



LOSSAN Rail Corridor Agency
BUSINESS PLAN
FY 2019-20 to FY 2020-21

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 for an initial three-year period, and was subsequently renegotiated for an additional three-year term effective July 1, 2018 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 24 daily trips. The Pacific Surfliner is the busiest state-supported route in the entire Amtrak national system carrying 2.95 million passengers in federal fiscal year (FFY) 2017-18.

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 declined by less than 2 percent due in part to operational adjustments instituted to implement the morning peak-period service into Ventura and Santa Barbara counties.

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 improved nearly 10 percent, to 77.1 percent, in FY 2017-18, but continues to be lower than the 90 percent goal.



Operating Plan and Strategies

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

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



In FY 2019-20 and 2020-21, 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 a new roundtrip between San Diego and Los Angeles, following the completion of the third main track along the BNSF Railway (BNSF) between Los Angeles and Fullerton. New service north of Los Angeles is also planned, contingent on securing the necessary agreements with UPRR. A second new roundtrip between Los Angeles and San Diego is planned by FY 2020-21. In addition, the LOSSAN Agency has initiated 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 2017-18, the Pacific Surfliner service saw a 1.5 percent decrease in ridership, a 5.7 percent increase in revenue, a 2.2 percent decrease in passenger miles, and a farebox recovery of **76.5 percent**. The ridership decline was anticipated and is partly a result of the implementation 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. The revenue increase can be attributed to both the Pacific Surfliner fare restructuring that took place in March 2018, as well as expanded business class service instituted in 2017. Endpoint on-time performance continued to lag behind the goal of 90 percent, averaging 77.1 percent in FY 2017-18.

Capital Improvements

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

The LOSSAN Agency continues to coordinate with member agencies and station owners to pursue funding opportunities that bring benefits to the larger rail corridor. As part of that effort, the LOSSAN Agency is actively working to update its Capital Improvement Program (CIP). The goal of this effort is to review the capital programs included in the LOSSAN Agency, State,

and stakeholder planning documents to compile a comprehensive list of all identified capital projects whether larger or small. Based on this comprehensive list of projects, a prioritized project list will be developed. 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; and the California Office of Emergency Services (CalOES) has allocated approximately \$7.2 million for safety and security projects. 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 FY 2017-18, the LOSSAN Agency also implemented a California Everyday Discounts program to supplement changes to national discount programs made by Amtrak. In the coming year, the LOSSAN Agency will explore a variety of 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 2019-20 and FY 2020-21 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 consists of 10 train sets to operate 25 daily trains (24 on weekends). 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 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 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 2019-20 focuses 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. In addition, a new PacificSurfliner.com digital platform was launched in early 2019, which will allow future marketing efforts to adapt to changing market conditions while keeping pace with evolving technology and 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 2019-20 is projected to be \$43,099,148, which includes the net operating subsidy as well as administrative and marketing funding. This includes an additional revenue and expense estimate for the implementation of a 13th round trip between San Diego and Los Angeles, a 6th roundtrip between San Diego 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 Los Angeles to Ventura and Santa Barbara Counties. Total Amtrak operating costs are estimated assuming a 4 percent budget increase over the prior year, and a modest fare revenue increase of 2.5 percent.

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, effective October 2015. 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 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 2019-20 administrative budget is proposed at \$4,878,548. This amount assumes one additional full-time project manager position, bringing the total staffing level to 14 full-time positions and one part-time extra help position. 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 2019-20 budget and personnel and salary resolution. The FY 2019-20 proposed funding request for legal, travel, dues and memberships, and banking fees remain consistent with the FY 2018-19 approved budget. The FY 2019-20 proposed funding level for professional services is \$410,000, and the FY 2019-20 marketing funding request remains consistent with the FY 2018-19 approved funding level at \$2,000,000. The LOSSAN Agency has been previously approved to use prior year remaining marketing funds.

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 2019 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, and new Charger locomotives are also equipped with “inward facing” cameras. As required by the FRA, Positive Train Control (PTC) was fully operational on all Pacific Surfliner trains effective December 31, 2018. 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 2019-20 and FY 2020-21 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 managing 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 the ASA between the LOSSAN Agency and OCTA. The LOSSAN Agency currently consists of 11 full-time staff members.

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 provides that the state will provide the funding necessary for service operations, administration, and marketing of the Pacific Surfliner service. Caltrans DRMT also remains responsible for the development of the California State Rail Plan, and the coordination and integration between the three state-supported intercity passenger rail services, as outlined in the ITA.

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.

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

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

Capitol Corridor JPA (CCJPA): Responsible for the operations 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 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 LOSSAN managing agency, responsible for providing administrative services and daily management of the Pacific Surfliner service and the LOSSAN Agency.

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

Rail Operators
Metrolink

NCTD
BNSF
UPRR
Amtrak

ROW Owners

BNSF
UPRR
NCTD
Metro
OCTA
VCTC
SDMTS

Regional Planning Agencies

SANDAG
SBCAG
SLOCOG
SCAG

Others Key Stakeholders/Partners

CHSRA
Coast Rail Coordinating Council (CRCC)
Coachella Valley Technical Advisory Committee
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 5.7 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 2.95 million passengers per year, the Capitol Corridor at No. 2 with 1.71 million passengers per year, and the San Joaquins Corridor at No. 5 with 1.08 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 18 percent of the ridership for the entire Amtrak national system.

History of Pacific Surfliner Service

From May 1971, when Amtrak assumed operation, through 2016, service between Los Angeles and San Diego increased from the original six daily trips to 24 daily Pacific Surfliner trips. The growth and geographic limits of the trips over time are detailed in Figure 2.2. Of the 24 daily Pacific Surfliner trains Amtrak operated, ten trains extend to Santa Barbara / Goleta and four continue to San Luis Obispo. 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.

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

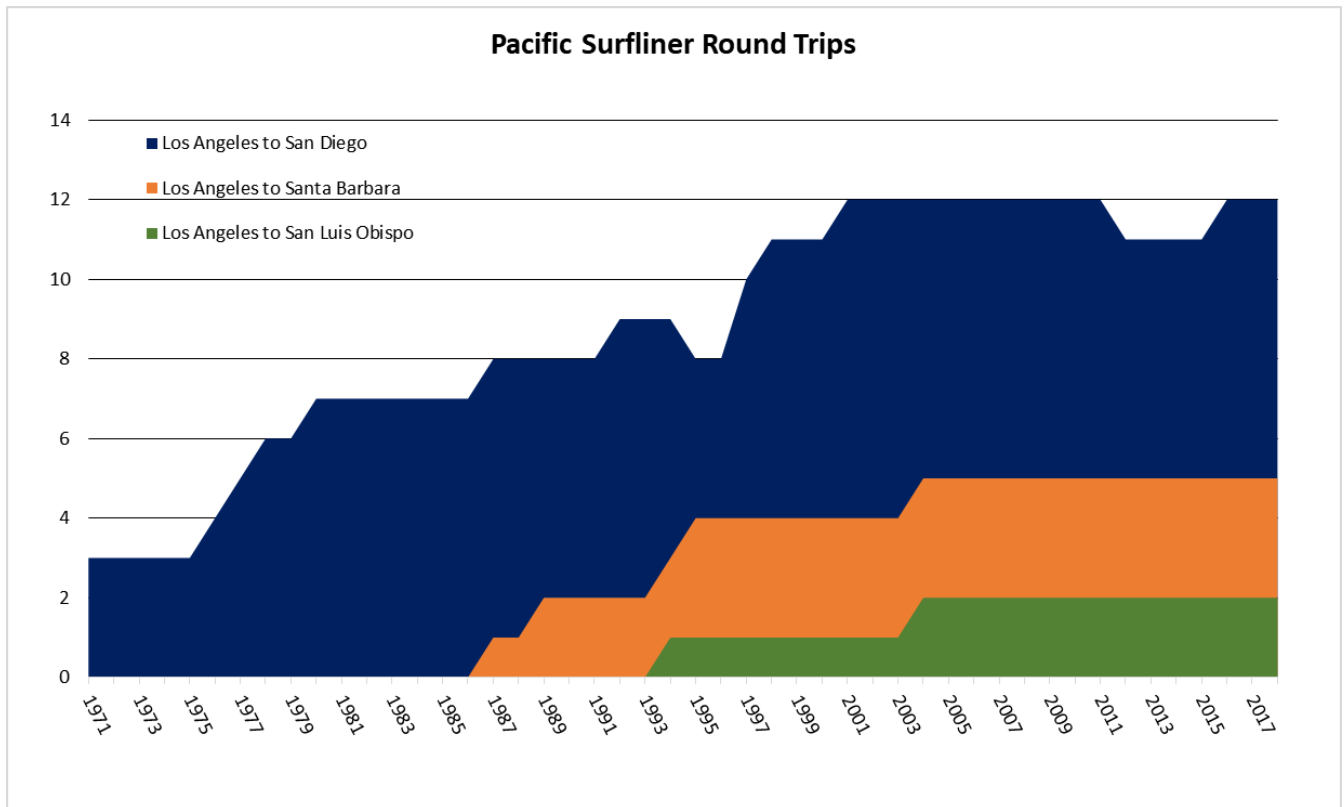
Figure 2.1: California Intercity Passenger Rail Routes



Source: Caltrans, 2015

¹ Amtrak Route Ridership and Gross Ticket Revenue, September 2018

Figure 2.2: Pacific Surfliner Service Growth



Source: LOSSAN Agency, 2018

Pacific Surfliner Funding

Table 2.1: Pacific Surfliner State Operating Subsidy

Fiscal Year	State Subsidy
2014	\$ 29,423,000
2015	\$ 36,819,000
2016	\$ 21,290,000
2017	\$ 21,644,000
2018	\$ 22,662,000
2019	\$ 26,443,000

As shown in Table 2.1, 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.

Source: Amtrak, 2018

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 2017-18. Ridership and farebox recovery climbed steadily through the early 1990s with the farebox recovery ratio near or over 100 percent for six consecutive years, and ridership peaked at 1.8 million in FFY 1992-93.

Table 2.2: Pacific Surfliner Historic Performance

FY	Ridership	Revenue	Farebox Recovery	FY	Ridership	Revenue	Farebox Recovery
1977	607,976	\$ 598,140	36.0%	1998	1,624,693	\$ 15,194,498	33.9%
1978	753,246	\$ 1,446,036	38.4%	1999	1,563,275	\$ 16,401,625	40.6%
1979	967,316	\$ 2,203,403	50.8%	2000	1,567,318	\$ 17,883,725	47.7%
1980	1,218,196	\$ 3,341,561	60.4%	2001	1,661,704	\$ 20,430,153	53.5%
1981	1,238,135	\$ 4,032,480	61.4%	2002	1,742,768	\$ 20,922,453	53.1%
1982	1,167,718	\$ 4,097,254	62.0%	2003	2,030,491	\$ 22,247,564	52.6%
1983	1,131,146	\$ 4,094,750	59.1%	2004	2,307,010	\$ 24,559,183	54.2%
1984	1,221,256	\$ 4,842,400	76.4%	2005	2,454,396	\$ 26,660,048	55.4%
1985	1,240,003	\$ 5,410,502	84.4%	2006	2,655,490	\$ 31,604,715	56.9%
1986	1,394,320	\$ 5,658,915	88.1%	2007	2,685,194	\$ 34,753,372	59.5%
1987	1,461,003	\$ 6,072,523	93.3%	2008	2,835,132	\$ 37,266,009	61.7%
1988	1,661,512	\$ 8,223,462	104.6%	2009	2,696,951	\$ 34,857,678	56.6%
1989	1,717,539	\$ 11,458,084	108.5%	2010	2,614,777	\$ 35,822,186	53.5%
1990	1,746,673	\$ 12,189,942	103.2%	2011	2,746,320	\$ 38,739,760	56.0%
1991	1,791,781	\$ 13,306,307	99.6%	2012	2,664,935	\$ 42,884,431	57.6%
1992	1,673,107	\$ 13,152,063	99.3%	2013	2,689,465	\$ 64,446,130	61.7%
1993	1,810,572	\$ 13,692,612	103.3%	2014	2,673,170	\$ 69,013,726	67.1%
1994	1,699,882	\$ 12,725,094	90.8%	2015	2,827,134	\$ 75,836,869	70.5%
1995	1,464,577	\$ 11,805,859	73.5%	2016	2,924,117	\$ 79,465,847	78.8%
1996	1,480,674	\$ 13,553,553	56.5%	2017	2,989,871	\$ 83,016,156	79.2%
1997	1,617,641	\$ 14,804,355	37.4%	2018	2,946,239	\$ 86,319,147	77.3%

*FFY 2018 based on preliminary unaudited data

Source: Amtrak, 2018

service was reduced. By FFY 2014-15, Pacific Surfliner ridership had recovered to pre-recession ridership levels, even though fewer train trips were operated than the prior years during which ridership peaked. FFY 2016-17 saw the reintroduction of the 12th roundtrip between Los Angeles and San Diego, and with it the highest annual ridership in the history of the service. Ridership in FFY 2017-18 declined by less than 2 percent. This was due in part to operational adjustments instituted to make the morning peak-period service into Ventura and Santa Barbara counties possible. Additional analysis on the ridership decrease is discussed in Chapter 4.

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

The Pacific Surfliner ridership declined each year between FFY 2007-08 and FFY 2009-10 as a result of the significant economic recession affecting the nation. During this time, Amtrak

On-Time Performance

Table 2.3: Historical Pacific Surfliner Endpoint OTP

Fiscal Year	On-Time Performance
2014	77.60%
2015	78.00%
2016	78.00%
2017	68.80%
2018	77.10%

OTP is an important measure of service quality and passenger satisfaction. For the Pacific Surfliner service, endpoint OTP is defined as arrival at the endpoint station within 10 minutes of scheduled arrival for trips up to 250 miles, and within 15 minutes of scheduled arrival for trips between 251 and 300 miles. 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.

Source: Amtrak, 2018

The intercity passenger rail UPS released by CalSTA set a 90 percent endpoint OTP goal. Train delays are recorded by the conductor in minutes on a delay report form and categorized by specific cause. 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 2013-14 to FFY 2017-18 is summarized in Table 2.3.

Chapter 3: Operating Plan and Strategies

Existing Train Service and Planned Expansions

Currently, Amtrak operates 12 daily Pacific Surfliner roundtrips between San Diego and Los Angeles. Of those, five daily roundtrips (the 700-series trains) extend north of Los Angeles to 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 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 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. The extent of capital investment required to increase service Pacific Surfliner is a major reason why, over the past 20 years, only one new roundtrip has been added to the service. The largest capacity constraint to adding service has been the completion of a third main track along the BNSF between Los Angeles and Fullerton. This final capital improvement is scheduled to be complete in the fourth quarter of FY 2018-19. With the completion of this major capacity enhancement, additional roundtrips to increase the frequency of service between Los Angeles and San Diego are the near-term focus of service expansions for the Pacific Surfliner.

With the recent award of TIRCP grant funds in 2018 for the LOSSAN Agency's "Building UP" application, the necessary capacity enhancements can now be made north of Los Angeles on the UPRR as well, allowing for additional roundtrips to be extended north to Santa Barbara and San Luis Obispo in the near future.

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). Six daily trips in each direction.
- **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 both Metro TAP and SDMTS Compass cards on Pacific Surfliner trains, making it easier for passengers to connect to the local bus and rail systems in Los Angeles or 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 Joaquins services.

FY 2018-19 Operating Plan and Accomplishments

The LOSSAN Agency's operating plan for FY 2018-19 was initially based on the November 7, 2016 timetable, adjusted further for the October 9, 2017 timetable, with additional modifications implemented on April 1, 2018. For the April 1, 2018 schedule change, the LOSSAN Agency implemented peak-period service from Los Angeles to Ventura and Santa Barbara counties. The LOSSAN Agency coordinated with Amtrak, Metrolink, SBCAG, CalSTA, and UPRR to implement a schedule that created a new early-morning, northbound train (Train 759) between Los Angeles and Goleta that, when combined with existing southbound Pacific Surfliner service (Train 792), allows passengers to utilize the Pacific Surfliner to travel from their homes in Ventura County to work in Santa Barbara County. The current Operating Plan² for FY 2018-19 is as follows:

- San Diego – Los Angeles: 24 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 2019-20 and FY 2020-21 Operating Plan

In FY 2019-20 and 2020-21, 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

² Some weekend train schedules differ from weekday schedules.

OTP are included in Chapter 4. In addition to this ongoing analysis and coordination, the LOSSAN Agency was successful in securing TIRCP funds to implement capitalized access and incentive agreements with some host railroads. An agreement was executed with NCTD in January 2019 and a similar agreement is being negotiated with UPRR. These agreements will allow for financial incentives to the host railroads for improved OTP.

In FY 2019-20 and FY 2020-21, the LOSSAN Agency and Amtrak anticipate introducing new service on the LOSSAN rail corridor (Table 3.1). A new roundtrip between San Diego and Los Angeles is planned, following the completion of the third main track along the BNSF between Los Angeles and Fullerton, which is anticipated for the fourth quarter of FY 2018-19. New service north of Los Angeles is also planned, contingent on securing the necessary agreements with UPRR. A second new roundtrip between Los Angeles and San Diego is also planned by FY 2020-21.

Table 3.1: Planned Pacific Surfliner Service Levels

Route Segments	FY 2019-20	FY 2020-21
San Diego – Los Angeles	26 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 third main track completion on BNSF between Los Angeles and Fullerton and equipment availability

** 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 work with its member agencies and host railroads to help identify opportunities to extend special services to events such as the Coachella Valley Music Festival.

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 into integrated ticketing concepts in collaboration with Caltrans DRMT, NCTD, and Metrolink to 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, LOSSAN Agency staff will continue to carefully review schedules as well as ridership and

revenue data for the three routes under its control and propose changes to help make the service more effective, as appropriate.

San Diego Maintenance and Layover Facility Study

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. The layover facility in San Diego at the Santa Fe Depot is significantly constrained and is currently at capacity for layover trains. This constraint prohibits the expansion of the Pacific Surfliner service. The San Diego County Maintenance and Layover Facility Study will work to identify and evaluate potential locations for a new maintenance and layover facility for the Pacific Surfliner near the southern terminus of the LOSSAN rail corridor. This will help to support the service objectives included in this chapter, and the study is expected to conclude in fall 2020.

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- and five-year strategy to optimize service in the corridor. This strategy includes adding up to three new roundtrips for the Pacific Surfliner and implementing some of the early infrastructure and service objectives outlined in Metrolink's Southern California Optimized Rail Expansion (SCORE) program. It is anticipated that results from this effort will be available sometime during the first 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 cost 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 for trips over 251 miles and within 10 minutes for trips up to 250 miles, calculated quarterly
All-Station OTP	Service quality	90 percent of arrival at all station stops within 15 minutes of schedule, calculated quarterly
Operator Responsible Delays per 10,000 Train Miles	Service quality	Fewer than 325 minutes of delay per 10,000 train miles

* One passenger traveling one mile = one passenger mile

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 2017-18. 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 2017-18 is preliminary and unaudited.

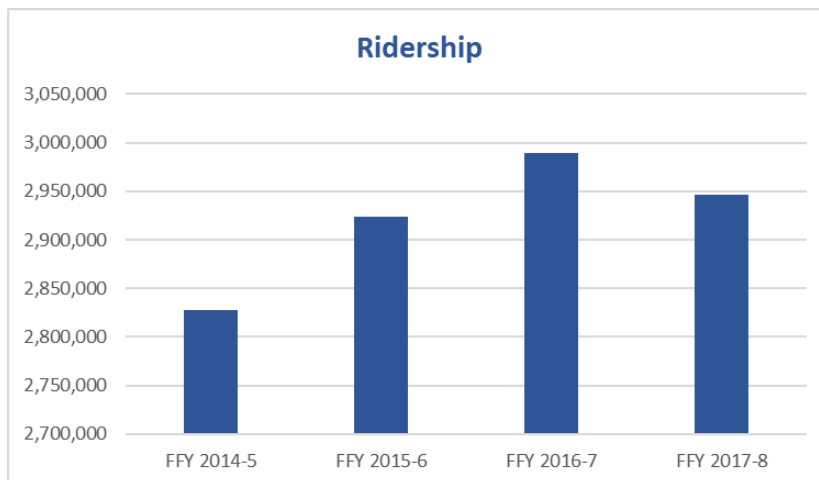
Usage

Performance Standard	Metric	Status
Ridership	Continuous growth relative to baseline	

Total ridership on the Pacific Surfliner for FFY 2017-18 was 2,946,239¹, a **1.5 percent decrease** over the prior year. This marks the first time since the LOSSAN Agency assumed management responsibility for the Pacific Surfliner intercity passenger rail service that the service has experienced a year over year ridership decline.

This ridership decline was anticipated and is partly a result of the implementation of peak-period service between Los Angeles and Ventura and Santa Barbara counties. This service was implemented on April 1, 2018, and since that time, monthly ridership has declined an average of 6.2 percent (through October 2018). A detailed analysis was undertaken to determine the root cause of the decline in overall ridership. One of the more significant findings was the impact of the bifurcation of Train 761, which was necessary to facilitate the new peak-period service.

Figure 4.1: Pacific Surfliner Corridor Ridership




Train 761 averaged daily ridership in excess of 420 passengers and was, by percentage, one of the most heavily utilized trains for Metrolink R2R passengers. On average, of the 420 daily passengers, 200 were R2R riders. Ridership and station pair patterns suggest that Train 761 was popular with morning commuters primarily due to the fact that it allowed R2R riders to take a one-seat ride from Orange County through Los Angeles and into Ventura County. Train 561 (formerly 761) now terminates in Los Angeles, and averages fewer than 200 daily riders, with daily R2R riders averaging fewer than 90 per day. Even factoring in the additional ridership associated with the new peak-period service does not offset the decrease seen by bifurcating former Train 761.

The ridership decreases seen during FFY 2017-18 were also contributed to by the significant track closures that occurred during the fiscal year. There were a number of weekend work windows that were necessary to accommodate construction of capital improvements in San Diego County. The weekend track closures required the cancellation of multiple Pacific Surfliner trains each weekend, with the remaining trains terminating at Irvine or Oceanside, with bus bridge service provided south to San Diego. Additionally, storms and other weather related issues closed portions of the track and imposed speed restrictions on others.

¹ Source: Amtrak, 2018

In an effort to recapture ridership, the LOSSAN Agency is working with Metrolink to improve the connections between northbound trains in Los Angeles to ensure a well-timed connection for ease of transfer to points north of Los Angeles. Effort is also being put towards additional train slots to allow for the restoration of Train 761 on weekdays.

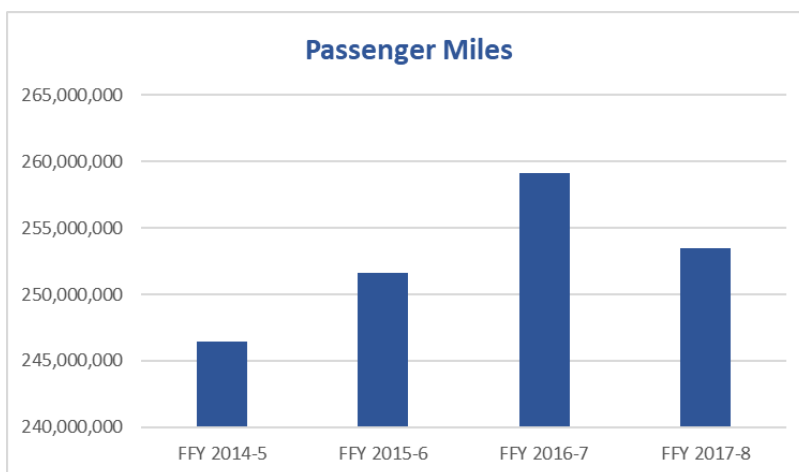
Despite this ridership decrease, the Pacific Surfliner remains the second-busiest Amtrak rail corridor in the nation (surpassed only by the Northeast Corridor between Boston, New York, and Washington, D.C.), and the busiest state-supported service in the entire Amtrak national system. The Pacific Surfliner accounts for nearly 20 percent of the total ridership of all state supported corridors, and nearly 10 percent of the total ridership for the entire Amtrak nation system.

Performance Standard	Metric	Status
Passenger Miles	Continuous growth relative to baseline	

Pacific Surfliner passenger miles totaled 253,461,239 for FFY 2017-18, a **decrease of 2.2 percent** over the prior year, which is on par with the overall decrease in system ridership experienced during the same time period.

Factoring in the average pounds of carbon dioxide emissions per passenger mile in a private automobile versus riding on passenger rail², the 253 million passenger miles for the Pacific Surfliner resulted in a **reduction of over 91,000 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 over 191,000 barrels of oil.

Figure 4.2: Pacific Surfliner Corridor Passenger Miles



It is expected that passenger miles will recover in FFY 2019-20 as the LOSSAN Agency plans and implements future service expansion. 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>

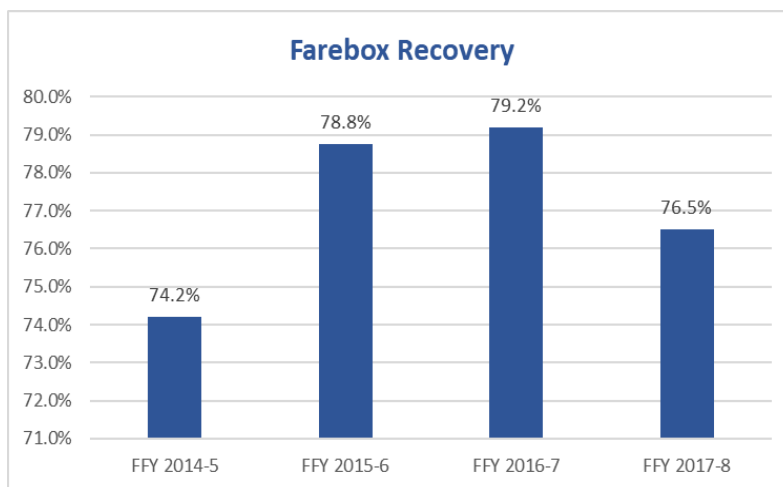
Efficiency


Performance Standard	Metric	Status
Farebox Recovery	Minimum 55 percent	

The FFY 2017-18 farebox recovery rate of **76.5 percent** represents a decline of **3.4 percent** over the prior year. Despite this decline, the farebox recovery rate still far exceeds the mandated 55 percent.

Farebox recovery was also impacted by 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 ridership, and thus an increase in ticket revenue. This resulted in a small decrease to the farebox recovery for FFY 2017-18. However, as efforts to recover ridership continue, it is expected that farebox recovery will resume an upward trend in FFY 2019-20.

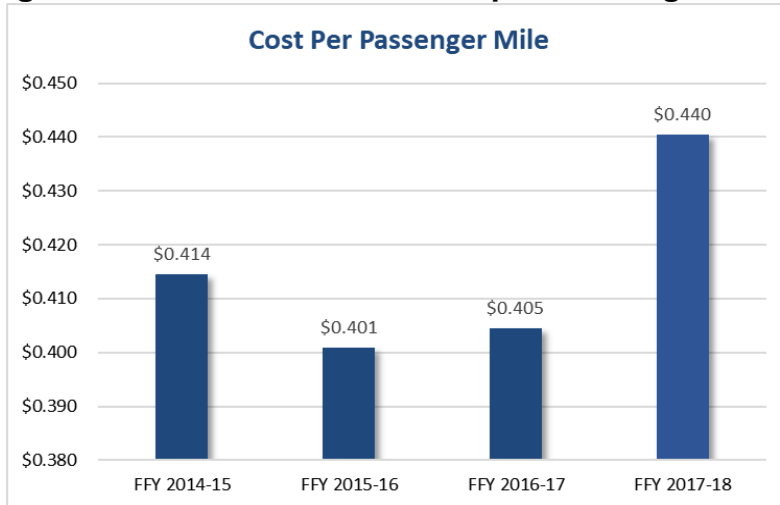
Figure 4.3: Pacific Surfliner Farebox Recovery





Performance Standard	Metric	Status
Cost/Passenger Mile	Continuous improvement	

Cost per passenger mile for FFY 2017-18 was **\$0.440**. This was an increase of 3.5 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 in FFY 2019-20 with the planned implementation of the 13th round trip.

Figure 4.4: Pacific Surfliner Cost per Passenger Mile



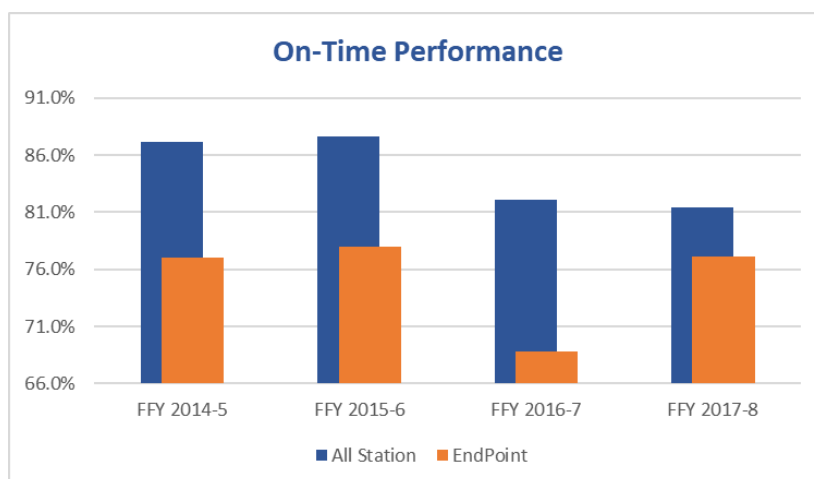
Service Quality

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

The FFY 2017-18 endpoint OTP was **77.1 percent**, a 12.1% improvement over the prior year, whereas the all-station OTP was **81.4 percent**, which was slightly lower than FFY 2016-17.

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. Over 55 percent of all delays fall under the host railroad's responsibility, with nearly 40 percent of total delay minutes coming as a result of commuter or passenger train interference. The true root cause of these delays varies 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. In October 2017 and again in April 2018, the LOSSAN Agency worked with rail owners and operators and Caltrans DRMT to implement schedule changes to improve the overall reliability of the Pacific Surfliner service. These changes continue to result in a positive OTP trend.


Figure 4.5: Pacific Surfliner On-Time Performance



However, as OTP continues to be a metric that does not meet the standard, LOSSAN Agency efforts are ongoing in this regard. A significant portion of the identified issues related to OTP were a direct result of host railroad delays and dispatching issues. On January 30, 2019, the LOSSAN Agency executed an agreement with NCTD for an OTP incentive program. Funded via a 2018 TIRCP grant, this program will provide incentive performance payments for meeting Pacific Surfliner OTP goals. A similar program will be developed with the UPRR.

Twelve of the 14 new Charger locomotives designated for the Pacific Surfliner service have been delivered to Los Angeles. As with the rollout of any new equipment, there have been some challenges related to compatibility and reliability. As a result, the initial rollout period has not resulted in improved OTP, but once the issues are resolved, OTP is expected to improve.

Additional issues associated with the deployment of PTC have also contributed to the ongoing OTP deficiency. The LOSSAN Agency continues ongoing effort to work with Amtrak and the host railroads to find appropriate solutions for the improvement of OTP.

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

For FFY 2017-18, the Pacific Surfliner averaged 586 minutes of operator delays per 10,000 train miles. This is an improvement over the prior year, and yet continues to be an area wherein the Pacific Surfliner service does not meet the UPS. Many of the issues associated with operator delays are being improved by the recent schedule changes that are currently causing a rise in OTP. However, the LOSSAN Agency 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, which exceeded **\$79.9 million** for FFY 2017-18, a **5.7 percent increase** over the prior year.

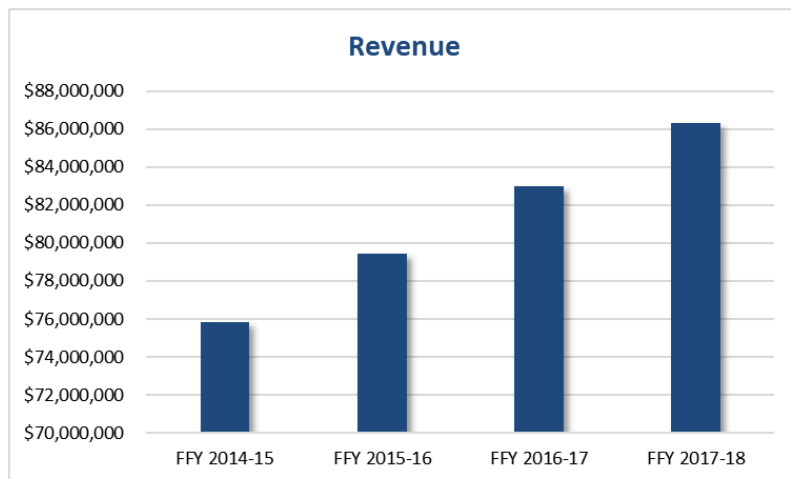
This increase is in spite of the overall decrease in ridership, and can be attributed to both the Pacific Surfliner fare restructuring that took place in March 2018, as well as expanded business class service instituted in 2017. The LOSSAN Agency continues to

seek ways to maximize revenue from the existing service. As part of that effort, 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 FFY 2019-20 is expected to continue to be strong with the planned implementation of the 13th round trip.

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

Figure 4.6: Pacific Surfliner Revenue



scored an average **83.9 percent** for FFY 2017-18. This was on par with the Amtrak nationwide average of 83.4 percent for the same period.

FY 2019-20 and FY 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. As OTP continues to be an area of concern, LOSSAN Agency staff will continue to work with the NCTD and UPRR to implement OTP incentive programs. The LOSSAN Agency will continue to develop and implement schedule adjustments as problem areas are identified. Dispatch policies and operating parameters will continue to be refined through the Corridor Improvement Team, which includes all rail operators and host railroads.

Modification of Performance Standards

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

Chapter 5: Capital 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 increased capacity. Despite these investments, nearly two-thirds 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. However, 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.

The LOSSAN Agency is actively working to update its Capital Improvement Plan for the LOSSAN rail corridor. The goal of this effort is to review the capital programs included in the LOSSAN Agency, State, and stakeholder planning documents to compile a comprehensive list of all identified capital projects whether larger or small. This will include the current status of each project as well as any programmed funding. Based on this comprehensive list of projects, a prioritized project list will be developed from the work performed as part of the corridor optimization study that will begin in early 2019. This list will quantify the capacity improvements, time savings, and other measurable benefits of each capital project. A strategy will be developed that links the various projects for delivery consistent with the service expansion plans of Metrolink and NCTD, including the planned 13th, 14th, and 15th round trips for the Pacific Surfliner.

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 Improvement Plan in both funding and legislative pursuits, with a focus on leveraging any existing funds to advance capital projects that benefit the entire LOSSAN rail corridor. This unified voice advocating for capital funding and key projects makes the LOSSAN Agency's requests more compelling and competitive.

It is also important to note that the Class 1 freight railroads own approximately 55 percent of the ROW over which the Pacific Surfliner operates. The UPRR owns 174 miles, and BNSF owns 21 miles. This ownership makes them vested and necessary partners in many of the projects benefitting the corridor. The relationship with these railroads is key to the continued successful

operation of the service, and the LOSSAN Agency continues to coordinate capital improvement efforts with these partners.

CIP Funding

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

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 (\$8.3 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 \$150 million TIRCP grant application titled: "All Aboard: Transforming Southern California Rail Travel" 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. The grant award included funding to advance work on a number of high-priority capital improvements on the LOSSAN rail corridor.

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 as part of the 2018 call for projects. These applications were divided between the north and south portion of the LOSSAN rail corridor, with the third application focusing on special event service to the Coachella Valley Music and Arts Festival. The LOSSAN Agency was awarded \$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. Projects eligible for CTSGP funding are those designed to enhance the safety and security of stations, tunnels, or other facilities and equipment; the installation of explosive, chemical, biological, and

radiological device mitigation/remediation equipment, and the installation of physical security enhancements.

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

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

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.

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

On January 30, 2019, the LOSSAN Board approved a comprehensive CIP that will utilize the available project funding 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. The LOSSAN Board also directed staff to continue to work with the TAC to identify projects that will utilize future available project funding.

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 American Recovery and Reinvestment Act of 2009, 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 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. This list is supplemented by additional capital projects along the rail corridor that have been 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: Programmed LOSSAN Agency Capital Projects

Operator / Subdivision	Station or Mileposts	Project Description	Estimated Cost	Funding Source
UPRR / Santa Barbara	San Luis Obispo	Central Coast Layover Facility Expansion	\$12,500,000	STIP
UPRR / Santa Barbara	San Luis Obispo	Painting exterior of building and repair wood damage on shelter base	\$312,455	SRA / Minor Capital
UPRR / Santa Barbara	San Luis Obispo	Painting ticket counter and office area	\$7,643	SRA / Minor Capital
UPRR / Santa Barbara	San Luis Obispo	Concrete arm rest for existing bench (6)	\$8,174	SRA / Minor Capital
UPRR / Santa Barbara	San Luis Obispo	3 new benches for platform	\$7,562	SRA / Minor Capital
UPRR / Santa Barbara	San Luis Obispo	New flooring for ticket office	\$3,822	SRA / Minor Capital
UPRR / Santa Barbara	Grover Beach	New platform tactile and striping and repaint handrail	\$289,930	SRA / Minor Capital
UPRR / Santa Barbara	Grover Beach	New platform and parking lot LED upgrade (46)	\$119,400	SRA / Minor Capital
UPRR / Santa Barbara	Guadalupe	New platform tactile and striping	\$188,075	SRA / Minor Capital
UPRR / Santa Barbara	Guadalupe	Paint interior and exterior of shelter canopy	\$16,792	SRA / Minor Capital
UPRR / Santa Barbara	Guadalupe	Provide and install arm rest for existing benches (Concrete swale 8)	\$9,244	SRA / Minor Capital
UPRR / Santa Barbara	Surf	New platform, parking lot and canopy fixture upgrade 32 fixtures total	\$113,146	SRA / Minor Capital
UPRR / Santa Barbara	Surf	Paint, restriped platform tactile, repair expansion joint, clean and polish handrails on platform	\$33,817	SRA / Minor Capital
UPRR / Santa Barbara	MP 355.7 – MP 251.5	Install Centralized Traffic Control	\$30,000,000	TIRCP
UPRR / Santa Barbara	MP 355.7 – MP 251.5	Upgrade of non-powered switches and sidings	\$26,800,000	TIRCP
UPRR / Santa Barbara	Goleta	Goleta layover facility expansion	\$10,222,000	TIRCP / SRA / Other
UPRR / Santa Barbara	Goleta	New platform tactile	\$132,093	SRA / Minor Capital
UPRR / Santa Barbara	Goleta	Crew room rehab (paint, flooring, bathroom, ceiling tile)	\$76,435	SRA / Minor Capital
UPRR / Santa Barbara	Goleta	Restripe platform	\$21,413	SRA / Minor Capital
UPRR / Santa Barbara	Goleta	10 swale for concrete benches	\$8,327	SRA / Minor Capital
UPRR / Santa Barbara	Goleta	Canopy repair and canopy lighting upgrade (6)	\$5,269	SRA / Minor Capital
UPRR / Santa Barbara	Goleta	Design of expanded layover facility	\$260,000	SRA / Minor Capital
UPRR / Santa Barbara	Santa Barbara	Microphone in baggage room	\$2,293	SRA / Minor Capital
UPRR / Santa Barbara	Carpinteria	Carpinteria station double track and second platform	\$31,938,000	TIRCP / SRA

Table 5.1: Programmed LOSSAN Agency Capital Projects (continued)

Operator / Subdivision	Station or Mileposts	Project Description	Estimated Cost	Funding Source
UPRR / Santa Barbara	Carpinteria	New tactile and striping	\$100,928	SRA / Minor Capital
UPRR / Santa Barbara	Carpinteria	Paint and restriped platform	\$18,298	SRA / Minor Capital
UPRR / Santa Barbara	Carpinteria	6 benches	\$13,066	SRA / Minor Capital
UPRR / Santa Barbara	MP 385.6 – MP 368.58	Construction of passing siding	\$26,000,000	TIRCP / SRA
UPRR / Santa Barbara	Oxnard	New tactile and striping	\$157,525	SRA / Minor Capital
UPRR / Santa Barbara	Oxnard	Platform striping	\$31,141	SRA / Minor Capital
UPRR / Santa Barbara	Oxnard	5 new benches with arm rest	\$11,384	SRA / Minor Capital
UPRR / Santa Barbara	Oxnard	Flooring for ticket area and office	\$3,822	SRA / Minor Capital
UPRR / Santa Barbara	Oxnard	New ceiling panel	\$3,057	SRA / Minor Capital
UPRR / Santa Barbara	Oxnard	New exhaust for bathroom	\$1,529	SRA / Minor Capital
UPRR / Santa Barbara	MP 421.44 – MP 405.49	Passing siding extension / construction	\$24,527,346	TIRCP / Prop 1B / SRA
UPRR / Santa Barbara	Camarillo	Camarillo Station Pedestrian Grade Separated Crossing	\$7,800,000	TIRCP / Prop 1B / TDA
UPRR / Santa Barbara	Simi Valley	Tactile and striping	\$126,928	SRA / Minor Capital
SCRRA / Ventura	Chatsworth	Tactile and striping for both platform	\$154,166	SRA / Minor Capital
SCRRA / Ventura	Chatsworth	Furnish and install 4 benches for platform	\$9,855	SRA / Minor Capital
SCRRA / Ventura	Van Nuys	Flooring behind ticket counter and Agent's office	\$5,350	SRA / Minor Capital
SCRRA / Ventura	Van Nuys	Hand dryer in three bathrooms	\$5,350	SRA / Minor Capital
SCRRA / Ventura	Van Nuys	New fiberglass reinforced plastic panel in the server room	\$1,529	SRA / Minor Capital
SCRRA / Ventura	Van Nuys	New shelving outside inside the cage	\$1,529	SRA / Minor Capital
SCRRA / Valley	Burbank	Update signage	\$33,782	SRA / Minor Capital
SCRRA / Valley	Burbank	Platform striping and verbiage	\$32,925	SRA / Minor Capital
BNSF / San Bernardino	Fullerton	New ticket counter	\$328,669	SRA / Minor Capital
BNSF / San Bernardino	Fullerton	Paint inside ticket office, agent's office and baggage area	\$8,408	SRA / Minor Capital
BNSF / San Bernardino	Fullerton	New ceiling tiles inside ticket area and baggage area	\$7,643	SRA / Minor Capital

Table 5.1: Programmed LOSSAN Agency Capital Projects (continued)

Operator / Subdivision	Station or Mileposts	Project Description	Estimated Cost	Funding Source
BNSF / San Bernardino	Fullerton	New Flooring inside ticket office and Agent's office	\$6,879	SRA / Minor Capital
BNSF / San Bernardino	Fullerton	Hand dryer in bathroom	\$2,293	SRA / Minor Capital
SCRRA / Orange	Anaheim	Cross hatched in red by rollup fire door and stencil "Keep Clear" and repair both baggage rollup door for code compliance	\$4,586	SRA / Minor Capital
SCRRA / Orange	San Juan Capistrano	Repaint inside waiting area and ticket office	\$12,994	SRA / Minor Capital
SCRRA / Orange	San Juan Capistrano	Purchase and install 5 benches similar to Maricopa	\$9,855	SRA / Minor Capital
SCRRA / Orange	San Juan Capistrano	New Flooring inside ticket office	\$3,822	SRA / Minor Capital
SCRRA / Orange	San Juan Capistrano	Relocate one camera in front of the entrance	\$1,529	SRA / Minor Capital
NCTD / San Diego	Solana Beach	Platform tactile replacement	\$289,172	SRA / Minor Capital
NCTD / San Diego	Old Town	Tactile and Striping	\$110,830	SRA / Minor Capital
NCTD / San Diego	Old Town	Platform shelter and platform LED lighting upgrade 28	\$97,859	SRA / Minor Capital
NCTD / San Diego	San Diego	480 V panel installation-2 (800A) for platform 2 & 3, 1 (800A) for platform 1, 1(200A) for private car	\$812,986	SRA / Minor Capital
NCTD / San Diego	San Diego	Platform tactile replacement (6000 LF)	\$693,123	SRA / Minor Capital
NCTD / San Diego	San Diego	Upgrade existing camera system to Genetec	\$560,520	SRA / Minor Capital
NCTD / San Diego	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	SRA / Minor Capital

TOTAL PROGRAMMED LOSSAN AGENCY CAPITAL IMPROVEMENTS \$175,295,872

Table 5.2: Programmed LOSSAN Partner and Member Agency Capital Projects

Lead Agency	Project Location	Project Title	Project Description	Estimated Cost
City of Grover Beach	Grover Beach Amtrak Station	Grover Beach Train Station Expansion Project	Expands the existing train station parking lot to the south on approximately 1 acre of land. The project provides a new bus stop and shelter adjacent to the existing rail platform. Will provide an additional 40-45 parking spaces for transit parking, van and carpooling and will include the installation of bike lockers.	\$3,000,000
Oxnard	Coast Main Line at Rice Avenue	Rice Avenue Grade Separation	Construct grade separation structure to elevate Rice Avenue over SR-34 and the UPRR track. Includes the construction of two connector roads, one in the southeast quadrant and another in the southwest quadrant of the Rice Avenue grade separation.	\$79,192,000
LA Metro	LA Union Station	Link Union Station	Extending Los Angeles Union Station tracks across US 101	\$950,000,000
LA Metro	Chatsworth Station	Chatsworth Station Improvements	This project will make enhancements at the Chatsworth Station to make it ADA compliant. This includes the platforms, accessible parking spaces, passenger loading areas, ramps, signage, etc.	\$4,000,000
City of Fullerton	Fullerton Station	Fullerton Elevator Project	Additional elevators will be added to both ends of the existing pedestrian overpass.	\$4,600,000
OCTA	Laguna Niguel/ Mission	Video Surveillance System installation	Installation of a video camera system at the station.	\$450,000
OCTA	San Juan Capistrano; MP193.9 to MP195.7	Laguna Niguel to San Juan Capistrano Passing Siding Project	Addition of approximately 1.8 miles of new passing siding railroad track on the LOSSAN rail corridor.	\$34,060,000
SCRRA	San Juan Capistrano; MP197.4 to MP198.4	San Juan Creek Bridge Replacement Project	Replacement of 304-foot long single track rail bridge adjacent to the existing and track realignment.	\$38,333,000
OCTA/SCRRA	Various Locations; MP185.2 to MP199.2	Slope Stabilization Project	Stabilization of slopes from Irvine to San Juan Capistrano at various locations including drainage improvements.	\$4,000,000
SANDAG	Poinsettia Station	Poinsettia Station Improvements	Construct a new grade-separated pedestrian crossing, install new platform, fence, reconfigure tracks, and install two crossovers, signals, and track improvements.	\$28,700,000

Table 5.2: Programmed LOSSAN Partner and Member Agency Capital Projects (continued)

Lead Agency	Project Location	Project Title	Project Description	Estimated Cost
SANDAG	CP Cardiff (MP 239.6) to CP Craven (MP 241.1)	San Elijo Lagoon Double Track	The project includes 1.5 miles of new double-track from CP Cardiff (MP 239.6) to CP Craven (MP 241.1). The project also includes replacement of BR 240.4 and installation of new signals.	\$75,600,000
SANDAG	Chesterfield Drive Crossing	Chesterfield Drive Crossing Improvements	The project includes final design and construction of at-grade crossing improvements including all bike and pedestrian facilities, double track rail, signals, and safety improvements at Chesterfield Drive.	\$6,200,000
SANDAG	MP 260.4, 259.6, 259.1, 258.6 and 257.2	Elvira to Morena Double Track	and install new signals. Construct new/replacement bridges at MP 260.4, 259.6, 259.1, 258.6 and 257.2. Construct new water/sewer facilities for City of San Diego between Friars Road and SR 52.	\$192,500,000
SANDAG	CP Tecolote (MP 263.2) to CP Friar (MP 264.1)	San Diego River Bridge	This project will add 0.9 miles of second main track and realignment from CP Tecolote (MP 263.2) to CP Friar (MP 264.1) and replace the San Diego River Bridge with a double track bridge.	\$93,900,000

TOTAL PROGRAMMED MEMBER/PARTNER AGENCY PROJECTS \$1,514,535,000

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 signing the ITA 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 structuring

Everyday Discount Programs

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

On January 9, 2018, Amtrak made significant changes to their national tariff policy. The most impactful of these are reductions to some everyday discount programs and the complete elimination of others. The LOSSAN Agency rejected a number of these changes and the LOSSAN Agency Board adopted a revised fare and tariff policy that maintained the current everyday discounts for the Pacific Surfliner service except for AAA.

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 new 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. 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.

Additional Fare Enhancement Opportunities

In FY 2019-20, the LOSSAN Agency will continue to work with Amtrak to explore opportunities to increase fare revenue while maintaining and expanding ridership, including:

- Implement a new small group discount program during times of lower travel demand. Previous attempts to implement this program have not been successful due to limitations within the Amtrak ticketing system. LOSSAN Agency staff continues to work with Amtrak on a solution and hopes to have a pilot project in place by fall 2019.
- Increasing public awareness of the Pacific Surfliner Transit Transfer Program, which allows Pacific Surfliner passengers to make seamless connections to local transit services.
- Increasing public awareness of existing everyday discount programs, especially student and group discounts, including the Kids 'n' Trains program.
- Continue the expansion of partnerships with the San Diego Padres, Del Mar Racetrack, Anaheim Ducks, 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 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 in the Los Angeles to San Diego segment of the LOSSAN rail corridor to establish a leadership working group to guide coordinated planning and service integration efforts. The group includes executive level participation from the LOSSAN Agency, NCTD, Metrolink, BNSF, CHSRA, Caltrans DRMT, and CalSTA. Together the members are working collaboratively to improve rail service through service optimization and modeling efforts, joint funding pursuits, and coordinated ticketing and dispatch policies.

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 LOSSAN Agency will continue to work with Amtrak to review operations of the Thruway bus service and look for opportunities to improve connectivity and efficiency. Pacific Surfliner trains also provide timed connections in Los Angeles to three Amtrak long-distance trains serving destinations including Chicago, New Orleans, Portland, and Seattle.

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 in an effort to provide integrated, end-to-end public transportation services that are accessible, convenient, and provide a viable alternative to single occupancy vehicle travel. 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 will be led by the LOSSAN Agency, various cost sharing methodologies will be evaluated to identify solutions for sharing between agencies the revenue and costs associated with a more integrated ticketing strategy.

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.

- *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 intended to take a focused look at identifying the regional mobility needs along the LOSSAN rail corridor between Ventura and San Luis Obispo, and identify 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 will coordinate with its member agencies in Ventura, Santa Barbara, and San Luis Obispo counties on this study.

- *Feasibility Analysis for using Diesel Multiple Units*

In November 2018, SLOCOG submitted a request for funding as part of the Caltrans Strategic Partnerships & Transit Planning Grant program call for projects. The intent of this study is to evaluate the feasibility of operating Diesel Multiple Units along the LOSSAN rail corridor between Guadalupe (in Santa Barbara County) and San Luis Obispo to provide a transportation option for business commuters and local leisure travelers within the Central Coast region that cannot be 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 to identify opportunities for implementing more locally focused rail service that can expand the reach and enhance the connectivity of the Pacific Surfliner service.

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. An updated Environmental Impact Report for the Link US Project was released on January 17, 2019 for public comment.

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.

HSR 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. As with the previous Business Plan, 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 2019-20, the CHSRA and the LOSSAN Agency will continue efforts to coordinate efforts in the LOSSAN rail corridor.

Phase 2 of the CHSRA project was originally planned to 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 System



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 2019-20 and FY 2020-21.

On-Board Amenities

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

Business Class: Business class is 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 attendant on most trains. Passengers also receive access to the Amtrak Metropolitan Lounge in Los Angeles, priority boarding at the Santa Fe Depot in San Diego, and bonus Amtrak Guest Rewards points. The LOSSAN Agency worked with Amtrak in late 2016 to 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 when needed based on passenger demand. To maintain the quality of the business class experience, the LOSSAN Agency will continue to work with Amtrak to enhance the amenities offered in business class in a cost-effective manner, potentially including upgraded seat coverings and expanded at-seat food and beverage options.

Food and Beverage: In FY 2018-19, 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 and local craft beers. The LOSSAN Agency continues to produce and distribute updated menus including attractive photography and product descriptions that highlight the organic, locally-sourced food items available on board. The menu changes have led to a net increase in food and beverage revenue and overall customer satisfaction. Working with Amtrak to introduce additional new locally sourced products will continue to be a priority for the LOSSAN Agency throughout FY 2019-20.

On-Board Information System: LOSSAN Agency staff have been working with Caltrans DRMT on a new On-Board Information System (OBIS). The state-funded OBIS upgrade project would provide automated audio and visual messages onboard Pacific Surfliner trains, including information on next stop, delays, food service, connecting transit, and safety/security-related messages. Staff will continue working closely with Caltrans DRMT and Amtrak, as well as both

the CCJPA and SJJPA on next steps to ensure the upgrade is implemented in a cost-effective manner.

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

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 will further grow its email database using a new email platform, and work with partner agencies to expand digital content to include additional “how-to” articles and destination guides.

Joint Promotions: In FY 2019-20, 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 2018-19, the LOSSAN Agency worked on a number of successful joint promotions, including with the San Diego Padres, Anaheim Ducks, Los Angeles Angels of Anaheim, Operation Lifesaver, Live Nation, Visit Santa Barbara, and the Disneyland Resort. These efforts will continue in the coming year to provide special offers and incentives to Pacific Surfliner passengers. Additional staff and consultant resources were also secured to assist with field marketing efforts following Amtrak’s decision to curtail field marketing support.

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.

Seating Availability: The LOSSAN Agency will work with Amtrak on providing information to passengers during the booking process indicating how full a particular train is expected to be based on historical ridership data and current reservations. This would allow passengers to shift to a different unreserved train that was expected to be less crowded to avoid trains at peak capacity. Amtrak introduced a seat reservation system on the Acela route that offers an airline-style seating map, allowing passengers to book a specific seat in advance, including four-seaters for groups of three or more. The LOSSAN Agency has requested that a similar pilot program be implemented on the Pacific Surfliner for business class seating.

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 focus on during FY 2019-20. Service disruption updates are currently posted on the @pacsurfliners Twitter channel, which has resulted in positive customer feedback. The LOSSAN Agency will explore options to send follow-up correspondence to passengers after major delays explaining the cause of the delay and acknowledging the inconvenience they experienced using passenger data retained by Amtrak.

Special Event Service: The LOSSAN Agency will work with Amtrak to expand Pacific Surfliner service to special events that draw large crowds including the Del Mar Race Season, San Diego Comic-Con International, 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 is working 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 two additional years, through June 2019, 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 exploring the feasibility of using Amtrak tickets to transfer to the Metro Rail system in Los Angeles in coordination with Metro and Metrolink.

Station Amenities

Station Host Program: The LOSSAN Agency will investigate the feasibility of launching a pilot program to provide station ambassadors at select Pacific Surfliner stations, including best practices from other state-supported Amtrak routes with similar programs. The station host program would assign trained volunteers to provide service-related information at select Pacific Surfliner stations. A pilot program could also be launched at stations shared with Metrolink and/or COASTER to help direct passengers to their trains and correct platforms.

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.

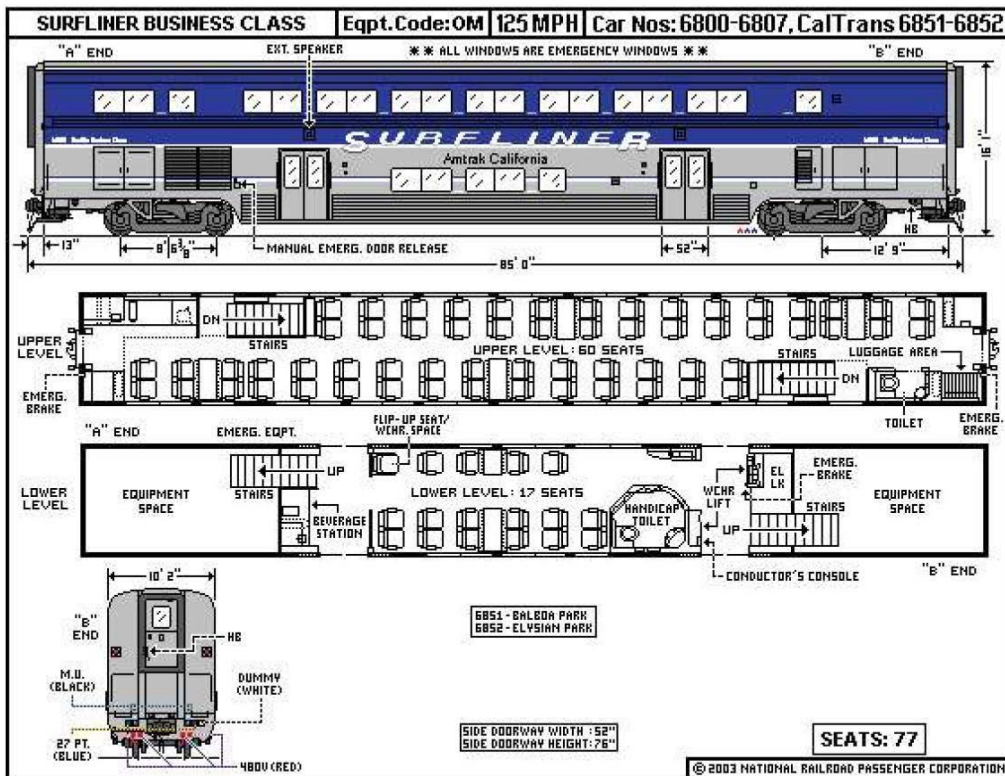
Currently, Amtrak operates 25 daily (24 on weekends) Pacific Surfliner trips using 10 train sets. A typical train set consists of one locomotive and six passenger cars, including one business class car, one Superliner car for additional business class seating, one Café car with coach seating, two coach cars, and one cab/baggage car with additional coach seating. This typical train set provides approximately 480 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 cars currently used to provide Pacific Surfliner service are provided in Table 9.1 and associated Exhibits.

Table 9.1: Pacific Surfliner Fleet Description

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

Exhibit 9.1: Pacific Surfliner Business Class Car



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

Exhibit 9.2: Pacific Surfliner Café Car

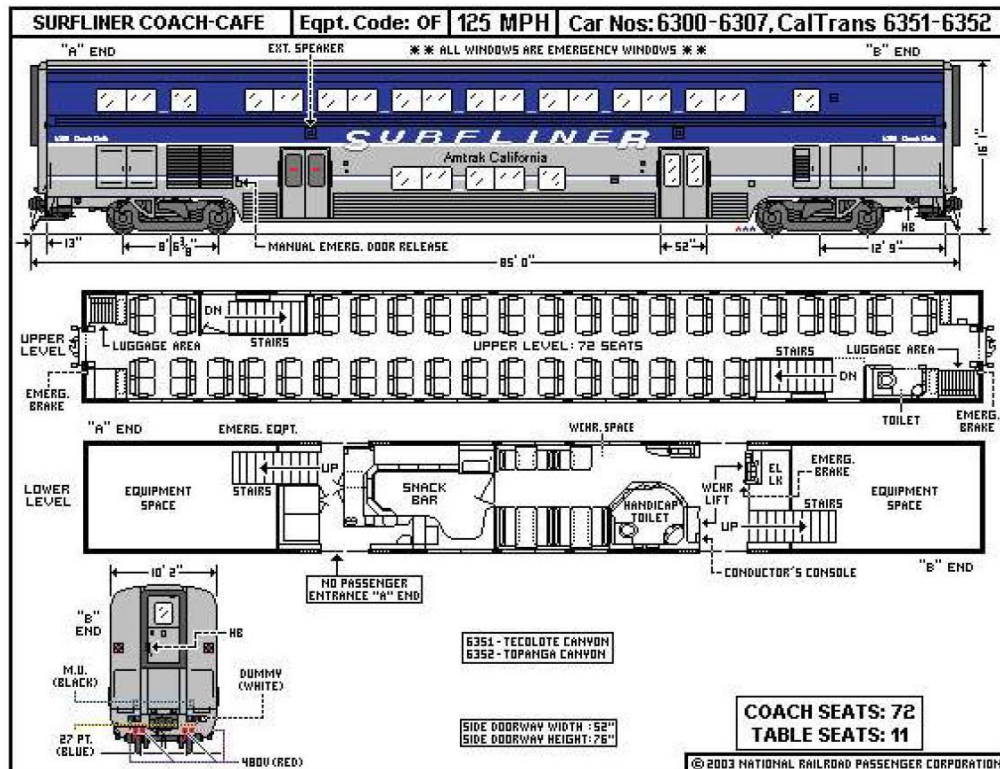


Exhibit 9.3: Pacific Surfliner Coach Car

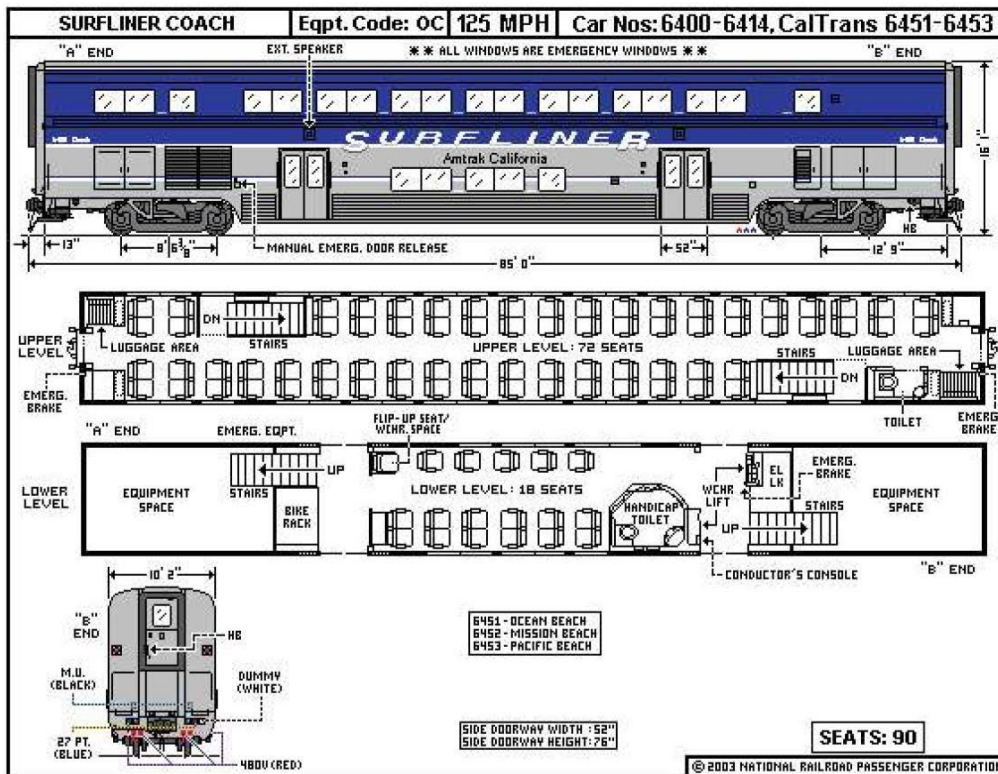


Exhibit 9.4: Pacific Surfliner Cab/Baggage Car

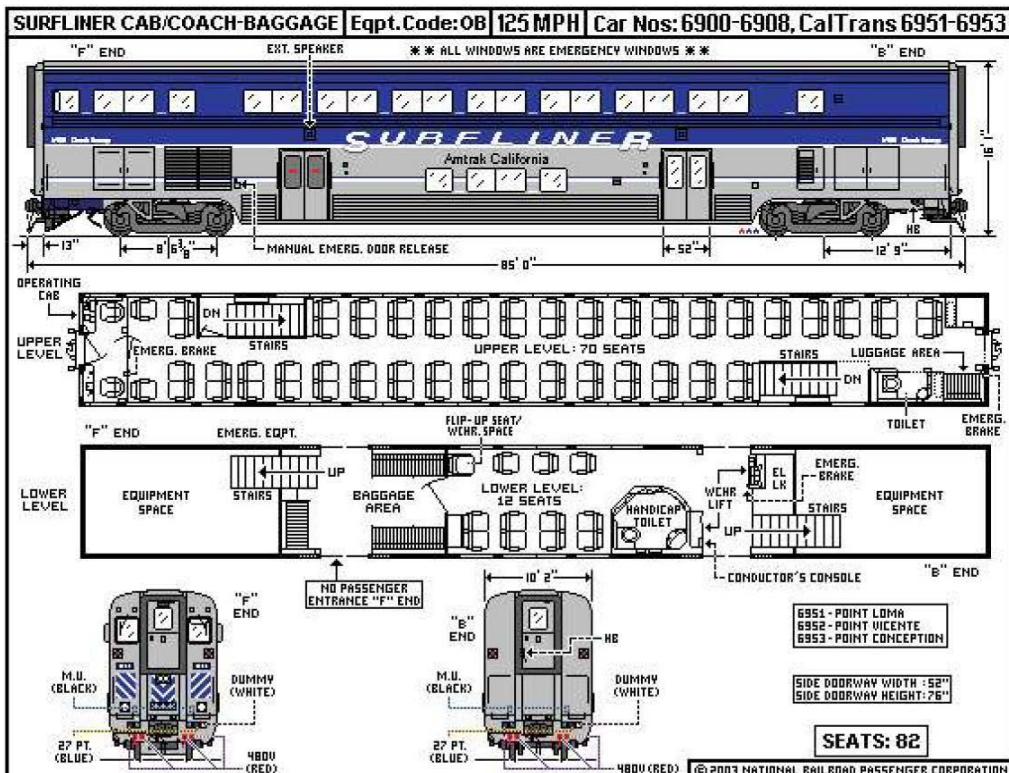
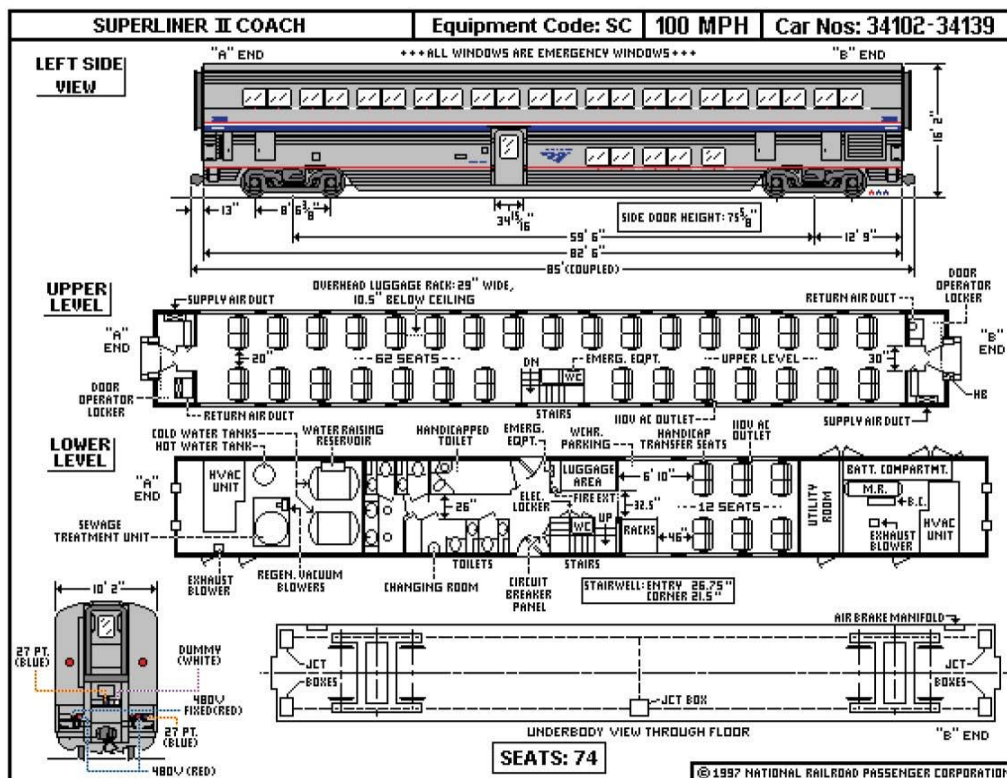


Exhibit 9.5: Pacific Surfliner Superliner Coach Car



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 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 Cab Cars, which are non-powered locomotives that carries 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 FY2019-20

	FY2019-20	
	<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

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 available for use on all three state-supported routes. The LOSSAN Agency is currently working with Caltrans DRMT and the CCJPA and SJPA 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 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.

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 and engaging with audiences through various channels to launching new service promotions and working to increase revenue related to key business objectives. The focus of the FY 2019-20 and FY 2020-21 marketing plan is to support key priorities outlined in the Business Plan, as well as engage in the marketing strategies and programs listed below.

Marketing Strategies

Strengthening the Pacific Surfliner brand

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

Building marketing tools and content

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

Passenger communications

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

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

Public relations

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

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.

Destination marketing

The LOSSAN Agency will continue to expand its destination-based marketing efforts to promote train travel among consumers in market to travel to key destinations along the LOSSAN rail corridor. The LOSSAN Agency continues to build and cultivate partnerships along the Pacific Surfliner route to increase market share and brand awareness in target markets, encouraging more southern 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.

Marketing Programs

Branding and awareness

Ongoing campaigns will be designed to boost engagement with the Pacific Surfliner brand. General advertising along the corridor is necessary to generate a high number of impressions and create interest in the Pacific Surfliner service while highlighting key selling points, such as scenic views, stress-free travel, the and comfort and convenience of onboard amenities. New marketing channels will be tested to more effectively reach both existing audiences and new markets. Investments will be made made in digital, outdoor, print, and broadcast advertising, as well as partnerships with local sports teams and local visitors bureaus to generate awareness and support traffic back to the PacificSurfliner.com and Amtrak sales channels.

Advertising campaigns and direct marketing

Staff will plan and implement short- and long-term integrated advertising and outreach campaigns to increase market share and strengthen customer relationships. Staff will work with

contracted vendors to identify target markets and develop comprehensive media plans focused on boosting brand awareness and increasing ridership. Regular reporting and data analysis will provide opportunities to refine campaigns to maximize return on marketing investments. This will include a robust marketing effort to support the initiation of additional roundtrips between San Luis Obispo, Los Angeles, and San Diego, as well as any other service improvements that are implemented.

New Pacific Surfliner digital platform

A new PacificSurfliner.com digital platform was launched in early 2019, including a new content management system, which will allow future marketing efforts to adapt to changing market conditions while keeping pace with evolving technology and customer expectations.

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. It is especially important to capture new market segments. 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.

Field marketing engagement

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

Metrics and milestones

As the LOSSAN Agency further develops its marketing program, it is prudent to invest in expanded marketing activities once marketing staff has sufficient insight into which efforts are 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 Caltrans DRMT making an initial request for funding to be included 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 will negotiate with Amtrak regarding the operating and maintenance contract, which is managed on a FFY basis (October – September). The current Amtrak agreement was executed on a biennial basis (covering FFY 2017-18 and FFY 2018-19) to ensure continued and seamless operations at the beginning of each FFY. The biennial agreement is amended to incorporate the second FFY funding amount.

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. The LOSSAN Agency will submit the annual business plan including a draft funding request by April 1, 2019, and will submit an updated funding request by June 30, 2019, based on final operating revenue and expense estimates provided by Amtrak.

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

FFY 2019-20 and FFY 2020-21 Operating Funding Request

The total net State funding request for FY 2019-20 is proposed at \$43,099,148 which includes the net operating subsidy as well as administrative and marketing funding. Total projected net Amtrak operating cost is \$36,220,600. Included in the net operating subsidy is an additional revenue and expense estimate for the implementation of a 13th round trip between San Diego and Los Angeles, a 6th roundtrip between San Diego 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 4 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 2.5 percent budget assumption increase (which assumes the implementation of the additional round trips and is consistent with current year over year trends).

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), emergency bus bridge service with NCTD and OCTA (\$60,000), and Live Nation concert train service (\$60,000). The Transit Transfer Program proposed budget of \$60,000 will be reduced with the formal approval to use remaining 2015 TIRCP grant funds for the continuance of the program.

The business plan currently 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 2019-20 and FY 2020-21 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
- Marketing
- Operations
- Planning
- Risk Management
- Stakeholder Outreach
- Treasurer-Controller

The FY 2019-20 administrative funding is proposed at \$4,878,548. Included in this amount is \$4,408,398 for managing agency administrative salaries at fully burdened rates. One additional full-time program manager position is requested, bringing the total staffing level to 14 full-time positions, plus one part-time extra help position. The annual estimated cost of adding the additional position including managing agency overhead is \$476,645. 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 2019-20 budget and personnel and salary resolution. 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. The additional resource will help further LOSSAN Agency efforts to improve and expand passenger rail service on the LOSSAN rail corridor, as well as ensure the continued effective and efficient management of the state supported Pacific Surfliner service.

The FY 2019-20 proposed funding request for legal, travel, dues and memberships, and banking fees remain consistent with the FY 2018-19 approved budget. The FY 2019-20 proposed funding level for professional services is \$410,000, (an increase of \$210,000 from FY 2018-19 approved amount). This amount includes \$250,000 for fare integration, \$25,000 for audit services, \$10,000 for insurance brokerage services, \$25,000 for state advocacy and \$100,000 for on-call consulting services for planning, modeling, and project management. The FY 2019-20 marketing funding request remains consistent with the FY 2018-19 approved funding level at \$2,000,000. The LOSSAN Agency has been previously approved to use prior year remaining marketing funds. The LOSSAN Agency plans on budgeting approximately \$1.6 million to utilize prior year marketing funds during FY 2019-20.

The LOSSAN Agency's funding request for net Amtrak operating costs and administrative and marketing funding for FY 2019-20 and FY 2020-21 are detailed in Table 11.2.

Table 11.2: LOSSAN Agency Net Operating, Administrative & Marketing Funding Requests: FY 2018-19 Approved, FY 2019-20 and FY 2020-21 Proposed

	FY 2018-19 Approved Funding	FY 2019-20 Proposed Funding	FY 2020-21 Proposed Funding
Amtrak Operating			
Total Amtrak Operating Costs	\$ 115,050,664	\$ 119,652,691	\$ 124,438,798
Total Amtrak Operating Revenue	\$ (88,608,000)	\$ (90,823,200)	\$ (93,093,780)
Net Amtrak Operating Costs (Expenses less Revenues)	\$ 26,442,664	\$ 28,829,491	\$ 31,345,018
LOSSAN Funding Requirement			
Net Amtrak Operating Costs	\$ 26,442,664	\$ 28,829,491	\$ 31,345,018
Net Cost Estimate For Additional Round Trips	\$ 8,065,754	\$ 8,388,384	\$ 8,723,920
Less Cost Sharing Revenue Retimed Trains	\$ (1,177,275)	\$ (1,177,275)	\$ (1,177,275)
Transit Connectivity and Integration	\$ 420,768	\$ 180,000	\$ 180,000
LOSSAN Net Operating Funding Request	\$ 33,751,911	\$ 36,220,600	\$ 39,071,663
Administrative Funding Request	\$ 4,428,904	\$ 4,878,548	\$ 5,073,690
Marketing Funding Request	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000
Total LOSSAN Funding Request	\$ 40,180,815	\$ 43,099,148	\$ 46,145,353
Supplemental Allocations			
Minor Projects Funding Request	\$ 500,000	\$ 500,000	\$ 500,000

Grant Programs

Separate from the FY 2019-20 State funding request, grant revenues and expenses are included in the LOSSAN Agency FY 2019-20 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 proposes to use remaining surplus funds in the estimated amount of \$1,400,000 from FY 2018-19 to continue to fund the program in FY 2019-20 and to fund related transit connectivity projects. The LOSSAN Agency will assume continuing the program into FY 2020-21 with the use of future state operating funds.

The LOSSAN Agency has been awarded TIRCP funding that will be utilized for capitalized track maintenance and incentives programs with NCTD and UPRR. For FY 2019-20 the amount budgeted is approximately \$2.8 million and for FY 2020-21 the amount budgeted is \$8.1 million. A portion of this program may be supplemented with additional funding sources in future fiscal years as they are identified.

In addition to the TIRCP, the LOSSAN Agency received approximately \$7.2 million in CTSGP funds, for FY 2013-14 through FY 2016-17. These grants funds were allocated to projects for a corridor-wide video surveillance system replacement/upgrades, the construction of a centralized monitoring center for these video feeds, and physical security improvements including the construction of a new law enforcement office at the San Diego Santa Fe Depot. The estimated remaining project funds of \$1,200,000 will be budgeted in FY 2019-20 to complete projects that are already underway.

The LOSSAN Agency was awarded \$3.1 million in FY 2017-18 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 2019-20, the LOSSAN Agency is budgeting \$5.1 million for the funding and the related project expenses.

The FY 2019-20 grant programs budget also includes \$1,500,000 in STIP funds for the project approval & environmental document phase of the expansion of the San Luis Obispo Central Coast Layover Facility. The construction phase is estimated to start in FY 2020-21, with \$9.8 million budgeted for this effort.

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 Finance and Administration Officer, will ensure the preservation of the state's investment and a completely accurate accounting for administration of the Pacific Surfliner service, as well as provide for an accurate and timely reconciliation and return of any surplus funds.

Chapter 12: Government Relations and Legislative Advocacy

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

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

The LOSSAN Agency will, 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 2019 LOSSAN Legislative Program provides further detail on the LOSSAN Agency's legislative priorities, and includes three top priorities for 2019:

- 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 railroad ROW between San Diego, Los Angeles, and San Luis Obispo.

The Pacific Surfliner intercity rail service is operated by Amtrak, and is subject to federal safety standards and regulations in accordance with U.S. Code of Federal Regulations (Title 49, Subtitle B, Chapter II). Responsible regulatory agencies overseeing general railroad safety along the LOSSAN rail corridor include the FRA and the 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
- Work with local jurisdictions and host railroads to ensure that rail capital projects include a goal of improved safety and security wherever possible
- Work with host railroads and rail operators to coordinate training with local first responders to help expedite emergency response and accident investigation in the event of an incident

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

PTC

In accordance with a federal mandate, PTC was fully operational on all Pacific Surfliner trains effective December 31, 2018. 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. 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, gate and warning systems, and grade separations that eliminate at-grade crossings. In addition, safety can be improved through use of public awareness campaigns designed to educate the public about the risks of trespassing on railroad property and the importance of using caution around railroad tracks and trains.

Safety at Stations

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

In calendar year 2018 the LOSSAN Agency, in partnership with Amtrak, advanced a number of safety and security improvements utilizing CalOES funding. These on-going projects include:

- The upgrade of existing video surveillance systems (VSS) at six Pacific Surfliner stations on the LOSSAN rail corridor where the existing equipment no longer operates reliably
- The installation of new VSS at six Pacific Surfliner stations on the LOSSAN rail corridor where no equipment currently exists
- The construction of a centralized video monitoring station at Amtrak's Los Angeles maintenance facility

Most of the stations along the LOSSAN rail corridor are outfitted with security cameras that feed directly to a local sheriff's office or operations center that can dispatch emergency services. Some city-owned stations also offer security guards and long-term parking security. However, the ongoing CalOES-funded improvements will allow all VSS along the LOSSAN rail corridor to be monitored in one central location. Additional projects that will enhance the safety and security of the service are planned for implementation during FY 2019-20 and 2020-21.

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 addition, Amtrak, Metrolink, and NCTD often transport each other's passengers in the event of an incident on the tracks.

Public Awareness and Outreach

Public information efforts will 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 to prevent collisions, injuries, and fatalities on and around railroad tracks and highway-rail at grade crossings. It is comprised of a voluntary effort by railroads, safety experts, law enforcement, public agencies, and the general public. Several LOSSAN member agencies and partners currently participate in Operation Lifesaver activities by implementing safety awareness campaigns and providing rail safety education. The LOSSAN Agency will work to 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 up to San Luis Obispo and further north to the Bay 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, 2017

The Coast Corridor (“Coast Daylight” Service)

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

Current passenger rail services that operate on segments of the Coast Corridor include Caltrain, Amtrak, and Metrolink. Freight rail services are operated by UPRR, which carries two to four trains per day north of Oxnard and eight to 16 trains per day in the San Fernando Valley. 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.

The “Coast Daylight” service is a proposed extension of the current intercity and long-distance service on the LOSSAN rail corridor north of San Luis Obispo to San Jose and San Francisco. This proposed service would fill a gap in passenger rail services between Northern and Southern California.

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

The CRCC 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 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 the proposed Coast Daylight service, including feasibility, funding, ridership, cost projections, and host railroad negotiations.

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

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

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

Coachella Valley – San Gorgonio Pass Rail Service

The Coachella Valley – San Gorgonio Pass Rail Corridor refers to the 140-mile long corridor between Los Angeles and the City of Indio as illustrated in Figure 14.1. RCTC is in the early stages of preparing a program-level Environmental Impact Statement/Environmental Impact Report for intercity rail service in this corridor. This service would be similar to 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 between Fullerton, Palm Springs, and Indio. The eastern portion of the corridor is one of the fastest-growing areas of Southern California due to increasing residential development, and has experienced a doubling of population between 1990 and 2010, a trend that is expected to continue. In addition, the Coachella Valley has a large number of tourist destinations that attract regional trips from Los Angeles and Orange counties, as well as national and international visitors.

The LOSSAN Agency is currently supporting the 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 Goldenvoice 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. Several grant applications have been submitted to fund this phase of the project. The operating funds for the service are included in the current year LOSSAN budget once rail access and other approvals are received. In March 2019, CalSTA awarded RCTC \$5.9 million in SRA funds to construct a temporary passenger platform in Indio to support the proposed service.

The Coachella Valley – San Gorgonio 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 completed and included development of a work plan, outreach efforts, alternatives analysis, market analysis, and ridership projections. The program-level environmental analysis that is currently underway, along

with finalizing the SDP, is anticipated to take an additional three years 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

AAA	American Automobile Association
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

