



LOSSAN Rail Corridor Agency

Executive Committee Meeting

Agenda

Tuesday, October 14, 2025 at 9:00 a.m.

OCTA Headquarters, 550 South Main Street, Orange, California

SPECIAL MEETING

Committee Members

Fred Jung, OCTA, Chair
Fred Strong, SLOCOG, Vice Chair
Jewel Edson, NCTD
Dana Reed, RCTC
Jason Jewell, Managing Director

Teleconference Locations:

Paso Robles City Hall
1000 Spring St., 2nd Floor
Paso Robles, CA

Solana Beach City Hall
635 South Highway 101
Solana Beach, CA

Indian Wells City Hall
44950 Eldorado Dr.
Indian Wells, CA

Any person with a disability who requires a modification or accommodation to participate in this meeting should contact the LOSSAN Clerk of the Board, telephone (714) 560-5676, no less than two business days prior to this meeting to enable LOSSAN to make reasonable arrangements to assure accessibility to this meeting.

Agenda Descriptions

Agenda descriptions are intended to give members of the public a general summary of items of business to be transacted or discussed. The posting of the recommended actions does not indicate what action will be taken. The Board of Directors may take any action which it deems to be appropriate on the agenda item and is not limited in any way by the notice of the recommended action.

Public Availability of Agenda Materials

All documents relative to the items referenced in this agenda are available for public inspection at www.lossan.net or through the Los Angeles - San Diego - San Luis Obispo (LOSSAN) Clerk of the Board's office at: Orange County Transportation Authority Headquarters (OCTA), 600 South Main Street, Orange, California.



EXECUTIVE COMMITTEE MEETING AGENDA

Meeting Access and Public Comments on Agenda Items

Members of the public can either attend in-person or access live streaming of the Board and Committee meetings by clicking this link: <https://lossan.legistar.com/Calendar.aspx>

In-Person Comment

Members of the public may attend in-person and address the Board of Directors regarding any item within the subject matter jurisdiction of the LOSSAN Rail Corridor Agency. Please complete a speaker's card and submit it to the Clerk of the Board and notify the Clerk regarding the agenda item number on which you wish to speak. Speakers will be recognized by the Chair at the time of the agenda item is to be considered by the Board. Comments will be limited to three minutes. The Brown Act prohibits the Board from either discussing or taking action on any non-agendized items.

Written Comment

Written public comments may also be submitted by emailing them to lossanclerk@octa.net, and must be sent by 5:00 p.m. the day prior to the meeting. If you wish to comment on a specific agenda item, please identify the Item number in your email. All public comments that are timely received will be part of the public record and distributed to the Board. Public comments will be made available to the public upon request.

Call to Order

Roll Call

Pledge of Allegiance

Closed Session

A Closed Session is not scheduled.

Special Calendar

There are no Special Calendar Matters.

Consent Calendar (Items 1 and 2)

All items on the Consent Calendar are to be approved in one motion unless a Board Member or a member of the public requests separate action or discussion on a specific item.

1. Approval of Minutes

Recommendation(s)

Approve the minutes of the September 4, 2025 LOSSAN Rail Corridor Agency Executive Committee meeting.



EXECUTIVE COMMITTEE MEETING AGENDA

Attachments:

[Minutes](#)

2. Proposed 2026 Board of Directors and Executive Committee Meetings Calendar

Overview

Presented is the proposed 2026 Board of Directors and Executive Committee calendar, depicting the dates, times, and anticipated holidays for the year.

Recommendation

Approve the Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency 2026 Board of Directors and Executive Committee meetings calendar.

Attachments:

[Calendar](#)

Regular Calendar

3. Draft Los Angeles - San Diego - San Luis Obispo Board of Directors' Goals and Initiatives for Fiscal Year 2026-27

Overview

As part of the approval of the 2023 Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency Strategic Plan, the Board of Directors directed that the Strategic Plan be used to guide the development of the annual Board of Directors' Goals and Initiatives. These Goals and Initiatives establish the priorities and areas of focus for the year and serve as the basis for the Agency's annual Work Plan. Staff has prepared a draft of the Board Goals and Initiatives for fiscal year 2026-27 for the Executive Committee' review.

To better align the annual Board of Directors' Goals and Initiatives and Agency Work Plan with the Annual Business Plan process, the Goals and Initiatives are being presented to the Executive Committee and Board of Directors for comments and input in October 2025, with final consideration in February 2026. This will transition the development and implementation of the Board of Directors' Goals and Initiatives and the Agency Work Plan from a calendar year cycle to a state fiscal year cycle to be consistent with the Annual Business Plan process.

Recommendation(s)

Direct staff to incorporate Executive Committee comments into the Board of Directors' Goals and Initiatives for fiscal year 2026-27.

Attachments:

[Staff Report](#)



EXECUTIVE COMMITTEE MEETING AGENDA

4. Annual Business Plan and Budget Assumptions for Fiscal Years 2026-27 and 2027-28

Overview

The Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency is required to submit an Annual Business Plan to the California State Transportation Agency by April 1 of each year. The Business Plan provides the basis for the Agency's annual budget request and outlines any proposed changes to the Pacific Surfliner service. A list of key assumptions used in developing the Business Plan and budget for fiscal years 2026-27 and 2027-28 are presented.

Recommendation(s)

Direct staff to incorporate the key assumptions into the development of the Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency Annual Business Plan for fiscal years 2026-27 and 2027-28.

Attachments:

[Staff Report](#)

Discussion Items

5. Pacific Surfliner Equipment and Service Update

Overview

Staff will provide an update on the Pacific Surfliner equipment and service.

6. Public Comments

7. Managing Director's Report

8. Committee Members' Report

9. Adjournment

The next regularly scheduled meeting of this Committee will be held:

9:00 a.m. on Thursday, November 6, 2025

OCTA Headquarters
550 South Main Street
Orange, California



MINUTES

Executive Committee Meeting

Committee Members Present

In-Person

Fred Jung, Chair
Jason Jewell, Managing Director

Via Teleconference

Vice Chair Strong
Jewel Edson
Dana Reed

Staff Present

Andrea West, Clerk of the Board
Allison Cheshire, Clerk of the Board Specialist, Senior
James Donich, General Counsel
LOSSAN Staff

Call to Order

The September 4, 2025, meeting of the Executive Committee meeting was called to order by Chair Jung at 9:00 a.m.

Roll Call

The Clerk of the Board conducted an attendance roll call and announced a quorum of the Executive Committee.

Consent Calendar

1. Approval of Minutes

A motion was made by Vice Chair Strong, seconded by Director Reed, and following a roll call vote, declared passed 4-0, to approve the minutes of the July 8, 2025, Executive Committee Meeting.

Regular Calendar

2. Continuation of the Interagency Transfer Agreement with the California Department of Transportation for Administration of the Pacific Surfliner Intercity Passenger Rail Service

A motion was made by Director Edson, seconded by Vice Chair Strong, and following a roll call vote, declared passed 4-0, to authorize the Managing Director to negotiate and execute the second option term of the interagency transfer agreement between the California Department of Transportation Division of Rail and Mass Transportation and the Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency to allow continued local administrative oversight and management for the state-supported Pacific Surfliner intercity passenger rail service for a four-year term beginning October 1, 2025.

Discussion Items

3. Temporary Additional Santa Barbara Service Update

Jason Jewell, Managing Director, provided a report on this item.

No action was taken on this item.



MINUTES

Executive Committee Meeting

4. Federal Railroad Administration Grant Update

Jason Jewell, Managing Director, provided a report on this item.

No action was taken on this item.

5. Pacific Surfliner Marketing Update

Chris Orlando, Deputy Managing Director, provided a report on this item.

Director Edson requested social media toolkit information be shared with the Board for Rail Safety Month.

No action was taken on this item.

6. Public Comments

No Public Comments were received.

7. Managing Director's Report

Jason Jewell, Managing Director, provided an update on ridership.

8. Committee Members' Report

Director Reed noted that Senator Padilla assisted in the formation of the LOSSAN agency.

Chair Jung noted that the Army Corps of Engineers did not approve the use of Prado Dam sand in San Clemente.

9. Adjournment

The meeting adjourned at 9:23 a.m.

The next regularly scheduled meeting of this Committee will be held at **9:00 a.m. on Thursday, October 2, 2025**, OCTA Headquarters, 550 South Main St., Orange, CA.

ATTEST

Andrea West
Clerk of the Board

2026 LOSSAN BOARD AND EXECUTIVE COMMITTEE CALENDAR



JANUARY						
SUN	MON	TUE	WED	THU	FRI	SAT
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
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FEBRUARY						
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MARCH						
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APRIL						
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MAY						
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31						

JUNE						
SUN	MON	TUE	WED	THU	FRI	SAT
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21	22	23	24	25	26	27
28	29	30				

*LA Metro (1 Gateway Plaza, Los Angeles) at 12:30 p.m.

JULY						
SUN	MON	TUE	WED	THU	FRI	SAT
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AUGUST						
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SEPTEMBER						
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OCTOBER						
SUN	MON	TUE	WED	THU	FRI	SAT
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NOVEMBER						
SUN	MON	TUE	WED	THU	FRI	SAT
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DECEMBER						
SUN	MON	TUE	WED	THU	FRI	SAT
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20	21	22	23	24	25	26
27	28	29	30	31		

*LA Metro (1 Gateway Plaza, Los Angeles) at 12:30 p.m.

LOSSAN Board of Directors regular meeting
10:30 a.m.: OCTA, 550 S. Main St., Orange (unless otherwise noted)

LOSSAN Executive meeting
9:00 a.m.: OCTA, 550 S. Main St., Orange

Holidays



October 14, 2025

To: Members of the Executive Committee

From: Jason Jewell, Managing Director

Subject: Draft Los Angeles – San Diego – San Luis Obispo Board of Directors' Goals and Initiatives for Fiscal Year 2026-27

Overview

As part of the approval of the 2023 Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency Strategic Plan, the Board of Directors directed that the Strategic Plan be used to guide the development of the annual Board of Directors' Goals and Initiatives. These Goals and Initiatives establish the priorities and areas of focus for the year and serve as the basis for the Agency's annual Work Plan. Staff has prepared a draft of the Board Goals and Initiatives for fiscal year 2026–27 for the Executive Committee' review.

To better align the annual Board of Directors' Goals and Initiatives and Agency Work Plan with the Annual Business Plan process, the Goals and Initiatives are being presented to the Executive Committee and Board of Directors for comments and input in October 2025, with final consideration in February 2026. This will transition the development and implementation of the Board of Directors' Goals and Initiatives and the Agency Work Plan from a calendar year cycle to a state fiscal year cycle to be consistent with the Annual Business Plan process.

Recommendation

Direct staff to incorporate Executive Committee comments into the Board of Directors' Goals and Initiatives for fiscal year 2026-27.

Background

The Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor Agency (Agency) began developing updates to the LOSSAN Agency Strategic Plan (Strategic Plan) in September 2021. The purpose of the update was to create a modern strategic plan that established a clear mission and vision, along with achievable goals that further the Agency's mission. As part of the Board of Directors (Board) approval of the 2023 Strategic Plan, direction was provided to

use the Strategic Plan as the foundation for developing the annual Board Goals and Initiatives and the Agency Work Plan. The Board Goals and Initiatives identify areas of focus and key actions in support of the goals outlined in the Strategic Plan, and in the past they were undertaken annually on a calendar year basis.

In addition, under the interagency transfer agreement (ITA) between the LOSSAN Agency and the California Department of Transportation, as well as the LOSSAN Joint Powers Agreement, the Agency is required to develop an annual business plan (ABP) on a fiscal year (FY) basis for approval by the Board. The ABP must be submitted to the Secretary of the California State Transportation Agency (CalSTA) by April 1 of each year. It is a two-year planning, operations, and budget document that serves as the Agency’s formal plan and funding request. The ABP must also be consistent with the most recently adopted State Rail Plan and the California High-Speed Rail Authority business plan.

The ABP is required to include a performance report for the Pacific Surfliner passenger rail service; an overall operating plan that outlines proposed service enhancements to increase ridership and accommodate travel demand; a marketing plan; short-term and long-term capital improvement plans; funding requirements for the upcoming FY; and an action plan with specific performance goals and objectives. The ABP must also document any planned operational changes necessary to provide the service, including operating plans to meet peak-period travel demand and consideration of future service expansions and enhancements.

The Board Goals and Initiatives and the Agency Work Plan have provided a strong framework to guide annual priorities and actions for the LOSSAN Agency. While these documents have historically been developed on a calendar year basis to support clear direction and accountability, transitioning them to a FY cycle will strengthen alignment with the ABP. Because the ABP is prepared and submitted on a FY basis, placing all three guiding documents on the same cycle will streamline planning, create consistency in how progress is tracked and reported, and provide a stronger connection between annual goals, funding requests, and performance reporting. This adjustment represents a natural evolution of the Agency’s planning framework and will allow the Board and stakeholders to view priorities, strategies, and outcomes within a unified FY structure. To support this transition, staff has prepared the draft Board Goals and Initiatives for FY 2026-27 on a FY basis for the Board’s review.

Discussion

The FY 2026-27 Board Goals and Initiatives are not intended to serve as a comprehensive list of all tasks the LOSSAN Agency will undertake during the year. Instead, they are designed to highlight the key projects and initiatives that align with the goals established in the Strategic Plan. They form the foundation for the FY 2026-27 Annual Work Plan. The status of activities identified in the Work Plan are tracked and reported to the Board on a semiannual basis.

Draft FY 2026-27 Board Goals and Initiatives

Outlined below are the draft Board Goals and Initiatives for FY 2026-27. The Goals and Initiatives are intended to further the three Strategic Plan Outcomes identified in the LOSSAN Rail Corridor Agency’s 2023 Strategic Plan. The Board Goals and Initiatives will inform the Agency’s ABP and serve as the basis of its annual work plan.

STRATEGIC OUTCOME: MAXIMIZE CUSTOMER FOCUS

Goal: Improve User Experience

Initiatives:

- Update and enhance station wayfinding signage and service information
- Implement regular updates to Market Café menu and experience, including featuring local product selections and launching special promotions
- Provide accurate and timely rider information and increase the ways customers access information about their trip
- Develop new on-board experience enhancements
- Integrate customer feedback into customer experience planning

Goal: Integrate with Destinations

Initiatives:

- Focus service planning, operations and rider communications efforts to serve major upcoming events, including the LA28 Olympics
- Build partnerships with local venues, convention and visitor bureaus, cities, counties, and other corridor stakeholders
- Develop and execute partnerships and cross-promotions to promote local events and attractions accessible from the Pacific Surfliner service
- Launch student and campus outreach program

Goal: Integrate with Transportation Partners

Initiatives:

- Collaborate with regional partners to adapt integrated transportation programs, including Rail 2 Rail and Codeshare, to align with new fare programs and service models
- Work with state partners to advance integrated fare products and payment platforms
- Support and expand existing local transit transfer programs

Goal: Maintain Sustainable Fares

Initiatives:

- Evaluate the fare structure against financial, operational, and ridership objectives to ensure alignment with Agency goals and market conditions
- Advance implementation of innovative solutions such as demand pricing and reserved-seat system that support financial sustainability, provide customers with pricing options, and optimize service capacity

STRATEGIC OUTCOME: OPTIMIZE OPERATIONS OF PACIFIC SURFLINER SERVICE

Goal: Expand Service

Initiatives:

- Implement strategic service level increases consistent with long-term service goals, the State Rail Plan, the LOSSAN Agency Strategic Plan, and the ABP
- Collaborate with the California Department of Transportation (Caltrans) and Joint Powers Authority (JPA) partners to actively manage fleet to ensure sufficient equipment availability to meet service level needs
- Collaborate with Caltrans and JPA partners to develop and initiate a fleet modernization plan to extend the useful life of the existing fleet
- Develop service expansion plan to support LA28 Olympics
- Work with Caltrans and the North County Transit District to advance implementation of zero emission vehicles including vehicle acceptance, testing, and piloting revenue service

Goal: Provide Better System Performance

Initiatives:

- Advance critical capital improvement projects that expand capacity, improve service reliability, support equipment and maintenance needs, and ensure resiliency of rail infrastructure
- Implement maintenance process improvements to reduce maintenance costs and improve vehicle availability

- Collaborate with Caltrans and JPA partners to develop and initiate a fleet modernization plan to extend the useful life of the existing fleet
- Coordinate with transportation partners and stakeholders to promote rail safety and improve service reliability

Goal: Improve Regional Connectivity

Initiatives:

- Advance the Federal Corridor Identification and Development Program Service Development Plan process with Caltrans and coordinate corridor-wide efforts with key stakeholders
- Conduct assessment of thruway bus service to identify potential expansion opportunities
- Complete analysis of Coachella Valley Rail managing agency opportunity and identify implementation framework with key decision points

STRATEGIC OUTCOME: PRIORITIZE BUSINESS SUSTAINABILITY

Goal: Be Fiscally Responsible

Initiatives:

- Develop a mid- to long-term financial outlook that identifies operating and capital funding needs and potential funding strategies to ensure sustainable growth
- Implement a comprehensive marketing program to sustain and grow ridership and revenue
- Identify and implement opportunities to generate non-farebox revenue

Goal: Be Leaders in Business Management

Initiatives:

- Actively pursue federal and state operating and capital funding opportunities to advance LOSSAN Agency service and capital priorities
- Expand the use of performance metrics by implementing a data model that incorporates key performance indicators and service-level analytics to better inform decision-making

Goal: Support Equity and Inclusion

Initiatives:

- Expand multilingual marketing efforts to ensure equitable access to Pacific Surfliner advertising and signage

Goal: Be Environmentally Conscious

Initiatives:

- Support coastal rail protection and sustainability efforts along the LOSSAN Corridor including opportunities for streamlining project permitting
- Participate as a key stakeholder in the SB1098 working group to address corridor sustainability and improvements

To support accountability and ensure transparency, staff will present written progress reports to the Board on a semiannual basis summarizing the status of the Annual Work Plan as it is implemented in support of both the FY 2026-27 Board Goals and Initiatives and the ABP. Each report will include a description of the projects and initiatives, details of the work being carried out, and the status of implementation.

Next Steps

Staff will bring the draft of the FY 2026-27 Goals and Initiatives to the Board for approval at the October 20, 2025, Board meeting.

Summary

Staff has prepared a draft of the Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency Board of Directors' Goals and Initiatives for Fiscal Year 2026-27 for the Executive Committee's review.


Attachment

None.



October 14, 2025

To: Members of the Executive Committee

From: Jason Jewell, Managing Director 

Subject: Annual Business Plan and Budget Assumptions for Fiscal Years 2026-27 and 2027-28

Overview

The Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency is required to submit an Annual Business Plan to the California State Transportation Agency by April 1 of each year. The Business Plan provides the basis for the Agency's annual budget request and outlines any proposed changes to the Pacific Surfliner service. A list of key assumptions used in developing the Business Plan and budget for fiscal years 2026-27 and 2027-28 are presented.

Recommendation

Direct staff to incorporate the key assumptions into the development of the Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency Annual Business Plan for fiscal years 2026-27 and 2027-28.

Background

Per the interagency transfer agreement (ITA) between the Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor Agency (Agency) and the California Department of Transportation, as well as the LOSSAN Joint Powers Agreement, the Agency must develop an annual business plan (ABP) to be approved by the Board of Directors (Board). The ABP must be submitted to the Secretary of the California State Transportation Agency (CalSTA) by April 1 of each year, and CalSTA is required to review and approve it by September 1. The ABP is a two-year planning, operations, and budget document that serves as the Agency's formal plan and funding request to CalSTA. It must be consistent with the most recently adopted State Rail Plan and the California High-Speed Rail Authority business plan.

The ABP is required to include a performance report for the Pacific Surfliner passenger rail service; an overall operating plan with proposed service

enhancements to increase ridership and accommodate travel demand; a marketing plan; short-term and long-term capital improvement programs; funding requirements for the upcoming fiscal year (FY); and an action plan with specific performance goals and objectives. The ABP must also document any planned operational changes necessary to provide the service, including operating plans to serve peak-period trips and consideration of future service expansions and enhancements.

In addition, the ABP must clearly delineate how funding and accounting for state-sponsored intercity passenger rail service will be maintained separately from locally sponsored services in the rail corridor. Proposals to expand or modify passenger services must be accompanied by estimated costs, as well as revenue and ridership projections. The ABP also establishes fares, operating strategies, and other initiatives designed to meet performance standards established in the ITA.

Discussion

The LOSSAN Agency's FY 2025-26 and 2026-27 Annual Business Plan was focused on efforts to fully restore passenger service in a cost effective and efficient manner. The ABP for FY 2026-27 and 2027-28 will build on those efforts and enhance Pacific Surfliner service in the following areas:

- Improving customer information and rider experience
- Integrating with transportation partners and corridor destinations and improving regional connectivity
- Maintaining a sustainable fare structure and advancing innovative fare products and platforms, including demand pricing
- Supporting strong performance, ensuring fleet capacity and reliability and growing ridership

Draft budget projections will also be included in the ABP as a placeholder and may be revised and resubmitted for final approval by June 30, 2025, contingent on the receipt of an operating forecast from Amtrak. The operating forecast is expected to be received from Amtrak by May 15, 2025. In preparing these estimates, LOSSAN Agency staff will also coordinate with the California Department of Transportation Division of Rail and the other two California Joint Powers Authorities on operating forecast assumptions.

The following key assumptions are proposed to be incorporated into the FY 2026-27 and 2027-28 ABP:

- Additional service or capacity for holidays and special events, including planning for LA28 Olympics.
- Ridership and revenue proportionate to the proposed service levels.
- Annual marketing budget consistent with planned level of service and state funding availability.
- An ongoing capital improvement program that uses existing funding sources while identifying new ones.
- 18 full-time staff positions consistent with the current staffing levels.
- A performance-based merit increase and special award pool for administrative employees consistent with the Orange County Transportation Authority budget proposal for FY 2026-27. These percentages are unknown at this point.
- Continued coordination with Metrolink and the North County Transit District on the existing Rail 2 Rail Programs.

Next Steps

The Executive Committee's comments plus comments received at the Technical Advisory Committee (TAC) meeting on October 2, 2025, will be incorporated into the draft assumptions and included in the Board of Director's October 20, 2025, meeting for review and comments. Staff will then prepare the draft ABP and budget for FY 2026-27 and 2027-28 using these assumptions. The draft chapters will be provided to the TAC for review and comment in November 2025. A redline version that incorporates TAC feedback, as appropriate, will be returned to the TAC before the document is presented to the Board for initial review and approval in February 2026.

Summary

Staff has developed key assumptions for use in the Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency budget and business plan for Fiscal Years 2026-27 and 2027-28. Staff will finalize the draft business plan and budget and submit to the Board of Directors for initial review and approval in February 2026.

Attachment

None.