

**2024 LOSSAN Agency Work Plan Progress Report – July 2024 to December 2024**

**INITIATIVE: PRIORITIZE BUSINESS SUSTAINABILITY**

Goal: Being Environmentally Conscious

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Foster collaboration with rail owners, corridor-wide stakeholders, and the State, to build consensus and ensure effective coordination in addressing coastal erosion and climate change to maintain a resilient corridor.	Attend quarterly LOSSAN Regional Rail Working Group.	Ongoing	Completed	Participated in person on October 15, 2024, at the SANDAG administrative office.
	Host quarterly technical working group meetings on resiliency.	Ongoing	Completed	Organized and participated in a working group meeting on August 29, 2024.
	Host quarterly LOSSAN Rail Corridor Executive Leadership meetings.	Ongoing	Completed	Organized and participated in a call on September 10, 2024.

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Pursue both short- and long-term solutions in coordination with rail owners and stakeholders to ensure ongoing viability of service.	Regular monthly coordination meetings with Caltrans and other two JPA's to discuss opportunities for service restoration and growth of all three state-supported corridors.	Ongoing	Completed	Held regular JPA staff working group calls and JPA leadership calls to plan for service restoration, equipment deployment, funding resources, and coordination on other items as needed.
	Re-engage regular monthly coordination meetings with host railroads.	Ongoing	Delayed	Delayed in finalizing coordination with host railroads. Inquiries on availability have been sent out to all parties with the goal of beginning these coordination meetings again in January 2025.
Research and leverage federal and state funding opportunities related to resiliency, sustainable transportation, and green infrastructure to advance intercity passenger rail in Southern California.	Read NOFOs and engage with funding agencies to fully understand project phases and ensure grant compliance.	Ongoing	On-Target	This is a continuous "goal". It's a business practice. During this cycle, the LOSSAN Agency engaged with the Federal Railroad Administration (FRA) to submit the Restoration & Enhancement (R&E) Grant.
	Partner with agencies to identify shared funding opportunities.	Ongoing	On-Target	This is a continuous "goal". It's a business practice. The LOSSAN Agency was successful in partnering with Caltrans on the Corridor Identification Program, the CRCC with 2024 TIRCP funding for the Ortega siding, and Union Pacific for environmental funding for the Santa Ynez River/Surf Bridge.

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Implement requirements of SB677 starting with FY2024-25 Annual Business Plan.	Add new chapter addressing Coastal Resiliency efforts in the Agency Annual Business Plan.	April 2024	Completed	

Goal: Being Fiscally Responsible

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Create a mid- to long-term financial plan to address future funding needs.	Hire and onboard new Financial Analyst to the FP&A section of LOSSAN.	January 2025	On-Target	Interviews currently being conducted to fill vacant position.
	Creation of cash flow models based on historical information, service projections and other macro-economic assumptions.	June 2025	Delayed	Staffing limitations have prevented progress on this objective. Will move forward once the new analyst position is hired.
	Develop 5-year financial forecast for operations and capital projects.	June 2025	Delayed	Staffing limitations have prevented progress on this objective. Will move forward once the new analyst position is hired.
Develop and implement a plan for obtaining advertising revenue through train wraps and other onboard assets.	Discuss advertising plan with Amtrak and State of California to determine revenue share (if any) and ensure agreement across all parties.	March 2025	Delayed	Staffing limitations have prevented progress on this objective. Will begin conversations with stakeholders at the beginning of CY 2025.

Develop and implement a plan for obtaining advertising revenue through train wraps and other onboard assets.	Put out an RFP to bring on a vendor to oversee advertising.	June 2025	Delayed	Staffing limitations have prevented progress on this objective. The LOSSAN Agency anticipates publishing RFP to solicit proposals for advertising services once discussions with stakeholders are complete.
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**INITIATIVE: PRIORITIZE BUSINESS SUSTAINABILITY**

Goal: Being Leaders in Business Management

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 stakeholder introduction/kick-off call with Caltrans and CalSTA.	March 2024	Completed	
	Collaborate with Caltrans in reviewing and updating information needs for the FRA.	Ongoing	On-Target	LOSSAN Agency staff participated in coordination calls with Caltrans and FRA to provide information and answer questions.
	Coordinate with Caltrans on setting up recurring ongoing coordination meetings with stakeholders.	March 2025	Delayed	The LOSSAN Agency will assist in setting up stakeholder coordination meetings and is currently in discussions with Caltrans on the timing and cadence.
Research and leverage federal and state operating and capital funding opportunities that support LOSSAN Agency goals.	Support and advocate a BCP to secure a three-year increase in operating funds for intercity rail, resulting in an additional \$211 million over 2024-27.	July 2024	Completed	

Research and leverage federal and state operating and capital funding opportunities that support LOSSAN Agency goals.	Prepare 'shelf-ready' projects for immediate implementation and innovatively maximize project potential using existing local agency funds.	Ongoing	On-Target	This is a continuous "goal". It's a business practice.
	Coordinate with stakeholders and member agencies to leverage funding opportunities.	Ongoing	On-Target	This is a continuous "goal". It's a business practice.

**INITIATIVE: PRIORITIZE BUSINESS SUSTAINABILITY**

Goal: Supporting Equity and Inclusion

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
<p>Expand multilingual marketing efforts to ensure equitable access to the Pacific Surfliner.</p>	<p>Deploy evergreen Spanish language advertising.</p>	<p>Ongoing</p>	<p>Delayed</p>	<p>In August 2024, the LOSSAN Agency transitioned to a new consultant to provide field marketing and community outreach services. The consultant’s scope includes engaging with audiences in both English and Spanish, and outreach is anticipated to begin at the start of CY 2025. Previous efforts were delayed due to the position of Marketing and Communications Manager being vacant.</p>
<p>Improve accessibility at stations by implementing a signage improvement plan.</p>	<p>Develop scope and budget for consultant support in developing the station signage plans.</p>	<p>Ongoing</p>	<p>Delayed</p>	<p>This is an on-going effort that has been delayed due to required coordination with host railroads, Amtrak, station owners, and other stakeholders. The LOSSAN Agency is currently working on several types of signage and information display cases for each station along with station plan mock-ups to kick-start consultant (starting with Chatsworth).</p> <p>Amtrak is currently working to improve ADA accessibility at Goleta and Carpinteria stations, along with plans for signage at Irvine and San Juan Capistrano. The City of Fullerton is working to upgrade the station with new signage and accessibility.</p>



**INITIATIVE: OPTIMIZE OPERATIONS OF PACIFIC SURFLINER SERVICE**

Goal: Providing Better System Performance

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Implement Operation Safe Surfs to promote rail safety and suicide prevention, while reducing trespasser-related delays.	Implement geotargeted ads on connected TVs, streaming platforms, and geofenced mobile ads for specific geographical locations.	June 2024	Completed	
	Coordinate installation of suicide prevention and safety signage at sections of track more prone to trespasser strikes.	May 2024	Delayed	Installation of suicide prevention and safety signage was delayed due to required coordination with railroad ROW owners, including developing the language and design for signage. However, installation of the signage commenced at select locations during the second half of CY 2024 and will continue in CY 2025.

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Implement Operation Safe Surfs to promote rail safety and suicide prevention, while reducing trespasser-related delays.	Develop an outreach strategy targeting individuals experiencing homelessness near the railroad ROW.	Ongoing	Delayed	Staff met with the OCTA ROW team in August to learn how the issue is addressed along the portion of the rail corridor which OCTA owns. Based on the findings from this meeting, additional research is necessary to understand how other ROW owners address the issue, which will help inform whether it is appropriate and feasible for the LOSSAN Agency to pursue an outreach strategy targeting homeless individuals near the railroad ROW. Due to current staffing limitations, additional progress for this supporting activity is anticipated in CY 2025.
Pursue and implement additional technological solutions and safety initiatives with Amtrak and regional partners to increase reliability and reduce incidents.	Working to implement intelligent solutions that mitigate collisions between a train and vehicles, people, or other objects	Ongoing	Delayed	Staff continues to work with host railroads to identify a technology that can be funded and tested in the field.
	Coordinate with Metrolink on implementation of Wireless Crossing Nearside Station Stop technology for Pacific Surfliner trains.	September 2024	Completed	The WCNSS system was successfully installed onto Pacific Surfliner trains in September 2024.

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Complete the final design of the Central Coast Layover Facility.	Actively working with consultant on deliverables outlined in schedule.	January 2025	Delayed	Delays are due primarily to 3 <sup>rd</sup> party reviews and approvals, specifically the 90% UPRR review required a resubmittal (additional 6-8 weeks) and there have been on-going issues with gaining Right of Entry approvals. Final construction documents now scheduled for June 2025.
	Regular coordination meetings with UPRR and other stakeholders.	Ongoing	On-Target	Regular meetings continue and provide some level of accountability. Challenges still remain in speeding up timelines for both design submittals and right of entry requests.
	Coordinating with Caltrans on purchase of property.	Ongoing	In Development	The focus has changed to a lease, which LOSSAN will pursue directly with UPRR. Significant progress has been made on this front. A lease application has been submitted and UPRR is engaged.
Complete the final design of the Central Coast Layover Facility.	Update property appraisal in support of acquisition.	September 2024	Delayed	This was on target, but UPRR required that significant progress needed to be made on the lease/purchase before a Phase 2 environmental assessment could be performed, which is necessary to update the appraisal. New target date is April 2025.
Complete design for the Goleta Layover Facility expansion and Leesdale Siding and coordinate with stakeholders on project.	Actively working with consultant on deliverables outlined in schedule for Goleta.	March 2025	Delayed	New location for layover expansion is being considered due to the design and operational challenges of the existing site. A new site, Ellwood Crossing, has been identified and is going through initial vetting.

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
	Actively working with consultant on deliverables outlined in schedule for Leesdale.	May 2025	Delayed	Delays are due primarily to 3 <sup>rd</sup> party reviews and approvals, specifically the right of entry approvals and delays with the 25% and conceptual structural reviews on UPRR's end. Final construction documents now scheduled for June 2025.
	Regular coordination meetings with UPRR and other stakeholders.	Ongoing	On-Target	Regular meetings continue and provide some level of accountability. Challenges still remain in speeding up timelines for both design submittals and right of entry requests.

**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 and align with the State Rail Plan.	Submit annual business plan .	April 2024	Completed	
	Coordinate with Amtrak on revised federal fiscal year 2025 revenue and expenses forecasts.	September 2024	Completed	The FY25 operating cost rates were approved by SAIPRC on July 22, 2024, and Amtrak provided their final forecast on August 16, 2024, following two prior drafts based on preliminary rates from SAIPRC.
	Assist with development of long-term fleet plan that supports future service goals in coordination with Caltrans and JPA's.	Ongoing	Delayed	There have been delays in coordinating with Caltrans on the development of a statewide fleet plan. Delays were related to resource availability at the state level. The fleet plan development process was formally kicked off in December of 2024.

**INITIATIVE: OPTIMIZE OPERATIONS OF PACIFIC SURFLINER SERVICE**

Goal: Improving Regional Connectivity

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Pursue technological and operational solutions with transportation partners to increase service accessibility and travel options.	Integrate Passenger Information Display Signs (PIDS).	December 2024	Delayed	Integration of Amtrak real time train information into the Metrolink PIDS system took longer than anticipated. Completion of integrated PIDS for Metrolink completed in December 2024, but coordination with NCTD has not yet begun pending confirmation all is working well with the Metrolink integration. Anticipate initiating coordination and integration efforts with NCTD the first quarter of calendar year 2025.
	Work with Host Railroads on coordinating corridor wide absolute work windows to minimize impacts to intercity, regional, commuter and freight rail services.	Ongoing	Completed	Consolidation of coordinated work window discussions among all host railroads was achieved in late summer of 2024.
	Pursue opportunities with rail and transit agencies for integrated ticketing and fare products.	Ongoing	In Development	Staff are currently focused on developing the structure for demand pricing pilot for implementation on the Pacific Surfliner. Once this model has been implemented, focus will shift on opportunities to better integrate ticketing with partner services.

<p>Pursue technological and operational solutions with transportation partners to increase service accessibility and travel options.</p>	<p>Coordinate with Amtrak or stakeholders on cost-effective improvements to baggage and station services that includes technology.</p>	<p>TBD</p>	<p>On-Hold</p>	<p>Focus has been on reviewing a more cost-effective station staffing plan. No technology options have yet been identified and discussed that could supplement station or baggage services.</p>
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**INITIATIVE: MAXIMIZE CUSTOMER FOCUS**

Goal: Improving User Experience

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Implement repair and replacement of aged station general information and wayfinding signage.	Procure new display cases to replace old and missing cases for schedules and information at Thruway bus stops.	December 2023	Completed	
	Procure and install new bus stop identification signs at each stop.	December 2024	Delayed	Installation of new display cases and signage has been completed on Route 39 between Fullerton and Indio (completed on Oct 30, 2024). Installation of new display cases and signage has partially been completed on Route 17 between Santa Barbara and Oakland. Santa Barbara to Cal Poly San Luis Obispo completed. Due to the length of bus routes, there was insufficient time to fully complete the installation of all bus stop identification signage before the end of the year. Remaining segment north of Cal Poly San Luis Obispo anticipated to be completed by June 2025.
	Procure new display cases to replace old and missing cases used for schedules and information at all trains stations.	June 2024	Completed	



Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
	Replace old, missing or faded signs at stations	Ongoing	On-Target	Continuously replace and update signage at each station, incorporating the new Amtrak Pacific Surfliner logo for improved visibility, replacing outdated or missing signs at platforms to clearly indicate boarding locations for Business Class, Coach, and Bicycles, and updating directional signs to guide passengers to the correct tracks for Northbound or Southbound trains.
Review and adjust the Market Café menu to prioritize locally sourced products.	Review product profitability and sales data.	June 2024	Completed	
	Work with Amtrak and distributors to add locally sourced products.	November 2024	Completed	Several local craft beers were introduced to the Market Café during the year on a rotational basis, including Swami's India Pale Ale (IPA) and Topa Topa Brewing Company's Huckster Double IPA.
Develop marketing strategies to increase new and returning riders with a focus on customer retention and increasing repeat trips by incorporating initiatives such as ridership incentive programs.	Work with Amtrak to gain increased visibility and access to the AGR membership and previous rider lists.	TBD	Delayed	Staffing limitations have prevented progress on this objective. Will move forward once a new Marketing and Communications Manager is hired.
	Launched Caltrans pilot to reward repeat ridership.	July 2024	Completed	The LOSSAN Agency, along with CCJPA and SJJPA, successfully participated in the pilot program conducted by Caltrans between April 1, 2024, and June 30, 2024.

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Coordinate with Amtrak to restore station customer services in a cost-effective manner.	Develop desired station staffing plan and work with Amtrak to cost out and implement.	March 2025	Delayed	Initial costs on revised station staffing plan were not received from Amtrak until fall 2024. Following LOSSAN Agency staff review, additional clarifications have been requested before determining the cost effectiveness of approving the revised station staffing and baggage plan.
Coordinate with Amtrak to restore station customer services in a cost-effective manner.	Coordinate with NCTD on proposed staffing plan for pilot program at Solana Beach station	June 2024	On-Hold	Solana Beach Station is currently staffed on an intermittent basis for assisting passengers on days when track closures are in effect due to the Del Mar Phase Five project. Upon conclusion of the project, the LOSSAN Agency will conduct a cost-benefit analysis to determine the feasibility of continuing to provide staffing at the station, with NCTD not interested in sharing the cost of having permanent station staffing.

**INITIATIVE: MAXIMIZE CUSTOMER FOCUS**

Goal: Maintaining Sustainable Fares

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Implement Demand Pricing Pilot and evaluate results.	Collaborate with Amtrak developing a Pricing & Revenue Model and Engagement Plan for the Demand Pricing Pilot.	June 2025	Delayed	Temporarily delayed due to staffing changes; now coordinating with Amtrak on back-end system requirements to ensure seamless implementation and successful launch.

**INITIATIVE: MAXIMIZE CUSTOMER FOCUS**

Goal: Integrating with Destinations

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Focus on planning efforts for the LA28 Olympics by coordinating with Amtrak and regional stakeholders.	Engage with LA28 Committee on providing support for 2028 Olympics.	Ongoing	On-Target	Held two coordination calls with the Vice President of Transportation for LA28.
	Schedule coordination meetings with Caltrans and CalSTA on resource needs.	Ongoing	On-Target	Held discussions with Caltrans regarding the need to explore equipment needs and the State's ability to lease from across the United States and possibly Canada.
	Engage in regional coordination efforts.	Ongoing	On-Target	Participated in the two Regional Transportation Assembly meetings organized and hosted by LA Metro on June 7, 2024, and November 19, 2024.  Participated in first Rail subcommittee stakeholder workstream meeting organized by Metrolink on December 18, 2024.

<p>Forge partnerships with venues, convention and visitor bureaus, cities, counties, and other corridor stakeholders to enhance connectivity, boost ridership, and improve mobility.</p>	<p>Partnered with Wonderfront Festival, Strawberry Festival, and X Games. Continuing to seek additional partnerships.</p>	<p>Ongoing</p>	<p>On-Target</p>	<p>This ongoing project focuses on continuously building relationships with venues, CVBs, and other relevant partners. In August 2024, the LOSSAN Agency transitioned to a new consultant to provide field marketing and community outreach services. The consultant's scope includes fostering and expanding relationships with partners in the travel industry, as well as with relevant organizations and venues along the rail corridor.</p>
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**INITIATIVE: MAXIMIZE CUSTOMER FOCUS**

Goal: Integrating with Transportation Partners

Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Assess potential regional fare products with partners that provide rail flexibility and equitable farebox recovery.	Collaborate with member agencies to identify opportunities for regional fare products.	June 2025	On-Hold	Need to wait until the demand pricing pilot is evaluated before identifying opportunities for regional fare products.
Evaluate expanded Codeshare Program and assess viability of further expansion.	Continue to monitor ridership and usage of the program. Coordinate with Metrolink on integrating Codeshare in the demand pricing pilot program.	June 2025	On-Hold	Will evaluate expanded Codeshare results and coordinate with Amtrak on options to incorporate Rail 2 Rail Program with demand pricing pilot implementation.