

LOSSAN Rail Corridor Agency
BUSINESS PLAN

FY 2022-23 / FY 2023-24

PREPARED FOR

California State Transportation Agency





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EXECUTIVE SUMMARY

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

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

Member Agencies

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

Ex-Officio Members

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

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

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

Historical Performance of Pacific Surfliner Service

Since 1971, service on the Pacific Surfliner route increased from the original six daily trips to 27 daily trips. To accommodate the drastic decline in ridership while maintaining essential lifeline service during the novel coronavirus (COVID-19) pandemic, service was reduced to 12 daily trips (or six round trips) during the second half of FFY 2019-20. In June 2021, the Pacific Surfliner began its COVID-19 service restoration, and increased service from 12 daily trips to 18 daily trips (or nine round trips). Six (6) of these 9 round trips operated between San Diego and Los Angeles, two (2) round trips operated between San Diego and Goleta, and one (1) round trip operated between San Diego and San Luis Obispo. Despite the reduced service levels, the Pacific Surfliner remains the busiest state-supported route in the entire Amtrak national system.

Since the early 2000s, ridership on the Pacific Surfliner service has increased significantly, and farebox recovery has continually exceeded 50 percent. Ridership peaked at nearly 3 million in FY 2016-17, following the reintroduction of the 12th roundtrip between Los Angeles and San Diego. Ridership has decreased dramatically during the ongoing pandemic and associated service cuts. However, as the pandemic continues to wane and service is restored, ridership will improve.

Operating costs for the Pacific Surfliner service are funded through the Public Transportation Account, which is primarily supported though the state sales tax on diesel fuel. The annual operating subsidy for Pacific Surfliner service was expected to increase in FFY 2019-20 with the addition of the 13th round trip between Los Angeles and San Diego, effective October 2019. However, the increased costs combined with the revenue decline resulting from the drastic loss of ridership due to the COVID-19 pandemic increased the subsidy much more than anticipated. Due to the continuation of the COVID-19 pandemic, the subsidy need remained high through FFY 2020-21.

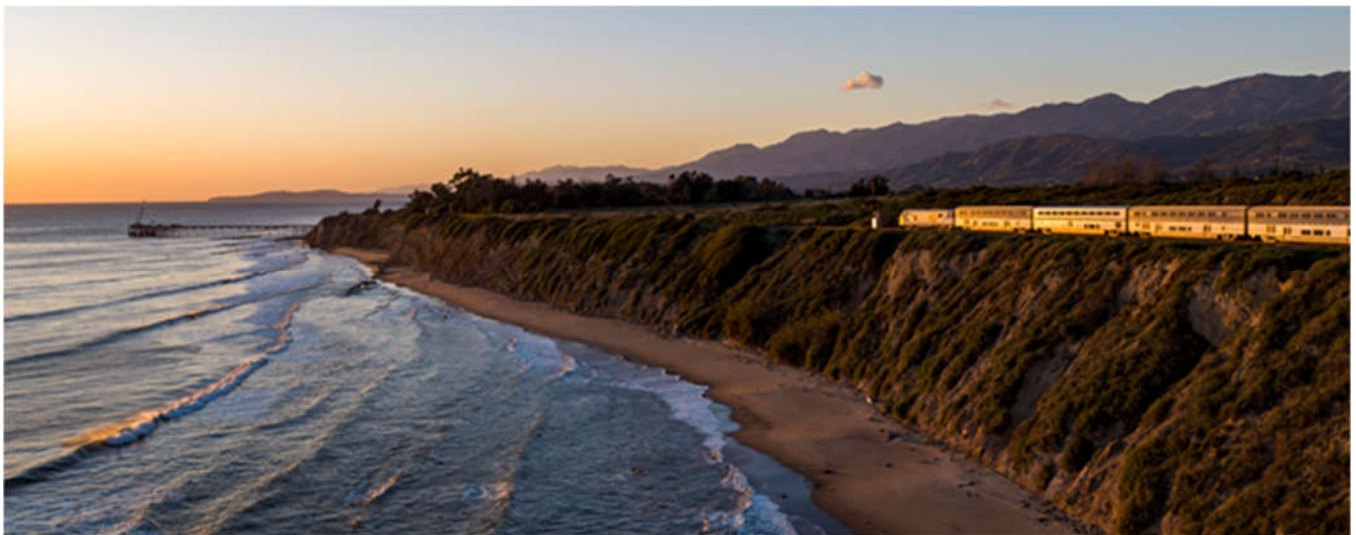


On-time performance (OTP) has fluctuated over the past several years but has improved significantly of the prior FY. Pacific Surfliner OTP averaged 86 percent for FFY 2020-21.

Operating Plan and Strategies

At the beginning of FY 2019-20, Amtrak operates 13 daily Pacific Surfliner roundtrips between San Diego and Los Angeles. Of those, five daily roundtrips (the 700-series trains) extended north of Los Angeles to Santa Barbara and Goleta, with two roundtrips extending further north to serve San Luis Obispo. The drastic ridership decline on the Pacific Surfliner as a direct result of the COVID-19 pandemic forced the reduction of Pacific Surfliner and connecting thruway bus service. In March 2020, service was cut from 13 daily Pacific Surfliner roundtrips between San Diego and Los Angeles, to six roundtrips. In FY 2020-21, as travel restrictions through the state were relaxed, additional roundtrips were restored. Currently, the Pacific Surfliner is operating 10 roundtrips between San Diego and Los Angeles and four between Los Angeles and Goleta, with two of these trains extending north to San Luis Obispo.

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



Performance Standards and Metrics

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

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

In FFY 2020-21, the Pacific Surfliner service saw a 39.8 percent decrease in ridership, a 32.5 percent decrease in revenue, a 36 percent decrease in passenger miles, and a farebox recovery of 36.6 percent. Endpoint on-time performance has improved considerably, but still continues to lag behind the goal of 90 percent, averaging 86 percent in FFY 2020-21.

Capital Improvements



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

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

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

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

Fare Policy

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



In the coming year, the LOSSAN Agency will explore a variety of opportunities to increase fare revenue without raising fares, while restoring ridership losses as a result of the pandemic, including partnerships with major destinations/attractions (as appropriate for the current state of restrictions on travel and large gatherings), enhanced loyalty programs, and continuation of special event service. The LOSSAN Agency will also continue to work with Metrolink and NCTD to develop the next iteration of the Rail 2 Rail program, with a goal of implementation by Summer 2022.

Network Integration and High-Speed Rail

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

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

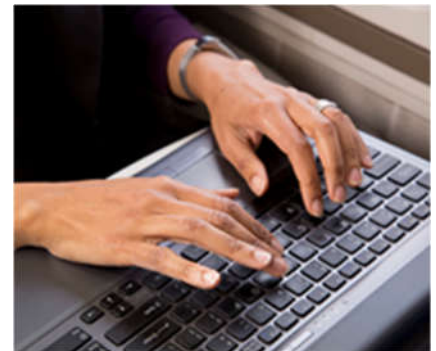
The passenger rail services along the LOSSAN rail corridor act as a backbone for transportation throughout the California coastal region. As such, the LOSSAN rail corridor will provide critical

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

Passenger Amenities

The LOSSAN Agency continues to work with Amtrak to implement initiatives designed to enhance amenities and improve the overall passenger experience, effectively positioning the Pacific Surfliner as the premier travel option in Southern California. Amenities are designed to enhance customer perception and support ridership objectives, but also provide the Pacific Surfliner with clear points of differentiation from other regional rail operators. Programs including complimentary upgraded Wi-Fi, food and beverage options, and business class upgrades help incentivize riders to choose train travel while boosting customer satisfaction.

In 2020, the passenger amenities available onboard Pacific Surfliner trains were adjusted to align with reduced travel demand and enhanced health and safety measures in response to the COVID-19 pandemic. This includes the installation of sanitizing stations onboard the trains, equipment modifications in the Café Car, and changes to onboard food service procedures. The LOSSAN Agency plans to pursue a number of strategies for enhancing passenger amenities in the coming two years, including improved customer communications, refreshed and rebranded food and beverage offerings, seating availability and train capacity notifications, service disruption response, special event service, and passenger information and station improvements.



Equipment

Before the pandemic related service reductions, the Pacific Surfliner fleet currently consisted of 10 train sets operating 27 daily trains. As a result of the COVID Pandemic, service has been temporarily reduced from 26 daily Pacific Surfliner trips using 10 train sets, to 20 daily Pacific Surfliner trips using 7 train sets.

Beginning in 2018, Caltrans DRMT and the LOSSAN Agency started to phase out the older Amtrak-owned Electro-Motive F-59PHI locomotives that had provided power on the Pacific Surfliner service since 1998, and replaced them with new 4,400 horsepower (HP) state-owned Siemens Charger SC-44 locomotives. The LOSSAN Agency, in coordination with Caltrans DRMT, is evaluating the possibility of purchasing the remaining 39 Amtrak owned Surfliner bi-level cars and some additional Superliner bi-level cars currently owned by a private third-party.

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



Marketing

The focus of the FY 2022-23 and FY 2023-24 marketing plan will be on continuing to prioritize efforts to recover ridership and revenue that was lost when travel demand decreased during the pandemic. At the start of the pandemic, the LOSSAN Agency paused traditional marketing efforts and limited all paid advertising, achieving significant cost savings.

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



Annual Funding and Separation of Funding

The primary purpose of the business plan is to guide the allocation of funds necessary for the LOSSAN Agency to administer, operate, maintain equipment, and market the Pacific Surfliner service. The total net State funding request for FY 2022-23 is proposed at \$54,870,830 which includes the net operating subsidy as well as administrative and marketing funding. Total projected net Amtrak operating subsidy is \$46,061,086, which assumes restoring approximately 80-percent of the pre-COVID pandemic service levels.

The business plan assumes that Caltrans DRMT will continue to have a separate agreement with Amtrak to directly fund equipment capital charges for Amtrak-owned railcars and locomotives used on the three state-supported rail corridors. Therefore, equipment capital charges are not included in the operating agreement between Amtrak and the LOSSAN Agency. The budget request supplemental funding is requested for minor projects at \$833,000. This amount consists of \$500,000 of new FY23 funding, consistent with prior year requests. It also includes \$333,000 in prior year approved funding allocations that are requested to be utilized in FY 2022-23.

The FY 2022-23 administrative funding is proposed at \$7,209,744. Included in this amount is \$6,005,444 for managing agency administrative salaries at fully burdened rates. This includes staffing of 18 full-time positions. This amount assumes the managing agency overhead at the current rate, which is calculated on an annual basis based on prior fiscal year actuals. The administrative budget currently assumes administrative employee performance-based salary increases consistent with OCTA's FY 2022-23 budget and personnel and salary resolution.

The FY 2022-23 proposed administrative funding request for legal, travel, insurance, memberships dues and banking fees is \$193,500, while the proposed funding level for professional services is \$985,800. This amount includes \$950,000 to fund consulting services for planning, engineering, modeling, project and construction management. It also includes \$35,800 for audit and insurance brokerage services. Administrative fees also include an annual amount of \$25,000 for the cost of two vehicles owned and maintained by the managing agency and fully dedicated for use by the LOSSAN Agency.

The FY 2022-23 marketing funding request is proposed at \$1,600,000, consistent with the operating service assumption of 80% of pre-COVID levels.

To ensure state funding for the Pacific Surfliner service is kept separate from funding for OCTA projects and programs, a separation of funding has been established within the LOSSAN managing agency.

Government Relations and Advocacy

One of the benefits gained through local governance of the Pacific Surfliner service by the LOSSAN Agency is added flexibility in advocating for policies at the state and federal level to improve rail operations, increase funding for operations and capital needs, and allow better coordination and interoperability with connecting transit and rail services. The LOSSAN Agency will work to take full advantage of both dynamics in responding to the COVID-19 pandemic and rebuilding ridership once the pandemic subsides.

The annual legislative program adopted by the LOSSAN Board provides overall guidance to LOSSAN Agency advocacy activities, and staff will continue to provide regular legislative updates and bill analyses to the LOSSAN Board consistent with that program. The 2022 LOSSAN Legislative Program provides detail on legislative priorities, including:

- Support short- and long-term COVID-19 recovery efforts.
- Maximize the share of long-term, sustainable funding sources to support passenger rail operations and capital projects in the LOSSAN rail corridor, including funds made available by the federal rail title and ensuring eligibility for the LOSSAN Agency to compete for state funding, such as funding through SB1 and the cap-and-trade program.
- Support funding and policy flexibilities that facilitate the LOSSAN Agency's ability to provide intercity rail service and encourage ridership post-pandemic.
- Support efforts to further enhance connectivity of regional rail and local transit services within the LOSSAN rail corridor.
- Continue to study and advance infrastructure and service improvement projects 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 needs. Increased awareness of these services by local officials can then be leveraged to back consensus based operational improvements and policy activities.

Safety and Security

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

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

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

Emerging Corridors

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



Chapter 1: Introduction

The LOSSAN Agency’s annual business plan for FY 2022-23 and FY 2023-24 identifies the LOSSAN Agency’s major goals and objectives for management of the Pacific Surfliner intercity passenger rail service, as well as the budget necessary to administer, market, and operate the Pacific Surfliner service during that two-year period.

SB 1225 (Chapter 802, Statutes of 2012), approved in September 2012, authorized the LOSSAN Agency to assume responsibility for management and administration of the state supported Pacific Surfliner service, subject to negotiation of an ITA with the State of California. The initial ITA took effect on July 1, 2015 for a three-year period ending on June 30, 2018. Most recently, the ITA was renegotiated for an additional four-year term that remains effective through September 25, 2025.

Over the last year, the LOSSAN Agency has continued to work closely with the state, Amtrak, and the LOSSAN member agencies to respond to the ongoing coronavirus (COVID-19) pandemic. The health and safety of our passengers and crew, as well as the shifting funding picture within the state, prompted service adjustments, operational changes and health and safety improvements on the Pacific Surfliner service. The LOSSAN Agency looks forward to continuing to work with all of our partners to restore service to pre-pandemic levels, and to ensure the Pacific Surfliner remains a safe, reliable, and cost-effective transportation alternative that is integrated with connecting transit services and the state’s other two intercity passenger rail corridors.





Overview of the LOSSAN Rail Corridor

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

Table 1.1: LOSSAN Rail Corridor ROW Owners

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

Overview of the LOSSAN Agency

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

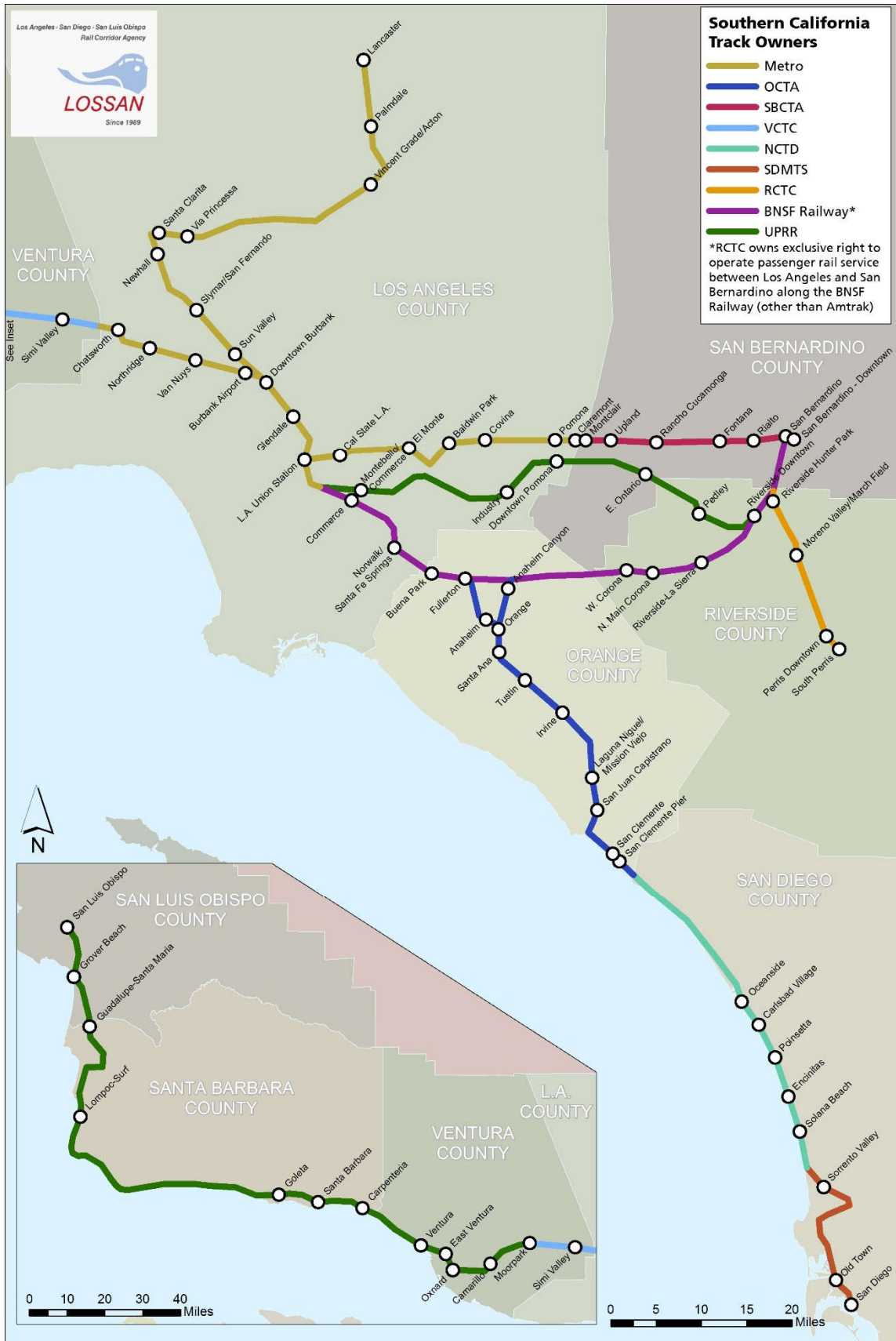
OCTA was selected as the managing agency of the LOSSAN Agency in August 2013, following a competitive request for proposals. As the managing agency, OCTA provides all management and administrative support for the LOSSAN Agency as outlined in the ASA executed between the LOSSAN Agency and OCTA. The LOSSAN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

Consistent with the requirements of the ITA, the LOSSAN Agency must submit an annual business plan by April 1 of each year to the Secretary of CalSTA. The LOSSAN Agency business plan must be reviewed and approved by the Secretary and is used to develop an annual appropriation request to the state legislature. As required by SB 1225, the LOSSAN Agency business plan is consistent with the 2018 California State Rail Plan developed by Caltrans DRMT as well as the 2020 CHSRA Business Plan.



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

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



Agency Roles and Responsibilities

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

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

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

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

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

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

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

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

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

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



Rail Operators

Amtrak
BNSF
NCTD (operator of COASTER)
SCRRA (operator of Metrolink)
UPRR

ROW Owners

BNSF
Metro
NCTD
OCTA
SDMTS
VCTC
UPRR

Regional Planning Agencies

SANDAG
SBCAG
SCAG
SLOCOG

Others Key Stakeholders/Partners

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

Chapter 2: Historical Performance of the Pacific Surfliner Service

Overview

California is home to three of the most successful state-supported intercity passenger rail services operated by Amtrak. Though FFY2020-21, the Pacific Surfliner, Capitol Corridor, and San Joaquins intercity passenger rail services, combined carried more than 1.6 million passengers, despite the global COVID-19 pandemic (See Figure 2.1). These routes continue to represent three of the five busiest state-supported rail services in the entire Amtrak national system: Pacific Surfliner at No. 1 with about 841 thousand passengers, the San Joaquins Corridor at No. 3 with 434 thousand passengers, and the Capitol Corridor at No. 5 with 354 thousand passengers in FFY 2020-21.¹ California’s investment in intercity passenger rail service operations and capital projects over the past four decades has led the state to boast the highest Amtrak ridership of any state in the country, with the three state-supported corridors being responsible for 13 percent of the ridership of the entire Amtrak national system.

Figure 2.1: California Intercity Passenger Rail Routes



Source: Caltrans, 2015

History of Pacific Surfliner Service

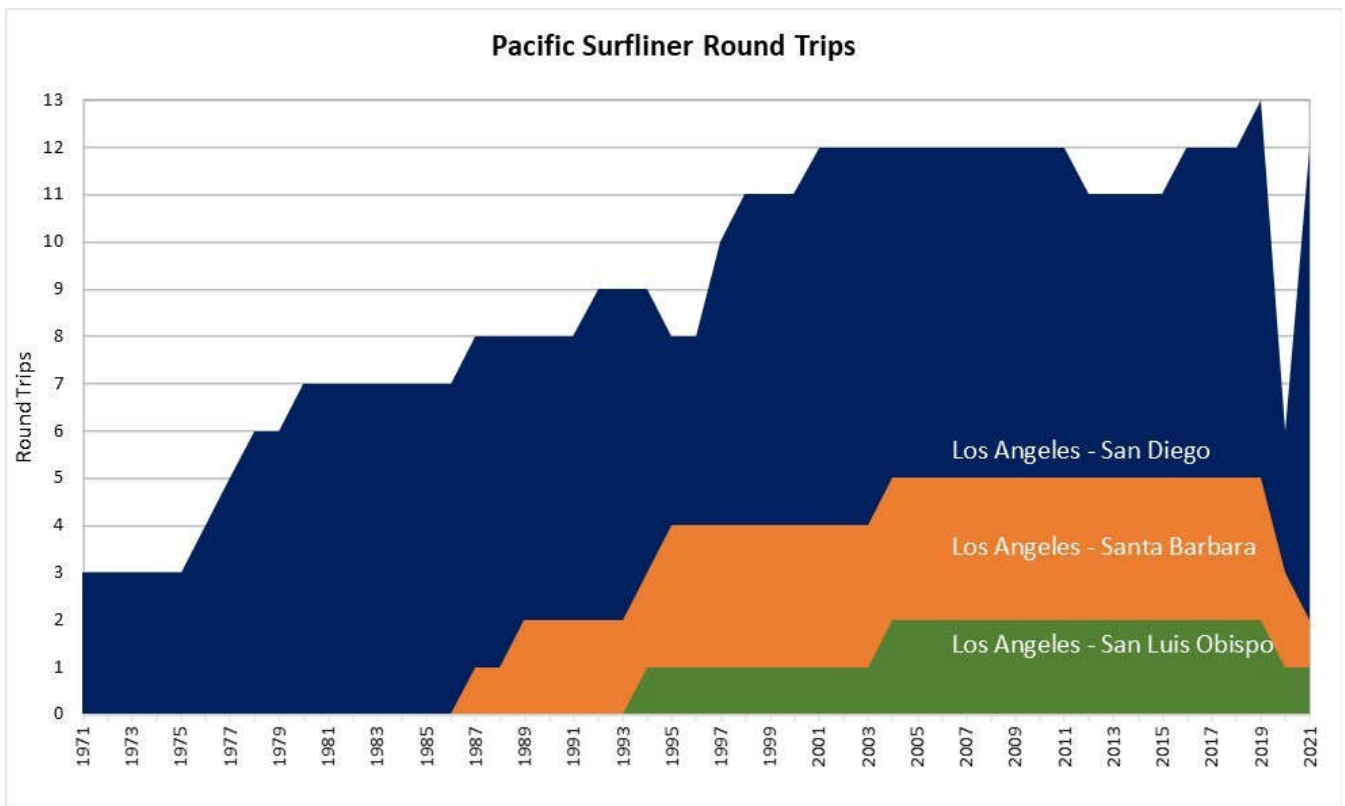
From May 1971, when Amtrak assumed operation, through 2019, Pacific Surfliner service increased from the original six daily trips to 27 daily trips, with 17 operating between San Diego and Los Angeles, five between San Diego and Santa Barbara/Goleta, four between San Diego and San Luis Obispo, and one from Los Angeles to Goleta. For the second half of FFY 2019-20, service reduced to 12 daily trips (or six round trips) to maintain essential Pacific Surfliner service while accommodating for the drastic decline in ridership demand due to the COVID-19 pandemic. Four of these six round trips operated between San Diego and Los Angeles, one round trip operated between San Diego to Goleta, and one round trip operated between San Diego and San Luis Obispo. In June 2021, the Pacific Surfliner began its COVID-19 service restoration, and increased service from 12 daily trips to 18 daily trips (or nine round trips). Six (6) of these 9 round

¹ Amtrak Route Ridership and Gross Ticket Revenue, September 2021

trips operated between San Diego and Los Angeles, two (2) round trips operated between San Diego and Goleta, and one (1) round trip operated between San Diego and San Luis Obispo. These service levels continued through the end of FFY 2020-21, and did not change until the next service change was implemented on October 25, 2021. Figure 2.2 details the growth and geographic limits of round trips over time.

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

Figure 2.2: Pacific Surfliner Service Growth



Source: LOSSAN Agency, 2021

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

Pacific Surfliner Funding

Table 2.1: Pacific Surfliner State Operating Subsidy

FFY	Actual State Subsidy
2014-15	\$ 30,908,066
2015-16	\$ 21,431,815
2016-17	\$ 21,823,290
2017-18	\$ 26,498,546
2018-19	\$ 35,977,180
2019-20	\$ 58,968,308
2020-21	\$ 50,027,668

Note: FFY 2021 is based on preliminary unaudited data.

Source: Amtrak, 2021

Table 2.1 shows the annual operating subsidy for Pacific Surfliner service from FFY 2014-15 to FFY 2019-21. The appreciable increase in FFY 2018-19 was due in part to the addition of morning peak-period service into Ventura and Santa Barbara counties. Before the pandemic, the Santa Barbara County Association of Governments provided a partial reimbursement of the additional operating costs of the morning peak-period service, as well as a fare buydown for specific station pairs. Though the morning peak-period service has been temporarily cancelled during the pandemic related service reductions, the fare buydown for the select station pairs continues. These additional revenues are not reflected in the state subsidy.

The subsidy was expected to increase in FFY 2019-20 with the addition of the 13th round trip between Los Angeles and San Diego, effective with the October 14, 2019 schedule change. However, the increased costs combined with the revenue decline resulting from the drastic loss of ridership due to the COVID-19 pandemic increased the subsidy much more than anticipated. Due to the continuation of the COVID-19 pandemic, the subsidy need remained high through FFY 2020-21.

Historical Ridership and Revenue Performance

Table 2.2 shows annual ridership and financial performance data from FFY 1976-77 (when state-supported service began) through FFY 2020-21. Ridership and farebox recovery climbed steadily through FFY 1992-93, and then experienced a few dips reasonably attributable to ridership shifting to the commuter rail services that were gradually introduced along the corridor starting in October 1992, as well as the recession that occurred in 1997-98.

Table 2.2: Pacific Surfliner Historic Performance

FFY	Ridership	Revenue	Expenses	Farebox Recovery	FFY	Ridership	Revenue	Expenses	Farebox Recovery
1976-77	607,976	\$ 598,140	\$ 1,662,714	36.0%	1999-00	1,567,318	\$ 17,883,725	\$ 37,497,489	47.7%
1977-78	753,246	\$ 1,446,036	\$ 3,768,065	38.4%	2000-01	1,661,704	\$ 20,430,153	\$ 38,215,732	53.5%
1978-79	967,316	\$ 2,203,403	\$ 4,333,602	50.8%	2001-02	1,742,768	\$ 20,922,453	\$ 39,374,190	53.1%
1979-80	1,218,196	\$ 3,341,561	\$ 5,536,840	60.4%	2002-03	2,030,491	\$ 22,247,564	\$ 42,331,531	52.6%
1980-81	1,238,135	\$ 4,032,480	\$ 6,572,539	61.4%	2003-04	2,307,010	\$ 24,559,183	\$ 45,300,782	54.2%
1981-82	1,167,718	\$ 4,097,254	\$ 6,607,395	62.0%	2004-05	2,454,396	\$ 26,660,048	\$ 48,105,899	55.4%
1982-83	1,131,146	\$ 4,094,750	\$ 6,928,334	59.1%	2005-06	2,655,490	\$ 31,604,715	\$ 55,570,797	56.9%
1983-84	1,221,256	\$ 4,842,400	\$ 6,337,083	76.4%	2006-07	2,685,194	\$ 34,753,372	\$ 58,389,864	59.5%
1984-85	1,240,003	\$ 5,410,502	\$ 6,411,308	84.4%	2007-08	2,835,132	\$ 37,266,009	\$ 60,444,082	61.7%
1985-86	1,394,320	\$ 5,658,915	\$ 6,424,634	88.1%	2008-09	2,696,951	\$ 34,857,678	\$ 61,635,574	56.6%
1986-87	1,461,003	\$ 6,072,523	\$ 6,510,113	93.3%	2009-10	2,614,777	\$ 35,822,186	\$ 67,012,735	53.5%
1987-88	1,661,512	\$ 8,223,462	\$ 7,859,783	104.6%	2010-11	2,746,320	\$ 38,739,760	\$ 69,156,690	56.0%
1988-89	1,717,539	\$ 11,458,084	\$ 10,563,459	108.5%	2011-12	2,664,935	\$ 42,884,431	\$ 74,494,543	57.6%
1989-90	1,746,673	\$ 12,189,942	\$ 11,808,251	103.2%	2012-13	2,670,613	\$ 64,446,130	\$104,521,098	61.7%
1990-91	1,791,781	\$ 13,306,307	\$ 13,364,150	99.6%	2013-14	2,681,173	\$ 69,013,726	\$102,843,812	67.1%
1991-92	1,673,107	\$ 13,152,063	\$ 13,245,924	99.3%	2014-15	2,827,134	\$ 75,836,869	\$106,744,935	71.0%
1992-93	1,810,572	\$ 13,692,612	\$ 13,254,709	103.3%	2015-16	2,924,117	\$ 79,465,847	\$100,897,661	78.8%
1993-94	1,699,882	\$ 12,725,094	\$ 14,017,591	90.8%	2016-17	2,989,871	\$ 83,016,156	\$104,839,447	79.2%
1994-95	1,464,577	\$ 11,805,859	\$ 16,061,849	73.5%	2017-18	2,946,239	\$ 86,319,147	\$112,817,693	76.5%
1995-96	1,480,674	\$ 13,553,553	\$ 23,983,026	56.5%	2018-19	2,776,654	\$ 84,953,373	\$120,930,553	70.2%
1996-97	1,617,641	\$ 14,804,355	\$ 39,563,546	37.4%	2019-20	1,397,158	\$ 42,868,284	\$101,836,592	42.1%
1997-98	1,624,693	\$ 15,194,498	\$ 44,769,723	33.9%	2020-21	841,017	\$ 28,938,897	\$ 78,966,566	36.6%
1998-99	1,563,275	\$ 16,401,625	\$ 40,391,845	33.9%					

Note: FFY 2021 is based on preliminary unaudited data.

Source: Amtrak, 2022

Pacific Surfliner ridership recovered from these initial declines, and reached two million in FFY 2002-03. The introduction of the Rail 2 Rail program with Metrolink in September 2002, and with COASTER in April 2008, were associated with continued ridership increases. Moreover, Pacific Surfliner ridership declined, and service was reduced between FFY 2007-08 and FFY 2009-10, because of the significant national economic recession. By FFY 2014-15, Pacific Surfliner ridership recovered to pre-recession ridership levels, even though fewer train trips were operated compared to prior years.

Moreover, with the reintroduction of the 12th roundtrip between Los Angeles and San Diego in FFY 2016-17, all-time ridership peaked at nearly three million, and farebox recovery exceeded 79 percent for the first time in over 20 years. Farebox recovery had remained above 50 percent for nineteen years, from FFY 2000-01 through FFY 2018-19. By far, the largest impact on ridership, revenue, and farebox recovery, has been the COVID-19 pandemic. FFY 2020-21 ended with about **841 thousand annual riders, representing a 39.8 percent decrease** from FFY 2019-20

(1.4 million riders). **Farebox recovery in FFY 2020-21 was 36.6 percent, representing a 12.9 percent decrease** from FFY 2019-20 (42.1 percent).

On-Time Performance (OTP)

Table 2.3: Historical Pacific Surfliner Endpoint OTP

FFY	Endpoint OTP
2014-15	77.9%
2015-16	78.0%
2016-17	68.7%
2017-18	77.2%
2018-19	71.0%
2019-20	83.6%
2020-21	86.0%

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

The State of California intercity passenger rail Uniform Performance Standards (UPS) approved by the Secretary of Transportation in 2014 set a 90 percent endpoint OTP goal. Train delays are recorded by the conductor in minutes on a delay report form and categorized by specific cause. Historical Pacific Surfliner endpoint OTP from FFY 2014-15 to FFY 2020-21 is summarized

Source: Amtrak, 2021

in Table 2.3. **In FFY 2020-21, OTP averaged 86 percent.** Additional details on OTP and efforts to achieve the 90 percent endpoint OTP goal are discussed in Chapter 4.

Chapter 3: Operating Plan and Strategies

Existing Train Service and Planned Expansions

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

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

In FY 2020-21, as travel restrictions through the state were relaxed, three roundtrips between San Diego and Los Angeles were restored on June 28, 2021. In FY 2021-22, the second roundtrip between San Diego and San Luis Obispo was restored as part of the October 25, 2021 schedule change. With the October 25th schedule change, the service was restored to 10 roundtrips between San Diego and Los Angeles and four between Los Angeles and Goleta, with two of these trains extending north to San Luis Obispo.

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

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

be extended north to Santa Barbara and San Luis Obispo in the future, which are key short term development goals articulated in the 2022 State Rail Plan.

Stations

The Pacific Surfliner services 29 stations (Figure 3.1), 19 of which are between San Luis Obispo and Los Angeles, with the remaining 10 located south of Los Angeles in Orange and San Diego Counties (for station specific information, please refer to the “LOSSAN Corridorwide Facilities, Equipment and Operations Inventory”¹ report prepared April 2013). The Northridge, Burbank-Downtown, and San Clemente Pier stations have limited service (not all trains stop at these stations).

Figure 3.1: LOSSAN Rail Corridor and Pacific Surfliner Stations



Amtrak Thruway Bus Service and Transit Connections

Pacific Surfliner rail service is supplemented by Amtrak’s network of state-funded Thruway buses that connect passengers throughout the LOSSAN rail corridor and beyond (Figure 3.2). Amtrak contracts with private bus operators to provide this service, including both operating staff

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



and the vehicles. The bus routes function as part of the Pacific Surfliner service, with coordinated connections, guaranteed seating, integrated fares and ticketing procedures, and inclusion in Amtrak's central information and reservation system in the same manner as trains.

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

- **Route 4:** Los Angeles to Santa Barbara/Goleta. One daily trip in each direction.
- **Route 17:** Santa Barbara to San Luis Obispo to Oakland (where it connects with Capitol Corridor). Three daily trips in each direction.
- **Route 39:** Fullerton to Palm Springs and Coachella Valley. Two daily trips in each direction.

Figure 3.2: LOSSAN Managed Amtrak Thruway Routes





In addition, the LOSSAN Agency partners with local transit agencies to offer expanded options for transit connections throughout the LOSSAN rail corridor. The LOSSAN Agency also continues to manage the Pacific Surfliner Transit Transfer Program, which was launched in July 2016, and provides free connections between the Pacific Surfliner and 11 local transit services.

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

FY 2021-22 Operating Plan and Accomplishments

The LOSSAN Agency’s operating plan for FY 2021-22 is based on the October 25, 2021 reduced service schedule reflecting the limited equipment and crew resources and the reduced ridership and demand on the Pacific Surfliner resulting from the COVID-19 pandemic. The current Operating Plan² for FY 2021-22 is as follows:

- San Diego – Los Angeles: 10 daily roundtrips (20 trains)
- Los Angeles – Goleta: 4 daily roundtrips (8 trains)
- Goleta – San Luis Obispo: 2 daily roundtrip (4 trains)

The LOSSAN Agency continued coordination efforts with all freight and passenger rail operators along the LOSSAN rail corridor through joint scheduling meetings and absolute work window planning meetings to improve connectivity and customer service and minimize passenger inconvenience. The LOSSAN Rail Corridor Optimization Study was also completed, which led to the recommendation and implementation of a pulsed service³ pattern for Pacific Surfliner trains out of Los Angeles and San Diego as part of our October 25, 2021 schedule change, as well as service enhancements for both Metrolink and Coaster commuter services. The October 25th schedule change was the most significant schedule change for the Pacific Surfliner in several years, adjusting the schedule of every train to provide repeatable and predictive departure times out of both Los Angeles and San Diego. Implementing a pulsed service pattern is a key strategy in the State Rail Plan and is aligned with the goal of delivering faster, more convenient, and reliable travel experiences.

FY 2022-23 and FY 2023-24 Operating Plan

In FY 2022-23 and 2023-24, the LOSSAN Agency will continue to work cooperatively with Caltrans DRMT to ensure sufficient state funding is provided to operate the Pacific Surfliner and Amtrak Thruway bus services, while also exploring opportunities to fully restore and expand service, as well as enhance ridership, revenue, and OTP.

OTP on the Pacific Surfliner was already improving prior to the drop in ridership and the associated service reductions implemented due to the COVID-19 pandemic. Following the service reductions, OTP has improved to frequently exceed the 90-percent goal on a monthly basis. As the service is restored to pre-COVID levels, the LOSSAN Agency will continue to

² Some weekend train schedules differ from weekday schedules.

³ Schedule based on repeatable and predictive departure times.

monitor OTP and work with Amtrak and host railroads to evaluate and pursue cost-effective opportunities to maintain the current OTP on the Pacific Surfliner service. One opportunity going forward is to continue with the TIRCP funded capitalized access and incentive agreements. An incentive agreement was executed with NCTD in July 2019 and a franchise access fee and service improvement agreement is completing negotiations with UPRR. These agreements will allow for financial incentives to the host railroads to help maintain and improve the current infrastructure and level of OTP. Additional details on the efforts currently being undertaken to maintain OTP are included in Chapter 4.

In FY 2022-23 and FY 2023-24, the LOSSAN Agency and Amtrak anticipate restoring approximately 80-percent of the pre-COVID pandemic service levels on the LOSSAN rail corridor (Table 3.1). Full-service restoration is currently anticipated in FY2023-24, with new service north of Los Angeles also planned, contingent on availability of funding, equipment, and crews, as well as finalizing the necessary franchise access fee agreement with UPRR.

Table 3.1: Planned Pacific Surfliner Service Levels

Route Segments	FY 2022-23	FY 2023-24
San Diego – Los Angeles	20 trains	26 trains
Los Angeles – Santa Barbara/Goleta	8 trains	10 trains
Los Angeles – Santa Barbara – San Luis Obispo	4 trains	4 trains

In addition, the LOSSAN Agency will, as appropriate and permitted, pursue the restoration of the successful seasonal and special event services, including the Del Mar Races, Oxnard Strawberry Festival, San Diego Comic-Con International, and sporting events along the Pacific Surfliner route. The restoration of in person participation of the Del Mar Races this past summer resulted in a significant boost in ridership for the Pacific Surfliner compared to the same time the previous year. The LOSSAN Agency will also continue to work with its member agencies and host railroads to help identify opportunities to extend special services to regional events.

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

The LOSSAN Agency will continue working with local transit agencies to explore opportunities to enhance transit connections from Pacific Surfliner stations to local airports, including John Wayne Airport in Orange County, Los Angeles International Airport, and San Diego International Airport. The Pacific Surfliner already directly serves the Hollywood Burbank Airport.

Amtrak Thruway bus service has also been affected by the COVID-19 pandemic. Coinciding with the reduced train service, the thruway bus service was also reduced in response to lower ridership demand. No additional changes are currently planned to Amtrak Thruway bus service during this period. However, with the passage of Senate Bill 742 in 2019, which allows passengers to purchase a ticket for a bus only trip without a connecting ticket on the Pacific Surfliner, the LOSSAN Agency is reviewing potential opportunities for adjusting or expanding thruway bus services through our strategic planning process and will coordinate with CCJPA and SJJPA in developing potential schedules for improving the service.

Layover and Maintenance Facility Expansions

The Pacific Surfliner service is currently supported by three layover facilities in San Diego, Goleta, and San Luis Obispo, as well as a primary maintenance and layover facility near downtown Los Angeles. Each of the outlying layover facilities are constrained and currently at or near capacity for laying over trains, even with the reduced service levels. This constraint not only prohibits the expansion of the Pacific Surfliner service but makes it more difficult to cost-effectively restore the service to pre-COVID levels. Planning and design efforts are ongoing for expanding capacity at these locations. In San Diego, the San Diego County Maintenance and Layover Facility Study was completed in 2020 and the Project Approval and Environmental Document (PA&ED) phase of the project began in January of FY 2021-22. A new layover and maintenance facility in San Diego will help to support the service objectives included in this chapter.

In San Luis Obispo, the preliminary engineering and environmental effort for a new and expanded maintenance and layover facility is concluding, with final design for the project anticipated to begin in FY 2022-23. For Goleta, work is continuing on preliminary engineering for expanding the existing facility, with final design anticipated to be complete in June of 2021. All three layover and maintenance facility expansion projects have funding through construction for an initial phase.

Service Optimization

Though it already has the distinction of being the second-busiest intercity passenger rail corridor in the United States, the Pacific Surfliner service has great potential for increased ridership, revenue, enhanced service coordination, and improved on-time performance. In March 2019, the LOSSAN Agency initiated a service optimization study for the entire corridor. The intent of this analysis is to coordinate with host railroads to establish a near-, mid-, and long-term strategy to optimize service in the corridor. This strategy includes adding up to 18 roundtrips for the Pacific Surfliner between Los Angeles and San Diego, eight roundtrips between San Diego and Goleta and three or four roundtrips between San Diego and San Luis Obispo, implementing many of the early infrastructure and service objectives outlined in Metrolink's Southern California Optimized Rail Expansion (SCORE) program and the LOSSAN Agency's 2018 TIRCP Building Up program, which are key short term priorities articulated in the State Rail Plan for delivering improved service in Southern California..

The optimization study was completed in December 2021 and the near-term recommendations of the study were partially implemented as part of the October 25th schedule change, in



partnership with the corridor operators. The service strategies and infrastructure recommendations presented in the optimization study align with both regional service needs and objectives as well as the goals presented in the 2018 California State Rail Plan and allow an increase frequency and reliability for services operating along the LOSSAN rail corridor. The recommendations presented in the optimization study will be further enhanced through the coordination the LOSSAN Agency will continue to perform related to identifying and evaluating root causes for major delays, crew and equipment utilization, and improvements to service disruption responses and recovery.

Chapter 4: Performance Standards and Metrics

Background

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


Table 4.1: Uniform Performance Standards

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

* One passenger traveling one mile = one passenger mile

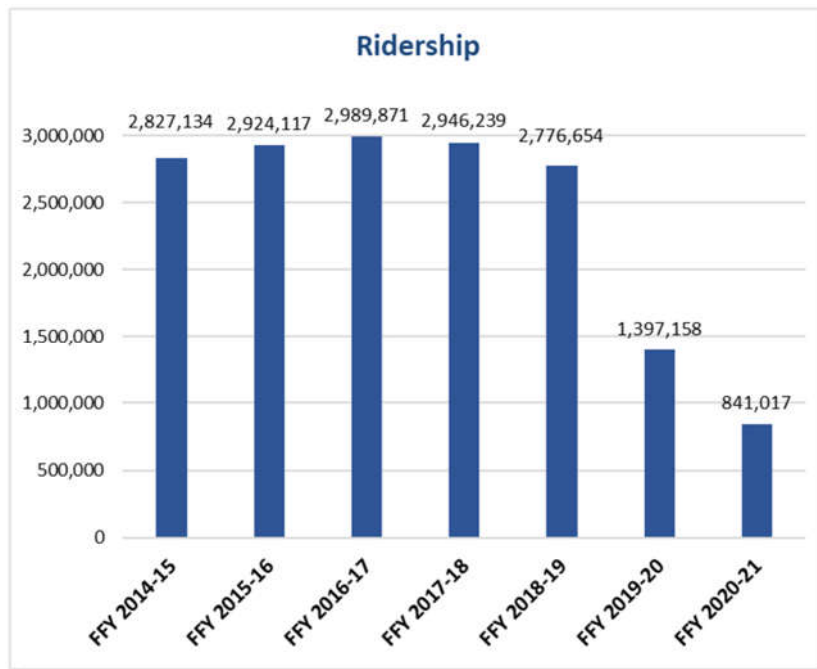
For reporting performance metrics, the FFY will be used, as this is the standard for Amtrak reporting. This chapter presents the performance of the Pacific Surfliner against the established UPS for FFY 2020-21. Along with each standard will be a colored directional indicator, demonstrating both whether the standard is being met (red: standard not met; green: standard met or exceeded) and the direction of the current performance trend. Financial data presented for FFY 2020-21 are preliminary and unaudited.

Usage

Performance Standard	Metric	Status
Ridership	Continuous growth relative to baseline	

Total ridership on the Pacific Surfliner for FFY 2020-21 was 841,017¹, a 39.8 percent decrease over the prior year (1,397,158). This severe decline is attributable to the COVID-19 pandemic and the drastically reduced Pacific Surfliner service effective throughout FFY 2020-21.

Figure 4.1: Pacific Surfliner Corridor Ridership



As a response to the drastic decline in ridership following Governor Newsom’s stay-at-home order, Pacific Surfliner service reduced to just six daily roundtrips on March 23, 2020, and service between Goleta and San Luis Obispo was completely suspended. A schedule adjustment was implemented on June 1, 2020 to restore some service between Goleta and San Luis Obispo. Full corridor service restoration began on June 28, 2021, when the LOSSAN Agency increased Pacific Surfliner service from six roundtrips to nine roundtrips. This schedule with nine round trips remained through the end of FFY 2020-21.

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

¹ Source: Amtrak, 2022

Performance Standard	Metric	Status
Passenger Miles	Continuous growth relative to baseline	

Pacific Surfliner **passenger miles totaled 78,157,721 for FFY 2020-21**, a **decrease of 36 percent** over the prior year, which is on par with the overall decrease in system ridership experienced during the same period.

Figure 4.2: Pacific Surfliner Passenger Miles




Factoring in the average pounds of carbon dioxide (CO₂) emissions per passenger mile in a private automobile versus riding on passenger rail², the 78 million passenger miles for the Pacific Surfliner resulted in a **reduction of over 28,000 tons of greenhouse gases (GHG)**. The impact that this has on the environment cannot be overstated. The CO₂ emissions saved is the equivalent of burning nearly 338 tanker trucks full of gasoline.

It is expected that passenger miles will recover gradually as the COVID-19 pandemic ends and its impacts begin to ameliorate.

Service reestablishment opportunities include not only regularly scheduled trains, but also special event trains. In past fiscal years, the LOSSAN Agency and Amtrak have partnered to provide additional capacity to trains serving major events, including the Del Mar Races, Oxnard Strawberry Festival, and the annual San Diego Comic-Con International. Once it is safe to do so after the pandemic, the LOSSAN Agency plans to build on the success of that special event service and look for opportunities to promote the Pacific Surfliner as the travel mode of choice to major events.

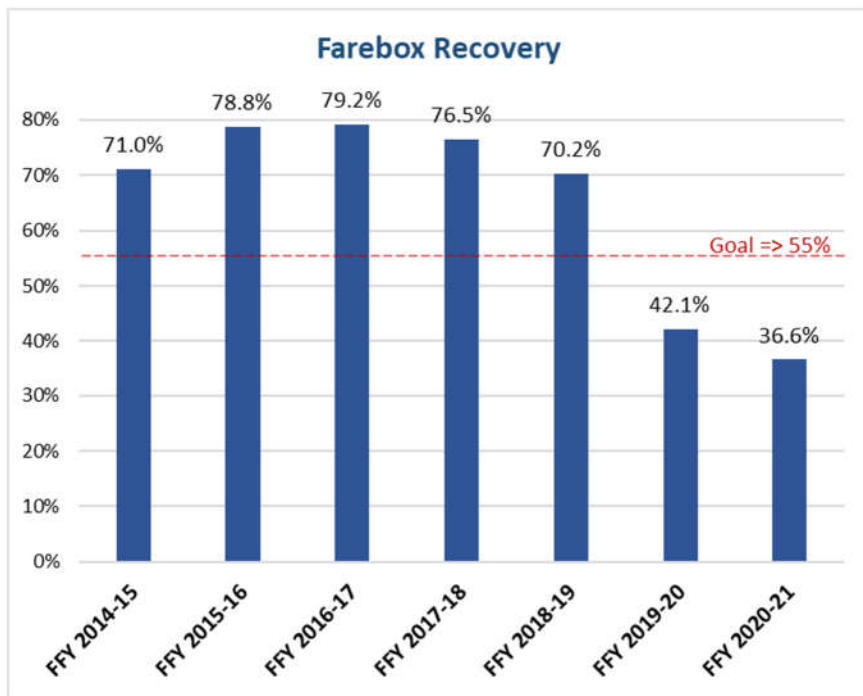
² Source: *Public Transportation’s Role in Responding to Climate Change*, Federal Transit Administration, 2010. <https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/PublicTransportationsRoleInRespondingToClimateChange2010.pdf>

Efficiency

Performance Standard	Metric	Status
Farebox Recovery	Minimum 55 percent	


The COVID-19 pandemic has had a significant and negative impact on **farebox recovery, which fell to 36.6 percent in FFY 2020-21**. This represents a decline of 12.9 percent from FFY 2019-20 (42.1 percent).

Figure 4.3: Pacific Surfliner Farebox Recovery



Farebox recovery is impacted by all sources of revenue, including ticket sales, advertising, food and beverage sales, and any supplementary revenue received (such as the fare subsidy provided by SBCAG). The massive decline in ridership due to the COVID-19 pandemic has impacted farebox recovery the most, significantly lowering both ticket and café car sales. Though service levels were reduced, the reduction in costs was not commensurate. Some costs, such as station staffing, remain constant despite a reduction in service. Additionally, the drop in ridership associated with the

pandemic far exceeded the reduction in train miles. These factors contributed to such a significant drop in farebox recovery despite the reduced service levels. It is anticipated that farebox recovery will increase gradually as the COVID-19 pandemic ends, and both service and ridership begin to reach pre-pandemic levels.

<i>Performance Standard</i>	<i>Metric</i>	<i>Status</i>
Cost/Passenger Mile	Continuous improvement	

Cost per passenger mile for FFY 2020-21 was \$1.01. This was an increase of about 18 cents over the prior year.


This increase can be attributed in large part to the pandemic, as capacity restrictions and low passenger loads resulted in lower ticket revenue to offset the cost of operating the service. The high cost per passenger mile is expected to continue as long as ridership remains low and social distancing rules remain necessary to prevent the spread of the COVID-19 virus.

Figure 4.4: Pacific Surfliner Cost per Passenger



Service Quality

<i>Performance Standard</i>	<i>Metric</i>	<i>Status</i>
Endpoint On-Time Performance	90 percent of endpoint arrivals within 15 minutes of schedule	

<i>Performance Standard</i>	<i>Metric</i>	<i>Status</i>
All-Station On-Time Performance	90 percent of arrival at all station stops within 15 minutes of schedule	

The **FFY 2020-21 endpoint OTP was 86.0 percent**, a 2.9 percent increase over the prior year, and **all-station OTP was 85.6 percent**, 0.8 percent higher than FFY 2019-20. OTP began to show significant improvements in January 2020, well before the drastic COVID-19 service reduction was implemented. Once implemented, the COVID-19 service reduction helped OTP continue to improve, as less train traffic resulted in fewer delays related to commuter and passenger train interferences. Even after service restoration began at the end of June 2021, monthly OTP remained above 80 percent through FFY 2020-21. OTP has also been positively impacted by the completion of a number of capital improvement projects that have improved operational efficiency throughout the corridor, including rail and tie replacements and the Narlon

bridge replacement project. The completion of these projects also eliminated slow orders that had previously been necessary during construction.

Despite the recent improvements, OTP continues to be an area of focus for the LOSSAN Agency and Amtrak. The ongoing efforts now focus on ensuring that the OTP performance continues when service restoration begins and train traffic along the LOSSAN corridor increases. As the LOSSAN Agency continues to restore service and fund capital improvements along the corridor, staff will work with rail owners and operators, as well as Amtrak and Caltrans DRMT, to ensure that any schedule changes improve overall reliability.

Figure 4.5: Pacific Surfliner On-Time Performance

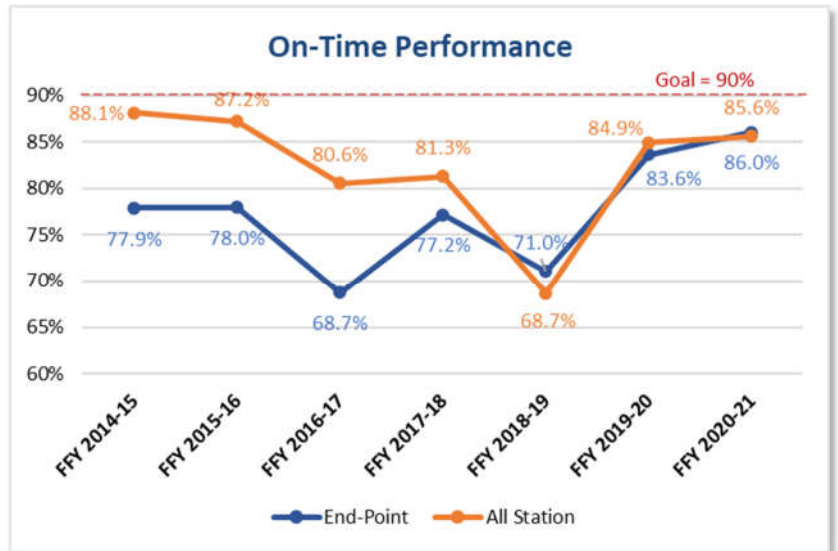
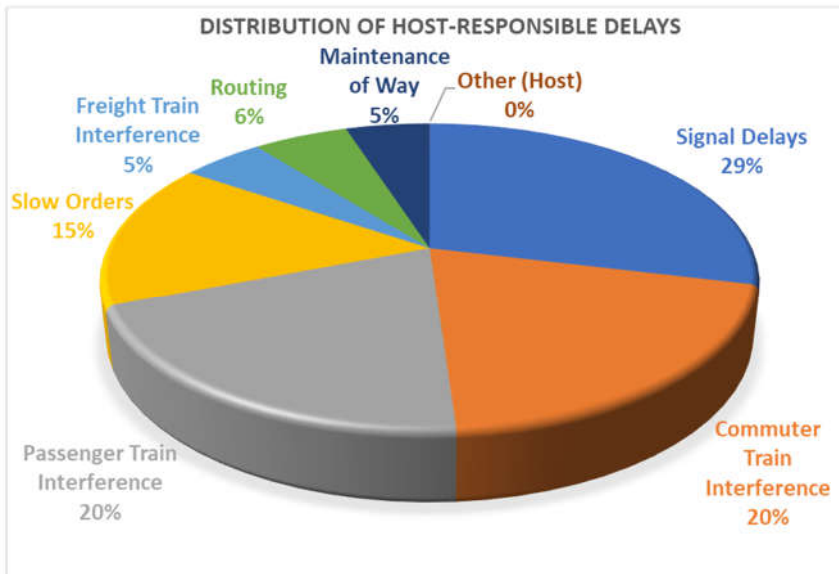


Figure 4.6: Distribution of Host-Responsible Delays



About 63 percent of all FFY 2020-21 delays fell under host railroads' responsibility. The origins of these delays vary by individual train, but can often be traced back to slow orders, signal system failure, and dispatching delays. These delays can then cascade and cause trains to meet at non-planned locations, resulting in further delay. Despite the improvements in OTP, the LOSSAN Agency continues to work with the hosts to determine the root cause of delays and come up with operational

solutions. Details on the specifics of the delays incurred during FFY 2020-21 are shown in Figures 4.6 through 4.9.

Figure 4.7: Rate of Delay by Responsible Party

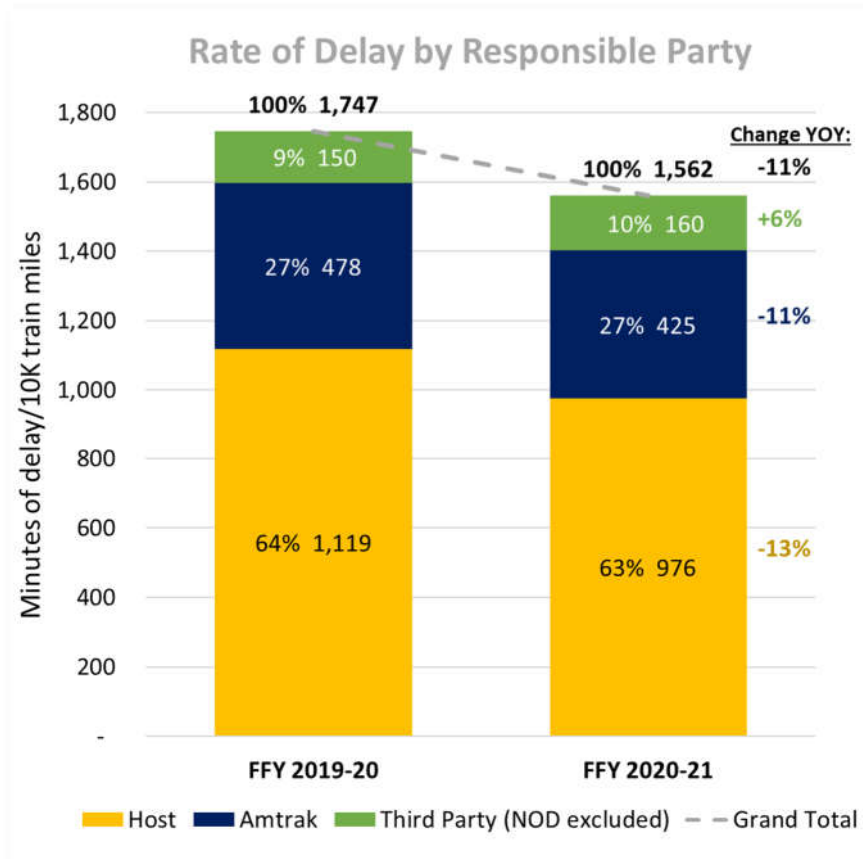


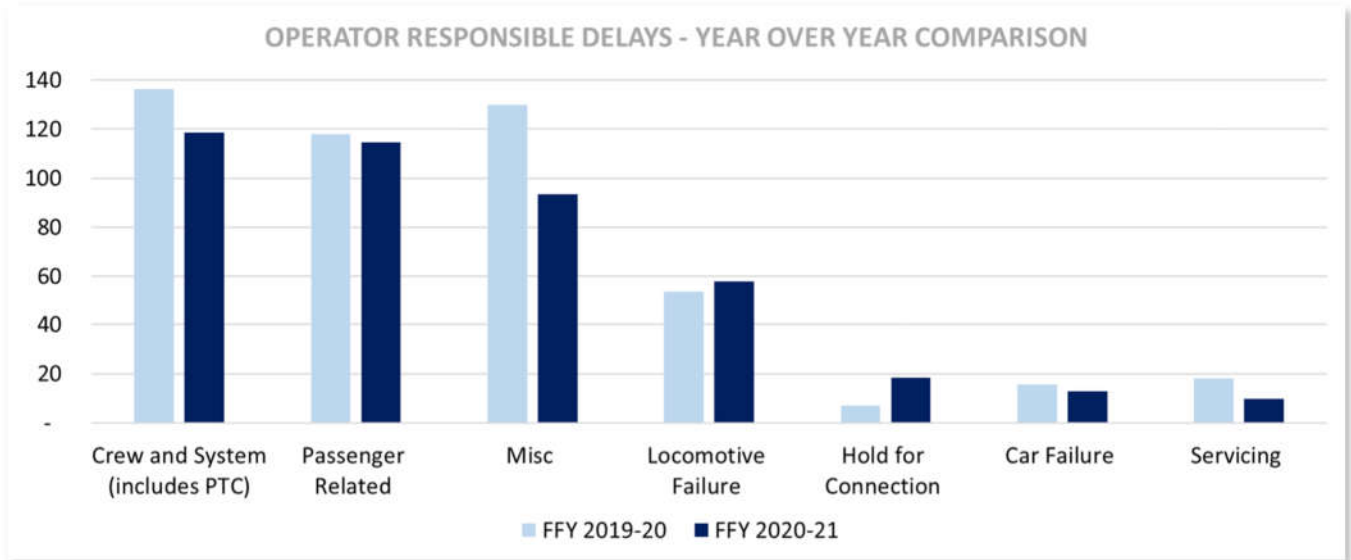
Figure 4.7 shows the rate of delay by responsible party. The rate of delay is calculated by dividing the total minutes of delay by the total number of miles traveled by all operated trains, then multiplying the value by 10,000. **In FFY 2020-21, total delays per 10,000 train miles decreased by 11 percent.** Nonetheless, there were approximately 1,562 minutes of delay per 10,000 train miles. As noted previously, Host responsible delays make up the majority of the overall delays experienced by the Pacific Surfliner service. Host responsible delays decreased by 13 percent compared to the prior year. Of the total Host responsible delays in FFY 2020-21, 40 percent were a result of


commuter or passenger train interference delay types. In some cases, these delay types tie back to cascading delays, but in others, dispatching priority is involved. In response to this, the LOSSAN Agency is working with both NCTD and the UPRR to either maintain or implement OTP incentive programs. On February 1, 2019, the LOSSAN Agency executed an agreement with NCTD for an OTP incentive program, which has been in effect since July 1, 2019. Funded via a 2018 TIRCP grant, this program provides incentive performance payments for meeting Pacific Surfliner OTP goals. A similar program is being developed with the UPRR.

In FFY 2020-21, the rate of Operator responsible delays also decreased, by 11 percent, when compared to the prior year. Despite the decrease, crew and system (including PTC) remains the top operator related delay, representing about 28 percent of all Operator delays in FFY 2020-21.

Efforts are underway to address the issues that currently occur with PTC. As much of the delay occurs when PTC fails to initialize, an onboard crew focuses on reinitializing the system as directed by operator dispatch. However, if these efforts fail to rectify the issues, significant minutes can be lost awaiting additional direction from dispatch. The LOSSAN Agency will continue to work with the operators on dispatch policies specific to PTC related issues, establishing a time threshold for allowing trains to proceed at reduced speed while experiencing PTC related issues. Details on the year over year comparison for Operator delay types can be found in Figure 4.8.

Figure 4.8: Operator Responsible Delays

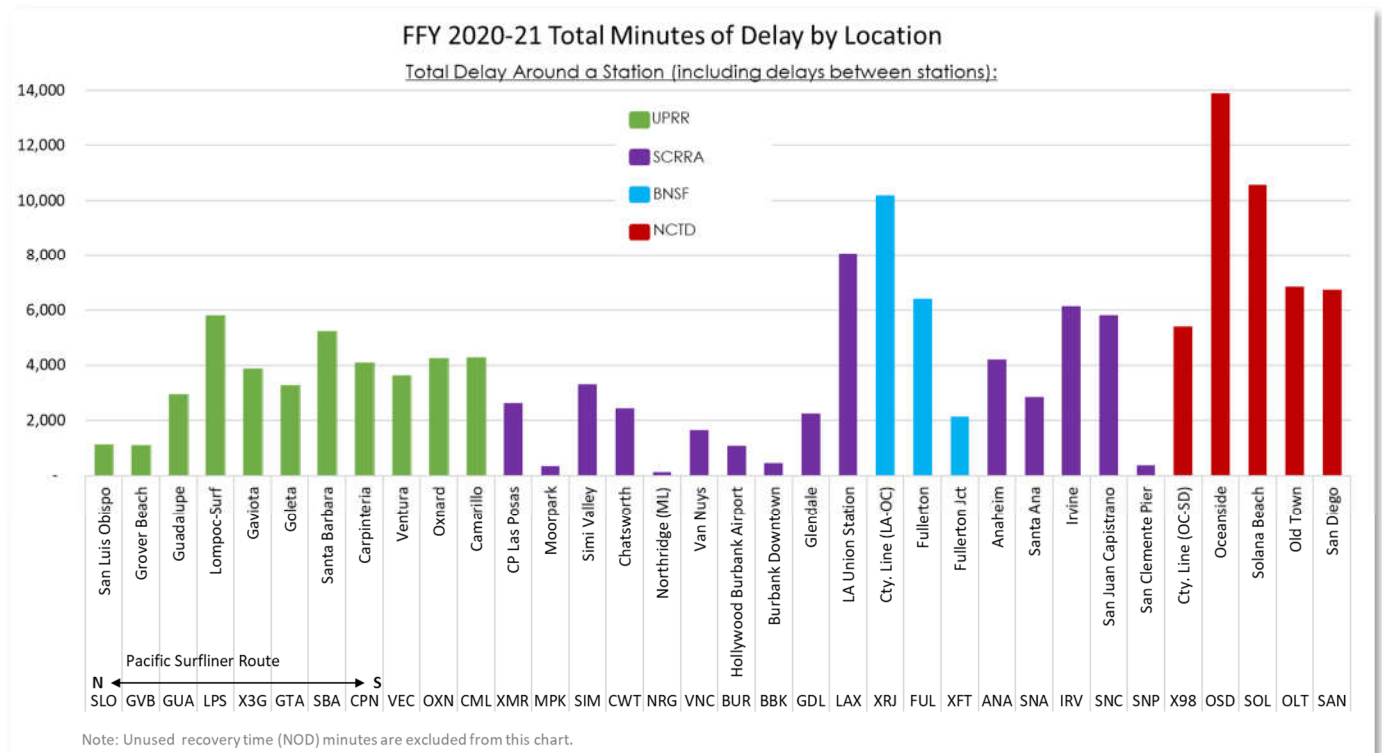


<i>Performance Standard</i>	<i>Metric</i>	<i>Status</i>
Operator Delays/10,000 Train Miles	Fewer than 325 minutes of delay per 10,000 train miles	

For FFY 2020-21, the Pacific Surfliner averaged 425 minutes of Operator delays per 10,000 train miles. This continues to be an area wherein the Pacific Surfliner service does not meet the UPS, however improvement has occurred over prior years. Many of the issues associated with operator specific delays are being addressed via the recent schedule changes that are resulting in improved OTP. However, the LOSSAN Agency will continue to work with Amtrak and our host railroads to ensure that this performance standard continues to improve.

Additionally, effort was made to locate specific “delay hot spots” along the corridor. The results of this can be seen in Figure 4.9. The chart below summarizes the total delay around each station or other named location. This is determined by combining delays approaching, dwelling, and leaving each facility. This has helped to isolate specific areas that need infrastructure improvements, such as signal upgrades or siding improvements, or need schedule adjustments due to ongoing construction activities.

Figure 4.9: Total Minutes of Delay by Location



Additional Performance Indicators

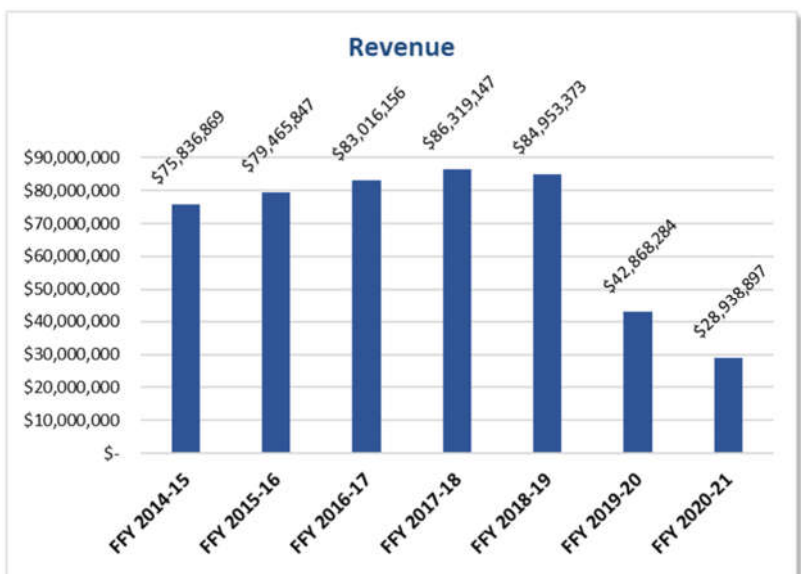
There are additional performance indicators that, while not required to be reported to the state, are helpful in calculating the value and efficiency of the service. These indicators are included below.

Revenue

The COVID-19 pandemic continues to have a significant and negative impact on revenue. For **FFY 2020-21**, total revenue decreased by **32.5 percent**, to approximately **\$28.9 million**.

The decrease can be attributed to the 39.8 percent decrease in ridership. The LOSSAN Agency continues to seek ways to maximize revenue from the existing service. Also, LOSSAN Agency staff continually works with Amtrak to evaluate existing food and beverage service based on sales and revenue

Figure 4.9: Pacific Surfliner Revenue



data and implement menu refreshes to update the food and beverage selections being offered aboard Pacific Surfliner Café cars. Revenue is expected to increase as the COVID-19 pandemic ends and service and ridership gradually return to pre-pandemic levels.

Customer Service

For the Pacific Surfliner, Amtrak reports monthly customer service scores in which an ‘average overall satisfied’ percentage is calculated out of 100 passengers surveyed. The Pacific Surfliner scored an average **85.1 percent for FFY 2020-21**. This was above the Amtrak nationwide average of 82.4 percent for the same period.

FFY 2021-22 and FFY 2022-23 Action Plan

The LOSSAN Agency will continue to monitor system performance on a monthly basis and report to the Board via the quarterly LOSSAN rail corridor trends report. Ridership and revenue is forecast to remain low until the COVID-19 pandemic ends. LOSSAN Agency staff continues to work with CalSTA and Amtrak on cost cutting measures and operational efficiencies that will facilitate improvement to farebox recovery. Additionally, LOSSAN Agency staff is working with NCTD to continue OTP improvements resulting from the OTP incentive program. Additional work is being put into developing a similar program with the UPRR, though implementation has been delayed as a result of the pandemic. The LOSSAN Agency will continue to develop and implement schedule adjustments as problem areas are identified and as the pandemic subsides and service restoration continues. Dispatching policies that address the delays associated with PTC malfunctions continue to be an ongoing discussion with the hosts. Other identified issues will be addressed with the Corridor Improvement Team, which includes all rail operators and host railroads.

Modification of Performance Standards

The UPS document identifies several factors that may lead to the need to modify the adopted UPS. Currently, no basis for modifications of the standards exist. However, on March 30, 2020, the LOSSAN Agency formally requested relief from the Uniform Performance Standards, as dictated by the Interagency transfer Agreement, Appendix G. Relief has been requested at least until such time as pre-COVID-19 service levels have been restored and travel restrictions have been lifted.

Chapter 5: Capital Improvement Program

Since 1990, the State of California has made a significant investment to fund capital improvements on the state’s three intercity passenger rail corridors. During that time, LOSSAN Agency member agencies have also been successful in securing state and federal grants for preliminary engineering, environmental documentation, final design, and construction of capital projects along the LOSSAN rail corridor, in addition to local investments by self-help counties using countywide sales-tax measures. These improvements have allowed for significant enhancements in safety, improvements in operational efficiency, and increases in capacity. Despite these investments, more than half of the rail corridor remains single track, most of which is along the corridor north of Los Angeles. This remaining single track will continue to hinder the expansion of service and overall efficiency. An extensive capital improvement program of over \$5 billion in additional capacity, station improvements, signal and communications improvements, and other capital projects remains unfunded.

There are seven different ROW owners along the LOSSAN rail corridor and each has made investments within their territory; however, the capital needs of the corridor well outweigh the available funding resources. A significant hurdle for the intercity passenger rail services in California has been the lack of a long-term sustainable capital funding source. The approval of SB 1 by the California legislature in April 2017 has helped provide a more reliable funding source for these major (and minor) capital needs but is still insufficient by itself to fully fund the identified capital improvements along the LOSSAN rail corridor. The LOSSAN Agency will continue to coordinate with its partners and member agencies to pursue additional funding opportunities that bring benefits to the larger corridor.

The LOSSAN Agency will continue to coordinate with its partners and member agencies to pursue additional funding opportunities that bring benefits to the larger corridor.



Grover Beach Station Expansion, Source: City of Grover Beach

Throughout 2021, the LOSSAN Agency worked actively with the State and various stakeholders, through the ongoing Corridor Optimization effort, to update the capital projects list for the LOSSAN rail corridor. This was done to compile a comprehensive list of all identified capital projects, including the status of each project as well as any programmed funding. The list serves as a resource to aide in the future service expansion plans of SCRRA, NCTD, and the Pacific Surfliner. The updated capital projects list can be found in table 5.1 and 5.2. The project list is split into projects that are in implementation and/or have a funding commitment, and those in the planning process and/or without funding currently committed.

While each member agency or host railroad is responsible for the implementation of their own respective capital improvement programs, the LOSSAN Agency will use the updated Capital Projects list in both funding and legislative pursuits, with a focus on leveraging any existing funds to advance capital projects that benefit the entire LOSSAN rail corridor. This unified voice advocating for capital funding and key projects makes the LOSSAN Agency's requests more compelling and competitive.

Capital Improvement Plan Funding

In addition to a list of all capital improvements planned by various stakeholders throughout the corridor, the LOSSAN Agency also maintains a Capital Improvement Program (CIP) that consists of projects that the LOSSAN Agency funds and has direct management of. On January 30, 2019, the LOSSAN Board approved a comprehensive CIP that programmed all project funding available to the LOSSAN Agency for the next two years. The approved CIP focused on projects that addressed safety and/or security needs and included some projects that improve the passenger experience. On June 15, 2020, with the reduction in ridership and subsequent loss in revenue that have resulted from the global COVID-19 pandemic, the LOSSAN Board approved the reprogramming of \$12,031,047 in SRA funding to a reserve fund that could be used if necessary to cover the costs of ongoing operations of the Pacific Surfliner intercity rail service if funding were reduced. Fortunately, the utilization of these funds was not necessary to maintain service thus these funds are slated to be reprogrammed to capital projects in FY 2021-22.

Since the approval of the CIP, the LOSSAN Agency has initiated several additional projects with LOSSAN Board approval, which include the planning and design efforts associated with the expansion of layover and maintenance facilities for the Pacific Surfliner in San Luis Obispo, Goleta and San Diego. Below are the funding programs currently being used as part of these efforts.

SRA Program: California Senate Bill 1 (SB 1) includes approximately \$454 million directed specifically to commuter and intercity rail services through the State Rail Assistance (SRA) program. SRA is intended to fund both operational and capital improvements through a combination of formula and competitive distribution. SRA was created to provide intercity rail agencies with a dependable source of supplemental revenue that is flexible and can be used to fund a variety of rail service improvements. The SRA program formula distribution process began with state FY 2017-18, and the LOSSAN Agency has been allocated the complete first round of available SRA formula funds (\$13.9 million) to projects vital to the preservation of Pacific Surfliner passenger service. In addition, LOSSAN has received an additional \$719 thousand in competitive SRA funding for an Integrated Wayfinding Signage Upgrade project. Round two of SRA funding is projected to be \$29.8 million over the next five-year period. Of this \$29.8 million, approximately \$4 million has been received for the Board approved projects. This funding is expected to include significant additions and improvements to the Pacific Surfliner passenger fleet. Future allocation estimates will be updated annually and can fluctuate with the current price of diesel fuel.

CalSTA TIRCP: The Transit and Intercity Rail Capital Program (TIRCP) was created to provide grants for capital improvements that modernize California’s intercity, commuter, and urban rail systems. The goal of these improvements is the reduction of GHG emissions and vehicle miles travelled. In April 2016, the LOSSAN Agency submitted a TIRCP grant application in partnership with SANDAG, NCTD and OCTA. In total, CalSTA awarded \$82 million in TIRCP grant funds to



Narlon Bridge Replacement, Source: UPRR

the LOSSAN Agency, representing the single largest award to any agency. On January 12, 2018, the LOSSAN Agency coordinated the submittal of three separate applications requesting over \$700 million in capital and operational improvement CalSTA awarding \$188.3 million in TIRCP funds, including \$147.9 million for projects in Ventura, Santa Barbara, and San Luis Obispo Counties, and \$40.4 million for projects in San Diego County. In 2020, LOSSAN was awarded \$10.3 millions for the Central Coast Layover Project in San Luis Obispo and \$28.4 million for the first phase of the San Diego Maintenance and Layover Facility.

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

The CTSGP provides funding for capital projects that enhance protection against safety and security threats on select intercity passenger and commuter rail systems in California. The LOSSAN Agency is an eligible recipient of these grant funds, and was allocated nearly \$7.2 million in CTSGP funds, for FY 2013-14 through FY 2016-17. These grant funds are being used for a corridor-wide video surveillance system replacement/upgrade, the construction of a centralized monitoring center for these video feeds, and physical security improvements including the construction of a new law enforcement office at the San Diego Santa Fe Depot. The video surveillance system projects are currently in process, with anticipated completion by the June of 2022.

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

Other Capital Funding: In addition to the funding sources discussed above, the LOSSAN Agency and its member agencies have and will continue to utilize a variety of other federal, state and local funding sources to advance capital improvements and other programs along the

LOSSAN rail corridor, including the Rebuilding American Infrastructure with Sustainability and Equity (RAISE) program, Federal-State Partnership for State of Good Repair (SOGP) grants, Consolidated Rail Infrastructure and Safety Improvement grants (CRISI), and local transportation sales-tax measures. The LOSSAN Agency will continue to explore all local, state, and federal funding opportunities.

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

Current and Programmed Capital Projects

The LOSSAN Agency updates the CIP each year consistent with the development of the annual business plan. The needs identified in the CIP often exceed the available funding, and projects are prioritized with safety-related projects given the highest priority. The CIP can be adjusted mid-cycle to account for project savings or projects that may need to be advanced, delayed, added, or deleted. As these needs arise, the LOSSAN Agency will work with the LOSSAN TAC to prioritize additional projects for inclusion in the approved CIP. The list of projects included in the CIP is supplemented by additional capital projects along the rail corridor that have been identified or programmed by member agencies. A summary of the LOSSAN Agency programmed projects are listed in Table 5.1, including programmed funding sources and estimated costs. A list of member or partner agency-led (third party) capital projects along the LOSSAN corridor that are funded and/or in progress is provided in Table 5.2. A list of member or partner agency-led capital projects that are planned and/or unfunded is provided in Table 5.3.

Table 5.1: Capital Improvement Projects List – LOSSAN Lead

No.	Project Name	Type of Project	Project Description	Hosting Railroad (LP, SCRRR, BNSF, NCTD)	Project Phase (Planning/Design, Construction, Open to Public)	Project Location (Subdivision, MP)	Capital Cost Estimate	Funding Commitment	Project Benefits	Current Status	Anticipated Completion
1	Central Coast Layover Facility Expansion (Phase 1)	Layover Facility	The project is located in the City of San Luis Obispo adjacent to the San Luis Obispo Amtrak station. This would be an expansion and relocation of the existing layover track and facility in San Luis Obispo at the northern end of the corridor.	UP	Planning	Santa Barbara Subdivision	26,303,500	26,303,500	The proposed project is needed to improve the efficiency, on-time performance and frequency of intercity passenger rail services along the LOSSAN rail corridor. A new or expanded layover facility will improve intercity passenger rail service. The Pacific Surfliner would be able to improve passenger service through additional capacity. This additional capacity would allow additional passenger trains to hold overnight for a second morning departure from San Luis Obispo, and the opportunity to hold and service additional train sets.	Project will be constructed in phases. Project is currently wrapping up environmental clearance for full project and preliminary engineering of Phase 1.	Late 2026
2	Interim San Luis Obispo Layover Facility Expansion	Layover Facility	The scope of this project is to realign and extend existing storage track 200 feet to allow for two Pacific Surfliner trains to be stored and serviced overnight. Project will also include installation or modification of necessary utilities, such as electrical and water.	UP	Design	Santa Barbara Subdivision	1,600,000	1,600,000	This project expands the storage capacity of the existing layover facility in San Luis Obispo in the near term and supports the addition of a third roundtrip between San Diego and San Luis Obispo. Benefit of this project is to improve operational reliability, expanded capacity at the layover facility, and an expansion which will result in increased capacity.	Project in design by Union Pacific.	Late 2023
3	Install Centralized Traffic Control (Goleta to San Luis Obispo)	Layover Facility	The scope of this project is to provide equipment to enable the installation of Centralized Traffic Control at locations along a 125-mile section of track in San Luis Obispo and Santa Barbara counties in order to allow increased operational flexibility and improved reliability. The project will be constructed by the Union Pacific Railroad on the LOSSAN Rail Corridor. This project goes hand in hand with the upgrade of non-powered switches and derailed. The project encompasses the signal work associated with installation of CTC and corresponds with the 3 phases of switch installation.	UP	Construction	Santa Barbara Subdivision	22,500,000	22,500,000	The 125-mile section of track Project underway in San Luis Obispo and Santa Barbara counties currently operates under Track Warrant Control which limits operational flexibility and reliability. The project improves operational flexibility and reliability and allows for service expansion which will result in reduced delays, improved reliability, and GHG emission reduction.	The first phase of the CTC upgrade from Goleta to Santa Barbara is activated in mid-spring 2021. The segment north from Concepcion to Honda was completed in November. An 8th window is needed to put in a new switch in Guadalupe, which is currently anticipated to be done later this winter. This will be the last switch to be replaced.	Mid 2022
4	Goleta Layover Facility Improvements	Layover Facility	The scope of this project is to expand Amtrak's Goleta storage facility by providing additional layover tracks by as much as 300 feet to allow an additional operational Pacific Surfliner Transsets to lay over and receive turnaround servicing in Santa Barbara County.	UP	Design	Santa Barbara Subdivision	10,122,000	10,122,000	The benefits of this project include doubling the size of Goleta Layover Facility. Project is a new track, a new switch, a new asphalt roadway, ground power, maintenance area lighting, as well as compressed air, and water and provision of a new maintenance storage building and security fencing.	Work on the Goleta Layover Facility expansion Project is continuing. Amtrak progress submitted the design for the project to Union Pacific and comments were received in February 2022. Amtrak will be proceeding with 25% design and a site walk-through with the railroad.	Early 2024

Table 5.1: Capital Improvement Projects List – LOSSAN Lead

No.	Project Name	Type of Project	Project Description	Hosting Railroad (UP, SCRR, BNSF, NCTD)	Project Phase (Planning/Design, Construction, Open to Public)	Project Location (Subdivision, MP)	Capital Cost Estimate	Funding Commitment	Project Benefits	Current Status	Anticipated Completion	
5	Capiterna Second Track, Platform, and Pedestrian Underpass	Station and Track	The scope of this project is the design and construction of an approximately 3,100 foot passing siding, two powered switches, and a new bridge over Franklin Creek to allow for bi-directional traffic. The project also includes the design and construction of a pedestrian grade separated crossing under the Union Pacific Railroad at Holy Avenue.	UP	Planning	Santa Barbara Subdivision	3,198,000	10,677,870	The project improves operational flexibility and reliability of the existing line, increased idestrip and reliability, GHG emission reduction, and also improves safety, including a Safe Route to School serving a nearby elementary school. It facilitates construction of a second platform at the Capiterna station, further expanding the reliability and service of the Pacific Surfliner service.	A Project Study Report will be completed by the end of FY22-23. Once the PSR is complete, the project will move into PAED.	Mid 2028	
6	Leasdale Siding Extension	Siding	The scope of this project is to extend the existing 3,330 foot (0.6 mi.) Leasdale Siding approximately 6,592 feet on the west-end of the existing siding. This will create a 9,922 foot siding (1.88 miles) that allow greater operational flexibility in Ventura County for both Pacific Surfliner and Metrolink trains in Ventura County on the LOSSAN Rail Corridor. This project will equip the siding with CTC powered remote controlled switching equipment and modify nearby grade crossing signal systems to accommodate the siding extension.	UP	Planning	Santa Barbara Subdivision	28,170,000	20,000,000	The project extends the existing Leasdale siding to a 9,922-foot length. Benefits of this project include operational flexibility, upgraded passing track that can facilitate service expansion, improved reliability, rehabilitate infrastructure, and reduce GHG emissions.	A PSR was completed for the project in summer 2021. Funding is currently being sought to initiate the PAED phase.	Mid 2028	
7	Camarillo Station Improvements	Station	This project will enhance operation use of the Camarillo station platforms and UPRR tracks in the station area, by improving pedestrian access and ADA compliance between station platforms and parking areas, allowing for improved optimization of train operations on both tracks and platforms.	UP	Design	Santa Barbara Subdivision	7,800,000	7,800,000	The new underpass will create a safer and more convenient grade-separated crossing for pedestrians and passenger platforms at the Camarillo station, one of which is not routinely used due to the poor pedestrian access between platforms.	The City of Camarillo is the lead on this project. The project is currently progressing through the conceptual design stage, coordinating with Union Pacific.	Late 2025	
8	Seacliff Siding Extension	Siding	The Seacliff Siding Extension Project is located on the Union Pacific Railroad (UPRR) Santa Barbara Subdivision, which runs north and south along the coast between U.S. Highway 101 (Ventura Freeway) and State Route 1 (Pacific Coast Highway). Project corridor is generally 100 feet wide. The existing siding is located adjacent to and east of the main line, with the northern switch located approximately four miles south of the City of Capiterna at milepost (MP) 386.26 and the southern switch approximately seven miles north of the City of Ventura at MP 385.36. The existing siding is approximately 1,550 feet in length. The proposed project would extend the siding to a total length of approximately 5,650-foot extension and provide a total siding length of approximately 11,550 feet. The proposed project would also include wayside signal modifications located south of the proposed siding extension track limit. Project length is 1.07 miles.	UP	On Hold	Santa Barbara Subdivision	20,500,000	0	No progress is being made on this project. No funding programmed at this time. PAED was underway before the project was put on hold.	0	NA	
9	Signal Respecting and Optimization Project	Signalling	This project will construct intermediate and absolute signals at two key locations along the corridor – along Miramar Hill where existing signals have the longest passenger-to-passenger headways and near the Santa Fe Depot terminus. Add new signals, both railroad eastbound and westbound, in several locations along Miramar Hill and between the Old Town Transit Center and Santa Fe Depot and construct associated improvements including track work and retaining walls.	NCTD	Construction	San Diego Subdivision	17,800,000	17,800,000	This project will improve speed and safety in the south portion of the LOSSAN corridor.	Completion of this project will reduce delays caused from the trespasser strikes and as a result increase on time performance on the corridor and improve the safety of the railroad and general public.	Complete	
10	North San Diego County Fencing Project	Safety	This project will survey and construct new security fencing along the corridor in the Cities of Oceanside, Encinitas, and Del Mar. It will be providing various types of trespassing solutions to reduce right-of-way access. The focus will be at three of the highest trespassing locations on the San Diego Subdivision: Oceanside, Mile Post (MP) 227.6-228 (east side of tracks) and MP 228-228.4 (west side of tracks), Encinitas: MP 236.9-236.5 (east and west side of tracks), Del Mar: MP 244.1-245.5 (east and west side of tracks).	NCTD	Open to Public	San Diego Subdivision	1,300,000	1,300,000	Completion of this project will reduce delays caused from the trespasser strikes and as a result increase on time performance on the corridor and improve the safety of the railroad and general public.	Project is currently beginning the PAED phase, which is anticipated to take approximately 18 months. The full eight-car consist and another track long enough to store a 10-car consist used for special events. The existing site currently has four operations tracks which are approximately 5,000 feet long. These tracks could remain for the storage of excess rolling stock. To provide flexibility, these tracks can be led into a new ladder track at the south end of the yard to access the site's new emergency access.	Project is currently beginning the PAED phase, which is anticipated to take approximately 18 months. The full eight-car consist and another track long enough to store a 10-car consist used for special events. The existing site currently has four operations tracks which are approximately 5,000 feet long. These tracks could remain for the storage of excess rolling stock. To provide flexibility, these tracks can be led into a new ladder track at the south end of the yard to access the site's new emergency access.	Mid 2028
11	San Diego County Maintenance and Layover Facility (Phase 1)	Maintenance and Layover Facility	This project will design and construct a dedicated maintenance, support, and storage location for the Pacific Surfliner service at the southern end of the LOSSAN rail corridor. The site referred to as the Cesar Chavez Yard in previous studies, is approximately 18-acres and is located at the Port of San Diego, adjacent to the 10th Avenue Marine Terminal, approximately 1.5 miles south of the Santa Fe Depot. This project involves a land exchange for BNSF to relocate their facilities at Cesar Chavez Yard to a site owned by the Port of San Diego in National City, CA.	BNSF	Planning	N/A	28,739,660	28,739,660	The SDMF will be constructed in 2 Phases. Phase 1 there could initially be one track, which is anticipated to take approximately 18 months. The full eight-car consist and another track long enough to store a 10-car consist used for special events. The existing site currently has four operations tracks which are approximately 5,000 feet long. These tracks could remain for the storage of excess rolling stock. To provide flexibility, these tracks can be led into a new ladder track at the south end of the yard to access the site's new emergency access.	Project is currently beginning the PAED phase, which is anticipated to take approximately 18 months. The full eight-car consist and another track long enough to store a 10-car consist used for special events. The existing site currently has four operations tracks which are approximately 5,000 feet long. These tracks could remain for the storage of excess rolling stock. To provide flexibility, these tracks can be led into a new ladder track at the south end of the yard to access the site's new emergency access.	Mid 2028	

Table 5.1: Capital Improvement Projects List – LOSSAN Lead

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12	Los Alamos Creek Bridge (Narion) Replacement	Bridge	The scope of this project is a replacement of a bridge dating from 1896, and new track infrastructure across San Antonio Creek in Santa Barbara County. The reconstruction will be with the same or similar materials and design to the existing 720 foot long bridge.	UP	Open to Public	Santa Barbara Subdivision	22,000,000	22,000,000	This is a track improvement project that will protect services on Amtrak long-distance, Pacific Surfliner and other freight service routes. The project includes operational flexibility and reliability by removing existing speed restrictions and to allow for service expansion, which will result in reduced travel time, increased reliability and GHG emission reduction.	This project has been completed. Environmental monitoring is ongoing.	Complete
13	Canada Honda Creek Bridge Replacement	Bridge	This is a track improvement project that will include the replacement of the existing 124-year old steel trussite open-deck across San Antonio Creek in Santa Barbara County.	UP	Planning	Santa Barbara Subdivision	30,000,000	22,026,000	The replacement of the Canada Honda Bridge crossing will be with the same materials and design. The project will eliminate the risk of the bridge being declared unsafe and disruption to Amtrak, Pacific Surfliner and freight operations. The project benefits include improved operational flexibility and reliability by removing existing speed restrictions and to allow for service expansion, which will result in reduced travel time, increased reliability and GHG emission reduction.	Project is in the environmental clearance and preliminary design phase.	Late 2024
15	Corridor Hardening Improvements (Safety)	Safety	This project will provide Corridor hardening improvements along the Santa Barbara subdivision including slope / bluff stabilization, security fencing, communication upgrades and improvements. Priority locations for Slope Stabilization include bluffs at-Honda (MP 302.85), Jalama (MP 318.99), Surfing Cowboy (MP 324.4-328), El Capitan (MP 347.8), Carpinteria Bluffs (MP 379.9). Secondary concerns are for-Tajiguas (MP 340.5) and Jalama Seawall (MP 319).	UP	Construction	Santa Barbara Subdivision	6,900,000	6,900,000	This project will ensure that the northern part of the LOSSAN corridor will remain safe for train travel, both for passenger and pedestrian access to the rail line.	Sensitive bluff erosion areas are being identified and plan put in place to address.	Mid 2025
16	Franchise Access Fee, Cap. Access and Incentive (UPRR)		This project provides a capitalized track access fee payment to UPRR to allow two additional slots for Pacific Surfliner trains to operate between Los Angeles and Santa Barbara/San Luis Obispo (one additional roundtrip), as well as increased incentive payments for improved on-time performance on the 174-mile stretch of the LOSSAN rail corridor used by Pacific Surfliner trains that is dispatched by UPRR.	UP	N/A	Santa Barbara Subdivision	64,703,130	64,703,130	These payments will allow for additional Pacific Surfliner trips on the Union Pacific Railroad and improved on-time performance	In negotiations with the Union Pacific at this time.	N/A
17	On-Time Performance Incentive Program (NCTD)		The project provides incentive payments to NCTD, which dispatches trains on the San Diego Subdivision for meeting Pacific Surfliner on-time performance levels.	NCTD	N/A	San Diego Subdivision	45,970,000	45,970,000	This project will provide a revised shared use and operating incentive payment program with the North County Transit District (NCTD) to better reflect the operations and impact that the Pacific Surfliner has on the corridor. These payments will allow for the future expansion of service, by allowing one additional Pacific Surfliner roundtrip to NCTD territory and provide performance-based payments to NCTD based on the on-time performance (OTP) goals realized within NCTD territory, with maximum incentive payment requiring OTP greater than 95 percent, and incentive payment being reduced as OTP diminishes, based on an agreed upon graduated scale.	Original agreement executed in 2019. Amended agreement being negotiated for execution in 2022.	N/A

Table 5.1: Capital Improvement Projects List – LOSSAN Lead

No. / Project Name	Type of Project	Project Description	Hosting Railroad (UP, SCRRA, BNSF, NCTD)	Project Phase (Planning/Design, Construction, Open to Public)	Project Location (Subdivision, MP)	Capital Cost Estimate	Funding Commitment	Project Benefits	Current Status	Anticipated Completion
18 Pre-1949 Rail Replacement	Track	This project will improve the overall track infrastructure by replacing approximately 20-30 miles of ties between mileposts 249 and 356 along the Union Pacific Santa Barbara Subdivision to enhance overall operations and reliability of passenger rail service.	UP	Construction	Santa Barbara Subdivision	15,100,000	15,100,000	The rail are deteriorating and in need repairs. Some older ties will have to be replaced. The LOSSAN rail along the LOSSAN rail corridor and Pacific Surfliner service may be interrupted. The project is necessary to improve operational flexibility and reliability by removing existing speed restrictions and to allow for service expansion, which will result in reduced travel time, increased ridership and reliability, and GHG emission reduction.	Ongoing. Several miles of ties have already been replaced.	Early 2023
19 Safety Improvement Funds	Safety	The Safety Improvement Program is to provide for as needed safety enhancements along the corridor and could include dealing with homeless encampments, tree removal, improving crossings or pedestrian access, etc.	UP	Planning	Santa Barbara Subdivision	2,500,000	2,500,000	This project will ensure that the northern part of the LOSSAN corridor will remain safe for train travel, both for passengers and pedestrians close to the rail line.	Projects are being identified to improve corridor safety.	Mid 2025
20 Tie Replacement	Track	This project will improve the overall track infrastructure by replacing approximately 125 miles of old railroad ties between mileposts 274.72 and 335.4, to be completed in 2021, and also between 368 and 423.1, scheduled for 2023, along the Union Pacific Santa Barbara Subdivision to enhance overall operations and reliability of passenger rail service.	UP	Construction	Santa Barbara Subdivision	8,900,000	8,900,000	The ties are deteriorating and in need replacement. The project is necessary to improve operational flexibility and reliability by removing existing speed restrictions and to allow for service expansion, which will result in reduced travel time, increased ridership and reliability, and GHG emission reduction.	Several miles of ties have already been replaced.	Early 2023
21 Upgrade of Non-Powered Switches	Track	The project will replace 16 hand-operated switches with power switches and 1 hand operated derail for power at select locations along a 104-mile section of track in San Luis Obispo and Santa Barbara counties in order to reduce travel time. The project is being constructed by the Union Pacific Railroad on the LOSSAN Rail Corridor. These switches are part of the CTC expansion project.	UP	Construction	Santa Barbara Subdivision	6,700,000	6,700,000	The 104-mile section of track in San Luis Obispo and Santa Barbara counties currently has multiple sidings with hand operated switches which increases travel time in the corridor by forcing train crews to stop a train, manually re-align the switch, and then wait for the train to clear the switch before the operator can take these switches and take between five and 10 minutes to clear, resulting in increased travel time, and increased potential for delay. The project will result in reduced travel time, increased ridership and GHG emission reduction. It is estimated that conversion from a hand-thrown to a powered switch can save 5-10 minutes of travel time per switch movement.	Project underway. The first phase of the CTC upgrade from Goleta to Concepcion was activated in mid-spring 2021. The segment north from Concepcion to Honda was completed in August. 8-12-hour work window is needed to put in a new switch in Guadalupe, which is currently anticipated to be done later this winter. This will be the last switch to be replaced.	Mid 2022
22 B/L-Level Equipment Procurement From Amtrak		The scope of this project is to procure 100+ passenger vehicles to replace current vehicles and accommodate for increased service.	N/A	Planning	N/A	TBD	23,000,000	Purchasing or overhauling the cars aligns with the state-wide fleet management plan objectives, allows for improved oversight of maintenance and rehabilitation programs and will extend the useful life of the equipment at least another 20 - 30 years. As vehicles are procured, consideration will be given to zero emission vehicles.	Negotiations for purchase of equipment is ongoing.	N/A

Table 5.2: Capital Improvement Projects List – In Implementation/Funded

No.	Project Name	Type of Project	Project Description	Hosting Railroad (UP, SCRRA, BNSF, NCTD)	Project Phase (Planning/Design, Construction, Open to Public)	Project Location (Subvision, MP)	Capital Cost Estimate	Funding Commitment	Project Benefits	Current Status	Anticipated Completion
LOSSAN NORTH											
1	Goleta Station Project	Layover Facility	The Goleta Train Depot Project is the development of a new multi-modal train station next to the existing Amtrak platform on South La Paloma Lane with the intent to increase rail ridership. Through the completion of a full-service station, the project will improve service for the Burbank, Santa Barbara, and Los Angeles Airport stations and the University of California, Santa Barbara (UCSB) and new bicycle and pedestrian facilities, and allow accommodation for a potential future additional train storage that will support increased commuter rail needs.	UP	Planning / Design	UPRR Santa Barbara 358.2	\$ 19,000,000	Yes	Improvements will make the new facility safer, functional, and inviting. The Project site is adjacent to the existing Amtrak platform at the north end of South La Paloma Lane.	FS&E	2024
2	Advanced Goleta Facility Rehab	Layover Facility	Full redo of the train wash and wash system	UP	Planning / Design	UPRR Santa Barbara 358.2	TBD	Programmet Funded by TRCP/Pop 1B/TDA	Improve pedestrian access and operational flexibility, reduce travel time, accommodate future service	FS&E	2023
3	Camarillo Station Grade Separated Pedestrian Crossing	Station, Grade Separation	Enhancing operation use and UPRR tracks in the station area by improving pedestrian access and ADA compliance between station platforms and parking areas	UP	Planning / Design	UPRR Santa Barbara 412.44	\$ 3,445,000	Yes	The project will provide more service and improve service reliability, safer walkway for pedestrians	NA	TBD
4	Simi Valley Double Track	Track	Addition of 2.15 miles of track, improvement at three at grade crossings, creating a quiet zone. New pedestrian crossing and Simi Valley Station Improvements	SCRRA	Planning / Design	Ventura Sub Multiple MPs	\$ 86,500,000	Yes	The new bridge will improve the load and storm capacity, increase safety, and reduce maintenance needs.	Design	2025
5	Arroyo Simi Bridge Scour Design	Bridge	Environmental clearance and superstructure concrete deck replacement for double track bridge over the LA river	SCRRA	Planning / Design	Ventura Sub Multiple MPs	\$ 4,500,000	Yes	Improve pedestrian safety	Early Design	2024
6	Devonshire St Safety Improvements	Safety Improvements	Grade crossing and safety improvements	SCRRA	Planning / Design	Ventura Sub MP 445.17		Yes	The project will enhance safety by new pedestrian crossing, replacing of an at grade crossing	Final Design	2024
7	Chatsworth Station Improvements	Station	The Project includes a short extension of the platform, as well as a new pedestrian crossing at Chatsworth Station. In the project area, there is one at-grade crossing in the station that will be replaced with a new Metrolink standard pedestrian crossing that includes warning devices, pedestrian gates and communication which are safer and more reliable than the existing at-grade crossing, resulting in quicker and safer transfers.	SCRRA	Planning / Design	Ventura Sub MP 445.5	\$ 4,000,000	yes	The Project would enhance safety, efficiency and reliability of commuter and intercity passenger and freight rail systems. Improvements to the tracks and signal controls between Metrolink's Burbank Airport-South and Glendale stations would reduce train congestion and increase on-time performance on track shared with other passenger and freight rail services. Platform and walkway improvements would improve pedestrian access and safety. The proposed improvements would be entirely within the existing railroad ROW	Design	TBD
8	Burbank Corridor Safety Improvements- Burbank Airport	Safety Improvements	The Project would replace the existing Brighton Street, right-hand track, with a larger siding track. This would realign a small portion of existing main line track, to accommodate the new pedestrian crossing. The existing tracks would be reconfigured and lengthened allowing the junction to service trains more efficiently while providing smaller headways between trains	SCRRA	Planning / Design	Valley Sub MP 11.4	\$ 15,700,000	Yes	The project will create a safer and more reliable service, reduce the commute time for passengers, and will be less expensive than by having one siding	Construction	2023
9	Burbank Junction Speed Improvements	Safety Improvements	The new walkable crossing replaces an earlier pedestrian bridge with more-or-less the same start and end points. The north end of the facility is on Bonywood Place, very close to the Burbank Ikea. The south end of the bridge is on Flower Street, just east of Providence.	SCRRA	Construction	Valley Sub MP 10.37	1,300,000,000 (4-5 widening)	Thru Construction	The Project would enhance safety, efficiency and reliability of commuter and intercity passenger and freight rail systems. Improvements to the tracks and signal controls between Metrolink's Burbank Airport-South and Glendale stations would reduce train congestion and increase on-time performance on track shared with other passenger and freight rail services. Platform and walkway improvements would improve pedestrian access and safety. The proposed improvements would be entirely within the existing railroad ROW	Complete	2021
10	Providencia OH Widening	Widening	The Project would enhance safety, efficiency and reliability of commuter and intercity passenger and freight rail systems. Improvements to the tracks and signal controls between Metrolink's Burbank Airport-South and Glendale stations would reduce train congestion and increase on-time performance on track shared with other passenger and freight rail services. Platform and walkway improvements would improve pedestrian access and safety. The proposed improvements would be entirely within the existing railroad ROW	SCRRA	Construction	Valley Sub MP 10.81	Included in Burbank Corridor Safety Improvement- Glendale	Yes	The project will improve safety by separating vehicle and pedestrian from trains, enhance mobility and quality of life and minimize disruption to residents, businesses and commuters	Design	TBD
11	Burbank Corridor Safety Improvements- Burbank Downtown	Safety Improvements	Includes signal modifications, automatic warning devices, a new pedestrian crossing and temporary two-way road configuration with "Quiet Zone Ready" improvements.	SCRRA	Planning / Design	Valley Sub MP 7.99	Included in the Grade Separation	yes	The project will improve safety by separating vehicle and pedestrians from trains, enhance mobility and quality of life and minimize disruption to residents, businesses and commuters	Final Design	2022
12	Doran St Grade Crossing	Grade Crossing	The purpose of the project is to improve safety and mobility, while maintaining suitable access to existing businesses and surrounding residential areas	SCRRA	Planning / Design	Valley Sub MP 7.99	\$ 160,000,000	Yes	The project will provide safety, efficiency and reliability of commuter and intercity passenger and freight rail systems. Platform and walkway improvements would improve pedestrian access and safety. The proposed improvements would be entirely within the existing railroad ROW	Final Design	Interim 2022
13	Doran St Grade Separation	Grade Separation	Signal programming and timing improvements	SCRRA	Construction	Valley Sub MP 3.5 to MP 11.4	\$ 850,000	Thru Construction	The Project would enhance safety, efficiency and reliability of commuter and intercity passenger and freight rail systems. Improvements to the tracks and signal controls between Metrolink's Burbank Airport-South and Glendale stations would reduce train congestion and increase on-time performance on track shared with other passenger and freight rail services. Platform and walkway improvements would improve pedestrian access and safety. The proposed improvements would be entirely within the existing railroad ROW	Final Design	2021
14	Signal Improvements Burbank to LA	Signal	The Project would enhance safety, efficiency and reliability of commuter and intercity passenger and freight rail systems. Improvements to the tracks and signal controls between Metrolink's Burbank Airport-South and Glendale stations would reduce train congestion and increase on-time performance on track shared with other passenger and freight rail services. Platform and walkway improvements would improve pedestrian access and safety. The proposed improvements would be entirely within the existing railroad ROW	SCRRA	Construction	Valley Sub MP 5.79	\$ 21,400,000	Yes	The Project would enhance safety, efficiency and reliability of commuter and intercity passenger and freight rail systems. Platform and walkway improvements would improve pedestrian access and safety.	Design	TBD
15	Burbank Corridor Safety Improvements Glendale-	Safety Improvements		SCRRA	Planning / Design						

Table 5.2: Capital Improvement Projects List – In Implementation/Funded

No. / Project Name	Type of Project	Project Description	Hosting Railroad (UP, SCRRRA, BNSF, NCTD)	Project Phase (Planning/Design, Construction, Open to Public)	Project Location (Subdivision, MP)	Capital Cost Estimate	Funding Commitment	Project Benefits	Current Status	Anticipated Completion
LOSSAN NORTH										
16	CMF North End Connection and Tail Track	Track	SCRRRA	Planning / Design	River 4.8		Yes	Improve safety, and accommodate redevelopment of the surrounding area, including a pedestrian bicycle connection to the Irvine Avenue station which is currently under construction by the City of Los Angeles.	Final Design	TBD
17	Link US Phase A, Track and Signal Modernization	Bridges, Track, Signal Station	SCRRRA	Planning / Design	River 0.2	\$ 950,388,000	Proposition 1A, TRCP, Metro, SCRRRA, and other	Reduce dwell times. Will allow trains to run through the station rather than having to stop. Signal modernization, reducing dwell times. Significant rehabilitation of track and signals will be included.	Completed FER in July 2019 in 35% Preliminary Engineering Design.	2026
18	18th St Bridge Replacement	Bridge	SCRRRA	Construction	MP 141.7	\$ 588,000,000	Yes	The project will build a safer bridge and will be the basis for a 12-acre park that give access to LA river and public art.	Construction	2022
LOSSAN SOUTH										
19	Commerce Station Relocation	Station, Track	BNSF	Planning / Design	BNSF SB SUB 148.5	\$ 30,000,000	Yes	Increase ability to serve passenger at commerce station	Environmental Phase	2026
20	Rosecrans/Marquardt Grade Separation	Grade Separation	BNSF	Planning / Design	BNSF SB SUB 157.8	\$ 156,400,000	Yes	Substantially enhance the safety and traffic flow on surface streets; improve the capacity of regional and national passenger and freight movements; potential for reducing greenhouse gas emissions by reducing vehicle idling through the elimination of railroad gates made possible by grade separation.	The 90% PS&E package is scheduled to be submitted by August 2019	2023
21	Third Track CP Soto to Fullerton	Track	BNSF	Construction	BNSF SB SUB 148.5		Yes	Increase rail capacity through corridor	In construction	TBD
22	Fullerton Interlocking Plan	Track	BNSF	Planning / Design	BNSF SB SUB 165.3		Yes	Allows for operation flexibility on the 12-acre site at Fullerton station bailout	Environmental Clearance	2026
23	Fullerton Station Elevator Replacement	Station	SCRRRA	Construction	BNSF SB SUB 148.6		Yes	allows for reliability and access to disabled riders	Construction	2021
24	Lincoln Ave Bridge Retaining Wall	Retaining Wall	SCRRRA	Construction	Orange 174.88	\$ 565,000,000	Yes	the project is part of the I5 freeway project	Construction	2025
25	Orange County Maintenance Facility - Phase 1	Facility	SCRRRA	Planning / Design	Orange 183.3 - 184.2	\$ 100,000,000	Yes (only funded for environmental at the entire Phase 1 estimate)	Line Capacity	30% Design and Preliminary Environment Assessment	2023-2025 (possibly coordinate with Link US coming online. Phasing possible)
26	Irvine Station and Fourth Main Track	Track, Station	SCRRRA	Planning / Design	Orange 184.0 - 186.9	Alt 1A: \$86,788,000 (construction); \$163,682,000 (Total) Alt 1B: \$40,811,000 (construction); \$66,488,000 (Total) Alt 2: \$96,921,000 (construction); \$205,399,000 (Total)	Yes	The goal of the Irvine Station improvements and 4th main track is to enable cross platform transfers between different rail lines and optimize the operations of the Irvine Station MP 188.9. The design for the platform and track configurations of the Irvine Station will provide flexibility for trains entering and leaving the station efficiently and allow direct train access to the future Orange County Maintenance Facility (OCMF).	5% Preliminary and Environment Assessment	8/4/2016
27	La Paz Rd OH Widening	Widening	SCRRRA	Planning / Design	Orange 190.3	\$65,000,000 Total	yes	Under the direction of OCTA and the Orange County Transportation Authority, the La Paz Rd (SR-73) to El Toro Road is intended to increase capacity, improve operations and provide safety in Southern Orange County.	Construction	2025

Table 5.2: Capital Improvement Projects List – In Implementation/Funded

No.	Project Name	Type of Project	Project Description	Hosting Railroad (UP, SCRRRA, BNSF, NCTD)	Project Phase (Planning/Design, Construction, Open to Public)	Project Location (Subdivision, MP)	Capital Cost Estimate	Funding Commitment	Project Benefits	Current Status	Anticipated Completion
LOSSAN SOUTH											
28	El Toro Bridge Widening	Bridge	The project is being built in three segments and includes numerous roadway, structural and operational improvements, including new general purpose lanes, improved intersections and widened ramps.	SCRRRA	Construction	Orange 190.5	\$65,000,000 Total	Yes	Under the direction of OCTA and the City of Escondido, the El Toro Bridge (US 101) Widening Project from San Joaquin Hills Toll Road (SR79) to El Toro Road is intended to increase capacity, improve operations and enhance safety in southern San Diego County.	Construction	2025
29	Crown Valley OH Widening	Widening	The project will include the addition of a fourth westbound lane on Crown Valley Parkway from the US southbound off-ramp to the Oso Creek Bridge, completing the planned improvements on the north side. The project requires widening of the Oso Creek Bridge and overhead bridge spanning the railroad.	SCRRRA	Planning / Design	Orange 193.3	\$ 922,000	thru design	The project will provide an acceptable level of service to match with the ongoing development.	Design	TBD
30	San Juan Creek Bridge replacement	Track, Structures	This project will replace the existing 100-year old railroad bridge over San Juan Creek in San Juan Capistrano. The existing bridge foundation does not meet current design standards and the bridge deck does not meet current railroad design standards. The new bridge will be built on the east side of the existing bridge to minimize interruption to passenger and freight train services.	SCRRRA	Construction	Orange 197.87	\$ 38,333,000	Yes	The new bridge will improve the load and storm capacity, increase safety, and reduce maintenance needs.	Design and Environmental Assessment	2024
31	Serra Siding Extension - South	Track	PDR evaluates two conceptual design alternatives, and provides an initial preferred alternative. <ul style="list-style-type: none"> Alternative 1: A new siding track is constructed on the north side of the existing track, maintaining the existing track at its current location along the whole segment. Alternative 2: A new siding track is constructed on the north side of the existing track, maintaining existing tangent track at its current location, and includes shifting the existing track south where the segment is located at a curve to avoid impacts to embankment of HWY 1 on-ramp. The project will extend the existing siding track from CP Serra, MP 199.5, for 1.14 miles to west of Beach Road, MP 201.0. Existing CP Serra with one R20 turnout will be replaced by a new CP Serra with three R20 crossovers. A new siding point will be added west of Beach Road where siding track is merged to existing Main Track.	SCRRRA	Planning / Design	Orange 199.5 - 201.0	Alt 1: \$12,503,000 (construction); Alt 2: \$26,568,000 (Total)	Yes	The siding extension will provide additional capacity for train operations between CP Serra (MP 198.9) and Beach Road Grade Crossing (MP 201.0). This siding extension configuration will improve the safety and reliability of the commuter rail system as well as increase the capacity of the corridor, and minimize the risk of operations shut-down due to maintenance issues or emergency incidents on a single track.	5% Design and Preliminary Environment Assessment	7/19/2023
32	Signal Respacing CP Avery to CP Songs	Signal	Alternative 1: (PREFERRED) <ul style="list-style-type: none"> Remove 2 intermediate signals. Add 6 new intermediate signals. Alternative 2: <ul style="list-style-type: none"> Remove 2 intermediate signals. Add 7 new intermediate signals. Additional intermediate signal is located at West of San Juan Capistrano Station. The project provides 1.55 miles of new siding track and includes two new bridges.	SCRRRA	Planning / Design	Orange 199.5 - 209.18	Alt 1: \$2,204,000 (construction); Alt 2: \$4,849,000 (Total)	Yes	Respacing the intermediate signals allows for express train operations and higher passenger operating speeds up to 30 mph. The signal program will ultimately increase the line and increase on-time performance.	5% Design and Preliminary Environment Assessment	3/21/2022
33	Songs Siding Extension	Track	The project provides 1.55 miles of new siding track and includes two new bridges. PDR evaluates two alternatives for providing a new siding track from MP 207.7 to CP Songs at MP 209.3. <ul style="list-style-type: none"> Alternative 1 includes a new siding track, a new double track bridge at MP 207.8, and a new single track bridge over San Onofre Creek at MP 208.6. The existing main line track bridge over San Onofre Creek will be maintained. Alternative 2 includes a new siding track, a new double track bridge at MP 207.8, and a new double track bridge over San Onofre Creek at MP 208.6. The existing main line track bridge over San Onofre Creek will be removed and replaced. 	SCRRRA	Planning / Design	Orange 207.7 - 209.25	Alt 1: \$26,486,000 (construction); Alt 2: \$53,322,000 (Total)	Yes	The siding extension will provide additional capacity for train operations between MP 207.7 and CP Songs (MP 209.18). This siding extension configuration will improve the safety and reliability of the commuter rail system as well as increase the capacity of the corridor, and minimize the risk of operations shut-down due to maintenance issues or emergency incidents on a single track.	5% conceptual design complete	12/20/2024
34	San Onofre to Pulgas Double Track Phase 1, Stage 2	Track	Stage 2 of this project includes the construction of a 1.6-mile segment of second main track (MP 216.5 to MP 218.1) and bridges at MP 217.3 and MP 218.0.	NCTD	Planning / Design	San Diego 212.3 - 218.1	\$ 31,440,000	Funded (not yet allocated by CTC) thru construction	1.6 mi of additional double track and replacement of track and replacement of platform at the Del Mar.	In design /permitting	2025
35	El Portal Undercrossing	Grade Separation	Installation of a grade separated pedestrian undercrossing between El Portal Street and Vulcan Avenue in the City of Encinitas (MP 237.1).	NCTD	Construction	San Diego 237.1	\$ 11,137,000	Funded through construction	Safety	Construction	2023
36	San Diego Double Track and Platform - the Del Mar Fairgrounds Special Events Platform - Phase 2	Track, Station	2.1 miles of second main track and San Diego bridge replacement for north of CP Valley (MP 242.2) to CP Del Mar (MP 243.9). Includes construction of a special event platform at the Del Mar Fairgrounds.	NCTD	Planning / Design	San Diego 242.2 - 243.3	\$ 186,200,000	Funded thru phase 1 and final design for Phase 2	2.1 mi of additional double track and construction of a new special event service platform at the Del Mar Platform.	Final Design	2025
37	Del Mar Bluffs Stabilization - 5	SOGR	Adds slope stability improvements of the Del Mar Bluffs in the City of Del Mar. This phase of the project will construct the following improvements at locations between MP 244.1 and MP 245.7: deep driven piles to provide seismic stability to portions of the bluff; retaining walls, drainage improvements, and erosion control measures.	NCTD	Planning / Design	San Diego 244.1 - 245.7	\$ 71,990,000	Funded through construction	Safety. State of good repair	Environmental/ Design	2035
38	San Diego Convention Center Station	Track, Station	Design and construction of a new siding and station platform between 1st and 5th Avenue to serve the San Diego Convention Center, Petco Park, and the Gaslamp Quarter. Includes 0.8 mile stretch of BNSF track and three new control points.	NCTD / BNSF	Planning / Design	San Diego 268.77 - 268.78	\$ 52,920,000	Funded thru construction	New station at San Diego Convention Center. Associated track and signal improvements south of Broadway to allow revenue services.	Design	2025
39	North Green Beach Bridge	Bridge	This project will remediate the northern most timber trestle segment of Bridge 208.6 over San Onofre Creek.	NCTD	Construction	San Diego 208.6	\$ 940,000	Funded through construction	Safety. State of good repair	Construction	2022

Table 5.3: Capital Improvement Projects List – Planned/Unfunded

No.	Project Name	Type of Project	Project Description	Hosting Release (US-SCRRRA, BNSF, NCTD)	Project Phase (Planning/Design/Construction/Operational/Other)	Project Location (Subdivision, MP)	Capital Cost Estimate	Funding Commitment	Project Benefits	Current Status	Anticipated Completion
LOSSAN NORTH											
1	Rice Avenue Grade Separation	Grade Separation	Grade Separation to Improve Safety	UP	Planning / Design	UPRR Santa Barbara 406.230	\$ 117,532,000	Potential funding through SB1 SCOP and/or Trade Corridor Enhancement Program	Reduce conflicts between vehicles and trains	Pending Funding	TBD
2	CMF Modernization Phase 1	Facility	Priority set of improvements to modernize the operation of CMF	SCRRRA	Conceptual		TBD	No	Supports State of Good Repair and operational efficiency in the Burbank to Los Angeles corridor	Conceptual, functional studies completed	TBD
3	CMF Modernization Phase 2	Facility	Intermediate set of improvements to modernize the operation of CMF and prepare for alternative fueling	SCRRRA	Conceptual		TBD	No	Supports State of Good Repair and operational efficiency in the Burbank to Los Angeles corridor	Conceptual, functional studies completed	TBD
4	North CMF Connection and Tail Track	Facility	Connects CMF to the north to allow a through running operation and reduce deadhead movements on the track between LAUS and CMF	SCRRRA	Conceptual		TBD	No	Supports operational efficiency in the Burbank to Los Angeles corridor		TBD
5	Burbank to Los Angeles Third Track	Track	Dedication of one new track for freight	SCRRRA Amtrak, UP, BNSF	Conceptual		TBD	No			TBD
6	Arroyo Simi Bridges Rehabilitation	Track, Bridge	Rehabilitation of a series of four bridges in the vicinity of Macpark	UP	Planning / Design	UPRR Ventura Sub 427.8, 428.18, 428.63, 429.26	\$ 13,000,000	No		Pending Funding	TBD
7	Link US Phase B	Bridges, Track, Signal, Station	Phase B includes the raising of all the tracks and platforms at LAUS, a new and expanded passageway with enhanced transit and retail amenities including new outdoor plazas, a new lead track in the throat area north of Los Angeles Union Station, new rail bridges over Cesar Chavez Ave and Wiggins St, and a total of up to nine run-through tracks including six for regional and intercity rail service and up to four for future high speed rail service, with 2 tracks that are interoperable.	SCRRRA	Planning / Design	River 0.2	\$ 2,000,000,000	No	Improve connectivity, increase rail service capacity, reduce train idling times, future development, improve pedestrian access, enhance passenger experience, improve US-101 and local roadways	Completed FER July 2019	2031
8	Southside Turn Facility	Station	New platforms to function as a supplemental terminal for LAUS during construction of Phase 2 of Link US. Near BNSF 1st street yard, south of LinkUS. North of 6th Street bridge being constructed over the River.	SCRRRA	Planning / Design	River 141.7	TBD	No	Long-term support of HSR. Supporting more than the tracks. To support Phase 2 of Link US. Necessary for completion of environmental clearance Link US	Developed of site and engineering more than the tracks. To support HSR	Prior to LinkUS Phase B
9	Fourth Track: 15th-710 to CP Solo	Track	Construction of a fourth track from the west end of the 15th-710 flyover to CP Solo and completion of the staging yard at Hobart, including property acquisition	BNSF	Planning / Design	BNSF SB SUB 148	TBD	No	It allows for the corridor to be built for the ultimate environmentally cleared	Not environmentally cleared	2026
10	Upgraded Signal System	Signal	Construction of a new signal system with 1.25-mile spacing	BNSF	Planning / Design	BNSF SB SUB 148	TBD	No	Signal system would be prepared to accommodate construction and ultimate configuration	Not environmentally cleared	2026
11	26th Street ROW Acquisition West Bank Yard Relocation	Track	Acquisition of the northern half of 26th Street to allow BNSF to construct new tracks at Hobart Yard, allowing BNSF to vacate the West Bank Yard. Relocating BNSF's West Bank Yard activity is a prerequisite to enable full utilization of the first run-through tracks at Los Angeles Union Station, which are to be operational by 2026	BNSF	Planning / Design	BNSF SB SUB 148	\$ 286,913,000	Potential funding through SB1 SCOP and/or Trade Corridor Enhancement Program	allows for needed capacity to accommodate construction in ultimate configuration	Environmental Phase	2026
12	LA-SB Dedicated Passenger Corridor: Hobart Yard Relocation	Track, Signal, Station	Potential phasing element of LA-SB Dedicated Passenger Corridor	BNSF	Planning / Design	BNSF SB SUB 146	\$ 422,100,000	No	Separates freight and passenger rail and enables 5-minute passenger train headways from LA to Fullerton	MetroLink planning for funding	2032
13	LA-SB Dedicated Passenger Corridor: Construct 3rd Main Track on the BNSF SB Route	Track, Signal	Potential phasing element of LA-SB Dedicated Passenger Corridor	BNSF	Planning / Design	BNSF SB SUB 144-165.5	\$ 604,700,000	No	Separates freight and passenger rail and enables 5-minute passenger train headways from LA to Fullerton	MetroLink planning for funding	2032
14	LA-SB Dedicated Passenger Corridor: Early Start on 4th Main Hobart through Commerce	Track, Signal, Station	Design and construct 20 miles of mainline and structures between CP Solo and the new Commerce Station, including intermodal operations for Hobart Yard, construct 5 miles of lead tracks at Hobart Yard, relocate old Commerce Station to new location, including property costs; design and construct new Commerce Station; design and construct 20 miles of staging tracks at Commerce Yard; complete design of Hobart staging area and storage tracks. All signal and crossover work is included.	BNSF	Planning / Design	BNSF SB SUB 144-149	\$ 777,100,000	No	Provides early benefit with the relocation of the Commerce Station and helps lay the foundation for the completion of 4th Main, which separates freight and passenger rail and enables 5-minute passenger train headways from LA to Fullerton	MetroLink planning for funding	2023
15	LA-SB Dedicated Passenger Corridor: Construct 4th Main Track LA to Fullerton	Track, Signal, Station	Potential phasing element of LA-SB Dedicated Passenger Corridor	BNSF	Planning / Design	BNSF SB SUB 144-165.5	\$ 886,600,000	No	Completion enables 5-minute passenger train headways from LA to Fullerton	MetroLink planning for funding	2028

Table 5.3: Capital Improvement Projects List – Planned/Unfunded

No. Project Name	Type of Project	Project Description	Hosting Railroad (UP, SCRRRA, BNSF, NCTD)	Project Phase (Planning / Design / Construction / Open to Public)	Project Location (Subdivision, MP)	Capital Cost Estimate	Funding Commitment	Project Benefits	Current Status	Anticipated Completion
LOSSAN NORTH										
16 I-5/710 Flyover	Track	Construct a two-track, passenger-only elevated structure to carry passenger trains over freight tracks to the south side of BNSF ROW, eliminating passenger-versus-freight conflicts	BNSF	Planning / Design	BNSF SB SUB 146.3	\$ 489,510,000	Potential funding through SBT SCOP and/or Trade Corridor Enhancement Program	It allows for the corridor to be built for the ultimate configuration	Environmental Phase	2028
17 New Commerce Intermodal Facility	Intermodal Facility	Project is a component of the LA Urban Mobility Corridor improvements between LA and Fullerton that will expand the BNSF Commerce MF, including purchase of additional right of way and utility relocation needed to provide space for the I-7 to I-5 Rail Flyover Project as part of BNSF investment plans for the facility.	BNSF	Planning / Design	BNSF SB SUB 148.5	\$ 184,250,000	Potential funding through SBT SCOP and/or Trade Corridor Enhancement Program	It allows for the corridor to be built for the ultimate while separating passenger rail traffic	Environmental Phase	2026
18 Norwalk Blvd/Los Nietos Road Grade Separations	Grade Separation	Two new grade crossings that were part of the HSR plans and has been folded into the Metrolink SCORE Program.	BNSF	Planning / Design	BNSF SB SUB 153.2	\$ 128,100,000	No	Safety	Metrolink planning for funding	2028
19 Pioneer Blvd Grade Separation	Grade Separation	New grade crossing that was part of the HSR plans and has been folded into the Metrolink SCORE Program.	BNSF	Planning / Design	BNSF SB SUB 154.3	\$ 128,100,000	No	Safety	Metrolink planning for funding	2032
20 Fourth Track Buena Park to Fullerton	Track	Construction of a fourth track from Buena Park to Fullerton and start of the staging yard adjacent to Hobart	BNSF	Planning / Design	BNSF SB SUB 160.2-165.5	TBD	No	It allows for the corridor to be built for the ultimate configuration	Not environmentally cleared	2026
21 Norwalk & Fullerton rail over rail crossing/rail under rail crossing	Track	Construction of the over/under at Norwalk and Fullerton	BNSF	Planning / Design	BNSF SB SUB 156-165.5	TBD	No	To accommodate the capacity of the ultimate build of the corridor	Not environmentally cleared	2026
LOSSAN SOUTH										
22 Signal Respacing: La Palma to College	Signal	Respacing of intermediate signals	SCRRRA	Planning / Design	Orange 167.3 - 169.8	\$ 4,900,000	No	The respacing of the signals allows for increased train operations and higher passenger operating speeds up to 90 mph, reducing travel time.	Metrolink planning for funding	2032
23 Commerce Station Relocation	Station	Relocation of Commerce Station to facilitate freight movements and provide more frequent service to Commerce Station	BNSF (SCRRRA and HSR)	Planning / Preliminary Design	San Bernardino Subdivision	TBD	No	Improve operational efficiency; freight capacity and frequency of passenger service	Currently under environmental review as part of the Los Angeles to Anaheim segment of the California HSR program	TBD
24 Track and Platform Reconfigurations at Norwalk, Buena Park (Orange County) and Fullerton (Orange County)	Track, Station	Reconfigures station track and platform faces to create a separate freight and passenger tracks along the Los Angeles to Fullerton segment of the San Bernardino Subdivision	BNSF (SCRRRA and HSR)	Planning / Preliminary Design	San Bernardino Subdivision	TBD	No	Improve operational efficiency; freight and passenger capacity; reduce safety conflicts between freight and passenger rail traffic	Currently under environmental review as part of the Los Angeles to Anaheim segment of the California HSR program	TBD
25 Orange/Olive Junction and Wye	Track, Signal	New crossover and faster turnouts	SCRRRA	Planning / Design	Orange 172.2	\$ 3,900,000	No	Line Capacity	Metrolink planning for funding	2023
26 Orange - Olive Junction Improvements and Wye - Full Buildout	Track, Signal	The existing wye consists of a single, uncontrolled track and will require modifications to provide CTC. The existing wye will be replaced with concrete ties. New control points will be installed. Grade crossings will need to be upgraded to meet quiet zone requirements. A drainage system that includes grading and new catch basins may be necessary pending further preliminary investigation.	SCRRRA	Planning / Design	Orange 172.2	\$ 42,600,000	No	Improve mobility in the corridor	Metrolink planning for funding	2032
27 Signal Respacing: Maple to Solow	Signal	Respacing existing intermediate signals	SCRRRA	Planning / Design	Orange 172.4 - 192.2	\$ 4,900,000	No	The respacing of intermediate signals allows for express train operations and higher passenger operating speeds up to 90 mph, reducing travel time.	Metrolink planning for funding	2023
28 Orange County Maintenance Facility - Full Buildout	Facility	New maintenance facility in Irvine, required prior to increasing services on OC and IE-OC Lines	SCRRRA	Planning / Design	Orange 183.3 - 184.2	\$ 153,200,000	No	Line Capacity	Not started	2032
29 Serra Sliding Extension - North	Track	Project was driven by OTP and incorporated into the OCTA Development of Rail Capital Improvement Program in 2018. It will extend the Serra siding on the north end.	SCRRRA	Planning / Design	Orange 197.4 - 198.1	\$ 10,760,400	No	Improve the safety and reliability of the commuter rail system as well as increase capacity for the north end, and reduce the risk of operations shutdown due to maintenance issues or emergency incidents on a single track.	No progress	TBD
30 SONGS Double Track (formerly San Onofre Creek DT)	Track	This project includes installation of approximately 1.5 miles of second main track from CP Santa Ana (MP207.7) to Existing CP Santa Ana (MP209.2). This project includes replacement of a timber span of Bridge 207.7, replacement of aging timber bridge 207.8 with a double track bridge, and installation of a second rail bridge adjacent to existing bridge 208.6.	NCTD	Planning / Design	San Diego 207.7 To MP 209.2	\$ 40,130,000	No	1.5 miles of second track, replace timber span bridge and aging timber bridge, and installation of second rail bridge	Planning	2035

Table 5.3: Capital Improvement Projects List – Planned/Unfunded

No.	Project Name	Type of Project	Project Description	Hosting Railroad (UP, SCRRA, BNSF, NCTD)	Project Phase (Planning/Design, Construction, Open to Public)	Project Location (Subdivision, MP)	Capital Cost Estimate	Funding Commitment	Project Benefits	Current Status	Anticipated Completion
LOSSAN SOUTH											
31	San Mateo Creek Double Track	Track	Construction of a second main track between the county line (between Orange and San Diego counties) at MP 207.4 and MP 208.2. The limits of the project include the structures across San Mateo Creek, Br. 207.6 and the bridge across the wetland, Br. 207.8.	SCRRA	Planning / Design	San Diego 207.4 - 208.2	\$ 35,000,000	No	0.8 miles of second main track between the county line (between Orange and San Diego counties) at MP 207.4 and MP 208.2.	Planning	2035
32	San Onofre Bridges (maybe replaced by SONGS DT)	Track	Replacement of three timber trestle railway bridges at MP 207.8, 207.9 and 209.9.	NCTD	Planning / Design	San Diego 208.2 - 209.2	\$ 37,000,000	No	Replacement of three timber bridges.	Planning	2025
33	Camp Pendleton Station	Station	Construction of new station platform on Camp Pendleton adjacent to the Stuart Mesa Maintenance Facility.	NCTD	Planning / Design	San Diego 222	\$ 48,620,000	No	New station to serve Camp Pendleton	Preliminary/Conceptual design	2035
34	Stuart Mesa Maintenance Facility Capacity Enhancement	Layover Facility	Increase capacity of Stuart Mesa Maintenance Facility located on Camp Pendleton Maine Corp Base.	NCTD	Planning / Design	San Diego 222	\$ 49,250,000	No	7000 feet of additional track with new service line for loading, washing and hauling.	Planning	2035
35	Eastbrook to Shell Double Track (San Luis Rey River Bridge)	Track	Second main track between CP Eastbrook (MP 225.3) and CP Shell (MP 225.9) and replacement of San Luis Rey River Bridge (MP 225.4).	NCTD	Planning / Design	San Diego 225.3 - 225.9	\$ 61,510,000	Construction funding is still needed for this project.	0.6 mi of additional double track and Bridge 225.4 replacement.	Design	2025
36	Carlsbad Village Trench	Grade Separation	Grade separation of the railroad tracks in Carlsbad Village Area. Includes construction of 1.0 mile of second main track from CP Luchabad (MP 228.4) to CP Car (MP 229.5) in Carlsbad and a new bridge over Buena Vista Lagoon.	NCTD	Planning / Design	San Diego 228.0 - 230.6	\$ 388,830,000	No	Safety	Planning	2035
37	Poinsettia Crossovers	Track, Signal	Construct a left-hand crossover at MP 233.10, north of Poinsettia Station and a right-hand crossover at MP 233.50, south of Poinsettia Station.	NCTD	Planning / Design	San Diego 233.1 - 233.5	\$ 6,500,000	No	Operational flexibility	On hold pending construction funding	2025
38	Baliquitos Lagoon Double Track	Track	Adds 6 miles of second main track from CP Penito (MP 234.5) to MP 235.1. Also includes replacement of Baliquitos Lagoon Bridge 234.8.	NCTD	Planning / Design	San Diego 234.5 - 237.2	\$ 72,930,000	Funded thru final design	0.6 mi of additional double track and Baliquitos Lagoon Bridge replacement.	Final Design	2025
39	La Costa to Moonlight Double Track	Track	Adds 2.1 miles of double track in the City of Encinitas from CP La Costa (MP 235.1) to CP Moonlight (237.2)	NCTD	Planning / Design	San Diego 235.1 - 237.2	\$ 40,240,000	No	2.1 mi of double track and at grade crossing improvements	Planning	2035
40	Moonlight to Swami Double Track	Track	This project involves the addition of a 0.8-mile-long segment of second main track from CP Moonlight (MP 237.2) to CP Swami (MP 238.0). The project includes construction of a second main track construction of a single-track bridge across Encinitas Boulevard, crossing improvements at D and Estreel, station and parking area modifications at Encinitas Station (to accommodate the new second track), modifications to the existing bus terminal facility, grade separated pedestrian crossing with inter-track fencing, and construction of associated site improvements.	NCTD	Planning / Design	San Diego 237.2 - MP 238.0	\$ 50,930,000	No	.8 mi. of double track and station improvements	Planning	2035
41	Leucadia Blvd Grade Separation	Grade Separation	Grade separate the existing intersection of Leucadia Blvd at the railroad track	NCTD	Planning / Design	San Diego 236	\$ 119,250,000	No	Safety	Planning	2035
42	Encinitas Pedestrian Crossings	Grade Separation	New pedestrian undercrossing at Montgomery and Hiltrest within the City of Encinitas.	NCTD	Planning / Design	San Diego 237.7 - 238.6	\$ 16,970,000	No	Safety	Planning	2035
54	San Dieguito Double Track and Platform - the Del Mar Fairgrounds Special Events Platform - Phase 1	Track, Station	This Project includes construction of Phase 1 of the overall San Dieguito Double Track project. Phase 1 includes the construction of a 0.3-mile segment of second main track from CP Upper San Dieguito (MP 243.0) to CP Lower San Dieguito (MP 243.3). Phase 1 also includes the construction of the Solana Beach Station (MP 241.9). The project also includes installation of the Stevens Creek box culvert and redirection of Stevens Creek.	NCTD	Planning / Design	San Diego 242.2 - 243.3	\$ 186,200,000	Funded thru final design	Double tracking	Planning	2025
43	Del Mar Bluffs Stabilization - 6	SOGR	This phase of the project will construct the following improvements at locations between MP 244.1 and MP 245.7: bluff toe protection, retaining walls, drainage improvements, and erosion control measures.	NCTD	Planning / Design	San Diego 244.1 - 245.7	\$ 20,010,000	Funded through design	Safety, State of good repair	Environmental	2025
44	Del Mar Tunnel - 3 FDI/CON	Track	Design and Construction of the Del Mar Tunnel	NCTD	Planning / Design	San Diego 244 - 248	\$ 2,035,980,000	No	5 miles of double track, grade separated, higher speed rail tunnel	Planning	2035
45	Del Mar Tunnel - 2 PE/ENV	Track	Preliminary Engineering, environmental clearance, and public outreach for the Del Mar Tunnel	NCTD	Planning / Design	San Diego 244 - 248	\$ 564,790,000	No	5 miles of double track, grade separated, higher speed rail tunnel	Planning	2025
46	Sorrento Valley Blvd Safety Improvements	Grade Crossing, Signals	Construct near-side signals between Sorrento Valley station and Sorrento Valley Blvd to reduce conflicts with heavy traffic congestion.	NCTD	Planning / Design	San Diego 248.1	\$ 3,980,000	No	Safety	Project on Hold Pending Funding	2025
47	Sorrento to Miramar Phase 2	Track	Construction of second main track and curve realignment from temporary CP Scripps (MP 251.2) to CP Miramar (MP 253.0). The project also includes a retaining wall construction, over 1 million cubic yards of earthwork excavation, and ROW acquisitions throughout.	NCTD	Planning / Design	San Diego 251.0 - 253.0	\$ 107,720,000	Funded thru final design	Curve realignment / straightening on Miramar Hill	In final design	2025
48	UTC Tunnel	Track	Design and construction of the Miramar Tunnel	NCTD	Planning / Design	San Diego 250 - 257	\$ 2,610,210,000	No	5 miles of double track, grade separated, higher speed rail tunnel	Planning	2050

Table 5.3: Capital Improvement Projects List – Planned/Unfunded

No.	Project Name	Type of Project	Project Description	Hosting Railroad (UP, SCRRA, BNSF, NCTD)	Project Phase (Planning/Design, Construction, Open to Public)	Project Location (Subdivision, MP)	Capital Cost Estimate	Funding Commitment	Project Benefits	Current Status	Anticipated Completion
LOSSAN SOUTH											
49	Rose Canyon Bridge Replacements	Bridge	Replace three aging timber trestle railway bridges at MP 254.7, 255.1, and 255.3 that were built in the 1940's.	NCTD	Planning / Design	San Diego 254.7, 255.1, 255.3	\$ 15,190,000	Funded through Environmental	Safety, State of good repair	Planning	2025
50	Sorrento Valley Crossover	Track, Signal	Construct a universal crossover near Sorrento Valley Station.	NCTD	Planning / Design	San Diego 249.1	\$ 5,240,000	No	Operational flexibility	Planning	2025
51	Signal Respacing and Optimization	Signal	New eastbound and westbound signals	NCTD	Planning / Design	San Diego 249.8 - 266.9	\$ 16,660,000	No	Operational flexibility	Planning	2025
52	Oceanside Mobility Hub	Station	Mobility hub amenities including secure micromobility parking and e-charging, interactive travel kiosks, EV charging infrastructure, passenger loading zones, parcel delivery lockers, carshare parking, and parking for transit users.	NCTD	Planning / Design	San Diego 226.5	\$ 23,050,000	No	Improve connections and access to regional rail	Planning	2050
53	Solana Beach Mobility Hub	Station	Mobility hub amenities including secure micromobility parking and e-charging, interactive travel kiosks, EV charging infrastructure, passenger loading zones, parcel delivery lockers, carshare parking, and parking for transit users.	NCTD	Planning / Design	San Diego 241.8	\$ 33,950,000	No	Improve connections and access to regional rail	Planning	2050
55	Quiet Zones	Signal	To reduce noise around 20 at-grade rail crossings for nearby residents and businesses, quiet zones would need to be established throughout the LOSSAN rail corridor (excluding Laurel Street, Coast Boulevard and Chesterfield Drive).	NCTD	Planning / Design	San Diego 257 - 207	\$ 16,660,000	No	Safety, State of good repair	Planning	2025
56	San Diego MTS Yard Improvements	Layover Facility	Construction of layover yard track at MTS yard located adjacent to 12th & Imperial trolley station.	NCTD	Planning / Design	San Diego 269	\$ 13,520,000	No	Operational flexibility	Planning	2035
57	Calebad Village Mobility	Station	Mobility hub amenities including secure micromobility parking and e-charging, interactive travel kiosks, EV charging infrastructure, passenger loading zones, parcel delivery lockers, carshare parking, and parking for transit users.	NCTD	Planning / Design	San Diego 229.5	\$ 14,570,000	No	Improve connections and access to regional rail	Planning	2050
58	Calebad Poinsettia Mobility Hub	Station	Mobility hub amenities including secure micromobility parking and e-charging, interactive travel kiosks, EV charging infrastructure, passenger loading zones, parcel delivery lockers, carshare parking, and parking for transit users.	NCTD	Planning / Design	San Diego 233.3	\$ 38,670,000	No	Improve connections and access to regional rail	Planning	2050
59	Encinitas Station Mobility Hub	Station	Mobility hub amenities including secure micromobility parking and e-charging, interactive travel kiosks, EV charging infrastructure, passenger loading zones, parcel delivery lockers, carshare parking, and parking for transit users.	NCTD	Planning / Design	San Diego 237.7	\$ 56,790,000	No	Improve connections and access to regional rail	Planning	2050
60	Sorrento Valley Mobility Hub	Station	Mobility hub amenities including secure micromobility parking and e-charging, interactive travel kiosks, EV charging infrastructure, passenger loading zones, parcel delivery lockers, carshare parking, and parking for transit users.	NCTD	Planning / Design	San Diego 249.1	\$ 25,460,000	No	Improve connections and access to regional rail	Planning	2050
61	Other Grade Separations	Track	Grade separation of the rail crossing at Sorrento Valley Blvd. and Taylor St.	NCTD	Planning / Design	San Diego 249.1, 254.1	\$ 368,430,000	No	Safety	Planning	2050
62	San Diego Maintenance and Layover Facility	Layover Facility	Construct a new overnight layover and maintenance facility for the Pacific Sunliner service in San Diego County	NCTD	Planning / Design	TBD	TBD	No	Increase capacity to maintain and store train sets	Planning	TBD

Chapter 6: Fare Policy

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

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

The LOSSAN Agency implemented a fare restructuring in March 2018. This is the only fare change to take place since the ITA was executed in June 2015, as can be seen in Table 6.1.

Table 6.1: Historic Pacific Surfliner Fare Adjustments

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



Everyday Discount Programs

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

Other Discount Programs

The LOSSAN Agency and Amtrak occasionally partner with local destinations and/or convention and visitors bureaus to offer special discounts for travel to a specific location. For example, the Santa Barbara and San Luis Obispo Car Free programs offer a 20 percent discount off Pacific Surfliner tickets for travel to stations in those counties. Amtrak also offers a California rail pass, which offers travel on any seven days in a 21-day period on all three state-supported intercity routes in California, as well as the Coast Starlight and most Amtrak Thruway buses.

When requested by the LOSSAN Agency, Amtrak can also offer special discounts to one-time events using a special promotional code. Groups of 15 or more on the Pacific Surfliner can receive a 20 percent discount on regular fares on select trains based on projected seat inventory and season of travel. The Kids 'n' Trains program provides reduced group fares for school and youth groups traveling on the Pacific Surfliner on select mid-week trains. Additionally, SBCAG is currently subsidizing a limited-term discount on 10-trip and monthly passes between stations in Ventura County and Santa Barbara/Goleta to help encourage ridership between Ventura and Santa Barbara Counties.

Rail 2 Rail Programs

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

Metrolink: This Rail 2 Rail program allows Metrolink monthly pass holders who travel on Metrolink's Orange and Ventura County lines to travel on Pacific Surfliner trains within the limits of the station pairs of their pass at no additional charge, including on Saturday and Sunday. The Rail 2 Rail program does not apply to Metrolink one-way, roundtrip, and seven-day passes except on Pacific Surfliner trains between Los Angeles and Burbank Airport and select "code share" trains operating between Los Angeles and Oxnard. Pacific Surfliner monthly pass holders may also ride any Metrolink train within the station pairs on their Amtrak monthly pass. Amtrak conductors scan the Metrolink passes and Metrolink is billed for each Rail 2 Rail boarding at a reimbursement rate of \$7.00 per boarding.

COASTER: NCTD currently has a modified Rail 2 Rail program agreement whereby COASTER passengers may travel on any Pacific Surfliner trains using a valid COASTER RegionPlus, monthly, or day pass. As of the current FY, NCTD reimburses Amtrak \$4.03 per Rail 2 Rail rider, which is the approximate average fare collected per passenger boarding on the COASTER



service. Pacific Surfliner monthly pass holders and one-way and roundtrip ticket holders may also ride any COASTER train within the station pairs on their Amtrak ticket at no additional charge.

Future of Rail 2 Rail

The focus on the revisions to the existing Rail 2 Rail programs has begun to shift more toward the integration of the systems, with the potential for developing a region pass, possibly expanding the code share arrangement, or shifting to another mutually agreed upon and beneficial program. The existing agreements have been extended with the current programs kept in place through to the end of FY 2021-22. Over the course of the next fiscal year, the LOSSAN Agency will continue working with Metrolink and NCTD to revise the Rail 2 Rail programs to achieve a more equitable distribution of both revenue and expenses.

Additional Fare Enhancement Opportunities

In FY 2022-23, as the LOSSAN Agency works with Amtrak to restore service and rebuild ridership, appropriate opportunities to increase fare revenue while ensuring passenger safety will be explored. These include:

- Implement fare promotions as appropriate to encourage riders to return, while being sensitive to the ongoing pandemic. Focus will be on encouraging midweek travel and travel between underutilized station pairs.
- Implement marketing campaigns as appropriate to ensure riders confidence in the safety and cleanliness of the Pacific Surfliner.
- Increasing public awareness of existing everyday discount programs, especially student and group discounts.
- Continue partnerships with sports, concert, and other venues as these locations begin holding events once the ongoing pandemic makes it safe to do so. These include partnerships with the San Diego Padres, Del Mar Racetrack, Anaheim Ducks, Disneyland, the San Diego Zoo, and other event organizers. Attempts will be made to promote taking the Pacific Surfliner to sporting events, concerts, and other special events as appropriate for passenger safety.
- Enhance customer loyalty and referral programs, including the Amtrak Guest Rewards program, to retain existing customers and attract new riders.
- Explore fare integration opportunities along the corridor, focusing on first and last mile connections and direct connections to popular destinations.

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

An integrated passenger rail network is a key initiative included in the 2018 and draft 2022 California State Rail Plan, with the goal to plan and implement a statewide passenger rail system that maximizes the performance potential of intercity passenger rail as a time- and cost-competitive travel option for meeting the state's transportation needs. Several opportunities exist for better integrating the Pacific Surfliner service with the existing, planned and proposed transit and rail network along the 351-mile LOSSAN rail corridor.

Statewide and Regional Coordination

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

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

Additionally, the LOSSAN Agency recently completed a corridor optimization study that sought to identify integrated operating strategies, in partnership with the operators along the LOSSAN rail corridor, that can help define optimized service concepts for existing and planned services that provide repeatable hourly "anywhere to anywhere" connectivity between rail and transit providers throughout southern California. The operating strategies identified as part of the study can be especially beneficial now as we look forward to restoring the collective services along the rail corridor that have been reduced during the COVID-19 pandemic, and the first step in this was implemented with the October 25, 2021 schedule change.

Transit Connections

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

The Amtrak-operated Thruway bus service also provides key connections and is coordinated with the San Joaquins and Capitol Corridor intercity rail services, providing connectivity to the statewide rail system. While the ridership and revenue losses incurred as a result of the COVID-19 pandemic have required a reduction in the Thruway bus services provided by the LOSSAN Agency, SJJPA and CCJPA, the passage of Senate Bill 742 in 2019 will allow greater flexibility

in the planning and scheduling of thruway bus routes once this service is restored. The LOSSAN Agency will work with Amtrak, CCJPA, SJJPA and Caltrans DRMT to review operations of the Thruway bus service and look for opportunities to improve connectivity and efficiency as part of the service restoration effort. Pacific Surfliner trains also provide timed connections in Los Angeles to three Amtrak long-distance trains serving destinations including Chicago, New Orleans, Portland, and Seattle.

Integrated Fare Structure

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

In parallel with this statewide effort, the LOSSAN Agency is continuing to manage the Rail-2-Rail (R2R) programs with both Metrolink and NCTD. When first implemented, the R2R Program was intended to leverage available capacity on the Pacific Surfliner trains for the mutual benefit of Metrolink, NCTD and Pacific Surfliner passengers. The R2R programs provides for all Amtrak-operated Pacific Surfliner trains to accept valid Metrolink and NCTD tickets, and for all Metrolink and NCTD trains to accept valid Amtrak tickets within the limits of the tickets, subject to certain restrictions and blackout dates. To continue the development of options for the long-term continuance of the R2R Program and also to ensure continued integration efforts on the LOSSAN rail corridor, LOSSAN Agency staff will continue working with Metrolink, Amtrak, NCTD, as well as Metro and MTS, on solutions that provide easier integration for passengers between services. As part of the corridorwide optimization study that was recently completed by the LOSSAN Agency, various cost sharing methodologies that exist nationally and internationally were evaluated to assist with identifying potential solutions for sharing the revenue and costs between agencies that are associated with a more integrated ticketing strategy. Also, with the 2018 TIRCP grant award, the LOSSAN Agency received \$250,000 in network integration funding that will be applied towards the design or implementation of a pilot program for a more integrated ticketing system once a preferred solution is identified.

Regional and Sub-Regional Transit and Rail Integration Studies

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

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

This study was led jointly by the BNSF Railway and NCTD to perform a freight-specific analysis on how anticipated growth can be accommodated on the LOSSAN South corridor for freight trains between CP Atwood (in Orange County) and San Diego and how an extension of passenger services to a new Convention Center station and/or National City could aid freight capacity. NCTD has had the desire to extend Coaster services to San Diego's Convention Center since 2002 and the 2018 California State Rail Plan has provided momentum to extend passenger services south of San Diego Downtown towards the border with Mexico. This study also aligns with the LOSSAN Agency's current efforts to identify a location for a new layover and maintenance facility for the Pacific Surfliner in San Diego and some of the locations under consideration are located south of downtown. The LOSSAN Agency was a stakeholder on this study. A second part to this study, which focuses on service extensions south of Santa Fe Depot will begin in 2022.

- *San Bernardino Pathing Study*

Similar to the effort performed by the BNSF between Atwood and San Diego, this study performed a freight-specific analysis on how anticipated growth can be accommodated on the San Bernardino Subdivision between Los Angeles and San Bernardino, of which the LOSSAN rail corridor overlaps between Los Angeles and Fullerton. This study aligned with the LOSSAN Agency's optimization study to identify operating strategies with the host operators that will help guide the development of optimized service concepts for existing and planned service along the LOSSAN rail corridor. The LOSSAN Agency was a stakeholder included by BNSF on this study.

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

As part of the 2018 TIRCP grant awards, SBCAG received funding to perform a regional transit and rail planning and integration study. This study took a focused look at identifying the regional mobility needs along the LOSSAN rail corridor between Moorpark and San Luis Obispo, and identifying potential new, modified, or expanded service options, including the best methods for integrating these services into the existing transit and rail network.

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

In early 2020, SLOCOG initiated the Coast Rail Corridor Study—a two-part study to (1) develop a phased service implementation plan for establishing a network of intercity rail and bus routes between Goleta and Salinas, and 2) evaluate and provide recommendations for implementing a regional passenger rail service between locations in San Luis Obispo County that cannot be easily served by the existing Pacific Surfliner service. This study concluded in 2021, presenting options for initiating intercity and commuter service along the central coast. The LOSSAN Agency has been supportive of this effort to provide more localized passenger rail service within the LOSSAN rail corridor and will continue working with SLOCOG and the other corridor stakeholders in pursuing

a recommendation on how best to implement passenger rail service along the central coast and expand the reach of and enhance the connectivity of the Pacific Surfliner service.

- *Transportation Agency of Monterey County (TAMC) Rail Network Integration Study*

The Rail Network Integration Study evaluated service options for both a regional rail service operating between Monterey and Santa Cruz, along a portion of the Coast Corridor, as well as a longer intercity passenger rail service extending south of Salinas to San Luis Obispo, providing a connection between the Pacific Surfliner and the Capitol Corridor or Caltrain in San Jose. The LOSSAN Agency participated in this study as part of the Network Advisory Committee established for the project.

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

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

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

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

Link Union Station

The Link Union Station (Link US) project, which is being managed by Metro, will transform LAUS from a “stub-end” station, to a “run-through” station by extending tracks south over the US 101 freeway, resulting in reduced travel times, particularly for Pacific Surfliner passengers traveling through Los Angeles. Link US will also reconfigure station entry tracks and station boarding platforms to improve efficiency, and create a new passenger concourse with improved retail, food and passenger waiting areas. Metro is also working with CHSRA to explore options to incorporate future HSR service at LAUS. The Environmental Impact Report for the Link US Project was certified and approved by the Metro Board of Directors in June 2019 with the draft Environmental Impact Statement being released for public comment in June 2021.

SCORE Program

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



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

High-Speed Rail Connection

The HSR system is planned to be an integral component of the statewide passenger rail system, and key to the statewide network integration effort. The passenger rail services along the LOSSAN rail corridor serve as a backbone for transportation throughout the central and southern California coastal regions. As such, the LOSSAN rail corridor will provide critical connections to support and compliment the HSR system in whatever form it eventually takes. Integration between the LOSSAN rail corridor and HSR system will provide mutual benefits to each service.

The CHSRA adopted its most recent Business Plan in March 2021. As with the previous Business Plans, CHSRA continues to recognize the interregional importance of the Burbank to Anaheim segment of the HSR system and the need to make strategic investments that will help link rail systems together over time. In FY 2022-23, the CHSRA and the LOSSAN Agency will continue efforts to coordinate efforts in the LOSSAN rail corridor.

Figure 7.1: California High-Speed Rail Statewide System



Source: CHSRA, 2019

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

Chapter 8: Passenger Amenities

The LOSSAN Agency has worked with Amtrak to implement initiatives designed to improve the overall passenger experience. This chapter focuses specifically on enhancements to passenger services and amenities that have been prioritized by the LOSSAN Agency for the Pacific Surfliner service in FY 2022-23 and FY 2023-24.

On-Board Amenities

Bicycle Storage: Each Pacific Surfliner train has storage space for seven bicycles in the cab car. A bicycle reservation system allows passengers to reserve a spot for their bicycle free of charge when they book their train ticket. The Pacific Surfliner continues to receive the most bicycle reservations of any Amtrak route in the nation. The LOSSAN Agency will work with Amtrak on identifying opportunities to expand bicycle storage as needed, as well as options to allow Amtrak multi-ride ticket holders, and potentially Metrolink Rail 2 Rail passengers, to make bicycle reservations electronically.



Business Class: Business class is a popular amenity on the Pacific Surfliner. With a business class ticket, passengers receive a guaranteed seat; self-serve coffee, tea, and pastries in the morning, and at-seat snack and beverage service in the afternoon; and a dedicated attendant on most trains. Passengers also receive access to the Amtrak Metropolitan Lounge in Los Angeles, priority boarding at the Santa Fe Depot in San Diego, and bonus Amtrak Guest Rewards points. To maintain the quality of the business class experience, the LOSSAN Agency recently completed a refresh of Business Class cars, which included improvements to passenger seating, new carpeting, refreshing furnishings, and improved Wi-Fi. The LOSSAN Agency will continue to work with Amtrak to enhance the amenities offered in business class in a cost-effective manner, including possible at-seat food and beverage options.

Food and Beverage: The on-board Market Café remained open throughout the pandemic, although some foods such as fresh sandwiches and salads were temporarily unavailable due to their short shelf life and the decrease in travel demand. Plexiglass barriers were installed inside the café cars on all trains, providing added protection for customers purchasing food and beverages. The decision to continue offering a basic level of food and beverage options preserved an amenity that generates revenue and distinguishes the Pacific Surfliner from other train services that operate along the corridor.



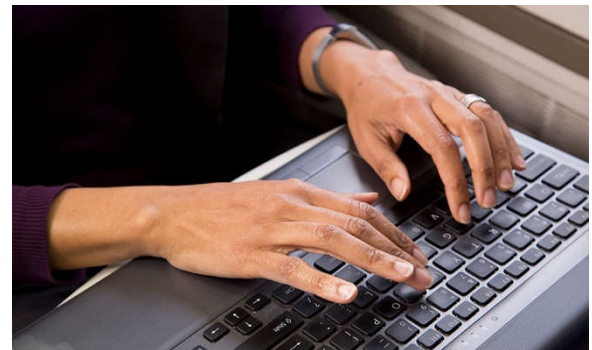
In FY 2021-22, the LOSSAN Agency continued to work with Amtrak to evaluate food and

beverage offerings based on sales and revenue data. Many fresh food items that were temporarily removed from the menu were restored. Staff also implemented menu “refreshes” to introduce new locally sourced fresh food items and local craft beers. The menu changes have led to a net increase in food and beverage revenue, as well as overall customer satisfaction. Working with Amtrak to introduce additional new, locally sourced products, including options for various dietary restrictions, will continue to be a priority for the LOSSAN Agency throughout FY 2023-24.

Sanitizer and Wipes: At the height of the pandemic, the LOSSAN Agency worked with Amtrak to install sanitizing stations onboard all Pacific Surfliner trains. At key locations throughout the train, passengers have access a variety of protective products including alcohol-based hand sanitizer and antibacterial surface wipes. Packaged cleansing towelettes, which were available previously, are also on hand in the café car. These items will continue to be available on-board, and the LOSSAN Agency continues to evaluate opportunities to enhance cleaning and safety on-board.



Wi-Fi: All Pacific Surfliner trains offer complimentary Wi-Fi service, which is a popular passenger amenity that distinguishes the Pacific Surfliner from other train services that operate along the corridor. Previously, the Wi-Fi service was unreliable at times, and speeds were slower than ideal. The LOSSAN Agency worked with Amtrak and Caltrans DRMT during FY 2020-21 and FY 2021-22 to install new hardware on Pacific Surfliner trains that made the on-board Wi-Fi faster, more reliable, and capable of handling high-bandwidth activities. Additional options are being explored to further improve the quality of on-board Wi-Fi service.



Service Amenities

Customer Communication: The LOSSAN Agency continues to have an active presence on social media and has seen a consistent growth in followers on all Pacific Surfliner social media pages. Through these channels, LOSSAN Agency staff highlights health and safety updates, service adjustment details, travel tips, and inspiration for travel using the Pacific Surfliner. Service alerts are shared online in real-time, offering another avenue for passengers to get information about trains immediately before and during a trip.

Joint Promotions: The LOSSAN Agency will continue coordinated marketing efforts with local convention and visitors bureaus, connecting transit agencies, and key attractions along the Pacific Surfliner route. Partnerships will play an especially important role in building awareness for the Pacific Surfliner during the post-pandemic period as travel broadly resumes. In previous years, the LOSSAN Agency implemented a number of successful joint promotions, including efforts with the San Diego Padres, Anaheim Ducks, Los Angeles Angels, Operation Lifesaver, Live Nation, Visit Santa Barbara, and the Disneyland Resort. These partnerships are an important tool for reaching audiences along the rail corridor and generating interest in the Pacific Surfliner service.



Rail 2 Rail Program: The LOSSAN Agency will continue to work with Amtrak, Metrolink, and NCTD to offer a Rail 2 Rail program benefit to customers that provides an equitable reimbursement rate to the Pacific Surfliner for carrying Metrolink and COASTER pass holders on state-funded intercity trains. The program provides more departure options for customers traveling along the rail corridor.

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



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

Train Status Information: Amtrak currently provides train status information through a number of channels, including announcements at staffed stations, Passenger Information Display System signs on station platforms, and online through the “train status” feature on Amtrak.com and the Amtrak mobile app. The LOSSAN Agency works with Amtrak to also provide real-time service alerts on the @PacSurfliners Twitter channel whenever a train is delayed. The LOSSAN Agency will continue to look for opportunities to further enhance train status updates and

integrate them with other communication channels. The LOSSAN Agency will also explore options to use passenger data retained by Amtrak to send follow-up correspondence to passengers after major delays that explains the cause of the delay and acknowledges the inconvenience they experienced.

Transit Transfer Program: The Pacific Surfliner Transit Transfer Program was implemented in 2016 as a result of a successful TIRCP grant, and offers seamless connectivity to local public transit services along the LOSSAN rail corridor. The LOSSAN Agency is working with local transit providers to continue marketing efforts for the program. Originally intended as a one-year pilot program, this program was extended using existing TIRCP funds. The LOSSAN Agency intends to continue this program using annual operating funds after expiration of the TIRCP funds. The LOSSAN Agency is also exploring the feasibility of using Amtrak tickets to transfer to the Metro Rail system in Los Angeles in coordination with Metro and Metrolink.



Station Amenities

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

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

Chapter 9: Equipment

The cars primarily used on the Pacific Surfliner were purchased by Amtrak and have been in service since 2000. Additional cars were purchased by the State of California in 2002 to supplement the Amtrak owned fleet by adding seating capacity and additional Pacific Surfliner service.

As a result of the COVID Pandemic, service has been temporarily reduced from 26 daily Pacific Surfliner trips using 10 train sets, to 20 daily Pacific Surfliner trips using 7 train sets. A typical train set consists of one locomotive and six passenger cars, including one business class car, one Superliner flex car for additional business class or coach seating, one Café car with coach seating, two coach cars, and one cab/baggage car with additional coach seating. This typical train set provides approximately 485 passenger seats. Additional passenger cars are added to accommodate anticipated increases in demand associated with holidays and special events.

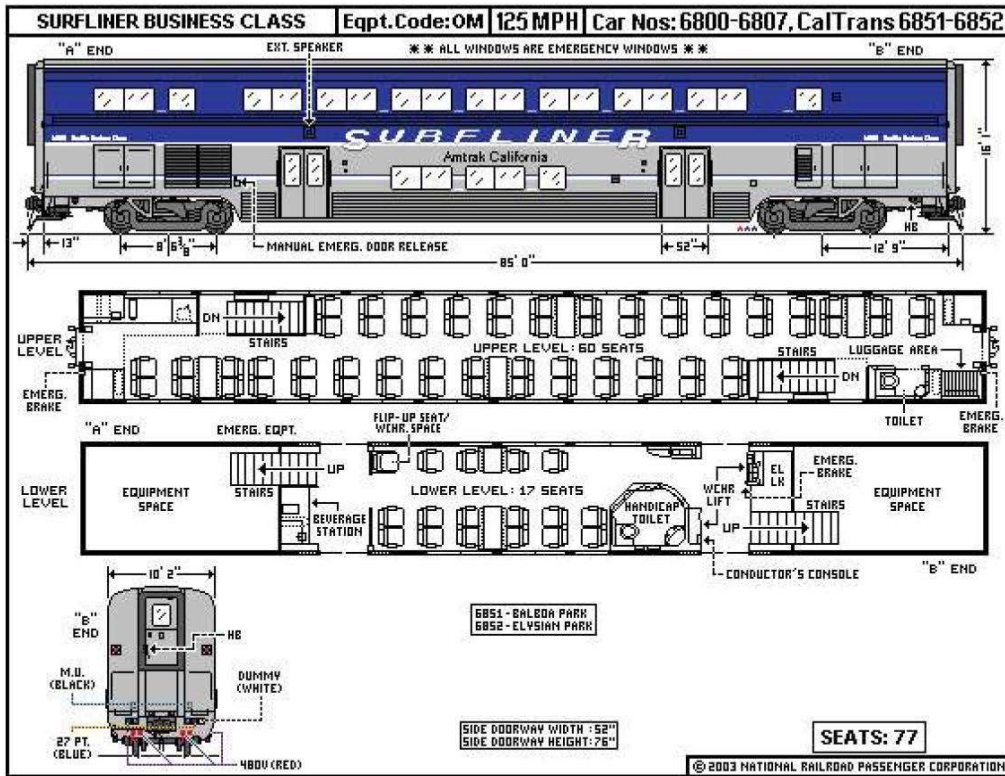
A description and schematic layout of the types of bi-level cars that are used most often in Pacific Surfliner service are provided in Table 9.1 and associated Exhibits.

Table 9.1: Pacific Surfliner Fleet Description

Type	Car Description	Seating Capacity ¹
Surfliner Business Class	Reserved seating on upper and lower levels with dedicated attendant; complimentary at-seat snack and beverage service	74
Superliner Flex Business Class or Coach	Upper level used for business class or coach seating. Additional seating on the lower level that can also be used for business class or coach ADA	74 to 96
Superliner Sightseer Café	Lounge and booth seating on upper level and Café area with food and beverage service on lower level	70
Surfliner Café	Regular coach seating on upper level; booth seating and Café area with food and beverage service on lower level	83
Surfliner Coach	Unreserved seating on upper level with limited seating for seniors/disabled on lower level	90
Surfliner Cab/Baggage	Unreserved seating on upper level and cab area for engineer to operate train; limited senior/disabled seating, bike rack accommodating seven bikes, and secured area for storage of checked baggage on lower level	76

¹ Some Superliner cars used as either the second business class car or coach have 96 seats.

Exhibit 9.1: Pacific Surfliner Business Class Car



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

Exhibit 9.2: Pacific Surfliner Café Car

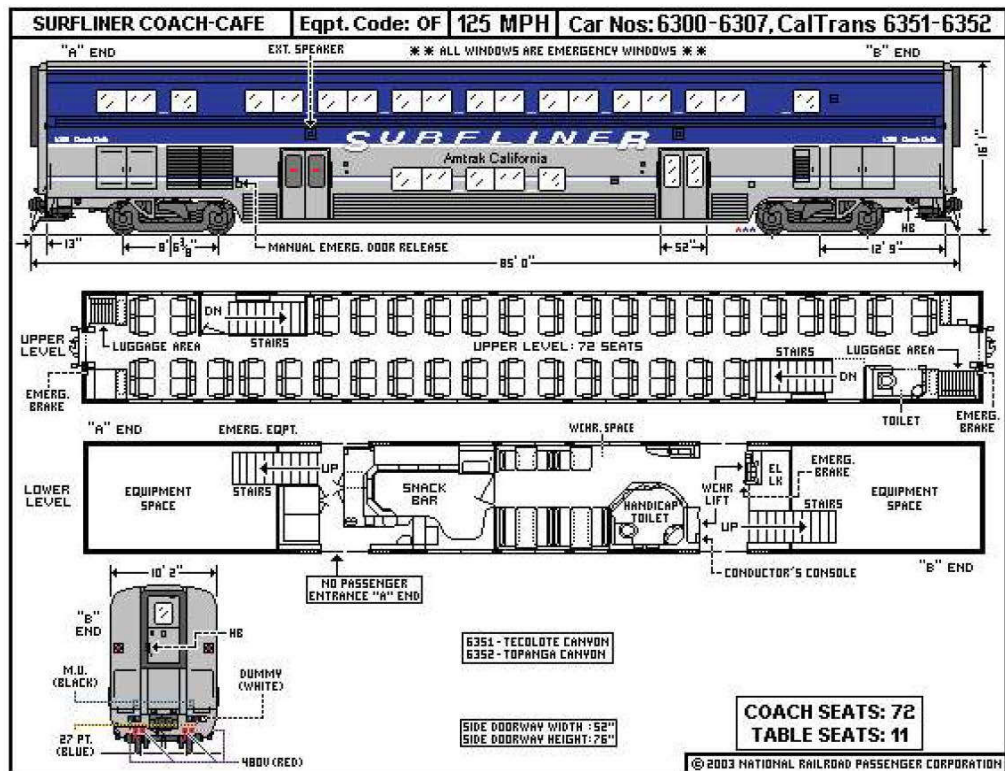


Exhibit 9.3: Pacific Surfliner Coach Car

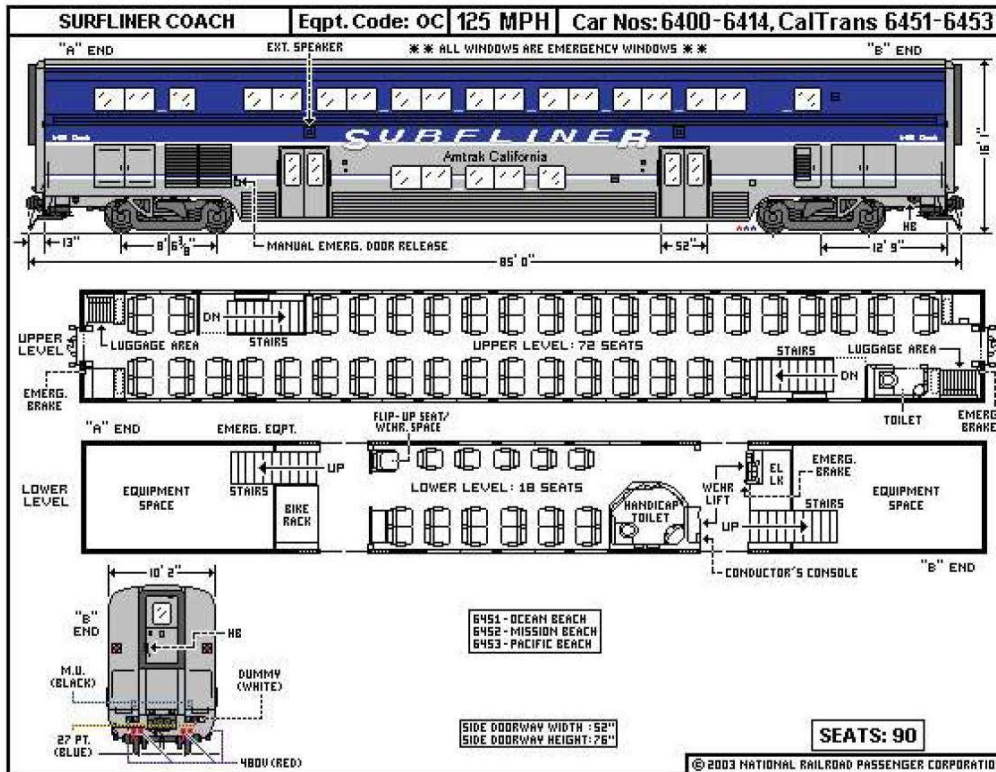


Exhibit 9.4: Pacific Surfliner Cab/Baggage Car

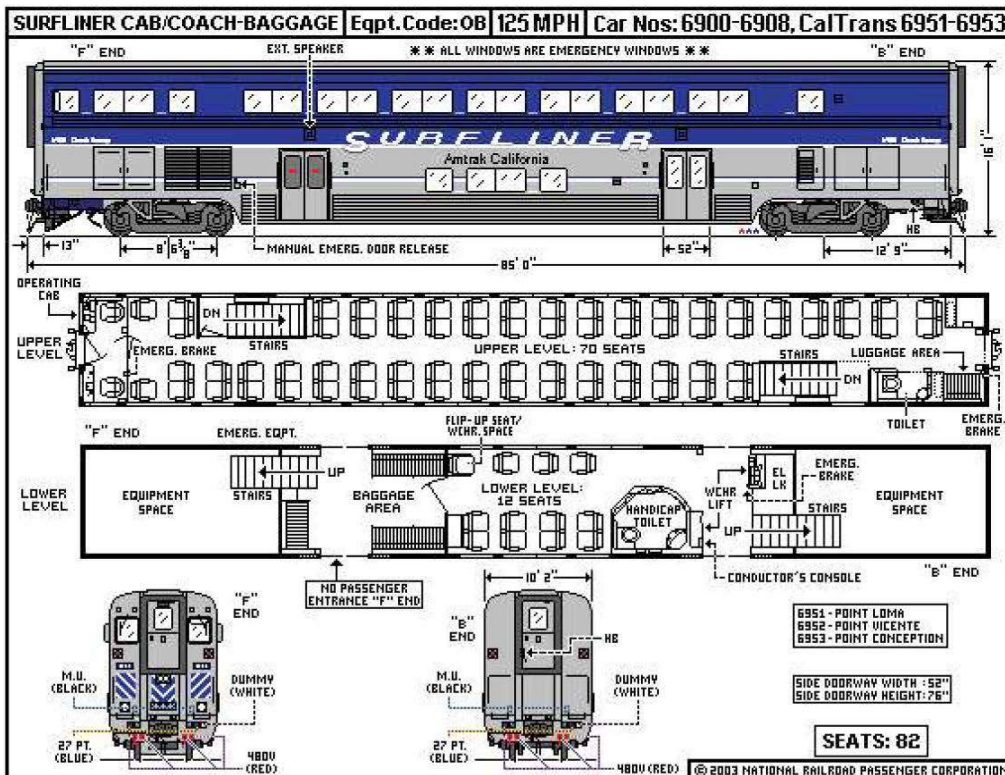
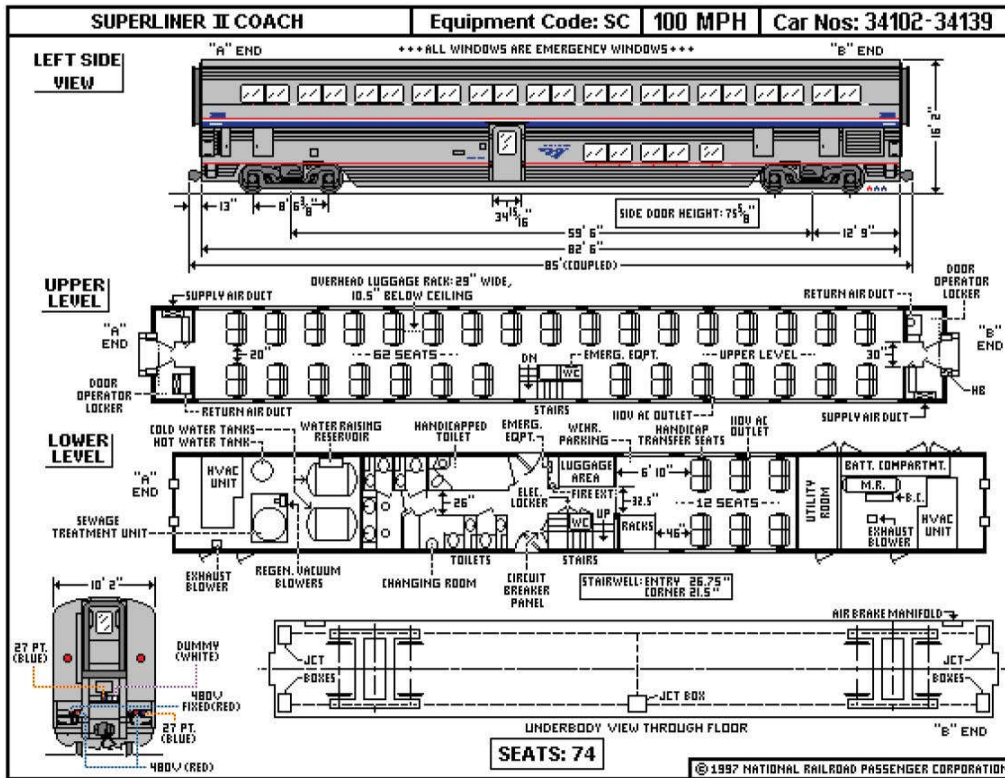


Exhibit 9.5: Pacific Surfliner Superliner Coach Car



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

Included in the Pacific Surfliner fleet are 52 bi-level Surfliner passenger cars, 13 of which are owned by the State of California and the remaining 39 by Amtrak. In addition to the 52 Pacific Surfliner or California-branded bi-level cars, the State of California, through Caltrans DRMT, leases approximately (8) Eight Amtrak-owned bi-level Superliner coach cars, and one Superliner Sightseer Café car. These cars are typically used on Amtrak’s long-distance trains but have been modified to run in “push-pull” operation and have also been equipped to support the Wi-Fi service offered on Pacific Surfliner trains. Seven of these Superliner cars are regularly used on the Pacific Surfliner service as a flex car for additional business class or coach seating with the remaining two being used to rotate the seven regular cars out for maintenance.



Siemens Charger Locomotive, Source: LOSSAN

Beginning in 2018, Caltrans DRMT and the LOSSAN Agency started to phase

out the older Amtrak-owned Electro-Motive F-59PHI locomotives that had provided power on the Pacific Surfliner service since 1998 and replace them with new 4,400 HP state-owned Siemens Charger SC-44 locomotives. Amtrak also routinely positions a spare “protect” locomotive in San Diego and Los Angeles that is available to assist in the event a train encounters a mechanical issue. A summary of the equipment currently used to provide daily Pacific Surfliner service, and its ownership, is provided in Table 9.2.

Table 9.2: Pacific Surfliner Equipment Breakdown for FY2021-22

	FY2021-22	
	<i>State-Owned</i>	<i>Leased from Amtrak</i>
Surfliner Cab Car	3	8
Surfliner Coach	6	15
Surfliner Business Class	2	8
Surfliner Café Car	2	8
Superliner Coach	0	8
Superliner Sightseer Café Car	0	1
Total Rolling Stock	13	48
Siemens Charger SC-44	14	0
Total Locomotives	14	0

Source: Caltrans and LOSSAN, 2021

Purchase and Overhaul of Equipment

Nearly 80 percent of the bi-level passenger cars used on the Pacific Surfliner are owned by Amtrak. This makes it difficult at times to implement in an expeditious manner any improvements or overhaul programs to the passenger cars desired and expected of our passengers (such as installation of more current and informative passenger information systems). By comparison, the fleets used on the Capital Corridor and San Joaquins are more than 90 percent owned by the State of California already. The LOSSAN Agency, in coordination with Caltrans DRMT, is evaluating the possibility of purchasing the remaining 39 Surfliner bi-level cars and some additional Superliner bi-level cars currently owned by a private third-party. Purchasing the equipment, will allow for the cars being used on the Pacific Surfliner to better integrate into the statewide fleet management plan and allow for the sharing of resources more easily and efficiently with the other two state-supported corridors.

New Equipment

Caltrans DRMT, along with the Illinois Department of Transportation, received federal funds through the High-Speed Intercity and Passenger Rail competitive grant program to procure new rolling stock for California's three state-supported intercity rail services. In December 2011, the California Transportation Commission approved the allocation of \$42 million of Prop 1B funds as a local match to \$168 million in federal funds for both railcars and locomotives. In November 2012, Caltrans DRMT awarded a \$352 million contract to Sumitomo Corporation of America to build new railcars that meet the federal standards required of the Next Generation Equipment Committee. Design and testing issues led to delays in the production of the new railcars, and ultimately the transfer of the railcar contract from Sumitomo Corporation to Siemens. In November 2017, Caltrans DRMT awarded a contract to Siemens through Sumitomo Corporation to manufacture a total of 137 single-level passenger railcars with 49 for use in California, with acceptance of the cars for revenue service expected to begin in mid-2022. These railcars meet Buy America provisions and are being manufactured in Sacramento and will be operated on the San Joaquins route, freeing up the existing bi-level passenger car equipment used on the San Joaquins for use to expand service on the Capitol Corridor and Pacific Surfliner routes. The LOSSAN Agency is currently working with Caltrans DRMT, the CCJPA and SJJPA on a fleet deployment plan to be implemented once the new cars begin arriving.

Equipment Maintenance

The primary maintenance facility for all Pacific Surfliner rolling stock is currently Amtrak's Los Angeles Maintenance Facility located adjacent to the LOSSAN rail corridor near downtown Los Angeles. This facility includes locomotive and vehicle repair shops that perform safety inspections, servicing, and maintenance of all Amtrak locomotives and rolling stock. Amtrak utilizes a smaller servicing facility in Goleta and San Luis Obispo for fueling, cleaning, and overnight train inspections. In San Diego, these services are performed at the Santa Fe Depot. While in San Luis Obispo, the Pacific Surfliner trainset is stored on a designated layover track adjacent to a UPRR locomotive servicing track and across from the San Luis Obispo station. The Los Angeles maintenance facility is owned by Amtrak, while the San Diego, Goleta and San Luis Obispo facilities are through long-term lease agreements with the right-of-way owners.

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

Amtrak is responsible for all maintenance activities related to the Pacific Surfliner service as part of the annual operating agreement with the LOSSAN Agency. The LOSSAN Agency is responsible for administration and maintenance supervision of the Pacific Surfliner fleet, particularly the 13 state-owned railcars and 14 Siemens Charger Locomotives. This relationship is further defined in the Equipment Lease Agreement between Caltrans DRMT and the LOSSAN Agency, which is included as an appendix to the ITA. The LOSSAN Agency is also responsible for ensuring the Pacific Surfliner fleet is operated and maintained to the high standards of reliability, cleanliness, and safety set by Amtrak and the state on a day-to-day basis.



LOSSAN Agency staff have been participating in weekly meetings with Amtrak, Caltrans DRMT and the other JPA's on improving the overall performance and availability of the fleet, as well as being engaged in quarterly meetings that are working to update the statewide fleet management plan. The LOSSAN Agency will continue to work closely with Caltrans DRMT and Amtrak into FY 2022-23 to refine the maintenance and operations programs to improve the reliability, safety, and the cost-effectiveness of the fleet.

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

Amtrak Thruway Bus Service

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

Chapter 10: Marketing

The LOSSAN Agency’s marketing efforts are designed to increase awareness of the Pacific Surfliner, grow ridership and revenue, and support other key business objectives. A broad range of activities are carried out to generate interest in the Pacific Surfliner service, such as communicating service information, inspiring travel, reaching target audiences at various touchpoints, and launching new promotions.

Priorities shifted during the pandemic to focus on passenger communication to keep customers informed and build confidence in the service. Some tactics, such as advertising and partnerships, were put on hold amidst stay-at-home orders and the resulting decrease in travel demand. Instead, the LOSSAN Agency leveraged digital channels to share timely information about schedule adjustments, safety measures, and other updates for those who needed to travel. At the same time, aspirational content shared on the same channels helped keep the Pacific Surfliner top of mind, which was important for maintaining connections with both current and potential customers.



The focus of the FY 2022-23 and FY 2023-24 marketing plan will be on continuing to prioritize efforts to recover ridership and revenue that was lost when travel demand decreased during the pandemic. To support key priorities outlined in the Business Plan, the marketing strategies and programs listed below will be implemented.

Marketing Strategies

Strengthening the Pacific Surfliner brand: LOSSAN Agency staff will continue to fine tune brand guidelines to help establish a strong visual identity and editorial style for the Pacific Surfliner. Consistency in messaging and imagery elevates the brand and sets expectations for the kind of experience that the Pacific Surfliner can provide. This will help support the development of compelling campaigns that present the service as a unique and memorable way to travel.



Reconnecting with the public: A priority through FY 2023-24 will be to rebuild awareness of the Pacific Surfliner service and recover ridership that was lost during the prolonged pandemic. The LOSSAN Agency will develop strategic campaigns that address any consumer concerns and motivate target audiences to take action. Messages about safety, flexibility, and trip

inspiration will be emphasized to build confidence in the service. Campaigns will leverage special offers, educational tools, partner integrations, and interactive content to encourage and incentivize travel on the Pacific Surfliner. Target audiences range from broad (general public with the goal of increasing awareness) to narrowly defined (such as customers who are no longer using the service or who are not riding as often, with the goal of encouraging them to book travel). Other tangible outcomes include email acquisition, social media growth, trial usage, and promotional redemption.

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

Developing marketing tools and content: Building a marketing program requires a deep understanding of Pacific Surfliner audiences and their motivations. Conducting market research and mapping out customer personas will be critical to identifying any potential concerns or questions that prospective passengers may have, especially due to shifting attitudes and travel patterns as a result of the pandemic. Creating content around common concerns and questions is key not only for boosting awareness, but also to motivate action.

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

Integrating destination-focused messaging: The Pacific Surfliner route serves internationally recognized destinations including San Diego, Los Angeles, and Santa Barbara. Therefore, trip

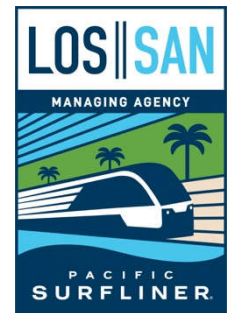


ideas highlighting key destinations and attractions play an important role in marketing efforts. Digital channels will continue to be leveraged to offer trip inspiration and encourage travel. Partnerships with visitors bureaus and chambers of commerce will extend the reach of Pacific Surfliner messages to those who are within the service’s market.

Growing statewide rail ridership: The LOSSAN Agency will continue to collaborate with the other joint powers authorities in California to develop coordinated marketing efforts that promote rail travel throughout the state. This includes blog articles, webinars, social media posts, and advertising partnerships. Campaigns promote year-round savings available through the California Everyday Discounts program, which provides an incentive to book travel on the three state-supported Amtrak routes, including the Pacific Surfliner, Capitol Corridor, and San Joaquins. The discount program was started in FY 2017-18 to offer year-round savings for students, seniors, and other groups in light of Amtrak discontinuing parts of its national discount program. Opportunities to expand the California Everyday Discounts program will be evaluated, and the LOSSAN Agency will explore ways to further coordinate with the other joint powers authorities to collectively work towards ridership recovery.



Refining the LOSSAN Agency brand: In FY 20-21, the LOSSAN Agency developed and launched a new logo that better reflects its role as the managing agency for the Pacific Surfliner service as well as its commitment to improving service quality, reliability, and safety along the entire LOSSAN corridor. In FY 2022-23, guidelines will be developed for the LOSSAN Agency to ensure proper usage of the logo and establish official color schemes, fonts, and other styles for agency materials. Strategic communications efforts will be implemented to increase awareness of what the LOSSAN Agency is and its responsibilities in overseeing the Pacific Surfliner service. This will better position the agency when advocating for the rail corridor on both regional and national levels, as well as for building partnerships to enhance the Pacific Surfliner



Marketing Programs

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



Advertising campaigns and direct marketing: Staff will plan and implement short- and long-term integrated advertising and outreach campaigns to increase market share and strengthen customer relationships. Staff will identify target markets and develop comprehensive media plans focused on boosting brand awareness and encouraging travel bookings to support ridership recovery efforts. Regular reporting and data analysis will provide opportunities to refine campaigns to maximize return on marketing investments.

Pacific Surfliner digital platform: A new PacificSurfliner.com digital platform was launched in early 2019, including a new content management system that has allowed marketing efforts to adapt to changing market conditions while keeping pace with evolving technology and customer expectations. The website will continue to expand as new content is added, such as service information, trip inspiration, travel tips, planning tools, and more.

Many of the bookings on PacificSurfliner.com are assumed to be from new or latent riders, as frequent passengers tend to book directly through Amtrak.com or the Amtrak mobile app. This illustrates how the LOSSAN Agency’s marketing efforts are crucial not only for maintaining current customers, but also for reaching new and distinct markets that present opportunities to grow ridership and revenue. It is especially important to capture new market segments, as new passengers on the Pacific Surfliner can become return customers through Amtrak’s national sales and promotional efforts, retargeting activities using transactional data, and loyalty incentives like Amtrak Guest Rewards that drive customers back to Amtrak points of sale for future trips.

Passenger communications: Informational messages and critical passenger updates regarding service impacts will continue to be regularly communicated to both customers planning trips and passengers in transit via the Pacific Surfliner website, social media accounts, and other relevant channels. The LOSSAN Agency will work with Amtrak to explore ways to build on these efforts through integrations with other channels such as email and the Amtrak app. Clear, timely, and transparent notifications help improve customer satisfaction.

Field marketing engagement: The field marketing engagement program is designed to build awareness of the Pacific Surfliner service while developing and strengthening relationships with local communities. The program positions the Pacific Surfliner brand as top of mind and drives customers to PacificSurfliner.com and Amtrak points of sale. Efforts may include investments in sponsorships, memberships, and advertising programs that are coordinated through strategic partnerships with convention and visitors bureaus, collegiate and professional sports franchises, live event promoters, and local event producers. No-cost, cross-promotional opportunities with strategic partners will also be explored to help decrease advertising costs and provide added value for Pacific Surfliner customers.



Collaboration with peer agencies: The LOSSAN Agency remains engaged with the State-Amtrak Intercity Passenger Rail Committee (SAIPRC) Marketing Working Group to collaborate with other managing agencies for state-supported Amtrak routes across the country. During regularly scheduled meetings, participants elevate concerns, share marketing successes and ideas, and brainstorm ways to improve marketing at a foundational level through initiatives such as pursuing improved data support from Amtrak.

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

Chapter 11: Annual Funding and Separation of Funding

The annual funding process for the three state-supported intercity passenger rail corridors begins with the Caltrans DRMT initial request for funding in the State's FY budget. Once the State's budget is approved and funds have been included for the service, CalSTA is responsible for allocating the funds to each of the three intercity passenger rail corridors through the approval of the annual business plans. Simultaneously with this process, the LOSSAN Agency negotiates with Amtrak regarding the operating and maintenance contract, which is managed on a FFY basis (October – September). The current Amtrak agreement was executed on an annual basis covering FFY 2021-22. A new Amtrak operating agreement is anticipated to be executed for FFY 2022-23.

Annually, the LOSSAN Agency will provide a proposed budget for the continued administration, marketing, and operations of the Pacific Surfliner to the LOSSAN Board for review and approval. Consistent with this budget, a funding request will be included in the annual business plan for submittal to the Secretary of CalSTA by April 1 of each year. The LOSSAN Agency will submit the annual business plan including a draft funding request by April 1, 2022, and will submit an updated funding request by June 30, 2022, based on final operating revenue and expense estimates provided by Amtrak, as well as forecast modeling developed in coordination with Caltrans DRMT and the two other California JPA's.

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

FFY 2022-23 and FFY 2023-24 Operating Funding Request

The total net State funding request for FY 2022-23 is proposed at \$54,870,830 which includes the net operating subsidy as well as administrative and marketing funding. Total projected net Amtrak operating subsidy is \$46,061,086, which assumes restoring approximately 80-percent of the pre-COVID pandemic service levels. Full-service restoration is currently anticipated in FFY 2023-24, contingent on availability of funding, equipment and crews.

The total net State operating funding request includes \$30,000 for transit connectivity and integration, which includes an estimate for the continuation of the Transit Transfer Program.

The business plan assumes that Caltrans DRMT will continue to have a separate agreement with Amtrak to directly fund equipment capital charges for Amtrak-owned railcars and locomotives used on the three state-supported rail corridors. Therefore, equipment capital charges are not included in the operating agreement between Amtrak and the LOSSAN Agency.

Additional supplemental funding is requested for minor projects at \$833,000. This amount consists of \$500,000 of new FY23 funding, consistent with prior year requests. It also includes \$333,000 in prior year approved funding allocations that are requested to be utilized in FY23.



FY 2022-23 and FY 2023-24 Administrative and Marketing Funding Request

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

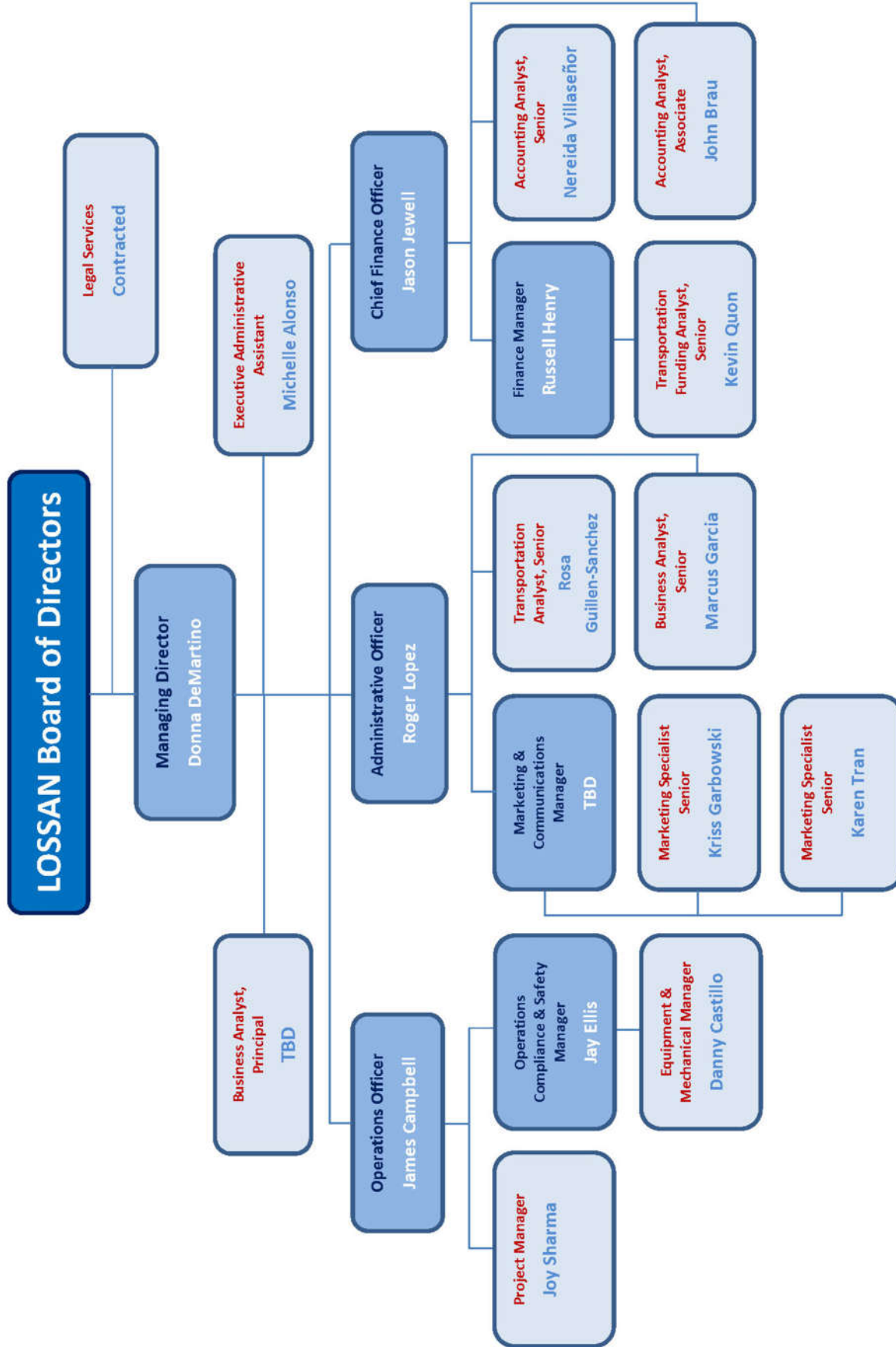
OCTA continues to provide a host of services through the support function including:

- Contracting and Procurement
- Financial Management and Budget
- General Administrative Services
- Human Resources
- Legal
- Legislative Advocacy and Government Relations
- Marketing
- Operations
- Planning
- Risk Management
- Stakeholder Outreach

The FY 2022-23 administrative funding is proposed at \$7,209,744. Included in this amount is \$6,005,444 for managing agency administrative salaries at fully burdened rates. This includes staffing of 18 full-time positions. This amount assumes the managing agency overhead at the current rate, which is calculated on an annual basis based on prior fiscal year actuals. The administrative budget currently assumes administrative employee performance-based salary increases consistent with OCTA's FY 2022-23 budget and personnel and salary resolution. This assumption may change during OCTA's FY 2022-23 budget development process and will be updated in the June 2022 funding request if necessary. The LOSSAN Agency anticipates grant funding reimbursements will be used to offset direct administrative staff costs and other administrative costs associated with grant related projects. The LOSSAN Agency proposes that any grant funding reimbursements that reduce the use of administrative funds will be reconciled on a bi-annual basis and will reduce the next scheduled administrative funds payment to the LOSSAN Agency.

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

Figure 11.1: LOSSAN Rail Corridor Agency Organization Chart



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



The FY 2022-23 proposed administrative funding request for legal, travel, insurance, memberships dues and banking fees is \$193,500, while the proposed funding level for professional services is \$985,800. This amount includes \$950,000 to fund consulting services for planning, engineering, modeling, project and construction management. It also includes \$35,800 for audit and insurance brokerage services. Administrative fees also include an annual amount of \$25,000 for the cost of two vehicles owned and maintained by the managing agency and fully dedicated for use by the LOSSAN Agency.

The FY 2022-23 marketing funding request is proposed at \$1,600,000, consistent with the operating service assumption of 80% of pre-COVID levels.

The LOSSAN Agency’s funding request for net Amtrak operating costs and administrative and marketing funding for FY 2022-23 and FY 2023-24 are detailed in Table 11.2. Line item detail on the administrative funding request for FY 2022-23 and FY 2023-24 are detailed in Table 11.3 on the next page.

Table 11.2: LOSSAN Rail Corridor Agency Net Operating, Administrative & Marketing State Funding Requests: FY 2021-22 Approved, FY 2022-23 and FY 2023-24 Proposed

	FY 2021-22 Approved Funding	FY 2022-23 Proposed Funding	FY 2023-24 Proposed Funding
Amtrak Operating			
Total Amtrak Operating Costs	\$ 103,832,779	\$ 118,503,600	\$ 138,997,737
Total Amtrak Operating Revenue	\$ (49,444,979)	\$ (72,472,514)	\$ (85,796,873)
Net Amtrak Operating Costs (Expenses less Revenues)	\$ 54,387,800	\$ 46,031,086	\$ 53,200,864
LOSSAN Funding Requirement			
Net Amtrak Operating Costs ¹	\$ 54,387,800	\$ 46,031,086	\$ 53,200,864
Transit Connectivity and Integration ²	\$ -	\$ 30,000	\$ 30,000
Less Estimated Federal Funding Applied by Amtrak	\$ (30,534,616)	\$ -	\$ -
Less Prior Year State Funding Drawdown ³	\$ (19,078,855)	\$ -	\$ -
LOSSAN Net Operating Funding Request	\$ 4,774,329	\$ 46,061,086	\$ 53,230,864
Administrative Funding Request	\$ 7,029,407	\$ 7,209,744	\$ 7,510,016
Marketing Funding Request	\$ 1,600,000	\$ 1,600,000	\$ 2,000,000
Total LOSSAN Funding Request	\$ 13,403,736	\$ 54,870,830	\$ 62,740,880
Supplemental Allocations			
Minor Projects Funding Request ⁴	\$ 500,000	\$ 833,000	\$ 500,000

¹ Additional funding for FY 2021-22 is currently being evaluated in coordination with the State and JPA working group.

² Transit Connectivity and Integration includes funding for the continuation of the Transit Transfer Program.

³ Includes FY21 operations allocation remaining of approximately \$15.9M and FY21 operating cash surplus of approximately \$3.1M.

⁴ Includes \$500,000 funding request for FY23 and \$333,000 in prior FY allocation that is anticipated to be used in FY23.

**Table 11.3: LOSSAN Rail Corridor Agency Administrative Funding Request Detail: FY 2021-22 Approved, FY 2022-23 and FY 2023-24 Proposed**

LOSSAN Rail Corridor Agency Administrative Budget Detail (FY 2021-22 Approved, FY 2022-23 Proposed, FY 2023-24 Proposed)			
Expense Category	FY 2021-22 Approved Funding	FY 2022-23 Proposed Funding	FY 2023-24 Proposed Funding
Administrative Fees to Managing Agency	\$ 6,047,107	\$ 6,030,444	\$ 6,330,716
Professional Services - Legal	\$ 52,000	\$ 60,000	\$ 60,000
Professional Services - On Call Program Management	\$ 775,000	\$ 950,000	\$ 950,000
Professional Services - Audit	\$ 23,800	\$ 23,800	\$ 23,800
Professional Services - Insurance Brokerage	\$ 10,000	\$ 12,000	\$ 12,000
Insurance Premiums	\$ 55,000	\$ 58,000	\$ 58,000
Dues and Memberships	\$ 5,000	\$ 14,000	\$ 14,000
Banking Fees	\$ 1,500	\$ 1,500	\$ 1,500
Travel	\$ 60,000	\$ 60,000	\$ 60,000
Total LOSSAN Funding Request	\$ 7,029,407	\$ 7,209,744	\$ 7,510,016

Grant Programs

Separate from the FY 2022-23 State funding request, various grant revenues and expenses are included in the LOSSAN Agency FY 2022-23 annual budget for various operational programs and capital projects. Between 2015 and 2021, The LOSSAN Agency received \$310.8 million in in Transit and Intercity Rail Capital Program (TIRCP) grant funds for multiple operational and capital improvements. Of this, approximately \$47.7 million in TIRCP funded projects is budgeted in FY 2022-23. These projects include capitalized track maintenance and incentives programs with North County Transit District (NCTD) and Union Pacific Railroad (UPRR), the environmental phase of the San Diego Maintenance and Layover Facility, and other projects identified in the UPRR Passenger Service Enhancement and Infrastructure Improvements agreement.

The LOSSAN Agency has been awarded two rounds of State Rail Assistance (SRA) formula and competitive funds that will be used for improvements along the corridor. The first round of funding totaled \$13.9 million in formula funding and \$719 thousand in competitive funding. A program of projects for the second round of formula funding was approved by the LOSSAN Board on November 16, 2020. This earmarked the expected five years of funding totaling \$29.8 million to four projects that are expected to greatly benefit the entire corridor. For FY 2022-23, the LOSSAN Agency is anticipating the receipt of \$5.9 million in funding and will budget related project expenses as needed.

The FY 2022-23 budget for grant funded projects includes \$1.4 million in STIP revenues and expenses for the project design of the expansion of the San Luis Obispo Central Coast Layover Facility. Construction of the facility is expected to begin in early FY 2023-24.

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



Separation of Funding

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

Chapter 12: Government Relations and Legislative Advocacy

One of the benefits gained through local governance of the Pacific Surfliner service by the LOSSAN Agency is added flexibility in advocating for policies at the state and federal level to improve rail operations, increase funding for operations and capital needs, and allow better coordination and interoperability with connecting transit and rail services. In addition, the LOSSAN Agency can 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. As the pandemic subsides, the LOSSAN Agency will continue work to ensure safety and rebuild ridership.

The key to successful advocacy is the ability to partner with stakeholders to jointly advocate for mutually beneficial policies. The LOSSAN Agency has worked closely with the California Intercity Passenger Rail Leadership Coalition, consisting of the LOSSAN Agency, CCJPA, SJJPA, the CRCC, and RCTC, to jointly advocate for common policy positions, a commitment that the LOSSAN Agency will look to build upon in these difficult times. Additionally, over the past year, the LOSSAN Agency entered into an agreement with the San Joaquins Joint Powers Authority (SJJPA) and Capitol Corridor Joint Powers Authority (CCJPA) to establish a California intercity passenger rail coalition. The California's Intercity Rail Corridors Linking Everyone (CIRCLE) advocacy coalition will seek to educate federal policymakers on the unique nature of Amtrak state-supported services, raise awareness of California's growing passenger rail system and proposed investments, and build stronger relationships with intercity rail stakeholders.

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

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

From both a national and state perspective, the LOSSAN rail corridor is underinvested, but could greatly enhance mobility in Southern California with additional funding for capital and operational improvements. Efforts will be made to pursue resources provided in the recently enacted Infrastructure Investments and Jobs Act (IIJA), which reauthorizes transportation programs and makes significant investments in infrastructure. Specifically, it will be important to inform the implementation of various programs authorized by the IIJA and evaluate which new and existing

programs may be the most beneficial to the LOSSAN Agency and allow for proactive planning to deliver rail improvements. Alongside maximizing funding available to benefit the LOSSAN rail corridor in the federal infrastructure package, the LOSSAN Agency will also be engaged in the continued implementation of California's transportation funding package, SB 1 (Chapter 5, Statutes of 2017).

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

- Supporting short- and long-term COVID-19 recovery efforts to rebuild ridership.
- Supporting efforts to pursue a stable, recurring source of intercity rail operations and capital funding for LOSSAN Agency-priority projects.
- Supporting efforts to apply for the use of cap-and-trade and SB 1 funding for LOSSAN Agency-priority projects, advocating for intercity rail as an eligible recipient, flexibility in revenue use and a streamlined allocation process.
- Supporting efforts to streamline and enhance transit services that provide for first- and last-mile connections to intercity and high-speed rail passenger rail services and stations.
- Continuing to advocate and educate officials in Sacramento and Washington, D.C. regarding the LOSSAN rail corridor and Pacific Surfliner service.

The 2022 LOSSAN Legislative Program provides further detail on the LOSSAN Agency's legislative priorities, and includes four top priorities for 2021:

- Maximize the share of long-term, sustainable funding sources to support passenger rail operations and capital projects in the Los Angeles – San Diego – San Luis Obispo (LOSSAN) rail corridor, including funds made available by the federal rail title and ensuring the continued eligibility for the LOSSAN Rail Corridor Agency (Agency) to compete for state funding, such as funding provided by SB 1 (Chapter 5, Statutes of 2017) and the cap-and-trade program.
- Support funding and policy flexibilities that facilitate the LOSSAN Agency's ability to provide intercity rail service and encourage ridership postpandemic.
- Support efforts to further enhance connectivity of regional and intercity rail and local transit services within LOSSAN rail corridor.
- Continue to study and advance infrastructure and service improvement projects and programs..

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



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

Chapter 13: Safety and Security

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

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

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

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

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

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

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

PTC

In accordance with a federal mandate, PTC is fully operational on all Pacific Surfliner trains. PTC is a predictive collision avoidance technology designed to stop a train in motion when its continued movement may result in an accident. The safety enhancing goals of PTC include preventing train-to-train collisions, speeding and over-speed derailments, incursions into track work zones, and movement of a train through a switch left in the wrong position. The primary benefits of PTC include saving the lives of train crews, passengers, and railroad workers, improving passenger and freight train operational efficiency, and providing real-time train location information.

Safety and Security Onboard Trains

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

All Pacific Surfliner cab cars and locomotives are currently equipped with a “forward facing” camera system to help aid in accident investigation. This provides crews and first responders with a valuable tool to assist with post-incident investigation and can help to clear an incident scene more quickly so that trains can proceed. In addition, Amtrak is working to install inward-facing cameras on locomotives and cab cars nationwide, similar to those currently used by Metrolink. The new Charger locomotives are already equipped with inward-facing cameras. Additionally, the Charger locomotives meet or exceed the latest federal rail safety regulations, including enhanced carbody structure safety with crash energy management components like a locomotive cab safety cage and push-back couplers.

Ongoing COVID-19 Safety

Keeping riders safe also includes being alert to the needs associated with the ongoing COVID-19 pandemic and the evolving health guidelines that have come as a result. Several enhancements implemented in the early days of the pandemic continue in place and are key in keeping passengers and crew safe. These efforts also help to ensure that our passengers have the confidence to ride the Pacific Surfliner service as the pandemic continues. Measures taken specifically to address public health and safety are as follows:

- Sanitizing stations in every train car that include alcohol-based hand sanitizer and antibacterial surface wipes



- Plexiglass barriers in the Café Car on all Pacific Surfliner trains, separating the Café Car attendant from customers
- Complementary facial coverings for customers who forget their mask

Amtrak Police Department

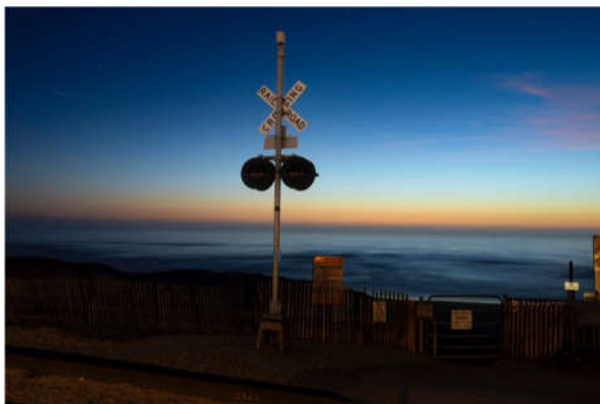
Pacific Surfliner passengers benefit from the existing Amtrak security program, specifically the services of the Amtrak Police Department. There are nine officers, one detective, one sergeant, and one captain currently assigned to the Pacific Surfliner. Of the nine officers, six function in the patrol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

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

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

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

Safety on the Tracks



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

importance of using caution around railroad tracks and trains.

Safety at Stations

The LOSSAN Agency primarily serves in an oversight, coordination, and funding role regarding the safety and security of the various station facilities that exist along the LOSSAN rail corridor. Amtrak currently directly contracts for security at the Santa Fe Depot, as this station houses equipment overnight. Some city-owned stations also offer security guards and long-term parking security; however, these are contracted for directly by the station owners. Most of the stations along the LOSSAN rail corridor are outfitted with security cameras that feed directly to a local sheriff's office or operations center that can dispatch emergency services. A centralized monitoring station is nearing completion in Los Angeles. When complete, this will provide local law enforcement remote access to the security cameras at the stations they are responsible for patrolling.

Despite most of the onus being on local law enforcement, as a recipient of CalOES CTSGP funds, the LOSSAN Agency takes the lead in coordinating eligible capital improvements that increase safety and security at passenger and maintenance facilities. Beginning in 2017, the LOSSAN Agency began utilizing these funds to construct improvements that will upgrade existing video surveillance systems (VSS) at six Pacific Surfliner stations, add new VSS at six additional stations, with all VSS along the LOSSAN rail corridor monitored in one central location as mentioned above. The project to upgrade the existing six stations has been completed, with the installation of the new systems at the remaining six stations expected to be complete in calendar year 2022.

Safety and Security Related Capital Improvements

As part of the LOSSAN Agency's commitment to safety, efforts will be made, wherever possible, to prioritize rail capital projects that include elements that improve the safety and security of the LOSSAN corridor. Elements of the approved CIP include funding for state of good repair projects, as well as safety specific improvements. Additionally, staff will support efforts by our member agencies to seek funding for larger scale capital improvements, such as grade separations, grade crossing improvements, and bridge replacements, all of which contribute to the safety of the Pacific Surfliner service and our passengers.

LOSSAN Rail Corridor Safety Coordination and Emergency Response

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

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

Public Awareness and Outreach



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

Operation Lifesaver is a national rail safety coalition committed to preventing collisions, injuries, and fatalities on and around railroad tracks and highway-rail at grade crossings through the support of public education programs. It is comprised of a voluntary

effort by railroads, safety experts, law enforcement, public agencies, and the general public. Several LOSSAN member agencies and partners currently participate in Operation Lifesaver activities by implementing safety awareness campaigns and providing rail safety education. The LOSSAN Agency will work to further expand its participation in the program, to help increase the reach of Operation Lifesaver’s rail safety message.

Additionally, efforts over calendar year 2021 were focused on analysis of trespasser strike locations to determine any specific hot spots that exist. This effort has allowed us to focus on areas of the right of way that experience higher concentrations of trespassers. Working with Amtrak, additional signage for the national suicide prevention phone line have been installed at these locations.

Chapter 14: Emerging Corridors

In addition to managing the Pacific Surfliner rail service, the LOSSAN Agency works with member agencies to study corridor enhancements and expansion opportunities that provide connectivity within Southern California and beyond. In addition to the ongoing coordination with the development of the California HSR system (see Chapter 7), the LOSSAN Agency’s focus has been on continuing to coordinate connectivity with two developing or emerging corridors and one corridor enhancement or expansion; 1) the Coast Corridor, connecting the coastal communities north of San Luis Obispo and the San Francisco Bay Area with the Pacific Surfliner service area, 2) the Coachella Valley – San Gorgonio Pass Rail Service, connecting the eastern communities throughout Riverside County and Coachella Valley, and 3) enhancements and expansion of service along the Antelope Valley Line between Los Angeles, Santa Clarita and Palmdale. These connections will provide seamless travel opportunities by rail throughout the region and state. System improvements on existing and emerging rail corridors will contribute to the success of the LOSSAN rail corridor, support future statewide and regional rail operations, and provide enhanced connectivity with local transit systems.

Figure 14.1: Emerging Corridors



Source: LOSSAN Agency, 2020

The Coast Corridor (“Coast Route” Service)

The 474-mile Coast Corridor, which runs from San Francisco to Los Angeles, shown in Figure 14.1, currently serves a full complement of urban commuters, as well as regional, intercity, and interstate travelers. Constructed by the Southern Pacific Railroad between the late 19th and early 20th centuries, the Coast Corridor was originally built as a one-seat ride that moved passengers between San Francisco and Los Angeles. While the present adaptation has service in every region of the Coast Rail Corridor, there is currently no one-seat ride option that serves the entire length of the corridor.

Current passenger rail services that operate on segments of the Coast Corridor include Caltrain, Amtrak Pacific Surfliner, Amtrak Coast Starlight, and Metrolink. Freight rail services are operated by UPRR, which currently operates infrequent service north of Oxnard and limited service of one or two

trains south of Oxnard, with more regular service operated in the San Fernando Valley. For the UPRR, the Coast Rail Line is considered a “secondary” or “relief” line to the much busier Central Valley Line to the east, which connects Northern and Southern California via the Central Valley.

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

The Coast Rail Coordinating Council (CRCC) consists of a technical and policy committee made up of staff and elected officials representing coastal agencies focused on improving passenger rail service along the Coast Route. In October 2018, SLOCOG, SBCAG, VCTC, Santa Cruz County Regional Transportation Commission (SCCRTC), and Transportation Agency for Monterey County (TAMC) formalized their relationship through a Memorandum of Understanding establishing themselves as the CRCC, with SLOCOG acting as the managing/administering agency for meeting coordination, grant submission, and other administrative responsibilities. The LOSSAN Agency is a participating agency of the CRCC and works with the CRCC member agencies and the State to help evaluate the options for developing and operating state-supported intercity rail service between San Luis Obispo and San Jose.

The Amtrak Coast Starlight is a daily long-distance train operating through the Coast Corridor that serves the needs of long-distance travelers between Seattle, the San Francisco Bay Area, Los Angeles, and points in between. New Coast Route rail service would operate between Los Angeles and San Jose and complement the Coast Starlight schedule with a reliable intercity service to meet the needs of communities between the San Francisco Bay Area and Los Angeles.

The LOSSAN Agency has been participating as a stakeholder in three separate but related studies that recently concluded to evaluate options on the feasibility of implementing new or expanded intercity passenger rail or transit services along the Coast Corridor. These included the Rail Network Integration Study that is being led by TAMC, the Coast Rail Corridor Study led by SLOCOG on behalf of the CRCC, and SBCAG’s Regional Transit and Rail Planning and Integration Study. Additional information on these studies can be found in Chapter 7.

Several actions are needed to advance any new or expanded Coast Route rail service, in priority order:

1. Secure track access from host railroads
2. Secure state operating support
3. Secure equipment
4. Secure legislative authority to administer the service (regardless of who the managing agency will be)

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

Coachella Valley – San Gorgonio Pass Rail Service

The Coachella Valley – San Gorgonio Pass Rail Corridor refers to the 140-mile long corridor between Los Angeles and the City of Indio as illustrated in Figure 14.1. This service would be like the Pacific Surfliner service, providing intercity passenger 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.

As currently envisioned, the service would operate on the BNSF Railway through Los Angeles, Orange, and western Riverside County and the UPRR from Riverside through Palm Springs to Indio. Both railroads are currently constrained with heavy freight traffic operating to and from the Ports of Los Angeles and Long Beach. The only passenger rail service currently operating in the corridor between Los Angeles and the Coachella Valley is Amtrak's Sunset Limited, a long-distance train that operates three times per week between Los Angeles and New Orleans, with a stop in Palm Springs during overnight hours. There is significant travel demand based on current travel patterns along nearby freeways. The ridership potential is also demonstrated regionally by the growth in Metrolink ridership, and locally by the increase in Amtrak Thruway Bus Route 39 ridership operating between Fullerton, Palm Springs, and Indio. The eastern portion of the corridor is one of the fastest-growing areas of Southern California due to increasing residential development and experienced a doubling of population between 1990 and 2010, a trend that is expected to continue. In addition, the Coachella Valley has many tourist destinations that attract regional trips from Los Angeles and Orange counties, as well as national and international visitors.

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

In 2018, a draft service development plan (SDP) for the corridor was initiated and included development of a work plan, outreach efforts, alternatives analysis, market analysis, and ridership projections. In addition, a program-level environmental analysis is currently underway for this service and corridor. The final Environmental Impact Report / Environmental Impact Statement document, along with the SDP, is anticipated to be completed by the end of FY 2021-22. Once these planning efforts are finished, the corridor will be eligible to receive state and federal funds for design and construction. The LOSSAN Agency will continue to participate in these planning efforts and ensure they provide connectivity with the Pacific Surfliner service.

Antelope Valley Line Capacity and Service Improvements Program

The Antelope Valley Line (AVL) is a 76.6-mile rail corridor that connects downtown Los Angeles and the Antelope Valley cities of Palmdale and Lancaster, serving intermediate cities that include Glendale, Burbank, San Fernando, Newhall and Santa Clarita. It is owned by LA Metro and used by Metrolink commuter rail service and Union Pacific freight trains. The AVL Capacity and

Service Improvements Program is intended to enable improved service along the AVL by constructing capital improvements at key locations strategically selected along the AVL corridor that were previously identified as part of the AVL Study, which was completed in 2019.

The Pacific Surfliner currently operates over 11.4 miles of the AVL between Los Angeles and Burbank Junction, through the Cities of Glendale and Burbank. At Burbank Junction, the Pacific Surfliner follows the LOSSAN rail corridor towards Ventura County. In addition, the San Joaquins Joint Powers Authority provides 12 connecting thruway bus routes between Los Angeles and Bakersfield, linking the Pacific Surfliner and San Joaquins intercity passenger rail services, while also serving some of the communities along the AVL.

The 2018 California State Rail Plan's 2040 Vision further identifies as a service goal and improvement the integration of rail services that connect communities along the North LOSSAN region with the rest of southern California, including communities along the Antelope Valley Line and in the Central Valley.

The LOSSAN Agency participated as a stakeholder in the AVL Study and has continued to participate as a stakeholder in the AVL Capacity and Service Improvements Program environmental documentation process, to coordinate and provide input on expanded service and potential connections along the AVL that could benefit the Pacific Surfliner and help to further the overall objective of the 2040 vision defined in the State Rail Plan. The AVL Capacity and Service Improvements Program environmental process recently concluded in the Fall of 2021 with LA Metro Board's adoption of the environmental document. The LOSSAN Agency will continue to participate in the process with LA Metro on potential next steps with implementing the improvements to the AVL to ensure connectivity with the Pacific Surfliner.

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 and expanding corridors, with a focus on creating seamless connections between the Pacific Surfliner and future passenger rail services on the Coast, Antelope Valley and Coachella Valley corridors.

Glossary of Terms

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



SCORE	Southern California Optimized Rail Expansion
SCRRA	Southern California Regional Rail Authority
SDMTS	San Diego Metropolitan Transit System
SDP	Service Development Plan
SJJPA	San Joaquin Joint Powers Authority
SLOCOG	San Luis Obispo Council of Governments
SOU	Special Operations Unit
SRA	State Rail Assistance
STIP	State Transportation Improvement Program
TAC	Technical Advisory Committee
TIRCP	Transit and Intercity Rail Capital Program
UPRR	Union Pacific Railroad
UPS	Uniform Performance Standards
TSA	Transportation Security Administration
VCTC	Ventura County Transportation Commission
VSS	Video Surveillance System

