

**2025 LOSSAN Agency Work Plan Progress Report – July 2025 to December 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 recently completed installation of new signage at Anaheim Station and Santa Barbara Station. Planning discussions are currently underway to address remaining signage needs at Camarillo Station, Burbank Station, and Old Town Station. |
|   | Support Amtrak through coordination in an effort to address ADA deficiencies at stations. | Ongoing                     | On-Target | The LOSSAN Agency is acting in a support role, as required by Amtrak.  |

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| Objective  | Supporting Activities  | Anticipated Completion Date | Status    | Notes  |
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| 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                | Completed | Semiannual menu refreshes were successfully executed both on April 2, 2025, and October 1, 2025.   |
|  | Implement an updated price list to reflect rising product and operational costs.   | October 2025                | Completed | Successfully implemented as part of the menu refresh executed on October 1, 2025. In addition, on November 7, 2025, the LOSSAN Agency implemented its first "After Hours Happy Hour" promotion pilot after 8:00 p.m. daily to boost Market Café sales during late evening hours, including discounted alcoholic and alcohol-free beverage offerings. |
|  | 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                | Completed | Successfully implemented as part of the menu refresh executed on October 1, 2025.  |

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| Objective   | Supporting Activities   | Anticipated Completion Date | Status    | Notes  |
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| 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 | By December 2025, a variety of partnerships, advertising, and marketing campaigns were implemented to drive ridership.   |
|   | Grow and optimize the email marketing channel.  | Ongoing                     | On-Target | In October 2025, a thorough cleanup of email marketing lists was completed to remove inactive and outdated contacts. This effort is ongoing and is intended to improve open rates, strengthen audience engagement, and enhance the overall effectiveness of email marketing campaigns. |
|   | Increase social media engagement and content output.  | Ongoing                     | On-Target | In October 2025, social media impressions increased by 45.2 percent, engagements increased by 12.2 percent, and net audience growth increased by 756.5 percent year over year.   |
| 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                   | Delayed   | Launch is anticipated in FY26 Q3. Amtrak is finalizing its communication plan to notify passengers of the upcoming baggage service changes and updating policy language throughout it's national communication channels.   |

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| Objective   | Supporting Activities  | Anticipated Completion Date | Status         | Notes  |
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| 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      |  |
|   | Assess the feasibility of an onboard entertainment platform for passengers and initiate procurement if implementation is warranted.  | November 2025               | In Development | The LOSSAN Agency received an initial pricing proposal from its existing Wi-Fi provider for an onboard entertainment platform on the Pacific Surfliner and is continuing to work with the vendor to evaluate feasibility. A final decision on implementation is anticipated by February 2026, with launch planned in FY 2026–27 if the platform moves forward. |

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## INITIATIVE: MAXIMIZE CUSTOMER FOCUS

Goal: Integrating with Destinations

| Objective   | Supporting Activities  | Anticipated Completion Date | Status         | Notes  |
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| 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                     | In Development | Continued participation in coordination meetings with stakeholders, although discussions regarding integration of schedules, fares, or signage for the events have not yet occurred.       |
| 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 a comprehensive field marketing plan that includes stakeholders and partners in every county along the corridor.   |
|   | Collaborate on co-branded marketing and event campaigns.         | Ongoing                     | On-Target      | Executed co-branded campaigns, including one with California Operation Lifesaver for Rail Safety Month in September, and participated in Train Festival 2025 at Los Angeles Union Station. |
|   | Market the Pacific Surfliner to major destinations.              | Ongoing                     | On-Target      | Launched a new partnership with SeaWorld and continued partnerships with Disneyland and the San Diego Zoo.   |

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## INITIATIVE: MAXIMIZE CUSTOMER FOCUS

Goal: Integrating with Transportation Partners

| Objective   | Supporting Activities   | Anticipated Completion Date | Status              | Notes   |
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| 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<br>[TYPE] | LOSSAN Agency is actively participating as a founding member of the California Rail Payments Alliance, led by CalSTA.<br><br>[TYPE] |

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## 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                   | Delayed | The LOSSAN Agency 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. Progress on this effort is contingent on finalizing the fully reserved seating transition and approach to supporting Rail 2 Rail (R2R). |
|   | Work with Amtrak to define reserved seating enforcement policies and assess feasibility of phased implementation.                              | September 2025              | Delayed | The LOSSAN Agency is currently working with Amtrak to develop a plan for transitioning to fully reserved coach seating, which would serve as the first step in implementing the demand pricing pilot. This effort is contingent on the interim R2R approach currently under coordination.   |
|   | Evaluate options to integrate Metrolink and NCTD cross-honoring into the Amtrak reservation system, including use of the RideReserve platform. | December 2025               | Delayed | The LOSSAN Agency is coordinating with Amtrak to implement an interim R2R approach that directs Metrolink and COASTER riders to trains with available capacity, supporting cross honor access while maintaining seating for reserved Pacific Surfliner passengers.  |

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| Objective   | Supporting Activities  | Anticipated Completion Date | Status    | Notes   |
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| Assess current fare structure to ensure it meets Agency financial and operating objectives. | Coordinate with Amtrak to determine feasibility of short-term fare structure changes and document recommended interim adjustments. | June 2025                   | Completed | The LOSSAN Agency 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. |

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## INITIATIVE: OPTIMIZE OPERATIONS OF PACIFIC SURFLINER SERVICE

Goal: Expanding Service

| Objective  | Supporting Activities   | Anticipated Completion Date | Status    | Notes  |
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| 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 the 11th round trip on March 31, 2025, and the 12th round trip on June 16, 2025. Equipment was secured and the schedule for the 13th round trip was approved by the host railroads by the end of December 2025, with the 13th round trip scheduled for implementation on January 26, 2026. |

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## 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-Hold   | Design is near completion but has been put on hold pending further progress on property purchase negotiations.  |
|  | Update project status dashboard with critical data relating to budget and schedule on a monthly basis and make it available to upper management. | Ongoing                     | On-Target | These updates have been submitted on a regular monthly basis since January 2025 and are design phase focused. An overall project dashboard is being developed and will take over once the design phase is complete. |

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| Objective   | Supporting Activities  | Anticipated Completion Date | Status    | Notes   |
|---|--|-----------------------------|-----------|---|
| Complete the final design of the Central Coast Layover Facility.  | 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.   | Ongoing                     | On-Target | A lessons learned table has been developed and will be updated on a regular basis.  |
| Advance designs of the Goleta Layover Facility expansion and the Leesdale Siding, coordinating with project stakeholders. | 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. | July 2025                   | Completed | Alternatives were evaluated both in the field and in the office, and cost estimates were prepared and assessed. Due to the higher cost of alternative sites, it was determined to revisit the current site. While future expansion at the current site was initially a concern, engineering concepts were developed that demonstrated the Goleta Station site could accommodate future expansion. The next step is to resume 30 percent design. |

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| Objective   | Supporting Activities   | Anticipated Completion Date | Status    | Notes  |
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| Advance designs of the Goleta Layover Facility expansion and the Leesdale Siding, coordinating with project stakeholders. | 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. | March 2026                  | On-Target | Biweekly meetings are continuing and will do so through the anticipated completion date. The next biannual meeting is expected within the next few months. |
|   | 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.  | Ongoing                     | On-Target | A lessons learned table has been developed and will be updated on a regular basis.   |

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| Objective  | Supporting Activities                                | Anticipated Completion Date | Status    | Notes  |
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| Coordinate with transportation partners and stakeholders to promote rail safety and improve reliability. | Reestablish partnership with Operation Lifesaver.    | September 2025              | Completed | Initiated a 2025 partnership with Operation Lifesaver for Rail Safety Month, which included execution of a targeted digital advertising campaign during September. |
|  | Expand placement of mental health awareness signage. | September 2025              | Completed | Several locations were identified and signage was installed, including at several stations along the northern portion of the corridor.                             |

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## INITIATIVE: OPTIMIZE OPERATIONS OF PACIFIC SURFLINER SERVICE

Goal: Improving Regional Connectivity

| Objective  | Supporting Activities  | Anticipated Completion Date | Status    | Notes  |
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| 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-Hold   | Participating in meetings with Caltrans, FRA, and other stakeholders, as necessary. The effort is currently on hold pending release of the Notice of Funding Opportunity (NOFO) by the FRA to fund the next step of the program.   |
| 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. | Ongoing                     | On-Target | Evaluation of the R2R program, including the Metrolink codeshare pilot, is underway and focused on effectiveness, feasibility, and alignment with potential demand based pricing strategies. The Metrolink agreement was renewed in July 2025 for a one year term, and the North County Transit District (NCTD) R2R agreement was renewed in January 2026 for a three-year term. |

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## INITIATIVE: PRIORITIZE BUSINESS SUSTAINABILITY

Goal: Being Fiscally Responsible

| Objective   | Supporting Activities   | Anticipated Completion Date | Status         | Notes   |
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| 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 forecasted cost categories including 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 complete by June 2026. Significant progress has been made. Once complete, a testing period will be conducted to ensure the models function properly for decision making purposes.            |
| Develop and implement a plan for generating advertising revenue through train wraps and other onboard assets. | Release a Request for Proposals (RFP) to bring on a vendor to provide advertising services.                             | November 2025               | Delayed        | Due to staffing transitions during the second half of FY 2025–26, no further progress on this item is expected until FY 2026–27 at the earliest.  |

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## INITIATIVE: PRIORITIZE BUSINESS SUSTAINABILITY

Goal: Being Leaders in Business Management

| Objective   | Supporting Activities   | Anticipated Completion Date | Status    | Notes  |
|---|---|-----------------------------|-----------|--|
| Research and leverage federal and state operating and capital funding opportunities that support LOSSAN Agency goals. | Coordinate with stakeholders and member agencies to leverage funding opportunities. | Ongoing                     | On-Target | This is an ongoing business process. The LOSSAN Agency continues to leverage funding opportunities in coordination with external stakeholders and member agencies. Recent examples include the R&E grant through coordination with Caltrans in the amount of \$27.2 million, the 2024 TIRCP through coordination with the CRCC totaling \$26.2 million, and the 2022 SCCP through collaboration with VCTC totaling \$43.5 million. |

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| Objective  | Supporting Activities   | Anticipated Completion Date | Status         | Notes  |
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| Maintain sound financial and business management practices, including utilizing key business and performance metrics to drive decisions. | Develop a centralized KPI dashboard using Power BI to improve internal visibility of financial and operational performance metrics. | December 2025               | On-Target      | This project is currently in progress. Staff is working to develop and manage large data sets to produce KPI information to support decision making and evaluate the use of operational and capital funding. These are new processes that will require additional time to develop fully. |
|  | Maintain and enhance internal datasets to support data-driven decision-making and expand tracking of key business indicators.       | December 2025               | In Development | Staff are working with Amtrak to identify additional datasets available for LOSSAN Agency use. Once determined, staff will compile new information along with currently collected data to enhance the key indicators provided to executive management.                                   |

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## INITIATIVE: PRIORITIZE BUSINESS SUSTAINABILITY

Goal: Supporting Equity and Inclusion

| Objective  | Supporting Activities  | Anticipated Completion Date | Status    | Notes   |
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| Expand multilingual marketing efforts to ensure equitable access to the Pacific Surfliner. | Deploy evergreen Spanish language advertising.                               | November 2025               | On-Target | Deployed Spanish language advertising for Visit Santa Ana and began issuing all press releases in both English and Spanish.                     |
| Improve accessibility at stations by implementing the signage improvement plan.            | Develop station-specific signage plans.                                      | March 2026                  | On-Target | Approximately half of the stations have been completed, and the pace of work has increased to approximately one station every one to two weeks. |
|  | Complete standard signage template designs for consistency between stations. | March 2026                  | On-Target | Ongoing coordination with Amtrak to ensure consistency with Pacific Surfliner signage.  |

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## INITIATIVE: PRIORITIZE BUSINESS SUSTAINABILITY

Goal: Being Environmentally Conscious

| Objective   | Supporting Activities  | Anticipated Completion Date | Status    | Notes  |
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| Support coastal rail protection and sustainability efforts along the LOSSAN Corridor including opportunities for streamlining project permitting. | Coordinate with railroad owners and stakeholders on support and implementation of coastal rail protection projects along the corridor.                                       | Ongoing                     | On-Target | Five priority locations in the Santa Barbara Subdivision have been identified for drainage repairs. Construction is anticipated to begin in summer 2026.   |
|   | Support legislation and funding efforts to advance resilient infrastructure and service improvements, including streamlining permitting for high-risk areas in the corridor. | Ongoing                     | On-Target | Providing required information in support of SB 1098 and coordinating with Union Pacific Railroad and its consultants to help frame arguments for easing permitting requirements to advance additional seawall work. |
| 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               | Delayed   | Meetings have not yet been scheduled by CalSTA. Information is in the process of being prepared at CalSTA's request for incorporation into the legislative report.   |

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