



October 20, 2025

To: Members of the Board of Directors

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 of Directors' Goals and Initiatives for fiscal year 2026–27 for the Board of Directors' 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 comments received from the Board of Directors and approve 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

The approved FY 2026-27 Board Goals and Initiatives, and the approved Key ABP assumptions will guide the development of the ABP. The draft ABP will be presented to the Board for review in February 2026.

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 Board of Directors' review and approval.

Attachment

None.