

Orange County Transportation Authority

2024 Board & CEO Initiatives



Tam T. Nguyen
Chair

Darrell E. Johnson
Chief Executive Officer



2024 Board Initiatives

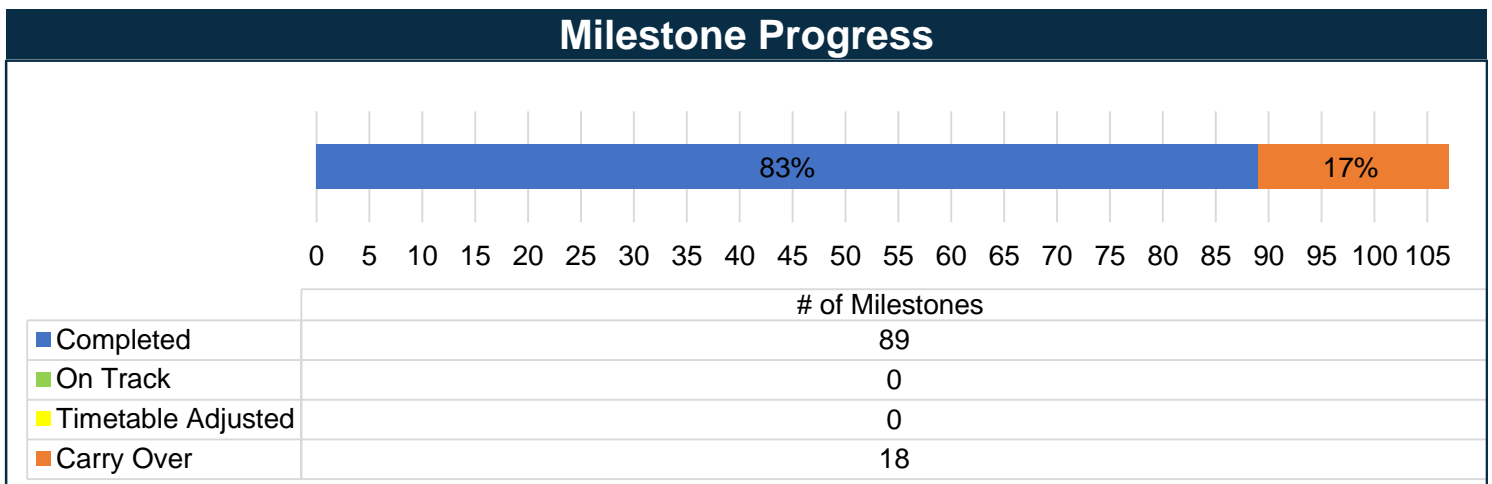
- Provide Public a Balanced, Sustainable, and Equitable Transportation System
- Sustain Organizational Excellence, Collaboration, and Diversity
- Safeguard Future through Fiscal Responsibility and Environmental Sustainability

2024 CEO Initiatives

- Ensure Positive Outcomes by Engaging All Stakeholders, Including Diverse and Disadvantaged Communities
- Improve Travel by Optimizing Reliability and Enhancing Mobility Options
- Deliver Programs, Services, and Projects to Continue Upholding Measure M2 Promises to Voters
- Reflect Community Values by Sustaining an Inclusive and Diverse Work Culture
- Strengthen Regional and Business Partnerships to Advance Mutual Priorities
- Promote Employee Belonging, Growth, and Development through a Safe and Welcoming Workplace
- Uphold Financial Responsibilities and Measure M2 Administration to Ensure Ongoing Accountability and Transparency
- Focus on the Future by Adapting and Building Resilience to a Changing Environment
- Support Healthy Communities by Advancing Environmental Stewardship, Safety, and Sustainability Commitments

2024 CEO Milestone Summary

Number of Milestones by Quarter	
Quarter Due	Number
First Quarter	7
Second Quarter	18
Third Quarter	30
Fourth Quarter	52
TOTAL	107



FIRST QUARTER (Q1)

6 of 7 Completed -

86%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	405 Express Lanes	Ensure TIFIA Loan Compliance	Begin providing quarterly operating report to TIFIA - Q1	March 26, 2024 - provided first Quarterly Traffic and Operating Report for the quarter ending December 31, 2023 to the Build America Bureau.				
2.	OC Streetcar*	Prepare for OC Streetcar Operations	Complete operations and maintenance agreements with the cities of Garden Grove and Santa Ana - Q1	January 2024 - Santa Ana agreement approved by Santa Ana City Council, and by the OCTA Board in August 2024. Due to ongoing negotiations with the City of Garden Grove, the Garden Grove agreement has been delayed and will be carried over and reconsidered for 2025.				
3.	OC Streetcar**	Complete Vehicle Production	Complete manufacturing of all eight vehicles - Q1	Due to the manufacturer's production schedule for required vehicle parts, production of the eighth vehicle had been delayed; June 2024 - completed last remaining vehicle. All eight vehicles are being held in storage.				
4.	Paratransit Vehicles	Replace 121 Cutaway Buses with a Mix of Cutaways and Vans	Seek Board approval to award contract to purchase the mix of paratransit vehicles - Q1	Due to additional time being needed for internal discussion about the item, this was delayed; April 22, 2024 - presented to Board for approval.				
5.	Zero-Emission Bus (ZEB) Pilots*	Advance Zero-Emission Goals	Provide progress report to Board on ZEB pilots, including the hydrogen FCEBs and plug-in BEBs - Q1	February 12, 2024 - provided progress report to Board.				

*2023 Carryover

**2023 Carryover (modified)

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
-----------	----------	--------------------	-----------

Q1 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
6.	Management Development Academy (MDA) and Leadership Development Academy (LDA)	Provide Professional Development Opportunities	Graduate fifth cohort of MDA and launch fifth cohort of LDA - Q1	January 16, 2024 - launched fifth LDA cohort; March 12, 2024 - presented fifth MDA cohort capstone presentations, followed by a formal graduation ceremony in April.				
7.	2025 Federal Transportation Improvement Program (FTIP)	Comply with State and Federal Law to Update the FTIP (Allows for the Obligation of Federal Funds)	Seek Board approval to submit 2025 FTIP - Q1	February 12, 2024 - presented 2025 FTIP to Board for approval to submit to SCAG.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

SECOND QUARTER (Q2)

17 of 18 Completed - 94%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	BEB Charging Infrastructure (Santa Ana Bus Base)	Advance Zero-Emission Goals	Complete project design for charging stations - Q2	Due to additional time being needed to revise design documents to align with the owner (OCTA)-furnished, equipment, approved by the Board on November 25, 2024, completion of the project design has been delayed and will be carried over and reconsidered for 2025.				
2.	I-405 Project	Complete Construction	Complete construction of all project improvements - Q2	June 2024 - completed construction.				
3.	Transit Security and Operations Center**	Ensure Transit Service Continuity	Seek Board approval to award construction contract - Q2	Due to unforeseen challenges in the procurement schedule, this has been delayed and is now anticipated for Q3; September 23, 2024 - presented to Board for approval.				
4.	Disadvantaged Business Enterprise (DBE)	Ensure That Disadvantaged Businesses Can Compete Fairly for OCTA Projects and Services	Develop a federally-mandated triennial DBE goal and consider adopting an OCTA Equity statement - Q2	June 24, 2024 - presented triennial DBE goal to Board for approval.				
5.	OCTA's Operating and Capital Budget	Develop a FY 2024-25 Balanced Budget	Present a comprehensive and balanced OCTA FY 2024-25 budget, including additional expansion of service, and Metrolink funding for adoption by the Board - Q2	June 24, 2024 - presented FY 2024-25 budget to Board for adoption.				
6.	Reserve Policy	Maintain Reserves for OCTA's Program and Services	Present updated Reserve Policy to Board for approval based on commencement of operations of the 405 Express Lanes - Q2	June 24, 2024 - presented to Board for approval.				

**2023 Carryover (modified)

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
-----------	----------	--------------------	-----------

Q2 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
7.	Bus Fleet Management	Maintain Fleet in a State of Good Repair	Seek Board approval to award contract to purchase 40 FCEBs to replace a portion of the remaining fleet - Q2	Due to the bus manufacturer having not yet provided all the required documentation to complete the procurement, this has been delayed; November 2024 - presented to Board for approval.				
8.	Bus Fleet Management	Maintain Fleet in a State of Good Repair	Seek Board approval to award contract to purchase ten BEBs to replace a portion of the remaining fleet - Q2	Due to the bus manufacturer having not yet provided all the required documentation to complete the procurement, this has been delayed; November 2024 - presented to Board for approval.				
9.	Coach Operator Barriers	Enhance Bus Operator Safety	Seek Board approval to award contract to install protection barriers on the existing fleet - Q2	April 22, 2024 - presented to Board for approval.				
10.	Metrolink Service	Increase Opportunities for Special Metrolink Service	Coordinate with Metrolink to re-initiate Angels Express - Q2	March 26, 2024 - commenced Angels Express service.	Early Complete			
11.	Zero-Emission Paratransit Buses**	Advance Zero-Emission Goals	Initiate procurement to replace ten gasoline OC ACCESS vehicles with ten battery-electric vehicles - Q2	March 28, 2024 - initiated procurement.	Early Complete			
12.	Early Career Academy (ECA)	Provide Early Career Development to Grow New Professionals	Graduate fourth cohort of ECA - Q2	June 2024 - graduated fourth cohort.				
13.	Insurance Policies	Move All Insurance Policies to FY Policy Renewal	Present policies to Board for consideration - Q2	May 28, 2024 - presented to Board for consideration.				
14.	Personnel and Salary Resolution	Attract and Retain Top Talent	Present recommendations to Board as part of the OCTA FY 2024-25 budget - Q2	June 24, 2024 - presented recommendations to Board for adoption as part of the FY 2024-25 budget.				

**2023 Carryover (modified)

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
-----------	----------	--------------------	-----------

Q2 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
15.	Coastal Rail Resiliency Study	Identify Potential Near-Term and Mid-Term Solutions to Protect the Existing Coastal Rail Infrastructure	Engage stakeholders across different spectrums in the development of solutions with respect to opportunities and constraints - Q2	OCTA conducted a number of listening sessions and focus meetings with a wide variety of stakeholders. May 30, 2024 - concluded listening sessions with two public meetings and an elected roundtable on May 31, 2024.				
16.	Complete Streets Funding Program	Develop Funding Approach for Bicycle and Pedestrian Projects that Reduce Traffic Congestion and Improve Air Quality	Submit funding recommendations to SCAG for consideration - Q2	February 12, 2024 - presented project prioritization recommendations to Board for approval to submit to SCAG; March 2024 - submitted recommendations to SCAG.	Early Complete			
17.	Signal Synchronization	Improve Roadway Efficiency	Provide update to Board on signal synchronization projects (Project P), including the countywide signal synchronization baseline - Q2	Due to the cancellation of the June 2024 RTP, the update to Board had been delayed; September 9, 2024 - provided update to Board.				
18.	Transit Chokepoint Study*	Identify Bus Operation Impediments that Lead to Reduced Speed and Reliability Challenges	Award contract - Q2	April 22, 2024 - awarded contract.				

*2023 Carryover

THIRD QUARTER (Q3)

22 of 30 Completed - 73%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	Hydrogen Fueling Station (Garden Grove Bus Base)	Advance Zero-Emission Goals	Seek Board approval to award construction contract - Q3	Due to unforeseen challenges in the procurement schedule, this has been delayed and will be carried over and reconsidered for 2025. September 23, 2024 - presented to Board to release RFQ, as part of a required two-step procurement process, with a five-month RFP selection process to follow (anticipated to present design-build agreement to Board for approval in Q2 2025).				
2.	I-5, Avenida Pico to San Diego County Line*	Advance Environmental Phase	Release Draft EIR and provide update to Board - Q3	August 12, 2024 - provided update to Board as part of the South Orange County Transportation Projects status report. However, due to ongoing VMT discussions with the State, release of the Draft EIR to the public has been delayed and will be carried over and reconsidered for 2025.				
3.	I-5, SR-73 to El Toro Road Project	Continue to Advance Construction on All Segments	Provide construction update to Board - Q3	March 11, 2024 - provided update to Board.	Early Complete			
4.	Orange County Maintenance Facility	Advance Climate Goals by Reducing Greenhouse Gas Emissions	File Conditional Use Permit request - Q3	Due to ongoing legal challenges with the City of Irvine, this has been delayed and will be carried over and reconsidered for 2025.				

*2023 Carryover

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
-----------	----------	--------------------	-----------

Q3 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
5.	SR-91, SR-55 to Lakeview Avenue**	Initiate Construction	Award construction contract - Q3	Due to the need for amendment to the Cooperative Agreement with Caltrans prior to awarding the contract, this was delayed; December 9, 2024 - amendment presented to Board for approval. Although award of the construction contract did not occur until early January 2025, OCTA initiated the procurement process, in coordination with Caltrans, in October 2024.				
6.	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 - Q3	Staff from OCTA, RCTC, TCA, and Caltrans continue to meet regularly to discuss the project and prepare the agreements necessary for moving the project forward. It is anticipated that a Master Agreement and Operating Agreement will be presented to Board for approval in 2025. To align with the anticipated approval for the agreements, this has been delayed and will be carried over and reconsidered for 2025; an update to Board is anticipated to be provided in Q1 2025.				

*2023 Carryover

**2023 Carryover (modified)

Q3 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	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 - Q3	The infrastructure gantries have been installed at the three entrances. However, due to unforeseen electrical issues, the installation of the cameras and readers at two of the three entrances have been delayed; this will be carried over and reconsidered for 2025.				
8.	Credit Ratings	Maintain OCTA's Positive Credit Rating	Conduct annual rating agency meeting - Q3	July 2024 - conducted meeting.				
9.	Cybersecurity	Protect OCTA's Information Systems	Require completion of annual cybersecurity training for all employees - Q3	September 16, 2024 - launched cybersecurity training as part of the General User Annual Refresher Training for the FY 2024-25 mandatory training.				
10.	Metrolink Service	Plan, Fund, and Administer Sustainable Metrolink Service	Receive updates from Metrolink on their plans to develop a service plan that is consistent with market demand, funding capacity, and the Metrolink crew and equipment optimization study - Q1 and Q3	January 11, 2024 - Metrolink update presented to Transit Committee; May 13, 2024 - Metrolink presented budget request, including overview of service optimization plans, to Board.		Early Complete		
11.	OC Flex	Explore Efficient and Effective Transit Options to Better Meet Mobility Demands in Orange County	Assess OC Flex performance and provide a report to the Board on future direction - Q3	September 12, 2024 - provided update to Transit Committee as part of the Bimonthly Transit Performance Report. Due to scheduling challenges and to allow more time for additional assessment, the update to Board on future direction has been delayed and will be carried over and reconsidered for 2025.				

*2023 Carryover

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
-----------	----------	--------------------	-----------

Q3 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
12.	OC Streetcar	Prepare for OC Streetcar Operations	Initiate OC Streetcar testing with Herzog - Q3	Due to testing with Herzog being dependent on the construction schedule and completion of the OC Streetcar Maintenance and Storage Facility, this has been delayed and will be carried over and reconsidered for 2025; an update to Board on the project schedule is anticipated to be provided in Q4.				
13.	Rider Code of Conduct	Prioritize Safety and Protection of OC Bus Riders and Workers	Update and roll out new rider Code of Conduct - Q3	September 2024 - updated rider Code of Conduct Policy.				
14.	Coach Operator Collective Bargaining Agreement	Negotiate and Renew Agreement	Present agreement to Board - Q3	May 13, 2024 - presented and approved by the Board in closed session.		Early Complete		
15.	College Pass Program	Continue Working with Community Colleges to Renew or Extend Agreements for the Program	Exercise option term with Cypress College and renew agreements with Saddleback College, Santa Ana College, Irvine Valley College, Golden West College, and Fullerton College - Q3	January 2024 - amended agreement with Cypress College, which extended program to 2026; June 2024 - executed contract with Santa Ana College; July 2024 - executed new agreement with Golden West College; August/ September 2024 - executed contracts with Irvine Valley, Fullerton, and Saddleback Colleges. Due to the existing contract with Coastline College being in effect through January 2025, the agreement renewal was delayed; December 2024 - executed new agreement.				

Q3 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
16.	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 and submit AAP/EEO Plan to FTA - Q1 and Q3	February 26 and February 29, 2024 - first biannual update presented to ESC and management team, respectively; April 29, 2024 - submitted AAP/EEO Plan to FTA; September 23, 2024 - presented second biannual update to ESC.				
17.	Diversity, Equity, Inclusion, and Belonging - Employee Training	Create an Inclusive and Engaging Workplace	Provide mandatory training to all administrative employees - Q3	June 12, 2024 - provided training to all administrative employees.		Early Complete		
18.	Employee Health Insurance Renewal Programs	Secure Competitive Health Benefits	Present health insurance recommendations to Board - Q3	September 9, 2024 - presented to Board.				
19.	Transportation Communications Union Collective Bargaining Agreement	Negotiate and Renew Agreement	Present parts clerks and facilities technicians agreement to Board - Q3	March 25, 2024 - presented to Board in closed session.	Early Complete			
20.	2024 State Transportation Improvement Program (STIP)	Maximize State Funding Opportunities	Present final 2024 STIP to Board - Q3	July 8, 2024 - presented final 2024 STIP to Board.				
21.	Bus Base Charge Ready Infrastructure Plan*	Evaluate Charging Infrastructure Needs and Facilities for ZEB Rollout Plan	Present update to ESC - Q3	Due to additional time being needed to find out the outcome of a Caltrans planning grant OCTA decided to pursue, the update to ESC has been delayed and will be carried over and reconsidered for 2025.				
22.	Community Circulators and Shuttles (Project V)	Fund Development of Local Bus Transit Services	Present recommendations for Community Circulators Shuttles to Board - Q3	September 23, 2024 - presented recommendations to Board.				

*2023 Carryover

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
-----------	----------	--------------------	-----------

Q3 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
23.	Freeway Signs	Improve Regional Wayfinding	Request that Caltrans review and modernize freeway directional signs and points of interest signs, including historical and cultural points of interest signs - Q3	March 2024 - letter submitted to Caltrans, which included a request for Caltrans to assess opportunities to enhance freeway on- and off-ramp directional signs countywide and identify areas for historical, cultural, and other essential community destinations.	Early Complete			
24.	M2 Environmental Cleanup Program (Project X)	Fund Regionalized Water Quality Improvements	Release Tier 2 call for projects - Q3	February 12, 2024 - released call for projects.	Early Complete			
25.	M2 Triennial Performance Assessment	Evaluate the Efficiency, Effectiveness, Economy, and Results of the Agency's Delivery of M2	Initiate the sixth performance assessment covering FY 2021-22 through FY 2023-24 - Q3	February 28, 2024 - released RFP; May 20, 2024 - executed contract. July 1, 2024 - initiated assessment.				
26.	OC Transit Vision	Continue Meaningful Planning Work to Prioritize Next Set of Mass Transit Projects to Meet the County's Current and Future Needs	Present report on the progress of major transit projects and draft findings from the 2024 OC Transit Vision plan to Board - Q3	May 28, 2024 - presented to Board.		Early Complete		
27.	Olympics 2028	Develop an Action Plan to Guide Preparations	Provide update to Board - Q3	April 8, 2024 - provided update to Board.		Early Complete		
28.	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	July 8, 2024 - presented to Board.				
29.	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	May 13, 2024 - presented funding recommendations to Board with \$18.7 million for six RCP projects and \$12.9 million for five RTSSP projects as part of the 2024 call for projects.		Early Complete		

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
-----------	----------	--------------------	-----------

Q3 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
30.	Transit and Intercity Rail Capital Program (TIRCP)	Stabilize Funding for Rail Operations and Last Mile Connections, Improve Critical Rail Infrastructure, Deploy ZEBs, Generate Clean Energy at OCTA Facilities, and Expand Transit and Improve Customer Experience	Accept TIRCP grants for SB 125 funding - Q3	August 12, 2024 - presented TIRCP grants to Board.				

FOURTH QUARTER (Q4)

44 of 52 Completed -

85%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	Bus Base Gates	Enhance Security at Bus Bases with Security Gate Installations	Complete construction - Q4	Due to challenges associated with scheduling and resource availability with the contractor, completion of the bus base gates construction has been delayed and will be carried over and reconsidered for 2025.				
2.	I-605, Katella Avenue Interchange	Initiate Construction	Award construction contract - Q4	Due to late identified request for additional Caltrans ROW and delays in Southern California Edison design for street lighting relocation, this has been delayed. Advertisement of the construction contract occurred in November 2024 and Caltrans award of contract is now anticipated in Q1 2025; this will be carried over and reconsidered for 2025.				
3.	Mission Viejo/Laguna Niguel Slope Stabilization	Ensure Asset Preservation and Climate Resiliency	Complete design phase - Q4	Due to a longer than anticipated procurement process for Metrolink to obtain a designer, completion of the design phase has been delayed and will be carried over and reconsidered for 2025.				
4.	OC Streetcar	Continue to Advance Construction	Report on status of construction and updates to target service startup date to Board - Q1-Q4	January 22, April 22, and July 22, and October 28, 2024 - provided OC Streetcar updates to Board.				
5.	Renewable Solar Energy at Bus Bases	Advance Climate Goals by Introducing Renewable Energy Into Agency Operations	Initiate procurement for Architectural and Engineering design services for the installation of solar panels at maintenance and operations bases - Q4	Due to scheduling challenges, procurement has been delayed and will be carried over and reconsidered for 2025.				

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
-----------	----------	--------------------	-----------

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
6.	511 Motorist Assistance and Freeway Service Patrol (FSP)	Expand Awareness of the 511 Motorist Assistance and FSP Programs, Particularly With Underserved Populations	Explore opportunities to enhance awareness and utilization of the 511 Motorist Assistance and FSP programs through marketing and communication efforts working with ethnic media and Diversity Outreach - Q1-Q4	Efforts to increase awareness of the 511 and FSP programs through participation in community events occurred throughout the year. During Q4, conducted outreach at the OC Fairgrounds for the OC LGBTQ Pride Festival and Hindu Diwali Festival of Lights, the Great Park in Irvine, the Sunkist Elementary School Resource Fair in Anaheim, and the Día de Los Muertos Festival in Santa Ana. Motorist Services staff explored opportunities to leverage outreach resources by supporting and piggybacking on transit, rideshare, vanpool, and other OCTA outreach efforts.				
7.	Crisis Communications	Ensure Agency and Staff Preparedness	Conduct a tabletop exercise for the Crisis Communications team and revise Crisis Communications Plan as appropriate - Q4	October 23, 2024 - conducted exercise.				
8.	Diversity, Equity, Inclusion, and Belonging	Enhance Organizational Policies, Practices, and Programs Related to Diversity, Equity, Inclusion, and Belonging	Continue to review and implement as appropriate recommendations from the third-party organizational diversity, equity, and inclusion study - Q4	September 9, 2024 - presented 2024 Title VI Plan to Board for adoption, which included approval of a diversity, equity, and inclusion statement.			Early Complete	

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
9.	OCTA in the News	Share Newsworthy OCTA Activities and Actions to Obtain Coverage and Raise Awareness of OCTA Programs, Initiatives, and Plans	Continue to highlight OCTA initiatives through mainstream, ethnic, industry, and social media - Q1-Q4	Efforts to highlight OCTA initiatives have been ongoing throughout the year. OCTA continued to raise awareness of key agency activity and actions through social media videos with Chair Nguyen, distributing press releases to the media and posting them on OCTA social media channels on topics including the emergency rail shut down and response, Coastal Rail Resiliency Study, capital project and Measure M2 delivery, headquarters purchase, as well as promoting free ride days and other marketing initiatives throughout the year.				
10.	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	November 25, 2024 - provided financial statements to Board.				
11.	Comprehensive Business Plan (CBP)	Develop OCTA's Business Plan	Present CBP to Board for adoption - Q4	December 9, 2024 - presented to Board for adoption.				
12.	Cybersecurity (TSA Security Directive)*	Fulfill TSA Security Directive	Complete initial cybersecurity assessment and incident response plan - Q4	Due to TSA requesting that OCTA hold off further work as they reassess if the directive is applicable to the OC Streetcar project, this has been delayed and will be carried over and reconsidered for 2025.				

*2023 Carryover

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
-----------	----------	--------------------	-----------

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
13.	Enterprise Asset Management (EAM)*	Implement New EAM System	Transition Infor EAM System from test into full production - Q4	The project completed a cure process with the vendor through which the vendor conducted a thorough review and assessment of the system configuration; as a result, the project was able to be reset so completion of the transition has been delayed and will be carried over and reconsidered for 2025 (anticipated to complete in Q3 2025).				
14.	Fare Policy	Modernize OCTA's Fare Policy	Present and discuss fare policy changes with Board - Q4	November 25, 2024 - presented to Board for adoption.				
15.	Headquarters Building	Implement Long-Term Strategy for the OCTA Administrative Headquarters	Present options to Board for consideration - Q4	August 12, 2024 - presented to Board for consideration.			Early Complete	
16.	Procurement	Enhance Procurement Efficiencies through a More Comprehensive E-Procurement System with Solicitation Formulation Assistance, Evaluation Tools, Increased Vendor Pool, and Contract Compliance Assurance	Complete procurement for a new E-Procurement system and present recommendation to Board - Q4	December 20, 2024 - in lieu of a formal Board agenda item, sent update memo to Board on new E-Procurement system.				

*2023 Carryover

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
-----------	----------	--------------------	-----------

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
17.	Procurement	Support Open and Fair Competition by Increasing Outreach to Small and Disadvantaged Businesses	Hold networking events throughout the year to match smaller businesses with prime contractors, increase awareness of contracting opportunities, and get DBE firms registered with State of California - Q1-Q4	OCTA hosted and attended several events to connect and network with small and disadvantaged businesses throughout the year. In Q4, October 2024 - hosted and participated in the San Bernardino County Transportation Authority's Business 2 Business Expo, DBE Summit, Vietnamese Business Forum, and South Asian Business Expo; November 2024 - participated in the Construction Network Small Business and DBE Outreach.				
18.	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 - Q2 and Q4	March 26, 2024 - held first legislative forum; August 21, 2024 - held second legislative forum.			Early Complete	
19.	Legislative Platforms	Set Legislative Priorities	Present final 2025-26 state and federal legislative platforms to Board for approval - Q4	June 2024 - presented schedule for developing legislative platform to Board; November 25, 2024 - presented to Board for adoption.				
20.	Legislative Priorities	Provide End-of-Session Report	Discuss outcomes of legislative priorities with L&C - Q4	November 2024 - presented End-of-Session Report to L&C.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
21.	Local Government Forums	Conduct Mayors Forums by District	Conduct forums with city leaders and report to management team - Q4	While no mayor's forums took place this year, new mayor outreach and outreach to new city managers was ongoing. Additionally, OCTA continued to provide government relations support to select roundtables.				
22.	Subrecipient Compliance Reviews	Identify Compliance Issues and Correct as Needed	Complete compliance reviews and correction actions for all of OCTA's federal subrecipients - Q4	October 2024 - completed all subrecipient compliance reviews; December 2024 - received all corrective action documents.				
23.	91 and 405 Express Lanes Communications	Provide Customer Communications and Enhance Brand Awareness, Perceptions, and Usage of the Express Lanes	Implement multilingual Express Lanes marketing, communications, and outreach at community events, and through paid and earned media - Q4	June 2024 - completed prior 405 Express Lanes English campaign and multicultural campaign in Spanish and Vietnamese communities; August 2024 - launched new multicultural campaign; September 2024 - launched new campaign in English; December 2024 - concluded campaign with a one-year anniversary message and video.				
24.	Core Competency Integration	Integrate Core Competencies into Talent Management Process	Educate all managers on core competencies and utilize in interviews and assessing talent - Q4	May 12, 2024 - conducted pilot for Operations Division; December 18, 2024 - completed core competencies integration project.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
25.	Diversity, Equity, Inclusion, and Belonging - Diverse Community Leaders Group (DCLG)	Maximize Relationships with Key Stakeholders and Leaders that Represent Diverse Communities to Solicit Feedback and Incorporate their Suggestions into Transit Improvements and Future Planning Efforts	Enhance engagement opportunities with DCLG (based on number of meetings, events, and activities per organization, feedback surveys, and results of feedback for transit improvements and future planning efforts) and provide update to Board - Q4	<p>March 5, 2024 - hosted first quarter DCLG meeting;</p> <p>June 20, 2024 - hosted second quarter in-person DCLG meeting at OCTA with OCTA CEO and Board Chair participating with attendance of 25 community leaders;</p> <p>October 16, 2024 - hosted third quarter in-person DCLG meeting at OCTA with OCTA CEO and Board Chair participating.</p> <p>December 10, 2024 - hosted fourth quarter DCLG meeting with OCTA Board Chair participating.</p>				
26.	Diversity, Equity, Inclusion, and Belonging - Outreach Activities and Trust-Building Campaign	Increase Participation of Diverse Communities in Transportation Planning Process and Promote Inclusivity to Ensure Transit Services are Accessible and Welcoming to People from All Backgrounds and Communities	Increase participation from diverse communities in planning and decision-making processes by 15 percent from 2023 and present quarterly reports to Board - Q1-Q4	<p>OCTA completed major activities to increase diverse communities' and hard-to-reach families' participation and increase awareness of OCTA's services, projects, and plans with in-person engagement, including but not limited to:</p> <p>September 2024 - assisted with outreach and collecting TDM Plan surveys;</p> <p>October 8, 2024 - hosted Small Business and DBE Summit to diverse community and business leaders and other key stakeholders;</p> <p>October 28, 2024 - presented update to Board.</p>				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
27.	Human Resources Information System (HRIS)	Implement a Modernized HRIS	Complete process mapping for Human Resources and Payroll components - Q4	June 2024 - completed process mapping.		Early Complete		
28.	Market Research	Obtain Public Input and Preferences for OCTA's Various Planning Studies, Programs, and Services	Conduct qualitative and quantitative surveys to support marketing programs, customer satisfaction, the OC Transit Vision, M2 Ten-Year Review, and other planning studies - Q4	April-May 2024 - completed field work for M2 Ten-Year Review Quantitative Survey; July 8, 2024 - presented M2 Ten-Year Review Quantitative Survey results to Board; June-July 2024 - conducted OC Transit Vision Survey; September-October 2024 - conducted OC Connect Survey and OC TDM Survey; September-November 2024 - conducted Orangethorpe Transit Village Conceptual Study Survey; November 25, 2025 - presented Rider Safety Perception survey results to Board.				
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	June 20, 2024 - presented first biannual update to L&C, which covered marketing campaigns for OC Bus, Metrolink, Rideshare, Vanpool, and 405 Express Lanes; November 21, 2024 - presented second biannual update to L&C.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
30.	OC Streetcar	Ensure Maintenance and Storage Facility and Vehicles Meet All Health, Safety, and Environmental Compliance Requirements Prior to Revenue Service	Work directly with all applicable regulatory agencies to ensure compliance and approval and permits are obtained - Q4	Work is ongoing as OCTA is in the process of identifying all applicable equipment/systems and associated regulatory requirements (i.e., emergency generator, sand silo, train wash discharge, etc.) and will continue in 2025; May 2024 - completed generator application, for which the permit has since been issued by AQMD.				
31.	OC Streetcar Marketing and Customer Communications	Create Awareness and Interest in OC Streetcar to Build Ridership	Develop and implement a multifaceted, phased marketing campaign, including business partnerships and customer communications, on how to use the system and present plan to Board - Q4	Due to the marketing campaign needing to coincide with the project schedule for OC Streetcar revenue service, this has been delayed and will be carried over and reconsidered for 2025.				
32.	OC Streetcar Testing/Operations Safety Education and Public Awareness	Educate Various Target Audiences About OC Streetcar Safety During Testing Period Leading Up to Revenue Service	Expand reach and penetration of safety education campaign to raise public awareness once testing begins on tracks and present quarterly reports to Board - Q1-Q4	January 2024 - conducted three focus groups (one each in English, Spanish, and Vietnamese), as well as with the Teen Council to test messaging for safety education and awareness campaigns. May 2024 - updated Safety Education and Public Awareness program project collateral based on focus group feedback. Fall 2024 - attended several back-to-school activities.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
33.	Outreach Activities	Conduct Outreach to Support Capital Projects	Provide updates to Board on OC Streetcar, I-5 corridor projects, SR-55 corridor projects, I-405, I-605/Katella Avenue Interchange, and SR-91 - Q1-Q4	<p>March 11, 2024 - provided I-5 (SR-73 to El Toro Road) Project update to Board;</p> <p>April 22 and July 22, 2024 - provided OC Streetcar updates to Board;</p> <p>August 12, 2024 - provided I-5 (San Diego County Line to Avenida Pico) Project update to Board;</p> <p>September 9, 2024 - provided SR-91 (SR-57 to SR-55) Project update to Board;</p> <p>October 14, 2024 - presented I-5 (I-405 to SR-55) Project to Board for approval to release RFP;</p> <p>November 12, 2024 - provided I-605/Katella Avenue Interchange Project update to Board.</p>				
34.	Outreach Activities	Conduct Outreach to Support Planning Studies	Provide outreach updates to Board for planning studies, including OC Connect, OC Transportation Demand Management Plan, OC Transit Vision Plan, OC Coastal Rail Resiliency Study, and others as appropriate - Q1-Q4	<p>March 11, May 13, and September 9, 2024 - provided OC Coastal Rail Resiliency Study updates to Board;</p> <p>May 28, 2024 - provided OC Transit Vision update to Board;</p> <p>November 12, 2024 - provided OC Connect update as part of the Active Transportation Program biannual update to Board;</p> <p>December 9, 2024 - provided OC Transit Vision update to Board.</p>				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
35.	Transit Marketing and Customer Communications	Promote and Educate Public on OCTA Transit Services	Develop and implement multilingual campaigns and programs to promote the Youth Ride Free pass and other promotional passes, major service changes, Metrolink service (including Angels Express), mental health through transit use, and other activities - Q4	Several campaigns and programs were completed in Q1 and Q2, with some continuing through Q4; during Q3, launched summer marketing campaigns for the Youth Ride Free and College Pass Programs, as well as for OC Fair Express, the August service change, and Choice Pass promotion; October 2024 - launched mental health through transit use campaign; December 2024 - launched New Year's Eve ride-free campaign.				
36.	Active Transportation Initiatives	Implement Programs in Support of Non-Motorized Transportation	Provide biannual updates on active transportation initiatives to Board - Q2 and Q4	Due to the cancellation of the June 2024 RTP and other scheduling challenges, the first biannual update to Board was delayed; July 8, 2024 - provided first biannual update to Board; November 12, 2024 - provided second biannual update to Board.				
37.	Active Transportation Safety Education	Provide In-Language Resources and Engagement Opportunities to Further Promote Active Transportation	Continue e-bike safety campaign collaborating with local cities and schools, and coordinate with regional partners to secure grant funding to provide educational campaigns (particularly in disadvantaged communities) to promote Safe Routes to School - Q4	May 2024 - executed contract for outreach support focused on delivering education events and materials; June 10, 2024 - presented contract award to Board for approval for consultant services for the Next Safe Travels Education Program.		Early Complete		

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
38.	Bikeways Connectivity Study	Identify Opportunities to Reallocate Excess MPAH ROW to Support a More Complete Bikeways Network	Coordinate with regional partners to secure grant funding to initiate study - Q4	July 2024 - secured REAP 2.0 Grant funding.			Early Complete	
39.	Climate Adaptation and Sustainability	Advance Agency Sustainability Practices and Resiliency Efforts to Adapt to Climate Change Impacts	Provide update on recommended follow-up activities, including a draft action plan, to Board - Q4	November 12, 2024 - provided update to Board.				
40.	Coastal Rail Solutions	Support Efforts to Develop Solutions for Coastal Rail Infrastructure	Work with external stakeholders and provide periodic updates to Board - Q2 and Q4	March 11, 2024 - provided update to Board on the Coastal Rail Resiliency Study and Initial Assessment of the most vulnerable areas to beach erosion and landslides; May 13, 2024 - provided update to Board on coastal rail emergencies in south San Clemente and the Coastal Rail Resiliency Study; September 9, 2024 - provided OC Coastal Rail Resiliency Study update to Board.			Early Complete	
41.	Harbor Boulevard Pilot Innovative Transit Signal Priority Study	Evaluate and Assess Innovative Solutions to Improve Transit Performance	Provide update to ESC on status of the pilot project - Q4	December 9, 2024 - provided status update to ESC.				
42.	M2 Environmental Cleanup Program (Project X)	Fund Localized Water Quality Improvements	Present programming recommendations for Tier 1 water quality projects grant awards to Board - Q4	October 14, 2024 - presented recommendations to Board for approval.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
43.	M2 Environmental Mitigation Programs	Ensure Compliance with Resource Agency Permits	Present biannual progress reports to Board - Q2 and Q4	Due to the cancellation of the June 2024 RTP and other scheduling challenges, the first biannual update to Board was delayed; July 8, 2024 - presented first biannual report to Board; December 9, 2024 - presented second biannual report to Board.				
44.	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	March 11, 2024 - presented FY 2023-24 Q2 report to Board; June 10, 2024 - presented FY 2023-24 Q3 report to Board, and September 9, 2024 - presented FY 2023-24 Q4 report to Board; December 9, 2024 - presented FY 2024-25 Q1 report to Board.				
45.	M2 Ten-Year Review	Evaluate Performance of the M2 Program through a Comprehensive Review	Present framework to Board - Q4	October 14, 2024 - presented to Board.				
46.	Mobility Hubs	Develop a Concept of Operations for a Potential Demonstration Project	Coordinate with regional partners to secure grant funding to initiate study - Q4	July 2024 - secured REAP 2.0 Grant funding.			Early Complete	
47.	Next 10 Delivery Plan	Ensure M2 Delivery Commitment	Review and present status of the Next 10 Delivery Plan deliverables to Board - Q4	November 12, 2024 - presented status to Board.				
48.	OC Connect	Prepare Environmental Clearance for an Active Transportation Facility on PE ROW	Present update to Board - Q4	July 8, 2024 - provided project update to Board as part of the Active Transportation Program biannual update.			Early Complete	

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
49.	Regional Planning Activities	Highlight Transportation Planning Activities	Present biannual reports on activities underway, such as the 2024 RTP, that impact OCTA and the Southern California region to Board - Q2 and Q4	May 28, 2024 - presented first biannual report to Board; November 12, 2024 - presented second biannual report to Board.				
50.	South County Mobility Improvements	Collaborate with Key Agencies to Advance Development and Implementation of Transportation Improvements in South Orange County	Provide update to Board - Q4	August 12, 2024 - provided update to Board.			Early Complete	
51.	Transit Ridership Optimization	Assess Transit Service to Meet Current Ridership Demand	Implement Making Better Connections Service Plan, as appropriate, to reflect current ridership trends and provide updates to ESC - Q2 and Q4	Recommendations from the Making Better Connections Service Plan were not yet implemented during the first two service changes this year, so no update was provided to ESC in Q2. Due to the need for additional time to thoroughly assess the status and progress of the Making Better Connections Service Plan implementation and estimate of resources, this has been delayed. An update to ESC will be carried over and reconsidered for 2025.				
52.	Transportation Demand Management (TDM) Study	Develop a Toolbox of TDM Tactics That Can Be Implemented by Agencies in Orange County	Present update to ESC - Q4	October 28, 2024 - presented update to ESC.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Acronyms

AAP/EEO - Affirmative Action Plan/Equal Employment Opportunity	MDA - Management Development Academy
AQMD - Air Quality Management District	MPAH - Master Plan of Arterial Highways
Board - Board of Directors	OCTA - Orange County Transportation Authority
BEB - Battery-Electric Bus	PE - Pacific Electric
Caltrans - California Department of Transportation	RCTC - Riverside County Transportation Commission
CBP - Comprehensive Business Plan	RCP - Regional Capacity Program
CEO - Chief Executive Officer	REAP - Regional Early Action Planning
DBE - Disadvantaged Business Enterprise	RFP - Request for Proposals
DCLG - Diverse Community Leaders Group	RFQ - Request for Quotes
E-Bike - E-Bicycle	ROW - Right-of-Way
EAM - Enterprise Asset Management	RTP - Regional Transportation Plan
ECA - Early Career Academy	RTSSP - Regional Transportation Signal Synchronization Program
EIR - Environmental Impact Report	SB - Senate Bill
ELC - Express Lanes Connector	SCAG - Southern California Association of Governments
ESC - Executive Steering Committee	SR-55 - State Route 55
FCEB - Fuel-Cell Electric Bus	SR-73 - State Route 73
FSP - Freeway Service Patrol	SR-91 - State Route 91
FTA - Federal Transit Administration	STIP - State Transportation Improvement Program
FTIP - Federal Transportation Improvement Program	TCA - Transportation Corridor Agencies
FY - Fiscal Year	TCU - Transportation Communications Union
HRIS - Human Resources Information System	TDM - Transportation Demand Management
I-5 - Interstate 5	TIRCP - Transit and Intercity Rail Capital Program
I-405 - Interstate 405	TSA - Transportation Security Administration
I-605 - Interstate 605	TIFIA - Transportation Infrastructure Finance and Innovation Act
L&C - Legislative and Communications Committee	VMT - Vehicle Miles Traveled
LGBTQ - Lesbian, Gay, Bisexual, Transgender and Queer	ZEB - Zero-Emission Bus
M2 - Measure M2	