

810 Mission Avenue
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www.GoNCTD.com

May 26, 2017

COASTER Customers

Re: Recent COASTER Service Disruptions

Dear COASTER Customers:

The North County Transit District's (NCTD) mission is to provide safe, convenient, reliable, and user-friendly public transportation services. Over the last few months, NCTD's COASTER operations have not met the standards of performance that our customers expect and deserve. I have been communicating with customers who have shared their experiences, both positive and negative. I want you to know that your messages are being heard and that I am the person accountable for addressing COASTER performance.

COASTER operations performance has been negatively impacted by:

- Railroad construction
- Contractor performance
- Trespassing/unusual incidents

NCTD is working to address these negative impacts. Following is information about the steps we are taking.

1. Railroad Construction

There are over six (6) projects totaling \$427 million under construction that are impacting COASTER operations. The construction impacts have resulted in railroad closures, longer travel times, and delays. Unfortunately, NCTD cannot eliminate all of the construction delays. However, NCTD, SANDAG, and the contractors have already been working on strategies to minimize the impact of construction on your daily commute. We have been meeting and adding resources, and we are making our best efforts to identify and mitigate the impacts of construction and to reduce delays from planned work activities.

2. Operations Contractor Performance

On June 18, 2016, Bombardier Transportation (Holdings) USA, Inc. (Bombardier) assumed COASTER operations. As would be expected, the initial startup of a new operator can result in negative impacts to service. It was my expectation that Bombardier, after its initial six (6) months of operation – as of December 31, 2016, would have been performing at a very high level that exceeded past performance. Unfortunately, this has not been the case. Bombardier's most recent performance as highlighted by the signal issue that occurred last week is not acceptable. I, along

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with NCTD staff, are working closely with the contractor to ensure they are meeting and exceeding their contractually-obligated performance standards.

3. Murphy's Law

Murphy's Law is an adage which states anything that can go wrong, will go wrong. That has certainly been the case with service incidents related to trespassing and unusual events such as the two officer involved shootings that have occurred over the last six months. While these events are beyond NCTD's control, they have had a compounding impact given the other challenges that have impacted COASTER performance. It is important for you to know that NCTD has been working with the Sheriff's Department to minimize such delays.

While there are many reasons for service delays and disruptions that are out of NCTD's control, customers should expect and demand trips are provided as scheduled. NCTD, Bombardier, and our partners on the railroad must meet that standard. I want to assure you that I will lead the effort to ensure that adequate resources and oversight are provided to achieve that outcome. Please understand that the corrective measures and outcomes will not happen overnight, they will take several months to fully address, but we will remain diligent and persistent in our effort.

As a token of our appreciation for your patronage and recognition that we need to do better, NCTD will be advancing a promotional fare discount of 50% for COASTER monthly and 30-day pass holders. Stay tuned for further details. In the meantime, NCTD thanks you for your ongoing patronage and we look forward to serving you better in the future.

Please feel free to communicate with us at creports@nctd.org to share your thoughts and feedback.

Sincerely,

A handwritten signature in blue ink that reads "Matt O. Tucker". The signature is fluid and cursive, with a long horizontal line extending to the right.

Matthew O. Tucker
Executive Director