



LOSSAN Rail Corridor Agency

Executive Committee Meeting

Agenda

Tuesday, July 8, 2025 at 9:00 a.m.

OCTA Headquarters, 550 South Main Street, Orange, California

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

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

Solana Beach City Hall
635 South Highway 101
Solana Beach, 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 June 5, 2025 LOSSAN Rail Corridor Agency Executive Committee meeting.



EXECUTIVE COMMITTEE MEETING AGENDA

Attachments:

[Minutes](#)

2. Semiannual Progress Report of the Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency 2025 Work Plan

Overview

On February 18, 2025, the Los Angeles - San Diego - San Luis Obispo Rail Corridor Agency Board of Directors approved the 2025 Work Plan, which highlighted the key initiatives that would be undertaken in support of the 2023 Strategic Plan goals. As part of the implementation of the 2025 Work Plan, progress reports that summarize the status of the tasks being done in support of the annual work plan are provided to the Board of Directors on a semiannual basis. This semiannual progress report provides an update on activities in support of the 2025 Work Plan from January 2025 to June 2025.

Recommendation(s)

Receive and file as an information item.

Attachments:

[Staff Report](#)

[Attachment A](#)

[Attachment B](#)

Regular Calendar

There are no Regular Calendar matters.

Discussion Items

3. Temporary Additional Santa Barbara Service Update

Overview

Staff will give a verbal update on the temporary Santa Barbara Service.

4. Public Comments

5. Managing Director's Report

6. Committee Members' Report



EXECUTIVE COMMITTEE MEETING AGENDA

7. **Adjournment**

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

9:00 a.m. on Thursday, September 4, 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

Absent

Dana Reed

Staff Present

Andrea West, Clerk of the Board
Allison Cheshire, Clerk of the Board Specialist, Senior
Cassie Trapesonian, Assistant General Counsel
LOSSAN Staff

Call to Order

The June 5, 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.

Closed Session

1. The Committee met in Closed Session pursuant to Government Code Section 54957 – Public Employee Evaluation – LOSSAN Managing Director.

There was no report out.

Consent Calendar

2. **Approval of Minutes**

A motion was made by Director Edson, seconded by Vice Chair Strong, and following a roll call vote, declared passed 3-0, to approve the minutes of the May 1, 2025, Executive Committee Meeting.

Discussion Items

3. **Pacific Surfliner Service Update**

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

No action was taken on this item.



4. Reinstatement of Checked Baggage Service

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

No action was taken on this item.

5. Temporary Additional Santa Barbara Rail Service

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

No action was taken on this item.

A written public comment was received from Martin Erickson, VCTC and Marjie Kirn, SBCAG.

A verbal public comment was received from Aaron Bonfilio, SBCAG.

6. Pacific Surfliner Marketing Update

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

No action was taken on this item.

7. Public Comments

No Public Comments were received.

8. Managing Director's Report

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

9. Committee Members' Report

Vice Chair Strong noted he will be traveling to Seattle this week.

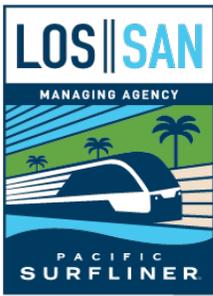
10. Adjournment

The meeting adjourned at 9:33 a.m.

The next regularly scheduled meeting of this Committee will be held at **9:00 a.m. on Tuesday, July 8, 2025**, OCTA Headquarters, 550 S. Main St., Orange, CA.

ATTEST

Andrea West
Clerk of the Board



July 8, 2025

To: Members of the Executive Committee

From: Jason Jewell, Managing Director

Subject: Semiannual Progress Report of the Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency 2025 Work Plan

Overview

On February 18, 2025, the Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency Board of Directors approved the 2025 Work Plan, which highlighted the key initiatives that would be undertaken in support of the 2023 Strategic Plan goals. As part of the implementation of the 2025 Work Plan, progress reports that summarize the status of the tasks being done in support of the annual work plan are provided to the Board of Directors on a semiannual basis. This semiannual progress report provides an update on activities in support of the 2025 Work Plan from January 2025 to June 2025.

Recommendation

Receive and file as an information item.

Discussion

As part of the approval by the Board of Directors (Board) of the 2023 Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor Agency (Agency) Strategic Plan, direction was given to utilize the Strategic Plan in the development of an Annual Work Plan. The Annual Work Plan lays out projects that would be undertaken for that calendar year in support of goals included in the Strategic Plan. The Annual Work Plan was not intended to be an exhaustive listing of all tasks that the LOSSAN Agency undertakes during the calendar year, but rather key projects and initiatives that support the LOSSAN Agency's strategic goals.

The Semiannual Progress Report summarizes the status of each objective listed in the Annual Work Plan, highlighting the accomplishments from January 2025 through June 2025. The Report also includes anticipated activities aimed at furthering the objectives in the upcoming period. Detailed information on both

current progress and expected future activities for each objective can be found in Attachment B.

Semi-Annual Progress Report

One of the LOSSAN Agency's most significant accomplishments during the first half of Calendar Year 2025 was the successful implementation of two additional roundtrips for the Pacific Surfliner between Los Angeles and San Diego. The 11th daily roundtrip entered service on March 31, 2025, followed by the 12th daily round trip on June 16, 2025.

Planning is currently underway for the 13th round trip, with efforts focused on equipment availability and scheduling. These service enhancements represent significant progress toward the goals outlined in the California State Rail Plan and the LOSSAN Agency's Annual Business Plan and Strategic Plan.

In addition, during the first half of Calendar Year 2025, the LOSSAN Agency made progress on other objectives from the work plan. Highlights of achievements during this period include:

- On June 16, 2025, the LOSSAN Board approved the Agency's recommendation to reinstate checked baggage service and implement a per-bag fee structure to support full cost recovery of the service, with an implementation timeline currently targeted for 2025.
- In April, LOSSAN completed a semi-annual menu refresh for the onboard Pacific Surfliner Market Café. Planning is already underway for the next semiannual menu refresh scheduled in October 2025, which is expected to comprise of both revisions to the menu and implementation of an updated price list to reflect rising product and operational costs.
- Throughout the first half of 2025, LOSSAN executed partnerships with the Disneyland Resort and the San Diego Zoo, as well as co-branded campaigns with the California Strawberry Festival in Ventura and Wonderfront Festival in San Diego, to enhance connectivity, boost ridership, and improve mobility.

Additional details on milestones which either have been accomplished or are continuous in nature, as well as those which have been extended or delayed, are provided in Attachment B.

Summary

A semiannual progress report for the 2025 Work Plan is provided for the Los Angeles – San Diego – San Luis Obispo Rail Corridor Agency Board of Directors to review.

Attachments

- A. LOSSAN Agency 2025 Work Plan Initiatives & Goals
- B. 2025 LOSSAN Agency Work Plan Progress Report – January 2025 to June 2025

Prepared by:



Chris Orlando
Deputy Managing Director
714-560-5020



MISSION

To be Southern California's premier transportation experience to the state's most desirable destinations.

VISION

To be the foundation of Southern California rail travel, fully integrated with our transit partners, and helping travelers create lifelong memories by:

- Providing a high-quality customer experience;
- Achieving world class operations; and
- Ensuring long-term sustainability.

2025 LOSSAN Board Goals & Initiatives

MAXIMIZE CUSTOMER FOCUS

Improving User Experience

- Work with Amtrak to complete wayfinding signage update at stations
- Review and adjust Café Car menu to prioritize locally sourced products, coordinating with Amtrak on biannual menu refreshes that showcase local and regional products, and implementing enhancements throughout the year, as needed
- Develop and implement marketing strategies to increase ridership with a focus on retaining current customers and attracting new riders
- Continue to work with Amtrak on identifying solutions to offer checked baggage services in a cost effective and efficient way
- Develop initiatives to enhance the on-board experience for customers

Integrating with Destinations

- Focus on planning efforts for major upcoming events, including the LA28 Olympics and World Cup, by coordinating with Amtrak and regional stakeholders
- Build partnerships with venues, convention and visitor bureaus, universities and schools, cities, counties, and other corridor stakeholders to enhance connectivity, boost ridership, and improve mobility

Integrating with Transportation Partners

- Work with regional partners and stakeholders to develop regional fare products and programs that provide rail flexibility and equitable farebox recovery

Maintaining Sustainable Fares

- Advance implementation of demand pricing pilot
- Assess current fare structure to ensure it meets Agency financial and operating objectives

OPTIMIZE OPERATIONS OF PACIFIC SURFLINER SERVICE

Expanding Service

- Coordinate with Amtrak, Caltrans, and JPA partners to implement strategic service level increases that support long-term service goals consistent with the State Rail Plan and the LOSSAN Agency Strategic Plan

Providing Better System Performance

- Complete the final design of the Central Coast Layover Facility
- Advance designs of the Goleta Layover Facility expansion and the Leesdale Siding, coordinating with project stakeholders

- Coordinate with transportation partners and stakeholders to promote rail safety and improve reliability

Improving Regional Connectivity

- Implement the Federal Corridor Identification and Development Program with Caltrans by coordinating corridor-wide efforts with key stakeholders
- Review existing rail interoperability services and explore additional opportunities, focusing on a seamless rider experience, financial sustainability, operational impact, and overall alignment with organizational goals



PRIORITIZE BUSINESS SUSTAINABILITY

Being Fiscally Responsible

- Create mid- to long-term financial plan to address future funding needs
- Develop and implement a plan for generating advertising revenue through train wraps and other onboard assets

Being Leaders in Business Management

- Research and leverage federal and state operating and capital funding opportunities that support LOSSAN Agency goals
- Maintain sound financial and business management practices, including utilizing key business and performance metrics to drive decisions

Supporting Equity and Inclusion

- Expand multilingual marketing efforts to ensure equitable access to the Pacific Surfliner
- Improve accessibility at stations by implementing the signage improvement plan

Being Environmentally Conscious

- 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

2025 LOSSAN Agency Work Plan Progress Report – January 2025 to June 2025

INITIATIVE: MAXIMIZE CUSTOMER FOCUS

Goal: Improving User Experience

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Work with Amtrak to complete wayfinding signage update at stations.	Coordinate with Amtrak to ensure consistency in signage plan for each station.	Ongoing	On-Target	The LOSSAN Agency nearing the completion of the installation of new signage at Camarillo Station and will next work on Anaheim ARTIC Station.
	Support Amtrak through coordination in an effort to address ADA deficiencies at stations.	Ongoing	On-Target	The LOSSAN Agency is acting in the capacity of a support role as required by Amtrak.
Review and adjust Cafe Car menu to prioritize locally sourced products, coordinating with Amtrak on biannual menu refreshes that showcase local and regional products, and implementing enhancements throughout the year, as needed.	Execute semiannual menu refreshes in April and October.	October 2025	On-Target	The April 2025 menu refresh was executed successfully on April 2, 2025, and planning is already underway for the October 2025 menu refresh.

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Review and adjust Cafe Car menu to prioritize locally sourced products, coordinating with Amtrak on biannual menu refreshes that showcase local and regional products, and implementing enhancements throughout the year, as needed.	Implement an updated price list to reflect rising product and operational costs.	October 2025	On-Target	Planning is already underway for updating the price list as part of the October 2025 menu refresh.
	Implement a new visual identity for the café Car with updated fonts, color schemes, and visual designs across menus and other customer-facing materials.	October 2025	On-Target	
Develop and implement marketing strategies to increase ridership with a focus on retaining current customers and attracting new riders.	Drive ridership through digital advertising and paid media.	Ongoing	On-Target	In March 2025, LOSSAN implemented an updated digital advertising plan to optimize targeting of new riders.
	Grow and optimize the email marketing channel.	Ongoing	On-Target	
	Increase social media engagement and content output.	Ongoing	On-Target	

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Continue to work with Amtrak on identifying solutions to offer checked baggage services in a cost effective and efficient way.	Coordinate with Amtrak to analyze cost recovery options for implementing checked baggage service, including development of a per-bag fee structure.	July 2025	On-Target	At its June 2025 meeting, the LOSSAN Board approved reinstating checked baggage service and implementing a per-bag fee. LOSSAN is currently working with Amtrak to establish an implementation date.
Develop initiatives to enhance the on-board experience for customers.	Implement a standardized set of evergreen questions for all online passenger surveys to consistently measure satisfaction over time	March 2025	Completed	Initial set of questions implemented on-schedule, periodic refinements of questions to follow throughout the rest of the year.
	Assess the feasibility of an onboard entertainment platform for passengers and initiate procurement if implementation is warranted.	November 2025	On-Target	

INITIATIVE: MAXIMIZE CUSTOMER FOCUS

Goal: Integrating with Destinations

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Focus on planning efforts for major upcoming events, including the LA28 Olympics and World Cup, by coordinating with Amtrak and regional stakeholders.	Participate in the LA28 GME Regional Rail Subcommittee Meetings.	Ongoing	On-Target	Actively participating in GME and coordinating with corridor stakeholders.
Build partnerships with venues, convention and visitor bureaus, universities and schools, cities, counties, and other corridor stakeholders to enhance connectivity, boost ridership, and improve mobility.	Build and strengthen relationships with regional partners.	Ongoing	On-Target	Developed comprehensive list of CVBs and initiated outreach.
	Collaborate on co-branded marketing and event campaigns.	Ongoing	On-Target	Executed co-branded campaigns with the California Strawberry Festival in Ventura, Wonderfront Festival in San Diego, and others.
	Market the Pacific Surfliner to major destinations.	Ongoing	On-Target	Active partnerships with both the Disneyland Resort and the San Diego Zoo.

INITIATIVE: MAXIMIZE CUSTOMER FOCUS

Goal: Integrating with Transportation Partners

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Work with regional partners and stakeholders to develop regional fare products and programs that provide rail flexibility and equitable farebox recovery.	Participate in State-led fare integration discussions and collaborate with regional partners to evaluate fare media options and develop flexible, equitable regional fare products. Coordinate with CalSTA and Caltrans on statewide efforts to implement integrated fare systems through initiatives like Cal-ITP.	Ongoing	On-Target	LOSSAN Agency is actively participating as a founding member of the California Rail Payments Alliance, led by CalSTA.

INITIATIVE: MAXIMIZE CUSTOMER FOCUS

Goal: Maintaining Sustainable Fares

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Advance implementation of demand pricing pilot.	Coordinate with Amtrak to resolve technical and operational issues related to implementation of demand-based pricing.	July 2025	On-Target	LOSSAN is in ongoing discussions with Amtrak to resolve any remaining issues to allow the demand pricing pilot to move forward to the next phase of planning and implementation.
	Work with Amtrak to define reserved seating enforcement policies and assess feasibility of phased implementation.	September 2025	On-Target	LOSSAN is currently working with Amtrak to develop a plan for transitioning to fully reserved coach seating. This would serve as the first step in implementing the demand pricing pilot.
	Evaluate options to integrate Metrolink and NCTD cross-honoring into the Amtrak reservation system, including use of the RideReserve platform.	December 2027	Delayed	Amtrak is in the process of replacing its current ticketing and reservation system, with the new system expected to be operational by 2027. While details are not yet available, the system will support integration with third-party ticketing platforms.

<p>Assess current fare structure to ensure it meets Agency financial and operating objectives.</p>	<p>Coordinate with Amtrak to determine feasibility of short-term fare structure changes and document recommended interim adjustments.</p>	<p>June 2025</p>	<p>Completed</p>	<p>LOSSAN has been coordinating with Amtrak on potential short-term fare changes. It was determined that postponing these changes until the demand pricing pilot is implemented will avoid placing multiple fare adjustments on passengers in a short period and help maintain a positive impression.</p>
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INITIATIVE: OPTIMIZE OPERATIONS OF PACIFIC SURFLINER SERVICE

Goal: Expanding Service

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Coordinate with Amtrak, Caltrans, and JPA partners to implement strategic service level increases that support long-term service goals consistent with the State Rail Plan and the LOSSAN Agency Strategic Plan.	Implement 11th, 12th and 13th roundtrips between Los Angeles and San Diego.	December 2025	On-Target	Implemented 11 th round trip on March 31 st and 12 th round trip on June 16 th . Schedule and equipment planning for 13 th round trip underway.

INITIATIVE: OPTIMIZE OPERATIONS OF PACIFIC SURFLINER SERVICE

Goal: Providing Better System Performance

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Complete the final design of the Central Coast Layover Facility.	Continue to hold regular, bi-weekly meetings with Design Consultant to ensure project is progressing on schedule and on budget.	September 2025	On-Target	These meetings will end once the design phase is complete.
	Update project status dashboard with critical data relating to budget and schedule on a monthly basis and make it available to upper management.	On-going	On-Target	These updates have been submitted on a regular monthly basis since January 2025. These are Design Phase focused. An overall project dashboard is being developed and will take over after the design phase is complete.
	Track project risks and lessons learned on a regular basis. Develop strategies to mitigate and manage risk. Develop recovery plans/schedules should additional, unforeseen work be required.	On-going	On-Target	A risk register was developed earlier this year. These will be refined on a quarterly basis. Registers for “lessons learned” are still in development.

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
<p>Advance designs of the Goleta Layover Facility expansion and the Leesdale Siding, coordinating with project stakeholders.</p>	<p>For Goleta, develop plan for alternative sites since existing location is not conducive for UPRR maintenance access. Develop Evaluation Criteria for these sites, score and rank them, and make decision on which site to move forward on keeping UPRR in the loop throughout the process.</p>	<p>July 2025</p>	<p>On-Target</p>	<p>Plan for alternative sites has been underway and conceptual layouts have been prepared. Additional alternatives are being prepared along with Rough Order of Magnitude cost estimates. Discussion on Evaluation Criteria has begun.</p>

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
<p>Advance designs of the Goleta Layover Facility expansion and the Leesdale Siding, coordinating with project stakeholders.</p>	<p>For Leesdale, continue to hold regular, bi-weekly meetings with Design Consultant and make updates to project dashboard to ensure project is progressing on schedule and on budget. Also hold a broader bi-annual meeting for all stakeholder parties involved.</p>	<p>March 2026</p>	<p>On-Target</p>	<p>Bi-weekly meetings are continuing and will continue through the Anticipated Completion Date. The next bi-annual meeting is anticipated in the next couple of months.</p>
	<p>For Leesdale, track project risks and lessons learned on a regular basis. Develop strategies to mitigate and manage risk. Develop recovery plans/schedules should additional, unforeseen work be required.</p>	<p>On-going</p>	<p>On-Target</p>	<p>A risk register was developed earlier this year. These will be refined on a quarterly basis. Registers for “lessons learned” are still in development.</p>
<p>Coordinate with transportation partners and stakeholders to promote rail safety and improve reliability.</p>	<p>Reestablish partnership with Operation Lifesaver.</p>	<p>September 2025</p>	<p>On-Target</p>	<p>Initiated 2025 partnership with Operation Lifesaver for Rail Safety Month, including targeted outreach within the corridor in September 2025.</p>

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Coordinate with transportation partners and stakeholders to promote rail safety and improve reliability.	Expand placement of mental health awareness signage.	September 2025	On-Target	The LOSSAN Agency will identify new locations for signage placement during Summer 2025.

INITIATIVE: OPTIMIZE OPERATIONS OF PACIFIC SURFLINER SERVICE

Goal: Improving Regional Connectivity

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Implement the Federal Corridor Identification and Development Program with Caltrans by coordinating corridor-wide efforts with key stakeholders.	Participate in state and federal Corridor ID planning processes.	Ongoing	On-Target	Participating in regular meetings with Caltrans, FRA, and other stakeholders.
Review existing rail interoperability services and explore additional opportunities, focusing on a seamless rider experience, financial sustainability, operational impact, and overall alignment with organizational goals.	Conduct evaluation of the Rail 2 Rail program, including codeshare pilot with Metrolink north of Los Angeles, to determine effectiveness and feasibility of expansion to other segments of the corridor.	July 2025	On-Target	Evaluation of the Rail 2 Rail program and Metrolink codeshare pilot is currently underway, which is focused on effectiveness, feasibility, and alignment with potential demand-based pricing. The Metrolink agreement was renewed in June 2025, and renewal of the agreement with NCTD is currently being pursued.

INITIATIVE: PRIORITIZE BUSINESS SUSTAINABILITY

Goal: Being Fiscally Responsible

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Create mid- to long-term financial plan to address future funding needs.	Develop 5-year financial forecast for operations and capital projects.	September 2025	In Development	Work has continued to progress on complex models that will provide a long-term forecast for Pacific Surfliner operations and capital expenses. These models encompass every forecasted cost category from Amtrak operating, Administrative, and marketing costs.
	Creation of cash flow models based on historical information, service projections and other macro-economic assumptions.	September 2025	In Development	Development of these cash flows is ongoing, with work expected to be completed by September 2025. Significant progress has been made. Once complete, testing will be completed to ensure models are working properly for decision making purposes.
Develop and implement a plan for generating advertising revenue through train wraps and other onboard assets.	Release an RFP to bring on a vendor to provide advertising services.	November 2025	On-Target	The scope of work is currently in development and undergoing internal review.

INITIATIVE: PRIORITIZE BUSINESS SUSTAINABILITY

Goal: Being Leaders in Business Management

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
<p>Research and leverage federal and state operating and capital funding opportunities that support LOSSAN Agency goals.</p>	<p>Coordinate with stakeholders and member agencies to leverage funding opportunities.</p>	<p>Ongoing</p>	<p>On-Target</p>	<p>This is an ongoing business process. LOSSAN staff has done incredible work in leveraging funding opportunities, while working with external stakeholders and member agencies. Examples include the R&E grant – through coordination with Caltrans (\$27.2 million), 2024 TIRCP, through coordination with the CRCC (\$26.2 million), and 2022 SCCP through collaboration with VCTC (\$43.5 million).</p>
<p>Maintain sound financial and business management practices, including utilizing key business and performance metrics to drive decisions.</p>	<p>Develop a centralized KPI dashboard using Power BI to improve internal visibility of financial and operational performance metrics.</p>	<p>December 2025</p>	<p>On-Target</p>	<p>This project is currently in process. Staff is working to develop and manipulate large data sets to produce KPI information that will be very useful for decision making purposes, while also used to evaluate the best use of operational and capital funding. These are all new processes that will take time to develop correctly.</p>

<p>Maintain sound financial and business management practices, including utilizing key business and performance metrics to drive decisions.</p>	<p>Maintain and enhance internal datasets to support data-driven decision-making and expand tracking of key business indicators.</p>	<p>December 2025</p>	<p>In Development</p>	<p>Staff are working with Amtrak to see what additional datasets are available for LOSSAN use. Once this is determined, LOSSAN staff will compile new information, along with information currently gathered, to maximize the key indicators provided to executive management.</p>
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INITIATIVE: PRIORITIZE BUSINESS SUSTAINABILITY

Goal: Supporting Equity and Inclusion

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Expand multilingual marketing efforts to ensure equitable access to the Pacific Surfliner.	Deploy evergreen Spanish language advertising.	November 2025	In Development	Developed multicultural outreach plan as part of the field marketing contract. Implementing Spanish-language advertising. In May 2025, the LOSSAN Board approved a Limited English Proficiency Plan, which will be implement by December 2025.
Improve accessibility at stations by implementing the signage improvement plan.	Develop station-specific signage plans.	March 2026	On-Target	Using available satellite imagery and field photographs to develop basemaps for signage drawings.
	Complete standard signage template designs for consistency between stations.	March 2026	On-Target	Ongoing coordination with Amtrak to ensure consistency with Pacific Surfliner signage

INITIATIVE: PRIORITIZE BUSINESS SUSTAINABILITY

Goal: Being Environmentally Conscious

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
<p>Support coastal rail protection and sustainability efforts along the LOSSAN Corridor including opportunities for streamlining project permitting.</p>	<p>Coordinate with railroad owners and stakeholders on support and implementation of coastal rail protection projects along the corridor.</p>	<p>Ongoing</p>	<p>On-Target</p>	<p>Recurring meetings were held with SANDAG on Del Mar Phase 5, resulting in the execution of the first cooperative agreement for reimbursement of bus bridge and support costs during work windows. Regular coordination with OCTA and Metrolink on the San Clemente rail protection project led to the execution of a cooperative agreement for reimbursement of bus bridge costs. Coordination also continued with Union Pacific Railroad on the implementation of rail resiliency projects and protection measures on the northern end of the corridor, including completion of the Surfin' Cowboy project and ongoing work at Honda Bluffs and Hollister Ranch.</p>
	<p>Support legislation and funding efforts to advance resilient infrastructure and service improvements, including streamlining permitting for high-risk areas in the corridor.</p>	<p>Ongoing</p>	<p>On-Target</p>	<p>Provided letter of support for Federal RAISE grant funding to support the North Oceanside Double Track Project. Coordinating review and position on SB 741 with the government relations team.</p>

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Participate as a key stakeholder in the SB1098 working group to address corridor sustainability and Improvements.	Attend 1098 Stakeholder meetings and actively participate in the planning process.	December 2025	On-Target	