



## 2023 BOARD & CEO INITIATIVES



### Equitable, Reliable, and Balanced Transportation

- Provide Effective and Accessible Transportation Modes
- Advance Measure M2 Improvements
- Engage with Local Stakeholders in All Communities



### Financial and Environmental Sustainability and Resilience

- Champion Fiscal Responsibility and Prudently Administer Public Funds
- Anticipate and Plan for Future Conditions
- Demonstrate Environmental Stewardship and Sustainability



### Organizational Excellence, Leadership, and Accountability

- Enhance Regional Partnerships and Relationships with Stakeholders
- Strengthen Inclusivity and Diversity in the Work Environment
- Promote Employee Development and a Safe and Modern Workplace

A handwritten signature in white ink that reads "Gene Hernandez".

**GENE HERNANDEZ**  
CHAIRMAN

A handwritten signature in white ink that reads "Darrell E. Johnson".

**DARRELL E. JOHNSON**  
CHIEF EXECUTIVE OFFICER

## 2023 Board Initiatives

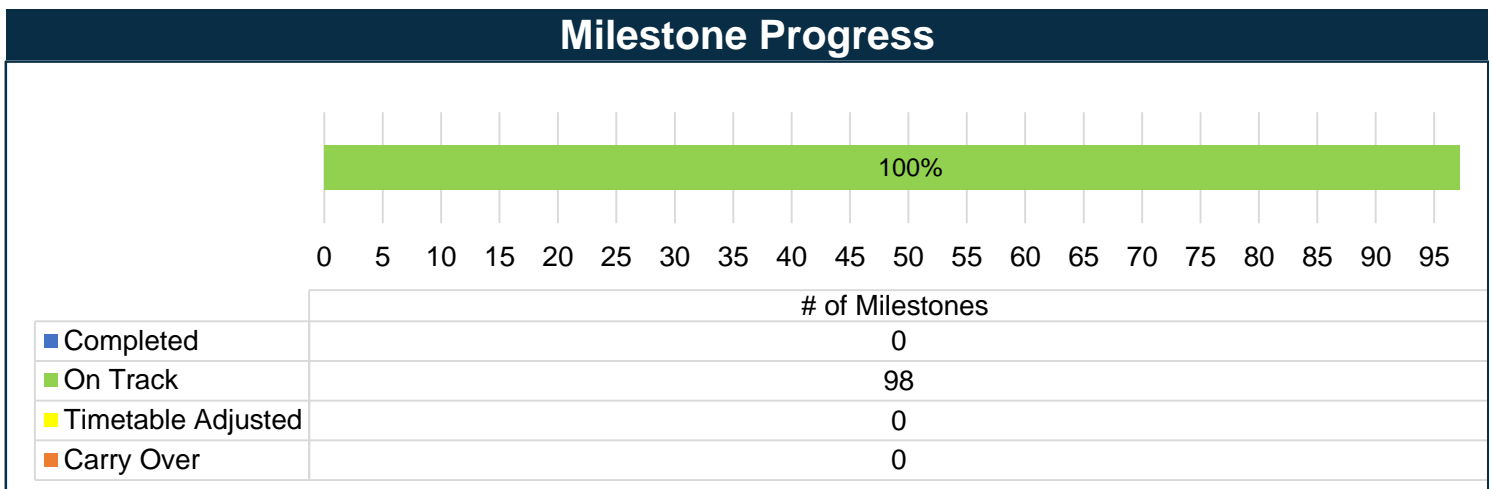
1. Equitable, Reliable, and Balanced Transportation
2. Financial and Environmental Sustainability and Resilience
3. Organizational Excellence, Leadership, and Accountability

## 2023 CEO Initiatives

1. Provide Effective and Accessible Transportation Modes
2. Advance Measure M2 Improvements
3. Engage with Local Stakeholders in All Communities
4. Champion Fiscal Responsibility and Prudently Administer Public Funds
5. Anticipate and Plan for Future Conditions
6. Demonstrate Environmental Stewardship and Sustainability
7. Enhance Regional Partnerships and Relationships with Stakeholders
8. Strengthen Inclusivity and Diversity in the Work Environment
9. Promote Employee Development and a Safe and Modern Workplace

## 2023 CEO Milestone Summary

Number of Milestones by Quarter	
Quarter Due	Number
First Quarter	13
Second Quarter	12
Third Quarter	25
Fourth Quarter	48
<b>TOTAL</b>	<b>98</b>



# FIRST QUARTER (Q1)

0 of 13 Completed - 0%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	I-405 Project*	Continue to Advance Construction	Complete and fully open bridge at Goldenwest Street - Q1					
2.	I-5, El Toro Road Interchange	Assess Potential Additional Build Alternatives	Restart the environmental phase incorporating new alternatives - Q1					
3.	San Juan Creek Bridge Replacement*	Ensure Asset Preservation	Complete ROW activities and coordinate with Metrolink to advertise for construction - Q1					
4.	Transit Security and Operations Center (TSOC)*	Ensure Transit Service Continuity	Complete design phase - Q1					
5.	Comprehensive Business Plan (CBP)*	Develop OCTA's Business Plan	Present CBP to Board for adoption - Q1					
6.	Bus Fleet Management	Maintain Fleet in a State of Good Repair	Finalize agreement to acquire replacement CNG buses - Q1					
7.	Contracted Fixed-Route	Award New Agreement for Contracted Fixed-Route Service Provision	Present to Board for approval to award contract - Q1					
8.	OC Streetcar*	Prepare for OC Streetcar Operations	Issue NTP to Herzog for operations and maintenance services - Q1					
9.	Zero-Emission Battery-Electric Buses*	Reduce Emissions in Orange County	Receive delivery of last remaining plug-in battery-electric bus and put all into service - Q1					
10.	Core Competency Integration	Provide Clear Growth and Development Pathways for Staff and Bridge Gaps Between Performance and Opportunity by Articulating which Competencies are Needed for Various Positions	Continue development of a "road map" for core competency implementation and roll-out plan to implement core competencies into the job descriptions of all divisions at OCTA. Present roll-out plan to ESC - Q1					
11.	Public Transportation Agency Safety Plan (PTASP)	Reinforce the Value of Safety and Organizational Commitment to Reduce Safety Incidents	Present annual PTASP to Board for approval - Q1					

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## Q1 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
12.	Long-Range Transportation Plan (LRTP)*	Develop the LRTP	Release draft LRTP for public review - Q1					
13.	Rail Coastal Protection	Assess Vulnerability of the Railroad ROW in South Orange County to Address the Impacts of Sea Level Rise, Erosion, Etc.	Develop scope of work and seek grant funding - Q1					

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## SECOND QUARTER (Q2)

0 of 12 Completed - 0%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	Anaheim Canyon Metrolink Station Improvement*	Close Out Construction and Commission New Platform	Complete construction and provide update to Board - Q2					
2.	I-5, SR-73 to El Toro Road Project	Continue to Advance Construction on All Segments	Provide construction update to Board - Q2					
3.	TSOC	Ensure Transit Service Continuity	Advertise for construction - Q2					
4.	OCTA's Operating and Capital Budget	Develop a FY 2023-24 Balanced Budget	Present a comprehensive balanced OCTA FY 2023-24 Budget for adoption to Board - Q2					
5.	Procurement	Ensure Transparency and Organizational Excellence	Conduct a procurement workshop with the Board - Q2					
6.	Metrolink Service	Plan, Fund, and Administer Sustainable Metrolink Service	Continue to work with Metrolink to develop a sustainable service plan consistent with market demand - Q2					
7.	Paratransit Vehicles	Replace Cutaway Buses with a Mix of Cutaways and Vans	Initiate procurement of replacement paratransit vehicles - Q2					
8.	Personnel and Salary Resolution	Attract and Retain Top Talent	Present recommendations to Board as part of the OCTA FY 2023-24 budget - Q2					
9.	LRTP	Finalize the LRTP	Incorporate public feedback and present draft final LRTP to Board - Q2					
10.	Signal Synchronization	Improve Roadway Efficiency	Provide update to Board on signal synchronization projects (Project P) - Q2					
11.	Transit Chokepoint Study	Identify Bus Operation Impediments that Lead to Reduced Speed and Reliability Challenges	Award contract - Q2					
12.	Transit Vision Update (Connections Plan Follow-Up Study)	Ensure Appeal of Transit as a Long-Term Multimodal Transportation Option	Present to Board for approval to award contract - Q2					

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# THIRD QUARTER (Q3)

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#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	I-405 Project	Continue to Advance Construction	Complete and fully open remaining bridge replacements at Brookhurst Street, Bolsa Avenue, Warner Avenue, Newland Street, and Springdale Street - Q3					
2.	I-5, Avenida Pico to San Diego County Line	Advance Environmental Phase	Release Draft EIR and provide update to Board - Q3					
3.	SR-55, I-405 to I-5 Project	Continue to Advance Construction	Provide construction update to Board - Q3					
4.	405 Express Lanes Customer Service Center (CSC)	Open 405 Express Lanes CSC for Service	Complete construction, install equipment, and provide furniture in the 405 Express Lanes CSC - Q3					
5.	91 Express Lanes	Potentially Re-finance Outstanding Debt	Evaluate whether to move forward on refinancing outstanding debt - Q3					
6.	Credit Ratings	Maintain OCTA's Positive Credit Rating	Conduct annual rating agency meeting - Q3					
7.	Cybersecurity	Protect OCTA's Information Systems	Require completion of annual cybersecurity training for all employees - Q3					
8.	Cybersecurity (TSA Security Directive)	Fulfill TSA Security Directive	Complete initial cybersecurity assessment and incident response plan - Q3					
9.	Headquarters Building	Implement Long-Term Strategy for the OCTA Headquarters	Present a design agreement to Board - Q3					
10.	Human Resources Information System (HRIS)	Implement a Modernized HRIS	Present to Board for approval to award contract - Q3					
11.	Rider Validation System	Continue Modernization of OCTA's Fare System	Present vendor selection to Board - Q3					
12.	Bus Fleet Management	Maintain Fleet in a State of Good Repair	Receive delivery of initial order of CNG buses - Q3					
13.	OC Streetcar	Complete Vehicle Production	Begin receiving delivery of streetcar vehicles - Q3					
14.	OC Streetcar	Prepare for OC Streetcar Operations	Complete operations and maintenance agreements with the cities of Garden Grove and Santa Ana - Q3					

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### Q3 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
15.	Same-Day Taxi	Deliver Enhanced ACCESS Service	Award service contract - Q3					
16.	Zero-Emission Paratransit Buses	Replace Ten Gasoline OC ACCESS Buses with Ten Battery-Electric Vehicles	Initiate procurement - Q3					
17.	College Pass Program	Extend College Pass Program Beyond Initial Pilot Term	Develop a new agreement with Santiago Canyon College - Q3					
18.	Diversity, Equity, Inclusion, and Belonging - Affirmative Action Plan/Equal Employment Opportunity (AAP/EEO)	Provide Updates on Progress of AAP/EEO Development and Implementation and Adhere to Federal Requirements	Present biannual updates to ESC - Q1 and Q3					
19.	Employee Health Insurance Renewal Programs	Secure Competitive Health Benefits	Present health insurance recommendations to Board - Q3					
20.	Management Development Academy (MDA)	Provide Management Professional Development	Launch fifth cohort of MDA - Q3					
21.	OC Streetcar Operations Safety Education and Public Awareness	Provide Safety Education to Affected Audiences and General Public	Create and implement a safety education campaign to raise public awareness once testing begins on tracks - Q3					
22.	PTASP	Adopt OC Streetcar PTASP as Required by the FTA and the CPUC's State Safety Oversight Program	Submit draft OC Streetcar PTASP to the CPUC for review and comment for revenue service preparation and/or requirements - Q3					
23.	South Orange County Rail Station Feasibility Study	Assess Feasibility of a New Rail Station South of Existing Laguna Niguel Metrolink Station	Complete study and present to Board - Q3					
24.	SR-91 Implementation Plan	Collaborate with RCTC to Update the Plan in Support of Regional SR-91 Corridor Transportation Improvements	Present Plan to Board - Q3					

### Q3 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
25.	Streets and Roads Grants	Fund Streets and Roads Improvements	Present recommendations for RCP (Project O) and RTSSP (Project P) projects grant awards to Board - Q3					

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# FOURTH QUARTER (Q4)

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#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	I-405 Project	Open All I-405 Improvements to Traffic	Achieve substantial completion of construction (all lanes open) and opening of the 405 Express Lanes - Q4					
2.	OC Streetcar	Continue to Advance Construction	Report on status of construction and updates to target service startup date Q1-Q4					
3.	Serra Siding Extension	Advance Environmental Phase	Release Draft EIR and provide update to Board - Q4					
4.	SR-91, SR-55 to Lakeview Avenue	Advance Project to Construction Phase	Complete the construction bid package for Caltrans' advertisement for bids - Q4					
5.	241/91 Express Lanes Connector (ELC)*	Provide 241/91 ELC Project Progress	Provide update to Board on the status of the project with a discussion on next steps - Q4					
6.	405 Express Lanes	Commence Operations on the 405 Express Lanes	Begin processing transaction and collecting revenues on the 405 Express Lanes - Q4					
7.	91 Express Lanes*	Install Toll Entrance Readers to Register Vehicles Entering the 91 Express Lanes	Complete installation of infrastructure gantries, cameras, and readers at the three entrances of the 91 Express Lanes - Q4					
8.	Crisis Communications	Ensure Agency and Staff Preparedness	Conduct a tabletop exercise for the Crisis Communications team and revise Crisis Communications Plan as appropriate - Q4					
9.	Diversity, Equity, Inclusion, and Belonging	Review OCTA Organizational Policies, Practices and Programs Related to Diversity, Equity and Inclusion, and Develop Recommendations to Enhance Efforts in this Area and Help Guide Future Agency Decisions	Review and implement appropriate recommendations from the third-party organizational diversity, equity, and inclusion study - Q4					
10.	Rail Coastal Protection	Support State Efforts to Develop Long-Term Solutions for Coastal Rail Infrastructure	Work with external stakeholders and provide periodic updates to Board - Q2 and Q4					

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## Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
11.	Annual Comprehensive Financial Report	Ensure Accountability and Transparency	Obtain an unmodified opinion from the external auditors and provide the annual financial statements to Board - Q4					
12.	Enterprise Asset Management (EAM)	Implement New EAM System	Transition Infor EAM System from test into full production - Q4					
13.	Renewable Energy Assessment	Assess Feasibility of Using Renewable Energy at OCTA Facilities	Evaluate OCTA's ability to implement renewable energy options and provide update to Board - Q4					
14.	Federal Triennial Review	Provide a Well-Coordinated Response, Evidenced by Documentation, During FTA's Triennial Review to Convey the Agency's Outstanding Performance as a Federal Grantee	Complete the necessary steps and actions as part of the FTA Triennial Review process - Q4					
15.	Legislative Forums	Communicate Transportation Needs and Challenges and OCTA's Ongoing Plans, Programs, and Projects	Conduct forums with local delegation representatives and report to management team - Q1-Q4					
16.	Legislative Platforms	Set Legislative Priorities	Present final 2024 state and federal legislative platforms to Board for approval - Q4					
17.	Legislative Priorities	Provide End of Session Report	Discuss outcomes of legislative priorities with L&C - Q4					
18.	Local Government Forums	Conduct Mayors Forums by District	Conduct forums with local delegation representatives and report to management team - Q1-Q4					
19.	Zero-Emission Bus (ZEB) Pilots*	Evaluate ZEBs for Operational Effectiveness	Provide progress report to Board on ZEB pilots, including the hydrogen fuel-cell electric buses and plug-in battery-electric buses - Q4					
20.	Coach Operator Workforce	Implement Programs to Support Increase in Recruitment and Retention	Review current efforts on coach operator recruitment and retention and include coach operator headcount in the quarterly bus operations report to Board - Q4					

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## Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
21.	Core Competency Integration	Provide Clear Growth and Development Pathways for Staff and Bridge Gaps Between Performance and Opportunity by Articulating which Competencies are Needed for Various Positions	Implement core competencies into all job descriptions at OCTA - Q4					
22.	Diversity, Equity, Inclusion, and Belonging	Provide Microaggression Training to Ensure Coach Operators Understand OCTA's Commitment to Diversity, Equity, Inclusion, and Belonging	Conduct microaggressions training for all coach operators during annual required training - Q4					
23.	Diversity, Equity, Inclusion, and Belonging	Identify and Develop Enhancements to Support Employees' Voices Throughout the Organization	Implement one additional Employee Resource Group - Q4					
24.	Diversity, Equity, Inclusion, and Belonging - Diverse Community Leaders Group (DCLG)	Maximize Relationships with Key Stakeholders and Leaders that Represent Diverse Communities to Gain Feedback	Enhance engagement opportunities with OCTA's DCLG as part of transportation programs, projects, and plans with update to L&C - Q4					
25.	Diversity, Equity, Inclusion, and Belonging - Outreach Update	Conduct Diversity Outreach Programs to Support Capital Projects, Planning Studies, and Transit Marketing	Develop proactive diversity outreach and inclusion strategies using traditional and digital tactics to engage with diverse and underrepresented communities on OCTA initiatives and activities with update to L&C - Q4					
26.	Early Career Academy (ECA)	Provide Early Career Development to Grow New Professionals	Launch fourth cohort of ECA - Q4					
27.	Market Research	Obtain Public Input and Preferences for OCTA's Various Programs and Services	Conduct qualitative and quantitative surveys to support marketing programs, LRTP/Measure M2 Ten-Year Review, and other planning studies - Q4					

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## Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
28.	Marketing Activities	Promote and Educate Public on OCTA Services	Develop campaigns and programs to promote the Making Better Connections Bus Service Plan and other activities - Q4					
29.	Marketing Activities*	Promote and Educate Public on OCTA Services	Present biannual updates on ongoing campaigns promoting bus, rail, OC Flex, rideshare, and vanpool services to L&C - Q2 and Q4					
30.	Outreach Activities	Conduct Outreach to Support Capital Projects	Provide quarterly I-405 and OC Streetcar outreach updates, as well as I-5 south and SR-55, and other projects to Board - Q1-Q4					
31.	Outreach Activities	Conduct Outreach to Support Planning Studies	Provide outreach updates for planning studies, including the LRTP, South Orange County Rail Station Feasibility Study, and others as appropriate to Board - Q1-Q4					
32.	2023 Congestion Management Program (CMP) Report	Report on the CMP Status and Local Jurisdiction Compliance	Adopt CMP report and submit to SCAG - Q4					
33.	2024 State Transportation Improvement Program (STIP)	Maximize State Funding Opportunities	Present the 2024 STIP proposal to Board for approval - Q4					
34.	Active Transportation Initiatives	Implement Programs in Support of Non-Motorized Transportation	Provide biannual updates on active transportation initiatives to Board - Q2 and Q4					
35.	Bus Base Charge Ready Infrastructure Plan	Evaluate Charging Infrastructure Needs and Facilities for ZEB Rollout Plan	Present update to ESC - Q4					
36.	Climate Adaptation and Sustainability Plan (CASP)	Advance Agency Sustainability Practices and Resiliency Efforts to Adapt to Climate Change Impacts	Present update on final CASP development to ESC - Q4					
37.	Community Circulators and Shuttles (Project V)	Fund Development of Local Bus Transit Services	Solicit letters of interest for a Project V call for projects - Q4					

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## Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
38.	Complete Streets Funding Program	Develop Funding Approach for Bicycle and Pedestrian Projects that Reduce Traffic Congestion and Improve Air Quality	Update guidelines and present to ESC - Q4					
39.	E-Bicycles (E-Bike) Safety Plan	Define Approach for E-Bike Use and Safety	Coordinate with local partners to develop best practices for consideration in the development of local E-bike policies - Q4					
40.	M2 Environmental Cleanup Program	Fund Water Quality Improvements	Present programming recommendations for Tier 1 water quality projects (Project X) grant awards to Board - Q4					
41.	M2 Environmental Mitigation Programs	Ensure Comprehensive Freeway Program Mitigation	Present biannual progress reports to Board - Q2 and Q4					
42.	M2 Quarterly Reports	Provide Updates on Progress of M2 Implementation and Fulfill the Requirements of the M2 Ordinance No. 3	Present quarterly reports to Board - Q1-Q4					
43.	M2 Triennial Performance Assessment	Evaluate the Efficiency, Effectiveness, Economy, and Results of the Agency's Delivery of M2	Present closeout of the 2018-2021 M2 Triennial Performance Assessment Report Recommendations to Board - Q4					
44.	Making Better Connections Program	Continue to Improve the Quality of Public Transportation	Complete implementation plan and schedule and provide updates to ESC - Q2 and Q4					
45.	Next 10 Delivery Plan	Ensure M2 Delivery Commitment	Review and present status of the Next 10 Delivery Plan deliverables to Board - Q4					
46.	OC Streetcar Bus-Rail Interface Study and Fleet Management Plan	Update OC Streetcar Interface and Fleet Management Plans to Ensure Seamless Connection Between OC Streetcar and OC Bus Operations	Present update to ESC - Q4					

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

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## Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
47.	On-Board Bus Survey	Determine the Origin and Destination of Transit Trips	Initiate procurement of consultant contract - Q4					
48.	Regional Planning Activities	Highlight Transportation Planning Activities	Present biannual reports on activities underway that impact OCTA and the Southern California region to Board - Q2 and Q4					

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# Acronyms

AAP/EEO - Affirmative Action Plan/Equal Employment Opportunity	I-405 - Interstate 405
Board - Board of Directors	L&C - Legislative and Communications Committee
Caltrans - California Department of Transportation	LRTP - Long-Range Transportation Plan
CASP - Climate Adaptation and Sustainability Plan	M2 - Measure M2
CBP - Comprehensive Business Plan	MDA - Management Development Academy
CEO - Chief Executive Officer	NTP - Notice to Proceed
CMP - Congestion Management Program	OCTA - Orange County Transportation Authority
CNG - Compressed Natural Gas	PTASP - Public Transportation Agency Safety Plan
CPUC - California Public Utilities Commission	RCTC - Riverside County Transportation Commission
CSC - Customer Service Center	RCP - Regional Capacity Program
DCLG - Diverse Community Leaders Group	ROW - Right-of-Way
E-Bike - E-Bicycles	RTSSP - Regional Transportation Signal Synchronization Program
EAM - Enterprise Asset Management	SCAG - Southern California Association of Governments
ECA - Early Career Academy	SR-55 - State Route 55
EIR - Environmental Impact Report	SR-73 - State Route 73
ELC - Express Lanes Connector	SR-91 - State Route 91
ESC - Executive Steering Committee	STIP - State Transportation Improvement Program
FTA - Federal Transit Administration	TSA - Transportation Security Administration
FY - Fiscal Year	TSOC - Transit Security and Operations Center
HRIS - Human Resources Information System	ZEB - Zero-Emission Bus
I-5 - Interstate 5	