



LOSSAN RAIL CORRIDOR AGENCY BUSINESS PLAN

FY 2015-16 – FY 2016-17

Prepared for California State Transportation Agency
Updated June 2015

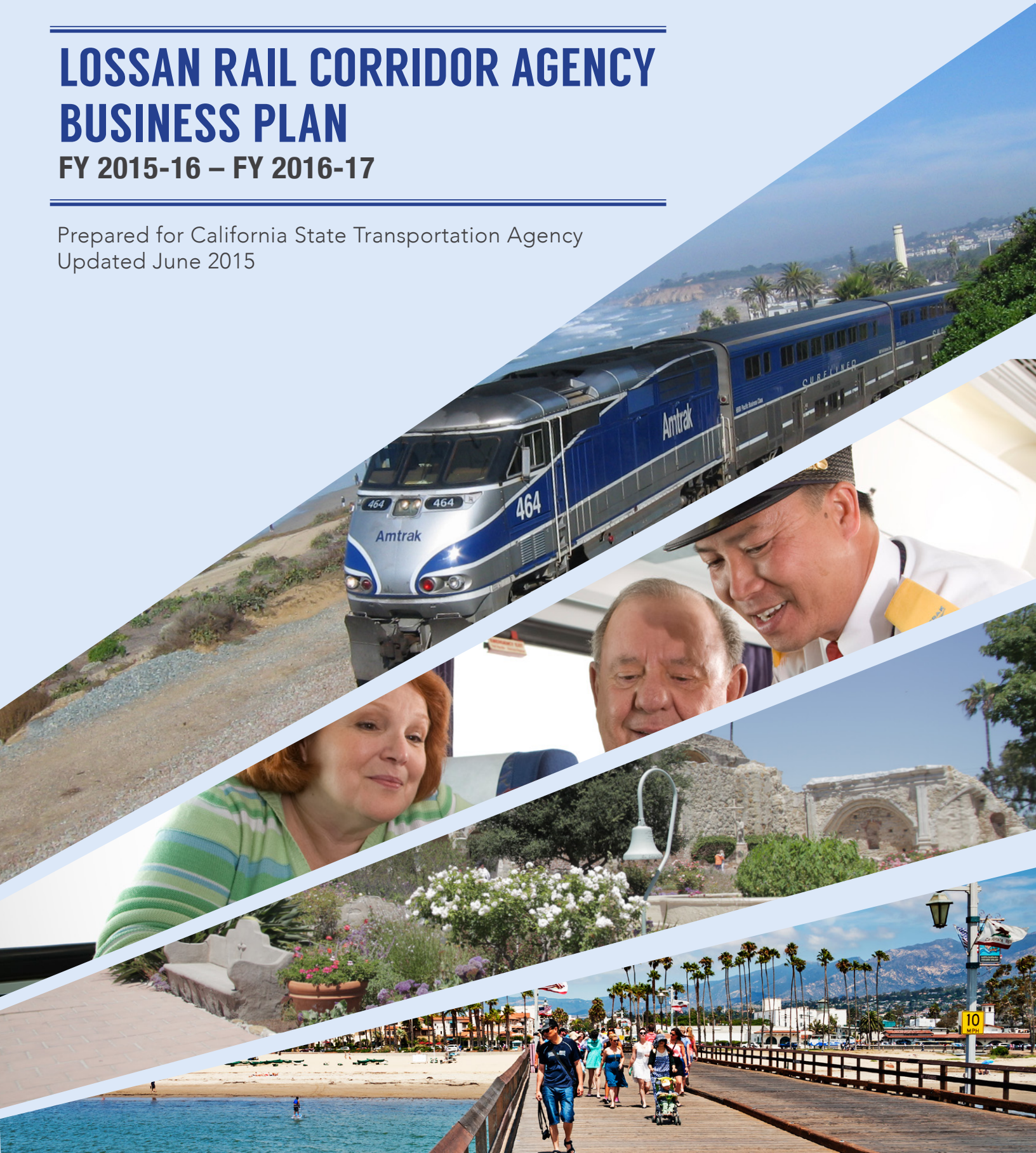


Table of Contents

Executive Summary	i
1. Introduction/Background	1
2. Historical Performance of the Pacific Surfliner Service	8
3. Operating Plan and Strategies	22
4. Performance Standards and Metrics	30
5. Capital Improvements	33
6. Fare Policy	47
7. Network Integration and High-Speed Rail	52
8. Passenger Amenities	54
9. Equipment	58
10. Marketing	63
11. Annual Funding and Separation of Funding	69
12. Government Relations and Legislative Advocacy	77
13. Safety and Security	80
14. Emerging Corridors	85

EXECUTIVE SUMMARY

The Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor Agency (Agency) is a joint powers authority (JPA) originally formed in 1989 that works to increase ridership, revenue, capacity, reliability, coordination, and safety on the rail line between San Diego, Los Angeles, and San Luis Obispo.

On September 29, 2012, Governor Jerry Brown signed SB 1225 (Chapter 802, Statutes of 2012) which authorizes the LOSSAN Agency to oversee the state-supported intercity passenger rail service, commonly referred to as Pacific Surfliner, subject to approval of an interagency transfer agreement (ITA) with the State of California. The Pacific Surfliner service travels along a 351-mile coastal rail corridor through six counties: San Diego, Orange, Los Angeles, Ventura, Santa Barbara, and San Luis Obispo, and is currently the second busiest intercity passenger rail corridor in the United States.

The ITA is expected to be signed by June 30, 2015, with the transition of administrative responsibility taking effect consistent with the beginning of fiscal year (FY) 2015-16 in July 2015. The overall goal of the governance change is to transform the existing Pacific Surfliner intercity rail service into a service under local control that is more responsive to local needs, issues, and consumer desires.

The LOSSAN Agency is governed a Board of Directors (Board) composed of 11 voting members representing rail owners, operators, and planning agencies along the LOSSAN rail corridor, as well as four non-voting, ex-officio members, as detailed below.

Member Agencies

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

Ex-Officio Members

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

As required by SB 1225, and per the terms of the draft 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 this business plan is to identify the major LOSSAN Agency goals, objectives, and the necessary budget for management of the Pacific Surfliner service. The initial business plan is being submitted concurrently with the ITA for the Secretary's approval, and will be updated annually thereafter. It summarizes the 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

The majority of the track along the LOSSAN rail corridor was originally built in the late 1800s, with passenger and freight service provided by private railroads in varying degrees from that time until the 1970s. In May 1971, Amtrak assumed operation of three daily San Diegan roundtrips between Los Angeles and San Diego. The state began providing financial support to the San Diegan route in 1976. In 1988, the San Diegan route was extended north from Los Angeles to Santa Barbara, with an additional extension to San Luis Obispo in 1995. In 2000, the service was rebranded the Pacific Surfliner in recognition of its expanded service area. Since 1971, service on the Pacific Surfliner between Los Angeles and San Diego increased from the original six daily trips to the current level of 23 daily trips.

The Pacific Surfliner is the second busiest route in the entire Amtrak national system carrying 2.7 million passengers per year. While Pacific Surfliner ridership and revenue have been increasing over time,

there has been no additional service added for more than a decade (since 2004).

The state subsidy for Pacific Surfliner service has risen from \$28.953 million in FY 2011-12 to \$36.819 million in FY 2013-14 and \$44.287 million in FY 2014-15 in part due to the increased costs absorbed by the state per the provisions of Passenger Rail Investment and Improvement Act of 2008 (PRIIA) Section 209, which eliminated Amtrak’s 30 percent share of Pacific Surfliner operating costs and passed on additional capital equipment charges for use of Amtrak-owned equipment that the state had not previously funded. Operating costs for the Pacific Surfliner service are now covered 100 percent by the state, with funding for operations of all three intercity rail corridors provided through the Public Transportation Account, which is funded primarily through the state sales tax on diesel fuel.

Over the last several years, the Pacific Surfliner has consistently maintained a farebox recovery ratio of more than 50 percent.



Operating Plan and Strategies

Amtrak operates 23 one-way Pacific Surfliner trips each day, with 11 roundtrips between San Diego and Los Angeles, and one daily trip (761/1761) originating in Los Angeles and traveling north to Santa Barbara and San Luis Obispo. 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 by providing transportation to and from San Luis Obispo for rail passengers making connections to Pacific Surfliner trains in Santa Barbara.

The Pacific Surfliner services 27 stations, 17 of which are between San Luis Obispo and Los Angeles, with the remaining ten located south of Los Angeles in Orange and San Diego counties. In addition, six daily Pacific Surfliner trains currently stop at four additional COASTER stations under the Rail 2 Rail program with NCTD.

The Pacific Surfliner rail service is supplemented by Amtrak's network of Thruway buses that connect passengers throughout the LOSSAN rail corridor and beyond. In FY 2013-14, approximately 5 percent of Pacific Surfliner riders made a portion of their journey on an Amtrak Thruway bus. Caltrans contracts with Amtrak for dedicated feeder bus services, and Amtrak then contracts with private bus operators.

In FY 2015-16 and FY 2016-17, the LOSSAN Agency plans to work cooperatively with Caltrans DRMT to ensure sufficient state funding is provided to operate the existing level of Pacific Surfliner and Amtrak Thruway bus service on the LOSSAN rail corridor, while also exploring opportunities

to enhance ridership and revenue, and to increase service, as feasible.

The LOSSAN Agency is exploring opportunities to reinstate a 12th Pacific Surfliner roundtrip between Los Angeles and San Diego seven days a week. Some initial operations planning has been conducted that indicates the additional service could be accommodated on existing infrastructure and by using existing equipment through more efficient equipment turns. The new service could potentially offer an earlier northbound train from San Diego to Los Angeles, and would allow passengers to arrive in Los Angeles before 8:00 a.m., potentially with through service to points north of Los Angeles.

During the next two FYs, the LOSSAN Agency will implement a number of strategies aimed at building on past success to further improve the Pacific Surfliner service. Areas for planning improvements include: train monitoring, train and connecting bus schedule adjustments, integrated ticketing and onboard connecting transit pass sales, equipment and crew utilization, response to service disruptions, and service planning.

The LOSSAN Agency will also work with Amtrak to evaluate and pursue cost-effective service expansion opportunities to help increase ridership and revenue on the Pacific Surfliner service, including through special event service and improved connectivity with commuter rail and transit services at shared stations. The LOSSAN Agency also will work with Caltrans DRMT to identify future equipment needs, funding sources, and delivery schedules for service improvements.

Performance Standards and Metrics

As required by the 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. In June 2014, the Secretary of CalSTA released the initial intercity UPS after lengthy discussion with staff from Caltrans DRMT and the three state-supported intercity passenger rail agencies. 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 on-time performance, all-stations on-time performance, and operator responsible delays per 10,000 train miles.

The performance standards are based on information that Amtrak is already required to report to federal agencies and any additional requirements will be included in future Amtrak operating contracts. The adopted UPS will be reported and presented to the LOSSAN Technical Advisory Committee and Board of Directors on a quarterly basis.

Capital Improvements

LOSSAN member agencies have secured nearly \$115 million in Federal Railroad Administration (FRA) grants for capital improvements since 1990. However, many segments of the LOSSAN rail corridor are limited by the lack of passing or second main tracks. In San Diego County, 33 percent of the corridor is comprised of a single main line track, while 80 percent of the LOSSAN rail corridor north of Los Angeles is currently single track.

The 2012 LOSSAN Strategic Implementation Plan identifies capital needs of more than

\$5 billion in additional capacity, station improvements, and signal and communications improvements for the corridor. In addition to the major capital improvements planned for the corridor, the state annually allocates approximately \$500,000 to cover minor capital projects, such as station improvements, signage, and minor safety enhancements. The LOSSAN Agency will work with member agencies to prepare a prioritized list of candidate projects for the state-funded minor capital program.

Moving forward the LOSSAN Agency will seek opportunities to combine project funding pursuits by packaging projects together with similar timeframes or complimentary scopes and benefits to the larger corridor, thereby improving the competitive nature of each project.



Fare Policy

Upon assuming oversight responsibility for the Pacific Surfliner service, the LOSSAN Agency will work with Amtrak and the state to develop a fare policy that ensures the Pacific Surfliner service is an attractive transportation option that is competitive with the automobile and other competing modes of transportation.

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.

Currently, Caltrans DRMT staff sets the Pacific Surfliner fares in coordination with Amtrak’s revenue management department. As the Pacific Surfliner service is not funded through the Federal Transit Administration (FTA), there is no formal public hearing or noticing requirements prior to the implementation of a fare change.

Beginning in FY 2015-16, the LOSSAN Agency will work with Amtrak and the state to examine options for adjusting the existing fare policies to meet and exceed the UPS set by the state, including ridership, revenue, and farebox recovery goals. The LOSSAN Agency will also explore a variety of other opportunities to increase fare revenue without raising fares, while maintaining and expanding ridership, including transit transfers, partnerships with major destinations/attractions, and revised discount programs.

Network Integration and High-Speed Rail

The Pacific Surfliner will play a key role in the larger statewide effort of integrating the three state-supported intercity passenger rail services with the high-speed rail (HSR) system. CalSTA has developed a scope of work for the state’s Network Integration Strategic Service Plan for the California Passenger Rail Network. State-supported intercity passenger rail and the HSR system will also be connected with transit and commuter rail systems throughout the state as the Pacific Surfliner service currently integrates with these systems.

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



Passenger Amenities

The Pacific Surfliner offers its passengers amenities to improve the overall travel experience. The LOSSAN Agency will carry out a number of strategies for enhancing passenger amenities. Key priorities are proposed for FY 2015-16 and FY 2016-17 for both on-board and station amenities in a number of areas, including: accessibility, bicycle storage, business class, food and beverage, joint promotions, newsletter, on-board transit pass sales, Rail 2 Rail program, service disruptions, special event service, train status information, transit connectivity, Wi-Fi, checked baggage, station host program, and station improvements.

Equipment

The Pacific Surfliner fleet consists of nine train sets, to operate 23 daily trains. Of the 49 bi-level cars that are dedicated to the Pacific Surfliner service, ten are owned by Caltrans DRMT and the remaining 39 are owned by Amtrak. Each train set generally

consists of one locomotive and six cars, including one business class car, one café car, three coach cars, and one cab/baggage car. Additional cars are sometimes added to accommodate projected demand associated with holidays and special events.

In December 2011, Caltrans DRMT received approval to procure new rolling stock for the three state-supported intercity rail services through the federal High-Speed Intercity and Passenger Rail competitive grant program and state Proposition 1B program. Caltrans DRMT is now planning to purchase 28 railcars for the Pacific Surfliner service, to replace leased Amtrak equipment and allow for increased capacity. The state is also planning to purchase 15 Tier 4 locomotives to replace the 15 F59-PHI locomotives currently used on the Pacific Surfliner service owned by Amtrak.

Maintenance for the Pacific Surfliner fleet is primarily done in Los Angeles at the Amtrak-owned Redondo Locomotive Maintenance Facility. Following the approval of the ITA, the LOSSAN Agency will assume responsibility for administration and maintenance supervision of the state-owned Pacific Surfliner cars. Caltrans DRMT will continue to oversee major rehab on state-owned rolling stock; however, LOSSAN Agency staff will continue to work closely with Caltrans DRMT and Amtrak to refine overall maintenance and operations programs.



Marketing

The Pacific Surfliner offers views of some of California’s most beautiful coastline near a densely populated area that is also a destination for tourists from all over the world. Given its scenic route and popular stations served, the Pacific Surfliner has the potential to be even more widely used than it is today.

Approximately 1.8 million people work within a 3-mile radius of the Pacific Surfliner stations, and those that try the Pacific Surfliner generally have favorable opinions of it. However, some also believe the fares are too high, trip times too long, and first- and last-mile connections are lacking.

The marketing chapter outlines key market analysis findings, potential target markets, and marketing strategies and programs designed to increase awareness, enhance perception and encourage new ridership for the Pacific Surfliner. Marketing strategies include effective branding of Pacific Surfliner to distinguish it from other Amtrak routes, enhanced customer communications and

engagement programs, partnerships with key destinations and special events, targeted outreach programs, more seamless first- and last-mile connections, and continued market research and surveying.

Visitors bureaus, LOSSAN member agencies, travel agencies, and carshare providers will be enlisted to build partnerships and generate support for the Pacific Surfliner service. Digital communication platforms will be on the forefront of marketing efforts as more passengers are utilizing e-ticketing and accessing Amtrak via the Internet. The LOSSAN Agency will also continue to collect customer feedback by periodic passenger surveys and market studies.

Targeted marketing efforts will be concentrated on key audiences, including: business travelers, mature/leisure travelers, family car travelers, college students, rail fans, multicultural communities, international visitors, Metrolink and COASTER pass holders, and bicyclists, sports enthusiasts, and special event attendees.



Annual Funding and Separation of Funding

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

Caltrans DRMT requested \$44.287 million in state Public Transportation Account funds to operate the Pacific Surfliner and connecting Thruway bus service in FY 2014-15. In April 2015, Caltrans DRMT executed an operating and maintenance contract with Amtrak for federal fiscal year (FFY) 2014-15, covering the operations and maintenance of the service for a six-month period from April 2015 through September 2015, for a total of \$15.251 million in operating costs and an additional \$5.724 million in capital equipment charges. The FFY 2014-15 operating contract is based on actual revenues and costs, rather than fixed revenues and costs as in prior years.

Payments for the period between October 2015 and March 2015 were made by the state based on the FFY 2013-14 Amtrak operating contract. Per the terms of the ITA, the LOSSAN Agency will assume the FFY 2014-15 Amtrak operating and maintenance contract for the balance of the contract term following the implementation of the ITA. The LOSSAN Agency and Caltrans DRMT will then coordinate on reconciliation of the FFY 2014-15 Amtrak contract. Each subsequent year, the LOSSAN Agency will negotiate the contract with Amtrak in coordination with Caltrans DRMT and the other state-supported intercity passenger rail corridors.

The total FFY 2015-16 state operating subsidy payment to Amtrak to operate the Pacific Surfliner service is projected to be



\$46,581,156, assuming existing service levels. In addition to the operating payment to Amtrak, the state will also fund \$4.6 million for the administration and marketing of the Pacific Surfliner service, and an additional minor capital budget of \$500,000. The dedicated and shared staff positions necessary to support the LOSSAN Agency are included in an organizational chart attached to the business plan. The Orange County Transportation Authority (OCTA) is committed to continuous evaluation of the administrative function to ensure efficiency and cost effectiveness.

To ensure state funding is kept separate from the funding for OCTA's projects and programs, the LOSSAN Agency has outlined strategies for this separation of funding within the LOSSAN Agency.

Government Relations and Advocacy

With the transition to a local governance structure for the LOSSAN Agency, there is added flexibility in advocating for policies at the state and federal level to improve the LOSSAN passenger rail service. The LOSSAN Agency will also be able to better address local service needs and conduct targeted outreach to local governments and community organizations.

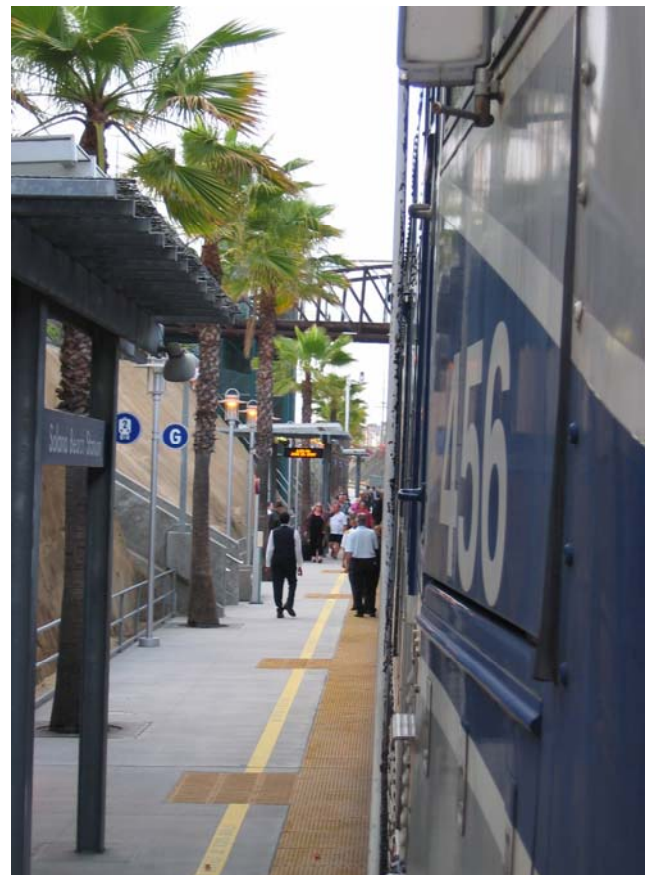
The annual adoption of a legislative program by the LOSSAN Board provides overall guidance to LOSSAN Agency advocacy activities. The 2015 LOSSAN Legislative Program, adopted in November 2014, provides further detail on LOSSAN's legislative priorities, and includes three top priorities for 2015:

- Identify and secure long-term and sustainable funding sources to support passenger rail operations and capital projects in the LOSSAN rail corridor, including securing federal funds made available by the reauthorization of Passenger Rail Investment and Improvement Act and ensuring the eligibility for the LOSSAN Agency to compete for funding under the state's cap-and-trade and other programs
- Ensure the efficient and timely implementation of SB 1225 and the guiding principles of the California Intercity Passenger Rail (CA IPR) Program
- Continue to study and advance infrastructure and service improvement projects and programs

The LOSSAN Agency plans to continue annual advocacy trips to both Washington, D.C. and Sacramento. LOSSAN Agency staff and Board members will participate in

meetings with key legislators representing the LOSSAN delegation and Administration officials, allowing for the specific objectives of the LOSSAN Agency to be discussed in detail.

At the local level, LOSSAN Agency staff will continue to work with LOSSAN member agencies, local communities, and stakeholder organizations to build awareness of passenger rail services along the LOSSAN rail corridor, developing strategic partnerships to better evolve the services to meet local demands. Regular communications and outreach on service improvements and priority projects along the LOSSAN rail corridor, and improved marketing campaigns, 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 back consensus based operational improvements and policy activities.



Safety and Security

Protecting the safety and security of our passenger rail system 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 FRA and the California Public Utilities Commission (CPUC) are responsible for overseeing general railroad safety along the LOSSAN rail corridor.

The LOSSAN Agency will primarily serve 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 also 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. New bi-level rail cars that will be put into service beginning in 2017 will feature crash energy management technology. As required by the FRA, installation of Positive Train Control (PTC) is progressing, as Amtrak and Caltrans DRMT are currently in the process of retrofitting Pacific Surfliner locomotives and cab cars to be fully compliant with PTC.

The LOSSAN Agency will 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. The LOSSAN Agency will work with Amtrak to enhance current communications strategies to alert passengers of service issues.



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 corridor enhancements and expansion opportunities on emerging corridors that provide connectivity within southern California and beyond. Specifically, the LOSSAN Agency expects to focus on connectivity to the California HSR system, as well as in the eastern communities throughout Riverside

County and Coachella Valley, and coastal communities up to San Luis Obispo and further north to the San Francisco Bay Area. These connections will provide seamless travel opportunities by rail or bus throughout the region and state. Enhanced and emerging corridor rail service and system improvements will contribute to the success of the LOSSAN rail corridor, support future statewide HSR service and regional commuter rail operations, and provide connectivity with local transit systems.



Chapter 1: Introduction/Background

Introduction

The primary purpose of this business plan is to identify the major Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor Agency (Agency) goals and objectives and budget for fiscal year (FY) 2015-16 and FY 2016-17 in its management of the Pacific Surfliner intercity passenger rail service.

SB 1225 (Chapter 802, Statutes of 2012), approved in September 2012, authorizes the LOSSAN Agency to oversee the state-supported intercity passenger rail service, commonly referred to as Pacific Surfliner, operating on the LOSSAN rail corridor, subject to approval of an interagency transfer agreement (ITA) with the state. The Pacific Surfliner service travels along a 351-mile coastal rail corridor through six counties: San Diego, Orange, Los Angeles, Ventura, Santa Barbara, and San Luis Obispo, and is currently the second busiest intercity rail corridor in the United States.

An ITA between the LOSSAN Agency and the state must be signed by both parties in order to transfer administrative responsibilities of the Pacific Surfliner service from the California Department of Transportation (Caltrans) Division of Rail and Mass Transportation (DRMT) to the LOSSAN Agency. The ITA is expected to be signed by June 30, 2015, with the transition of administrative responsibility taking effect consistent with the beginning of FY 2015-16 in July 2015. At that point, the LOSSAN Agency will become responsible for duties currently undertaken by Caltrans DRMT with regard to the day-to-day operations of the Pacific Surfliner service.

SB 1225 also specifies that a business plan must be developed by the LOSSAN Agency to accompany the ITA that covers the topics below:

- Report on recent and historical performance (ridership, revenue, farebox recovery, on-time performance)
- Operating plan including proposed service enhancements
- Short- and long-term capital improvement programs
- Funding requirements for the upcoming FY to maintain at least specified minimum levels of service
- Action plan with specific performance goals and objectives
- Discussion of how funding and accounting for state-funded intercity rail service will be separate from locally funded services
- Identification of any proposed changes in fares, schedules, capital improvements, or marketing and operational strategies to meet performance standards established in ITA

- Proposed changes in service amenities, or food and beverage services
- Identification of performance standards
- Verify reasonableness of ridership and revenue projections and funding request
- Route and schedule coordination with Amtrak Thruway bus services and other intercity rail corridors or passenger rail services

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 LOSSAN Agency business plan will be reviewed and approved by the Secretary and used to develop annual appropriation request to the state legislature. This initial LOSSAN Agency business plan covering FY 2015-16 and FY 2016-17 will be updated annually by the LOSSAN Agency. As required in SB 1225, this initial business plan is consistent with the 2013 State Rail Plan developed by Caltrans DRMT, and the 2014 Business Plan adopted by the California High-Speed Rail Authority (CHSRA) Board of Directors (Board) in April 2014.

Background

The LOSSAN Agency is a joint powers authority (JPA), originally formed in 1989, that works to increase ridership, revenue, capacity, reliability, coordination, and safety on the rail line between San Diego, Los Angeles, and San Luis Obispo. It is governed by an 11-member Board composed of officials representing rail owners, operators, and planning agencies along the LOSSAN rail corridor. The Orange County Transportation Authority (OCTA) was named the managing agency of the LOSSAN Agency in November 2013. As the managing agency, OCTA provides all necessary administrative support for the LOSSAN Agency.

The LOSSAN Board includes representatives from nine member agencies (Los Angeles County Metropolitan Transportation Authority (Metro), North County Transit District (NCTD), OCTA, Riverside County Transportation Commission (RCTC), San Diego Association of Governments (SANDAG), San Diego Metropolitan Transit System (SDMTS), San Luis Obispo Council of Governments (SLOCOG), Santa Barbara County Association of Governments (SBCAG), and Ventura County Transportation Commission (VCTC)). Amtrak, Caltrans DRMT, the CHSRA, and the Southern California Association of Governments (SCAG) are non-voting, ex-officio members.

The LOSSAN Agency has been laying the groundwork for a change in the governance of state-supported Pacific Surfliner passenger rail service for several years. The effort included preparing a series of reports and studies, beginning with the LOSSAN Strategic Assessment in 2010. Each LOSSAN member agency then signed a multiparty memorandum of understanding (MOU) to advocate for improved passenger rail service on the LOSSAN rail corridor based on the shared vision outlined in the LOSSAN Strategic Assessment. The MOU focused on three specific areas:

- Implementation of a shared vision for improved passenger rail services in the corridor
- Implementation of short-term actions that have immediate, direct, positive impacts on the traveling public
- Development of long-term actions, including deciding upon the appropriate institutional and organizational structure for the future success of the LOSSAN rail corridor

The MOU also outlined a process for hiring an independent project leader to oversee development of the LOSSAN Strategic Implementation Plan (Plan) and business case for the LOSSAN rail corridor to achieve the longer term goals and objectives discussed in the MOU.

In August 2010, SANDAG contracted with HNTB Corporation (HNTB), on behalf of the LOSSAN Agency, to develop the Plan and serve as the overall task order manager for the 18-month study. A key component of the Plan was the completion of a business case for new services corridor-wide, for both a 2014 and 2030 horizon. This business case was built upon two main components: (1) operations modeling to test if new services are possible given existing and planned infrastructure improvements, and if not, what additional infrastructure is needed; and (2) ridership and revenue forecasting to test if new services are successful at attracting additional ridership to passenger rail services. OCTA agreed to hire Parsons Brinckerhoff to conduct operations modeling, and Caltrans DRMT agreed to assign its consultant, AECOM, with the ridership and revenue forecasting task.

The LOSSAN member Chief Executive Officers (CEOs) and staff met regularly to discuss the corridor vision and the progress of the LOSSAN Strategic Implementation Plan and business case. Through these discussions, the CEOs directed staff and the project leader for the plan, Gene Skoropowski of HNTB (the former Managing Director of the Capitol Corridor Joint Powers Authority (CCJPA)), to explore options for improving and coordinating passenger rail services in the LOSSAN rail corridor, including potential changes in governance structure necessary to achieve these goals.

At the July 2011 LOSSAN Board meeting, LOSSAN Board Members requested additional information on potential governance structures, managing agency, financial impacts, and a schedule for major milestones. At the August 2011 LOSSAN Board meeting, LOSSAN Board Members discussed options for establishing a new, locally-controlled JPA that would assume administrative responsibilities for the state-supported Pacific Surfliner service, and voted unanimously to approve the proposed governance initiative in concept. The LOSSAN Board reiterated that initial governance changes should focus only on state-supported intercity rail service and should not consider modifications to the Metrolink or COASTER governance structures.

After significant input from all LOSSAN member agencies, the Plan was ultimately finalized and approved by the LOSSAN Board in April 2012. It provided a roadmap for formation of a new local authority to assume administrative responsibility for state-funded Pacific Surfliner intercity rail service, and addresses potential benefits, as well as risks of a change in governance.

The plans developed by the LOSSAN Agency lay out the overall vision for the LOSSAN rail corridor both in the short- and long-term, and include several major goals and initiatives to improve the customer experience, as noted below:

- Collectively provide the infrastructure to allow more peak period trains, faster through-express trains and additional service improvements that meet current and future conventional and high-speed intercity, commuter, and freight demands both north and south of the Los Angeles Union Station
- Integrate regional fare policy and develop common fare media that are based in part on early implementation lessons in the rail corridor as appropriate (electronic revenue collection)
- Integrate and/or coordinate operations and develop more efficient operating schedules and dispatching for rail corridor services
- Implement a strategy for seamless rail travel in the corridor
- Collaborate to identify and establish new services for un-served and underserved markets
- Integrate and improve traveler information, standardized to the extent possible
- Coordinate with long-distance passenger rail and connecting motorcoach services

In early 2012, the LOSSAN Board directed staff to submit a spot bill to the state's Legislative Counsel, in preparation for introduction of legislation that would authorize the transfer of administrative responsibilities for the Pacific Surfliner intercity rail service from Caltrans DRMT to a new, locally governed JPA. On February 23, 2012, Senator Alex Padilla (D-Los Angeles) introduced SB 1225 as the spot bill. The bill was amended several times before being approved by the state assembly and senate. SB 1225 was signed into law by Governor Jerry Brown on September 29, 2012.

Following the passage of SB 1225, the LOSSAN Board solicited proposals from member agencies to serve as the managing agency for the LOSSAN Agency. An evaluation panel composed of LOSSAN Board members, CEOs, member agency technical staff, and other rail agencies evaluated the proposals and recommended the selection of OCTA as the LOSSAN managing agency. In November 2013, the LOSSAN Board unanimously approved an Administrative Support Agreement between the LOSSAN Agency and OCTA. In December 2013, OCTA assumed responsibility as the LOSSAN managing agency during what is defined as the Start-Up Term, covering a 12- to 18-month period from December 2013 to June 2015, as well as an initial three-year period following approval of the ITA.

Regional Governance of the Pacific Surfliner Service

In 1996, under the provisions of SB 457, the CCJPA was created to oversee the administration of the Capitol Corridor intercity rail service. SB 457 authorized the state to enter into ITAs with specified joint exercise of powers entities to assume responsibility for intercity passenger rail

services and be allocated funds for that purpose. The local/regional agencies along the Pacific Surfliner and San Joaquin corridors chose not to take advantage of SB 457, and therefore the administrative responsibility for the San Joaquin and Pacific Surfliner services has remained with Caltrans DRMT. The deadline for forming a new JPA under SB 457 was the end of 1996. Over the past 15 years, without direct financial contribution by member agencies, the CCJPA has successfully managed the Capitol Corridor between Auburn Sacramento, Oakland, and San Jose. Capital investments, cooperation with the Union Pacific freight railroad, and state support have allowed for dramatic increases in the frequency of service, and the Capitol Corridor intercity passenger rail service has the best on-time performance in the nation for intercity service. In addition to more cost-effective administration and operations, the CCJPA has shown that there are several other potential benefits to local authority administration of intercity passenger service including:

- The ability to have a stronger voice in advocating for service improvements and expansions
- Local decision-making that is more responsive and adaptive to passenger issues
- The ability to take better advantage of joint marketing and partnerships with local agencies
- More engagement by local communities to support the service

When SB 1225 was signed into law, a similar bill (AB 1779), which was sponsored and supported by local and regional agencies in the San Joaquin rail corridor (Bakersfield – Fresno – Modesto – Stockton – Sacramento – Oakland), was also signed by Governor Brown, enabling regional governance of the state-funded San Joaquin intercity rail service by the newly formed San Joaquin Joint Powers Authority (SJJPA). These two initiatives were coordinated efforts, and the SJJPA and the LOSSAN Agency continue to work in coordination for regional governance of both corridors, and to advocate for the California Intercity Passenger Rail (CA IPR) Program. SB 1225 extends the time for executing an ITA with the state to June 30, 2015. The earliest the governance/management of the Pacific Surfliner service can be transferred to the LOSSAN Agency is June 30, 2014, and SB 1225 requires that the transfer must result in administrative and/or operating cost reductions.

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. Increases in the Pacific Surfliner service and ridership will result in more jobs, improved air quality, and will help promote sustainable development in the LOSSAN rail corridor. Under the provisions of SB 1225, the state will continue to provide the funding necessary for service operations, administration, and marketing of the Pacific Surfliner trains to maintain at least existing service levels. Furthermore, Caltrans DRMT will remain responsible for the development of the California State Rail Plan, and the coordination and integration between the three state-supported intercity passenger rail services.

The overall goal of the governance change is to transform the existing Pacific Surfliner intercity rail service into a service under local control that is more responsive to local needs, issues, and consumer desires. The key benefits of placing passenger rail service in the LOSSAN rail corridor under local control include:

- A more efficient and effective allocation of resources and decision making related to service expansion, frequencies, extensions, connectivity, and schedules
- A unified voice at the state and federal level when advocating on passenger rail issues
- Consolidated passenger services such as fares, ticketing, marketing/advertising, and information systems
- Coordinated capital improvement priorities that benefit the entire corridor
- More focused oversight and management of on-time performance, schedule integration, mechanical issues, and customer service by local staff

Agency Roles and Responsibilities

The list below provides a summary of the agencies involved in providing passenger rail service along the LOSSAN rail corridor, and those that the LOSSAN Agency will coordinate with as it assumes administrative and oversight responsibility for the state-supported Pacific Surfliner intercity passenger rail 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.

LOSSAN Member Agencies: The nine voting LOSSAN member agencies are providing financial support to cover managing agency costs during the Start-Up Term. They are key partners that provide important technical and policy input at both the Technical Advisory Committee (TAC) and Board level throughout the Start-Up Term and beyond.

CalSTA: State office responsible for the funding and oversight of California's three intercity rail corridors.

Caltrans DRMT: Currently responsible for day-to-day management of the Pacific Surfliner and San Joaquin intercity rail service until approval of the ITA.

Amtrak: The current contracted operator of the state-supported intercity passenger rail service on the LOSSAN rail corridor and owner of the majority of the rail cars, and all locomotives, utilized in providing Pacific Surfliner service. Previously a funding partner in the service.

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

SJJPA: Legislatively permitted to assume administrative and oversight responsibility of the state-supported intercity passenger rail service along the San Joaquin rail corridor between Bakersfield, Stockton, Oakland, and Sacramento. The San Joaquin Regional Rail Commission

has been selected as the managing agency for this rail corridor to act on behalf of the SJJPA, similar to OCTA's role on behalf of the LOSSAN Agency.

OCTA: Selected by the LOSSAN Board as the LOSSAN managing agency during the Start-Up Term, and for an initial three-year term beginning after execution of the ITA. OCTA serves as the LOSSAN Agency's staff, and is primarily responsible for the development and negotiation of the ITA between the LOSSAN Agency and the state.

In addition to the agencies that will actively participate in the development and negotiation of the ITA, there are a number of stakeholders who will be engaged with the LOSSAN Agency after the ITA is approved. These stakeholders include rail operators such as Metrolink, COASTER, and the freight railroads, as well as right-of-way (ROW) owners along the rail corridor and the CHSRA. A list of those additional stakeholders is provided below:

Rail Operators

Southern California Regional Rail Authority (Metrolink)
NCTD
BNSF Railway
Union Pacific Railroad
Amtrak

ROW Owners

BNSF Railway
Union Pacific Railroad (UPRR)
NCTD
Metro
OCTA
VCTC
SDMTS

Regional Planning Agencies

SANDAG
SBCAG
SLOCOG
SCAG

Others Key Stakeholders/Partners

CHSRA
Coast Rail Coordinating Council
Federal Railroad Administration
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 currently home to three successful state-supported intercity passenger rail routes operated by Amtrak that carry more than 5.6 million passengers each year: the Pacific Surfliner, Capitol Corridor, and the San Joaquin (See Figure 2.1). These three routes represent three of the five busiest routes in the entire Amtrak national system: Pacific Surfliner at No. 2 with 2.7 million passengers per year, the Capitol Corridor at No. 3 with 1.7 million passengers per year, and the San Joaquin Corridor at No. 5 with 1.2 million passengers per year. California’s investment in intercity passenger rail service operations and capital funds over the past four decades has led the state to have the highest Amtrak ridership of any state in the country, with nearly one in five Amtrak passengers traveling in California.

The Pacific Surfliner service operates over the 351-mile LOSSAN rail corridor through six counties in Southern California (San Diego, Orange, Los Angeles, Ventura, Santa Barbara, and San Luis Obispo). It is the second-busiest Amtrak rail corridor in the nation, topped only by the Northeast Corridor between Boston, New York, and Washington, D.C. The LOSSAN rail corridor is made up of seven different ROW owners, including both public agencies and freight railroads (See Table 2.1 and Figure 2.2), and is used by five different passenger rail and freight operators (Amtrak, COASTER, Metrolink, BNSF Railway, and Union Pacific Railroad).

Table 2.1: LOSSAN Rail Corridor ROW Owners

Owner	Route Miles
SDMTS	22
NCTD	38
OCTA	42
BNSF Railway	21
Metro	36
VCTC	16
Union Pacific Railroad	176
Total	351

For FY 2013-14, the Pacific Surfliner service had an annual operating budget of approximately \$102.4 million, with state support of \$36.8 million.¹

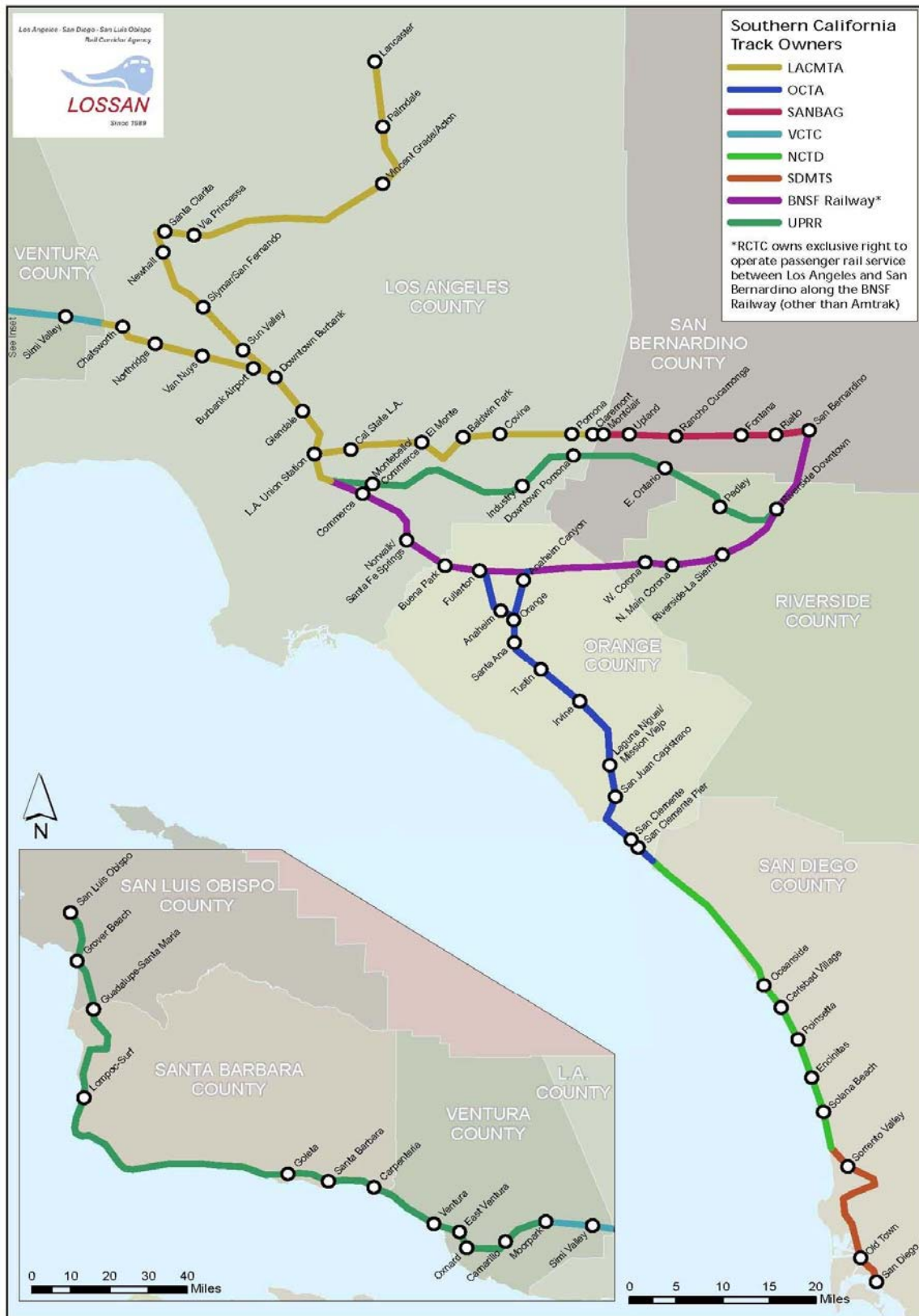
¹ *Memo to California Transportation Commission: Financial Allocation for FY 2013-14 Intercity Rail Operations and Feeder Bus Services, October 2013.*

Figure 2.1: California Intercity Passenger Rail Routes



Source: Caltrans, 2012

Figure 2.2: LOSSAN Rail Corridor ROW Owners



Source: LOSSAN Agency, 2013

History of Pacific Surfliner Service

The majority of the track along the LOSSAN rail corridor was originally built in the late 1800s, with passenger and freight service provided by private railroads in varying degrees from that time until the 1970s. In May 1971, Amtrak assumed operation of three daily San Diegan roundtrips between Los Angeles and San Diego that had previously been operated by the Atchison, Topeka & Santa Fe (AT&SF) railroad. The state began providing financial support to the San Diegan route in 1976.

In 1988, the San Diegan route was extended north from Los Angeles to Santa Barbara, with an additional extension to San Luis Obispo in 1995. In 2000, the service was rebranded the Pacific Surfliner in recognition of its expanded service area, and the arrival of new Amtrak-funded bilevel cars and locomotives. Since 1971, service on the Pacific Surfliner between Los Angeles and San Diego increased from the original six daily trips to the current level of 23 daily trips, as detailed in Table 2.2 and Figure 2.3.

Amtrak currently operates 23 daily Pacific Surfliner trains between Los Angeles and San Diego with ten trains extending to Santa Barbara/Goleta and four to San Luis Obispo, including one daily trip (761/1761) that originates in Los Angeles and travels north to Santa Barbara and San Luis Obispo. Historical running time is presented in Table 2.3. COASTER commuter rail service operating on the LOSSAN rail corridor currently provides 22 daily trains between Oceanside and San Diego, and Metrolink operates more than 115 daily commuter trains on some parallel segments of the corridor between Oceanside and Oxnard. As many as 70 daily freight trains also traverse portions of the LOSSAN rail corridor.

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

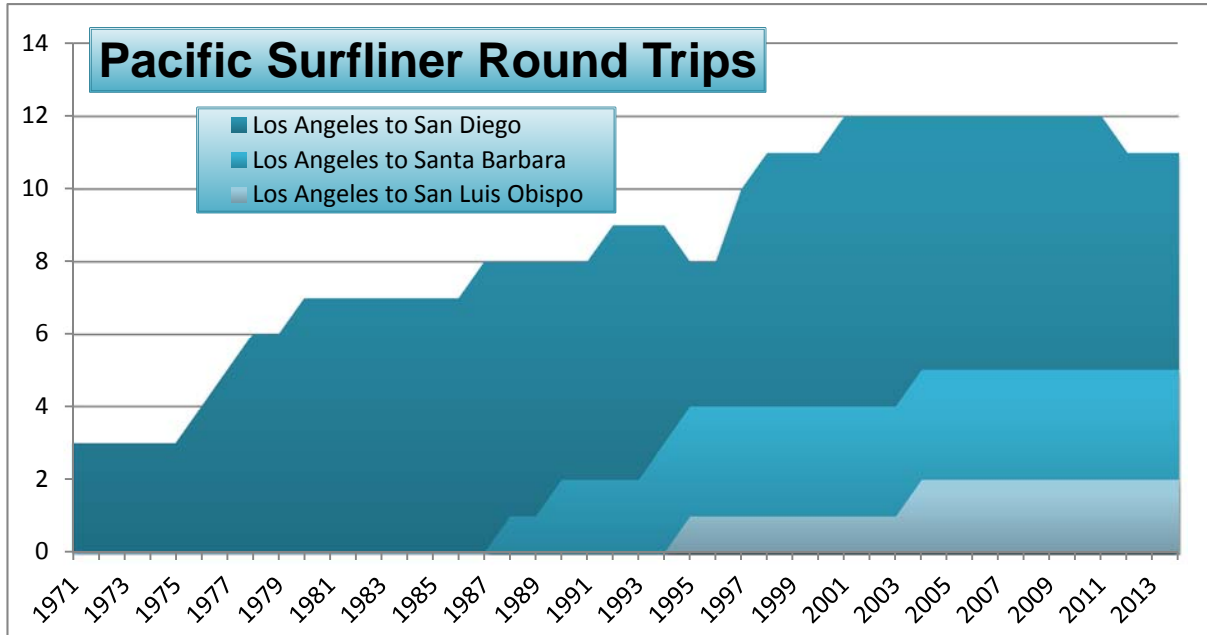
In 2002, Amtrak, Metrolink, and Caltrans DRMT launched the Rail 2 Rail program, which allowed Metrolink monthly pass holders to use Pacific Surfliner trains within the trip limits on their Metrolink pass at no additional charge, resulting in more schedule options for regular passengers, and record ridership gains for the Pacific Surfliner. The agreement between Amtrak and Metrolink initially stated that any pass could be utilized as fare for the alternative service; however, in 2012 the Rail 2 Rail program became limited to monthly pass holders. A Rail 2 Rail agreement is also currently in place between Amtrak, Caltrans DRMT, and NCTD which allows all COASTER pass holders access to six Pacific Surfliner trains, which also make all regular COASTER stops between Oceanside and San Diego.

Table 2.2: History of Pacific Surfliner Service Growth

Date	Total Daily Trips	Comments
Pre-1976	6	Original six trips operated by Amtrak and AT&SF
September 1976	8	Los Angeles-San Diego: fourth round trip added, state-supported train
April 1977	10	Los Angeles-San Diego: fifth round trip added, state-supported train
February 1978	12	Los Angeles-San Diego: sixth round trip added, state-supported train.
October 1980	14	Los Angeles-San Diego: seventh round trip added by Amtrak, but later state funded
October 1987	16	Los Angeles-San Diego: eighth round trip added, state-supported train
June 1988	16	First train extended to Santa Barbara, state-supported train
October 1990	16	Second train extended to Santa Barbara, state-supported train
October 1992	18	Los Angeles-San Diego: ninth round trip added, Amtrak basic system
February 1994	18	Third train extended to Santa Barbara, state-supported train.
May 1995	16	Los Angeles-San Diego: ninth round trip discontinued
October 1995	16	Los Angeles-San Luis Obispo: first round trip (fourth round trip, Los Angeles-Santa Barbara)
October 1997	20	Los Angeles-San Diego: ninth round trip restored and 10th round trip added
October 1998	22	Los Angeles-San Diego: 11th round trip added
May 2001	22 (weekday), 24 (Friday-Sunday)	Los Angeles-San Diego: 12th Friday through Sunday round trip added
November 2004	23 (weekday), 25 (Friday-Sunday)	Los Angeles-San Luis Obispo: second round trip added (fifth round trip, Los Angeles-Santa Barbara)
October 2012	23	Los Angeles-San Diego 12th Friday through Sunday round trip discontinued

Source: Caltrans, 2013

Figure 2.3: Pacific Surfliner Service Growth



Source: LOSSAN Agency, 2013

Table 2.3: Pacific Surfliner Historical Run Times

Los Angeles to San Diego Scheduled Time (Minutes)				Los Angeles to Santa Barbara Scheduled Time (Minutes)			
Decade	Average	Longest	Shortest	Decade	Average	Longest	Shortest
1889	305.0	305.0	305.0				
1950s	159.8	187.5	150.0				
1970s	159.4	161.1	157.2				
1980s	163.6	168.5	154.8	1980s	148.8	160.0	137.5
1990s	168.7	185.2	157.5	1990s	159.9	170.9	152.7
2000s	165.2	180.9	157.2	2000s	163.0	184.7	149.5
2010s	166.1	181.2	153.1	2010s	162.9	181.8	151.0
2030*	155.0	160.0	143.0	2030	139.6	154.0	128.0

*LOSSAN SIP 2030 Operations Modeling (2012)

Source: SANDAG, 2014 Historical Timetables

Pacific Surfliner Funding

The annual state budget includes a line item for the operating costs of the three state-supported intercity rail services. For each service, the state budget provides funding for train operations, a marketing budget, certain capitalized maintenance projects/equipment overhauls, and the administrative staff budgets.

Pacific Surfliner operating expenses include:

- Onboard labor, equipment maintenance
- Railroad performance permits
- Train fuel and power
- Insurance for state-owned rolling stock operated and maintained by Amtrak
- Commissary (food service) and station costs
- Support of Amtrak's national and local operation (e.g. phone information and reservations system)
- Connecting bus service and other operating expenses

Pacific Surfliner service is unique among state-supported routes in California because some trains were previously entirely supported by Amtrak, as they were considered part of Amtrak's basic national system. However, the state paid most of the costs of the other trains, which were considered part of the state-supported service. In October 1995, the cost allocation system changed and the state began supporting 64 percent of all service, instead of supporting individual trains. This support level increased to 70 percent in November 2004 and has remained at that level until October 2013, when the state assumed responsibility for 100 percent of the service, in compliance with Section 209 of the Passenger Rail Investment and Improvement Act of 2008 (PRIIA).

The state subsidy for Pacific Surfliner service has risen from \$28.953 million in FY 2011-12 to \$36.819 million in FY 2013-14 and \$44.287 million in FY 2014-15, and estimated at \$46.581 million for FY 2015-16, in part due to the increased costs absorbed by the state per the provisions of PRIIA Section 209, which eliminated Amtrak's 30 percent share of Pacific Surfliner operating costs and passed on additional capital equipment charges for use of Amtrak-owned equipment that the state had not previously funded. 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.

Pacific Surfliner Service Characteristics

The Pacific Surfliner provides direct rail service to 27 stations. Pacific Surfliner trains currently make four additional stops at COASTER stations in north San Diego County under the Rail 2 Rail program (Sorrento Valley, Encinitas, Carlsbad Poinsettia, and Carlsbad Village). Los Angeles, San Diego, Oceanside, Irvine and Solana Beach are the top five busiest stations in the rail corridor according to average monthly ridership on the Pacific Surfliner service (See Table 2.4).

Table 2.4: Pacific Surfliner Ridership by Station for Federal FY (FFY) 2013-14

Station Ridership Report Pacific Surfliner Federal FY 2013/14			
	Station Name	Passenger Ons/Offs	% Change vs. FFY 2012/13
1	Los Angeles, CA	1,261,909	-5.9%
2	San Diego, CA	699,047	1.9%
3	Oceanside, CA	412,711	7.3%
4	Irvine, CA	405,551	-4.4%
5	Solana Beach, CA	384,547	-10.3%
6	Fullerton, CA	314,060	7.8%
7	Santa Barbara, CA	278,663	-0.1%
8	Anaheim, CA	254,066	-25.8%
9	San Juan Capistrano, CA	226,515	-6.7%
10	San Diego, CA - Old Town	196,795	45.0%
11	Santa Ana, CA	185,327	-8.7%
12	Oxnard, CA	79,777	17.2%
13	Goleta, CA	74,199	5.6%
14	Van Nuys, CA	71,784	6.8%
15	San Luis Obispo, CA	70,897	-4.1%
16	Chatsworth, CA	63,980	13.3%
17	Ventura, CA	58,938	6.3%
18	Burbank, CA	56,127	18.2%
19	Glendale, CA	48,631	16.0%
20	Camarillo, CA	46,120	16.4%
21	Simi Valley, CA	41,559	17.1%
22	Carpinteria, CA	28,628	12.3%
23	Grover Beach, CA	19,530	1.9%
24	Moorpark, CA	18,616	22.4%
25	San Clemente, CA - Pier	13,206	-12.1%
26	Guadalupe, CA	12,162	3.8%
27	San Diego, CA - SV	9,746	-
28	Surf, CA	8,097	-2.9%
29	Carlsbad, CA - Village	8,030	-
30	Encinitas, CA	7,151	-
31	Carlsbad, CA - Poinsettia	5,977	-
Total Pax On/Offs		5,362,346	-0.9%
Total Ridership		2,681,173	

Source: Amtrak, 2014

The figures in Table 2.4 represent total boardings and alightings at each station for FFY 2013-14 (October 2013 to September 2014). Since each trip contains two endpoints, total ridership is equal to half of total boardings and alightings. These figures also include Rail 2 Rail passengers traveling on the Pacific Surfliner using Metrolink or COASTER fare media. The ten station pairs with the highest ridership on the Pacific Surfliner route in FFY 2013-14 are listed in Table 2.5 below.

Table 2.5: Top Ten Pacific Surfliner Station Pairs FFY 2013-14

Rank	Station Pair	Annual Ridership
1	Los Angeles - San Diego	257,806
2	Los Angeles - Solana Beach	122,746
3	Los Angeles - Oceanside	93,094
4	Irvine – Solana Beach	74,170
5	Irvine – San Diego	71,223
6	Los Angeles – Old Town San Diego	68,472
7	Irvine – Los Angeles	65,928
8	Los Angeles – Santa Barbara	64,626
9	Fullerton – Los Angeles	60,836
10	Anaheim – San Diego	53,049

Source: Amtrak, 2014

Historical Ridership and Revenue Performance²

Table 2.6 shows ridership and financial performance data on an annual basis from the start of state-supported service in FY 1976-77 through FY 2011-12. Ridership and farebox return climbed steadily through the early 1990s with FY 1987-88 through FY 1992-93 experiencing particularly strong ridership growth and financial performance. The farebox ratio was near or over 100 percent for these six consecutive years, and ridership peaked at 1.8 million in FY 1992-93.

A number of events occurred in the early and mid-1990s that negatively impacted fare box return on the Pacific Surfliner route. Metrolink commuter rail service in southern California was introduced in October 1992, and COASTER commuter rail service in the San Diego area was introduced in 1995. Ridership on the route dropped in FY 1993-94 and did not reach the FY 1992-93 level again until FY 2002-03.

Around the same time that commuter rail service was introduced, additional state-supported service was added (a third round trip between Los Angeles and Santa Barbara, and the first round trip between Los Angeles and San Luis Obispo). Additional service was added toward the end of the 1990s (the ninth, tenth, and 11th round trips between San Diego and Los Angeles). The additional service did not stimulate ridership, but costs increased, resulting in a reduction of overall farebox return. Finally, in FY 1995-96 and again in FY 1996-97, Amtrak increased the amount and types of costs charged to the state. This also negatively impacted farebox return.

² California State Rail Plan, 2013

Since the early 2000s, ridership on the Pacific Surfliner service has increased significantly, offsetting the initial financial impacts of the new commuter services. Ridership reached 2 million in FY 2002-03, and farebox return has exceeded 50 percent since FY 2000-01. Additionally, the introduction of the Rail 2 Rail program with Metrolink in September 2002, and in April 2004 with COASTER, was associated with another large increase in ridership. Ridership peaked at nearly 2.9 million in FY 2007-08, a 68 percent increase over FY 2001-02 ridership (the year before Rail 2 Rail program was introduced), with farebox recovery nearing 60 percent.

The Pacific Surfliner lost ridership each year between FY 2007-08 and FY 2009-10 as a result of the significant economic recession affecting the region. In FY 2011-12, the Pacific Surfliner route had not fully recovered to the FY 2007-08 ridership level. While Pacific Surfliner ridership and revenue have been increasing over time, there has been no additional service added for more than a decade (since 2004).

Table 2.6: Pacific Surfliner Historic Operating Performance

PACIFIC SURFLINER Route											
Annual Operating Performance - State Fiscal Years											
State Fiscal Year	Notes	Ridership Data			Financial Data for Operations - State Supported Train and Bus Service Only*						
		All Trains		State Supported* Ridership	Revenue	Expense	Loss	State Calculated Service Costs	Amtrak	Train Loss per PM	Farebox Ratio
		Ridership	PM/TM								
1973-74	(S1)	381,844									
1974-75		356,630									
1975-76		376,900									
1976-77	(S2)	607,976	146	101,572	\$598,140	\$1,662,714	\$1,064,574	\$548,534			36.0%
1977-78	(S3)	753,246	128	258,800	\$1,446,036	\$3,768,065	\$2,322,029	\$1,325,087			38.4%
1978-79		967,316	163	415,865	\$2,203,403	\$4,333,602	\$2,130,199	\$1,178,667			50.8%
1979-80		1,218,196	177	557,113	\$3,341,561	\$5,536,840	\$2,195,279	\$1,064,713			60.4%
1980-81	(S4)	1,238,135	152	555,418	\$4,032,480	\$6,572,539	\$2,540,059	\$1,233,490			61.4%
1981-82		1,167,718	144	533,093	\$4,097,254	\$6,607,395	\$2,510,141	\$1,217,418		6.3¢	62.0%
1982-83		1,131,146	138	488,606	\$4,094,750	\$6,928,334	\$2,833,584	\$1,374,097		8.3¢	59.1%
1983-84		1,221,256	143	524,857	\$4,842,400	\$6,337,083	\$1,494,683	\$1,452,450		4.1¢	76.4%
1984-85		1,240,003	152	568,902	\$5,410,502	\$6,411,308	\$1,000,806	\$1,212,261		2.5¢	84.4%
1985-86		1,394,320	167	597,025	\$5,658,915	\$6,424,634	\$765,719	\$1,097,966		1.8¢	88.1%
1986-87		1,461,003	173	624,618	\$6,072,523	\$6,510,113	\$437,590	\$955,509		1.0¢	93.3%
1987-88	(S5)	1,661,512	174	749,996	\$8,223,462	\$7,859,783	\$363,679	\$1,145,330		(0.7¢)	104.6%
1988-89		1,717,539	164	865,003	\$11,458,084	\$10,563,459	\$894,625	\$794,159		(1.2¢)	108.5%
1989-90		1,746,673	174	882,167	\$12,189,942	\$11,808,251	\$381,691	\$988,847		(1.4¢)	103.2%
1990-91	(S6)	1,791,781	159	946,988	\$13,306,307	\$13,364,150	\$57,843	\$1,170,448		(0.7¢)	99.6%
1991-92		1,673,107	161	884,224	\$13,152,063	\$13,245,924	\$93,861	\$1,012,564		(0.5¢)	99.3%
1992-93	(S7)	1,810,572	155	951,987	\$13,692,612	\$13,254,709	\$437,903	\$958,857		(0.8¢)	103.3%
1993-94	(S8)	1,699,882	133	876,766	\$12,725,094	\$14,017,591	\$1,292,497	\$1,525,074	\$727,987	0.9¢	90.8%
1994-95	(S9)	1,464,577	119	790,781	\$11,805,859	\$16,061,849	\$4,255,990	\$3,642,588	\$1,700,424	5.0¢	73.5%
1995-96	(S10)	1,480,674	125	912,905	\$13,553,553	\$23,983,026	\$10,429,473	\$11,107,071	\$863,230	11.4¢	56.5%
1996-97		1,617,641	134.7	1,035,290	\$14,804,355	\$39,563,546	\$24,759,191	\$16,189,103	\$10,020,544	24.5¢	37.4%
1997-98	(S11)	1,624,693	120.4	1,069,547	\$15,194,498	\$44,769,723	\$29,575,225	\$20,369,417	\$10,600,767	29.1¢	33.9%
1998-99	(S12)	1,563,275	101.9	1,047,394	\$16,401,625	\$40,391,845	\$23,990,220	\$22,078,192	\$4,014,071	25.3¢	40.6%
1999-00		1,567,318	99.3	1,050,103	\$17,883,725	\$37,497,489	\$19,613,764	\$20,806,672	\$1,381,986	19.8¢	47.7%
2000-01	(S13)	1,661,704	106.2	1,113,342	\$20,430,153	\$38,215,732	\$17,785,579	\$21,911,398	\$335,197	16.6¢	53.5%
2001-02	(S14)	1,742,768	108.3	1,167,655	\$20,922,453	\$39,374,190	\$18,451,737	\$21,976,183	\$502,080	16.6¢	53.1%
2002-03		2,030,491	114.1	1,360,429	\$22,247,564	\$42,331,531	\$20,083,967	\$23,901,407	\$472,848	16.7¢	52.6%
2003-04		2,307,010	126.9	1,545,697	\$24,559,183	\$45,300,782	\$20,741,599	\$21,719,288	\$94,883	16.0¢	54.2%
2004-05	(S15)	2,454,396	129.8	1,644,445	\$26,660,048	\$48,105,899	\$21,445,851	\$21,445,851		15.7¢	55.4%
2005-06		2,655,490	133.3	1,858,843	\$31,604,715	\$55,570,797	\$23,966,082	\$23,966,082		15.6¢	56.9%
2006-07		2,685,194	136.1	1,879,639	\$34,753,372	\$58,389,864	\$23,636,492	\$23,636,492		15.3¢	59.5%
2007-08		2,835,132	145.5	1,984,592	\$37,266,009	\$60,444,082	\$23,178,073	\$23,178,073		17.2¢	61.7%
2008-09		2,696,951	137.3	1,887,866	\$34,857,678	\$61,635,574	\$26,777,896	\$26,777,896		14.0¢	56.6%
2009-10		2,614,777	134.8	1,830,344	\$35,822,186	\$67,012,735	\$31,190,549	\$31,190,549		15.0¢	53.5%
2010-11		2,746,320	141.4	1,922,424	\$38,739,760	\$69,156,690	\$30,416,930	\$30,416,930		13.4¢	56.0%
2011-12		2,664,935	135.4	1,865,455	\$42,884,431	\$74,494,543	\$31,610,112	\$31,610,112		15.6¢	57.6%
TOTAL		64,030,101		37,349,751	\$586,936,695	\$1,007,506,391	\$420,569,696	\$416,178,775			

* Through September 1995, the State supported specific trains; Amtrak operated the remaining trains as basic system trains not receiving State funding. Between October 1995 and October 1997, the State supported 64 percent of the operation of all trains on the Pacific Surfliner Route; Amtrak supports 36 percent as basic system trains. Effective November 1997, State support increased to 67%. Effective December 2004, State support increased to 70%. State supports 100 percent of net cost of connecting buses; all data shown includes bus operations.

(S1) Three round trips between Los Angeles and San Diego (LA-SD) (not State-supported) through 8/30/76.	(S8) Third State-supported LA-SB round trip added 2/1/94.
(S2) Fourth LA-SD round trip (first State-supported train) added 9/1/76; fifth LA-SD round trip (second State-supported train) added 4/24/77.	(S9) Ninth LA-SD round trip (State-supported in one direction only) discontinued 5/15/95
(S3) Sixth LA-SD round trip (third State-supported train) added 2/14/78.	(S10) Los Angeles -San Luis Obispo round trip added 10/29/95, also represents fourth LA-SB round trip.
(S4) Seventh LA-SD round trip (not State-supported) added 10/26/80.	(S11) Ninth LA-SD round trip restored and tenth LA-SD round trip added 10/26/97.
(S5) Eighth LA-SD round trip (fourth State-supported train) added 10/25/87; first State-supported round trip between Los Angeles and Santa Barbara (LA-SB) added 6/26/88.	(S12) Eleventh LA-SD roundtrip added 10/25/98.
(S6) Second State-supported LA-SB round trip added 10/28/90.	(S13) Twelfth LA-SD round trip on weekends only added on 5/21/01.
(S7) Ninth LA-SD round trip (not State-supported) added 10/25/92.	(S14) Fifth LA-SB round trip on weekends only added on 5/25/02.
	(S15) Second LA-SLO round trip added on 11/17/04.

(F1) Passenger-miles per train mile (PMTM), a measure of the average load on a train over its entire route. Actual passenger-mile data was not provided by Amtrak prior to August 1981. PMTM figures shown for All Trains are calculated by Amtrak and cover the Amtrak Fiscal Year (October through September).
(F2) Prior to October 1983, all trains billed on solely related cost basis. From October 1983 through September 1995, all Los Angeles- San Diego trains and the first Los Angeles-Santa Barbara train billed on short-term avoidable cost basis . The second and third Los Angeles-Santa Barbara trains billed on long-term avoidable cost basis. Between October 1995 and September 1996, all trains billed on long-term avoidable cost basis. Effective October 1996, all trains billed on Full Cost (Train, Route and System) Basis. Depreciation and interest (equipment capital cost) included in operating cost under solely-related basis but excluded and charged separately under short-term, long-term avoidable and full cost bases.
(F3) <i>Calculated service costs shown here may not reflect actual State contract costs.</i> From October 1976 through September 1983, State cost was 48.5 percent of operating loss (including equipment costs). For the third Los Angeles-Santa Barbara train, State cost was 100 percent of operating loss from February 1994 through September 1994, and 70 percent through September 1995. For all other trains, effective October 1983, through September 1995, State cost was 65 percent of operating loss plus 50 percent of depreciation and interest (equipment capital cost). Between October 1995 and September 1996, State cost was 100 percent of operating loss and 60 percent of equipment capital cost for the State supported 64 percent of train service on the route. Between October 1996 and September 1997, State cost was 55 percent of operating loss and 100 percent of equipment capital cost for the 64 percent State share. Effective October 1997, State is billed contractually specified percentages of most individual cost elements, plus a fixed amount for certain other cost elements. The State share increased to 67 percent in November 1997 and to 70 percent in December 2004 of train service on the route to reflect additional State supported service. Also includes State payment of special payments to Amtrak for additional service and State payment for entire net cost of all connecting bus routes.
(F4) Between State Fiscal Years 1993-94 and 2003-04, Amtrak cost is based on billings submitted and reflects cost bases and Amtrak shares as stated in notes (F2) and (F3) above. However, Amtrak does not include the unbilled Amtrak share of fixed cost elements. Prior to FY 1993-94, data to calculate Amtrak cost is not available; beginning in FY 2004-05, no Amtrak share is billed.
(F5) Train loss (deficit) per train passenger mile. Separate passenger-mile data for State-supported trains was not provided by Amtrak prior to August 1981. Connecting buses not included in loss per passenger mile data.
(F6) Farebox Ratio, the ratio of Revenue to Expense.

Source: Caltrans, 2013.

More recent Pacific Surfliner operating performance data for FY 2012-13 and 2013-14 is shown in Table 2.7 below.

Table 2.7: Pacific Surfliner Ridership and Revenue for FY 2012-13 and 2013-14

State FY	Ridership	Revenue	Expenses	Farebox Recovery
2012-13	2,689,465	\$64,446,130	\$104,521,098	61.7%
2013-14	2,673,170	\$69,013,726	\$102,843,812	67.1%

Source: Caltrans, 2014

On-Time Performance

On-time performance is an important measure of service quality and passenger satisfaction. For the Pacific Surfliner service, endpoint on-time performance is defined as arrival at the endpoint station within ten 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, on-time performance is calculated by taking the total number of trains arriving on-time at the end point of the run divided by the total number of trains operated on the route. The uniform intercity passenger rail performance standards released by CalSTA set a 90 percent endpoint on-time performance goal.

Train delays are recorded by the conductor in minutes on a delay report form and categorized by specific cause. Train delays can be caused by a multitude of factors, but generally fall into eight main categories:

- **Track and Signal Delays:** All delays related to the railroad infrastructure. Any type of delay involving problems with the tracks or the signals, or delays involving maintenance work being done on the tracks or signaling systems. This includes delays from reduced speeds to allow safe operation due to track problems.
- **Train Interference Delays:** All delays related to other train movements in the area. Primary causes of these types of delays are meets with commuter trains, freight trains and other Amtrak passenger trains. This category also includes delays due to switching to alternate tracks or routes to operate around other trains.
- **Equipment Delays:** All delays related to problems with the passenger train cars or engine. These delays can be due to unplanned equipment servicing or due to an equipment failure that may have occurred enroute or at the initial terminal. This also includes delays due to interference caused by a disabled passenger train.
- **Weather Delays:** All delays related to weather conditions, including speed restrictions due to excessive heat or flash flood warnings, an infrastructure failure due to severe weather, such as flooding, mudslides, washouts, wind damage, fallen trees, lightning strikes, and power outages.
- **Passenger Delays:** All delays related to assisting passengers. These delays include holding a station departure for passengers boarding or detraining, for passengers connecting from another train or for assistance to an ill or injured passenger. Also included are any necessary delays for providing appropriate assistance to disabled passengers.
- **Operational Delays:** All delays related to the late arrival and turning of train equipment at an initial terminal, movement of train equipment between the servicing yard, and the initial terminal and all train crew related delays, such as providing adequate crew rest or re-crewing as required by the federal hours of service law. Also included are delays resulting from a detour route.
- **Non-Railroad Delays:** All delays related to a non-railroad third party. These delays can be due to customs and immigration, a bridge opening for waterway traffic, police activity, grade crossing accidents, or loss of power due to a utility company failure.
- **Other:** A unique delay occurrence which does not fall under any of the normal delay categories.

Historical Pacific Surfliner endpoint on-time performance from FFY 2003-04 to FFY 2013-14 is summarized in Table 2.8.

Table 2.8: Historical Pacific Surfliner Endpoint On-Time Performance

Year (FFY)	On-Time Performance
2003-04	87.1%
2004-05	72.9%
2005-06	76.1%
2006-07	74.8%
2007-08	76.1%
2008-09	83.1%
2009-10	76.3%
2010-11	77.5%
2011-12	75.4%
2012-13	82.4%
2013-14	77.6%

Source: Caltrans, 2014

Chapter 3: Operating Plan and Strategies

Existing Rail Service

As of the most recent schedule change (April 2015), Amtrak operates 23 one-way Pacific Surfliner trips each day, with 11 roundtrips between San Diego and Los Angeles, and one daily trip (761/1761) originating in Los Angeles and traveling north to Santa Barbara and San Luis Obispo. 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 by providing transportation to and from San Luis Obispo for rail passengers making connections to Pacific Surfliner trains in Santa Barbara.

San Diego to Los Angeles travel times currently average 2 hours and 47 minutes. Los Angeles to Santa Barbara travel time averages 2 hours and 37 minutes in the northbound direction, and 2 hours and 55 minutes in the southbound direction. Los Angeles to San Luis Obispo travel time averages 5 hours and 26 minutes in the northbound direction and 5 hours and 27 minutes in the southbound direction. The current minimum scheduled Pacific Surfliner running time between San Luis Obispo and San Diego is 8 hours and 20 minutes.

The average train speed between Los Angeles and San Diego, including station dwell time, is 46 miles per hour (mph) in both directions. This segment includes more than 70 miles between Santa Ana and Sorrento where the maximum track speed is 90 mph, and is the only location on the route where trains operate above 79 mph. Between Los Angeles and Santa Barbara, the average speed is 40 mph in the northbound direction and 36 mph in the southbound direction. Train speeds between Santa Barbara and San Luis Obispo average 44 mph northbound and 51 mph southbound.

The Pacific Surfliner services 27 stations, 17 of which are between San Luis Obispo and Los Angeles, with the remaining ten located south of Los Angeles in Orange and San Diego counties (see Table 3.1 and Figure 3.1). The Camarillo, Moorpark, San Clemente Pier, and San Diego Old Town stations have limited service (not all trains stop at these stations). In addition, six daily Pacific Surfliner trains currently stop at four additional COASTER stations (Sorrento Valley, Encinitas, Carlsbad Poinsettia, Carlsbad Village) under the Rail 2 Rail program with NCTD.

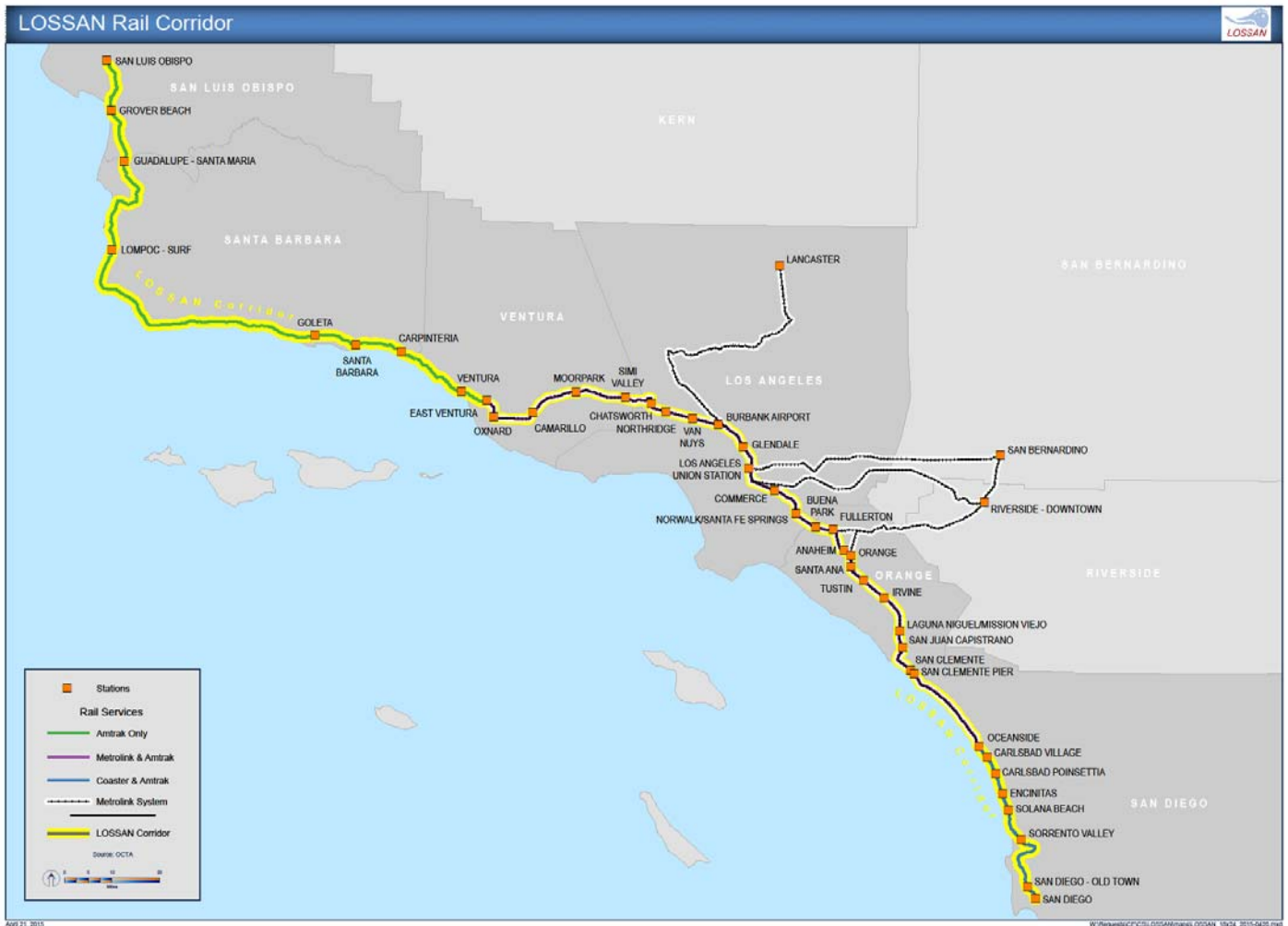
Table 3.1: Pacific Surfliner Stations

Station	County	Station Owner
San Diego – Santa Fe Depot	San Diego	ProLogis
San Diego – Old Town*	San Diego	California State Parks/ SDMTS
Sorrento Valley**	San Diego	NCTD
Solana Beach	San Diego	NCTD
Encinitas**	San Diego	NCTD
Carlsbad (Poinsettia)**	San Diego	NCTD
Carlsbad (Village)**	San Diego	NCTD
Oceanside	San Diego	NCTD
San Clemente Pier*	Orange	City of San Clemente
San Juan Capistrano	Orange	City of San Juan Capistrano
Irvine	Orange	City of Irvine
Santa Ana	Orange	City of Santa Ana
Anaheim	Orange	City of Anaheim
Fullerton	Orange	City of Fullerton
Los Angeles Union Station	Los Angeles	Metro
Glendale	Los Angeles	City of Glendale
Burbank-Bob Hope Airport	Los Angeles	Caltrans (platform)
Van Nuys	Los Angeles	Caltrans (platform); City of Los Angeles (parking lot)
Chatsworth	Los Angeles	City of Los Angeles
Simi Valley	Ventura	City of Simi Valley
Moorpark*	Ventura	City of Moorpark
Camarillo*	Ventura	City of Camarillo
Oxnard	Ventura	City of Oxnard
Ventura	Ventura	Union Pacific (platform); City of Ventura (parking)
Carpinteria	Santa Barbara	Union Pacific (platform); City of Carpinteria (parking)
Santa Barbara	Santa Barbara	Union Pacific (platform); City of Santa Barbara (parking and station)
Goleta	Santa Barbara	Amtrak (platform and station); City of Goleta (parking)
Lompoc-Surf	Santa Barbara	Union Pacific
Guadalupe – Santa Maria	Santa Barbara	Union Pacific
Grover Beach	San Luis Obispo	Union Pacific (platform), City of Grover Beach (parking)
San Luis Obispo	San Luis Obispo	Union Pacific (platform), City of San Luis Obispo (parking)

*Limited service – Not all trains stop

**Coaster/Rail 2 Rail stop only

Figure 3.1: LOSSAN Rail Corridor and Pacific Surfliner Stations



Amtrak Thruway Bus Service

The Pacific Surfliner rail service is supplemented by Amtrak’s network of Thruway buses that connect passengers throughout the LOSSAN rail corridor and beyond. In FY 2013-14, approximately 5 percent of Pacific Surfliner riders made a portion of their journey on an Amtrak Thruway bus. Caltrans contracts with Amtrak for dedicated feeder bus services, and Amtrak then contracts with private bus operators. 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 the trains.

The Amtrak Thruway bus routes included in the Pacific Surfliner budget and operating statistics for FY 2013-14 are summarized below:

- **Route 4:** Los Angeles to Santa Barbara/Goleta. Two daily trips, 9,000 annual riders.
- **Route 17:** Santa Barbara to San Luis Obispo to Oakland (Connects with Capitol Corridor). Eleven daily trips, 102,000 annual riders.
- **Route 39:** Fullerton to Palm Springs and Coachella Valley. Four daily trips, 25,000 annual riders.

In addition, several Pacific Surfliner stations are served by an additional Amtrak Thruway route that is included in the San Joaquin budget:

- **Route 1:** San Diego/Torrance/San Pedro/Long Beach/Los Angeles to Bakersfield (connection to San Joaquin Corridor, funded as part of San Joaquin route). Fourteen daily trips, 210,000 annual riders.

LOSSAN Business Case for Future Service

In April 2012, the LOSSAN Board adopted the Plan, which was developed in coordination with all member agencies. A key component of the Plan was the development of a business case for new passenger rail services corridor-wide. The general goals for the new service were to:

- Open up passenger rail to currently un-served or underserved markets as a competitive alternative to driving alone;
- Collectively provide the infrastructure to allow more peak period trains, faster through-express trains and additional service improvements that meet current and future conventional and high-speed intercity, commuter, and freight demands both north and south of Los Angeles Union Station; and
- Coordinate with long-distance passenger rail and connecting motorcoach services.

For the 2014 horizon year, the Plan anticipated the addition of one Pacific Surfliner roundtrip between San Diego and Los Angeles, and no additional Pacific Surfliner service north of Los Angeles. The Plan also assumed that two of the 24 daily Pacific Surfliner trains would be limited-stop trains, serving only Los Angeles, Anaheim, Irvine, Oceanside, Solana Beach, and San Diego. The additional roundtrip anticipated in the Plan by 2014 is not currently included in the Caltrans DRMT FY 2014-15 operating budget for the Pacific Surfliner service, but is included in the FY 2015-16 and FY 2016-17 operating budgets in this business plan anticipating a spring 2016 start.

Longer-term service planning goals for the Pacific Surfliner discussed in the Plan include converting peak period Pacific Surfliner trains to limited stop express services, introducing Coast Daylight service between Los Angeles and San Francisco, providing peak-period service between Ventura and Santa Barbara, and adding new station stops in San Diego at the

San Diego International Airport, Del Mar Fairgrounds (special events only), and San Diego Convention Center. In addition, the Plan envisions improved schedule coordination and timed connections between Pacific Surfliner intercity trains, and Metrolink and COASTER commuter trains.

FY 2015-16 and FY 2016-17 Operating Plan

In FY 2015-16 and 2016-17, the LOSSAN Agency plans to work cooperatively with Caltrans DRMT to ensure sufficient state funding is provided to operate the existing level of Pacific Surfliner and Amtrak Thruway bus service on the LOSSAN rail corridor, while also exploring opportunities to enhance ridership and revenue, and to increase service, if feasible.

From 2001 to 2012, Amtrak operated 22 trains between Los Angeles and San Diego Monday through Thursday, and 24 trains Friday through Sunday. In October 2012, the 12th Friday through Sunday Pacific Surfliner round trip was discontinued, in part to reduce passenger confusion and create a consistent schedule seven days a week. However, Amtrak and Caltrans DRMT have recently started to explore an opportunity to reinstate a 12th Pacific Surfliner roundtrip between Los Angeles and San Diego seven days a week. Some initial operations planning has been conducted that indicates the additional service could be accommodated on existing infrastructure and by using existing equipment through more efficient equipment turns. The new service could potentially offer an earlier northbound train from San Diego to Los Angeles, and would allow passengers to arrive in Los Angeles before 8 a.m., potentially with through service to points north of Los Angeles. Currently, the first northbound Amtrak train (763) from San Diego arrives in Los Angeles at 8:50 a.m.

Initiation of this new service is subject to funding availability, as it would increase operating costs for crew, fuel, and maintenance, even though it is planned to use existing equipment. An agreement would also have to be reached with all host railroads in order to run the additional train, including COASTER, Metrolink, and BNSF Railway, which owns the tracks between Fullerton and Los Angeles. Though detailed ridership and revenue modeling have not been completed for this service, the ridership and revenue modeling conducted by AECOM as part of the Plan indicates that there is consumer demand for an additional Pacific Surfliner roundtrip, and customer feedback points to particular demand for an earlier northbound arrival into Los Angeles. The anticipation is that this service could be added by spring 2016.

Table 3.2: Projected Pacific Surfliner Service Levels

Route Segments	FY 2014-15	FY 2015-16	FY 2016-17
San Diego – Los Angeles	22 trains	24 trains	24 trains
Los Angeles – Santa Barbara/Goleta	10 trains	10 trains	10 trains
Los Angeles – Santa Barbara – San Luis Obispo	4 trains	4 trains	4 trains

In FY 2015-16 and FY 2016-17, the LOSSAN Agency will work with Amtrak to evaluate and pursue cost-effective service expansion opportunities to help increase ridership and revenue on the Pacific Surfliner service. The LOSSAN Agency also will work with Caltrans DRMT to

identify future equipment needs, funding sources, and delivery schedules for service improvements.

Service expansion opportunities include not only regularly scheduled trains, but also special event trains. In the past, Caltrans DRMT and Amtrak have partnered to provide additional capacity to major events accessible via the Pacific Surfliner, including the Del Mar Races, Oxnard Strawberry Festival, ComiCon, and San Diego Chargers games. 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, while also ensuring that sufficient capacity is made available on the Pacific Surfliner to carry passengers that want to use the service.

To enhance the existing Pacific Surfliner service, the LOSSAN Agency is also committed to working with Caltrans DRMT, SJJPA, Metrolink, COASTER, Amtrak, and regional and local transit providers to improve transit and rail connections to the Pacific Surfliner. To help achieve this, the LOSSAN Agency will utilize its member agencies to assist in coordinating improved communications and connectivity, particularly with local transit operators. The LOSSAN Agency will explore opportunities to have timed connections with local transit operators at key locations in order to help provide reliable first- and last-mile connections for Pacific Surfliner passengers. This approach has already proven successful in Orange County, where OCTA provides dedicated StationLink bus service to connect Orange County Metrolink stations with major employment and activity centers utilizing timed connections to and from peak Metrolink trains.

The LOSSAN Agency will also work with local transit agencies to explore opportunities to provide better 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 Burbank-Bob Hope Airport. Finally, the LOSSAN Agency will research the budget and legal impacts of offering free local transit transfers for Pacific Surfliner passengers, similar to the transfers offered to COASTER and Metrolink pass holders. Caltrans DRMT previously funded free transfers to select local transit services in Santa Barbara and San Luis Obispo counties, but terminated the program in 2012.

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

Emerging Corridors

While not immediately planned to begin operation, a number of future service expansion projects are in the planning stages, and will be discussed in greater detail in the Emerging Corridors chapter of the business plan. These projects include additional rail service between Ventura and Santa Barbara to relieve peak-period congestion on Highway 101; Coast Daylight rail service which would extend the Pacific Surfliner from San Luis Obispo to San Francisco; and the proposed Coachella Valley service which would connect to the

LOSSAN rail corridor at Los Angeles and provide intercity passenger rail service between Los Angeles and the Coachella Valley, including Palm Springs and Indio. The LOSSAN rail corridor will also have a connection with the first phase of the California high-speed rail (HSR) system in southern California in the Burbank area, with additional connections in Los Angeles, Orange County, and San Diego as HSR expands. The LOSSAN Agency will continue to take an active role with the project sponsors in advancing planning efforts for these new services.

Service Optimization

Though it already has the distinction of being the second-busiest intercity passenger rail route in the United States, the Pacific Surfliner service has great potential for increased ridership, revenue, better service coordination and improved performance. During the next two FYs, the LOSSAN Agency will implement a number of service optimization strategies aimed at building on past success to further improve the Pacific Surfliner service.

Train Monitoring:

1. Conduct regular meetings or conference calls via a multiagency working group that includes the host railroads and Amtrak to discuss on-time performance (OTP). The meetings will include discussion on most frequent types of delays, reasons for the delays, and identify potential solutions so future delays can be prevented.
2. Work with the host railroads and Amtrak to identify capital and/or system improvements to improve OTP. This includes annual hy-rail trips over the corridor with the host railroads and Amtrak staff.
3. Work with Amtrak to develop a root cause analysis for major delays; analyze daily delay reports to look for recurring trends.
4. Carefully monitor performance of Pacific Surfliner service against approved uniform performance standards adopted by CalSTA and report to the LOSSAN Board quarterly.

Train and Connecting Bus Schedule Adjustments:

1. Work with Amtrak to evaluate existing train and connecting bus schedules to determine if there are potential changes that could improve ridership, revenue, and cost effectiveness; Schedule adjustments have the potential to improve the Pacific Surfliner performance without requiring additional financial resources.
2. Closely review ridership and revenue on Amtrak Thruway bus routes to ensure the routes are being operated as efficiently as possible, including connections to San Joaquin and Capitol Corridor.
3. Continue to work with Amtrak to hold regular timetable and work window coordination meetings that include host railroads and rail operators along the LOSSAN rail corridor.

4. Work with host railroads to reevaluate train schedules and dispatching procedures after completion of capital projects to ensure effective use of capacity and operational improvements.

Equipment and Crew Utilization:

1. Work with Amtrak to conduct a thorough analysis of crew and equipment utilization to identify efficiencies that could allow additional trips to be added in a cost-effective or potentially cost neutral manner.
2. Work with Amtrak to determine if any efficiencies are possible from combining the Pacific Surfliner and Metrolink crew bases in Los Angeles, as both services are operated by Amtrak train and engine crews over a largely parallel territory.

Service Disruptions:

1. Work proactively to further strengthen partnerships and cooperation with Metrolink and COASTER, as well as host railroads, to ensure the best passenger experience possible in the event of a service disruption.
2. Prepare template for after-action reports, and customer communication in the event of major delays or service disruptions.
3. Work with Amtrak to explore the feasibility of negotiating bus bridge agreements with local transit agencies or private bus operators to assist during service disruptions.
4. Work with rail operators and local law enforcement agencies to ensure tracks are reopened as quickly as possible after trespasser incidents.

Service Planning:

1. Work with Amtrak, host railroads, and commuter rail operators in the LOSSAN rail corridor on coordinated service planning efforts, utilizing consultant resources as necessary, for both the short- and long-term; These efforts will build on the operations and ridership modeling efforts completed as part of the Plan.
2. Explore potential markets for new and expanded intercity rail service in southern California based on ridership and travel demand data, including Santa Barbara to Ventura peak-period service, early morning service from San Diego to Los Angeles and Coast Daylight service to San Francisco.
3. Work with Caltrans DRMT on review and possible implementation of recommendations from Southern California Coordinated Rail Planning Study being completed by the consulting firm, SMA.

Chapter 4: Performance Standards and Metrics

Background

Pursuant to SB 1225 and AB 1779, the Secretary of CalSTA was required to establish a set of uniform performance standards (UPS) for the state’s three intercity passenger rail corridors to control cost and improve efficiency by June 30, 2014. To the extent necessary, as determined by the Secretary of CalSTA, the initial UPS may be modified no later than July 20, 2015, or the effective date of the ITA, whichever comes first.

Performance standards currently included in the ITA between Caltrans DRMT and CCJPA are:

1. Route ridership (total rail ridership on route)
2. Farebox recovery (fares divided by operating expenses to measure the cost efficiency of the service)
3. Endpoint on-time performance (a measure of service quality and reliability)

Uniform Performance Standards

In June 2014, the Secretary of CalSTA released the initial intercity UPS, after significant consultation and discussion with staff from Caltrans DRMT and the CCJPA, LOSSAN Agency, and SJJPA, representing California’s three state-supported intercity passenger rail corridors. The initial UPS established by CalSTA generally establish FY 2013-14 as a baseline year to measure against, except where otherwise noted. The proposed performance measures relate to three major categories: usage, cost efficiency, and service quality, and are summarized below 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 in proportion to population growth in counties served
Ridership	Usage	Growth in ridership in proportion to corridor population growth, on both bus and rail
Farebox recovery	Cost efficiency	50 percent, inclusive of Amtrak Thruway bus routes. Note, SB 1225 calls out 55 percent farebox recovery for Pacific Surfliner
Cost per passenger mile	Cost efficiency	Continuous improvement relative to constant year dollars with FY 2014-15 as baseline
Endpoint on-time performance	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-stations on-time performance	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

The performance standards are based on information that Amtrak is already required to report to federal agencies, and the detailed performance reporting requirements will also be included as part of future Amtrak operating contracts. Based on the performance seen in FY 2014-15, the UPS will be revisited and may be revised for FY 2015-16 (by June 30, 2015).

There are a number of additional performance measures that, while not required to be reported to the state, would be helpful in managing the service and calculating the value and efficiency of the service to the state, including:

- Passenger miles per train mile (measures train loading)
- Passenger miles per car mile
- Passenger miles per diesel fuel mile
- Revenue per available seat mile
- Customer Satisfaction Index
- Cost per available seat mile
- Host railroad-responsible delays per 10,000 train miles
- Food and beverage cost recovery by route

Reporting Requirements

In support of the UPS, upon the transfer of service, the LOSSAN Agency will utilize the measures outlined above to continuously monitor and improve the usage, cost efficiency, and service quality of the Pacific Surfliner service. The LOSSAN rail corridor trends reports prepared by LOSSAN Agency staff and presented to the LOSSAN TAC and Board will be revised to reflect and track the adopted UPS on a quarterly basis.

The performance standards established by CalSTA also will be reported on by the LOSSAN Agency in its annual business plan. Some standards are presented as a fixed target, while others will simply require demonstration of continuous improvement over time. The LOSSAN Agency's annual business plan also will discuss a corrective action plan for areas that are not in compliance with the performance standards. The LOSSAN rail corridor is unique from the state's other two intercity rail corridors in a number of ways, including the reciprocal Rail 2 Rail program with two different commuter railroads that allows commuter rail passengers to travel on some Pacific Surfliner trains and vice versa, which impacts Pacific Surfliner ridership and revenue. In addition, unlike on the CCJPA and SJJPA, where the majority of rail cars and locomotives are state owned, the majority of the rail cars and all locomotives used on the Pacific Surfliner service are owned by Amtrak, and prior to October 2013, Amtrak funded approximately 30 percent of the annual operating costs for the Pacific Surfliner service.

The transition of the Pacific Surfliner service to a fully state-funded service, as required by Section 209 of PRIIA, as well as the additional capital equipment charges to use Amtrak-owned equipment, will impact capital and operating costs for the Pacific Surfliner service, and must be considered in examining historical trends in costs and farebox recovery. The increase has not yet been fully realized through the budget process, as such the establishment of a baseline needs to be carefully monitored.

Modification of Performance Standards

The UPS establishment document identifies a number of factors that may lead to the need to modify the adopted UPS on an annual basis, including:

- Expectations of a higher baseline for passenger miles and/or ridership due to state-funded improvements that lead to an expansion of service or capacity
- Adjustments in standards that result from reduction in inflation-adjusted state funding available for service
- Adjustments in standards that result from a recession in California, as determined by the state
- Adjustments in standards due to significant changes in third-party costs currently listed in the Amtrak state contract as fuel, host railroad costs, and equipment usage costs
- Adjustments in standards that result from changes in federal statute, such as the cost allocation formula mandated under PRIIA Section 209 or its successor legislation
- Adjustments in standards related to investments designed to improve on-time performance and reduce delay
- Adjustments based on improvements in available data that supports more accurate calculation of a specific standard, or responds to specific technical changes in the data available for the calculation
- Adjustments that result from new rail network connectivity, such as connections to an emerging corridor or adjustments related to HSR

Chapter 5: Capital Improvements

Since 1990, the state has invested more than \$1.9 billion in capital improvements on the state's three intercity rail corridors. During that time, LOSSAN member agencies have been successful in securing nearly \$115 million in federal grants for preliminary engineering, environmental documentation, final design and construction of capital projects along the LOSSAN rail corridor. These improvements have allowed for significant increases in safety, operational efficiency and capacity; however, approximately two-thirds of the corridor remains single track, which will continue to hinder the expansion of service and overall efficiency. As included in the Plan, an extensive capital improvement program of more than \$5 billion in additional capacity, station improvements, signal and communications improvements, and other capital projects remains unfunded.

There are seven different ROW owners along the corridor and each has made investments within their territory; however, the capital needs of the corridor well outweigh the available funding resources. Many segments of the LOSSAN rail corridor are limited by the lack of passing or second main tracks. In San Diego County, 33 percent of the corridor is comprised of a single main line track, while 80 percent of the LOSSAN rail corridor north of Los Angeles is currently single track.

The capital needs have been compiled in several sources, including the Plan, California State Rail Plan, CHSRA southern California early investment/connectivity program, as well as each member agencies' individual planning documents. A significant hurdle the intercity passenger rail services in California must overcome is the lack of a long-term sustainable capital funding source. There is no dedicated source at the federal or state levels, leaving these services subject to the annual budget process or one-time ballot measures (e.g., Propositions 1A and 1B) at the state level, and highly competitive grant programs at both the federal and state levels.

Member agencies and ROW owners along the corridor have been successful in securing some of these highly competitive funds over the last several years; the programs and projects are identified in Table 5.1 below. Currently there are 10 projects nearing commencement, underway, or recently completed totaling \$436 million. These projects are sponsored by various member agencies and are funded through state, local, and federal sources.

Table 5.1: LOSSAN Rail Corridor Projects Funded With Competitive Grant Funds

Agency/Owner	Project	Description	Funding	Status
SANDAG	Oceanside Through Track	Add third station track to relieve train congestion	ARRA: \$3,360,000	Final Design
SANDAG	Tecolote and Washington Crossovers	Crossovers in City of San Diego to provide operational flexibility	ARRA: \$8,360,000	Complete
SANDAG	PTC – San Onofre to San Diego	Positive Train Control implementation	PRIIA: \$24,000,000	Construction
SANDAG	Eastbrook to Shell Double Track	.6 miles of double track and lagoon bridge replacement in City of Oceanside	PRIIA: \$3,929,000	Final Design
SANDAG	Carlsbad Village Double Track	1.0 mile of double track and lagoon bridge replacement in City of Carlsbad	PRIIA: \$380,000	PE/NEPA
SANDAG	San Dieguito Bridge Double Track and Platform	1.1 miles of double track, lagoon bridge replacement, and platform in City of Del Mar	PRIIA: \$2,550,000	PE/NEPA
SANDAG	Sorrento to Miramar Double Track (Phase 2)	1.8 miles of double track, curve realignments in City of San Diego	PRIIA: \$4,000,000	PE/NEPA
SANDAG	Elvira to Morena Double Track	2.6 miles of double track, curve realignment in City of San Diego	PRIIA: \$9,920,000	PE/NEPA
SANDAG	Los Penasquitos Lagoon Bridge Replacements	Replace four aging timber trestle lagoon bridges for state of good repair in City of San Diego	TIGER: \$14,000,000	Construction
LA Metro	CP Raymer to CP Bernson Second Track	Seven miles of second main track in Northridge	ARRA: \$1,564,000	PE/NEPA
LA Metro	Van Nuys North Platform	Center platform at Van Nuys Station to eliminate chokepoint	ARRA: \$800,000	PE/NEPA
OCTA	Maintenance of Way Spurs	Install new maintenance of way spurs in Anaheim and Laguna Niguel.	ARRA: \$2,100,000	Complete
Caltrans	Triple Track – Los Angeles to Fullerton	Continue construction of triple track on BNSF Railway in Los Angeles County	ARRA: \$38,300,000	Construction
Caltrans	Ortega Siding Extension	Extend Ortega Siding in Santa Barbara County	ARRA: \$950,000	PE/NEPA
LOSSAN	LOSSAN Strategic Assessment	Support LOSSAN Strategic Assessment efforts and plan development	ARRA: \$200,000	Complete
		TOTAL	\$114,413,000	

Moving forward the LOSSAN Agency will seek opportunities to combine project funding pursuits by packaging projects together with similar timeframes or complimentary scopes and benefits to the larger corridor, thereby improving the competitive nature of each project. Staff will also seek to maintain a comprehensive list of capital projects currently underway, as well as a list for projects with no funding identified. This list will be updated quarterly through the LOSSAN Staff Working Group. The list will then be used in both funding and legislative pursuits that benefit the corridor, with a focus on leveraging any existing funds to advance capital projects on the LOSSAN rail corridor. This unified voice advocating for capital funding and key projects will make the LOSSAN Agency's requests more compelling and competitive.

It is also important to note that the class 1 railroads own approximately 55 percent of the ROW over which the Pacific Surfliner operates. The Union Pacific owns 176 miles, and BNSF Railway 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 any future expansions of that service. Caltrans DRMT holds bi-monthly meetings with the railroads to discuss and coordinate on operations issues and capital projects. LOSSAN Agency staff has participated in these meetings and will continue to, following the assumption of administrative responsibility for the service.

While the LOSSAN rail corridor has and will continue to benefit from the projects currently funded and underway, the capital needs continue to exceed available financial resources. A complete list of proposed capital projects is also detailed in Figures 5.1 and 5.2 and Table 5.2, with projects identified with an "F" for full funding, "N" for no funding, or a "P" for partial funding. Project phases are also shown as "P" for planning, "PE/Env" for preliminary engineering/environmental documentation, "FD" for final design, and "C" for construction.

Figure 5.1: LOSSAN Corridorwide Capital Projects Map (North)

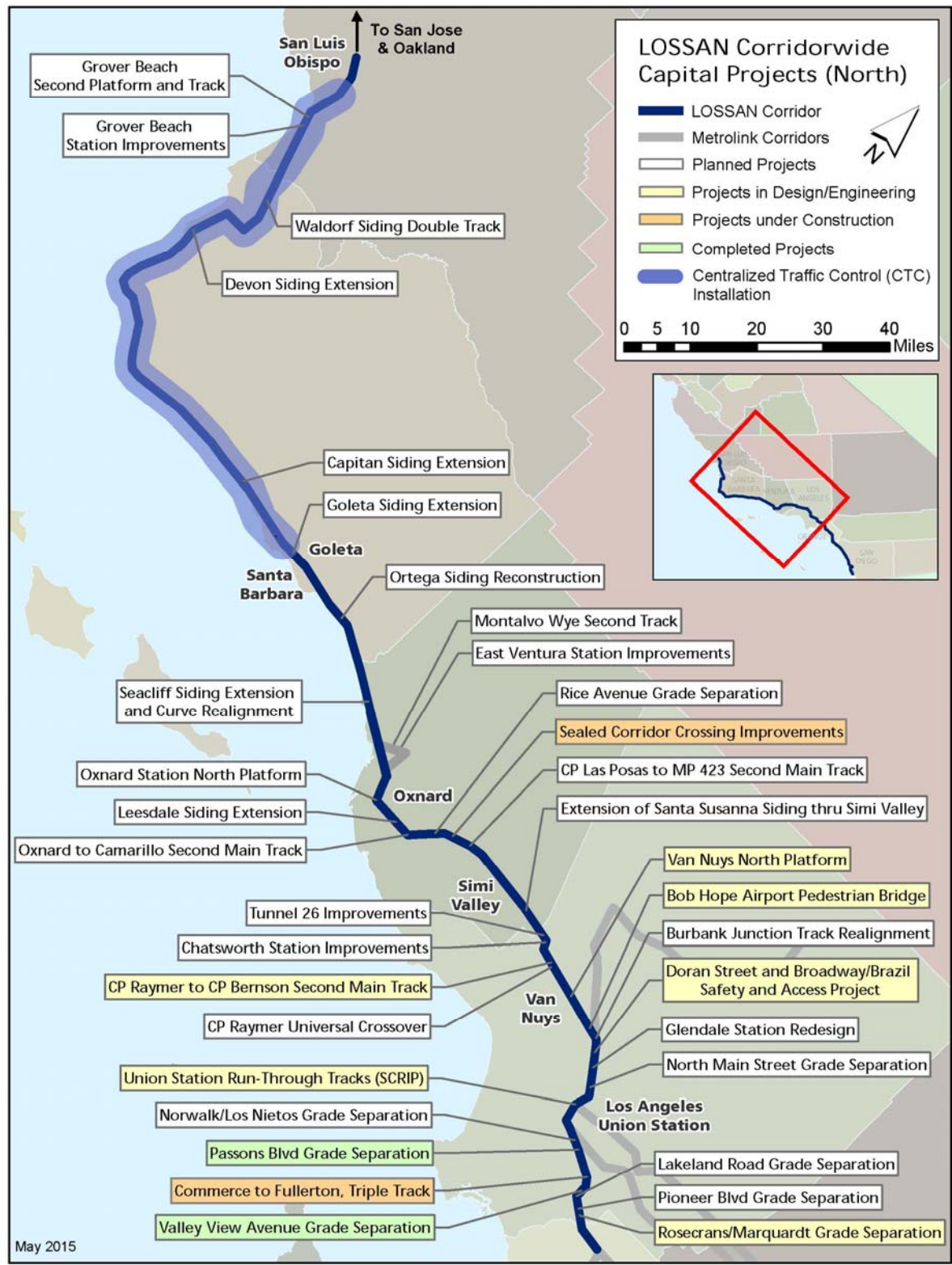


Figure 5.2: LOSSAN Corridorwide Capital Projects Map (South)

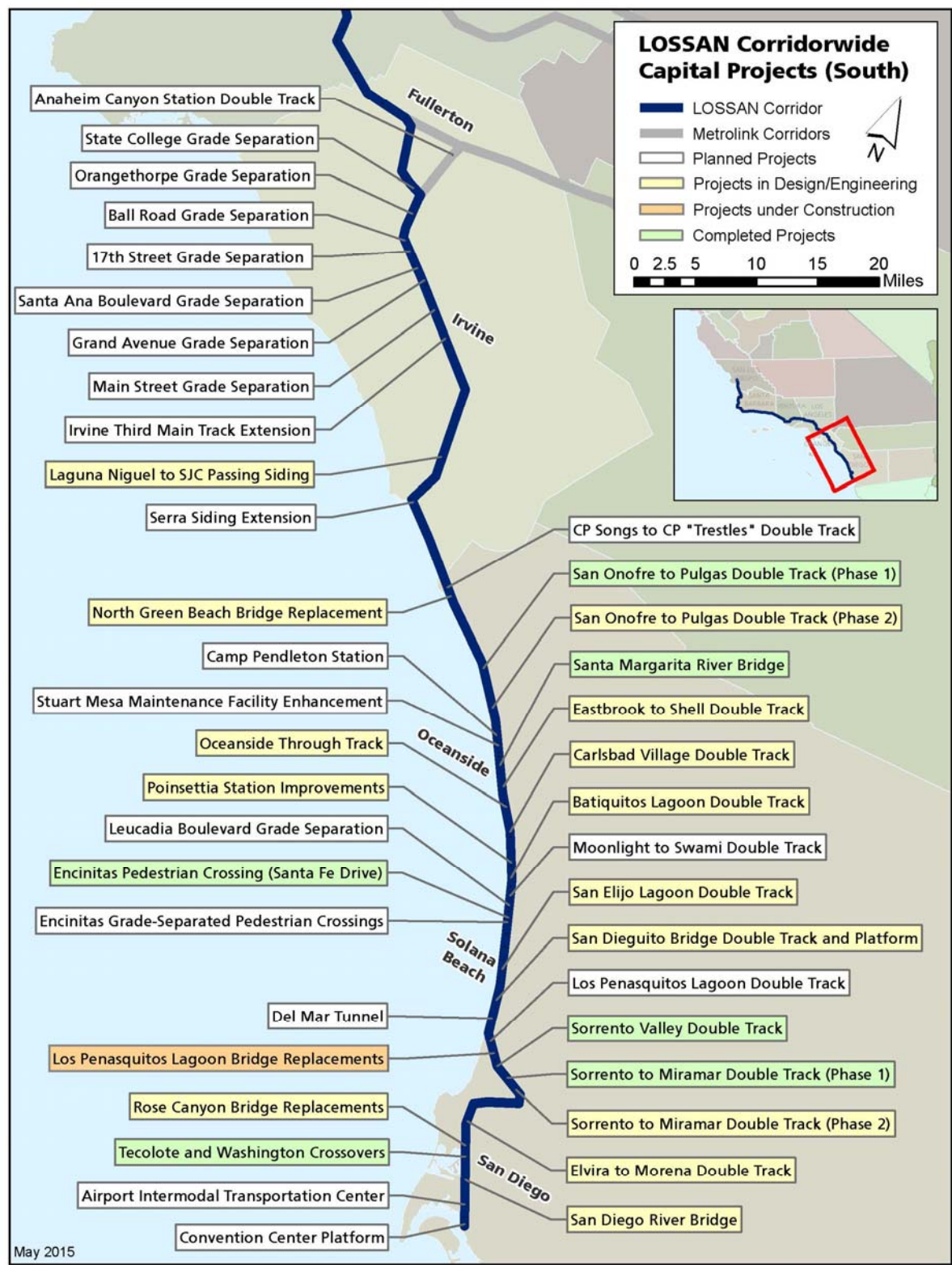


Table 5.2: Status of LOSSAN Corridorwide Capital Projects

STATUS OF LOSSAN CORRIDORWIDE CAPITAL PROJECTS						
Project	Total Cost Estimate (\$M)	Level of Funding [1]	Current Phase [2]	Open to Public (Estimate)	Description	
SAN DIEGO COUNTY						
North Green Beach Bridge Replacement	\$1	F	FD	2016	Replace northern most timber trestle segment of San Onofre Creek Bridge	
Oceanside Through Track	\$22	F	FD	2015	Add third station track to relieve train congestion	
Poinsettia Station Improvements	\$14	F	FD	2017	Construct pedestrian undercrossing, inter-track fence in order to eliminate Thruway train "hold out" rule in City of Carlsbad	
Batiquitos Lagoon Double Track	\$61	F	FD	2019	2.7 miles of double track and lagoon bridge replacement in City of Carlsbad	
San Elijo Lagoon Double Track	\$76	F	FD	2018	1.5 miles of double track and lagoon bridge replacement in City of Encinitas	
Elvira to Morena Double Track	\$106	F	PE/ENV	2018	2.6 miles of double track, curve realignment in City of San Diego	
San Diego River Bridge	\$81	F	FD	2017	0.9 miles of double track and river bridge replacement in City of San Diego	
San Onofre to Pulgas Double Track (Phase 1)	\$35	F	Complete	2016	4.2 miles of double track on Camp Pendleton	
Sorrento Valley Double Track	\$30	F	Complete	2016	1.1 miles of double track and lagoon bridge replacement in City of San Diego	
Los Penasquitos Lagoon Bridge Replacements	\$31	F	C	2017	Replace three aging timber trestle lagoon bridges for state of good repair in City of San Diego	
Encinitas Pedestrian Crossing (Santa Fe Drive)	\$6	F	Complete	2013	First of four planned pedestrian undercrossings in City of Encinitas	
Sorrento to Miramar Double Track (Phase 1)	\$45	F	Complete	2014	1.4 miles of double track, signals, and new bridge in City of San Diego	

[1]: F=Full Funding; P=Partial Funding; N=No Funding

[2]: P=Planning; PE/Env=Preliminary Engineering/Environmental Documentation; FD=Final Design; C=Construction

Projects in construction phase are highlighted.

Projects completed are highlighted.

STATUS OF LOSSAN CORRIDORWIDE CAPITAL PROJECTS

Project	Total Cost Estimate (\$M)	Level of Funding [1]	Current Phase [2]	Open to Public (Estimate)	Description
Tecolote and Washington Crossovers	\$9	F	Complete	2013	Crossovers in City of San Diego to provide operational flexibility
Eastbrook to Shell Double Track	\$56	P	FD	2011-2020	.6 miles of double track and lagoon bridge replacement in City of Oceanside
Carlsbad Village Double Track	\$51	P	PE/ENV	2011-2020	1.0 mile of double track and lagoon bridge replacement in City of Carlsbad
Sorrento to Miramar Double Track (Phase 2)	\$98	P	PE/ENV	2021-2030	1.8 miles of double track, curve realignments in City of San Diego
Rose Canyon Bridge Replacements	\$15	P	PE/ENV	2020	Replaces three aging timber trestle railway bridges in City of San Diego
San Diego to Bridge Double Track and Platform	\$180	P	PE/ENV	2021-2030	1.1 miles of double track and lagoon bridge replacement in City of Del Mar
San Onofre to Pulgas Double Track (Phase 2)	\$30	P	FD	tdb	1.6 miles of double track on Camp Pendleton
Encinitas Grade-Separated Pedestrian Crossings	\$18	P	P	2011-2020	Construct remaining three pedestrian undercrossings in City of Encinitas
Airport Intermodal Transportation Center	\$170	P	P	tdb	Track improvements and new station adjacent to San Diego International Airport
Stuart Mesa Maintenance Facility Capacity Enhancement	\$21	N	P	2030	Additional storage tracks to accommodate 2030 service levels
Camp Pendleton Station	\$20	N	P	tdb	New rail station service Marine Corps Base Camp Pendleton
Oceanside Transit Center Parking	\$24	N	P	2021-2030	Parking structure
Carlsbad Village COASTER Station Parking	\$19	N	P	2021-2030	Parking structure
Carlsbad Poinsettia COASTER Station Parking	\$22	N	P	2021-2030	Parking structure
CP Songs to CP "Trestles" Double Track	\$38	N	P	tdb	Approximately one mile of double track on Camp Pendleton
Moonlight to Swami Double Track	\$21	N	P	2021-2030	.8 miles of double track in City of Encinitas
Leucadia Boulevard Grade Separation	\$154	N	P	2041-2050	Grade Separation in City of Encinitas
Solana Beach Station Parking	\$26	N	P	2011-2020	Parking Structure
Del Mar Tunnel	\$1,200	N	P	2041-2050	Tunnel and approximately four miles of double track in City of Del Mar

[1]: F=Full Funding; P=Partial Funding; N=No Funding

[2]: P=Planning; PE/Env=Preliminary Engineering/Environmental Documentation; FD=Final Design; C=Construction

Projects in construction phase are highlighted.

Projects completed are highlighted.

STATUS OF LOSSAN CORRIDORWIDE CAPITAL PROJECTS

Project	Total Cost Estimate (\$M)	Level of Funding [1]	Current Phase [2]	Open to Public (Estimate)	Description
Los Penasquitos Lagoon Double Track	\$82	N	P	2041-2050	1.7 miles of double track and lagoon bridge replacements in City of San Diego
Sorrento Valley COASTER Station Parking	\$21	N	P	tbd	Parking structure
Santa Fe Station Parking	\$8	N	P	2021-2030	Additional station parking
Convention Center Platform	\$21	N	P	2021-2030	Station platform at San Diego Convention Center
ORANGE COUNTY					
Laguna Niguel to San Juan Capistrano Passing Siding	\$26	F	FD	2018	1.8 miles siding extension from City of Laguna Niguel to City of San Juan Capistrano
Anaheim Canyon Station Double Track	\$20	F	P	2018	Additional track at Metrolink Station
17th Street Grade Separation - Santa Ana	\$55	P	PE/ENV	tbd	Grade separation for freight, commuter, and intercity rail
State College Grade Separation	\$150	P	PE	tbd	Grade separation for freight, commuter, intercity, and high-speed services
Santa Ana Boulevard Grade Separation - Santa Ana	\$74	P	PE/ENV	tbd	Grade separation for freight, commuter, and intercity rail
Irvine Third Main Track Extension	\$75	N	P	tbd	Approximately eight miles of third track in City of Irvine
Ball Road Grade Separation	\$71	N	P	tbd	Grade separation for freight, commuter, intercity, and high-speed services
Orangethorpe Grade Separation	\$99	N	P	tbd	Grade separation for freight, commuter, intercity, and high-speed services
Grand Avenue Grade Separation - Santa Ana	\$72	N	P	tbd	Grade separation for freight, commuter, and intercity rail
Main Street Grade Separation - Orange	\$69	N	P	tbd	Grade separation for freight, commuter, and intercity rail
Serra Siding Extension	\$15	N	P	tbd	Siding extension in south Orange County
LOS ANGELES COUNTY					
Valley View Avenue Grade Separation	\$64	F	C	2015	Grades separates Valley View Avenue and BNSF Railway (BNSF) mainline MP 158.41, located in the City of Santa Fe Springs

[1]: F=Full Funding; P=Partial Funding; N=No Funding

[2]: P=Planning; PE/Env=Preliminary Engineering/Environmental Documentation; FD=Final Design; C=Construction

Projects in construction phase are highlighted.

Projects completed are highlighted.

STATUS OF LOSSAN CORRIDORWIDE CAPITAL PROJECTS

Project	Total Cost Estimate (\$M)	Level of Funding [1]	Current Phase [2]	Open to Public (Estimate)	Description
Passons Blvd Grade Separation	\$43	F	Complete	2012	Grades separates Passons Boulevard and BNSF mainline MP 151.4 in the City of Pico Rivera
Rosecrans/Marquardt Grade Separation	\$120	F	PE/ENV	2018	Grade separates Rosecrans/Marquardt and BNSF mainline in the cities of Santa Fe Springs/La Mirada
Van Nuys North Platform	\$40	F	FD	2018	Center platform at Van Nuys Station to eliminate chokepoint
Bob Hope Airport Pedestrian Bridge	\$17	F	FD	2018	Pedestrian bridge linking station to RTIC
Commerce to Fullerton, Triple Track	\$160	P	C	2016	Approximately 15 miles of third main track in eight segments on the BNSF between Los Angeles and Fullerton. There are six related grade separations planned between Commerce and Fullerton, two of which are scheduled to be built concurrently with this project
Union Station Run-Through Tracks (SCRIP)	\$350	P	PE/ENV	2017	Track and signal improvements to facilitate Thruway train movements at Los Angeles Union Station
CP Raymer to CP Bemson Second Main Track	\$88	P	PE/ENV	2018	Seven miles of second main track in Northridge
Doran Street and Broadway/Brazil Safety and Access Project	\$90	P	PE/ENV	2019	Grade separates both Doran Street and Broadway/Brazil along San Fernando Road
Norwalk/Los Nietos Grade Separation	\$60	N	P	tbd	Grade separates Norwalk/Los Nietos and BNSF mainline in the City of Santa Fe Springs
Lakeland Road Grade Separation	\$60	N	P	tbd	Grade separates Lakeland Road and BNSF mainline in the City of Santa Fe Springs
Pioneer Blvd Grade Separation	\$60	N	P	tbd	Grade separates Pioneer Boulevard and BNSF mainline in the City of Santa Fe Springs
Burbank Junction Track Realignment	\$9	N	P	tbd	Realignment and high-speed switches at junction used by Metrolink, Surfliner, and Amtrak long-distance trains
CP Raymer Universal Crossover	\$5	N	P	tbd	Track improvement to increase operational flexibility
Chatsworth Station Improvements	\$13	N	P	tbd	Lengthen platforms, build pedestrian grade separation, and add storage track
North Main Street Grade Separation	\$91	N	P	tbd	Grade separates the River Corridor at MP 139.6
Glendale Station Redesign	\$20	N	P	tbd	Extend platform to allow for operation of eight car trains and improve station design
Tunnel 26 Improvements	\$50	N	P	tbd	Increase clearance, improve lining, and track

[1]: F=Full Funding; P=Partial Funding; N=No Funding

[2]: P=Planning; PE/Env=Preliminary Engineering/Environmental Documentation; FD=Final Design; C=Construction

Projects in construction phase are highlighted.

Projects completed are highlighted.

STATUS OF LOSSAN CORRIDORWIDE CAPITAL PROJECTS

Project	Total Cost Estimate (\$M)	Level of Funding [1]	Current Phase [2]	Open to Public (Estimate)	Description
VENTURA COUNTY					
Sealed Corridor Crossing Improvements	\$13	F	C	2015	Crossing safety improvements at grade crossings in Simi Valley and Moorpark
Rice Avenue Grade Separation	\$35	P	PE/ENV	tbd	Construct Rice Avenue flyover along Hwy 101 between Vineyard and Rice Ave
Seacliff Siding Extension and Curve Realignment	\$28	P	PE/ENV	2018	Extend siding to 10,000 feet and reduce curvature to allow for higher speeds and reduced maintenance
CP Las Posas to MP 423 Second Main Track	\$57	N	P	tbd	Four miles of second track in City of Moorpark
Oxnard to Camarillo Second Main Track	\$15	N	P	tbd	Additional continuous second track in conjunction with Leesdale Siding
Leesdale Siding Extension	\$15	N	P	tbd	Siding extension
Santa Susana Siding Extension	\$40	N	P	tbd	Siding extension, second platform at Simi Valley Station
East Ventura Station Improvements	\$5	N	P	tbd	Station platform and track improvements to facilitate Ventura to Santa Barbara commuter service
Oxnard Station North Platform	\$20	N	P	tbd	Second platform at Oxnard Station
Montalvo Wye Second Track	\$55	N	P	tbd	Additional track capacity
SANTA BARBARA COUNTY					
Ortega Siding	\$20	P	PE/ENV	tbd	Reconstruct siding destroyed by storm damage in the 1990s; will increase passenger and freight capacity on a 1.7 mile stretch of single track
Goleta Storage Expansion	\$10	P	P	tbd	Expand Goleta storage capacity to allow two trainsets
Goleta Siding Extension	\$10	N	P	tbd	Siding extension, signal improvements, tie replacement

[1]: F=Full Funding; P=Partial Funding; N=No Funding

[2]: P=Planning; PE/Env=Preliminary Engineering/Environmental Documentation; FD=Final Design; C=Construction

Projects in construction phase are highlighted.

Projects completed are highlighted.

STATUS OF LOSSAN CORRIDORWIDE CAPITAL PROJECTS

Project	Total Cost Estimate (\$M)	Level of Funding [1]	Current Phase [2]	Open to Public (Estimate)	Description
CTC Installation (Islands only)	\$30	N	P	tbd	Installation of Centralized Traffic Control north of Goleta
Capitan Siding Extension	\$15	N	P	tbd	Siding extension, signal improvements, tie replacement
Devon Siding Extension	\$15	N	P	tbd	Siding extension, signal improvements, tie replacement
Waldorf Siding Double Track	\$25	N	P	tbd	Siding extension and double track approximately 30 miles south of San Luis Obispo, signal improvements
SAN LUIS OBISPO COUNTY					
Grover Beach Station Improvements	\$2	F	Env	tbd	Expand parking and establish/relocate motorcoach access
Centralized Traffic Control (CTC) Installation Extension	\$25	F	P	tbd	Extend CTC from Santa Margarita to Paso Robles for information as a project consistent with the SDP for the Coast Daylight
Grover Beach Second Platform and Track	\$75	N	P	tbd	Platform and track improvements at Grover Beach Station
CTC Installation	\$30	N	P	tbd	Connect islands of CTC for continuous system from San Luis Obispo to San Diego
TOTAL UNCOMPLETED PROJECTS	\$5,186				

[1]: F=Full Funding; P=Partial Funding; N=No Funding

[2]: P=Planning; PE/Env=Preliminary Engineering/Environmental Documentation; FD=Final Design; C=Construction

Projects in construction phase are highlighted.

Projects completed are highlighted.

Minor Capital Program

In addition to the major capital improvements described above, the State annually sets aside an allocation of approximately \$500,000 to cover minor capital projects related to the Pacific Surfliner service, including station improvements, signage, and minor safety enhancements. The LOSSAN Agency will work with member agencies to prepare a prioritized list of candidate projects for the state-funded minor capital program. Minor capital projects for the Pacific Surfliner corridor funded through the FY 2013-14 and FY 2014-15 budgets are listed in Table 5.3. Many of these projects are still in progress, and LOSSAN Agency staff will work with Caltrans DRMT and Amtrak to ensure they are completed in a timely manner.

Proposed minor capital project lists for FY 2015-16 and FY 2016-17 will be developed and refined by LOSSAN Agency staff in coordination with Caltrans DRMT and Amtrak, as well as LOSSAN member agencies, and shared with the LOSSAN Board. There are several past studies conducted by the LOSSAN Agency to draw on in compiling future minor capital project lists, including the 2012 LOSSAN Corridorwide Station Information Assessment.

Table 5.3: Minor Capital Projects for Pacific Surfliner Route

Year	Project Location	Description	Cost
FY13-14	Anaheim ARTIC	Uninstall and reinstall video surveillance system and miscellaneous support equipment at new Anaheim Regional Transportation Intermodal Center location	\$30,000
FY13-14	Carpinteria	Platform repairs - remove expansion joints and fill-in with Sikaflex Sealant; fill-in wide joints	\$5,000
FY13-14	Carpinteria	Pressure wash, paint, repair downspout, and seal joints on existing canopy	\$10,000
FY13-14	Chatsworth	Install four benches on Track 2	\$5,000
FY13-14	Chatsworth	Remove wheelchair lift enclosure on Track 1 and furnish and place new wheelchair lift on Track 2	\$5,000
FY13-14	Fullerton	Remove plastic display holders and replace with display case (lobby), install outlet junction box cover in warehouse and replace broken fire extinguisher glass	\$5,000
FY13-14	Fullerton	Install asphalt filler in crossings	\$8,000
FY13-14	Fullerton	Improve lighting at patio and track side of building	\$5,000
FY13-14	Glendale	Remove Americans with Disabilities Act cage and recycle	\$1,500
FY13-14	Grover Beach	Paint wood structures: roof eaves, fascia, trusses, trim, canopies, etc.	\$25,000
FY13-14	Guadalupe	Paint wood structures: roof eaves, fascia, trusses, trim, canopies, etc. - also remove outlet on SW corner of shelter	\$25,000
FY13-14	Irvine	Rehabilitation of ticket counter utilizing the new, open ticket counter, customer service friendly, including work center desk	\$220,000
FY13-14	Moorpark	Relocate or remove existing wheelchair lift cage	\$5,000
FY13-14	Oceanside	Rehabilitation of ticket counter utilizing the new, open ticket counter, customer service friendly, including work center desk	\$250,000
FY13-14	Santa Barbara	Purchase and install scale for baggage room	\$2,500
FY13-14	Santa Barbara	Secure platform light fixtures (pin or bolt fixtures to light pole)	\$12,000
FY13-14	Santa Barbara	Purchase and install additional shelving in baggage room (replace)	\$5,000
		TOTAL FY 13-14	\$619,000

Year	Project Location	Description	Cost
FY14-15	Lompoc-Surf	Replace all railing and signage	\$250,000
FY14-15	Lompoc-Surf	Replace data rack	\$3,000
FY14-15	Old Town (SAN)	Four signs on platform indicating Amtrak/Pacific Surfliner train arrive and depart on Track 4	\$2,500
FY14-15	Multiple Stations	Install "No trespassing" signs 25"x12" in both corridors; signs to be supplied by Caltrans (No ticket...no loitering.... no skateboarding...)	\$10,000
FY14-15	Oxnard	Rehabilitation of ticket counter utilizing the new, open ticket counter, customer service friendly, including work center desk (2 windows)	\$190,000
FY14-15	San Luis Obispo	Pressure wash, patch and paint existing shelter	\$15,000
FY14-15	Santa Barbara	Refurbish all wood benches and add arms	\$25,000
FY14-15	Santa Barbara	Stain damaged areas of ticket counter and replace broken laminate on agents side	\$15,000
FY14-15	Santa Barbara	Paint wood structures: roof eaves, fascia, trusses, trim, canopies, etc	\$40,000
FY14-15	Simi Valley	Purchase and install new time schedule sign holder with glass case - sign to face track or move	\$2,000
		TOTAL FY 14-15	\$552,500

Source: Caltrans, 2014

Chapter 6: Fare Policy

Upon assuming oversight responsibility for the Pacific Surfliner service, the LOSSAN Agency will work with Amtrak and the state to develop a fare policy that ensures the Pacific Surfliner service is an attractive transportation option that is competitive with the automobile and other competing modes of transportation.

Current Fare Policy

Pacific Surfliner trains currently offer travel in unreserved coach class and reserved business class. If traveling in unreserved coach, passengers do not need to make an advanced reservation for a specific train, as is the case on Amtrak's long-distance trains and San Joaquin corridor trains. When making an unreserved coach reservation online or at an Amtrak ticket counter, passengers are asked to select a travel date and specific train; however, their ticket allows them to board any Pacific Surfliner train, except during Thanksgiving weekend and select special events, when all seats on Pacific Surfliner trains are reserved.

As a result, seating in unreserved coach is on a first come, first served basis, which offers passengers more flexibility in their travel plans, but can lead to standing room only conditions on some occasions. If a passenger wants to travel in business class, an advanced reservation needs to be made for a specific train, and the passenger is guaranteed a seat in the business class car, at a premium charge of between \$10 and \$31, depending on the length of trip. In addition to a guaranteed seat, business class also provides additional leg room, and a free beverage, snack, newspaper, and service from a dedicated train attendant.

Ticket types available on the Pacific Surfliner include: one-way, roundtrip, ten-ride tickets, and monthly passes for unreserved coach. Roundtrip tickets are priced at twice the one-way fare. There is currently no discount offered for purchasing a roundtrip ticket. The ten-trip ticket is valid for ten one-way trips between a specific station pair within a 45-day period from date of first use, and these tickets can be shared among more than one passenger. Ten-ride tickets are priced at a substantial discount below one-way and roundtrip tickets, averaging between 40 percent and 42 percent less than the price of ten one-way tickets, and up to 55 percent off for some station pairs. Monthly tickets are valid for unlimited travel for an entire calendar month for the passenger named on the ticket.

Pacific Surfliner fares are largely static year-round and do not vary by day of week. However, fares do increase by a nominal amount on select holidays and during traditionally busy travel periods, including New Year's Day, Easter weekend, Memorial Day weekend, Independence Day, Labor Day weekend, Thanksgiving, and Christmas week. Amtrak practices 100 percent fare collection, which means conductors are expected to scan or collect a ticket from every passenger on the train. Conductors are also able to sell tickets on the train at a slightly higher surcharge if the passenger fails to purchase a ticket before boarding. In 2013, nearly 73 percent of Pacific Surfliner passengers purchased tickets using Amtrak's e-ticketing system online or through a mobile device. Amtrak's ticketing system differs from the "proof of payment" approach used by Metrolink and COASTER, which rely on random ticket inspection coupled with citations and fines for fare evasion. An example of current Pacific Surfliner fares for various ticket types is provided in Table 6.1.

Table 6.1: Example Pacific Surfliner Fares (as of 6/2015)

Station Pair	One-Way	Business Class	10-Trip	Monthly	Distance (miles)
Los Angeles – Irvine	\$18	\$28	\$111	\$333	46
Los Angeles – Oceanside	\$28	\$42	\$182	\$518	87
Los Angeles – San Diego	\$37	\$56	\$222	\$590	128
Los Angeles – Santa Barbara	\$31	\$47	\$180	\$558	103
Los Angeles – San Luis Obispo	\$41	\$62	\$240	\$590	222
Santa Barbara – San Luis Obispo	\$35	\$53	\$158	\$385	119
San Diego – Irvine	\$24	\$36	\$138	\$432	82

Source: Amtrak, 2015

Prior to 2011, the Pacific Surfliner utilized a two-tier fare structure, with higher fares charged during the peak travel season between Memorial Day and Labor Day, and lower fares during the fall and winter months, when demand was lower. That practice ended in September 2011, when the off-peak fares were eliminated.

Currently, Pacific Surfliner fares are set by staff at the Caltrans DRMT, in close coordination with Amtrak’s pricing and revenue management department in Washington, D.C., which provides analysis to support proposed fare changes, including market trends and relation to pricing of competitor services. Unlike most transit and commuter rail services, there are no formal public hearing or noticing requirements prior to implementation of a fare change, as Pacific Surfliner service is not funded through the Federal Transit Administration. Table 6.2 summarizes past fare increases on the Pacific Surfliner.

Table 6.2: Historical Pacific Surfliner Fare Adjustments

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

Source: Amtrak, 2014

Discount Programs

In addition to discounted multi-ride tickets, Amtrak currently offers discounted Pacific Surfliner tickets to senior citizens age 62 and older, the disabled, children age 12 and under, students with a Student Advantage or international student identification card, active military personnel and military veterans, and members of the National Association of Railroad Passengers (NARP) and Automobile Association of America. In addition, students from participating southern California colleges and universities traveling on the Pacific Surfliner and San Joaquin routes are currently eligible to receive a 20 percent fare discount.

Amtrak and the Caltrans DRMT also 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, and the San Diego kids ride free program, which allowed one child age 2-15 to ride free with each adult rail fare purchased for travel to and from Oceanside, Old Town San Diego, and San Diego Downtown stations during the month of October 2014. 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. Amtrak and Caltrans DRMT sometimes offer special discounts to other one-time events as well by directing passengers to a unique landing page on the Amtrak.com web site to purchase the discounted fare.

Group Travel

Amtrak and Caltrans DRMT offer a number of programs to incentivize group travel on the Pacific Surfliner. Groups of 20 or more can receive up to a 20 percent discount on regular fares on select trains based on projected seat inventory and season of travel.

In addition, the Kids 'n' Trains program was established to provide reduced group fares for students and other youth groups traveling on the Pacific Surfliner and San Joaquin routes. The original goal of the program was to increase ridership during off-peak periods. Today the program offers an educational opportunity for participants to discover, explore, and learn about popular destinations in California, including museums, zoos, and sites such as the San Juan Capistrano Mission or Olvera Street. The popularity of the Kids 'n' Trains program has increased steadily over the years. The program is available only Monday through Thursday on select trains, and provides a flat-rate fare of \$11 for a same-day roundtrip north of Los Angeles, and \$13 for a same-day roundtrip south of Los Angeles.

Rail 2 Rail Program

There are currently two distinct Rail 2 Rail programs in place that allow Metrolink and COASTER pass holders to ride Pacific Surfliner trains at no additional cost using their 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 station pairs of their pass at no additional charge, including on Saturday and Sunday. The

Rail 2 Rail program does not apply to Metrolink one-way, roundtrip and seven-day passes, except on two shared-service Pacific Surfliner trains (Amtrak 768 and Amtrak 761) on the Ventura County Line, and on all 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 an average reimbursement rate of \$2.54 per passenger. Caltrans DRMT and Metrolink are currently in negotiations to extend the existing Rail 2 Rail agreement to include a higher per trip reimbursement rate.

COASTER: COASTER currently has a modified Rail 2 Rail agreement whereby COASTER passengers may travel on six select Pacific Surfliner trains using any COASTER fare media (monthly pass, RegionPlus day pass, one-way or roundtrip tickets). The six Pacific Surfliner trains that are part of the Rail 2 Rail program also make stops at all eight COASTER stations between Oceanside and Downtown San Diego. NCTD reimburses Amtrak \$4.28 for each passenger who rides one of these trains. 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.

Potential Fare Policy Opportunities

Beginning in FY 2015-16, the LOSSAN Agency will work with Amtrak and the state, utilizing consultant support if necessary, to examine options for adjusting the existing Pacific Surfliner fare policies to meet and exceed the uniform performance standards set by the state, including ridership, revenue, and farebox recovery goals.

The recommended fare structure for FY 2015-16 and FY 2016-17 will be partially dependent on Amtrak's operating cost proposal for those FYs. In the past, Pacific Surfliner fares have generally been increased 2 to 3 percent annually to keep pace with expenses. If Amtrak operating expenses can be stabilized or reduced, or ridership increased significantly, a fare increase may not be necessary. The LOSSAN Agency will work with Amtrak and the state to determine the impacts of any revised pricing policy and determine if a fare change is required. Any proposed fare increases will be brought to the LOSSAN TAC and Board for review and approval prior to being implemented.

In California, Amtrak's long-distance trains and the San Joaquin trains are all reserved, while the Capitol Corridor and Pacific Surfliner offer unreserved service, with the exception of Business Class on the Pacific Surfliner. On the San Joaquin, tickets are sold on a reservation basis in advance providing, limited ability to sell tickets on the train. The current San Joaquin fare structure is based on city pairs, with incentives for passengers to travel Monday through Thursday and on Saturdays, when demand is lower. Fares also fluctuate based on time of day of travel, with the more popular midday trains having higher fares and the early morning and late evening trains offering reduced fares. This type of pricing structure incentivizes passengers to take lower ridership early morning and late night trains at a lower price, which opens up additional capacity on the higher priced midday trains. The system is dynamic and responds to demand, with lower fares booking up first and higher fares being offered closer to departure time, similar to airline fares.

This type of revenue-managed system has the potential to maximize revenue on a per-seat basis, and also to spread out demand to trains with excess capacity. However, it also offers Pacific Surfliner passengers much less flexibility than they currently enjoy, and has the potential to cause a drop in ridership. An all-reserved, revenue managed system also presents operational issues related to frequent passengers traveling on multi-ride tickets and under the Rail 2 Rail program, who would not have advanced reservations for a specific train. This structure may be one that would be beneficial to explore for use on the Pacific Surfliner, but these areas of concern would need to be addressed.

Caltrans and Amtrak had also previously explored the possibility of maintaining unreserved service, but increasing fares by a modest amount on all trains on higher demand days (Friday, Saturday, and Sunday), similar to what is done on holidays. Another approach could be to maintain unreserved service, but increase fares on trains that are consistently the busiest (for example, trains 763, 784, 582 and 785), or to offer all-reserved service only on select trains (for example, all 700-series trains, which travel a longer distance). Each of these options has ridership, revenue, and operational impacts that must be closely examined before any changes are made to determine the costs and benefits.

Additionally, the LOSSAN Agency will explore other opportunities to increase fare revenue without raising fares, while maintaining and expanding ridership, including but are not limited to:

- Work with local transit providers throughout the LOSSAN rail corridor to offer opportunities for Pacific Surfliner passengers to make seamless connections to local transit services, including service to all major airports along the Pacific Surfliner route.
- Increase public awareness of existing discount programs, especially college, group, and school discounts.
- Reevaluate the existing college discount program and consider offering a modified multi-ride pass similar to the six-ride Downeaster College Pass offered on Amtrak's Downeaster trains between Boston and Maine, which is valid for a 365-day period.
- Work with cities, chambers of commerce, and convention/visitors bureaus along the Pacific Surfliner route to offer special discounts and packages for Pacific Surfliner passengers, similar to the successful Car-Free Santa Barbara program.
- Expand partnerships with the San Diego Chargers, San Diego Padres, Del Mar Racetrack, Los Angeles Angels of Anaheim, Anaheim Ducks, and other event organizers to promote taking the Pacific Surfliner to sporting events, concerts, and other special events at venues served by the Pacific Surfliner.
- Develop a discounted ticket for smaller groups of ten or more passengers.
- Enhance customer loyalty and referral programs, including Amtrak Guest Rewards program, to attract new riders.

Chapter 7: Network Integration and High-Speed Rail

CalSTA is developing a statewide Network Integration Strategic Service Plan for the California Passenger Rail Network. This plan will incorporate transit, commuter rail, intercity rail, and the phased implementation of HSR. The plan will focus heavily on the integration of the three state-supported intercity passenger rail services with the HSR system. CalSTA will be working closely with rail transportation providers throughout California. The planning effort will include a review and analysis of the integration among the existing services as well as any plans for additional near-term integration. This statewide planning effort will include ridership and revenue forecasts, operations and service planning, capital improvement planning, and possible approaches to addressing passenger specific services such as fare integration, ticketing, and joint timetables.

The LOSSAN Agency has already undertaken a number of efforts to improve integration along the rail corridor, and future improvements to the Pacific Surfliner service will play a key role in the larger statewide effort. Partnerships currently exist between the Pacific Surfliner and the two commuter railroad operators in the rail corridor: Metrolink and COASTER. Integration already implemented includes coordinated schedule and timetable changes, and the Rail 2 Rail program. Additional partnerships with local transit providers along the rail corridor have also been identified to provide necessary “last mile” connections. As one of the priority strategic initiatives, the LOSSAN Agency will continue to work with these agencies to provide a fare media that will easily transfer between services.

The Amtrak-operated Thruway bus service also provides key connections and is coordinated with the San Joaquin intercity rail service and other services providing connectivity to the statewide rail system. With the assumption of administrative responsibility at the regional level, the LOSSAN Agency will look for opportunities to improve the connectivity and efficiency of the Thruway bus service.

Complete network integration will allow passengers to travel throughout the state, seamlessly transferring from service to service to reach their desired destinations. Often, this integration begins with programs like Rail 2 Rail or the existing transfer program between the Southern California Regional Rail Authority and OCTA, whereby ticketed passengers can transfer to the local bus simply by showing their train ticket. These types of integration are easy to implement and will pave the way for larger systemwide integration.

HSR Connection

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 and feeder/distributor service to support and compliment the HSR system. Integration between the LOSSAN rail corridor and HSR system will provide mutual benefits to each service and must be planned carefully to build upon the existing success of the Pacific Surfliner service.

As the HSR system is implemented, the LOSSAN rail corridor and the existing conventional rail network will expand the reach of the HSR system and serve a pivotal role in its success.

Recently, CHSRA selected Burbank as the San Fernando Valley station location. Among the reasons for the selection of this station site were the connections to the LOSSAN rail corridor and the rest of the existing transit network. From this and other co-located HSR and LOSSAN rail corridor stations, HSR customers will be able to reach destinations from San Luis Obispo to San Diego using LOSSAN passenger rail services. Expansion of the HSR system will provide opportunities for transfers and synergies between the systems, including joint passenger terminals at Los Angeles Union Station and the Anaheim Regional Transportation Intermodal Center, and the potential of blended operations on the LOSSAN rail corridor between Los Angeles and Anaheim.

The improvements to infrastructure discussed in Chapter 5 (Capital Improvements), will not only improve safety and operations for the LOSSAN rail corridor, but will benefit the HSR system as well. The projects are of high priority to the LOSSAN Agency and CHSRA. To that end, CHSRA has entered into an MOU with the Southern California Regional Rail Partners to further key early investment projects through utilization of Proposition 1A and other types of funding.

The LOSSAN Agency is represented well with CHSRA, as four of the member agencies are active participants of the Southern California Regional Rail Partners working group, including the LOSSAN managing agency. The CHSRA Southern California Regional Director is also an ex-officio member of the LOSSAN Board.

Chapter 8: Passenger Amenities

In order to continually improve upon Pacific Surfliner passenger service, the LOSSAN Agency has outlined a number of strategies for enhancing passenger amenities and improving the overall travel experience. These initiatives are based on the managing agency proposals submitted by Metro, OCTA, and SDMTS, as well as the “LOSSAN Corridorwide Strategic Vision” and the “Potential Initiatives During the Initial Term” that were included as an attachment to the Administrative Support Agreement between the LOSSAN Agency and OCTA.

A number of the proposed initiatives related to fare policy, operations, equipment, marketing, emerging rail corridors and legislative advocacy are discussed in separate chapters of the business plan. This chapter focuses specifically on enhancements to passenger services and amenities that can be prioritized for FY 2015-16 and FY 2016-17. At the earliest, initiatives that require changes to the annual operating agreement with Amtrak cannot be implemented until they are included in the next Amtrak operating agreement, which becomes effective in October 2015.

Key Priorities for FY 2015-16 and FY 2016-17

On-Board Amenities

Accessibility: The Pacific Surfliner supports the state’s current goal of providing total accessibility to the state-owned equipment, including all its features and amenities. No person shall be denied access on the basis of physical ability. Accessibility features for bi-level coaches include wheelchair accessibility, designated spaces in each train car for passengers in wheelchairs, and one wheelchair-accessible lavatory on the lower level of each train car. LOSSAN Agency staff will work with Amtrak and Caltrans DRMT to ensure all rail cars used on the Pacific Surfliner include appropriate accommodations for the disabled, and also seek opportunities to improve those accommodations where possible.

Bicycle Storage: LOSSAN Agency staff will continue the work started by Amtrak and Caltrans DRMT to address the increasing demand for bicycle storage on Pacific Surfliner trains. A reservation system was implemented in June 2013 which has resolved some bicycle overcrowding issues; however, there are still continued calls for an expansion of bicycle storage beyond the seven spaces currently available on most Pacific Surfliner train sets in the lower level of the cab car. There is not a single easy fix for the bicycle storage issue given the limited space available for checked baggage, carry-on luggage, and passenger seating. It may be possible to convert a portion of the baggage compartment of the “coach baggage” car into additional bike storage. Modifying the lower level of Superliner coach cars or the baggage section of the cab car to accommodate additional bicycles may be an option as well. The new bilevel cars manufactured by Nippon Sharyo, expected to be delivered starting in 2017, will have a storage capacity of four bicycles per coach car. In the coming year, the LOSSAN Agency and Amtrak will continue to monitor the bicycle usage, explore these options further, and also discuss with our state partners how other services are addressing the issue.

Business Class: Traveling on the Pacific Surfliner, passengers have a choice to upgrade to Business Class service for an additional charge. This service guarantees a reserved seat, snack and beverage service at your seat, and a dedicated attendant. LOSSAN Agency staff will look at opportunities for further enhancing the amenities offered in business class in a cost effective manner.

Food and Beverage: Each Pacific Surfliner train has a café car which offers food and beverage service throughout the trip. A wide variety of entrees, snacks, and beverages are available for purchase. The LOSSAN Agency will evaluate the existing food and beverage service based on sales and revenue data to be provided by Amtrak. Topics to be evaluated include: menu items; inventory and storage; increasing the capacity and usefulness of the space in the cars; patron flow; signage and information; securing and accounting for stock and materials; mid-trip restocking; and hours of operation. LOSSAN Agency staff will investigate increasing the sale of, and promotional opportunities for, local products from vendors along the corridor. LOSSAN Agency staff will continue to work with Amtrak to refine the café car menu to improve Customer Service Index scores for food and beverage service while maximizing revenue. The LOSSAN Agency may consider offering special events to allow a select focus group of riders to sample potential menu items.

Joint Promotions: LOSSAN Agency staff will work through the existing LOSSAN Corridor Joint Marketing Group, which includes representatives from each LOSSAN member agency, to better coordinate and leverage marketing resources at Amtrak and member agencies, including consideration for pooling resources. Staff will develop a coordinated marketing effort among all corridor public transit agencies, as well as businesses, universities, and key attractions along the corridor, to promote travel on the Pacific Surfliner. Joint promotions with Metrolink and COASTER will also be explored.

Newsletter: LOSSAN Agency staff will develop a quarterly newsletter that will be made available onboard trains as well as online and via e-mail blast. It would include service-related information, passenger comments and questions, and information on upcoming events and promotions, as well as a column from the Managing Director. The newsletter could highlight a different “weekend getaway” each issue, including information on destination deals and partnerships.

On-Board Transit Pass Sales: LOSSAN Agency staff will work with Amtrak and local transit agencies to begin selling discounted prepaid one-day passes in the café car to allow connectivity with larger transit systems such as Metro and SDMTS, where an embedded transit transfer may not be feasible.

Rail 2 Rail: LOSSAN Agency staff will continue to work with Amtrak, Metrolink, and NCTD to offer a Rail 2 Rail benefit to customers that provides an adequate reimbursement rate to Amtrak for carrying Metrolink and COASTER pass holders on state-funded intercity trains, fills seats on Pacific Surfliner trains that would otherwise go empty, and allows sufficient seating capacity for Pacific Surfliner passengers purchasing Amtrak tickets.

Service Disruptions: LOSSAN Agency staff will work proactively with Amtrak to improve communication with passengers in the event of an unplanned track closure or service

disruption, including preparation of after action reports for major incidents, and follow-up letters and/or memos to passengers after major delays explaining the cause of the delays and acknowledging the inconvenience they experienced.

Special Event Service: LOSSAN Agency staff will work with Amtrak to expand Pacific Surfliner service to special events that draw large crowds and are not well served by Metrolink or COASTER, while also ensuring that appropriate resources (rolling stock, staffing, etc) are made available to accommodate anticipated demand.

Train Status Information: Amtrak currently provides train status information through a number of channels, including announcements at staffed stations, Passenger Information Display System signs on station platforms, and online through the “train status” feature on its Web site and mobile apps. Amtrak previously provided train status updates and delay reports intermittently via Twitter feed; however, this was discontinued. The LOSSAN Agency will promote the Amtrak mobile app as a convenient way to access train status information, but also improve the reliability of messages provided through Twitter and Facebook, and/or text messages and e-mail blasts, which can supply more detailed information in the event of service disruptions. LOSSAN Agency staff will also ensure that Metrolink and COASTER passenger information signs are capable of displaying delay information for Amtrak trains.

Transit Connectivity: LOSSAN Agency staff will review the costs and benefits of the existing transit transfer program, managed by Caltrans DRMT, which provides connectivity to local transit systems with a free transfer with purchase of an Amtrak ticket, and also work with local transit providers to improve timed transfers to Pacific Surfliner trains, including connectivity to airports along the route. This program was discontinued by Caltrans in FY 2011-12.

Wi-Fi: All Pacific Surfliner trains currently offer Wi-Fi service, which has proven to be a popular passenger amenity. However, due to limited bandwidth, the service has some limitations. LOSSAN Agency staff will work 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, and possibly exploring offering a premium service at a small fee that provides the ability to stream video content, or access a library of stored video content, which is not possible on the current Wi-Fi system.

Station Amenities

Checked Baggage: LOSSAN Agency staff will work with Amtrak to monitor the use of checked baggage service, as well as the impacts on operating costs and station dwell times of continuing to offer this service. Though some passengers using Pacific Surfliner trains prefer a checked baggage option, especially those connecting to Amtrak long-distance trains and Amtrak Thruway buses, most Amtrak intercity trains do not offer checked baggage service, even those that travel similar distances and connect to other Amtrak long-distance trains such as the Acela Express, Northeast Regional, and Midwest corridor trains.

Station Host Program: Launch a station ambassador/station host program for the Pacific Surfliner corridor that assigns trained volunteers to provide passenger information to Pacific Surfliner passengers at select stations.

Station Improvements: Using previous studies and input from member agencies and station owners, compile a list of prioritized capital projects at stations that could be candidates for minor capital program funds. Consider a corridor-wide call for projects with a small local match requirement that provides an incentive for station owners, including cities and local transportation agencies, to prioritize funding for station and platform improvements.

Chapter 9: Equipment

Existing Conditions

Amtrak currently operates 23 daily Pacific Surfliner trains using nine separate train sets. Each train set generally consists of one locomotive and six cars, including one business class car, one café car, three coach cars, and one cab/baggage car. Additional cars are sometimes added to accommodate projected demand associated with holidays and special events. A description of the types of cars currently used to provide Pacific Surfliner service is provided in Table 9.1.

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	77
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
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

Unlike the Capitol Corridor and San Joaquin services, where nearly all of the locomotives and passenger cars are owned by Caltrans, Caltrans owns only ten of the 49 bi-level cars dedicated to the Pacific Surfliner service, which were originally delivered in 2001 and 2002. The remaining 39 cars and all locomotives used to operate Pacific Surfliner are owned by Amtrak, with Caltrans paying capital equipment charges and lease fees to use the Amtrak equipment as part of the annual operating contract with Amtrak, estimated at \$12.5 million for federal FY 2015-16 per preliminary Amtrak estimates. A roster of state-owned equipment is included below as Table 9.2.

In addition to the 49 Pacific Surfliner-branded bi-level cars, Caltrans also leases approximately eight Amtrak-owned bi-level Superliner coach and coach-baggage cars. These cars are typically used on Amtrak’s long-distance trains, but have been modified to run in “push-pull” operation and have been equipped to support the Wi-Fi service offered on Pacific Surfliner trains.

Table 9.2: Caltrans-Owned Rail Cars (Pacific Surfliner)

Type	Car Number	Car Name	Year Delivered
Café	6351	Tecolote Canyon	2001
Café	6352	Topanga Canyon	2002
Coach	6451	Ocean Beach	2002
Coach	6452	Mission Beach	2001
Coach	6453	Pacific Beach	2001
Business Class	6851	Balboa Park	2001
Business Class	6852	Elysian Park	2002
Cab Car	6951	Point Loma	2001
Cab Car	6952	Point Vicente	2001
Cab Car	6953	Point Conception	2001

Source: Caltrans, 2014

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

Pacific Surfliner trains typically operate with a single 3,000 horsepower (HP) Amtrak-owned F59-PHI locomotive, though Amtrak sometimes substitutes a 4,250 HP P-42 locomotive that is usually used on its long-distance trains. The 15 F59-PHI locomotives based in Los Angeles and assigned to the Pacific Surfliner service were originally delivered in 1998, and all have in excess of 1.6 million miles. Approximately 50 percent of the F59-PHI locomotive fleet has received a major mid-life overhaul, which included upgrading the engine to Tier 0+ emissions standards.

New Equipment Purchases

In December 2011, the California Transportation Commission (CTC) approved the allocation of \$42 million of Proposition 1B funds as a local match to \$168 million in federal funds received by Caltrans 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 November 2012, Caltrans awarded a contract to Nippon Sharyo, and prime contractor Sumitomo Corporation of America, to build 42 railcars for the state’s three intercity rail corridors at a factory in Rochelle, Illinois. Caltrans executed the contract as the lead agency in a joint agreement with the Illinois Department of Transportation (IDOT), which is representing a Midwest Coalition for the states of Illinois, Michigan, and Missouri, for a total base order of 130 railcars, with options to purchase an additional 300 railcars, which can be exercised through 2021.

Due to lower than expected pricing on the railcars, Caltrans is now planning to purchase an additional 11 railcars, for a total of 53, using the original allocation of state and federal grant funds.

Of the 53 railcars being delivered to California, 28 will be used in Pacific Surfliner service. The new railcars are expected to be delivered over the period beginning in 2017 through 2019. They will be used to replace leased Amtrak Superliner, Horizon and Amfleet cars, as well as to add capacity to existing trains. A summary of the types of new railcars ordered and their planned use is included in Table 9.3.

The new railcars are being built to conform to the specifications outlined in the PRIIA, which includes standard specifications that were developed to aid in streamlining the procurement process by creating a standardized specification.

Table 9.3: Planned Use of Nippon Sharyo Railcars on Pacific Surfliner

Car Type	Quantity to Replace Leased Amtrak Cars	Quantity to Provide Additional Capacity	Total	Cost per Car (per contract)
Bi-Level Coach	14	10	24	\$2.7 million
Bi-Level Cab Car	2	0	2	\$2.9 million
Bi-Level Café	2	0	2	\$2.9 million
TOTAL	18	10	28	

Source: Caltrans, 2014

In March 2014, Caltrans (in coordination with the Illinois Department of Transportation) awarded a contract to Siemens to manufacture a total of 35 diesel-electric locomotives in Sacramento, with six locomotives purchased for use in California on the Capitol and San Joaquin corridors. The remainder of the 4,400 HP, Tier 4 diesel-electric locomotives will be purchased by other states, including Illinois, Iowa, Michigan, Missouri, and Washington. Though none of the initial order of six locomotives is slated to go into service on the Pacific Surfliner corridor, the contract with Siemens includes options for an additional 225 locomotives.

In December 2014, the CTC approved the allocation of \$108 million in unallocated Proposition 1B intercity rail funds for procurement of new intercity locomotives and railcars, and to implement an on-board information system on the state's intercity rail services, including the Pacific Surfliner. A portion of the \$108 million will be used to purchase additional Tier 4 locomotives to replace the 15 F59-PHI locomotives owned by Amtrak that support the Pacific Surfliner service. Replacing the Amtrak-owned locomotives, which are more than 15 years old with new, state-owned Tier 4 locomotives would have a number of benefits, including: reduced lease costs and capital equipment charges for use of Amtrak-owned equipment; improved reliability and reduced mechanical-related delays; and environmental benefits through reduced emissions from cleaner-burning Tier 4 engine.

Table 9.4: State-Owned Pacific Surfliner Equipment

	Current		2020	
	Owned	Leased from Amtrak	Owned	Leased from Amtrak
Cab Car	3	8	5	8
Coach	3	15	27	15
Business Class	2	8	N/A*	8
Café	2	8	4	8
Superliner Coach and Coach/Baggage	0	9	0	0
Amfleet/Horizon	0	9	0	0
F59 Locomotives	0	15	15	0
TOTAL	10	72	51	39

Source: Caltrans and Amtrak, 2014

*Separate business class cars will not be produced as part of the new car order, but rather coach cars built with the flexibility to have a business class module installed, including a refreshment station and increased pitch between seats

Note: 2020 service assumes all cars and locomotives ordered by the state have been delivered, and operation of nine daily trainsets, using a seven-car standard set

LOSSAN Agency staff will continue to work with Caltrans DRMT and CalSTA to explore opportunities to improve cost efficiency related to the existing lease of Amtrak-owned railcars to support the Pacific Surfliner service. Options being discussed include the purchase of the 39 bi-level railcars currently owned by Amtrak, or the purchase of additional bi-level Nippon Sharyo railcars to replace all or a portion of the Amtrak-owned railcars, while freeing up sufficient equipment capacity to support projected future service needs for the Pacific Surfliner as well as emerging corridors like the Coast Daylight, enhanced Santa Barbara to Ventura service, and Coachella Valley service.

Equipment Maintenance

The primary maintenance facility for all Pacific Surfliner rolling stock is Amtrak’s Redondo Locomotive Maintenance Facility (RLMF) in downtown Los Angeles. This facility includes locomotive and vehicle repair shops that performs safety inspections, servicing, and maintenance of all Amtrak locomotives and rolling stock, including the rolling stock for Amtrak long-distance trains. The RLMF is supported by Amtrak’s Service and Inspection (S&I) Facility located near 8th Street in Los Angeles. The RLMF is considered one of the 15 major maintenance facilities operated by Amtrak nationwide, and all rolling stock maintenance activities except for the rebuilding and heavy overhaul of cars and locomotives for the Southwest Division is performed here.

Amtrak utilizes a smaller maintenance and servicing facility in Goleta for fueling, cleaning, and overnight train inspections. In San Diego and San Luis Obispo, overnight layover facilities for the Pacific Surfliner have been established to allow for fueling, overnight inspections and cleaning. In San Diego, these are performed at the Santa Fe Depot, while in San Luis Obispo, the Pacific Surfliner trainset is stored on a designated layover track adjacent to the UPRR

locomotive yard across from the San Luis Obispo station. Both the Los Angeles and Goleta maintenance facilities are owned by Amtrak.

Amtrak staff is currently responsible for all maintenance activities related to the Pacific Surfliner service as part of the annual operating contract with Caltrans. Amtrak is expected to continue performing maintenance activities after approval of the ITA, as part of the operating contract with the LOSSAN Agency. Caltrans also currently funds a full-time Maintenance Compliance Inspector position in Los Angeles, which is an Amtrak employee responsible for monitoring maintenance practices on Pacific Surfliner equipment to ensure they are performed consistent with the all applicable agreements. Caltrans DRMT also occasionally sends staff to the Los Angeles maintenance facility as necessary to resolve issues; however, there is no Caltrans DRMT staff permanently assigned to the Los Angeles maintenance facility as there is at the Oakland maintenance facility in northern California.

Following approval of the ITA, the LOSSAN Agency will be responsible for administration and maintenance supervision of Pacific Surfliner fleet, particularly the ten state-owned rail cars. This relationship is further defined in the Equipment Lease Agreement between Caltrans and the LOSSAN Agency, which is included as an appendix to the ITA. As noted above, Amtrak will continue to perform the day-to-day maintenance on the Pacific Surfliner fleet under the supervision of the LOSSAN Agency. The LOSSAN Agency has proposed a maintenance compliance inspector that will be located in Amtrak's Los Angeles maintenance facility and will be 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 work closely with Caltrans and Amtrak to refine the maintenance and operations programs to improve the reliability, safety, and the cost-effectiveness of the fleet.

Caltrans DRMT will continue to oversee overhaul, wreck repair, warranty work, and major and minor modifications made to state-owned rolling stock in close coordination with LOSSAN Agency staff. In addition, Caltrans DRMT will be responsible for statewide fleet planning, establishment of uniform statewide equipment standards, and deployment of equipment between the three state-supported intercity rail corridors (Pacific Surfliner, Capitol Corridor, San Joaquin) in consultation with staff from each corridor.

Amtrak Thruway Bus Service

Amtrak Thruway bus service, connecting to the Pacific Surfliner and other intercity services is funded by the state and operated by Amtrak. Amtrak contracts with private bus companies to provide Amtrak Thruway bus service that connects with Pacific Surfliner trains. The private bus operators provide the motorcoaches used in the service, which must comply with Amtrak requirements, including Wi-Fi accessibility, electronic destination signs, a restroom, and outlets.

Chapter 10: Marketing

The Pacific Surfliner offers views of some of California’s most beautiful coastline near a densely populated area that is also a destination for tourists from all over the world. Given its scenic route and popular stations served, the Pacific Surfliner has the potential to be even more widely used than it is today. The LOSSAN Agency has the opportunity to help position the Pacific Surfliner as an outstanding transportation alternative for many types of travelers.

This chapter of the business plan outlines key market analysis findings, potential target markets, and marketing strategies and programs designed to increase awareness, enhance perception and encourage new ridership for Pacific Surfliner service.

Strength/Weakness/Opportunities/Threats (SWOT) Analysis

After reviewing past market research conducted by Amtrak and Caltrans DRMT on the Pacific Surfliner service, a SWOT analysis was conducted to evaluate the existing position of Pacific Surfliner and guide future marketing strategies.

Strengths:

- Favorable service among customers
(Source: 2011 Amtrak California Brand and Reasons/Barriers for Usage)
- Appealing service amenities – mobile ticketing, bike and luggage storage, food/beverage service, Wi-Fi, business class, comfortable seating
- Serves popular destinations including recreational hot spots, employment centers, tourist destinations, and college campuses
- Beautiful scenery that offers an enjoyable, relaxing trip compared to automobile/freeway travel
- Convenient schedules (seven days per week, almost hourly service)

Weaknesses:

- Customers do not believe the Pacific Surfliner offers good economic value
- Lacks “friends/family” promotional pricing to be competitive with automobile
- Lacks appealing, well publicized college student discounts
- Lacks route-specific customer retention/loyalty program
- Lacks first/last mile connections between many train stations and destinations
- Long travel time compared to automobile travel during light traffic conditions
- Pacific Surfliner has relatively low brand awareness vs. Amtrak
- On-time performance record is poor (Negative public perceptions: inconvenience, cost too high, long travel time.)
(Source: 2011 Amtrak California Brand and Reasons/Barriers for Usage)

Opportunities:

- Enhance public awareness and value propositions through strategic marketing
- Expand destination partnerships to offer added value to customers
- Increase community-based, grassroots marketing to penetrate target markets (i.e., colleges, distinct market segments, visitors, etc.)
- Develop strategic pricing strategies to entice repeat and new ridership

- Leverage strong corridor population growth
- Enhance customer service/communications/engagement through technology-driven, digital communication platforms
- Build first/last mile partnerships with companies such as Uber, Lyft and Zipcar, and public transit providers

Threats:

- Lower gas prices
- Group travel via automobile (carpool)
- Private tour buses
- Work at home/telecommuting

Market Overview

- According to Census 2011, approximately 1.8 million people work within a three-mile radius of a Pacific Surfliner station and almost 1.2 million people live in the same area.
- According to the 2010 California Intra-State Travel Market Study, Amtrak’s market share is 7 percent for total trips taken within California. Consideration of future usage of Amtrak is strong among prospective intra-state travelers, as well as existing Amtrak customers (62 percent and 92 percent, respectively).

Marketing Strategies/Programs

1. Positioning and Branding

Primarily, the Pacific Surfliner serves leisure trips in southern California to many popular destinations – Disneyland, downtown Los Angeles, San Diego, Santa Barbara, San Luis Obispo, beach cities, etc. Building upon this core strength, future positioning should continue to focus on the Pacific Surfliner’s unique selling point of providing the best travel alternative to car and plane for a comfortable and relaxing vacation, or “staycation” in southern California.

Effective branding of the Pacific Surfliner service is critically important. The image and identity that exists in the minds of customers and the public conveys the unique personality, core values, and strategic objectives of the service. According to the 2010 California Intra-State Travel Market Study, with a brand awareness of 99 percent, Amtrak is known by just about everyone; Amtrak California has a brand awareness of 57 percent; and the Pacific Surfliner is known by only 51 percent of the southern California market it serves. Amtrak, as a national brand, has a strong identity that appears on every point of customer contact (website, trains, stations, tickets, etc.) The Pacific Surfliner currently does not.

Moving forward, it is recommended that the Pacific Surfliner branding strategy should preserve the almost universal recognition of Amtrak while building strong awareness of the name Pacific Surfliner, to distinguish it from Amtrak’s other routes across the nation. It may also be beneficial longer term to explore options for rebranding the Pacific Surfliner service; however, such a rebranding effort would require additional analysis and discussion with the LOSSAN Board. To improve awareness of the existing brand, graphic treatments, communication

materials and advertising can be used to differentiate the Pacific Surfliner from other Amtrak routes to build strong brand personality and recognition. Amtrak currently owns the rights to the Pacific Surfliner name, but the LOSSAN Agency is able to use the name under a license agreement with Amtrak, subject to Amtrak’s prior approval.

2. Targeted Marketing

Based on the 2010 California Intra-State Travel Market Study, opportunities exist for increasing ridership and market shares through enhanced service delivery and targeted marketing for each of the four segments listed below. Potential marketing programs are identified for each segment using a strategic perspective encompassing all four “Ps” of marketing – Product, Pricing, Place, Promotions.

a. Business Travelers

- Develop additional route-specific incentives to supplement the existing Amtrak Guest Rewards program, offering added value to appeal to business travelers. (i.e. vouchers for free on-board meals/drinks, etc.) This would enhance the appeal of the Pacific Surfliner to business-minded passengers.
- Conduct business-to-business and business-to-consumer advertising campaigns featuring the unique benefits offered by the Pacific Surfliner such as personalized real-time service alerts, mobile ticketing, free Wi-Fi etc.).

b. Mature/Retired Leisure Travelers

- Develop vacation packages appealing to the mature/retired market, including group travel discounts, weekday or weekend multiple-day pass, or seasonal pass, along with destination partners discounts.
- Conduct targeted outreach and advertising focusing on the benefits of this comfortable and enjoyable riding experience.
- Partnerships with organizations specific to individual market segments, including seniors.

c. Family Car Travelers

Although this segment is least interested in train travel in general, 43 percent still consider future usage of Amtrak. Potential marketing programs targeting this segment include:

- Implementing family-oriented vacation promotions (Disneyland, San Diego, etc.) especially during the summer and winter vacation seasons by offering “family and friends” discounts and give-a-ways.

- Conducting targeted outreach and advertising featuring “family-friendly” benefits such as safety, child discount, free Wi-Fi, spending undistracted quality time together, “kids ride free” under certain circumstances, etc.

d. Rail Fans

This is the youngest and most loyal group. Potential marketing programs targeting this segment include:

- Implementing customer engagement strategies such as photo/video contests through Instagram/Facebook to reward customers and create the viral effect of customers sharing positive experiences.
- Conducting online advertising and social sharing tactics.

e. College Students

The college student market encompasses the Millennial Generation (teenagers and 20-somethings), according to the American Public Transportation Association (APTA), this specific demographic has shown a lack of interest in driving and leans toward taking public transit. With numerous major campuses located along the LOSSAN rail corridor, there is a great opportunity to grow ridership among college students.

Potential marketing programs include:

- Design a special College Pass Program in lieu of existing discount programs, which are not well understood, by working closely with school officials, students, and area transit providers.
- Conduct outreach and advertising on campus and online.
- Student Ambassador program: hire a student to market the service to fellow students; provide small promotional budget.

f. Multicultural Communities

According to 2013 Census data, Hispanics account for approximately 40 percent and Asians make up about 15 percent of the population of southern California. Both groups are expected to increase in number. According to the 2010 Market Study, approximately 6 percent of Amtrak customers are Asian and 14 percent are Hispanic vs. 8 percent and 20 percent, respectively, among the total of intra-state travelers. While the same marketing strategies can be applied to both Hispanic and Asian markets, it is essential to conduct marketing in the preferred language of the customers and develop culturally relevant campaigns that go beyond languages.

g. International Visitors

Southern California is one of the most popular travel destinations in the world, making international visitors a great niche market for growing the Pacific Surfliner's ridership. Potential programs include:

- Work in partnership with Amtrak and international travel agencies offering commissions on Pacific Surfliner tickets sales.
- Publicize and advertise on tourist-related online and offline media.

h. Metrolink and COASTER Monthly Pass Holders

The Rail 2 Rail program allows Metrolink and COASTER monthly pass holders to travel on Pacific Surfliner trains within the station pairs of their pass at no additional charge, including Saturday and Sunday. Potential cross-promotion programs leveraging the Rail 2 Rail program will be conducted to help increase ridership on all three services.

i. Bicyclists/Sports Enthusiasts/Special Events

The Pacific Surfliner serves many beach areas favored by bicyclists, surfers, swimmers, and walkers. Pacific Surfliner trains are equipped with racks to accommodate bicycles and surfboards. Potential programs could emphasize the ease and comfort of traveling to these areas without the hassle of driving. In addition, joint marketing programs leveraging special events along the LOSSAN rail corridor will be developed for the mutual benefit of all and to attract first-time riders.

3. Baseline and Digital Communication Platforms

Historically, it appears that Amtrak California/Pacific Surfliner advertising investment was spent primarily on traditional media such as outdoor billboards, television, radio, etc. It is essential to establish and activate digital communication platforms, including a robust website, mobile site/apps, social media, and e-mails to facilitate consistent, efficient and cost-effective communications regarding the Pacific Surfliner to its customers and the general public.

As a companion/complement to the Amtrak national website, it is recommended that a new website be developed with current technology and design to reflect Pacific Surfliner's positioning and branding and to showcase unique Pacific Surfliner programs and promotions to the relevant target audiences. This Web site will be designed in mobile-responsive format to meet the growing market of mobile phone users and will have links connecting with other Amtrak services, similar to the existing Capitol Corridor Web site.

As one of today's most used and effective communication channels, e-mail is an essential part of the Pacific Surfliner marketing strategy. Top goals are to increase the subscriber list and offer personalized meaningful content on an ongoing basis to enhance communication effectiveness. A branded, weekly e-mail blast program will be implemented.

Similar to the Web site, it is important to have Pacific Surfliner-branded social media platforms to reinforce the brand and engage customers. The focus will be placed on strengthening social media platforms by offering timely, two-way dialogue and engaging content such as alerts, news updates, promotions, events, contests, videos, photos, and user-generated material to consistently engage and grow the fan base.

4. Build Partnerships and Strategic Alliances

The LOSSAN Agency will work in close coordination with Amtrak's local marketing staff to build mutually beneficial partnerships and alliances with destinations, special events, travel/tourist-related organizations and other transit agencies to offer our mutual customers added value while optimizing resources through joint marketing programs. Potential targets include:

- LOSSAN rail corridor member agencies
- Local convention and visitors bureaus
- LOSSAN rail corridor destinations and special events
- Travel agencies; AAA
- Online travel portals – Priceline, Orbitz, Travelocity, etc.
- Private rental car and transportation providers – Uber, Enterprise, etc.
- Carshare providers

The LOSSAN Agency would seek to leverage existing efforts and partnerships developed by Amtrak marketing staff to promote the Amtrak national system, potentially contributing additional resources to specifically promote the Pacific Surfliner route, which Amtrak is no longer permitted to do under the terms of Section 209 of the PRIIA.

5. Customer and Market Research

Continue to seek customer feedback and gain market insight by conducting periodic on-board surveys and market studies. Findings from statistically sound research are critical not only in assessing the effectiveness of operation and marketing performance but also in guiding the development of future service delivery and marketing strategies and messaging.

Marketing Performance Measurement and Management

It is essential to analyze and improve the efficiency and effectiveness of marketing efforts by focusing on the alignment of marketing activities, strategies, and metrics with business goals. Any Pacific Surfliner marketing activities and expenditures will start with clear objectives and metrics to be measured against appropriate data generated at the end of the marketing campaigns, such as ridership change, revenue generated/tickets sold, ad response, and/or recall rate, etc. These post-campaign metrics reports will enable management to evaluate the contribution of marketing in support of the Pacific Surfliner's business goals, and optimize the return on investment of marketing efforts for future growth and innovation, and will also be presented to the LOSSAN Board.

Chapter 11: Annual Funding and Separation of Funding

The annual funding process for the three state-supported intercity passenger rail corridors begins with Caltrans DRMT making an initial request for funding to be included in the state’s FY budget. Once the budget is approved and funds have been included for the service, Caltrans DRMT must make a request to the CTC to allocate the funds. Following the approval and implementation of the ITA, CalSTA will have responsibility for allocating the funds to each of the three intercity rail corridors. Simultaneously with the budget process, the LOSSAN Agency, in coordination with Caltrans DRMT, will begin negotiating with Amtrak for the annual operating and maintenance contract, which is currently on a federal FY basis (October – September). The Amtrak contract should be executed by September of each year to ensure continued and seamless operations at the beginning of each federal FY.

FY 2013-14 Budget

The FY 2013-14 allocation for the Pacific Surfliner intercity rail service is \$36,819,000, to support 11 San Diego – Los Angeles round-trips and five Los Angeles – Santa Barbara daily round-trips, with two of these trips continuing on to San Luis Obispo, plus three Amtrak Thruway bus routes. The annual allocation for the service has increased in each of the last three years as is reflected in Table 11.1. There was a significant increase from FY 2012-13 to FY 2013-14, primarily due to an increase in capital equipment/maintenance costs and the state funding 100 percent of the operating cost as required under PRIIA Section 209. As of October 2013, the state has fully funded the operations of the Pacific Surfliner, which was previously partially-funded by Amtrak, resulting in an increase in the annual state funding necessary to support the service.

Table 11.1: Annual State Funding Allocation for Pacific Surfliner Operations

FY 2011-12 (allocation)	FY 2012-13 (allocation)	FY 2013-14 (allocation)	FY 2014-15 (allocation)
\$28,953,000	\$29,423,000	\$36,819,000	\$44,287,000

Source: Caltrans, 2014

The projected financial performance to support the allocation in FY 2013-14 and FY 2014-15 is reflected in the Table 11.2.

Table 11.2: Projected Pacific Surfliner Financial Performance

Fiscal Year	Total Expenses	Passenger Revenues	Net Loss (State Support Required)	Farebox Ratio
2013-14	\$102,363,000	\$70,168,000	\$36,810,000	69%
2014-15	\$118,608,000	\$71,672,000	\$44,287,000	61%

Source: CTC meeting 10.8.13, item 2.6d

Caltrans DRMT is required to report no less than quarterly to the CTC on the operating and financial performance of the state-supported intercity rail services, consistent with the UPS outlined in Chapter 4 of this business plan. Table 11.3 below reflects the quarterly performance of the Pacific Surfliner for FY 2013-14.

Table 11.3: Quarterly performance of the Pacific Surfliner Service for FY 2013-14

	Performance Metric	Performance Goal	Actual	Percentage Difference
Q1 (July 2013- September 2013)	Ridership	673,729	757,730	12.5%
	Revenue	\$17,891,167	\$19,686,058	10.0%
	Expense	\$27,631,037	\$27,337,638	-1.1%
	Farebox Ratio	64.8%	72.0%	7.2%
	On Time Performance	83.0%	79.1%	-3.9 %
Q2 (October 2013- December 2013)	Ridership	651,066	618,650	-5.0%
	Revenue	\$16,110,000	\$16,406,673	1.8%
	Expense	\$24,577,000	\$23,272,872	-5.3%
	Farebox Ratio	65.5%	70.5%	5.0%
	On Time Performance	83.0%	73.3%	-9.7%
Q3 (January 2014- March 2014)	Ridership	608,949	604,339	-0.8%
	Revenue	\$16,899,000	\$14,962,591	-11.5%
	Expense	\$25,781,000	\$24,277,577	-5.8%
	Farebox Ratio	65.5%	61.6%	-3.9%
	On Time Performance	83.0%	78.2%	-4.8%
Q4 (April 2014 - June 2014)	Ridership	707,670	692,451	-2.2%
	Revenue	\$19,450,000	\$17,958,404	-7.7%
	Expense	\$29,674,000	\$27,955,725	-5.8%
	Farebox Ratio	65.5%	64.2%	-1.3%
	On Time Performance	83.0%	79.7%	-3.3%
FY 2013-14 (July 2013-June 2014)	Ridership	2,641,414	2,673,170	1.2%
	Revenue	\$70,350,167	\$69,013,726	-1.9%
	Expense	\$107,663,037	\$102,843,812	-4.5%
	Farebox Ratio	65.3%	67.1%	-1.8%
	On Time Performance	83.0%	77.6%	-5.4%

Source: Caltrans, 2014

For FY 2013-14, the Pacific Surfliner ridership exceeded the performance goal by 1.2 percent, revenue was 1.9 percent below the goal, and expenses were 4.5 percent lower than expected. The on-time performance for the full FY was 77.6 percent or 5.4 percentage points below the performance goals. Comparatively, combined performance of the three state-supported intercity passenger rail corridors for FY 2013-14 was below the performance goal for ridership, revenue, and on-time performance by -1.1 percent, -5.6 percent, and -0.7 percentage points respectively. However, expenses for the three corridors combined were 5 percent lower than anticipated.

Table 11.4 below provides first quarter performance of the Pacific Surfliner for FY 2014-15, which was covered through a continuation of the federal FY 2013-14 operating agreement with Amtrak.

Table 11.4 Quarterly Performance of the Pacific Surfliner for FY 2014-15

	Performance Metric	Performance Goal	Actual	Percentage Difference
Q1 (July 2014- September 2014)	Ridership	774,055	765,733	-1.1%
	Revenue	\$17,666,000	\$21,169,670	19.0%
	Expense	\$26,956,000	\$27,228,590	1.0%
	Farebox Ratio	65%	77.7%	12.2%
	On Time Performance	83.0%	76.9%	-6.1%

FY 2014-15 Amtrak Operating Budget

Caltrans DRMT requested \$44.287 million in state Public Transportation Account funds to operate the Pacific Surfliner and connecting Amtrak Thruway bus service in FY 2014-15. In April 2015, Caltrans DRMT executed an operating and maintenance contract with Amtrak for federal FY 2014-15, covering the operations and maintenance of the service for a six-month period from April 2015 through September 2015, for a total of \$15.251 million in operating costs and an additional \$5.724 million in capital equipment charges. The federal FY 2014-15 operating contract is based on actual revenues and costs, rather than fixed revenues and costs as in prior years.

Payments for the period between October 2015 and March 2015 were made by the state based on the federal FY 2013-14 Amtrak operating contract. Per the terms of the ITA, the LOSSAN Agency will assume the federal FY 2014-15 Amtrak operating and maintenance contract for the balance of the contract term following the implementation of the ITA; however the state will continue to make the payments directly to Amtrak following review by both LOSSAN Agency and state staff. The LOSSAN Agency and Caltrans DRMT will then coordinate on reconciliation of the federal FY 2014-15 Amtrak contract. Each subsequent year, the LOSSAN Agency will negotiate the contract with Amtrak in coordination with Caltrans DRMT and the other state-supported intercity passenger rail corridors.

FY 2015-16 and FY 2016-17 Amtrak Operating Budget

The current projections for the federal FY 2015-16 operating budget provided by Amtrak assume no increases in service over current levels, and include a modest increase in both ridership and revenue, of 6 percent and 7.5 percent, respectively, over federal FY 2013-14 actuals. Total operating costs for the Pacific Surfliner service are projected to be \$111,419,694, an increase of \$4,742,927, or 4.4 percent over the federal FY 2014-15 budget. Total equipment capital charges are estimated at \$12,451,462, an increase of \$2,014,776, or 19 percent over the federal FY 2014-15 budget. After subtracting projected fare revenue of \$77,290,000, the total federal FY 2015-16 state operating subsidy payment is projected to be \$46,581,156. The federal FY 2016-17 operating budgets have not yet been made available; however, based on the work done by the state and Amtrak in developing the federal FY 2014-15 operating agreement and transitioning to an actual cost based contract and the estimates provided for federal FY 2015-16,

LOSSAN staff estimates an increase in the State required subsidy for the federal FY 2016-17 operating contract of approximately 3 percent, resulting in an operating subsidy of \$47,978,591.

The current subsidy projections provided by Amtrak assume no Pacific Surfliner service increases over April 2015 levels. However, the operating plan chapter of this business plan anticipates the addition of a 12th daily roundtrip between Los Angeles and San Diego by spring 2016. In addition, CalSTA is currently working with SBCAG on modeling studies related to retiming of Pacific Surfliner trains to provide peak-period service between Ventura and Santa Barbara, which will likely impact operating cost and fare revenue projections. However, this modeling work has not yet been finalized, so the expected impacts on the operating subsidy cannot yet be quantified. LOSSAN Agency staff will continue to work with the state and Amtrak to refine the projections to include the service enhancement and expansions defined in the operating chapter, and will update the annual funding estimates in each subsequent business plan.

Table 11.5: Projected Pacific Surfliner Operating Subsidy Federal FY 2015-16

Item	Cost
Operating Costs	\$ 111,419,694
Equipment Capital Charge	\$ 12,451,462
Fare Revenue	\$ (77,290,000)
Sub Total – Net State Subsidy	\$ 46,581,156
Minor Capital	\$ 500,000
Net State Operating/Capital Subsidy	\$ 47,081,156

**Note: Projected operating subsidy currently assumes existing levels of service*

FY 2015-16 and FY 2016-17 Administrative and Marketing Budget

In addition to the contract costs with Amtrak for the operations and maintenance of equipment for the Pacific Surfliner service, there is an administrative component that, following the ITA, will be filled by OCTA as the LOSSAN managing agency. Through its proposal to serve as LOSSAN managing agency, OCTA proposed to utilize a small number of key staff positions supported by the larger agency on an as-needed basis. This way, the LOSSAN Agency and the state will receive maximum benefit for the lowest possible cost, and will be required to only fund the services and support actually used and needed for the administration of the Pacific Surfliner service. OCTA will provide a host of services through the support function including:

- General Administrative Services
- Legislative Advocacy
- Financial Management and Budget
- Contracting and Procurement
- Audit
- Treasurer-Controller
- Operations
- Marketing
- Stakeholder Outreach

- Planning
- Risk Management
- Human Resources
- Legal

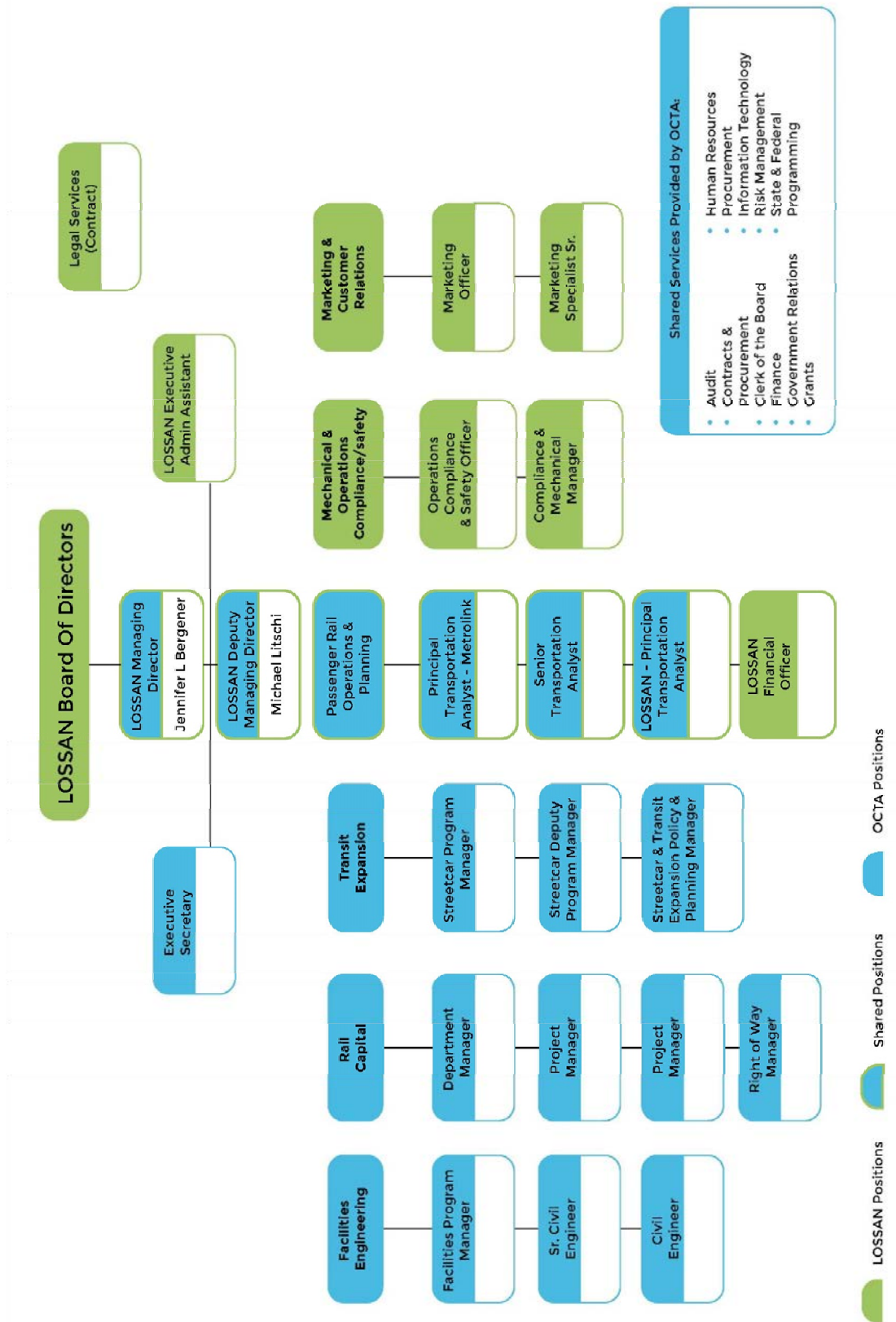
The dedicated and shared staff positions necessary to support the LOSSAN Agency are included in the organizational chart in Figure 11.1. OCTA’s proposed budget for the administrative and marketing functions for FY 2015-16 and 2016-17 are detailed in Table 11.6 below.

Table 11.6: LOSSAN Rail Corridor Agency Administrative and Marketing Budget FY 2015-16 and FY 2016-17

Line Item	FY 2015 - 2016	FY 2016 - 2017
Administration - Staffing	\$ 2,387,512	\$ 2,700,362
Legal Services	\$ 60,000	\$ 61,800
Travel	\$ 25,000	\$ 25,750
Marketing	\$ 2,000,000	\$ 2,000,000
Insurance Premiums*	\$ 45,000	\$ 46,350
Contracted Services, Audit, Safety/Security, Planning	\$ 100,000	\$ 103,000
TOTAL	\$ 4,617,512	\$ 4,937,262

* Insurance premiums assume the operator carries the required federal coverage and that the Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency holds general liability of \$4 million, excess liability of \$2 million, and errors and omissions public officials’ liability of \$1 million.

Figure 11.1: LOSSAN Rail Corridor Agency Organization Chart



OCTA is committed to continuous evaluation of the administrative function to ensure the most efficient and cost effective approach. Annually, the Managing Director will provide a budget for the continued administration, marketing, and operations of the Pacific Surfliner to the LOSSAN Board for review and approval. This budget will also be included in each annual update to the business plan for review and approval by the Secretary of CalSTA by April 1.

A summary of the combined administrative, marketing and operations budget for FY 2015-16 is provided in Table 11.7 below. The administrative and marketing budget is effective as of July 1, 2015, while the operating budget takes effect October 1, 2015 consistent with the Amtrak federal FY contract.

Table 11.7 LOSSAN Agency FY 2015-16 Budget

LOSSAN Agency FY 2015-16 Budget	
OPERATING	
Operating Costs	\$ 111,419,694
Equipment Capital Charge	\$ 12,451,462
Fare Revenue	\$ (77,290,000)
Sub Total – Net State Subsidy	\$ 46,581,156
Minor Capital	\$ 500,000
Net State Operating/Capital Subsidy	\$ 47,081,156
ADMINISTRATIVE and MARKETING	
Administration – Staffing	\$ 2,387,512
Legal Services	\$ 60,000
Travel	\$ 25,000
Marketing	\$ 2,000,000
Insurance Premiums	\$ 45,000
Contracted Services: Audit, Safety/Security, Planning	\$ 100,000
Net Administrative and Marketing	\$ 4,617,512
TOTAL FY 2015-16 Budget	\$ 51,698,668

Cost Reduction Measures

The LOSSAN Agency has developed a range of proposed efficiencies and cost control measures that can be implemented post-ITA. A Statement of Administrative and Operating Cost Reductions is included as Appendix A to the ITA.

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 will be established within the LOSSAN managing agency. Following the execution of the ITA and full assumption of administrative responsibility for the Pacific Surfliner, the state will transfer funds included in the FY 2015-16 budget and appropriated through the CTC, necessary to provide the Pacific Surfliner service. These funds will be used for all necessary activities for the Pacific Surfliner service, including administration, operations, and maintenance. These funds will be managed through the treasurer and controller

of the LOSSAN Agency. These positions are defined and called for in both the LOSSAN JPA and the LOSSAN Agency bylaws, and have been included in the staffing and organizational plan of the LOSSAN Agency. The ITA will also include language that requires segregation of funds.

The JPA specifically calls for the treasurer to be the depository of funds and to have custody of all funds of the LOSSAN Agency. OCTA has an existing treasurer and controller who will assume responsibility for the oversight of the state funds. OCTA also has established policies and procedures that fully comply with the generally accepted accounting principles. OCTA has an existing accounting system built on a robust platform, and has already established a completely segregated accounting system for LOSSAN Agency-related business. This system and established policies/procedures, overseen by the treasurer and controller, as well as the LOSSAN finance and administration officer, will ensure the preservation of the state's investment and a completely accurate accounting for administration of the Pacific Surfliner service, as well as provide for an accurate and timely reconciliation and return of any surplus funds.

In addition, consistent with the administrative support agreement between the LOSSAN Agency and OCTA to serve as the managing agency, OCTA is required to provide for an annual independent audit of the OCTA accounts related to LOSSAN Agency business within six months of the close of each FY.

Chapter 12: Government Relations and Legislative Advocacy

One of the key 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.

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 CA IPR Leadership Coalition, consisting of the LOSSAN Agency, the CCJPA, SJJPA, the Coast Rail Coordinating Council, and RCTC, to jointly advocate for common policy positions. Through this collaboration, CA IPR Rail Guiding Principles were developed to outline the Working Group's key policy objectives, including:

- Protect and enhance California's investment in the existing successful passenger rail system.
- Support priority investments in integrated passenger rail networks that connect both existing services and future high-speed service, which can in turn influence mode shift to make travel more sustainable and efficient and have positive impacts on the environment.
- Continue partnerships at the federal, state, regional, and local levels in support of future passenger rail investments which support safety, reliability, goods movement, job creation, sustainability, economic development, and quality of life.
- Support state efforts to dedicate a significant portion of cap-and-trade funds for public transportation systems and specifically for the development of an integrated passenger rail network.
- Support streamlining of programs and policies to expedite passenger rail improvements.

In order to gain local buy-in of these principles, the LOSSAN Agency and other CA IPR Leadership Coalition members conducted outreach with transportation stakeholders and local governments and community organizations to seek endorsement, with many stakeholder organizations and local agencies signing on in support. In addition, to gain greater understanding and spur legislative discussion of these principles, the CA IPR Leadership Coalition worked to develop select committees focused on intercity rail in both the State Senate and Assembly. In 2014, a Senate Select Committee, chaired by Senator Hannah-Beth Jackson (D-Santa Barbara), was formed, and met to discuss passenger rail issues. The Senate Select Committee on Passenger Rail received updates from each intercity rail agency on issues related to funding and operational needs. This information proved influential in future discussions related to cap-and-trade funding. In May 2015, a joint hearing of the Senate Select Committee on Passenger Rail and Assembly Select Committee on Rail was held in Sacramento, chaired by Senator Jackson and Assembly Member Adam Gray (D-Merced). The hearing covered a number of topics, including funding needs for California's three intercity passenger rail corridors, rail safety, and an update on the

transfer of administrative responsibilities for the Pacific Surfliner and San Joaquin rail services to local JPAs. The LOSSAN Agency will continue to work with the CA IPR Leadership Coalition to inform future meetings of the select committees to allow for greater education of the unique policy issues facing intercity rail.

The LOSSAN Agency also plans to continue annual advocacy trips to both Washington, D.C. and Sacramento. LOSSAN Agency staff and Board members will participate in meetings with key legislators representing the LOSSAN 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 nationwide. In addition, LOSSAN Agency staff will continue to work with its legislative advocates in Sacramento and Washington, D.C., to more immediately communicate policy goals and input to legislative and administrative offices, and receive regular updates on issues of importance to the LOSSAN rail corridor.

Providing overall guidance to LOSSAN Agency advocacy activities are the annual adoption of a legislative program approved by the LOSSAN Board and regular legislative updates and bill analysis consistent with that program. In reviewing these items, the LOSSAN Board then provides direction in how LOSSAN Agency staff is to participate in policy discussions with other stakeholders, and potentially offer testimony as relevant policy discussions take place at the Legislature.

For instance, in 2014 and 2015, LOSSAN Agency staff participated in several state budget committee hearings on cap-and-trade funding to advocate for a proportional share of funds to be directed to intercity rail. In addition, LOSSAN Agency staff worked with member agencies and transportation stakeholders, such as the California Transit Association, to present a cohesive proposal for how cap and trade funding could be used to help increase and expand transit ridership, including via intercity rail. These advocacy activities proved beneficial, with the adopted framework for allocating cap-and-trade funding being primarily directed to transportation activities, recognizing the eligibility of intercity rail in different pots.

These advocacy efforts will continue going forward. LOSSAN Agency staff plans to provide quarterly legislative updates to the LOSSAN Board on policy issues of importance, including those related to the state budget, federal transportation reauthorization 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:

- Support efforts to pursue a stable, recurring source of intercity rail operations and capital funding for LOSSAN Agency-priority projects.
- Support efforts to implement SB 1225 and work collaboratively with the SJJPA to support efforts to implement AB 1779.
- Support reauthorization of Moving Ahead for Progress in the 21st Century, including the development of a federal rail capital investment program.

- Support efforts to apply for the use of cap-and-trade funding for LOSSAN Agency-priority projects, advocating for intercity rail as an eligible recipient, flexibility in revenue use and a streamlined allocation process.

The 2015 LOSSAN Legislative Program, adopted in November 2014, provides further detail on the LOSSAN Agency's legislative priorities, and includes three top priorities for 2015:

- Identify and secure long-term and sustainable funding sources to support passenger rail operations and capital projects in the LOSSAN rail corridor, including securing federal funds made available by the reauthorization of PRIIA and ensuring the eligibility for the LOSSAN Agency to compete for funding under the state's cap-and-trade and other programs.
- Ensure the efficient and timely implementation of SB 1225 and the guiding principles of the state's Intercity Passenger Rail Program.
- Continue to study and advance infrastructure and service improvement projects and 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 demands. Regular communications and outreach on service improvements and priority projects along the LOSSAN rail corridor, and improved marketing campaigns, 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 back consensus based operational improvements and policy activities.

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

Chapter 13: Safety and Security

Protecting the safety and security of our passenger rail system is key to attracting and retaining riders, and ensuring efficient operation of passenger trains on the LOSSAN rail corridor. This chapter addresses safety and security on board Pacific Surfliner trains, as well as at stations, and along railroad ROW used by Pacific Surfliner trains between San Diego, Los Angeles, and San Luis Obispo.

The Pacific Surfliner intercity rail service is currently operated by Amtrak, which is subject to federal safety standards and regulations in accordance with U.S. Code of Federal Regulations (CFR Title 49, Subtitle B, Chapter II). Responsible regulatory agencies overseeing general railroad safety along the LOSSAN rail corridor include the Federal Railroad Administration (FRA) and the California Public Utilities Commission (CPUC).

The FRA Office of Railroad Safety promotes and regulates safety throughout the nation's railroad industry by issuing, implementing, and enforcing railroad safety regulations. The CPUC is the state agency charged with ensuring the safety of freight, intercity, and commuter railroads, as well as highway-railroad crossings in the state. The CPUC performs these railroad safety responsibilities through the Railroad Operations and Safety Branch of the Safety & Enforcement Division.

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 will coordinate with these agencies to ensure that all reporting requirements are fulfilled at the federal and state levels.

A key objective 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 LOSSAN Agency will work with Amtrak and host railroads to ensure a detailed system safety and security program is in place to protect the welfare of Pacific Surfliner passengers and crew, as well as the general public.

As part of this effort, the LOSSAN Agency will:

- Assess current rail safety and security awareness efforts
- Develop strategies for increasing safety and security awareness
- Work with host railroads to identify “hot spots” along the rail corridor for trespassing and vehicle strikes
- Develop a targeted approach to rail safety and security training
- Develop outreach programs that meet the needs of the public, as well as stakeholders
- Ensure a continued safety culture for all who work and travel on Pacific Surfliner trains

- Work with local jurisdictions and host railroads to ensure that rail capital projects include a goal of improved safety
- 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
- Work with Amtrak to ensure passenger and crew safety and security on board trains
- Work with Amtrak and local cities to ensure passenger safety and security at all Pacific Surfliner stations
- Seek out and leverage state and federal grant funds for safety and security improvements

Safety and Security Onboard Trains

The LOSSAN Agency will primarily serve 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 also 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 2012, Caltrans DRMT placed an order for new bi-level rail cars that will be put into service on the Pacific Surfliner beginning in 2017. These cars will have a few differences from the existing fleet of Pacific Surfliner equipment; however, the most notable feature is that the new cab cars will feature crash energy management technology. The Pacific Surfliner equipment was designed to achieve 125 mph maximum speed, and is currently operated at top speeds of 90 mph. It is fully compliant with the FRA safety requirements.

Pacific Surfliner passengers benefit from Amtrak’s existing security program, specifically the services of the Amtrak Police Department, which is responsible for monitoring and responding to onboard security incidents. Amtrak Police perform checked baggage screening, onboard security checks, and provide K-9 units when applicable. Additional law enforcement services are provided by local agencies and county sheriff’s departments along portions of the LOSSAN rail corridor in coordination with Amtrak.

Positive Train Control (PTC)

Due to the complicated operating characteristics associated with the numerous users and owners of the LOSSAN rail corridor, as well as the high number of daily passenger trains, the FRA has identified southern California as a national priority area for the implementation of PTC.

PTC is a predictive collision avoidance technology designed to stop a train in motion where the continued movement may result in an accident. The safety enhancing goals of PTC are to help prevent 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. PTC will also be essential if the LOSSAN rail corridor is to see any future increases in maximum authorized track speed as the state continues to implement high-speed rail service.

Wayside PTC equipment is being implemented by host railroads along the LOSSAN rail corridor, including the NCTD, Metrolink, BNSF Railway, and UPRR.

Amtrak and Caltrans DRMT are in the process of retrofitting Pacific Surfliner locomotives and cab cars to be fully compliant with PTC, as required by the FRA, and expect to meet the December 31, 2015 deadline, for installation of PTC on all Pacific Surfliner equipment. The LOSSAN Agency will continue to coordinate with Amtrak and Caltrans DRMT to ensure Pacific Surfliner trains are PTC compatible.

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 system activation, and grade separations that eliminate at-grade crossings of rail lines and roadways. 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.

Amtrak Police, Transportation Security Administration personnel, and law enforcement officers from federal, state, local, rail, and transit agencies can all be deployed at rail and transit stations, and along the railroad ROW, to exercise counterterrorism and incident response capabilities. This coordinated effort involves activities such as heightened station and ROW patrols, increased security presence onboard trains, explosives detection canine sweeps, random passenger bag inspections, and counter-surveillance. Along the LOSSAN rail corridor, coordination with other entities for security at station and maintenance facilities may include but are not limited to:

- Amtrak Police Department
- BNSF Railway Police Department
- California Emergency Management Agency

- Department of Homeland Security
- Federal Bureau of Investigation – Joint Terrorism Task Force Los Angeles
- UPRR Police Department
- United States Border Patrol Immigrations and Customs Enforcement
- United States Coast Guard
- Local city police and county sheriff’s departments

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.

The LOSSAN Agency will coordinate on safety and security issues with the seven different ROW owners along the rail corridor. Currently, Metrolink and COASTER coordinate with local transit agencies to provide bus bridges when emergency incidents occur. In addition, Amtrak, Metrolink, and COASTER often transport each other’s passengers in the event of an incident on the tracks. The LOSSAN Agency will work to ensure these arrangements continue, and explore the possibility of expanding agreements with local transit providers to provide bus bridge service to Pacific Surfliner passengers in the event of a service disruption.

The LOSSAN Agency will coordinate safety and security activities, including working with the various stakeholders, including the state, LOSSAN member agencies, Amtrak, UPRR, BNSF Railway, Metrolink, COASTER, Operation Lifesaver, Department of Homeland Security, bus operators, and first responders along the LOSSAN rail corridor to assess current emergency preparedness and security training efforts. The LOSSAN Agency would continue to maintain or refine agreements with local transit providers for emergency bus service as well as create standard operating procedures to address service disruptions.

Amtrak is responsible for all required reporting of safety data to federal, state, and local agencies, including FRA and CPUC.

Awareness and Public Outreach

Public information efforts will use both traditional and social media to continue to build awareness about vehicular, bicycle, and pedestrian safety around the tracks. The LOSSAN Agency also intends to work with Amtrak to enhance current communications strategies to consistently alert passengers of service issues.

Operation Lifesaver is a national rail safety coalition to prevent collisions, injuries, and fatalities on and around railroad tracks and highway-rail grade crossings. It is comprised of a voluntary effort by railroads, safety experts, law enforcement, public agencies, and the general public. Several LOSSAN member agencies and partners currently participate in Operation Lifesaver activities by implementing safety awareness campaigns and providing rail safety education. The LOSSAN Agency will work to expand its participation in the program of its own staff, and member agency staff, in order to expand the reach of Operation Lifesaver’s rail safety message throughout the rail corridor. Recently, the LOSSAN Agency was invited to appoint a staff member to serve on the California Operation Lifesaver Board of Directors.

The LOSSAN Agency will utilize a network of rail safety educators through Operation Lifesaver, and take advantage of existing security training resources, as well as future safety and security grant programs, to build upon programs currently undertaken by Amtrak and other rail operators in the LOSSAN rail corridor. The primary objective is to increase rail safety and security awareness by targeting the existing base of employees, service corridor stakeholders and others including non-English speaking populations, school groups, driver education classes, community audiences, professional drivers, law enforcement officers, and emergency responders. Components of safety awareness and education efforts include but not limited to:

- Coordination of rail safety outreach to specific communities/populations based on safety data
- Coordination of emergency preparedness training for corridor first responders in cooperation with Amtrak and host railroads
- Participation in rail security awareness training for train crews, maintenance staff, bus operators, and station agents provided by Amtrak
- Assist with coordination and monitoring of disaster simulations and table top exercises to ensure state and federal requirements are met

Chapter 14: 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 corridor enhancements and expansion opportunities on emerging corridors that provide connectivity within southern California and beyond. Specifically, the LOSSAN Agency expects to focus on connectivity to the California High-Speed Rail system, as well as in the eastern communities throughout Riverside County and Coachella Valley, and coastal communities up to San Luis Obispo and further north to the Bay Area. These connections will provide seamless travel opportunities by rail throughout the region and state. Enhanced and emerging corridor rail service and system improvements will contribute to the success of the LOSSAN rail corridor, support future statewide high-speed rail service and regional commuter rail operations, and provide connectivity with local transit systems.

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, regional, intercity, and inter-state travelers. Northern and southern portions of the Coast Corridor are also expected to receive future investment through the California HSR program. 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. Acquired by the UPRR in 1996 as part of the UPRR takeover of the Southern Pacific Railroad, current passenger rail services on the Coast Corridor are operated by Caltrain, Amtrak, and Metrolink. These services include:

- Caltrain commuter rail service between San Francisco and Gilroy
- The Coast Starlight, operated by Amtrak between Seattle, Washington, and Los Angeles
- The Pacific Surfliner, operated by Amtrak between San Luis Obispo and San Diego, with financial support from the state, with two daily roundtrips between Los Angeles and San Luis Obispo
- Metrolink’s Ventura County Line, a commuter rail line operated between East Ventura in Ventura County and Los Angeles Union Station (LAUS) in Los Angeles County

Freight rail services are operated by UPRR, providing service that roughly parallels the State Highway 101 corridor between San Francisco Bay Area in the north, and the Los Angeles region in the south. The corridor carries low levels of freight traffic – ranging from two to four trains per day north of Oxnard and eight to 16 trains per day in the San Fernando Valley. The Coast Rail Line is considered a “secondary” or “relief” line to the much busier Central Valley Line to the east, which connects northern and southern California via the Central Valley Line.

The “Coast Daylight” service is a proposed extension of Pacific Surfliner trains north of San Luis Obispo to San Jose and San Francisco. It would fill a gap in state-supported intercity passenger rail services between northern and southern California. There is no existing passenger rail service that directly connects the City of San Francisco and the densely populated San Francisco peninsula cities with southern California. The “Coast Daylight” term is a historical reference to a very popular Southern Pacific passenger train that operated from 1936 to 1971. It was discontinued in 1971 when Amtrak was created.

The existing Amtrak Coast Starlight is a daily long-distance train operating through the Coast Corridor that serves the needs of long-distance travelers between Seattle, San Francisco Bay Area, and Los Angeles. However, these trains are often subject to delays, especially in the southbound direction due to the train’s origination hundreds of miles away in Seattle. In addition, the Coast Starlight only makes a limited number of stops between Oakland and Los Angeles, as is appropriate for a long-distance, multi-state train. The Coast Daylight would have more than twice as many stops, which will provide better access to local markets.

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 Coast Rail Coordinating Council (CRCC), which is a coalition of coastal agencies supporting the service, has engaged Amtrak to analyze two options for initiating this service. These options include: 1) initiating and terminating the service from San Diego (versus Los Angeles), and 2) initiating and terminating the train in San Jose (versus San Francisco). Results of this analysis are expected to be available by late 2015.

In the LOSSAN rail corridor and the Coast Corridor, the demand for passenger rail service will continue to increase as population and employment are forecasted to rise through 2050. The existing capacity of the corridor’s transportation system is insufficient to meet existing and future demand. Additionally, the current and projected future system congestion will continue to result in reduced reliability, slower travel speeds, increased travel times, and deteriorated air quality.

The Caltrans-adopted 2013 Service Development Plan provides the following information:

- | | |
|--|----------------------------|
| • Annual ridership estimate (2020) | 125,000 (incremental only) |
| • Coast Daylight train set | \$22 million |
| • Capital improvements required to start service | \$25 million |
| • Required annual operating support | \$5.9 million |

Employment growth on the Coast Corridor is expected to keep pace with population growth, though at a somewhat slower rate of 31 percent. More than 1.9 million new jobs are expected in corridor counties by 2040. As with population increase, Los Angeles and Santa Clara counties are projected to lead in employment growth – followed by San Francisco, which is expected to attract jobs at a rate 10 percentage points (37 percent) greater than population. However, the highest rates of employment growth are projected for Santa Barbara and Ventura counties – at rates of 45 and 59 percent, respectively, furthering the need for transportation options.

The Coast Corridor has many challenges to increasing rail service. Approximately 75 percent of the 474-mile Coast Corridor has only single-track operations, and communications systems are outdated. Various segments of the Coast Corridor are currently constrained by the lack of adequate passing or second mainline tracks. Trains stack at either end of single track sections, resulting in delays, longer travel times, and reducing the attractiveness of rail as a travel mode choice. More than 80 percent of the southern segment has only single-track operations, and sidings are limited in number and length. More than 90 percent of the central segment between San Luis Obispo and Gilroy has only single-track operations; however, capacity is available due to its lower levels of overall train traffic. In addition to track capacity limitations, there are deficiencies in the current signal systems. Throughout the Coast Corridor, communication systems are outdated with many areas still using Automatic Block System signal control and manual switches, with dispatcher approval required to proceed. The coastal topography, with numerous river crossings and curves, results in less than optimal train speeds.

Objectives for pursuing the Coast Daylight service include:

- Increasing capacity on existing routes
- Reducing running times to attract additional riders and to provide a more attractive service
- Enhancing the safety of state-supported intercity rail service

The CRCC, has conducted three capacity modeling exercises and has been unable to reach agreement with UPRR on capital improvements required to allow track access. Upon completion of the Amtrak feasibility study currently underway, and subject to concurrence by the state, Amtrak has statutory rights to access the tracks and extend intercity rail service to San Jose. Currently, \$25 million in Proposition 1B funds are programmed for the anticipated capital improvements, and the state has approved \$21 million of operating funds that will be required to operate this service from the State Transportation Improvement Program Fund Estimate covering FY 2015-16 through FY 2018-19.

With respect to Coast Daylight services, the LOSSAN business plan includes adequate staff resources to monitor continued planning efforts, which are currently primarily supported by CRCC staff. Given that it is unlikely that new services on this route would begin prior to 2016, any additional operating or capital funds necessary to support this route will be addressed in future business plans, pending the outcome of current studies and discussions with Amtrak and UPRR.

Figure 14.1: Emerging Corridors



Source: Caltrans, 2013

Ventura to Santa Barbara Peak Hour Service

As identified in several LOSSAN Agency documents, including the Plan, improving rail service between Ventura and Santa Barbara counties during peak hours is a high priority. The Coast Corridor is the mainline railroad linking Ventura and Santa Barbara counties as described in the Coast Daylight section above and shown in Figure 14.1. Between Ventura and Santa Barbara, the rail corridor largely parallels U.S. 101, which is heavily congested during peak travel times. Today, the southern components of the Coast Corridor are comprised of the UPRR Santa Barbara Subdivision and SCRRA’s Ventura Subdivision.

The Ventura County portion of the Coast Corridor is a mostly single tracked segment that extends along a narrow coastal plain adjacent to the Pacific Coast. This portion of the corridor

traverses the cities and communities of Simi Valley, Moorpark, Camarillo, Oxnard, and Ventura. The Santa Barbara County portion of the Coast Corridor is mostly single tracked and parallels US 101 on a narrow coastal plain in very close proximity to the Pacific Ocean. This segment of the corridor traverses a mix of small coastal residential clusters, rural zones, coastal recreation, and some light industry focused on oil industry operations, with only one siding between Ventura and Santa Barbara.

The Coast Corridor between Ventura and Santa Barbara counties has been the focus of a number of planning studies over the last ten years. These studies have analyzed various services and infrastructure improvements that focused on improving passenger service reliability and frequency. The largest planning study was the *101 in Motion* plan, conducted by SBCAG. This study ultimately recommended a “lane and a train” strategy to address the significant traffic congestion between Ventura and Santa Barbara counties. SBCAG programmed \$140 million in local transportation tax funding as well as \$160 million in local gas tax revenue toward the construction of a ten-mile high-occupancy vehicle lane on US 101, and has \$25 million in dedicated local sales tax revenue toward rail improvements in the corridor.

As noted in the section above, the rail infrastructure in this section of the Coast Corridor has not fully kept pace with the revival and subsequent increases in passenger rail service north of Los Angeles. Though much of the corridor south of Goleta has been upgraded to CTC and the basic track work has been upgraded, there remain significant sections of single track, most notably over the Santa Susana Pass, through the two tunnels in this location, and north of Moorpark. Based on the results of previous studies, it has been determined that in order to increase the level of passenger rail service along the corridor, significant track and signal improvements, capacity enhancements and equipment purchases would be necessary. However, these improvements and acquisitions will require both time and financial resources.

As part of two statewide rail planning efforts, the Network Integration Plan and the Travel Market Analysis, recommendations for rail service improvements are expected to be considered for this corridor in 2015, with operational modeling work led by CalSTA currently ongoing. Improving the efficiency and effectiveness of Pacific Surfliner service may be possible through schedule revisions that would better serve existing demand, increase ridership and revenue, and lower the overall cost of service.

Coachella Valley – San Geronio Pass Rail Service

The Coachella Valley-San Geronio Pass Rail Corridor refers to the approximately 150-mile long corridor between Los Angeles and the City of Indio as illustrated in Figure 14.2. RCTC is currently in the process of creating a Service Development Plan for this corridor to evaluate its feasibility and to determine the best alternative routes for the service. This service would be similar to the Pacific Surfliner service, as it would provide intercity rail service that would operate through a wide variety of settings from the heavily-urbanized areas of Los Angeles and Orange counties to the less-populated, but rapidly growing areas of eastern Riverside County. This service also has the potential to be the first step toward a Los Angeles to Phoenix, Arizona passenger rail service.

The current planning effort is evaluating several corridors, including Metro and BNSF Railway-owned alignments through the cities of Los Angeles, Fullerton, and Riverside. There will also be an evaluation of alternative routes including the UPRR’s Los Angeles and Alhambra subdivisions, and review of the San Gabriel subdivision that is currently used by Metrolink. At Riverside, the alignment would pass through the Colton Crossing, where it would then follow the UPRR Yuma subdivision east to Indio. Future expansion of this corridor could connect to Pacific Surfliner service at Los Angeles, and potentially Fullerton, depending on final routing. 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. 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.

Figure 14.2: Coachella Valley-San Gorgonio Pass Rail Service Route



Source: Coachella Valley Service Development Planning Efforts, 2014

The only passenger rail service currently operating in this corridor between Los Angeles and the Coachella Valley is Amtrak’s Sunset Limited, a long-distance train that operates three times per week with a stop in Palm Springs during overnight hours. There is significant travel demand based on current travel patterns along the associated freeways. The ridership potential is also demonstrated regionally by the rapid growth in Metrolink ridership, and locally by the increase in Amtrak Thruway Bus Route 39 ridership between Fullerton, Palm Springs, and Indio.

Between 2010 and 2040, the Los Angeles-Coachella Valley Corridor is projected to experience an approximately 34 percent increase in population to a total of 23.2 million residents, along with a 30 percent increase in employment with a resulting total of 8.2 million jobs. While a majority of the corridor’s population and employment growth will occur in the Los Angeles and Orange County portions of the corridor, the Riverside County portion is forecasted to experience significant increases in population and employment, 52 percent and 49 percent, respectively. A majority of the future travel demand is still anticipated to be met by automobile travel, but an increasing portion of the projected trip growth could be accommodated by expanded intercity rail service. As a response to limited highway capacity in this congested corridor, travelers will seek more reliable and attractive modes of transportation.

The Coachella Corridor's existing travel market is substantial, with 1.5 billion total annual two-way person trips (all modes) in 2000, and projections for more than 300 million additional trips by 2030, and another 100 million trips by 2040 (1.82 billion total). The 2030 two-way person trip projections for the four key Coachella Valley travel pairs are as follows:

- Los Angeles County (south) to Coachella Valley – 29.0 million
- Orange County to Coachella Valley – 14.7 million
- San Bernardino County to Coachella Valley – 35.4 million
- Riverside County (western portion) to Coachella Valley – 50.7 million

The current Service Development Plan effort will proceed in multiple phases. The first phase will include development of a work plan, outreach efforts, alternatives analysis, market analysis, and ridership projections. This phase should be complete in late 2015. Following that will be a more detailed review with an environmental analysis process and a finalized Service Development Plan which should take an additional couple of years to complete. Once these planning efforts are finished the corridor would be eligible to receive federal funds for construction. The LOSSAN Agency will continue to participate in these planning efforts and ensure they provide for connectivity with 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 between Ventura and Santa Barbara, and on the Coast Daylight and Coachella Valley corridors.



LOSSAN RAIL CORRIDOR AGENCY BUSINESS PLAN
FY 2015-16 – FY 2016-17