key role in facilitating recovery in the communities it serves