



January 13, 2020

To: Members of the Board of Directors

From: Darrell E. Johnson, Chief Executive Officer

Subject: 2019 Chief Executive Officer's Initiatives and Action Plan – End-of-Year Report

The 2019 Chief Executive Officer's (CEO) Initiatives and Action Plan (Attachment A) were presented to the Orange County Transportation Authority's (OCTA) Board of Directors (Board) on February 11, 2019. Updates on the Action Plan are provided quarterly, and this year-end report for 2019 consists of ten initiatives, implemented through 73 programs, and monitored through 88 milestones. The Action Plan supports the 2019 OCTA Board Strategic Initiatives (Attachment B) and OCTA's Strategic Plan goal areas of mobility, public service, fiscal sustainability, stewardship, and organizational excellence.

OCTA is committed to the delivery of a balanced and sustainable transportation system, which includes Orange County's Measure M2 (M2) Program. The CEO Initiatives and Action Plan provides alignment with delivery of M2, as well as broader organizational goals. While milestones identified under Initiative 2 are M2 freeway specific, M2 transit, arterial, and environmental projects and programs are captured throughout other initiatives.

End-of-Year Status and Highlights

By the end of 2019, 79 of 88 milestones were completed. Attachment B provides a summary of all 88 milestones and highlights the nine milestones (in orange) that will be carried over into 2020. Milestones were carried over due to dependency on coordination with outside agencies, a need for internal schedule adjustments, and resource availability.

Major accomplishments in 2019 are highlighted below.

CEO Initiative 1: Cultivate Organizational Excellence

- Collective Bargaining Agreement: On October 14, 2019, the Board approved the Teamsters Union maintenance unit agreement. Approval of the agreement provides for three years of labor certainty and ensures continued maintenance for OCTA vehicles.

- 2018 Employee Engagement Survey: In an effort to enhance the employee experience and maintain OCTA as a workplace of choice, an action plan from the 2018 Employee Engagement Survey was developed and implemented to provide more cross-divisional information sharing and opportunities with a focus on strengthening department relationships.

CEO Initiative 2: Deliver on the Promises of Measure M

- M2 Interstate 5 (I-5) between State Route 55 and State Route 57 (SR-57): On February 20, 2019, construction commenced to increase high-occupancy vehicle (HOV) capacity by adding a second HOV lane in both directions for approximately three miles. Major construction activity occurred with the demolition of the HOV ramp bridge at Main Street.
- M2 SR-57 Northbound from Orangewood Avenue to Katella Avenue: The final environmental document and final project report for a new one-mile northbound general-purpose lane were approved on March 29, 2019. As part of the updated Next 10 Delivery Plan presented to the Board on November 11, 2019, this project will be advanced into design and construction before 2026.
- M2 I-5 between State Route 73 and El Toro Road: On June 6, 2019, a groundbreaking ceremony took place in the City of Mission Viejo. The project will be built in three segments and will add a general-purpose lane in both directions, extend the second HOV lane from El Toro Road to Alicia Parkway, and reconstruct the Avery Parkway and La Paz Road interchanges.
- M2 Interstate 405 Improvement Project: With a total of 12 bridges under construction during the year, the first bridge on Slater Avenue was completed and opened to traffic on August 30, 2019.

CEO Initiative 3: Enhance Safety and Security Measures

- Transit Security Operations Center (TSOC): On November 25, 2019, the Board awarded the consultant contract for the design of the TSOC. The TSOC will address the future needs and requirements of OCTA's transit security, operations, and emergency response coordination with the goal of supporting public safety and operational efficiency, functionality, and communications.
- Crisis Communication Plan: On December 12, 2019, staff conducted a tabletop exercise for the Crisis Communications Team. OCTA hosts these exercises periodically to ensure that OCTA's response to an emergency remains up-to-date and that all team members are aware of their roles and

responsibilities. The most recent exercise demonstrated and confirmed that OCTA is prepared and proactive in crisis management.

CEO Initiative 4: Expand Transit Opportunities

- 529 Bravo! Service: On February 11, 2019, 529 Bravo! service was launched on Beach Boulevard. This service provides a new, faster ride from the City of Fullerton to the City of Huntington Beach, with riders saving on average ten minutes per trip.
- Micro-Transit Demonstration Project (OC Flex): On May 24, 2019, the Board received a six-month update on the OC Flex demo. With the one-year pilot program completing on October 20, 2019, staff is evaluating the program against established performance measures. Results are anticipated to be presented on January 27, 2020.
- Hydrogen Fuel Cell Buses Delivery: In June 2019, OCTA received the remaining nine hydrogen fuel cell buses. OCTA is testing hydrogen fuel cell bus technology as part of an effort to meet the Air Resources Board Zero Emission Path goal to transition to 100 percent zero-emission bus fleet by 2040.

CEO Initiative 5: Implement Major Capital Projects

- M2 Laguna Niguel to San Juan Capistrano Rail Passing Siding Project: On January 14, 2019, the Board awarded the construction contract. With the Notice to Proceed issued on March 12, 2019, construction is underway to add approximately 1.8 miles of new passing siding railroad adjacent to the existing mainline track. This will enhance operational efficiency of passenger services within the Los Angeles – San Diego – San Luis Obispo Rail Corridor.
- M2 Orange Transportation Center Metrolink Parking Structure: Construction was completed and celebrated with a dedication ceremony on February 19, 2019. The new structure houses 608 parking spaces, which more than triples the parking capacity of the lot it replaced. On December 5, 2019, OCTA received the Innovative Transportation Solutions Award at the Women's Transportation Seminar gala for the blending of historic architectural design and modern features in the new five-level, shared-use parking structure.

- Hydrogen Fueling Station at the Santa Ana Base: The hydrogen fueling station was commissioned in December 2019, with operations and maintenance to start on January 1, 2020. This onsite fueling station enables OCTA to fuel and operate the ten-hydrogen fuel cell electric buses received as part of a pilot project grant to gain experience with zero-emission technology. If determined to be a technology suited for OCTA operations, the new station can provide OCTA capacity to expand the hydrogen fuel cell electric bus fleet to 50 buses with an option to scale up to 100 buses.

CEO Initiative 6: Maintain Open Communication with Stakeholders

- College Pass Program: The program, designed to introduce new riders to transit, was expanded to include Goldenwest College and Fullerton College in 2019, providing free OC Bus passes to all students.
- Transportation Needs Assessment: On October 28, 2019, the Board approved the selection of the firm to assess the transportation needs of the residents of Orange County with a focus on its ethnic and diverse communities. This will provide OCTA with an all-inclusive view of Orange County communities for future transportation planning.

CEO Initiative 7: Optimize Express and Managed Lanes

- 91 Express Lanes – Customer Service Center Relocation: On March 11, 2019, the 91 Express Lanes Customer Service Center operations began at the new location. With the expansion of the 91 Express Lanes into Riverside County, the number of calls and demand for customer walk-in services increased. The new location provides a larger footprint and greater customer service experience at a lower lease cost to OCTA.
- OC Managed Lanes Study: On May 6, 2019, the consultant contract was awarded to analyze the operational benefits and financial feasibility of phasing express lanes in Orange County.

CEO Initiative 8: Plan for Future Growth

- South Orange County Multimodal Study: On August 12, 2019, the consultant contract was awarded to initiate work on the two-year multimodal transportation study to identify solutions for southern Orange County's current and future mobility needs.

- OC to LA Transit Connections Study: On June 14, 2019, a consultant contract was executed to develop recommendations on how to better connect transit between Orange County and Los Angeles County.
- M2 Streets and Roads Funding: On June 10, 2019, the Board approved grant funding allocations for six projects totaling \$8.5 million for regional roadway capacity and signal synchronization projects countywide.

CEO Initiative 9: Preserve Fiscal Sustainability through Prudent Financial Planning

- State Triennial Review: On May 24, 2019, the State Triennial Review was presented to the Board. The audit results concluded that both OCTA and the Orange County Transit District operate in compliance with applicable California Public Utilities Code and that OCTA effectively accomplishes its Transportation Development Act responsibilities.
- Comprehensive Annual Financial Report: On November 25, 2019, the Board received the fiscal year 2018-19 Comprehensive Annual Financial Report. The annual audit of OCTA's financial records and systems concluded that OCTA presents statements fairly, in all material respects, the financial position of OCTA.

CEO Initiative 10: Promote Environmental Stewardship and Alternative Transportation

- Safe Routes to School Action Plan: On March 11, 2019, the Board approved the firm to develop the Safe Routes to School Action Plan, which aims to improve safety for youth walking and bicycling to school.
- M2 Environmental Programs, Tier 1 Water Quality Program: On September 9, 2019, the Board approved grant funding allocations for 11 Tier 1 water quality projects totaling \$2 million to improve overall water quality in Orange County from transportation-generated pollution.

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Attachments