



LOSSAN AGENCY

2024 WORK PLAN INITIATIVES & GOALS

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.



PRIORITIZE BUSINESS SUSTAINABILITY

- Being Environmentally Conscious
- Being Fiscally Responsible
- Being Leaders in Business Management
- Supporting Equity and Inclusion



OPTIMIZE OPERATIONS OF PACIFIC SURFLINER SERVICE

- Providing Better System Performance
- Expanding Service
- Improving Regional Connectivity



MAXIMIZE CUSTOMER FOCUS

- Improving User Experience
- Maintaining Sustainable Fares
- Integrating with Destinations
- Integrating with Transportation Partners

2024 LOSSAN Agency Work Plan Progress Report – January 2024 to June 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	On-Target	LOSSAN is a participant in the Regional Rail Working Group hosted by the CalSTA Undersecretary to discuss policy matters and progress related to coastal resiliency along the rail corridor.
	Host quarterly technical working group meetings on resiliency.	Ongoing	On-Target	Technical working group will support larger regional rail working group hosted by CalSTA. Technical working group discusses resiliency efforts and projects, including their challenges and solutions and elevates those challenges to the larger Corridor Executive Leadership meetings and regional working group when appropriate.
	Host quarterly LOSSAN Rail Corridor Executive Leadership meetings.	Ongoing	On-Target	Host leadership meeting to discuss topics derived from the technical working group for discussion and consideration for agenda topics for the larger Regional Rail Working group, as well as any other topics affecting the corridor.

COMPLETED	ON-TARGET	IN DEVELOPMENT	ON-HOLD	DELAYED
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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	On-Target	These regular coordination meetings of the equipment, costing, and executive leadership working groups. Service viability will rely heavily on availability of equipment to support the service goals and demand. This will be a continuous goal for statewide coordination on equipment usage.
	Re-engage regular monthly coordination meetings with host railroads.	Ongoing	In Development	Meetings have not been held for more than a year due to various staff changes at host railroads. Currently working with host railroads on a revised format and structure to the meetings to ensure they are useful and productive. Meetings will provide a regular forum for discussing improved service coordination and optimization.
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.
	Partner with agencies to identify shared funding opportunities.	Ongoing	On-Target	

COMPLETED	ON-TARGET	IN DEVELOPMENT	ON-HOLD	DELAYED
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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	Going forward, staff will continue to fulfill the requirements of SB 677 through hosting the quarterly technical working group meetings on resiliency to engage in discussion regarding the ongoing projects to address resiliency. We will also work to develop a living tracking system for ongoing capital programs and funding along the LOSSAN corridor and coordinate with host railroad and R/W owners to update. This will inform future Annual Business Plans and respond to a request by CalSTA for more real time project information.

COMPLETED	ON-TARGET	IN DEVELOPMENT	ON-HOLD	DELAYED
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INITIATIVE: PRIORITIZE BUSINESS SUSTAINABILITY

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.	June 2024	Delayed	In process of working with Human Resources to reclassify analyst position and post position for recruitment.
	Creation of cash flow models based on historical information, service projections and other macro-economic assumptions.	June 2024	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 2024	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.	July 2024	On-Target	

COMPLETED	ON-TARGET	IN DEVELOPMENT	ON-HOLD	DELAYED
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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.	October 2024	On-Target	
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COMPLETED	ON-TARGET	IN DEVELOPMENT	ON-HOLD	DELAYED
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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.	July 2024	On-Target	
	Coordinate with Caltrans on setting up recurring ongoing coordination meetings with stakeholders.	August 2024	On-Target	Existing regular coordination meetings established by LOSSAN will be used as needed to discuss CIDP topics with stakeholders and Caltrans.
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	

COMPLETED	ON-TARGET	IN DEVELOPMENT	ON-HOLD	DELAYED
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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.	On-going	On-Target	
	Coordinate with stakeholders and member agencies to leverage funding opportunities.	On-going	On-Target	

COMPLETED	ON-TARGET	IN DEVELOPMENT	ON-HOLD	DELAYED
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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.	August 2024	On-Target	
Improve accessibility at stations by implementing a signage improvement plan.	Develop scope and budget for consultant support in developing the station signage plans.	August 2024	On-Target	Will be coordinating with Metrolink and NCTD on development of plans to ensure consistency with existing plans for each station.

COMPLETED	ON-TARGET	IN DEVELOPMENT	ON-HOLD	DELAYED
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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	Effort delayed due to staffing changes. Currently in the process of developing language for the design of the signage and coordinating with railroad ROW owners.
	Develop an outreach strategy targeting individuals experiencing homelessness near the railroad ROW.	Ongoing	On-Target	Through the end of the calendar year, the LOSSAN Agency will conduct an inventory of existing resources and efforts by ROW owners and local jurisdictions, identify potential opportunities for enhanced outreach, and develop strategies for potential implementation.

COMPLETED	ON-TARGET	IN DEVELOPMENT	ON-HOLD	DELAYED
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Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
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	On-Target	Coordinating with other JPA's and Union Pacific, as well as scheduling meetings with vendors with the hope of piloting a solution on several crossings on the Santa Barbara Subdivision in FY25.
	Coordinate with Metrolink on implementation of Wireless Crossing Nearside Station Stop technology for Pacific Surfliner trains.	September 2024	Delayed	MOU required between Amtrak and Metrolink for use of proprietary Wabtec software needed to implement safety measure. Amtrak is working with Metrolink to execute the MOU.
Complete the final design of the Central Coast Layover Facility.	Actively working with consultant on deliverables outlined in schedule.	January 2025	Delayed	Final design schedule impacted by delay in getting right-of-entry permit from Union Pacific and in amending contract for subconsultant to perform site borings.
	Regular coordination meetings with UPRR and other stakeholders.	Ongoing	On-Target	
	Coordinating with Caltrans on purchase of property.	Ongoing	Delayed	The identification of appropriate personnel at Caltrans to coordinate property acquisition took longer than anticipated to initiate. Regular coordination discussions are now occurring.

COMPLETED	ON-TARGET	IN DEVELOPMENT	ON-HOLD	DELAYED
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Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
Complete the final design of the Central Coast Layover Facility.	Update property appraisal in support of acquisition.	September 2024	Delayed	Delayed due to additional time taken to initiate discussions with Caltrans on property acquisition.
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	Longer than anticipated to receive Union Pacific comments and comments requested significant changes to the design assumptions. Currently working with Union Pacific to address comments.
	Actively working with consultant on deliverables outlined in schedule for Leesdale.	May 2025	Delayed	Took longer than scheduled to execute agreement with Union Pacific to support the project. Schedule also extended due to design change needed following site visit with Union Pacific.
	Regular coordination meetings with UPRR and other stakeholders.	Ongoing	On-Target	

COMPLETED	ON-TARGET	IN DEVELOPMENT	ON-HOLD	DELAYED
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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 and align with the State Rail Plan.	Submit annual business plan .	April 2024	Completed	ABP includes service increases to 12 roundtrips in 2025 and 13 roundtrips in 2026
	Coordinate with Amtrak on revised federal fiscal year 2025 revenue and expenses forecasts.	September 2024	On-Target	To support increase service levels and new rates developed by SAIPRC
	Assist with development of long-term fleet plan that supports future service goals in coordination with Caltrans and JPA's.	On-going	In-Development	Effort is being led by Caltrans. Anticipated completion date has not yet been defined.

COMPLETED	ON-TARGET	IN DEVELOPMENT	ON-HOLD	DELAYED
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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	On-Target	Coordination meetings between Amtrak and Metrolink have been ongoing to discuss input needs for incorporating real time Pacific Surfliner train status onto the existing Metrolink electronic signs. Efforts to establish coordination meetings between NCTD and Amtrak will begin in the first quarter of fiscal 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	In Development	At LOSSAN's request, the existing NCTD monthly coordination call on work windows has been expanded into a corridor wide coordination call, including Amtrak, Metrolink, BNSF and UPRR. Absolute work windows are scheduled 1-2 years in advance to inform contractor bids. Coordination currently is focused on communicating with host railroads on desire for consolidated work windows to inform their schedule development.
	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 our new demand pricing model for implementation on the Pacific Surfliner. Once this structure has been defined, focus will shift on opportunities to better integrate ticketing with partner services.

COMPLETED	ON-TARGET	IN DEVELOPMENT	ON-HOLD	DELAYED
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<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>July 2024</p>	<p>Delayed</p>	<p>Corridor closure in south Orange County in February and March delayed follow up with Amtrak on developing cost estimate for revised station staffing plan that is anticipated to allow for reopening of some stations and baggage services in a more cost-effective manner. Amtrak cost estimate was originally anticipated prior to the end of June, but now not anticipated until end of July.</p>
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COMPLETED	ON-TARGET	IN DEVELOPMENT	ON-HOLD	DELAYED
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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	On-Target	
	Procure new display cases to replace old and missing cases used for schedules and information at all trains stations.	June 2024	Completed	
	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.

COMPLETED	ON-TARGET	IN DEVELOPMENT	ON-HOLD	DELAYED
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Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
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.	Ongoing	On-Target	Began making changes to the market café menu in May 2024. Will continue to monitor and update items on an ongoing basis.
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	Amtrak made major changes to their loyalty and CRM teams recently. This has delayed and altered the course of discussions that were previously had with the former head of loyalty. We are continuing to have discussions and should have an update next quarter.
	Launched Caltrans pilot to reward repeat ridership.	July 2024	On-Target	
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.	TBD	Delayed	The station staffing plan, developed early in 2024, faced delays due to a two-month rail corridor closure in south Orange County, necessitating further cost reductions. After submitting the revised plan to Amtrak in early May, staff are now awaiting Amtrak's cost estimate based on the updated staffing configurations.

COMPLETED	ON-TARGET	IN DEVELOPMENT	ON-HOLD	DELAYED
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Objective	Supporting Activities	Anticipated Completion Date	Status	Notes
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	Delayed	Request to NCTD for a proposed plan to staff Solana Beach station with NCTD Customer Service Representatives has taken longer than anticipated to receive. LOSSAN will follow up with NCTD to coordinate these efforts.

COMPLETED	ON-TARGET	IN DEVELOPMENT	ON-HOLD	DELAYED
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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.	January 2025	Delayed	Delay due to Project Manager's departure and the need to work with stakeholders on options to incorporate Rail 2 Rail Program in pilot.

COMPLETED	ON-TARGET	IN DEVELOPMENT	ON-HOLD	DELAYED
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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	Have engaged in meetings with LA28 Vice-President of Transportation on opportunities for the Pacific Surfliner to support the 2028 Olympics and Paralympics in Los Angeles.
	Schedule coordination meetings with Caltrans and CalSTA on resource needs.	Ongoing	In Development	Regular coordination meetings have not yet been established specific to the 2028 Olympics. Existing conversations have been part of regular meetings focused currently on normal service restoration and expansion.
	Engage in regional coordination efforts.	Ongoing	On-Target	Staff attended the initial regional transportation assembly for the 2028 games, hosted by LA Metro, and will persist in regional coordination, especially with Amtrak and Metrolink, concerning the 2028 games.
Forge partnerships with venues, convention and visitor bureaus, cities, counties, and other corridor stakeholders to enhance connectivity, boost ridership, and improve mobility.	Partnered with Wonderfront Festival, Strawberry Festival, and X Games. Continuing to seek additional partnerships.	Ongoing	On-Target	This ongoing project focuses on continuously building relationships with venues, CVBs, and other relevant partners.

COMPLETED	ON-TARGET	IN DEVELOPMENT	ON-HOLD	DELAYED
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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 we evaluate the demand pricing pilot 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.

COMPLETED	ON-TARGET	IN DEVELOPMENT	ON-HOLD	DELAYED
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