

LOSSAN Rail Corridor Agency
BUSINESS PLAN

FY 2021-22 to FY 2022-23

Prepared for California State Transportation Agency



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EXECUTIVE SUMMARY

The Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor Agency (Agency) is a joint powers authority (JPA) formed in 1989 that works to increase ridership, revenue, capacity, reliability, coordination, and safety on the rail corridor between San Diego, Los Angeles, and San Luis Obispo. On September 29, 2012, Governor Jerry Brown signed Senate Bill (SB) 1225 (Chapter 802, Statutes of 2012), which authorized the LOSSAN Agency to oversee the state-supported Pacific Surfliner intercity passenger rail service operating on the LOSSAN rail corridor, subject to approval of an interagency transfer agreement (ITA) with the State of California. The ITA became effective on July 1, 2015 and is currently executed through June 30, 2021. The Orange County Transportation Authority (OCTA) serves as the managing agency for the LOSSAN Agency and provides management and administrative support as outlined in the Administrative Support Agreement (ASA) between the LOSSAN Agency and OCTA.

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

Member Agencies

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

Ex-Officio Members

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

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

levels, budget, and capital improvements that have contributed to the success of the Pacific Surfliner service and identifies improvements to sustain and grow its success moving forward.

Historical Performance of Pacific Surfliner Service

Since 1971, service on the Pacific Surfliner route increased from the original six daily trips to 27 daily trips. For the second half of FFY 2019-20, service reduced to 12 daily trips (or six round trips) to maintain essential Pacific Surfliner service while accommodating for the drastic decline in ridership demand due to the novel coronavirus (COVID-19) pandemic. Despite the reduction in service levels, the Pacific Surfliner remains the busiest state-supported route in the entire Amtrak national system.

Since the early 2000s, ridership on the Pacific Surfliner service has increased significantly, and farebox recovery has continually 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 has decreased dramatically during the ongoing pandemic and associated service cuts. However, as travel restrictions lift and service is restored, ridership will improve.

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 was expected to increase in FFY 2019-20 with the addition of the 13th round trip between Los Angeles and San Diego, effective October 2019. However, the increased costs combined with the revenue decline resulting from the drastic loss of ridership due to the COVID-19 pandemic increased the subsidy much more than anticipated.

On-time performance (OTP) has fluctuated over the past several years but has improved significantly of the prior FY. Pacific Surfliner OTP averaged over 85 percent for FFY 2019-20.



Operating Plan and Strategies

At the beginning of FY 2019-20, Amtrak operates 13 daily Pacific Surfliner roundtrips between San Diego and Los Angeles. Of those, five daily roundtrips (the 700-series trains) extended north of Los Angeles to Santa Barbara and Goleta, with two roundtrips extending further north to serve San Luis Obispo. In March 2020, ridership decline on the Pacific Surfliner as a direct result of the COVID-19 pandemic forced the reduction of Pacific Surfliner and connecting thruway bus service and on March 22, 2020, service was cut from 13 daily Pacific Surfliner roundtrips between San Diego and Los Angeles, to six roundtrips.

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 has historically been constrained by both equipment availability as well as existing access and shared-use agreements with the host railroads on which the Pacific Surfliner service operates. While this constraint remains along several segments of the rail corridor, the ability to restore Pacific Surfliner service to pre-COVID-19 levels is now primarily dependent on equipment availability, ridership, revenue and the availability of state funding.

In FY 2021-22 and 2022-23, 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, progressively restoring service levels, while exploring opportunities to enhance ridership, revenue, and OTP. With a view to post-pandemic service levels, the LOSSAN Agency and Amtrak will continue planning efforts toward introducing an additional roundtrip between San Diego and Los Angeles. New service north of Los Angeles is also planned. In addition, the LOSSAN Agency is completing a service optimization study to establish a two- and five-year strategy to optimize service in the LOSSAN rail corridor and will continue to pursue service expansions to accommodate seasonal and event-related travel demand.



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-station OTP, and operator responsible delays per 10,000 train miles.

As a result of the impact of the COVID-19 pandemic on ridership, revenue, and available state funding, on March 30, 2020, the LOSSAN Agency formally requested relief from the Uniform Performance Standards, as dictated by the Interagency transfer Agreement, Appendix G. Relief has been requested at least until state funding allows for the restoration of service to pre-pandemic levels.

In FFY 2019-20, the Pacific Surfliner service saw a 50.8 percent decrease in ridership, a 49.5 percent decrease in revenue, a 2.1 percent decrease in passenger miles, and a farebox recovery of 42.1 percent. Endpoint on-time performance has improved considerably, but still continues to lag behind the goal of 90 percent, averaging 85.1 percent in FFY 2019-20.

Capital Improvements



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

The LOSSAN Agency continues to coordinate with member agencies and station owners to pursue funding opportunities that bring benefits to the larger rail corridor. As part of that effort, the

LOSSAN Agency has worked with key stakeholders to update its Capital Improvement Program (CIP). The CIP compiles all identified projects into a comprehensive list. While each member agency or host railroad is responsible for the implementation of its respective capital improvement projects, the LOSSAN Agency takes a lead role in funding and legislative pursuits, with a focus on leveraging existing funds to advance capital projects that have a corridorwide benefit. In addition to the major capital improvements planned for the LOSSAN rail corridor, the state annually allocates approximately \$500,000 to cover minor projects, such as station improvements, signage, and minor safety enhancements. The LOSSAN Agency expects to receive approximately \$28.9 million in State Rail Assistance funding over the next five years. Finally, the LOSSAN Agency has been awarded more than \$270 million in funding through the

state's Transit and Intercity Rail Capital Program (TIRCP) for capital and operational improvements along the LOSSAN rail corridor.

Fare Policy

Pacific Surfliner trains currently offer travel in unreserved coach class and reserved business class. Fares are largely static year-round with the exception of slight increases on select holidays during peak travel periods. Amtrak also offers discounted multi-ride tickets, discounts for group travel, as well as a Rail 2 Rail Program that allows Metrolink and COASTER commuter rail pass holders to ride Pacific Surfliner trains at no additional cost, subject to certain restrictions. The last fare increase on the Pacific Surfliner service took place in June 2013, and a fare restructuring was implemented in March 2018, which normalized fares to eliminate inconsistent pricing methodology and application of discounts along the Pacific Surfliner route.



In the coming year, the LOSSAN Agency will explore a variety of opportunities to increase fare revenue without raising fares, while restoring ridership losses as a result of the pandemic, including partnerships with major destinations/attractions (as appropriate for the current state of restrictions on travel and large gatherings), 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 LOSSAN Agency continues to work with Amtrak to implement initiatives designed to enhance amenities and improve the overall passenger experience, effectively positioning the Pacific Surfliner as a safe and attractive travel option. Amenities offerings designed to enhance customer perception and support ridership objectives also provide the Pacific Surfliner with clear points of differentiation from other regional rail operators. Programs including complimentary Wi-Fi, food and beverage options, and business class upgrades help incentivize riders to choose train travel while boosting customer satisfaction.

In 2020, the passenger amenities available onboard Pacific Surfliner trains were adjusted to align with reduced travel demand and enhanced health and safety measures in response to the COVID-19 pandemic. This includes the installation of sanitizing stations onboard the trains, equipment modifications in the Café Car, and changes to onboard food service procedures. The LOSSAN Agency plans to pursue a number of strategies for enhancing passenger amenities in the coming two years, 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

Before the pandemic related service reductions, the Pacific Surfliner fleet currently consisted of 10 train sets operating 27 daily trains. As a result of the COVID Pandemic, service has been temporarily reduced from 26 daily Pacific Surfliner trips using 10 train sets, to 12 daily Pacific Surfliner trips using 6 train sets.

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 state-owned railcars and Charger locomotives.



Marketing

The proposed Pacific Surfliner marketing program for FY 2021-22 is to support strategic marketing and communications activities that have been adapted to align with reduced service levels and promote public informational messages related to health and safety in response to the COVID-19 pandemic. At the start of the pandemic, the LOSSAN Agency paused traditional marketing efforts and limited all paid advertising, achieving significant cost savings.

As conditions continue to evolve and travel demand rebounds, promotional marketing efforts are anticipated to resume with “travel allowed” service messages evolving into “travel encouraged” campaigns designed to build confidence in the Pacific Surfliner service and ultimately drive customers to PacificSurfliner.com and various Amtrak points of sale to purchase tickets and support ridership and revenue objectives. Promotional marketing plans will be designed to align with adjusted service levels, public health conditions, and operating funding levels approved by the State. By providing intercity rail service along the LOSSAN corridor, the Pacific Surfliner is poised to play a critical role in bringing communities together and supporting economic recovery.



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 funding request for FY 2021-22 is proposed at \$39,022,927 which includes the net operating subsidy as well as administrative and marketing funding. Total projected net Amtrak operating subsidy is \$31,699,200, which assumes operating service levels at 80% of pre-pandemic service levels.

The business plan assumes that Caltrans DRMT will continue to have a separate agreement with Amtrak to directly fund equipment capital charges for Amtrak-owned railcars and locomotives used on the three state-supported rail corridors. Therefore, equipment capital charges are not included in the operating agreement between Amtrak and the LOSSAN Agency. The budget also includes \$500,000 for minor capital projects, including station improvements, signage, and minor safety and security enhancements, as well as state grant revenues for capital and operational improvements.

In addition to the operating payment to Amtrak, the state will also fund the administration and marketing of the Pacific Surfliner service. The FY 2021-22 administrative funding is proposed at \$6,615,547. Included in this amount is \$5,633,247 for managing agency administrative salaries at fully burdened rates. This includes staffing of 18 full-time positions. This amount assumes the managing agency overhead at the current rate, which is calculated on an annual basis based on prior fiscal year actuals. The administrative budget currently assumes no administrative employee performance-based salary increases consistent with OCTA's FY 2020-21 budget and personnel and salary resolution.

The FY 2021-22 proposed administrative funding request for legal, travel, insurance, memberships dues and banking fees is \$173,500, while the proposed funding level for professional services is \$808,800. This amount includes \$775,000 to fund consulting services for planning, engineering, modeling, project and construction management. It also includes \$33,800 for audit and insurance brokerage services.

The FY 2021-22 marketing funding request is proposed at \$1,600,000, consistent with the operating service assumption of 80% of pre-COVID levels.

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 LOSSAN Agency will work to take full advantage of both dynamics in responding to the COVID-19 pandemic and rebuilding ridership once the pandemic subsides.

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 2021 LOSSAN Legislative Program provides detail on legislative priorities, including:

- Support short- and long-term COVID-19 recovery efforts.
- 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 funding and policy flexibilities that facilitate the LOSSAN Agency's ability to provide intercity rail service during the COVID-19 pandemic and also encourage ridership post-pandemic.
- Support efforts to further enhance connectivity of regional rail and local transit services within the LOSSAN rail corridor.
- Continue to study and advance infrastructure and service improvement projects/programs.

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

Safety and Security

Protecting the safety and security of passenger rail service is key to attracting and retaining riders and ensuring efficient operation of passenger trains on the LOSSAN rail corridor. The goal of the LOSSAN Agency safety program is to instill a comprehensive safety culture that will govern all of the activities associated with the operations and maintenance of the service, while efficiently

meeting operational performance goals. The Federal Railroad Administration (FRA) and the California Public Utilities Commission (CPUC) are responsible for overseeing general railroad safety along the LOSSAN rail corridor. The LOSSAN Agency primarily serves in an oversight and coordination role with regard to safety and security aboard trains, relying on the extensive on-board safety and security programs and policies put in place by Amtrak. Pacific Surfliner passengers benefit from the Amtrak security program, specifically the services of the Amtrak Police Department.

The LOSSAN Agency will continue to attend regularly scheduled safety meetings hosted by Amtrak for front-line employees to reiterate that safety is the first priority in delivering Pacific Surfliner service. Amtrak is responsible for all required reporting of safety data to federal, state, and local agencies, including FRA and CPUC. All cab cars and locomotives are equipped with a “forward facing” camera system to aid in accident investigation. The LOSSAN Agency will continue to work with right-of-way owners and rail operators to enhance safety and response to incidents along the right-of-way. Public information efforts will include both traditional and social media to build awareness of rail safety.

Emerging Corridors

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



Chapter 1: Introduction

The LOSSAN Agency's annual business plan for FY 2021-22 and FY 2022-23 identifies the LOSSAN Agency's major goals and objectives for management of the Pacific Surfliner intercity passenger rail service, as well as the budget necessary to administer, market, and operate the Pacific Surfliner service during that two-year period.

SB 1225 (Chapter 802, Statutes of 2012), approved in September 2012, authorized the LOSSAN Agency to assume responsibility for management and administration of the state supported Pacific Surfliner service, subject to negotiation of an ITA with the State of California. The initial ITA took effect on July 1, 2015 for a three-year period ending on June 30, 2018. The ITA was subsequently renegotiated for an additional three-year term effective July 1, 2018 through June 30, 2021. Over the last year, the LOSSAN Agency has worked closely with the state, Amtrak, and the LOSSAN member agencies to respond to the quickly changing situation that has arisen from the novel coronavirus (COVID-19) pandemic. The health and safety of our passengers and crew, as well as the shifting funding picture within the state, prompted service reductions, operational changes and health and safety improvements on the Pacific Surfliner service. The LOSSAN Agency looks forward to continuing to work with all of our partners to restore service to pre-pandemic levels, and to ensure the Pacific Surfliner remains a safe, reliable, and cost-effective transportation alternative that is 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 and freight rail services (Amtrak, COASTER, Southern California Regional Rail Authority (Metrolink), BNSF, and UPRR).

Table 1.1: LOSSAN Rail Corridor ROW Owners

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

Overview of the LOSSAN Agency

The LOSSAN Agency is a JPA originally formed in 1989 for the primary purpose of improving passenger rail service along the LOSSAN rail corridor. It is tasked with increasing ridership, revenue, capacity, reliability, coordination, and safety on the rail line between San Diego, Los Angeles, and San Luis Obispo. The LOSSAN Agency is governed by an 11-member Board comprised of officials representing rail owners, operators, and planning agencies along the LOSSAN rail corridor. The LOSSAN Board includes representatives from nine member agencies (Metro, NCTD, OCTA, RCTC, SANDAG, SDMTS, SLOCOG, SBCAG, and VCTC). Amtrak, Caltrans DRMT, CHSRA, and SCAG are non-voting, ex-officio members of the LOSSAN Board.

OCTA was selected as the managing agency of the LOSSAN Agency in August 2013, following a competitive request for proposals. As the managing agency, OCTA provides all management and administrative support for the LOSSAN Agency as outlined in the ASA executed between the LOSSAN Agency and OCTA. The LOSSAN Agency currently consists of 18 full-time positions.

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 2020 CHSRA Business Plan.

As outlined in the provisions of SB 1225, the ITA requires the LOSSAN Agency to maintain the existing Pacific Surfliner service and facilities, and to implement service expansions as warranted by ridership demand and available revenue. The ITA further requires that the state will provide the funding necessary for service operations, administration, and marketing of the Pacific Surfliner service. Caltrans DRMT remains responsible for the development of the California State Rail Plan, and the coordination and integration between the three state-supported intercity passenger rail services, as outlined in the ITA.

Figure 1.1: LOSSAN Rail Corridor and Other Southern California Rail ROW Owners



Agency Roles and Responsibilities

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

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

LOSSAN Member Agencies: The LOSSAN Agency is comprised of nine voting member agencies. The member agencies are key partners that provide important technical and policy input at both the Technical Advisory Committee (TAC) and Board level.

CalSTA: State office responsible for the funding and oversight of California's three state supported intercity rail corridors, as well as CHSRA, and oversight of state grant programs such as State Rail Assistance and the Transit and Intercity Rail Capital Program.

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

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

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

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

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

Rail Operators

Amtrak

BNSF

NCTD (operator of COASTER)

SCRRA (operator of Metrolink)

UPRR

ROW Owners

BNSF

Metro

NCTD

OCTA

SDMTS

VCTC

UPRR

Regional Planning Agencies

SANDAG

SBCAG

SCAG

SLOCOG

Others Key Stakeholders/Partners

CHSRA

Coachella Valley Technical Advisory Committee

Coast Rail Coordinating Council (CRCC)

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. Despite the global COVID-19 pandemic situation experienced during most of FFY 2019-20, combined, the Pacific Surfliner, Capitol Corridor, and San Joaquins intercity passenger rail services carried more than 2.9 million passengers (See Figure 2.1). These routes continue to represent three of the five busiest state-supported rail services in the entire Amtrak national system: Pacific Surfliner at No. 1 with about 1.40 million passengers, the Capitol Corridor at No. 2 with 0.90 million passengers, and the San Joaquins Corridor at No. 5 with 0.60 million passengers in FFY 2019-20.¹ California's investment in intercity passenger rail service operations and capital projects over the past four decades has led the state to boast the highest Amtrak ridership of any state in the country, with the three state-supported corridors being responsible for 17 percent of the ridership of the entire Amtrak national system.

Figure 2.1: California Intercity Passenger Rail Routes



Source: Caltrans, 2015

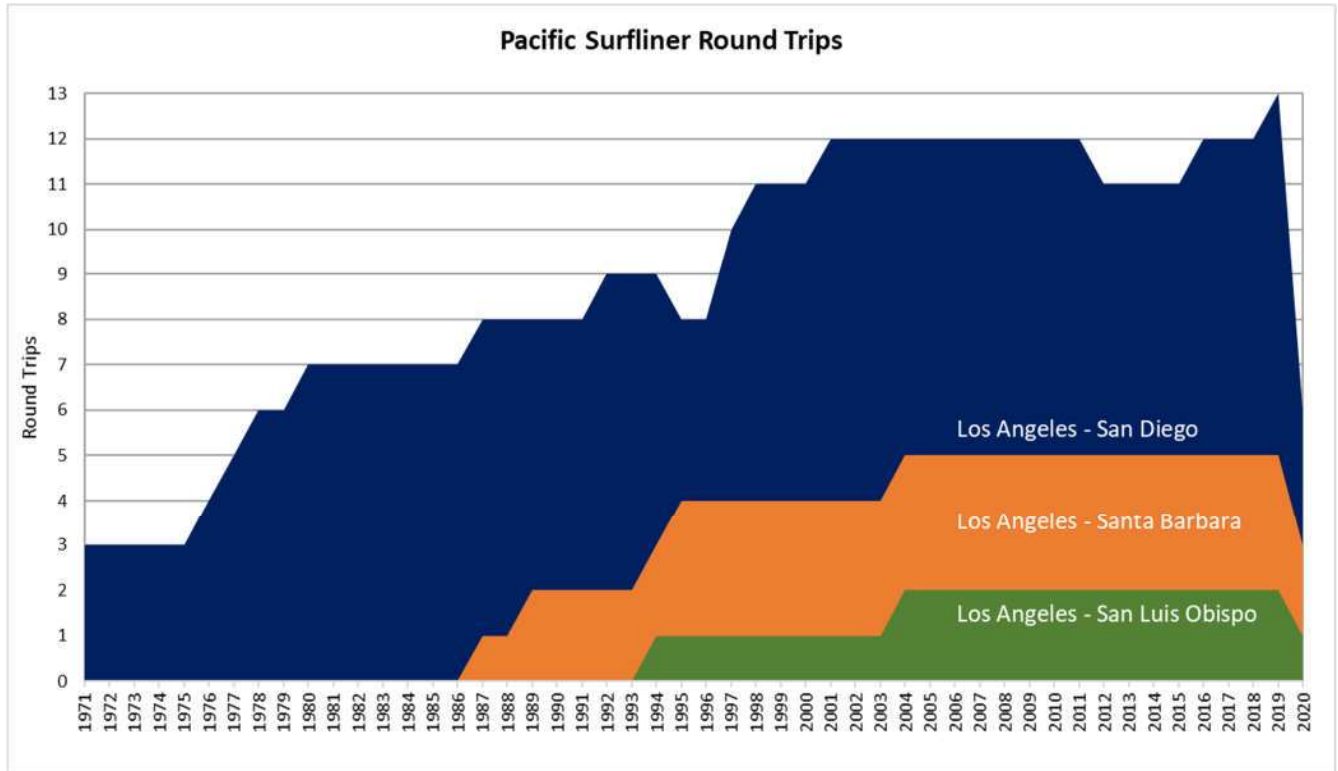
History of Pacific Surfliner Service

From May 1971, when Amtrak assumed operation, through 2019, Pacific Surfliner service increased from the original six daily trips to 27 daily trips, with 17 operating between San Diego and Los Angeles, five between San Diego and Santa Barbara/Goleta, four between San Diego and San Luis Obispo, and one from Los Angeles to Goleta. For the second half of FFY 2019-20, service reduced to 12 daily trips (or six round trips) to maintain essential Pacific Surfliner service while accommodating for the drastic decline in ridership demand due to the COVID-19 pandemic. Four of these six round trips operate between San Diego and Los Angeles, one round trip operates between San Diego to Goleta, and one round trip operates between San Diego and San Luis Obispo. Figure 2.2 details the growth and geographic limits of round trips over time.

¹ Amtrak Route Ridership and Gross Ticket Revenue, September 2020

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

Figure 2.2: Pacific Surfliner Service Growth



Source: LOSSAN Agency, 2020

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

Pacific Surfliner Funding

Table 2.1: Pacific Surfliner State Operating Subsidy

| FFY | Actual State Subsidy |
|---------|----------------------|
| 2014-15 | \$ 30,908,066 |
| 2015-16 | \$ 21,431,815 |
| 2016-17 | \$ 21,823,290 |
| 2017-18 | \$ 26,498,546 |
| 2018-19 | \$ 35,977,180 |
| 2019-20 | \$ 58,968,308 |

Note: FFY 2020 is based on preliminary unaudited data

Source: Amtrak, 2020

Table 2.1 shows the annual operating subsidy for Pacific Surfliner service from FFY 2014-15 to FFY 2019-20. The appreciable increase in FFY 2018-19 was due in part to the addition of morning peak-period service into Ventura and Santa Barbara counties. Before the pandemic, the Santa Barbara County Association of Governments provided a partial reimbursement of the additional operating costs of the morning peak-period service, as well as a fare buydown for specific station pairs. Though the morning peak-period service has been temporarily cancelled during the pandemic related service reductions, the fare buydown for the select station pairs continues. These additional revenues are not reflected in the state subsidy.

The subsidy was expected to increase in FFY 2019-20 with the addition of the 13th round trip between Los Angeles and San Diego, effective with the October 14, 2019 schedule change. However, the increased costs combined with the revenue decline resulting from the drastic loss of ridership due to the COVID-19 pandemic increased the subsidy much more than anticipated.

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 2019-20. Ridership and farebox recovery climbed steadily through FFY 1992-93, and then experienced a few dips reasonably attributable to ridership shifting to the commuter rail services that were gradually introduced along the corridor starting in October 1992 as well as the recession that occurred in 1997-98.

Table 2.2: Pacific Surfliner Historic Performance

| FFY | Ridership | Revenue | Expenses | Farebox Recovery | FFY | Ridership | Revenue | Expenses | Farebox Recovery |
|---------|-----------|---------------|---------------|------------------|---------|-----------|---------------|----------------|------------------|
| 1976-77 | 607,976 | \$ 598,140 | \$ 1,662,714 | 36.0% | 1998-99 | 1,563,275 | \$ 16,401,625 | \$ 40,391,845 | 40.6% |
| 1977-78 | 753,246 | \$ 1,446,036 | \$ 3,768,065 | 38.4% | 1999-00 | 1,567,318 | \$ 17,883,725 | \$ 37,497,489 | 47.7% |
| 1978-79 | 967,316 | \$ 2,203,403 | \$ 4,333,602 | 50.8% | 2000-01 | 1,661,704 | \$ 20,430,153 | \$ 38,215,732 | 53.5% |
| 1979-80 | 1,218,196 | \$ 3,341,561 | \$ 5,536,840 | 60.4% | 2001-02 | 1,742,768 | \$ 20,922,453 | \$ 39,374,190 | 53.1% |
| 1980-81 | 1,238,135 | \$ 4,032,480 | \$ 6,572,539 | 61.4% | 2002-03 | 2,030,491 | \$ 22,247,564 | \$ 42,331,531 | 52.6% |
| 1981-82 | 1,167,718 | \$ 4,097,254 | \$ 6,607,395 | 62.0% | 2003-04 | 2,307,010 | \$ 24,559,183 | \$ 45,300,782 | 54.2% |
| 1982-83 | 1,131,146 | \$ 4,094,750 | \$ 6,928,334 | 59.1% | 2004-05 | 2,454,396 | \$ 26,660,048 | \$ 48,105,899 | 55.4% |
| 1983-84 | 1,221,256 | \$ 4,842,400 | \$ 6,337,083 | 76.4% | 2005-06 | 2,655,490 | \$ 31,604,715 | \$ 55,570,797 | 56.9% |
| 1984-85 | 1,240,003 | \$ 5,410,502 | \$ 6,411,308 | 84.4% | 2006-07 | 2,685,194 | \$ 34,753,372 | \$ 58,389,864 | 59.5% |
| 1985-86 | 1,394,320 | \$ 5,658,915 | \$ 6,424,634 | 88.1% | 2007-08 | 2,835,132 | \$ 37,266,009 | \$ 60,444,082 | 61.7% |
| 1986-87 | 1,461,003 | \$ 6,072,523 | \$ 6,510,113 | 93.3% | 2008-09 | 2,696,951 | \$ 34,857,678 | \$ 61,635,574 | 56.6% |
| 1987-88 | 1,661,512 | \$ 8,223,462 | \$ 7,859,783 | 104.6% | 2009-10 | 2,614,777 | \$ 35,822,186 | \$ 67,012,735 | 53.5% |
| 1988-89 | 1,717,539 | \$ 11,458,084 | \$ 10,563,459 | 108.5% | 2010-11 | 2,746,320 | \$ 38,739,760 | \$ 69,156,690 | 56.0% |
| 1989-90 | 1,746,673 | \$ 12,189,942 | \$ 11,808,251 | 103.2% | 2011-12 | 2,664,935 | \$ 42,884,431 | \$ 74,494,543 | 57.6% |
| 1990-91 | 1,791,781 | \$ 13,306,307 | \$ 13,364,150 | 99.6% | 2012-13 | 2,670,613 | \$ 64,446,130 | \$ 104,521,098 | 61.7% |
| 1991-92 | 1,673,107 | \$ 13,152,063 | \$ 13,245,924 | 99.3% | 2013-14 | 2,681,173 | \$ 69,013,726 | \$ 102,843,812 | 67.1% |
| 1992-93 | 1,810,572 | \$ 13,692,612 | \$ 13,254,709 | 103.3% | 2014-15 | 2,827,134 | \$ 75,836,869 | \$ 106,744,935 | 71.0% |
| 1993-94 | 1,699,882 | \$ 12,725,094 | \$ 14,017,591 | 90.8% | 2015-16 | 2,924,117 | \$ 79,465,847 | \$ 100,897,661 | 78.8% |
| 1994-95 | 1,464,577 | \$ 11,805,859 | \$ 16,061,849 | 73.5% | 2016-17 | 2,989,871 | \$ 83,016,156 | \$ 104,839,447 | 79.2% |
| 1995-96 | 1,480,674 | \$ 13,553,553 | \$ 23,983,026 | 56.5% | 2017-18 | 2,946,239 | \$ 86,319,147 | \$ 112,817,693 | 76.5% |
| 1996-97 | 1,617,641 | \$ 14,804,355 | \$ 39,563,546 | 37.4% | 2018-19 | 2,836,894 | \$ 84,953,373 | \$ 120,930,553 | 70.2% |
| 1997-98 | 1,624,693 | \$ 15,194,498 | \$ 44,769,723 | 33.9% | 2019-20 | 1,397,158 | \$ 42,868,284 | \$ 101,836,592 | 42.1% |

Note: FFY 2020 is based on preliminary unaudited data

Source: Amtrak, 2020

Pacific Surfliner ridership recovered from these initial declines, and reached two million in FFY 2002-03. The introduction of the Rail 2 Rail program with Metrolink in September 2002, and with COASTER in April 2008, were associated with continued ridership increases. Moreover, Pacific Surfliner ridership declined, and service was reduced between FFY 2007-08 and FFY 2009-10,

because of the significant national economic recession. By FFY 2014-15, Pacific Surfliner ridership recovered to pre-recession ridership levels, even though fewer train trips were operated compared to prior years.

Moreover, with the reintroduction of the 12th roundtrip between Los Angeles and San Diego in FFY 2016-17, all-time ridership peaked at nearly three million, and farebox recovery exceeded 79 percent for the first time in over 20 years. Farebox recovery had remained above 50 percent for nineteen years, from FFY 2000-01 through FFY 2018-19. By far, the largest impact on ridership, revenue, and farebox recovery has been the COVID-19 pandemic. FFY 2019-20 ended with about **1.4 million annual riders, representing a 50.8 percent decrease** from FFY 2018-19 (2.8 million riders). **Farebox recovery in FFY 2019-20 was 42.1 percent, representing a 40.1 percent decrease** from FFY 2018-19 (70.2 percent).

On-Time Performance (OTP)

Table 2.3: Historical Pacific Surfliner Endpoint OTP

| FFY | Endpoint OTP |
|---------|--------------|
| 2014-15 | 77.9% |
| 2015-16 | 78.0% |
| 2016-17 | 68.7% |
| 2017-18 | 77.4% |
| 2018-19 | 66.1% |
| 2019-20 | 85.1% |

Note: FFY 2020 is based on preliminary unaudited data

Source: Amtrak, 2020

OTP is an important measure of service quality and passenger satisfaction. For the Pacific Surfliner service, endpoint OTP is defined as arrival at the endpoint station within 15 minutes of scheduled arrival times. Corridor-wide OTP is calculated by taking the total number of trains arriving on time at the end point of the run divided by the total number of trains operated on the route.

The State of California intercity passenger rail Uniform Performance Standards (UPS) approved by the Secretary of Transportation in 2014 set a 90 percent endpoint OTP goal. Train delays are recorded by the conductor in minutes on a delay report form and categorized by specific cause. Historical Pacific Surfliner endpoint OTP from FFY 2014-15 to FFY 2019-20 is summarized

in Table 2.3. In FFY 2019-20, **OTP averaged 85.1 percent**. Additional details on OTP and efforts to achieve the 90 percent endpoint OTP goal are discussed in Chapter 4.

Chapter 3: Operating Plan and Strategies

Existing Train Service and Planned Expansions

At the beginning of fiscal year 2019-20, Amtrak operated 13 daily Pacific Surfliner roundtrips between San Diego and Los Angeles. Of those, five daily roundtrips (the 700-series trains) extend north of Los Angeles to serve Santa Barbara and Goleta, with two of those roundtrips extending further north to serve San Luis Obispo. Dedicated Amtrak Thruway bus connections supplement the train service on the LOSSAN rail corridor by providing transportation to and from Santa Barbara and San Luis Obispo and points north along the Central Coast to Oakland to connect with the Capitol Corridor, as well as transportation between Fullerton and points east to the Coachella Valley, and between Los Angeles and Bakersfield to connect with the San Joaquins Corridor.

In March 2020, ridership began to quickly decline on the Pacific Surfliner as a direct result of the COVID-19 pandemic. This steep decline in ridership forced the reduction of Pacific Surfliner and connecting thruway bus service and on March 22, 2020, service was cut from 13 daily Pacific Surfliner roundtrips between San Diego and Los Angeles, to six roundtrips. Of these, two daily roundtrips remained between Los Angeles and Goleta and Pacific Surfliner service to San Luis Obispo was suspended. One roundtrip to San Luis Obispo and a third roundtrip between Los Angeles and Goleta was reinstated on June 1, 2020.

The ability to expand Pacific Surfliner service has historically been constrained due to both equipment availability as well as existing access and shared-use agreements with the host railroads on which the Pacific Surfliner operates. While this constraint remains along several segments of the rail corridor, the ability to restore Pacific Surfliner service to pre-COVID-19 levels is dependent on equipment availability, ridership, revenue and the availability of state funding. The LOSSAN Agency is regularly reviewing ridership and revenue trends on the Pacific Surfliner and coordinating with both the California Department of Transportation (Caltrans) and the California State Transportation Agency on current and projected funding levels. When funding levels and ridership growth present an opportunity to restore additional service, the LOSSAN Agency will work collaboratively with Caltrans and Amtrak on identifying the equipment necessary to implement the additional service.

The award of TIRCP grant funds to the LOSSAN Agency in 2018 and again in 2020, along with reprogrammed Proposition 1B funds, has also allowed efforts to continue moving forward with implementing layover facility expansions in San Luis Obispo, Goleta and San Diego, as well as necessary capacity enhancements north of Los Angeles on the UPRR to allow for additional roundtrips to be extended north to Santa Barbara and San Luis Obispo in the 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).

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 state-funded 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.

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

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 in each direction.
- **Route 17:** Santa Barbara to San Luis Obispo to Oakland (where it connects with Capitol Corridor). Two 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.

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 2020-21 Operating Plan and Accomplishments

The LOSSAN Agency's operating plan for FY 2020-21 is based on the June 1, 2020 reduced service schedule reflecting the reduced ridership and demand on the Pacific Surfliner resulting from the COVID-19 pandemic. The current Operating Plan² for FY 2020-21 is as follows:

- San Diego – Los Angeles: 6 daily roundtrips
- Los Angeles – Goleta: 3 daily roundtrips
- Goleta – San Luis Obispo: 1 daily roundtrip

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 2021-22 and FY 2022-23 Operating Plan

In FY 2021-22 and 2022-23, 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 also exploring opportunities to restore service, as well as enhance ridership, revenue, and OTP.

OTP on the Pacific Surfliner was already improving prior to the drop in ridership and the associated service reductions implemented due to the COVID-19 pandemic. Following the service reductions, OTP has improved to consistently exceed the 90-percent goal. As the service is restored to pre-COVID levels, the LOSSAN Agency will continue to monitor OTP and work with Amtrak and host railroads to evaluate and pursue cost-effective opportunities to maintain the current OTP on the Pacific Surfliner service. One opportunity going forward is to continue with the TIRCP funded capitalized access and incentive agreements. An incentive agreement was executed with NCTD in July 2019 and a franchise access fee and incentive agreement is being negotiated with UPRR. These agreements will allow for financial incentives to the host railroads to help maintain the current level of OTP. Additional details on the efforts currently being undertaken to maintain OTP are included in Chapter 4.

² Some weekend train schedules differ from weekday schedules.

In FY 2021-22 and FY 2022-23, the LOSSAN Agency and Amtrak anticipate restoring approximately 80-percent of the pre-COVID pandemic service levels on the LOSSAN rail corridor (Table 3.1). Full-service restoration is anticipated in FY2022-23, with new service north of Los Angeles also planned, contingent on finalizing the necessary franchise access agreement with UPRR.

Table 3.1: Planned Pacific Surfliner Service Levels

| Route Segments | FY 2021-22 | FY 2022-23 |
|---|-------------------|-------------------|
| San Diego – Los Angeles | 20 trains | 28 trains |
| Los Angeles – Santa Barbara/Goleta | 8 trains | 12 trains* |
| Los Angeles – Santa Barbara – San Luis Obispo | 4 trains | 6 trains* |

** Service dependent on approval from UPRR and equipment availability*

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

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

As travel restrictions are lifted and as appropriate, the LOSSAN Agency will continue working 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.

Amtrak Thruway bus service has also been affected by the COVID-19 pandemic. Coinciding with the reduced train service, the thruway bus service was also reduced in response to lower ridership demand. No additional changes are currently planned to Amtrak Thruway bus service during this period. However, with the passage of Senate Bill 742 in 2019, which allows passengers to purchase a ticket for a bus only trip without a connecting ticket on the Pacific Surfliner, the LOSSAN Agency staff will coordinate with CCJPA and SJJPA in reviewing schedules as well as ridership and revenue data of the thruway bus routes as they are restored to identify opportunities for improving the service to be more effective, as appropriate.

Layover and Maintenance Facility Expansions

The Pacific Surfliner service is currently supported by three layover facilities in San Diego, Goleta, and San Luis Obispo, as well as a primary maintenance and layover facility near downtown Los Angeles. Each of the outlying layover facilities are constrained and currently at or near capacity for laying over trains, even with the reduced service levels. This constraint not only prohibits the expansion of the Pacific Surfliner service but makes it more difficult to cost-effectively restore the service to pre-COVID levels. Planning and design efforts are currently underway for expanding capacity at these locations. In San Diego, the San Diego County Maintenance and Layover Facility Study is nearing completion and the Project Approval and Environmental Document (PA&ED) phase of the project is anticipated to begin in late FY 2020-21. A new layover and maintenance facility in San Diego will help to support the service objectives included in this chapter.

In San Luis Obispo, preliminary engineering and environmental review is underway for a new and expanded maintenance and layover facility. For Goleta, work has begun on preliminary engineering for expanding the existing facility, with final design anticipated to be complete in June of 2021. All three layover and maintenance facility expansion projects have funding through construction for an initial phase.

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 near-, mid-, and long-term strategy to optimize service in the corridor. This strategy includes adding up to 15 roundtrips for the Pacific Surfliner between Los Angeles and San Diego, seven roundtrips between San Diego and Goleta and three roundtrips between San Diego and San Luis Obispo, implementing many of the early infrastructure and service objectives outlined in Metrolink's Southern California Optimized Rail Expansion (SCORE) program and the LOSSAN Agency's 2018 TIRCP Building Up program.

The next step after the service optimization study are to use the operating strategies defined to develop specific day-to-day operating plans and schedules, in partnership with the corridor operators, that align with both regional service needs and objectives as well as the goals presented in the 2018 California State Rail Plan to increase frequency and reliability for services operating along the LOSSAN rail corridor. This optimization study will be further enhanced through the coordination the LOSSAN Agency will continue to perform related to identifying and evaluating root causes for major delays, crew and equipment utilization, and improvements to service disruption responses and recovery.

Chapter 4: Performance Standards and Metrics

Background

The LOSSAN Agency strives for continuous improvement of the Pacific Surfliner passenger rail service. Pursuant to SB 1225, the Secretary of CalSTA was required to establish a set of UPS for the state's three intercity passenger rail corridors to control costs and improve efficiency. These standards measure the ongoing success of the service in three specific areas: **usage** (ridership and passenger miles), **efficiency** (farebox recovery and cost per passenger mile), and **service quality** (endpoint/all station on-time performance and operator caused delays). These standards also provide the basis for service changes and help guide the planning efforts for the LOSSAN Agency. The performance standards are summarized in Table 4.1.

Table 4.1: Uniform Performance Standards

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

* One passenger traveling one mile = one passenger mile

For reporting performance metrics, the FFY will be used, as this is the standard for Amtrak reporting. This chapter presents the performance of the Pacific Surfliner against the established UPS for FFY 2019-20. 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 2019-20 are preliminary and unaudited.