



# Orange County Transportation Authority

## Board Agenda

Monday, May 11, 2026 at 9:30 a.m.

550 South Main Street, Orange, California

### **Board Members**

Jamey M. Federico, Chair

Fred Jung, Vice Chair

Valerie Amezcua

Doug Chaffee

Katrina Foley

William Go

Patrick Harper

Michael Hennessey

Lauren Kleiman

Stephanie Klopfenstein

Carlos A. Leon

Janet Nguyen

Tam T. Nguyen

Vicente Sarmiento

Kathy Tavoularis

Mark Tettermer

Donald P. Wagner

Lan Zhou, Ex-Officio

### **Accessibility**

Any person with a disability who requires a modification or accommodation in order to participate in this meeting should contact the Orange County Transportation Authority (OCTA) Clerk of the Board's office at (714) 560-5676, no less than two business days prior to this meeting to enable OCTA to make reasonable arrangements to assure accessibility to this meeting.

### **Agenda Descriptions**

Agenda descriptions are intended to give members of the public a general summary of items of business to be transacted or discussed. The posting of the recommended actions does not indicate what action will be taken. The Board may take any action which it deems to be appropriate on the agenda item and is not limited in any way by the notice of the recommended action.

### **Public Availability of Agenda Materials**

All documents relative to the items referenced in this agenda are available for public inspection at [www.octa.net](http://www.octa.net) or through the Clerk of the Board's office at the OCTA Headquarters, 600 South Main Street, Orange, California.

# BOARD MEETING AGENDA

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## Meeting Access and Public Comments on Agenda Items

Members of the public can either attend in-person or access live streaming of the Board meetings by clicking this link: <https://octa.legistar.com/Calendar.aspx>

## In-Person Comment

Members of the public may attend in-person and address the Board regarding any item within the subject matter jurisdiction of OCTA. Please complete a speaker's card and submit it to the Clerk of the Board and notify the Clerk regarding the agenda item number on which you wish to speak. Speakers will be recognized by the Chair at the time of the agenda item is to be considered by the Board. Comments will be limited to three minutes. The Brown Act prohibits the Board from either discussing or taking action on any non-agendized items.

## Written Comment

Written public comments may also be submitted by emailing them to [ClerkOffice@octa.net](mailto:ClerkOffice@octa.net), and must be sent by 5:00 p.m. the day prior to the meeting. If you wish to comment on a specific agenda item, please identify the item number in your email. All public comments that are timely received will be part of the public record and distributed to the Board. Public comments will be made available to the public upon request.

## Call to Order

### Invocation

Director Amezcua

### Pledge of Allegiance

Director Harper

## 1. Closed Session

### *Overview*

A Closed Session is scheduled as follows:

- A. Pursuant to Government Code Section 54956.9(d)(1) - Conference with General Counsel - Existing Litigation - Orange County Transportation Authority v. Biogreen Unlimited, Inc., et al. - OCSC Case No. 30-2019-01075691.
- B. Pursuant to Government Code Section 54956.9(d)(1) - Conference with General Counsel - Existing Litigation - Orange County Transportation Authority v. Dan R. O'Neil, et al. - OCSC Case No. 30-2020-01175339 and 30-2121-01194537.

## Special Calendar

There are no Special Calendar matters.

# BOARD MEETING AGENDA

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## Consent Calendar (Items 2 through 12)

All matters on the Consent Calendar are to be approved in one motion unless a Board Member or a member of the public requests separate action on a specific item.

### Orange County Transportation Authority Consent Calendar Matters

**2. Approval of Minutes**

Clerk of the Board

***Recommendation(s)***

Approve the minutes of the April 27, 2026, Orange County Transportation Authority and affiliated agencies' regular meeting.

***Attachments:***

[Minutes](#)

**3. Approval of Board Member Travel**

Clerk of the Board

***Overview***

On an annual basis, the Orange County Transportation Authority (OCTA) conducts meetings in New York with rating agencies, financial institutions, and other key stakeholders. This year, OCTA representatives will meet with New York-based analysts to discuss topics affecting the agency, including the I-405 Express Lanes, 91 Express Lanes, Measure M2 Program, sales tax collections, the fiscal year 2026-27 approved budget, and the local economy. Meetings are scheduled with Moody's Investors Service, Fitch Ratings, S&P Global Ratings, and other interested parties during the week of August 3, 2026.

***Recommendation(s)***

Approve the travel to New York for Chair Jamey M. Federico, Vice Chair Fred Jung, and Finance and Administration Committee Chair Michael Hennessey for the Orange County Transportation Authority's Annual Rating Agency Trip.

***Attachments:***

[Attachment A](#)

**4. Third Quarter Fiscal Year 2025-26 Capital Action Plan and Performance Metrics**

James G. Beil

***Overview***

Staff has prepared the quarterly progress report on capital project delivery for the period of January 2026 through March 2026 for review by the Orange County Transportation Authority Board of Directors. This report highlights the Capital Action Plan for project delivery, which is used as a performance metric to assess delivery progress on highway, transit, and rail projects, as well as a snapshot of the planned Capital Action Plan project delivery milestones in fiscal year 2025-26.

***Recommendation(s)***

Receive and file as an information item.

## BOARD MEETING AGENDA

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**Attachments:**

[Transmittal](#)

[Staff Report](#)

[Attachment A](#)

[Attachment B](#)

[Presentation](#)

**5. Amendment to Agreement for Freeway Service Patrol Services**

Patrick Sampson/Kirk Avila

**Overview**

On March 8, 2021, the Board of Directors approved the award of Freeway Service Patrol agreements to four professional towing companies, with service beginning October 2, 2021, and ending October 2, 2027. Staff terminated the agreement with Veterans Towing, which operated Service Area One, on July 14, 2023, because of contract compliance concerns. Since the termination, Service Area One has been covered by two contractors awarded agreements through the same procurement. An increase in the maximum obligations of these agreements is required to ensure sufficient funds to continue service through the end of the contract term.

**Recommendation(s)**

- A. Authorize the Chief Executive Officer to negotiate and execute Amendment No. 3 to Agreement No. C-1-3311 between the Orange County Transportation Authority and California Coach Orange, Inc., in the amount of \$1,950,000, to provide Freeway Service Patrol services for Service Area One, Beats 911 and 912, through October 2, 2027. This will increase the maximum obligation of the agreement to a contract value of \$18,120,275.
  
- B. Authorize the Chief Executive Officer to negotiate and execute Amendment No. 3 to Agreement No. C-1-3312 between the Orange County Transportation Authority and California Roadside Service, LLC, in the amount of \$1,850,000, to provide Freeway Service Patrol services for Service Area One, Beat 910, through October 2, 2027. This will increase the maximum obligation of the agreement to a contract value of \$6,718,324.

**Attachments:**

[Transmittal](#)

[Staff Report](#)

[Attachment A](#)

[Attachment B](#)

## BOARD MEETING AGENDA

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### 6. Approval to Release Request for Proposals for an Enterprise Asset Management Phase 2 Project Supporting Contracted Services

Josh Duke/Andrew Oftelie

#### **Overview**

The Orange County Transportation Authority seeks to release a request for proposals to competitively procure professional services for the Phase 2 of its Octave Attune Enterprise Asset Management system (formerly Hexagon Enterprise Asset Management) expansion. This request for proposals will address new maintenance and inventory operations requirements for contracted services. The selected firm will provide a scalable framework that meets the Orange County Transportation Authority's operational and regulatory requirements, as defined through the scope of work.

#### **Recommendation(s)**

- A. Approve the proposed evaluation criteria and weightings for Request for Proposals 250192 to select a firm for the expansion of the existing Enterprise Asset Management system to support contracted services.
- B. Approve the release of Request for Proposals 250192 for the expansion of the existing Enterprise Asset Management system to support contracted services.

#### **Attachments:**

[Staff Report](#)

[Attachment A](#)

### 7. Amendment to Agreement for Board of Directors' Meeting Video Streaming Services

Morgan Levar/Andrew Oftelie

#### **Overview**

On September 11, 2024, the Orange County Transportation Authority entered into Agreement No. C-4-2221 with Network Television Time, Inc. to provide video streaming services for Board of Directors' meetings. The original agreement also included video streaming services for committee meetings which can be utilized on an as needed basis. Board of Directors' approval is requested to increase the maximum obligation to provide sufficient funding for committee meeting video streaming in response to new requirements in the Ralph M. Brown Act now included in SB 707 (Chapter 327, Statutes of 2025).

#### **Recommendation(s)**

Authorize the Chief Executive Officer to negotiate and execute Amendment No. 1 to Agreement No. C-4-2221 between the Orange County Transportation Authority and Network Television Time, Inc., in the amount of \$400,000, to support video streaming services for Board of Directors committee meetings. This will increase the maximum obligation of the agreement to a total contract value of \$673,507.

#### **Attachments:**

## BOARD MEETING AGENDA

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[Transmittal](#)

[Staff Report](#)

[Attachment A](#)

8. **Proposed Response to 2025-2026 Orange County Grand Jury Report, “Connecting Orange County to LAX: Evaluating Transportation Options”**  
Melanie Masud/Kristin Jacinto

**Overview**

Staff has prepared a response to the December 2025 report issued by the Orange County Grand Jury entitled, “Connecting Orange County to LAX: Evaluating Transportation Options,” for the Orange County Transportation Authority Board of Directors consideration. The response addresses the findings and recommendations assigned to the Orange County Transportation Authority and provides clarification, context, and actions already taken where applicable.

**Recommendation(s)**

Authorize the Chief Executive Officer to submit the proposed response to the Orange County Grand Jury report’s findings and recommendations as required by California Penal Code Section 933(c).

**Attachments:**

[Transmittal](#)

[Staff Report](#)

[Attachment A](#)

[Attachment B](#)

9. **2026 Board of Directors and Chief Executive Officer Initiatives and Action Plan - First Quarter Progress Report**  
Lauren Sato/Rose Casey

**Overview**

On January 26, 2026, the Orange County Transportation Authority Board of Directors approved the 2026 Board and Chief Executive Officer Initiatives and Action Plan. The 2026 Action Plan consists of three Board initiatives and nine Chief Executive Officer initiatives, monitored through 104 milestones throughout the calendar year. Reports detailing the progress on these milestones are presented on a quarterly basis for Board review. This report provides a summary of progress on first quarter milestones from January 1, 2026, through March 31, 2026. At the conclusion of Q1, 15 of the 104 milestones have been completed.

**Recommendation(s)**

Receive and file as an information item.

**Attachments:**

## BOARD MEETING AGENDA

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[Staff Report](#)

[Attachment A](#)

[Attachment B](#)

**10. Cooperative Agreement No. C250331 with the California Department of Transportation to fund the Construction of the State Route 74 Ortega Highway Gap Closure and Multimodal Improvement Project**

Adriann Cardoso/Rose Casey

***Overview***

The Orange County Transportation Authority and the California Department of Transportation are working together to implement the State Route 74 Ortega Highway Gap Closure and Multimodal Improvement Project. This item proposes to enter into Cooperative Agreement No. C250331 with the California Department of Transportation to authorize use of state and federal funds for the construction phase of the State Route 74 Ortega Highway Gap Closure and Multimodal Improvement Project.

***Recommendation(s)***

Authorize the Chief Executive Officer to negotiate and execute Cooperative Agreement No. C250331 between the Orange County Transportation Authority and the California Department of Transportation to authorize the use of \$30 million in federal Surface Transportation Block Grant Program funds, \$24.6 million in State Transportation Improvement Program funds, and \$2.5 million in Community Project Funding/Congressionally Directed Spending funds, for the construction of the State Route 74 Ortega Highway Gap Closure and Multimodal Improvement Project.

***Attachments:***

[Transmittal](#)

[Staff Report](#)

**Orange County Local Transportation Authority Consent Calendar Matters**

**11. Consultant Selection for Construction Management Support Services for the State Route 55 Improvement Project Between Interstate 5 and State Route 91**

Jeannie Lee/James G. Beil

***Overview***

On December 8, 2025, the Orange County Transportation Authority Board of Directors authorized the release of a request for proposals to provide construction management support services for the State Route 55 Improvement Project between Interstate 5 and State Route 91. Board of Directors' approval is requested for the selection of a firm to perform the required services.

***Recommendation(s)***

- A. Approve the selection of AECOM Technical Services, Inc., as the firm to provide construction management support services for the State Route 55 Improvement Project between Interstate 5 and State Route 91.

## BOARD MEETING AGENDA

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- B. Authorize the Chief Executive Officer to negotiate and execute Agreement No. C250112 between the Orange County Transportation Authority and AECOM Technical Services, Inc., to provide construction management support services for the State Route 55 Improvement Project between Interstate 5 and State Route 91.

***Attachments:***

[Transmittal](#)

[Staff Report](#)

[Attachment A](#)

[Attachment B](#)

[Attachment C](#)

**12. Draft 2026 State Route 91 Implementation Plan**

Alison Army/Rose Casey

***Overview***

The Orange County Transportation Authority and the Riverside County Transportation Commission annually prepare a plan for potential improvements along the State Route 91 corridor between State Route 57 in Orange County and Interstate 15 in Riverside County. The plan includes a list of proposed improvements, preliminary cost estimates, and potential implementation timeframes. These improvements are sponsored by various agencies, such as the Orange County Transportation Authority, the Riverside County Transportation Commission, the Transportation Corridor Agencies, the California Department of Transportation, and cities along the corridor. The Draft 2026 State Route 91 Implementation Plan is provided for informational purposes.

***Recommendation(s)***

Receive and file as an information item.

***Attachments:***

[Transmittal](#)

[Staff Report](#)

[Attachment A](#)

**Regular Calendar**

There are no Regular Calendar matters.

# BOARD MEETING AGENDA

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## Discussion Items

13. **Public Comments**

14. **Orange County Transportation Authority Fiscal Year 2026-27 Budget Workshop**

Victor Velasquez/Andrew Oftelie

**Overview**

The Orange County Transportation Authority is developing the fiscal year 2026-27 proposed budget, which identifies available revenues and costs associated with providing transportation services and programs for Orange County. The fiscal year 2026-27 proposed budget will be reviewed in detail during an informal workshop following the May 11, 2026, Orange County Transportation Authority Board of Directors meeting.

**Recommendation(s)**

Review the fiscal year 2026-27 proposed budget in a workshop setting following the regularly scheduled Orange County Transportation Authority Board of Directors meeting on May 11, 2026.

**Attachments:**

[Staff Report](#)

[Presentation](#)

[Supplemental Information](#)

15. **Chief Executive Officer's Report**

16. **Directors' Reports**

17. **Adjournment**

The next regularly scheduled meeting of this Board will be held:

**9:30 a.m., on TUESDAY, May 26, 2026**

OCTA Headquarters

Board Room

550 South Main Street

Orange, California



## **Call to Order**

The April 27, 2026, regular meeting of the Orange County Transportation Authority (OCTA) Board of Directors and its affiliated agencies was called to order by Chair Federico at 9:30 a.m. at the OCTA Headquarters, located at 550 South Main Street, Orange, California.

Directors Present:            Jamey M. Federico, Chair  
                                     Fred Jung, Vice Chair  
                                     Valerie Amezcua  
                                     Doug Chaffee  
                                     Katrina Foley  
                                     William Go  
                                     Patrick Harper  
                                     Lauren Kleiman  
                                     Carlos A. Leon  
                                     Janet Nguyen  
                                     Tam T. Nguyen  
                                     Kathy Tavoularis  
                                     Mark Tettemer  
                                     Donald P. Wagner  
                                     Lan Zhou, Ex-Officio

Directors Absent:            Michael Hennessey  
                                     Stephanie Klopfenstein  
                                     Vicente Sarmiento

Staff Present:                Darrell E. Johnson, Chief Executive Officer  
                                     Jennifer L. Bergener, Deputy Chief Executive Officer  
                                     Andrea West, Clerk of the Board  
                                     Gina Ramirez, Assistant Clerk of the Board  
                                     Elia Verduzco, Employee Rotation Participant  
                                     James Donich, General Counsel

## **Closed Session**

There were no Closed Sessions scheduled.

## **Special Calendar**

### **1. Presentation of Resolutions of Appreciation for Employee of the Month**

Resolutions of Appreciation were presented to Andy Castillo, Coach Operator, Tuan Nguyen, Maintenance, and Jason Lee, Administration, as Employees of the Month for April 2026.



## **Consent Calendar (Items 2 through 19)**

A motion was made by Vice Chair Jung, seconded by Director Amezcua, and, by those present, declared passed to approve Items 2 through 8, 10 through 13, and 15 through 19 on the Consent Calendar.

### **2. Approval of Minutes**

Approve the minutes of the April 13, 2026, Orange County Transportation Authority and affiliated agencies' regular meeting.

### **3. Contractor Safety Management Program, Internal Audit Report No. 26-506**

Direct staff to implement two recommendations provided in Contractor Safety Management Program, Internal Audit Report No. 26-506.

### **4. Fiscal Year 2025-26 Internal Audit Plan, Third Quarter Update**

Receive and file the third quarter update to the Orange County Transportation Authority Internal Audit Department Fiscal Year 2025-26 Internal Audit Plan as an information item.

### **5. 405 Express Lanes Update for the Period Ending - December 31, 2025**

Receive and file as an information item.

### **6. 91 Express Lanes Update for the Period Ending - December 31, 2025**

Receive and file as an information item.

### **7. Amendment to the 91 Express Lanes Riverside County Transportation Commission / Orange County Transportation Authority Facility Agreement**

Authorize the Chief Executive Officer to negotiate and execute Amendment No. 11 to Agreement No. C-5-3828 between the Orange County Transportation Authority and the Riverside County Transportation Commission in the amount of \$550,000 for the reimbursement of shared operational expenses through June 30, 2027.

### **8. Orange County Transportation Authority Investment and Debt Programs Report - February 2026**

Receive and file as an information item.

**9. State Legislative Status Report**

This item was pulled by staff to provide an update.

Kristin Jacinto, Executive Director of Government Relations, provided an update on the change in OCTA's position on the following:

- E. Adopt a NEUTRAL position on AB 2576 (Harabedian, D-Pasadena), which would delay implementation timelines associated with SB 79 (Chapter 512, Statutes of 2025).
- H. Adopt a NEUTRAL position on SB 1423 (Stern, D-Sherman Oaks), which would require a minimum allocation of State Transportation Improvement Program funds to “safe streets” projects and modify the Active Transportation Program.

Public comments were heard from David Martinez and Paul Hyek.

A motion was made by Chair Federico, seconded by Vice Chair Jung, and, by those present, declared passed to:

- A. Adopt a SUPPORT position on AB 1855 (Gonzalez, R-Indio), which would expand California Environmental Quality Act exemptions for passenger rail projects.
- B. Adopt a SUPPORT position on AB 1944 (Lee, D-Milpitas), which would establish a phased extension of axle weight allowances for zero-emission transit buses to support fleet transition requirements.
- C. Adopt a SUPPORT position on AB 2513 (Petrie-Norris, D-Irvine), which would expand eligibility for regional wildfire resilience funds.
- D. Adopt an OPPOSE position on AB 2560 (Schultz, D-Burbank), which would codify the Climate Action Plan for Transportation Infrastructure goals and apply them to major state transportation funding programs.
- E. Adopt a NEUTRAL position on AB 2576 (Harabedian, D-Pasadena), which would delay implementation timelines associated with SB 79 (Chapter 512, Statutes of 2025).
- F. Adopt a SUPPORT position on SB 935 (Choi, R-Irvine), which would indefinitely extend design-build authority for local agencies.
- G. Adopt a SUPPORT position on SB 1167 (Blakespear, D-Encinitas), which would clarify the definition of electric bicycles and establish enhanced labeling, disclosure, and safety requirements.



- H. Adopt an NEUTRAL position on SB 1423 (Stern, D-Sherman Oaks), which would require a minimum allocation of State Transportation Improvement Program funds to “safe streets” projects and modify the Active Transportation Program.

Director Foley stated she would remain neutral on Recommendation D.

**10. Federal Legislative Status Report**

Receive and file as an information item.

**11. Cooperative Agreements with Special Services Agencies for Provision of OC ACCESS-Eligible Transportation, Internal Audit Report No. 26-509**

Receive and file Cooperative Agreements with Special Services Agencies for Provision of OC ACCESS-Eligible Transportation, Internal Audit Report No. 26-509, as an information item.

**12. Approval of the Fiscal Year 2026-27 Local Transportation Fund Claim for Laguna Beach Public Transportation Services**

- A. Approve the Laguna Beach Municipal Transit Lines Fiscal Year 2026-27 Local Transportation Fund Claim for public transportation services in the amount of \$1,480,411.

- B. Authorize the Chief Executive Officer of the Orange County Transportation Authority to issue allocation/disbursement instructions to the Orange County Auditor-Controller in the amount of the claim.

**13. Approval of the Fiscal Year 2026-27 Local Transportation Fund Claim for Public Transportation and Community Transit Services**

- A. Approve the Orange County Transit District Fiscal Year 2026-27 Local Transportation Fund Claim for public transportation services in the amount of \$205,036,189, and for community transit services in the amount of \$10,869,295 for a total claim amount of \$215,905,484.

- B. Authorize the Chief Executive Officer to issue allocation/disbursement instructions to the Orange County Auditor-Controller in the full amount of the claims.

**14. Amendment to Cooperative Agreements with Regional Center of Orange County**

A public comment was heard from Paul Hyek.

A motion was made by Chair Federico, seconded by Vice Chair Jung, and, by those present, declared passed to authorize the Chief Executive Officer to negotiate and execute Amendment No. 1 to Cooperative Agreement No. C-4-2328, in the amount of \$10,257,017, between the Orange County Transportation Authority and the Regional Center of Orange County to exercise the first two-year option term to share in the cost of paratransit services provided to individuals served by the Regional Center of Orange County from July 1, 2026, through June 30, 2028.

**15. Agreement for Detail Bus and Streetcar Cleaning and Pesticide Application Services**

A. Approve the selection of Gamboa Services, Inc., doing business as Corporate Image Maintenance, as the firm to provide detail bus and streetcar cleaning and pesticide application services.

B. Authorize the Chief Executive Officer to negotiate and execute Agreement No. C250080 between the Orange County Transportation Authority and Gamboa Services, Inc., doing business as Corporate Image Maintenance, in the amount of \$1,462,070, for a three-year initial term with one, two-year option term to provide detail bus and streetcar cleaning and pesticide application services.

**16. Approval to Release Request for Proposals for Interim Hydrogen Mobile Fueling Stations**

A. Approve the proposed evaluation criteria and weightings for Request for Proposals 250236 to select a firm to provide two interim hydrogen mobile fueling stations.

B. Approve the release of Request for Proposals 250236 for two interim hydrogen mobile fueling stations.

**17. Approval to Sell Surplus Land for the Interstate 5 Improvement Project Between State Route 73 and Oso Parkway**

A. Direct staff to sell the surplus land located within the Interstate 5 Improvement Project between State Route 73 and Oso Parkway.

B. Authorize the Chief Executive Officer to negotiate and execute the necessary documents to complete the sale of the surplus land for the offer price of \$172,516.



**18. Amendment to Measure M2 Project U Senior Non-Emergency Medical Transportation Program**

Authorize the Chief Executive Officer to negotiate and execute Amendment No. 2 to Agreement No. C-1-3446 between the Orange County Transportation Authority and the County of Orange to exercise the option term for continued Measure M2 funding for the Senior Non-Emergency Medical Transportation Program, effective July 1, 2026, through June 30, 2031.

**19. Measure M2 Quarterly Progress Report for the Period of October 2025 through December 2025**

Receive and file as an information item.

**Regular Calendar**

**20. Measure M2 Ten-Year Review Report and Action Plan**

Darrell E. Johnson, Chief Executive Officer (CEO), provided opening comments. Francesca Ching, Manager of Measure M2 Program Management, Chris Boucly, Department Manager of Public Affairs, and Rose Casey, Executive Director of Planning, provided a presentation.

A public comment was received via email from Lisa Landau, Mayor of the City of Seal Beach.

An in-person public comment was received from David Martinez.

A motion was made by Chair Federico, seconded by Vice Chair Jung, and, by those present, declared passed to

- A. Receive and file the Measure M2 Ten-Year Review Report as an information item.
- B. Approve the proposed Action Plan to guide potential Measure M2 performance enhancements.
- C. Direct staff to proceed with implementation of the Action Plan.

**21. 15 Years of Measure M2**

Mr. Johnson, CEO, provided opening remarks, and a video was shown on this item.

No action was taken on this receive and file information item.



## **Discussion Items**

### **22. Public Comments**

A public comment was received via email from Adrianna Rizzo, Californians for Electric Rail.

In-person public comments were heard from Mason Buck and David Martinez.

### **23. Chief Executive Officer's Report**

Mr. Johnson, CEO, reported on the following:

- Southern California Regional Bus Roadeo Award earned by Darvy Traylor
- American Society of Civil Engineers Award earned by Jeannie Lee
- Wave Update

### **24. Directors' Reports**

There were no Directors' Reports.

### **25. Adjournment**

The meeting was adjourned at 10:56 a.m.

The next regularly scheduled meeting of this Board will be held:

**9:30 a.m., on Monday, May 11, 2026**

OCTA Headquarters  
Board Room  
550 South Main Street  
Orange, California

## TRAVELER INFORMATION

## Traveler

## Traveler Name

Jamey Federico

## Who is traveling

Board Member

## Employee ID

30308

## Traveler Title

Board Of Director

## Travel Details

## Is this trip outside of California

Yes

## Coach Operator or Maintenance Staff?

No

## Subject of trip

Annual Rating Agency

## Destination of trip

New York, NY

## Departure Date

8/3/2026

## Return Date

8/8/2026

## Description of trip

On an annual basis, Orange County Transportation Authority (OCTA) conducts meetings in New York with rating agencies, financial institutions, and other key stakeholders. This year, OCTA representatives will meet with New York-based analysts to discuss topics affecting the agency, including the I-405 Express Lanes, 91 Express Lanes, Measure M2 Program, sales tax collections, fiscal year 2026-27 approved budget, and the local economy.

Meetings are scheduled with Moody's Investors Service, Fitch Ratings, S&P Global Ratings, and other interested parties during the week of August 3, 2026.

## Requested Sections

## Registration

No

## Hotel

Yes

## Air Travel

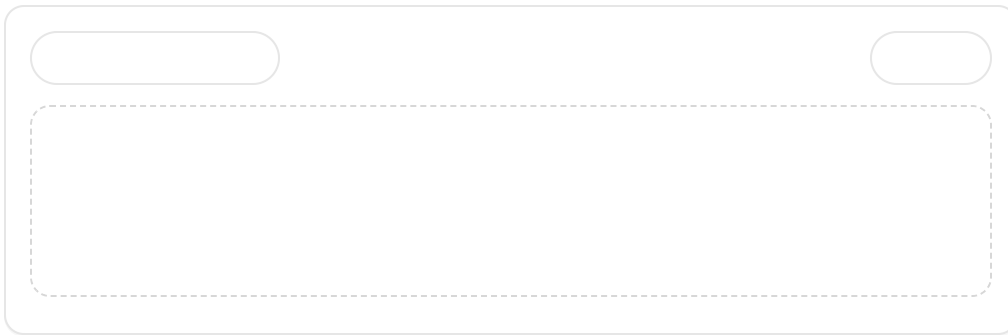
Yes

## Meals

Yes

## SUMMARY

ITEMS	COST
Air Travel	\$750.00
Hotel	\$1422.00
Meals	\$552.00
Miscellaneous	\$320.00
<b>Trip Grand Total</b>	<b>\$3044.00</b>



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## TRAVELER INFORMATION

### Traveler

**Traveler Name**

Fred Jung

**Who is traveling**

Board Member

**Employee ID**

30231

**Traveler Title**

Board Of Director

### Travel Details

**Is this trip outside of California**

Yes

**Coach Operator or Maintenance Staff?**

No

**Subject of trip**

Annual Rating Agency

**Destination of trip**

New York, NY

**Departure Date**

8/3/2026

**Return Date**

8/8/2026

**Description of trip**

On an annual basis, Orange County Transportation Authority (OCTA) conducts meetings in New York with rating agencies, financial institutions, and other key stakeholders. This year, OCTA representatives will meet with New York-based analysts to discuss topics affecting the agency, including the I-405 Express Lanes, 91 Express Lanes, Measure M2 Program, sales tax collections, fiscal year 2026-27 approved budget, and the local economy.

Meetings are scheduled with Moody's Investors Service, Fitch Ratings, S&P Global Ratings, and other interested parties during the week of August 3, 2026.

**Requested Sections****Registration**

No

**Hotel**

Yes

**Air Travel**

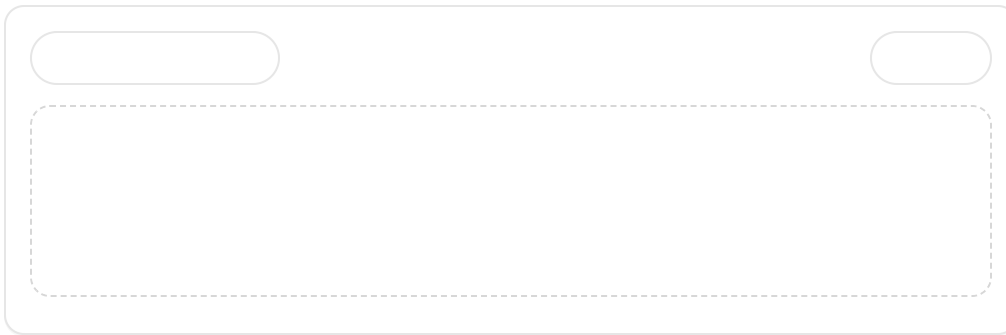
Yes

**Meals**

Yes

## SUMMARY

ITEMS	COST
Air Travel	\$750.00
Hotel	\$1422.00
Meals	\$552.00
Miscellaneous	\$320.00
<b>Trip Grand Total</b>	<b>\$3044.00</b>



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## TRAVELER INFORMATION

### Traveler

**Traveler Name**

Michael Hennessey

**Who is traveling**

Board Member

**Employee ID**

4355

**Traveler Title**

Board Of Director

### Travel Details

**Is this trip outside of California**

Yes

**Coach Operator or Maintenance Staff?**

No

**Subject of trip**

Annual Rating Agency

**Destination of trip**

New York, NY

**Departure Date**

8/3/2026

**Return Date**

8/8/2026

**Description of trip**

On an annual basis, Orange County Transportation Authority (OCTA) conducts meetings in New York with rating agencies, financial institutions, and other key stakeholders. This year, OCTA representatives will meet with New York-based analysts to discuss topics affecting the agency, including the I-405 Express Lanes, 91 Express Lanes, Measure M2 Program, sales tax collections, fiscal year 2026-27 approved budget, and the local economy.

Meetings are scheduled with Moody's Investors Service, Fitch Ratings, S&P Global Ratings, and other interested parties during the week of August 3, 2026.

**Requested Sections****Registration**

No

**Hotel**

Yes

**Air Travel**

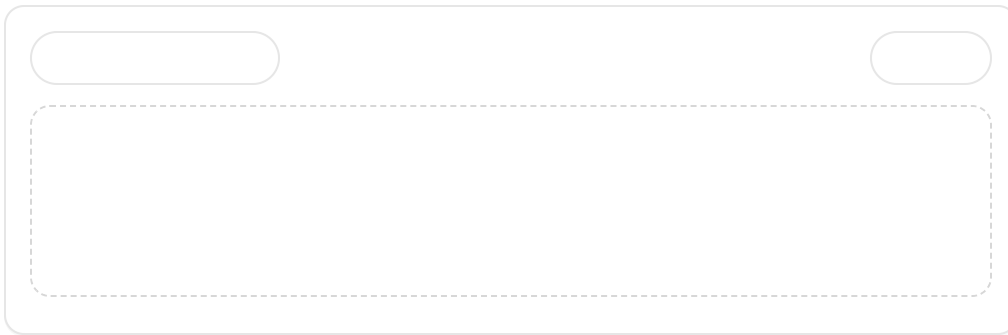
Yes

**Meals**

Yes

## SUMMARY

ITEMS	COST
Air Travel	\$750.00
Hotel	\$1422.00
Meals	\$552.00
Miscellaneous	\$320.00
<b>Trip Grand Total</b>	<b>\$3044.00</b>



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COMMITTEE TRANSMITTAL

**May 11, 2026**

**To:** Members of the Board of Directors

**From:** Andrea West, Clerk of the Board *Andrea West*

**Subject:** Third Quarter Fiscal Year 2025-26 Capital Action Plan and Performance Metrics

Executive Committee Meeting of May 4, 2026

**Present:** Directors Federico, Jung, Chaffee, Hennessey, Klopfenstein and Wagner

**Absent:** None

**Committee Vote**

No action was taken on this item.

**Staff Recommendation(s)**

Receive and file as an information item.



**May 4, 2026**

**To:** Executive Committee

**From:** Darrell E. Johnson, Chief Executive Officer

**Subject:** Third Quarter Fiscal Year 2025-26 Capital Action Plan and Performance Metrics

A handwritten signature in blue ink, appearing to read "Darrell Johnson", is written over the "From:" field of the email header.

**Overview**

Staff has prepared the quarterly progress report on capital project delivery for the period of January 2026 through March 2026 for review by the Orange County Transportation Authority Board of Directors. This report highlights the Capital Action Plan for project delivery, which is used as a performance metric to assess delivery progress on highway, transit, and rail projects, as well as a snapshot of the planned Capital Action Plan project delivery milestones in fiscal year 2025-26.

**Recommendation**

Receive and file as an information item.

**Background**

The Orange County Transportation Authority (OCTA) delivers highway, transit, rail, and facility projects from the beginning of the environmental approval phase through construction completion. Project delivery milestones are planned carefully with consideration of project scope, cost, schedule, and assessment of risks. The milestones reflected in the Capital Action Plan (CAP) are OCTA's planned and budgeted major project delivery commitments.

This report provides the third quarter progress report on the CAP performance metrics for fiscal year (FY) 2025-26.

**Discussion**

OCTA's objective is to deliver projects on schedule and within the approved project budget. Key project cost and schedule commitments are captured in the CAP, which is regularly updated with project status and any new

## Third Quarter Fiscal Year 2025-26 Capital Action Plan and Performance Metrics Page 2

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projects (Attachment A). The CAP is categorized into three key project groupings of freeway, railroad grade separation, and transit projects. Project delivery schedule milestones are used as performance indicators of progress in meeting commitments. The CAP performance metrics report provides a FY snapshot of the milestones targeted for delivery in the FY and provides transparency and performance measurement of capital project delivery.

The CAP project costs represent the total cost across all phases of project delivery, including support costs, right-of-way (ROW), and construction capital costs. Baseline costs, if established, are shown in comparison to either the actual or forecast cost. Baseline costs may be shown as to-be-determined (TBD) if project scoping studies and estimates have not been developed or approved and may be updated as delivery progresses and milestones achieved. Projects identified in the Orange County local transportation sales tax Measure M2 (M2) are identified with the corresponding M2 project logo. The CAP status update is also included in the M2 Quarterly Progress Report.

The CAP summarizes the complex capital project critical path delivery schedules into eight key milestones.

Begin Environmental	The date work on the environmental clearance, project report, or preliminary engineering phase begins.
Complete Environmental	The date environmental clearance and project approval is achieved.
Begin Design	The date final design work begins, or the date when a design-build contract begins.
Complete Design	The date final design work is 100 percent complete and approved.
Construction Ready	The date contract bid documents are ready for advertisement, including certification of ROW, all agreements executed, and contract constraints cleared.
Advertise for Construction	The date a construction contract is advertised for construction bids.
Award Contract	The date the construction contract is awarded.

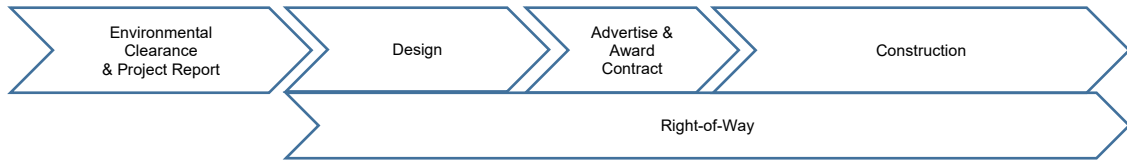
## Third Quarter Fiscal Year 2025-26 Capital Action Plan and *Page 3* Performance Metrics

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### Construction Complete

The date all construction work is complete, and the project is open to public use. This does not include the plant establishment period if included in the construction contract.

These delivery milestones reflect progression across the project delivery phases shown below.



Project schedules reflect planned baseline milestone dates in comparison to forecast or actual milestone dates. Milestone dates may be shown as TBD if project scoping or approval documents have not been finalized and approved, or if the delivery schedule has not been negotiated with a partnering agency or the consultant preparing or working on the specific phase of a project. Planned milestone dates can be revised to reflect new dates from approved baseline schedule changes. Baseline schedule changes are typically made when transitioning to a new project delivery phase, or when notable change is identified during a phase of project delivery. Project schedules are reviewed monthly, and milestone achievements and updated forecast dates are included to reflect project delivery status.

The following milestones were completed in the third quarter of FY 2025-26:

- The complete design milestone for the State Route 55 (SR-55) Improvement Project between Interstate 5 (I-5) and State Route 91 (SR-91) was achieved in February 2026. This was one month later than planned due to required completion of design refinements.
- The complete design milestone for the SR-91/State Route 241 (SR-241) Express Connector was achieved by the Transportation Corridor Agencies (TCA).
- The award contract milestone for the I-5 Improvement Project between Interstate 405 and Yale Avenue was achieved. The California Department of Transportation (Caltrans) awarded the construction contract to Security Paving Company, Inc. on January 29, 2026. Ongoing construction will take place through late 2030.

The following milestones missed the planned delivery through the third quarter of FY 2025-26:

- The complete environmental milestone for the SR-91 Eastbound Corridor Operations Improvement between SR-241 and State Route 71 (SR-71) was missed. The Riverside County Transportation Commission (RCTC) leads this project, and the environmental clearance is anticipated to be completed in July 2026.
- The construction ready, advertise construction, and award contract milestones for the SR-91/SR- 241 Express Connector were missed. TCA anticipates the project to be listed as construction ready in May 2026, advertise for construction bids in June 2026, and award the construction contract in November 2026.
- The construction ready and advertise construction milestones for the SR-91 Improvement between La Palma Avenue and SR-55 were missed due to delays in obtaining final possession of ROW required to construct the project. The advertise construction milestone is currently planned for July 2026.
- The OC Streetcar Project complete construction milestone was missed. In April 2026, in consideration of on-going mediation of a contractor dispute and lawsuit, staff advised the OCTA Board of Directors (Board) that the forecast project completion has been revised to the end of the third quarter FY 2026-27.

#### Recap of FY 2025-26 Performance Metrics Through the Third Quarter

The FY 2025-26 performance metrics snapshot reflects 19 planned major project delivery milestones to be accomplished throughout the FY (Attachment B). Eleven of the 18 milestones planned through the third quarter of FY 2025-26 were delivered.

#### Third Quarter FY 2025-26 CAP Milestone and Cost Updates

##### I-5 Improvement Project Between Avenida Pico and San Diego County Line

The forecast complete environmental milestone was adjusted due to delays in Caltrans' approval of the proposed mitigation for project generated increases of vehicle miles traveled.

I-5 Improvement Project Between I-405 and Yale Avenue

The forecast complete construction milestone was adjusted to account for the actual construction contract award date.

SR-55 Improvement Project Between I-405 and I-5

The forecast construction completion milestone was revised to May 2027 to account for ROW delays.

SR-55 Improvement Project Between I-5 and SR-91

The forecast construction ready and subsequent milestones were adjusted to account for delays with utility relocation plans.

State Route 57 Northbound Between Lambert Road and Tonner Canyon Road

The complete environmental milestone established by Caltrans is now included.

SR-91 Improvement Project Between La Palma Avenue and SR-55

The forecast construction ready and subsequent milestones have been adjusted to account for delays in obtaining final possession of ROW.

91 Eastbound Corridor Operations Project Between SR-241 and SR-71

The forecast complete environmental and subsequent milestones were adjusted. The complete environmental milestone is now forecast for August 2026 based on progress reported by the RCTC. The forecast cost is \$222.2 million, and the OCTA share is 40 percent of the total cost.

SR-91 to SR-241 Express Connector

Remaining forecast milestones were adjusted based on TCA reported progress on the construction ready milestones.

Coastal Rail Stabilization Priority Project Rip-Rap Repair and Shoreline Protection (Area 4)

The forecast complete environmental is July 2026.

### New OCTA Headquarters

On July 28, 2025, the Board selected Stantec Architecture Inc. to prepare plans, specifications, and estimates, and on August 25, 2025, the Board selected Griffin Structures as the program/construction manager for improvements to the new OCTA headquarters property. Two key projects to implement improvements have been added to the CAP. The forecast delivery schedules and cost estimates for these projects are still under development.

The first project includes demolition of existing building improvements, construction of new tenant improvements and construction of an improved central utility plant (CUP) to provide the cooling required for both the existing building and new OCTA Boardroom and conference facility. The CUP mechanical components and upgraded Southern California Edison service design and installation have procurement lead times of approximately 52 weeks. OCTA anticipates the first contract will be ready for Board action to issue an invitation for bids in the third quarter of FY 2026-27.

The second project is for construction of the new OCTA Boardroom and conference center. We anticipate this contract will be ready for Board action to issue an invitation for bids in the fourth quarter of FY 2026-27.

### FY 2025-26 Cost and Performance Metrics Risks

There are continued construction inflationary cost pressures. OCTA's April 2026 Infrastructure Cost Index update, prepared for OCTA by the Orange County Business Council, indicates there are significant uncertainties ahead due to the current geopolitical climate, war in Iran, closure of the Strait of Hormuz, and decisions on rates by the Federal Reserve. Through 2028, the OCTA Cost Index forecasts a two percent to six percent annualized increase in construction costs.

Staff will continue to assess trends and unit price data from construction bids in the region and make needed adjustments to forecast costs.

### ***Summary***

Capital project delivery continues to progress and is reflected in the CAP. Eleven planned milestones have been delivered through the third quarter of FY 2025-26. Forecast schedules and costs have been updated for the FY 2025-26 performance metrics, which will be used as a general quarterly project delivery performance indicator. Staff will continue to manage project costs and schedules across all project phases to meet project delivery commitments and report quarterly.

***Attachments***

- A. Capital Action Plan, Status Through March 2026
- B. Capital Programs Division, Fiscal Year 2025-26 Performance Metrics Through March 2026

**Prepared by:**



James G. Beil, P.E.  
Executive Director, Capital Programs  
(714) 560-5646

**Capital Action Plan**

Status Through March 2026

















Updated: April 10, 2026

Capital Projects	Cost	Schedule							
	Baseline/Forecast	Plan/Forecast							
	(millions)	Begin Environmental	Complete Environmental	Begin Design	Complete Design	Construction Ready	Advertise Construction	Award Contract	Complete Construction
<b>Freeway Projects:</b>									
I-5, Pico to San Diego County	TBD	Feb-21	Apr-24	TBD	TBD	TBD	TBD	TBD	TBD
	TBD	<b>Feb-21</b>	Jun-27	TBD	TBD	TBD	TBD	TBD	TBD
I-5, Pico to Vista Hermosa	\$113.0	Jun-09	Dec-11	Jun-11	Oct-13	Feb-14	Oct-14	Dec-14	Aug-18
Project C	\$83.6	<b>Jun-09</b>	<b>Oct-11</b>	<b>Jun-11</b>	<b>Oct-13</b>	<b>May-14</b>	<b>Sep-14</b>	<b>Dec-14</b>	<b>Aug-18</b>
I-5, Vista Hermosa to Pacific Coast Highway	\$75.6	Jun-09	Dec-11	Jun-11	Feb-13	Jun-13	Oct-13	Dec-13	Mar-17
Project C	\$75.3	<b>Jun-09</b>	<b>Oct-11</b>	<b>Jun-11</b>	<b>May-13</b>	<b>Aug-13</b>	<b>Feb-14</b>	<b>Jun-14</b>	<b>Jul-17</b>
I-5, Pacific Coast Highway to San Juan Creek Road	\$70.7	Jun-09	Dec-11	Jun-11	Jan-13	May-13	Aug-13	Oct-13	Sep-16
Project C	\$74.3	<b>Jun-09</b>	<b>Oct-11</b>	<b>Jun-11</b>	<b>Jan-13</b>	<b>Apr-13</b>	<b>Aug-13</b>	<b>Dec-13</b>	<b>Jul-18</b>
I-5, I-5/Ortega Interchange	\$90.9	Sep-05	Jun-09	Jan-09	Nov-11	Mar-12	Jun-12	Aug-12	Sep-15
Project D	\$79.8	<b>Sep-05</b>	<b>Jun-09</b>	<b>Jan-09</b>	<b>Dec-11</b>	<b>Apr-12</b>	<b>Jun-12</b>	<b>Aug-12</b>	<b>Jan-16</b>
I-5, I-5/Ortega Interchange (Landscape)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Project D	N/A	N/A	N/A	<b>Jan-14</b>	<b>Oct-14</b>	<b>Feb-15</b>	<b>Aug-15</b>	<b>Sep-15</b>	<b>Sep-16</b>
I-5, SR-73 to Oso Parkway	\$151.9	Sep-11	Jun-14	Mar-15	Jan-18	May-18	Aug-18	Dec-18	Apr-25
Project C & D	\$229.4	<b>Oct-11</b>	<b>May-14</b>	<b>Mar-15</b>	<b>Aug-18</b>	<b>May-19</b>	<b>Aug-19</b>	<b>Dec-19</b>	<b>Jul-25</b>
I-5, Oso Parkway to Alicia Parkway	\$196.2	Sep-11	Jun-14	Nov-14	Jun-17	Dec-17	Feb-18	Jun-18	Nov-23
Project C & D	\$230.3	<b>Oct-11</b>	<b>May-14</b>	<b>Nov-14</b>	<b>Dec-17</b>	<b>Jun-18</b>	<b>Nov-18</b>	<b>Mar-19</b>	<b>Dec-24</b>
I-5, Alicia Parkway to El Toro Road	\$133.6	Sep-11	Jun-14	Mar-15	Jun-18	Dec-18	Jan-19	May-19	Oct-24
Project C	\$227.3	<b>Oct-11</b>	<b>May-14</b>	<b>Mar-15</b>	<b>May-19</b>	<b>Apr-20</b>	<b>May-20</b>	<b>Sep-20</b>	<b>Jul-25</b>
I-5, SR-73 to El Toro Road (Landscape)	TBD	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Project C	\$12.4	N/A	N/A	<b>Mar-23</b>	<b>Oct-24</b>	<b>Dec-24</b>	<b>Mar-25</b>	<b>May-25</b>	Dec-26
I-5, I-5/El Toro Road Interchange	TBD	Apr-17	Apr-26	TBD	TBD	TBD	TBD	TBD	TBD
Project D	TBD	<b>Apr-17</b>	Dec-26	TBD	TBD	TBD	TBD	TBD	TBD
I-5, I-405 to Yale Avenue	\$280.6	May-14	Aug-18	Oct-21	May-24	May-25	Dec-25	Feb-26	Aug-30
Project B	\$388.1	<b>May-14</b>	<b>Jan-20</b>	<b>Oct-21</b>	<b>Nov-24</b>	<b>Jun-25</b>	<b>Aug-25</b>	<b>Jan-26</b>	<b>Aug-30</b>
I-5, Yale Avenue to SR-55	\$238.3	May-14	Aug-18	May-21	Feb-25	Aug-25	Nov-25	Dec-25	Feb-31
Project B	\$327.9	<b>May-14</b>	<b>Jan-20</b>	<b>May-21</b>	<b>Aug-24</b>	<b>Jun-25</b>	<b>Aug-25</b>	<b>Nov-25</b>	<b>Feb-31</b>
I-5, SR-55 to SR-57	\$38.1	Jul-11	Jun-13	Jun-15	Mar-17	Jul-17	Sep-17	Dec-17	Apr-21
Project A	\$38.9	<b>Jun-11</b>	<b>Apr-15</b>	<b>Jun-15</b>	<b>Jun-17</b>	<b>Dec-17</b>	<b>Mar-18</b>	<b>Nov-18</b>	<b>Jan-21</b>
SR-55, I-405 to I-5	\$410.9	Feb-11	Nov-13	Sep-17	Apr-20	Dec-20	Apr-21	May-22	Feb-27
Project F	\$505.7	<b>May-11</b>	<b>Aug-17</b>	<b>Sep-17</b>	<b>Apr-20</b>	<b>Sep-21</b>	<b>Dec-21</b>	<b>May-22</b>	<b>May-27</b>
SR-55, I-5 to SR-91	\$131.3	Dec-16	Jan-20	Aug-22	Jul-25	Dec-25	Apr-26	Jul-26	Oct-29
Project F	\$202.1	<b>Dec-16</b>	<b>Mar-20</b>	<b>Aug-22</b>	<b>Feb-26</b>	Nov-26	Mar-27	Jun-27	Sep-30

# Capital Action Plan

Status Through March 2026














Updated: April 10, 2026

Capital Projects	Cost	Schedule							
	Baseline/Forecast	Plan/Forecast							
	(millions)	Begin Environmental	Complete Environmental	Begin Design	Complete Design	Construction Ready	Advertise Construction	Award Contract	Complete Construction
 SR-57 Northbound (NB), Orangewood Avenue to Katella Avenue Project G	\$71.8	Apr-16	Dec-18	Mar-22	Jul-24	Feb-25	Jul-25	Nov-25	Apr-29
	\$135.4	<b>Apr-16</b>	<b>Mar-19</b>	<b>Mar-22</b>	<b>Aug-24</b>	<b>May-25</b>	<b>Jul-25</b>	<b>Sep-25</b>	<b>Jun-28</b>
 SR-57 (NB), Katella Avenue to Lincoln Avenue Project G	\$78.7	Apr-08	Jul-09	Jul-08	Nov-10	Mar-11	May-11	Aug-11	Sep-14
	\$38.0	<b>Apr-08</b>	<b>Nov-09</b>	<b>Aug-08</b>	<b>Dec-10</b>	<b>Apr-11</b>	<b>Jul-11</b>	<b>Oct-11</b>	<b>Apr-15</b>
 SR-57 (NB), Katella Avenue to Lincoln Avenue (Landscape) Project G	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	<b>May-09</b>	<b>Jul-10</b>	<b>Jun-17</b>	<b>Jul-17</b>	<b>Sep-17</b>	<b>Jun-18</b>
 SR-57 (NB), Orangethorpe Avenue to Yorba Linda Boulevard Project G	\$80.2	Aug-05	Dec-07	Feb-08	Dec-09	Apr-10	Jun-10	Oct-10	May-14
	\$52.3	<b>Aug-05</b>	<b>Dec-07</b>	<b>Feb-08</b>	<b>Jul-09</b>	<b>Dec-09</b>	<b>May-10</b>	<b>Oct-10</b>	<b>Nov-14</b>
 SR-57 (NB), Yorba Linda Boulevard to Lambert Road Project G	\$79.3	Aug-05	Dec-07	Feb-08	Dec-09	Apr-10	Jun-10	Oct-10	Sep-14
	\$54.1	<b>Aug-05</b>	<b>Dec-07</b>	<b>Feb-08</b>	<b>Jul-09</b>	<b>Mar-10</b>	<b>May-10</b>	<b>Oct-10</b>	<b>May-14</b>
 SR-57 (NB), Orangethorpe Avenue to Lambert Road (Landscape) Project G	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	<b>Oct-14</b>	<b>Aug-17</b>	<b>Dec-17</b>	<b>Jan-18</b>	<b>Feb-18</b>	<b>Apr-19</b>
 SR-57 (NB), Lambert Road to Tonner Canyon Project G	TBD	Nov-25	Jan-29	TBD	TBD	TBD	TBD	TBD	TBD
	TBD	<b>Nov-25</b>	<b>Jan-29</b>	TBD	TBD	TBD	TBD	TBD	TBD
 SR-91 Westbound (WB), I-5 to SR-57 Project H	\$78.1	Jul-07	Apr-10	Oct-09	Feb-12	Jul-12	Aug-12	Nov-12	Apr-16
	\$59.2	<b>Jul-07</b>	<b>Jun-10</b>	<b>Mar-10</b>	<b>Apr-12</b>	<b>Aug-12</b>	<b>Oct-12</b>	<b>Jan-13</b>	<b>Jun-16</b>
 SR-91 (WB), I-5 to SR-57 (Landscape) Project H	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	<b>Nov-14</b>	<b>Aug-16</b>	<b>Dec-16</b>	<b>Feb-17</b>	<b>Mar-17</b>	<b>Nov-17</b>
 SR-91, SR-55 to Lakeview Avenue (Segment 1) Project I	\$108.6	Jan-15	Oct-18	Mar-20	Jan-23	Aug-23	Oct-23	Feb-24	Mar-28
	\$140.7	<b>Jan-15</b>	<b>Jun-20</b>	<b>Mar-20</b>	<b>Mar-23</b>	<b>May-24</b>	<b>Jun-24</b>	<b>Jan-25</b>	<b>Mar-28</b>
 SR-91, La Palma Avenue to SR-55 (Segment 2) Project I	\$208.4	Jan-15	Oct-18	Jun-20	Jul-23	Feb-24	Mar-24	Jul-24	Mar-28
	\$380.7	<b>Jan-15</b>	<b>Jun-20</b>	<b>Jun-20</b>	<b>Jan-25</b>	<b>Jun-26</b>	<b>Oct-26</b>	<b>Mar-27</b>	<b>Mar-31</b>
 SR-91, Acacia Street to La Palma Avenue (Segment 3) Project I	\$147.7	Jan-15	Oct-18	Nov-20	Apr-24	Nov-24	Jan-25	Dec-25	Sep-30
	\$257.5	<b>Jan-15</b>	<b>Jun-20</b>	<b>Nov-20</b>	<b>Oct-24</b>	<b>Apr-25</b>	<b>May-25</b>	<b>Oct-25</b>	<b>Sep-30</b>
 SR-91 (WB), Tustin Interchange to SR-55 Project I	\$49.9	Jul-08	Jul-11	Jul-11	Mar-13	Jul-13	Aug-13	Oct-13	Jul-16
	\$42.5	<b>Jul-08</b>	<b>May-11</b>	<b>Jun-11</b>	<b>Feb-13</b>	<b>Apr-13</b>	<b>Jun-13</b>	<b>Oct-13</b>	<b>Jul-16</b>
 SR-91, SR-55 to SR-241 Project J	\$128.4	Jul-07	Jul-09	Jun-09	Jan-11	Apr-11	Jun-11	Sep-11	Dec-12
	\$79.7	<b>Jul-07</b>	<b>Apr-09</b>	<b>Apr-09</b>	<b>Aug-10</b>	<b>Dec-10</b>	<b>Feb-11</b>	<b>May-11</b>	<b>Mar-13</b>
 SR-91, SR-55 to SR-241 (Landscape) Project J	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
	N/A	N/A	N/A	<b>May-12</b>	<b>Feb-13</b>	<b>Apr-13</b>	<b>Jul-13</b>	<b>Oct-13</b>	<b>Feb-15</b>
 SR-91 Eastbound (EB), SR-241 to SR-71 Project J	\$104.5	Mar-05	Dec-07	Jul-07	Dec-08	Mar-09	May-09	Jul-09	Nov-10
	\$57.8	<b>Mar-05</b>	<b>Dec-07</b>	<b>Jul-07</b>	<b>Dec-08</b>	<b>May-09</b>	<b>Jun-09</b>	<b>Aug-09</b>	<b>Jan-11</b>

# Capital Action Plan

Status Through March 2026












Updated: April 10, 2026

Capital Projects	Cost	Schedule							
	Baseline/Forecast	Plan/Forecast							
	(millions)	Begin Environmental	Complete Environmental	Begin Design	Complete Design	Construction Ready	Advertise Construction	Award Contract	Complete Construction
 SR-91 EB Corridor Operations Project (SR-241 to SR-71) (PDB) Project J	N/A \$222.2	N/A Jun-23	N/A Aug-26	N/A Sep-26	N/A Sep-27	N/A Sep-27	N/A N/A	N/A N/A	N/A Sep-30
91 Express Lanes to SR-241 Toll Connector	N/A \$524.2	N/A Nov-13	N/A Jan-20	N/A Jun-16	N/A Mar-26	N/A Apr-26	N/A Jun-26	N/A Aug-26	N/A Jun-30
 I-405, I-5 to SR-55 Project L	TBD TBD	Dec-14 Dec-14	Jul-18 Aug-18	TBD TBD	TBD TBD	TBD TBD	TBD TBD	TBD TBD	TBD TBD
 I-405, SR-55 to I-605 (Design-Build) Project K	\$2,160.0 \$2,160.0	Mar-09 Mar-09	Mar-13 May-15	Mar-14 Mar-14	Nov-15 Nov-15	Feb-16 Feb-16	Mar-16 Mar-16	Nov-16 Nov-16	Feb-24 Feb-24
I-405/SR-22 HOV Connector	\$195.9 \$120.8	N/A N/A	N/A N/A	Sep-07 Sep-07	Sep-09 Jun-09	Mar-10 Sep-09	May-10 Feb-10	Aug-10 Jun-10	Aug-14 Mar-15
I-405/I-605 HOV Connector	\$260.4 \$172.6	N/A N/A	N/A N/A	Sep-07 Sep-07	Sep-09 Sep-09	Mar-10 Feb-10	May-10 May-10	Oct-10 Oct-10	Jan-15 Mar-15
 I-605, I-605/Katella Interchange Project M	\$29.0 \$53.0	Aug-16 Aug-16	Nov-18 Oct-18	Dec-20 Dec-20	Mar-23 Jan-23	Jul-23 Oct-24	Nov-23 Nov-24	Feb-24 Apr-25	Jul-27 Jul-27
<b>Grade Separation Projects:</b>									
 Sand Canyon Avenue Railroad Grade Separation Project R	\$55.6 \$61.9	N/A N/A	Sep-03 Sep-03	Jan-04 Jan-04	Jul-10 Jul-10	Jul-10 Jul-10	Oct-10 Oct-10	Feb-11 Feb-11	May-14 Jan-16
 Raymond Avenue Railroad Grade Separation Project O	\$77.2 \$126.2	Feb-09 Feb-09	Nov-09 Nov-09	Mar-10 Mar-10	Aug-12 Dec-12	Nov-12 Jul-13	Feb-13 Oct-13	May-13 Feb-14	Aug-18 May-18
 State College Boulevard Railroad Grade Separation (Fullerton) Project O	\$73.6 \$99.6	Dec-08 Dec-08	Jan-11 Apr-11	Jul-06 Jul-06	Aug-12 Feb-13	Nov-12 May-13	Feb-13 Sep-13	May-13 Feb-14	May-18 Mar-18
 Placentia Avenue Railroad Grade Separation Project O	\$78.2 \$64.5	Jan-01 Jan-01	May-01 May-01	Jan-09 Jan-09	Mar-10 Jun-10	May-10 Jan-11	Mar-11 Mar-11	Jun-11 Jul-11	Nov-14 Dec-14
 Kraemer Boulevard Railroad Grade Separation Project O	\$70.4 \$63.8	Jan-01 Jan-01	Sep-09 Sep-09	Jan-09 Feb-09	Jul-10 Jul-10	Jul-10 Jan-11	Apr-11 Jun-11	Aug-11 Sep-11	Oct-14 Dec-14
 Orangethorpe Avenue Railroad Grade Separation Project O	\$117.4 \$105.9	Jan-01 Jan-01	Sep-09 Sep-09	Feb-09 Feb-09	Dec-11 Oct-11	Dec-11 Apr-12	Feb-12 Sep-12	May-12 Jan-13	Sep-16 Oct-16
 Tustin Avenue/Rose Drive Railroad Grade Separation Project O	\$103.0 \$96.6	Jan-01 Jan-01	Sep-09 Sep-09	Feb-09 Feb-09	Dec-11 Jul-11	Mar-12 Jun-12	May-12 Oct-12	Aug-12 Feb-13	May-16 Oct-16
 Lakeview Avenue Railroad Grade Separation Project O	\$70.2 \$110.9	Jan-01 Jan-01	Sep-09 Sep-09	Feb-09 Feb-09	Oct-11 Jan-13	Oct-12 Apr-13	Feb-13 Sep-13	May-13 Nov-13	Mar-17 Jun-17
 17th Street Railroad Grade Separation Project R	TBD TBD	Oct-14 Oct-14	Jun-16 Nov-17	TBD TBD	TBD TBD	TBD TBD	TBD TBD	TBD TBD	TBD TBD

### Capital Action Plan

Status Through March 2026

Updated: April 10, 2026

Capital Projects	Cost	Schedule							
	Baseline/Forecast	Plan/Forecast							
	(millions)	Begin Environmental	Complete Environmental	Begin Design	Complete Design	Construction Ready	Advertise Construction	Award Contract	Complete Construction
<b>Transit Projects:</b>									
 Rail-Highway Grade Crossing Safety Enhancement	\$94.4	Jan-08	Oct-08	Jan-08	Sep-08	Sep-08	Sep-08	Aug-09	Dec-11
Project R	\$90.4	<b>Jan-08</b>	<b>Oct-08</b>	<b>Jan-08</b>	<b>Sep-08</b>	<b>Sep-08</b>	<b>Sep-08</b>	<b>Aug-09</b>	<b>Dec-11</b>
 San Clemente Beach Trail Safety Enhancements	\$6.0	Sep-10	Jul-11	Feb-12	Apr-12	Apr-12	Jul-12	Oct-12	Jan-14
Project R	\$5.0	<b>Sep-10</b>	<b>Jul-11</b>	<b>Feb-12</b>	<b>Jun-12</b>	<b>Jun-12</b>	<b>Oct-12</b>	<b>May-13</b>	<b>Mar-14</b>
 CRSPP Rip-Rap Repair (Area 1, 2) and Bridge Removal (Area 3)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Project R	\$9.2	<b>Aug-24</b>	<b>Apr-25</b>	<b>Mar-25</b>	<b>Apr-25</b>	<b>Apr-25</b>	N/A	<b>Apr-25</b>	<b>Jun-25</b>
 CRSPP Catchment Wall (Area 3)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Project R	\$80.7	<b>Aug-24</b>	<b>Jun-25</b>	N/A	N/A	N/A	<b>Apr-25</b>	<b>Jun-25</b>	Oct-26
 CRSPP Rip-Rap Repair and Shoreline Protection (Area 4)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Project R	TBD	<b>Aug-24</b>	Jul-26	TBD	TBD	TBD	TBD	TBD	TBD
 CRSPP Sand Nourishment	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Project R	TBD	<b>Aug-24</b>	Oct-26	<b>Mar-25</b>	Nov-26	Nov-26	Feb-27	Apr-27	Jan-28
 Emergency Track Stabilization at Mile Post 206.8	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Project R	\$23.3	N/A	N/A	N/A	N/A	N/A	<b>Sep-22</b>	<b>Oct-22</b>	<b>Aug-23</b>
San Juan Capistrano Passing Siding	\$25.3	Aug-11	Jan-13	Mar-15	May-16	May-16	Aug-16	Dec-16	Feb-21
	\$33.2	<b>Aug-11</b>	<b>Mar-14</b>	<b>Mar-15</b>	<b>Aug-18</b>	<b>Aug-18</b>	<b>Aug-18</b>	<b>Mar-19</b>	<b>Nov-20</b>
 OC Streetcar	\$671.4	Aug-09	Mar-12	Feb-16	Sep-17	Oct-17	Dec-17	Aug-18	Jul-26
Project S	\$671.4	<b>Aug-09</b>	<b>Mar-15</b>	<b>Feb-16</b>	<b>Nov-17</b>	<b>Dec-17</b>	<b>Dec-17</b>	<b>Sep-18</b>	Jul-26
Transit Security and Operation Center	N/A	Jun-17	Jun-20	Jun-20	Oct-23	Nov-23	Jan-24	Sep-24	Sep-26
	\$77.8	<b>Jun-17</b>	<b>Jun-20</b>	<b>Jun-20</b>	<b>Mar-24</b>	<b>Mar-24</b>	<b>Mar-24</b>	<b>Sep-24</b>	Dec-27
Headquarters Building - Tenant Improvement	TBD	Feb-26	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	TBD	<b>Feb-26</b>	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Headquarters Building - Board Room	TBD	Feb-26	TBD	TBD	TBD	TBD	TBD	TBD	TBD
	TBD	<b>Feb-26</b>	TBD	TBD	TBD	TBD	TBD	TBD	TBD
 Placentia Metrolink Station and Parking Structure	\$34.8	Jan-03	May-07	Oct-08	Jan-11	TBD	TBD	TBD	TBD
Project R	\$40.1	<b>Jan-03</b>	<b>May-07</b>	<b>Oct-08</b>	<b>Feb-11</b>	TBD	TBD	TBD	TBD
 Orange County Maintenance Facility	TBD	Apr-20	Apr-22	TBD	TBD	TBD	TBD	TBD	TBD
Project R	TBD	<b>Apr-20</b>	<b>Nov-23</b>	TBD	TBD	TBD	TBD	TBD	TBD
 Irvine Metrolink Station Improvements	TBD	Jan-22	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Project R	TBD	<b>Jan-22</b>	TBD	TBD	TBD	TBD	TBD	TBD	TBD

## Capital Action Plan

Status Through March 2026

Updated: April 10, 2026

Capital Projects	Cost	Schedule							
	Baseline/Forecast	Plan/Forecast							
	(millions)	Begin Environmental	Complete Environmental	Begin Design	Complete Design	Construction Ready	Advertise Construction	Award Contract	Complete Construction
Anaheim Canyon Metrolink Station	\$27.9	Jan-16	Dec-16	Mar-19	May-19	May-19	Jul-19	Nov-19	Jan-23
	\$34.2	Jan-16	Jun-17	Mar-18	Oct-20	Oct-20	Oct-20	Mar-21	Jan-23
Orange Metrolink Station Parking Expansion	\$33.2	Dec-09	Dec-12	Nov-10	Apr-13	Jul-16	Jul-16	Nov-16	Feb-19
	\$30.9	Dec-09	May-16	Nov-10	Apr-16	Jul-16	Jul-16	Jun-17	Feb-19
Fullerton Transportation Center - Elevator Upgrades	\$3.5	N/A	N/A	Jan-12	Dec-13	Dec-13	Jun-14	Sep-14	Mar-17
	\$4.2	N/A	N/A	Jan-12	Dec-13	Dec-13	Aug-14	Apr-15	May-19
Anaheim Regional Transportation Intermodal Center	\$227.4	Apr-09	Feb-11	Jun-09	Feb-12	Feb-12	May-12	Jul-12	Nov-14
Project R & T	\$232.2	Apr-09	Feb-12	Jun-09	May-12	May-12	May-12	Sep-12	Dec-14

Note: Costs associated with landscape projects are included in respective freeway projects.

Grey = Milestone achieved

Green = Forecast milestone meets or exceeds plan

Yellow = Forecast milestone is one to three months later than plan

Red = Forecast milestone is over three months later than plan

**Begin Environmental:** The date work on the environmental clearance, project report, or preliminary engineering phase begins.

**Complete Environmental:** The date environmental clearance and project approval is achieved.

**Begin Design:** The date final design work begins, or the date when a design-build contract begins.

**Complete Design:** The date final design work is 100 percent complete and approved.

**Construction Ready:** The date contract bid documents are ready for advertisement, including certification of right-of-way, all agreements executed, contract constraints are cleared.

**Advertise for Construction:** The date a construction contract is both funded and advertised for bids.

**Award Contract:** The date the construction contract is awarded.

**Construction Complete:** The date all construction work is completed and the project is open to public use.

### Acronyms

I-5 - Santa Ana Freeway (Interstate 5)

SR-73 - San Joaquin Freeway (State Route 73)

I-405 - San Diego Freeway (Interstate 405)

SR-55 - Costa Mesa Freeway (State Route 55)

SR-57 - Orange Freeway (State Route 57)

SR-91 - Riverside Freeway (State Route 91)

SR-241 - Foothill/Eastern Transportation Corridor (State Route 241)

SR-71 - Corona Expressway (State Route 71)

I-605 - San Gabriel River Freeway (Interstate 605)

SR-22 - Garden Grove Freeway (State Route 22)

CRSPP - Coastal Rail Stabilization Priority Project

PDB - Progressive Design-Build

HOV - High-Occupancy Vehicle

## Capital Programs Division Fiscal Year 2025-26 Performance Metrics Through March 2026

### Begin Environmental

Project Description	FY 26 Qtr 1		FY 26 Qtr 2		FY 26 Qtr 3		FY 26 Qtr 4		FY 26
	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst
No "Begin Environmental" milestones scheduled for FY 2025-26									
<b>Total Forecast/Actual</b>	0	0	0	0	0	0	0	0	0

### Complete Environmental

Project Description	FY 26 Qtr 1		FY 26 Qtr 2		FY 26 Qtr 3		FY 26 Qtr 4		FY 26
	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst
SR-91 Eastbound Corridor Operations Project (SR-241 to SR-71)					X				
<b>Total Forecast/Actual</b>	0	0	0	0	1	0	0	0	1

### Begin Design

Project Description	FY 26 Qtr 1		FY 26 Qtr 2		FY 26 Qtr 3		FY 26 Qtr 4		FY 26
	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst
No "Begin Design" milestones scheduled for FY 2025-26									
<b>Total Forecast/Actual</b>	0	0	0	0	0	0	0	0	0

### Complete Design

Project Description	FY 26 Qtr 1		FY 26 Qtr 2		FY 26 Qtr 3		FY 26 Qtr 4		FY 26
	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst
SR-55, I-5 to SR-91			X			✓			
91 Express Lanes to SR-241 Toll Connector			X			✓			
<b>Total Forecast/Actual</b>	0	0	2	0	0	2	0	0	2

### Construction Ready

Project Description	FY 26 Qtr 1		FY 26 Qtr 2		FY 26 Qtr 3		FY 26 Qtr 4		FY 26
	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst
SR-91, La Palma Avenue to SR-55 (Segment 2)			X						
91 Express Lanes to SR-241 Toll Connector			X						
<b>Total Forecast/Actual</b>	0	0	2	0	0	0	0	0	2

### Advertise Construction

Project Description	FY 26 Qtr 1		FY 26 Qtr 2		FY 26 Qtr 3		FY 26 Qtr 4		FY 26
	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst
I-5, I-405 to Yale Avenue	X	✓							
I-5, Yale Avenue to SR-55	X	✓							
SR-57 Northbound (NB), Orangewood Avenue to Katella Avenue	X	✓							
SR-91, La Palma Avenue to SR-55 (Segment 2)					X				
91 Express lanes to SR-241 Toll Connector					X				
<b>Total Forecast/Actual</b>	3	3	0	0	2	0	0	0	5

## Capital Programs Division Fiscal Year 2025-26 Performance Metrics Through March 2026

### Award Contract

Project Description	FY 26 Qtr 1		FY 26 Qtr 2		FY 26 Qtr 3		FY 26 Qtr 4		FY 26
	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst
SR-91, Acacia Street to La Palma Avenue (Segment 3)	X								
SR-57 NB, Orangewood Avenue to Katella Avenue		✔	X	✔					
I-5, I-405 to Yale Avenue					X	✔			
I-5, Yale Avenue to SR-55				✔	X				
91 Express Lanes to SR-241 Toll Connector					X				
SR-91, La Palma Avenue to SR-55 (Segment 2)							X		
Total Forecast/Actual	1	1	1	2	3	1	1	0	6

### Complete Construction

Project Description	FY 26 Qtr 1		FY 26 Qtr 2		FY 26 Qtr 3		FY 26 Qtr 4		FY 26
	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst	Actual	Fcst
I-5, SR-73 to Oso Parkway	X	✔							
I-5, Alicia Parkway to El Toro Road	X	✔							
OC Streetcar Project					X				
Total Forecast/Actual	2	2	0	0	1	0	0	0	3

<b>Totals</b>	6	6	5	2	7	3	1	0	19
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**Begin Environmental:** The date work on the environmental clearance, project report, or preliminary engineering phase begins.

**Complete Environmental:** The date environmental clearance and project approval is achieved.

**Begin Design:** The date final design work begins or the date when a design-build contract begins.

**Complete Design:** The date final design work is 100 percent complete and approved.

**Construction Ready:** The date contract bid documents are ready for advertisement, right-of-way certified, all agreements executed, and contract constraints are cleared.

**Advertise for Construction:** The date a construction contract is both funded and advertised for bids.

**Award Contract:** The date the construction contract is awarded.

**Construction Complete:** The date all construction work is completed and the project is open to public use.

**Acronyms**

SR-91 - Riverside Freeway (State Route 91)

SR-241 - Foothill/Eastern Transportation Corridor (State Route 241)

SR-71 - Corona Expressway (State Route 71)

SR-55 - Costa Mesa Freeway (State Route 55)

I-5 - Santa Ana Freeway (Interstate 5)

I-405 - San Diego Freeway (Interstate 405)

SR-57 - Orange Freeway (State Route 57)

SR-73 - San Joaquin Freeway (State Route 73)

X = milestone forecast in quarter

✔ = milestone accomplished in quarter



# Third Quarter Fiscal Year 2025-26 Capital Action Plan and Performance Metrics



# Major Project Status



## MEASURE M CAPITAL ACTION PLAN PROGRESS



- A** I-5 (SR-55 to SR-57)
- B** I-5 (I-405 to SR-55)
- C** I-5 (Avenida Pico to San Juan Creek Road)
- D** I-5 (SR-73 to El Toro Road)
- D** I-5/Ortega Highway Interchange Improvements
- D** I-5/El Toro Road Interchange Improvements
- E** SR-22 Access Improvements
- F** SR-55 (I-405 to I-5)
- F** SR-55 (I-5 to SR-91)
- G** SR-57 NB (Orangewood Avenue to Katella Avenue)
- G** SR-57 NB (Katella Avenue to Lincoln Avenue)
- G** SR-57 NB (Orangethorpe Avenue to Lambert Road)
- G** SR-57 NB (Lambert Road to County Line)
- H** SR-91 WB (I-5 to SR-57)
- I** SR-91 (SR-57 to SR-55)
- I** SR-91 WB (Tustin Avenue to SR-55)

- J** SR-91 (SR-55 to SR-71)
- J** SR-91 (SR-241 to County Line)\*
- K** I-405 (SR-73 to I-605)
- L** I-405 (I-5 to SR-55)
- M** I-605/Katella Avenue Interchange Improvements
- N** Freeway Service Patrol (not mapped)
- S** OC Streetcar
- A-M** Environmental Mitigation Program
  - 1,300 acres of permanent open space
  - 12 restoration projects totaling nearly 350 acres (not mapped)

\*Project environmentally reviewed as part of the Riverside County Transportation Commission's Corridor Improvement Project. Additional studies needed prior to construction.

- ### OTHER PROJECTS
- New OCTA Headquarters
  - TSOC
  - I-5, County Line to Avenida Pico
  - SR-91 Express Lanes to SR-241 Toll Connector

ENVIRONMENTAL MITIGATION PROGRAM PRESERVES

4.29.26



# Third Quarter Fiscal Year (FY) 2025-26 Performance Metrics

## Three milestones achieved

- Complete design milestone for the State Route 55 (SR-55) Improvement Project between Interstate 5 (I-5) and State Route 91 (SR-91)
- Complete design milestone for the SR-91/State Route 241 (SR-241) Express Connector by the Transportation Corridor Agencies (TCA)
- Award contract for construction of the I-5 Improvement between Interstate 405 (I-405) and Yale Avenue

## Seven milestones missed

- Complete environmental for the SR-91 Eastbound Concept of Operations Improvement Project between SR-241 to State Route 71 (SR-71), now targeted in July 2026
- Construction ready, advertise construction, and award contract milestones for the SR-91/SR-241 Express Connector, implementation by TCA and the California Department of Transportation (Caltrans)
- Construction ready milestone for the SR-91 Improvement Project between La Palma Avenue and SR-55, now targeted in May 2026
- Complete construction for the OC Streetcar Project, now forecast to be completed in March 2027

## Eleven of 18 milestones planned through third quarter delivered



# Third Quarter FY 2025-26 Capital Action Plan (CAP) Updates

## Forecast milestone updates

- Complete environmental for I-5 Improvement Project between Avenida Pico and County Line adjusted to June 2026 while awaiting Caltrans approval of the induced vehicle mile traveled mitigation plan
- Complete construction for I-5 Improvement Project between I-405 and Yale Avenue adjusted to August 2030 to account for the actual construction contract award date
- Complete construction for SR-55 Improvement Project between I-405 and I-5 due to right-of-way (ROW) and construction delays
- Construction ready and subsequent milestones for SR-55 Improvement Project between I-5 and SR-91 adjusted due to utility relocation plans
- Complete environmental for Northbound State Route 57 Improvement Project between Lambert Road and Tonner Canyon reflects Caltrans delivery schedule forecast for August 2028
- Construction ready milestone for SR-91 Improvement Project between La Palma Avenue and SR-55 adjusted to June 2026 while awaiting final possession of required ROW



## Third Quarter FY 2025-26 CAP Updates (cont.)

- Complete environmental milestone for SR-91 Eastbound Corridor Operations Project between SR-241 and SR-71 adjusted to August 2026 based on status from Riverside County Transportation Commission
- Construction ready milestone for SR-91/SR-241 Express Connector adjusted one month based on status from TCA staff
- Complete environmental milestone for the Coastal Rail Stabilization Priority Project Rip-Rap Repair and Shoreline Protection (Area 4) targeted for July 2026
- Added New OCTA Headquarters Tenant Improvement Project, schedule and cost to be determined (TBD)
- Added New OCTA Headquarters Board of Directors Room Project, schedule and cost TBD



# FY 2025-26 CAP Performance Metrics Summary and Risks

## **Nineteen major delivery milestones planned**

- Significant construction beginning throughout Orange County

## **Risks**

- Continued varied escalation of construction costs from 2 percent to 6 percent annualized



COMMITTEE TRANSMITTAL

May 11, 2026

**To:** Members of the Board of Directors

**From:** Andrea West, Clerk of the Board

**Subject:** Amendment to Agreement for Freeway Service Patrol Services

Regional Transportation Planning Committee Meeting of May 4, 2026

**Present:** Directors Foley, Go, Harper, Kleiman, Klopfenstein, Tavoularis, and Tettermer

**Absent:** None

**Committee Vote**

This item was passed by the Members present.

**Committee Recommendation(s)**

- A. Authorize the Chief Executive Officer to negotiate and execute Amendment No. 3 to Agreement No. C-1-3311 between the Orange County Transportation Authority and California Coach Orange, Inc., in the amount of \$1,950,000, to provide Freeway Service Patrol services for Service Area One, Beats 911 and 912, through October 2, 2027. This will increase the maximum obligation of the agreement to a contract value of \$18,120,275.
  
- B. Authorize the Chief Executive Officer to negotiate and execute Amendment No. 3 to Agreement No. C-1-3312 between the Orange County Transportation Authority and California Roadside Service, LLC, in the amount of \$1,850,000, to provide Freeway Service Patrol services for Service Area One, Beat 910, through October 2, 2027. This will increase the maximum obligation of the agreement to a contract value of \$6,718,324.



**May 4, 2026**

**To:** Regional Transportation Planning Committee

**From:** Darrell E. Johnson, Chief Executive Officer

A handwritten signature in blue ink, appearing to read "Darrell E. Johnson", is positioned to the right of the "From:" line.

**Subject:** Amendment to Agreement for Freeway Service Patrol Services

**Overview**

On March 8, 2021, the Board of Directors approved the award of Freeway Service Patrol agreements to four professional towing companies, with service beginning October 2, 2021, and ending October 2, 2027. Staff terminated the agreement with Veterans Towing, which operated Service Area One, on July 14, 2023, because of contract compliance concerns. Since the termination, Service Area One has been covered by two contractors awarded agreements through the same procurement. An increase in the maximum obligations of these agreements is required to ensure sufficient funds to continue service through the end of the contract term.

**Recommendations**

- A. Authorize the Chief Executive Officer to negotiate and execute Amendment No. 3 to Agreement No. C-1-3311 between the Orange County Transportation Authority and California Coach Orange, Inc., in the amount of \$1,950,000, to provide Freeway Service Patrol services for Service Area One, Beats 911 and 912, through October 2, 2027. This will increase the maximum obligation of the agreement to a contract value of \$18,120,275.
  
- B. Authorize the Chief Executive Officer to negotiate and execute Amendment No. 3 to Agreement No. C-1-3312 between the Orange County Transportation Authority and California Roadside Service, LLC, in the amount of \$1,850,000, to provide Freeway Service Patrol services for Service Area One, Beat 910, through October 2, 2027. This will increase the maximum obligation of the agreement to a contract value of \$6,718,324.

***Discussion***

The Orange County Transportation Authority (OCTA) contracts with private tow companies to provide Freeway Service Patrol (FSP) services in accordance with the California Highway Patrol and OCTA standard operating guidelines. Under these agreements, contractors furnish all tow trucks, personnel, uniforms, equipment, fuel, and other resources necessary to perform motorist-assistance service. The program functions through operating agreements with multiple contracted tow company providers.

FSP contracts are competitively procured following the OCTA Board of Directors (Board) approved procurement policies, and OCTA compensates FSP contractors using a fixed-vehicle service hour (VSH) rate for actual hours of FSP service. The number of service areas, beats (trucks), and agreements are adjusted over time to meet program needs and reflect contract awards.

When it is necessary for contractors to provide service to additional service areas, OCTA directs the contractors through notices to proceed, and contractors invoice for the service under their existing agreements and VSH rates, allowing staff to effectively manage changing service needs. Amendments are presented to the Board as necessary and in compliance with the procurement policies.

On July 14, 2023, OCTA terminated the agreement with Veterans Towing, LLC, which provided services in Area One, because it was unable to consistently meet service and contract requirements. Service Area One consists of three operating beats, providing FSP service on State Route 91 from Carmenita Road in the City of Cerritos to Tustin Avenue in the City of Anaheim. Following the termination, staff immediately implemented interim service coverage to ensure there was no disruption to Freeway Service Patrol operations within Service Area One while considering options for replacement coverage.

On October 26, 2023, OCTA issued notices to proceed directing California Coach Orange, Inc. (CCO), to operate Beats 911 and 912, under Agreement No. C-1-3311, and California Roadside Service, LLC (CRS), to operate Beat 910, under Agreement No. C-1-3312, effective December 2, 2023, until further notice.

CCO and CRS were selected to provide coverage because their agreements were competitively procured under the same solicitation, are in good standing with OCTA, provide service to neighboring freeway segments, and demonstrate the operational capacity to absorb additional service hours without disruption to existing assignments. Utilizing existing agreements allows OCTA to maintain uninterrupted FSP coverage through the agreement term. Because the

reassignment will remain in effect through the contract term, the hours associated with these Beats accelerate contract utilization across the remaining contract months. Unless the maximum obligations are increased, OCTA risks exhausting available contract authority and would be required to eliminate service, interrupting coverage before the contract expiration date of October 2, 2027.

Staff will issue competitive procurements at a later date to establish new service agreements which will replace the agreements that expire on October 2, 2027.

### ***Procurement Approach***

The original procurements were managed in accordance with OCTA's Board-approved policies and procedures for professional and technical services. On March 8, 2021, the Board approved the award of Agreement No. C-1-3311 and Agreement No. C-1-3312 to provide continuous freeway patrol on certain Orange County freeways. Both agreements were awarded on a competitive basis and included six-year terms for \$16,170,275 (CCO) and \$4,868,234 (CRS), respectively. As shown in Attachments A and B, the agreements have been previously amended.

The proposed amendments are to increase the maximum obligations to allow for freeway service patrol in additional beats. The maximum obligation of Agreement No. C-1-3311 will be increased in the amount of \$1,950,000 and Agreement No. C-1-3312 will be increased in the amount of \$1,850,000. The VSH rates for the additional beats will remain as originally negotiated under the existing agreements; therefore, the pricing is deemed fair and reasonable. Increasing the maximum obligations will allow CCO and CRS to provide uninterrupted service until new service agreements are established before October 2027.

### **Fiscal Impact**

The project is included in OCTA's Fiscal Year 2026-27 Budget, Motorist Services Department – Service Authority for Freeway Emergencies Fund, Account No. 0013-7629-S1002-AVX, and is funded through the State Highway Account and Road Repair and Recovery Act of 2017, with a local match provided by OCTA through local Service Authority for Freeways and Expressways and Measure M2 funding. Future funding to support ongoing FSP operations will be included in each year's operating budget.

**Summary**

Staff recommends the Board of Directors authorize the Chief Executive Officer to negotiate and execute Amendment No. 3 to Agreement No. C-1-3311 with California Coach Orange, Inc., in the amount of \$1,950,000 to a total contract value of \$18,120,275 and Amendment No. 3 to Agreement No. C-1-3312 with California Roadside Service, LLC, in the amount of \$1,850,000 to a total contract value of \$6,718,324 to ensure continued Freeway Service Patrol coverage through October 2, 2027.

**Attachments**

- A. California Coach Orange, Inc. Agreement No. C-1-3311 Fact Sheet
- B. California Roadside Service, LLC Agreement No. C-1-3312 Fact Sheet

**Prepared by:**



Patrick Sampson  
Manager, Motorist Services  
714-560-5425

**Approved by:**



Kirk Avila  
General Manager, Express Lanes  
714-560-5674



Pia Veasapen  
Director, Contracts Administration and  
Materials Management  
714-560-5619

**California Coach Orange, Inc.  
Agreement No. C-1-3311 Fact Sheet**

1. March 8, 2021, Agreement No. C-1-3311, \$16,170,275, approved by the Board of Directors (Board).
  - Agreement for freeway service patrol service for Service Areas three, five, and ten, Service Areas 3 and 10 from October 2, 2021, through October 2, 2027, and Service Area 5 from December 4, 2021, through October 2, 2027.
2. January 1, 2023, Amendment No. 1 to Agreement No. C-1-3311, \$0.00, approved by the Contracts Administration and Materials Management (CAMM).
  - To revise Article 5. Payment, to revise frequency of gasoline price monitoring.
3. March 12, 2026, Amendment No. 2 to Agreement No. C-1-3311, \$0.00, approved by CAMM.
  - To revise Article 5. Payment, to revise payment terms to NET 15 days.
4. May 26, 2026, Amendment No. 3 to Agreement No. C-1-3311, \$1,950,000, pending Board approval.
  - Amendment to increase the maximum obligation amount to provide Freeway Service Patrol service for Service Area One, Beats 911 and 912 through October 2, 2027.

Total committed to Agreement No. C-1-3311: \$18,120,275.

**California Roadside Service, LLC  
Agreement No. C-1-3312 Fact Sheet**

1. October 2, 2021, Agreement No. C-1-3312, \$4,868,324, approved by the Board of Directors (Board).
  - Agreement for freeway service patrol service for Service Area six, from October 2, 2021, through October 2, 2027.
2. January 1, 2023, Amendment No. 1 to Agreement No. C-1-3312, \$0.00, approved by Contracts Administration and Materials Management Department (CAMM).
  - To revise Article 5. Payment, to revise frequency of gasoline price monitoring.
3. March 18, 2026, Amendment No. 2 to Agreement No. C-1-3312, \$0.00, approved by CAMM.
  - To revise Article 5. Payment, to revise payment terms to NET 15 days.
4. May 26, 2026, Amendment No. 3 to Agreement No. C-1-3312, \$1,850,000, pending Board approval.
  - Amendment to increase the maximum obligation amount to provide Freeway Service Patrol service for Service Area One, Beat 910 through October 2, 2027.

Total committed to Agreement No. C-1-3312: \$6,718,324.



**May 11, 2026**

**To:** Members of the Board of Directors

**From:** Darrell E. Johnson, Chief Executive Officer

**Subject:** Approval to Release Request for Proposals for an Enterprise Asset Management Phase 2 Project Supporting Contracted Services

**Overview**

The Orange County Transportation Authority seeks to release a request for proposals to competitively procure professional services for the Phase 2 of its Octave Attune Enterprise Asset Management system (formerly Hexagon Enterprise Asset Management) expansion. This request for proposals will address new maintenance and inventory operations requirements for contracted services. The selected firm will provide a scalable framework that meets the Orange County Transportation Authority's operational and regulatory requirements, as defined through the scope of work.

**Recommendations**

- A. Approve the proposed evaluation criteria and weightings for Request for Proposals 250192 to select a firm for the expansion of the existing Enterprise Asset Management system to support contracted services.
- B. Approve the release of Request for Proposals 250192 for the expansion of the existing Enterprise Asset Management system to support contracted services.

**Discussion**

The Orange County Transportation Authority (OCTA) owns and maintains a variety of assets including five maintenance and operating bases, one park-and-ride facility, six multimodal transportation centers, both revenue and non-revenue vehicles, and rolling stock assets. In February 2021, OCTA's Board of Directors (Board) approved an agreement for the implementation of an Enterprise Asset Management (EAM) system to support OCTA's maintenance

and related inventory processes for directly operated service assets. This system was moved into production in September 2025.

This RFP addresses new OCTA contractual requirements requiring contracted service providers to utilize OCTA systems to track maintenance activities and related inventory for OCTA-owned assets. These requirements were introduced after the initiation of the original EAM project and were not part of the initial project scope. Incorporating these requirements into the original project was not feasible without delaying system deployment and increasing implementation risk. As a result, Phase 2 is proposed as a separate effort to address these requirements in a structured and scalable manner.

The objective of this RFP is to enhance the platform's ability to support a multi-business line environment while maintaining enterprise-wide governance, audit controls, security standards, and system integrations.

System requirements were developed collaboratively across departments to ensure alignment with OCTA's long-term EAM strategy. A competitive procurement process will be used to identify a qualified firm with demonstrated experience implementing enterprise-scale EAM solutions within a public transportation environment.

### ***Procurement Approach***

The OCTA Board-approved procurement policies and procedures require that the Board approve all request for proposals (RFP) over \$1,000,000, as well as approve the evaluation criteria and weightings. Staff is submitting for Board approval the draft RFP and evaluation criteria and weightings, which will be used to evaluate proposals received in response to the RFP.

The recommended evaluation criteria and weightings are as follows:

- Qualifications of the Firm 25 percent
- Staffing and Project Organization 20 percent
- Work Plan 30 percent
- Cost and Price 25 percent

Several factors were considered in developing the evaluation criteria weightings. Qualifications of the firm criterion is weighted at 25 percent to ensure the firm has prior experience with the development, implementation, maintenance, and support of an EAM system as outlined in the scope for work. Staffing and project

**Approval to Release Request for Proposals for an Enterprise Asset Management Phase 2 Project Supporting Contracted Services** *Page 3*

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organization criterion is weighted at 20 percent to ensure the firm's staff have the requisite technical expertise for completing a project of similar size and scope. Work plan is weighted at 30 percent to ensure the firm demonstrates its understanding and approach to meeting the requirements set forth in the scope of work. Cost and price criterion is weighted at 25 percent to ensure OCTA receives value for the services provided.

The contract term for this procurement will be for a two-year term. The total cost for the project is anticipated to be approximately \$1,500,000.

This RFP will be released upon Board approval of these recommendations.

**Fiscal Impact**

This project is included in the proposed OCTA Fiscal Year 2026-27 Budget and will be funded by Information Systems Account No. 1285-9028-IX080-0R5 and is funded through the general fund.

***Summary***

Board approval is requested to release Request for Proposals 250192 to select a firm to provide services for Phase 2 of OCTA's EAM system implementation, as well as approve the proposed evaluation criteria and weightings.

**Approval to Release Request for Proposals for an Enterprise Asset Management Phase 2 Project Supporting Contracted Services** *Page 4*

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***Attachment***

- A. Draft Request for Proposals (RFP) 250192 Enterprise Asset Management Phase 2

**Prepared by:**



Josh Duke  
Department Manager,  
IS Technical Services  
(714) 560-5448

**Approved by:**



Andrew Oftelie  
Chief Financial Officer, Finance and  
Administration  
(714) 560-5649



Pia Veasapen  
Director,  
Contracts Administration and Materials Management  
(714) 560-5619

REQUEST FOR PROPOSALS (RFP) 250192

# ENTERPRISE ASSET MANAGEMENT PHASE 2



ORANGE COUNTY TRANSPORTATION AUTHORITY  
550 South Main Street  
P.O. Box 14184  
Orange, CA 92863-1584  
(714) 560-6282

Key RFP Dates

Issue Date: Monday, May 11, 2026

Question Submittal Date: Tuesday, May 26, 2026

Proposal Submittal Date: June 9, 2026

## **SECTION I. INSTRUCTIONS TO OFFERORS**

### **A. NOTICE OF REQUEST FOR PROPOSALS**



### **NOTICE OF REQUEST FOR PROPOSALS**

**(RFP): 250192 “Enterprise Asset Management Phase 2”**

**TO: ALL OFFERORS**

**FROM: ORANGE COUNTY TRANSPORTATION AUTHORITY**

The Orange County Transportation Authority (Authority) invites proposals from qualified consultants to provide an Enterprise Asset Management System Phase 2. The budget for this project is \$1,500,000 for a two (2)-year term:

**Please note that by submitting a Proposal, Offeror certifies that it is not subject to any Ukraine/Russia-related economic sanctions imposed by the State of California or the United States Government including, but not limited to, Presidential Executive Order Nos. 13660, 13661, 13662, 13685, and 14065. Any individual or entity that is the subject of any Ukraine/Russia-related economic sanction is not eligible to submit a Proposal. In submitting a Proposal, all Offerors agree to comply with all economic sanctions imposed by the State or U.S. Government.**

**Proposals must be submitted, electronically, through the [Authority's OpenGov Procurement portal](https://procurement.opengov.com/portal/octa/projects/230716), at <https://procurement.opengov.com/portal/octa/projects/230716> before the deadline of 2:00 pm on Tuesday, June 9, 2026. Authority will not accept hard copy proposals for this RFP.**

Offerors are instructed to submit a response to “**250192**” on the Authority's OpenGov Procurement portal, and follow the instructions as prompted to submit the proposal. The ability to submit a response will expire at the submittal deadline.

Should Offerors encounter technical issues with uploading the proposals via the link provided, Offerors are required to contact the Contract Administrator prior to the submission deadline. Proposals and supplemental information to proposals received after the date and time specified above will be rejected.

Firms interested in obtaining a copy of this Request for Proposals (RFP) may do so by downloading the RFP from the Authority's OpenGov Procurement portal.

To receive all further information regarding this RFP, firms and subconsultants must be registered on OpenGov Procurement and following this RFP on the [Authority's public OpenGov Procurement portal](#).

A pre-proposal conference will be held both on-site/in-person and via teleconference on Tuesday, May 19, 2026, at 1:30 pm.

For prospective Offerors who wish to join on-site/in-person, the pre-proposal conference will be held at the Authority's Administrative Office, Administrative Offices I: 550 South Main Street Orange, CA 92868 Conference Room 09.

Prospective Offerors not attending in-person may join or call-in using the following credentials:

- Click here to join the meeting  
<https://teams.microsoft.com/meet/26585292218285?p=ZwcsHTSig7qhDPu7I3>
- OR Call-in Number: (916) 550-9867
- Conference ID: 483 695 063#

A copy of the presentation slides and pre-proposal conference registration sheet(s) will be issued via addendum prior to the date of the pre-proposal conference. All prospective Offerors are encouraged to attend the pre-proposal conference.

The Authority has established July 1, 2026, as the date(s) to conduct interviews. All prospective Offerors will be asked to keep this date available.

Offerors are encouraged to subcontract with small businesses to the maximum extent possible.

All Offerors will be required to comply with all applicable equal opportunity laws and regulations.

The award of this contract is subject to receipt of state and/or local funds adequate to carry out the provisions of the proposed agreement including the identified Scope of Work.

## **B. PRE-PROPOSAL CONFERENCE**

A pre-proposal conference will be held both on-site/in-person and via teleconference on Tuesday, May 19, 2026, at 1:30 pm.

For prospective Offerors who wish to join on-site/in-person, the pre-proposal conference will be held at the Authority's Administrative Offices I: 550 South Main Street Orange, CA 92868 Conference Room 09.

Prospective Offerors not attending in-person may join or call-in using the following credentials:

- Click here to join the meeting  
<https://teams.microsoft.com/meet/26585292218285?p=ZwcsHTSig7qhDPu7I3>
- OR Call-in Number: (916) 550-9867
- Conference ID: 483 695 063#

A copy of the presentation slides and pre-proposal conference registration sheet(s) will be issued via addendum prior to the date of the pre-proposal conference. All prospective Offerors are encouraged to attend the pre-proposal conference.

## **C. EXAMINATION OF PROPOSAL DOCUMENTS**

By submitting a proposal, Offeror represents that it has thoroughly examined and become familiar with the work required under this RFP and that it is capable of performing quality work to achieve the Authority's objectives.

## **D. ADDENDA**

The Authority reserves the right to revise the RFP documents. Any Authority changes to the requirements will be made by written addendum to this RFP. Any written addenda issued pertaining to this RFP shall be incorporated into the terms and conditions of any resulting Agreement. The Authority will not be bound to any modifications to or deviations from the requirements set forth in this RFP as the result of oral instructions. Offerors shall acknowledge receipt of addenda in their proposals. Failure to acknowledge receipt of Addenda may cause the proposal to be deemed non-responsive to this RFP and be rejected.

## **E. AUTHORITY CONTACT**

All communication and/or contacts with Authority staff regarding this RFP are to be directed to the following Contract Administrator:

Gina Torres  
Senior Contract Administrator  
(714) 560-5566  
gtorres@octa.net

Commencing on the date of the issuance of this RFP and continuing until award of the contract or cancellation of this RFP, no Offeror, subcontractor, lobbyist or agent hired by the Offeror shall

have any contact or communications regarding this RFP with any Authority's staff; member of the evaluation committee for this RFP; or any contractor or consultant involved with the procurement, other than the Contract Administrator named above or unless expressly permitted by this RFP. Contact includes face-to-face, telephone, electronic mail (e-mail) or formal written communication. Any Offeror, subcontractor, lobbyist or agent hired by the Offeror that engages in such prohibited communications may result in disqualification of the Offeror at the sole discretion of the Authority.

## **F. CLARIFICATIONS**

### **1. Examination of Documents**

Should an Offeror require clarifications of this RFP, the Offeror shall submit such request for clarification or inquiry through the "Question and Answer" section of this RFP on the Authority's OpenGov Procurement portal prior to 2:00 pm on Tuesday, May 26, 2026. Should it be found that the point in question is not clearly and fully set forth, the Authority will issue a written addendum clarifying the matter which will be issued to this RFP on the Authority's OpenGov Procurement portal.

### **2. Submitting Requests**

All questions, including questions that could not be specifically answered at the pre-proposal conference must be put in writing and received via the Authority's OpenGov Procurement portal before 2:00 pm, on Tuesday, May 26, 2026.

### **3. Authority Responses**

Responses from the Authority will be posted on the OpenGov Procurement portal at <https://procurement.opengov.com/portal/octa/projects/230716>.

To receive email notification of Authority responses when they are posted on the OpenGov Procurement portal, firms and subconsultants must be registered on OpenGov and following this RFP on the Authority's portal.

## **G. SUBMISSION OF PROPOSALS**

### **1. Date and Time**

Proposals must be received electronically through the Authority's OpenGov Procurement portal before 2:00 pm on Tuesday, June 9, 2026.

Proposals received after the above-specified date and time or submitted in any manner other than as specified above will be returned to Offerors unopened.

### **2. Acceptance of Proposals**

- a. The Authority reserves the right to accept or reject any and all proposals, or any item or part thereof, or to waive any informalities or irregularities in proposals.

- b. The Authority reserves the right to withdraw or cancel this RFP at any time without prior notice and the Authority makes no representations that any contract will be awarded to any Offeror responding to this RFP.
- c. The Authority reserves the right to issue a new RFP for the project.
- d. The Authority reserves the right to postpone proposal openings for its own convenience.
- e. Each proposal will be received with the understanding that acceptance by the Authority of the proposal to provide the services described herein shall constitute a contract between the Offeror and Authority which shall bind the Offeror on its part to furnish and deliver at the prices given and in accordance with conditions of said accepted proposal and specifications.
- f. The Authority reserves the right to investigate the qualifications of any Offeror, and/or require additional evidence of qualifications to perform the work.
- g. Submitted proposals are not to be copyrighted.

#### **H. PRE-CONTRACTUAL EXPENSES**

The Authority shall not, in any event, be liable for any pre-contractual expenses incurred by Offeror in the preparation of its proposal. Offeror shall not include any such expenses as part of its proposal.

Pre-contractual expenses are defined as expenses incurred by Offeror in:

1. Preparing its proposal in response to this RFP;
2. Submitting that proposal to the Authority;
3. Negotiating with the Authority any matter related to this proposal; or
4. Any other expenses incurred by Offeror prior to date of award, if any, of the Agreement.

#### **I. JOINT OFFERS**

Where two or more firms desire to submit a single proposal in response to this RFP, they should do so on a prime-subcontractor basis rather than as a joint venture. The Authority intends to contract with a single firm and not with multiple firms doing business as a joint venture.

#### **J. TAXES**

Offerors' proposals are subject to State and Local sales taxes. However, the Authority is exempt from the payment of Federal Excise and Transportation Taxes. Offeror is responsible for payment of all taxes for any goods, services, processes and operations incidental to or involved in the contract.

## **K. PROTEST PROCEDURES**

The Authority has on file a set of written protest procedures applicable to this solicitation that may be obtained by contacting the Contract Administrator responsible for this procurement. Any protests filed by an Offeror in connection with this RFP must be submitted in accordance with the Authority's written procedures.

## **L. CONTRACT TYPE**

It is anticipated that the Agreement resulting from this solicitation, if awarded, will be a firm-fixed price contract specifying firm-fixed prices for individual tasks specified in the Scope of Work, included in this RFP as Attachment A. The Agreement will have a two (2)-year term term.

## **M. CONFLICT OF INTEREST**

All Offerors responding to this RFP must avoid organizational conflicts of interest which would restrict full and open competition in this procurement. An organizational conflict of interest means that due to other activities, relationships or contracts, an Offeror is unable, or potentially unable to render impartial assistance or advice to the Authority; an Offeror's objectivity in performing the work identified in the Scope of Work is or might be otherwise impaired; or an Offeror has an unfair competitive advantage. Conflict of Interest issues must be fully disclosed in the Offeror's proposal.

All Offerors must disclose in their proposal and immediately throughout the course of the evaluation process if they have hired or retained an advocate to lobby Authority staff or the Board of Directors on their behalf.

Offerors hired to perform services for the Authority are prohibited from concurrently acting as an advocate for another firm who is competing for a contract with the Authority, either as a prime or subcontractor.

## **N. CODE OF CONDUCT**

All Offerors agree to comply with the Authority's Code of Conduct as it relates to Third-Party contracts which is hereby referenced and by this reference is incorporated herein. All Offerors agree to include these requirements in all of its subcontracts.

## **O. OWNERSHIP OF RECORDS/PUBLIC RECORDS ACT**

All proposals and documents submitted in response to this RFP shall become the property of the Authority and a matter of public record pursuant to the California Public Records Act, Government Code sections 7920.000 et seq. (the "Act"). Offerors should familiarize themselves with the provisions of the Act requiring disclosure of public information. Offerors are discouraged from marking their proposal documents as "confidential" or "proprietary."

If a Proposal does include "confidential" or "proprietary" markings and the Authority receives a request pursuant to the Act, the Authority will endeavor (but cannot guarantee) to notify the Offeror of such a request. In order to protect any information submitted within a Proposal, the Offeror must pursue, at its sole cost and expense, any and all appropriate legal action necessary to maintain the confidentiality of such information. The Authority generally does not consider pricing

information, subcontractor lists, or key personnel, including resumes, as being exempt from disclosure under the Act. In no event shall the Authority or any of its officers, directors, employees, agents, representatives, or consultants be liable to an Offeror for the disclosure of any materials or information submitted in response to the RFP or by failing to notify an Offeror of a request seeking its Proposal. The Authority reserves the right to make an independent decision to disclose records and material.

Notwithstanding the above, all information regarding proposal responses may be held as confidential until such time as the evaluation has been completed; an award has been made by the Board of Directors or Authority Staff, as appropriate; and the contract has been fully negotiated.

#### **P. STATEMENT OF ECONOMIC INTERESTS**

The awarded Offeror (including designated employees and subconsultants) may be required to file Statements of Economic Interests (Form 700) in accordance with the Political Reform Act (Government Code section 81000 et seq.). This applies to individuals who make, participate in making, or act in a staff capacity for making governmental decisions. The AUTHORITY determines which individuals are required to file a Form 700, and if such determination is made, the individuals must file Form 700s with the AUTHORITY's Clerk of the Board no later than 30 days after the execution of the Agreement, annually thereafter for the duration of the Agreement, and within 30 days of termination of the Agreement.

## SECTION II. PROPOSAL CONTENT

### **A. PROPOSAL FORMAT AND CONTENT**

Proposals should not include any unnecessarily elaborate or promotional material.

#### **1. Letter of Transmittal\***

The Letter of Transmittal shall at a minimum, contain the following:

- a. Identification of Offeror that will have contractual responsibility with the Authority. Identification shall include legal name of company, corporate address, telephone and fax number, and email address. Include name, title, address, email address, and telephone number of the contact person identified during period of proposal evaluation.
- b. Identification of all proposed subcontractors including legal name of company, contact person's name and address, phone number and fax number, and email address; relationship between Offeror and subcontractors, if applicable.
- c. A statement to the effect that the proposal shall remain valid for a period of not less than 120 days from the date of submittal.
- d. Signature of a person authorized to bind Offeror to the terms of the proposal.
- e. Signed statement attesting that all information submitted with the proposal is true and correct.

\*Response required

#### **2. Qualifications, Related Experience and References to Offeror**

This section of the proposal should establish the ability of Offeror to satisfactorily perform the required work by reasons of: experience in performing work of a similar nature; demonstrated competence in the services to be provided; strength and stability of the firm; staffing capability; work load; record of meeting schedules on similar projects; and supportive client references.

Offeror to provide:

##### **Profile of Firm\***

Provide a brief profile of the firm, including the types of services offered; the year founded; form of the organization (corporation, partnership, sole proprietorship); number, size and location of offices; and number of employees.

\*Response required

##### **Firm's Financial Condition\***

Provide a general description of the firm's financial condition and identify any conditions (e.g., bankruptcy, pending litigation, planned office closures, impending merger) that may impede Offeror's ability to complete the project.

\*Response required

**Firm's Experience\***

Describe the firm's experience in performing work of a similar nature to that solicited in this RFP, including public sector experience both in transit maintenance, asset management, and procurement management, as well as experience implementing an EAM software solution. Highlight the participation in such work by the key personnel proposed for assignment to this project.

\*Response required

**Subcontractors\***

Identify subcontractors by company name, address, contact person, telephone number, email, and project function. Describe Offeror's experience working with each subcontractor.

\*Response required

**Lobbying or Advocating Services on Behalf of Offeror\***

Identify all firms hired or retained to provide lobbying or advocating services on behalf of the Offeror by company name, address, contact person, telephone number and email address. This information is required to be provided by the Offeror immediately during the evaluation process, if a lobbyist or advocate is hired or retained.

\*Response required

**References\***

Provide as a minimum three (3) references for the projects cited as related experience, and furnish the name, title, address, telephone number, and email address of the person(s) at the client organization who is most knowledgeable about the work performed. Offeror may also supply references from other work not cited in this section as related experience.

\*Response required

**Do you have a Dun & Bradstreet (DUNS) number? If so, enter it here.**

**Do you have an Unique Entity Identifier (UEI) number? If so, enter it here.**

**3. Proposed Staffing and Project Organization**

This section of the proposal should establish the method, which will be used by the Offeror to manage the project as well as identify key personnel assigned.

Offeror to:

**Identify Key Personnel\***

Identify key personnel proposed to perform the work in the specified tasks and include major areas of subcontract work. Include the person's name, current location, proposed position for this project, current assignment, level of commitment to that assignment, availability for this assignment and how long each person has been with the firm.

\*Response required

**Resumes of Key Personnel\***

Furnish brief resumes (not more than two [2] pages each) for the proposed Project Manager and other key personnel that includes education, experience, and applicable professional credentials.

\*Response required

**Adequacy of Labor Resources\***

Indicate adequacy of labor resources utilizing a table projecting the labor-hour allocation to the project by individual task.

\*Response required

**Project Organization Chart\***

Provide a project organization chart, which clearly delineates communication/reporting relationships among the project staff.

\*Response required

**Roles and Responsibilities Matrix\***

Include a roles and responsibilities matrix, which provides the number of resources and their respective roles.

\*Response required

**Key Personnel Availability\***

Provide a statement that key personnel will be available to the extent proposed for the duration of the project acknowledging that no person designated as "key" to the project shall be removed or replaced without the prior written concurrence of the Authority.

\*Response required

**4. Work Plan**

Offeror should provide a narrative, which addresses the Scope of Work, and shows Offeror's understanding of Authority's needs and requirements.

Offeror to:

**Approach\***

Describe the approach to completing the tasks specified in the Scope of Work. The approach to the work plan shall be of such detail to demonstrate the Offeror's ability to accomplish the project objectives and overall schedule.

\*Response required

**EAM System\***

Indicate if EAM system has the option to be hosted in the cloud or on-premise. If both options are available, identify the benefits and the drawbacks of each option.

\*Response required

**Sequence of Activities\***

Outline sequentially the activities that would be undertaken in completing the tasks and specify who would perform them.

\*Response required

**Project Schedule\***

Furnish a project schedule for completing the tasks in terms of elapsed weeks. The proposed project schedule shall identify all phases and the high-level tasks in sufficient detail. Tasks should be grouped into the project phases and include all the relevant deliverables, project milestones, and tasks for which the Authority would be responsible.

\*Response required

**Quality Control Methods\***

Identify methods that Offeror will use to ensure quality control as well as budget and schedule control for the project.

\*Response required

**Special Issues or Problems\***

Identify any special issues or problems that are likely to be encountered in this project and how the Offeror would propose to address them.

\*Response required

**Enhancements or Procedural/Technical Innovations to Scope of Work\***

Offeror is encouraged to propose enhancements or procedural or technical innovations to the Scope of Work that do not materially deviate from the objectives or required content of the project.

Do you have any such enhancements or innovations to propose?

Yes

No

\*Response required

When equals "Yes"

**Enhancements or Innovations\***

You have indicated that you have enhancements or procedural or technical innovations to the Scope of Work to propose. As previously stated, such enhancements or innovations must not materially deviate from the objectives or required content of the project.

\*Response required

**Business Requirements\***

Complete worksheets A-Requirement List, C-All Vendors - Tables, and D-Vendor Questionnaire of the Business Requirements Excel Spreadsheet (Attachment A to Exhibit A).

\*Response required

## 5. Exceptions/Deviations

State any technical and/or contractual exceptions and/or deviations from the requirements of this RFP, including the Authority's technical requirements and contractual terms and conditions set forth in the Scope of Work (Exhibit A) and Proposed Agreement (Exhibit C), using the form entitled "Proposal Exceptions and/or Deviations" included in this RFP. This Proposal Exceptions and/or Deviations form must be included in the original proposal submitted by the Offeror. If no technical or contractual exceptions and/or deviations are submitted as part of the original proposal, Offerors are deemed to have accepted the Authority's technical requirements and contractual terms and conditions set forth in the Scope of Work (Exhibit A) and Proposed Agreement (Exhibit C). Offerors will not be allowed to submit the Proposal Exceptions and/or Deviations form or any technical and/or contractual exceptions after the proposal submittal date identified in the RFP. Exceptions and/or deviations submitted after the proposal submittal date will not be reviewed by Authority.

All exceptions and/or deviations will be reviewed by the Authority and will be assigned a "pass" or "fail" status. Exceptions and deviations that "pass" do not mean that the Authority has accepted the change but that it is a potential negotiable issue. Exceptions and deviations that receive a "fail" status means that the requested change is not something that the Authority would consider a potential negotiable issue. Offerors that receive a "fail" status on their exceptions and/or deviations will be notified by the Authority and will be allowed to retract the exception and/or deviation and continue in the evaluation process. Any exceptions and/or deviation that receive a "fail" status and the Offeror cannot or does not retract the requested change may result in the firm being eliminated from further evaluation.

### Exceptions or Deviations\*

Do you have any exceptions and/or deviations from the requirements of this RFP?

- Yes
- No

\*Response required

When equals "Yes"

### Exceptions or Deviations - Yes\*

Offerors shall complete the form entitled "Proposal Exceptions and/or Deviations" provided in this RFP and submit it as part of the proposal. For each exception and/or deviation, a new form should be used, identifying the exception and/or deviation and the rationale for requesting the change. Exceptions and/or deviations submitted after the proposal submittal date will not be reviewed nor considered by the Authority.

- [Proposal Exceptions and Dev...](#)

\*Response required

## 6. Cost and Price Proposal

As part of the cost and price proposal, the Offeror shall submit proposed pricing to provide the services described in the Scope of Work for this RFP.

### **Price Summary Sheet\***

The Offeror shall complete the "Price Summary Sheet" form included with this RFP (Attachment B), and furnish any narrative required to explain the prices quoted in the schedules. It is anticipated that the Authority will issue a firm-fixed-price contract specifying firm-fixed-prices for individual tasks.

\*Response required

## **7. Forms**

### **Campaign Contribution Disclosure Form\***

In conformance with the statutory requirements of the State of California Government Code Section 84308, part of the Political Reform Act and Title 2, California Code of Regulations 18438 through 18438.8, regarding campaign contributions to members of appointed Board of Directors, Offeror is required to complete and sign the Campaign Contribution Disclosure Form provided in this RFP and submit as part of the proposal.

This form must be completed regardless of whether a campaign contribution has been made or not and regardless of the amount of the contribution.

The prime contractor, subconsultants, lobbyists and agents are required to report all campaign contributions made from the proposal submittal date up to and until the Board of Directors makes a selection.

Offeror is required to submit only one copy of the completed form(s) as part of its proposal and it must be included in only the original proposal.

Offeror is required to report any campaign contributions made by the prime contractor, subconsultants, lobbyists and agents after the proposal submittal date, and up to the anticipated Board of Directors selection on August 20, 2026. The offeror shall use the campaign contribution form for any additional reporting. The forms must be submitted at least 15 calendar days prior to the Finance and Administration Committee date on July 16, 2026 and sent via e-mail to the Contract Administrator.

- [Campaign Contribution Discl...](#)

\*Response required

### **Status of Past and Present Contracts Form\***

Offeror shall complete and sign the form entitled "Status of Past and Present Contracts" provided in this RFP and submit as part of its proposal. Offeror shall identify the status of past and present contracts where the firm has either provided services as a prime vendor or a subcontractor during the past five (5) years in which the contract has been the subject of or may be involved in litigation with the contracting authority. This includes, but is not limited to, claims, settlement agreements, arbitrations, administrative proceedings, and investigations arising out of the contract. Offeror shall have an ongoing obligation to update the Authority with any changes to the identified contracts and any new litigation, claims, settlement agreements, arbitrations, administrative proceedings, or investigations that arise subsequent to the submission of Offeror's proposal.

A separate form must be completed for each identified contract. Each form must be signed by the Offeror confirming that the information provided is true and accurate. Offeror is required to submit the completed form(s) as part of its proposal.

- [Status of Past and Present ...](#)

\*Response required

## **8. Submittal**

### **Appendices\***

Information considered by Offeror to be pertinent to this project and which has not been specifically solicited in any of the aforementioned sections may be placed in a separate appendix section. Offerors are cautioned, however, that this does not constitute an invitation to submit large amounts of extraneous materials. Appendices should be relevant and brief.

\*Response required

### **Submittal Confirmation\***

Proposer hereby certifies that all information provided within this proposal is accurate to the best of their knowledge. Proposer acknowledges that they have examined and carefully studied all RFP and Contract Documents and any Addenda and that they have provided any necessary proof of their authority to submit a proposal on behalf of the Company/Firm Name stated on the proposal thereby committing the Company/Firm to the information contained within.

Please confirm

\*Response required

## SECTION III. EVALUATION AND AWARD

### A. EVALUATION CRITERIA

The Authority will evaluate the offers received based on the following criteria:

No.	Evaluation Criteria	Scoring Method	Weight (Points)
1.	<b>Qualifications of the Firm</b>  Technical experience in performing work of a closely similar nature; strength and stability of the firm; strength, stability, experience and technical competence of subcontractors; assessment by client references.	0-100 Points	25 <i>(25% of Total)</i>
2.	<b>Staffing and Project Organization</b>  Qualifications of project staff, particularly key personnel and especially the Project Manager; key personnel's level of involvement in performing related work cited in "Qualifications of the Firm" section; logic of project organization; adequacy of labor commitment; concurrence in the restrictions on changes in key personnel.	0-100 Points	20 <i>(20% of Total)</i>
3.	<b>Work Plan</b>  Depth of Offeror's understanding of Authority's requirements and overall quality of work plan; logic, clarity and specificity of work plan; appropriateness of resource allocation among the tasks; reasonableness of proposed schedule; utility of suggested technical or procedural innovations.	0-100 Points	30 <i>(30% of Total)</i>
4.	<b>Cost and Price</b>  Reasonableness of the total price as well as the individual tasks; competitiveness with other offers received; adequacy of data in support of figures quoted.	0-100 Points	25 <i>(25% of Total)</i>

### B. EVALUATION PROCEDURE

An evaluation committee will be appointed to review all proposals received for this RFP. The committee is comprised of Authority staff and may include outside personnel. The committee members will evaluate the written proposals using criteria identified in Section III A. A list of top ranked proposals, firms within a competitive range, will be developed based upon the totals of each committee members' score for each proposal.

During the evaluation period, the Authority may interview some or all of the proposing firms. The Authority has established July 1, 2026, as the date(s) to conduct interviews. All prospective Offerors are asked to keep this date available. No other interview dates will be provided, therefore, if an Offeror is unable to attend the interview on this date, its proposal may be eliminated from further discussion. The interview may consist of a short presentation by the Offeror after which the evaluation committee will ask questions related to the firm's proposal and qualifications.

At the conclusion of the proposal evaluations, the evaluation committee will score the proposals to develop a competitive range. Offerors remaining within the competitive range may be asked to submit a Best and Final Offer (BAFO). In the BAFO request, the firms may be asked to provide additional information, confirm or clarify issues and submit a final cost/price offer. A deadline for submission will be stipulated.

At the conclusion of the evaluation process, the evaluation committee will recommend to the Finance and Administration Committee, the Offeror with the highest final ranking or a short list of top ranked firms within the competitive range whose proposal(s) is most advantageous to the Authority. The Board Committee will review the evaluation committee's recommendation and forward its recommendation to the Board of Directors for final action.

### **C. AWARD**

The Authority's Board of Directors will consider the selection of the firm(s) recommended by the Board Committee.

The Authority may also negotiate contract terms with the selected Offeror prior to award, and expressly reserves the right to negotiate with several Offerors simultaneously and, thereafter, to award a contract to the Offeror offering the most favorable terms to the Authority.

Offeror acknowledges that the Authority's Board of Directors reserves the right to award this contract in its sole and absolute discretion to any Offeror to this RFP regardless of the evaluation committee's recommendation or recommendation of a Board Committee.

The Authority reserves the right to award its total requirements to one Offeror or to apportion those requirements among several Offerors as the Authority may deem to be in its best interest. In addition, negotiations may or may not be conducted with Offerors; therefore, the proposal submitted should contain Offeror's most favorable terms and conditions, since the selection and award may be made without discussion with any Offeror.

The selected Offeror will be required to submit to the Authority's Accounting department a current IRS W-9 form prior to commencing work.

### **D. NOTIFICATION OF AWARD AND DEBRIEFING**

Offerors who submit a proposal in response to this RFP shall be notified via the Authority's OpenGov Procurement portal. Such notification shall be made within three (3) business days of the date the contract is awarded.

Offerors who were not awarded the contract may obtain a debriefing concerning the strengths and weaknesses of their proposal. Unsuccessful Offerors, who wish to be debriefed, must request

the debriefing in writing or electronic mail and the Authority must receive it within three (3) business days of notification of the contract award.

# **SCOPE OF WORK**

## **Enterprise Asset Management Phase 2**

# Table of Contents

1.	BACKGROUND .....	3
2.	BUSINESS NARRATIVE .....	4
2.1	CFR .....	4
2.2	OC STREETCAR .....	4
3.	PROJECT GOALS / OBJECTIVES AND HIGH-LEVEL PROJECT SCOPE .....	5
3.1	PROJECT GOALS .....	5
3.1.1	CFR .....	5
3.1.2	OC STREETCAR .....	5
3.2	PROJECT OBJECTIVES .....	6
3.2.1	CFR .....	6
3.2.2	OC STREETCAR .....	8
3.3	HIGH-LEVEL SCOPE .....	12
3.3.1	CFR .....	12
3.3.2	OC Streetcar .....	14
3.4	KEY DELIVERABLES .....	14
3.5	OUT OF SCOPE (UNLESS AMENDED) .....	15
4.	CONSULTANT RESPONSE TO PROPOSAL .....	15
5.	TECHNICAL PROPOSAL .....	15
5.1	FIRM QUALIFICATIONS .....	15
5.2	STAFFING AND PROJECT ORGANIZATION .....	15
5.3	TECHNICAL SOLUTION DESIGN (TSD) NARRATIVE .....	15
5.4	PROPOSED PROJECT SCHEDULE .....	16
5.5	ROLES AND RESPONSIBILITIES MATRIX .....	16
6.	DEMO/INTERVIEW .....	16
6.1	CFR .....	16
6.2	OC STREETCAR .....	18
7.	OCTA RESOURCES .....	19
8.	CONSULTANT SERVICES, EFFORTS, and DELIVERABLES .....	19
9.	CONSULTANT TEAM .....	20
10.	CONTRACT TASKS .....	21
10.1	Task 1 – PROJECT PLANNING AND MANAGEMENT .....	21
10.2	Task 2 – REQUIREMENTS GATHERING .....	24
10.3	Task 3 – DESIGN .....	24
10.4	Task 4 – CONSTRUCT / BUILD .....	26
10.5	Task 5 – TEST .....	26
10.6	Task 6 – TRAIN .....	27
10.7	Task 7 – DEPLOY .....	28
10.8	Task 8 – POST-DEPLOYMENT SUPPORT / WARRANTY .....	30
11.	ATTACHMENT A: BUSINESS REQUIREMENTS .....	31
11.1	A1: VENDOR RESPONSE INSTRUCTIONS .....	31
11.2	A2: FUNCTIONAL AND NON-FUNCTIONAL REQUIREMENTS .....	31
11.3	A3: VENDOR QUESTIONNAIRE .....	32
11.4	B1: TERMS AND DEFINITIONS .....	33
11.5	B2: REPORT_FORMS LIST .....	33
11.6	B3: ARTIFACTS_FREQUENCY LIST .....	33
11.7	B4: INTERFACES AND DATA EXCHANGE .....	33
11.8	B5: SYSTEM USERS .....	33
11.9	B6: HARDWARE .....	33
11.10	B7: LOCATION DEMOGRAPHICS .....	33
11.11	B8: BUSINESS PROCESS FLOW DIAGRAMS .....	33
11.12	B9: OCTA SYSTEM TOPOLOGY DIAGRAM .....	33
12.	SOFTWARE PERFORMANCE SERVICE LEVEL AGREEMENT (SLA) .....	33
13.	LIMITATION ON GOVERNMENTAL DECISIONS .....	34

## **1. BACKGROUND**

The Orange County Transportation Authority (OCTA) is a 24 x 7 state-mandated, multi-modal transportation agency in Orange County, California. OCTA regulates, prioritizes, funds, plans, designs, builds, operates, and maintains the transportation network. This includes major highway & freeway projects, high-occupancy managed lanes, street improvements, commuter rail, streetcar, the public transit system, paratransit services, and taxi services.

OCTA is undertaking Phase 2 of its Enterprise Asset Management (EAM) system implementation. Building upon the foundational capabilities delivered in Phase 1, this phase is focused on expanding and refining enterprise functionality to address evolving operational, compliance, governance, and technical requirements across multiple business units.

Phase 2 will extend the existing Octave Attune EAM (formerly Hexagon EAM) platform to support the contractual and operational needs of OCTA's Contracted Fixed Route (CFR) Contractor, OC Streetcar (including Linear and Wayside infrastructure), and associated support functions. The objective is to enhance the platform's ability to operate within a multi-business line environment while maintaining enterprise-wide governance, audit controls, security standards, and controlled system integrations.

To achieve these objectives for Phase 2, OCTA will leverage its existing EAM configuration while introducing additional capabilities to support:

- Segregated business unit operations within a shared enterprise environment.
- Decentralized and independently managed inventory structures.
- Non-OCTA domain user access governed by role-based access controls.
- Mobile field execution with offline capability and secure synchronization.
- Enhanced audit logging, traceability, and compliance reporting.
- Configurable enterprise integrations and selective integration disablement.
- Improved reporting, data visibility, and oversight functionality.

OCTA maintains a contractual agreement with the CFR Contractor that includes specific operational and system requirements that must be implemented within the EAM platform. These CFR requirements include, but are not limited to, independent procurement processes, segregated inventory management, restricted integration with OCTA enterprise financial systems, and comprehensive audit traceability. Certain configurations are mandatory to ensure compliance with contractual obligations and to maintain clear financial and operational separation between CFR and OCTA enterprise systems.

Similarly, OC Streetcar and its Contractor must meet defined operational and regulatory compliance requirements specific to its business unit. These include federally mandated safety inspections, preventive maintenance tracking with performance oversight, mobile-enabled work execution, and structured asset lifecycle management for Linear and Wayside infrastructure. All identified "must-have" requirements for OC Streetcar are necessary to ensure regulatory compliance, operational readiness, and long-term asset stewardship.

The requirements compiled for Phase 2 reflect a comprehensive enterprise asset management strategy that supports both centralized governance and business-unit-specific operational models. The implementation approach must balance enterprise control with decentralized operational flexibility, ensuring scalability, compliance, financial accountability, and long-term sustainability across OCTA's evolving transportation services.

## **2. BUSINESS NARRATIVE**

### **2.1 CFR**

OCTA maintains a contractual agreement with its CFR Contractor, under which the contractor is responsible for defined operational and maintenance activities while OCTA retains oversight authority. Both OCTA personnel and CFR Contractor staff will perform their respective responsibilities within OCTA's existing Enterprise Asset Management (EAM) application, which will be configured to support CFR's operational independence and contractual requirements.

CFR Contractor staff will initiate and manage work orders within the EAM system, documenting reported defects, maintenance actions, accident-related details, and associated costs in accordance with contractual obligations. Established operating procedures require detailed documentation of issues, corrective actions, and supporting data. Configured workflows within the EAM system will trigger lifecycle notifications and approval routing to ensure visibility and oversight of maintenance activities from initiation through completion.

The EAM system will be configured to support CFR's independent procurement and inventory processes while maintaining segregation from OCTA enterprise financial systems. Inventory issuance, warehouse transfers, quarantine movements, and adjustments will be audit-logged to ensure full traceability and accountability. Integration controls will ensure that CFR transactions remain segregated from designated OCTA enterprise applications in accordance with contractual and governance requirements.

Secure mobile access will allow authorized CFR personnel to perform work management and inventory transactions in the field. Reporting and dashboard capabilities will provide visibility into work order progress, inventory activity, maintenance performance, and contractual compliance. The system will maintain comprehensive transaction histories to support reconciliation, audit requirements, and performance oversight.

### **2.2 OC STREETCAR**

OCTA utilizes a third-party contractor (OC Streetcar Contractor) to manage operational and maintenance activities for the OC Streetcar line of business under OCTA oversight. Both internal OCTA staff and external OC Streetcar contractor personnel will manage operational activities within OCTA's existing EAM system.

OC Streetcar Contractor staff will initiate defect work orders within the EAM system in accordance with established operating procedures, including detailed documentation of reported issues, inspection findings, and recommended corrective actions. Configured workflows will trigger notifications throughout the work order lifecycle, enabling appropriate personnel to track work orders from initiation through completion. These controls ensure OCTA's Streetcar rolling stock and Linear/Wayside infrastructure remain compliant with federal and state safety requirements.

The EAM system will support preventive maintenance scheduling, federally mandated safety inspections, mobile-enabled field execution, and structured asset lifecycle management. The system will monitor asset status, track inventory movement for warranty replacements and chargebacks, and maintain comprehensive audit trails of maintenance and inspection activities. Advanced reporting capabilities will provide visibility into maintenance performance, inspection results, and asset history to support regulatory compliance and operational oversight.

For both CFR and OC Streetcar, defect work order business processes have been defined to illustrate the configured workflow, segregation controls, audit traceability, and lifecycle management requirements within the EAM platform.

### 3. PROJECT GOALS / OBJECTIVES AND HIGH-LEVEL PROJECT SCOPE

#### 3.1 PROJECT GOALS

##### 3.1.1 CFR

The goal of the CFR portion of this engagement is to configure and enable the Octave Attune EAM system to support the operational, contractual, and governance requirements of the CFR Contractor within OCTA's existing enterprise environment. This effort is required to fulfill obligations outlined in OCTA's contractual agreement with the CFR Contractor, including specific system, reporting, procurement, inventory, and audit requirements. The configuration must ensure operational independence where required while maintaining enterprise security, audit controls, data segregation, and system governance standards.

- Support independent CFR inventory management processes in accordance with contractual obligations.
- Ensure segregation of CFR data, transactions, and integrations from OCTA enterprise financial systems while maintaining appropriate enterprise governance controls.
- Enforce secure access for both OCTA and non-OCTA domain users through role-based access controls and enterprise-aligned authentication standards.
- Maintain comprehensive audit logging and traceability for all CFR transactions, including inventory adjustments, priority changes, and workflow actions.
- Support configurable integration management, including selective enablement, disablement, and modification of Phase 1 integrations, as well as development of new interfaces where required.
- Provide advanced reporting and dashboard capabilities to support inventory management, work order progress tracking, maintenance history, inspection results, oversight, reconciliation, and contractual compliance.
- Enable secure mobile access with enterprise uptime standards and configurable workflows for task assignments, approvals, and alerts.
- Support CAD integration, including the import and management of OEM manuals and related documentation.
- Deliver complete implementation artifacts, including:
  - Hands-on user training and role-based documentation
  - Technical documentation covering configuration, design, and integration.
  - Updates to integration files and configuration matrices
  - Additional configuration required to support overall system operation (e.g., account codes and related system controls)

##### 3.1.2 OC STREETCAR

The goal of the OC Streetcar portion of this project is to implement a comprehensive, mobile-enabled EAM solution that supports OC Streetcar operations and maintenance activities. The system will modernize and digitize maintenance, inspection, asset management, inventory control, reporting, and compliance processes while ensuring operational efficiency, regulatory compliance, and lifecycle asset visibility.

- Digitize and standardize inspections and maintenance execution using Octave Attune EAM configured inspection and preventive maintenance capabilities, ensuring consistency, accuracy, auditability, and compliance.
- Enable end-to-end Work Management for planned and unplanned maintenance with mobile execution and near real-time work order lifecycle visibility.
- Strengthen asset lifecycle management for OC Streetcar rolling stock and wayside assets through structured asset records, location assignment, parent-child visibility, and retirement/EOL tracking.
- Implement inventory, materials, and procurement controls integrated with maintenance activities, including full audit traceability and barcode-enabled transactions.
- Deliver reporting and analytics that support operational oversight, regulatory compliance (including federally mandated inspections), and lifecycle cost/TCO visibility.
- Establish secure, role-based access for OCTA and third-party contractor users, ensuring appropriate segregation of duties across desktop, mobile, and reporting features.
- Leverage secure integrations using approved mechanisms (including Phase 1 integrations where applicable) and ensure operational readiness through training and environment gap remediation planning.
- Import and manage OEM manuals, drawings, single line diagrams, and related documentation.

## **3.2 PROJECT OBJECTIVES**

### **3.2.1 CFR**

- Business Process
  - Vendor shall conduct discovery sessions and outline business narratives for business processes related to CFR Contractor.
- Business Unit Segregation & Governance
  - Configure CFR as a distinct business unit within the existing Octave Attune environment.
  - Maintain segregation of CFR data, transactions, assets, and inventory from other OCTA business units.
  - Enforce role-based access controls (RBAC) to restrict CFR users to authorized assets, inventory, work orders, and reports.
  - Support secure authentication (SSO and/or MFA as required).
- Integration, Configuration & Control
  - Allow CFR to leverage approved integrated data sources (e.g., Fleetwatch, Hastus, ITMS/Transit DB, Data Warehouse) as authorized.
  - Provide visibility to integration data for authorized CFR users.
  - Ensure CFR transactions are not processed by integrations with OCTA-specific interfaces such as Tribologik, Finance Enterprise, and Workday.
  - Prevent any transactional data exchange between CFR processes and OCTA enterprise financial systems (Finance Enterprise).
  - Support use of the EAM procurement module independently from OCTA ERP (Finance Enterprise).
  - Modify existing Phase 1 integration files and configure new interfaces as required to support CFR operations.

- Inventory & Procurement Management (Independent Operation)
  - Allow CFR to create and maintain material master records.
  - Associate CFR materials exclusively with CFR-designated inventory locations.
  - Support multiple CFR warehouses and inventory status designations (e.g., On-Hand, Quarantine, Restricted).
  - Allow movement of inventory between warehouses and statuses while maintaining transaction history.
  - Enable manual entry and upload of starting inventory using Octave Attune out-of-the-box templates.
  - Restrict CFR users to issue parts only from CFR-designated inventory locations.
  - Support export of inventory data to Excel for reconciliation and audit.
- Work Management & Data Controls
  - Require entry of additional accident-related details when accident classification is selected, including:
    - Accident date
    - Location
    - Incident reference number
    - Description of damage
    - Responsible party
  - Support configurable workflows for task assignments, approvals, and alerts.
  - Allow export of work order history in multiple formats (e.g., PDF, Excel).
  - Support user-defined fields (UDFs) such as badge number, hours, and employee hourly rate.
- Open CAD Integration
  - Enable integration between Octave Attune work orders (EAM) and OpenCAD so that authorized users can launch OpenCAD directly from a work order to view the relevant facility/asset drawings and determine where a part/component is installed and how to perform maintenance using drawing-based context and associated information.
  - Allow association of manuals and supporting documentation to assets and work records.
  - Maintain controlled access to technical documentation in accordance with CFR role permissions.
- Audit & Traceability Controls
  - Maintain a complete audit trail for all transactions, capturing user identification, timestamp, and action performed.
  - Capture and retain audit data for all inventory adjustments, including user, date/time, part number, description, quantity adjusted, previous balance, updated balance, and location.
  - Log priority field changes, including user, timestamp, previous value, and updated value.
  - Retain inspection and transaction data in accordance with records retention policies.
- Mobile & System Reliability
  - Provide secure mobile access for authorized CFR users (phone and tablet).
  - Support inventory transactions on mobile devices.

- Reporting & Oversight
  - Provide advanced reporting capabilities including:
    - Inventory reporting
    - Work order progress reporting
    - Maintenance history reporting
    - Inspection results reporting
    - Dashboard views
    - Support filtered and role-restricted reporting
  - Provide reporting capabilities necessary for oversight, reconciliation, and contractual compliance
- Training, Documentation & Governance Deliverables
  - Deliver hands-on training for configured CFR roles and users.
  - Conduct Training sessions for designated OCTA and CFR representatives.
  - Provide written, role-based training materials.
  - Deliver technical documentation detailing configuration, integration, and system design.
  - Update BDD, ICD, and Configuration Matrix documentation.
  - Ensure all documentation complies with OCTA formatting standards.
  - Deliver all documentation in both native editable format and PDF format.

### **3.2.2 OC STREETCAR**

- Digital Inspections & Preventive Maintenance
  - The system shall:
    - Provide fully digital inspection checklists for the following maintenance intervals:
      - Daily pre-trip
      - Weekly
      - Monthly (2.5K)
      - 3 Month (8.25K)
      - 6 Month (16.5K)
      - Annual (33K)
      - 14 Month (40K)
      - 2 Year (66K)
      - 5 Year (165K)
      - 8 Year (264K)
      - 10 Year (330K)
      - 15 Year (495K)
    - Support mileage-based preventive maintenance scheduling with configurable tolerance allowing execution within  $\pm 10\%$  of defined maintenance intervals.
    - Provide predictive maintenance alerts and notifications for upcoming scheduled maintenance.
    - Ensure all digital inspection and work order forms retain all language, fields, and selectable options from OCTA and third-party contractor paper forms unless otherwise approved.
    - Enable inspection templates to include:
      - Visual diagrams or drawings of inspection points
      - Pass/fail indicators
      - Measurements and condition entries
      - Comments and recommendations
      - Attachments (photos, PDFs, supporting documents)
    - Support version control of inspection templates.
    - Store completed inspection results in a centralized database as part of the asset maintenance history.

- Allow inspection checklists to be attached to work orders with links directing users to manufacturer repair guides.
- Support output/export of inspection lists including diagrams/images in PDF or Word format.
  
- Federally Mandated Safety Inspection Compliance  
The system shall:
  - Support digital inspection and reporting for federally mandated safety inspections, including wayside and track components such as:
    - Track class and structure (rails, crossties, special track work, tie plates, fastening systems)
    - Track geometry (gage, alignment, elevation, curvature, surface)
    - Ballast and roadbed
    - Inspection frequency and quality requirements
    - Special inspections as required
  - Support configuration of required inspection frequencies and retention of inspection evidence for audit purposes.
  - Enable exportable compliance reports suitable for regulatory review.
  
- Work Order Management (Planned & Unplanned)  
The system shall:
  - Support creation and management of both preventive (scheduled) and corrective (unplanned) work orders.
  - Provide near real-time creation, update, and status visibility for work orders.
  - Support configurable work order statuses (e.g., Open, In Progress, On Hold, Pending Review, Complete).
  - Allow assignment of work orders to defined resources (e.g., mechanics, technicians).
  - Require and store structured data fields including:
    - Asset
    - Location
    - Description
    - Priority
    - Category
    - Allow entry and storage of:
      - Estimated labor time
      - Actual labor time
      - Labor notes
      - Materials used
      - Warranty indicators
      - Defect information
  - Provide reporting comparing estimated vs. actual labor time.
  - Enable multiple attachments per work order (e.g., PDFs, images, certificates, invoices).
  - Allow classification of work orders as “Accident-Related” and support:
    - Linkage to asset
    - Insurance claim reference (if applicable)
    - External case/incident number
    - Capture of all associated labor/material/total costs
    - Audit logging of classification changes
  - Provide standard accident-related reporting with filtering (asset, date range, status, cost threshold, location) and export (PDF/Excel) with scheduled distribution capability.
  - Provide UI capability (dashboard, filtered view, or workflow queue) to monitor work order state transitions with notifications.

- **Mobile Enablement**  
The system shall:
  - Provide responsive mobile access (phone/tablet) and support Windows laptops where applicable.
  - Allow authorized users to:
    - Create work orders from mobile devices
    - View assigned work orders and inspections
    - View detailed work order information (asset details, tasks, labor, materials, notes, attachments, history, status)
    - Update work order status
    - Record labor time and materials used
    - Enter defects during inspections
  - Ensure mobile transactions synchronize with the core system in near real time.
  - Enforce role-based access controls consistently across mobile and desktop.
  - Provide a streamlined interface optimized to minimize keystrokes in field conditions.
  - Support GPS/GIS capability to capture and display asset and work order locations (where applicable).
  
- **Barcode Scanning**  
The system shall support barcode scanning functionality for
  - Assets (including wayside assets)
  - Work orders
  - Parts and materials
  - Scanning functionality shall be integrated with work management and inventory transactions.
  
- **Asset Management**  
The system shall:
  - Allow manual creation of asset records and definition of asset number (e.g., Car Number).
  - Enforce read-only status of asset number after creation.
  - Support configurable asset categories and subcategories (e.g., Car, Wayside) without requiring code changes.
  - Allow assets to be assigned to one or more categories.
  - Support filtering, reporting, and RBAC by asset category.
  - Support assignment of assets to locations.
  - Provide parent-child hierarchy visualization with drill-down capability.
  - Support asset retirement/EOL processing including capture of year, odometer, and related attributes.
  - Support reporting on retired/EOL assets.
  
- **Inventory & Materials Management**
  - The system shall:
    - Store inventory and material records in the centralized database.
    - Allow issuing parts to work orders and decrement on-hand inventory.
    - Validate inventory availability prior to assignment.
    - Support min/max thresholds and automatic purchase request generation.
    - Support inventory movement between:
      - Locations
      - Bins
      - Statures (e.g., quarantine)
    - Allow authorized inventory quantity adjustments (+/-).

- Log all inventory adjustments including:
  - User
  - Date/time
  - Previous value
  - New value
  - Reason/comment (where applicable)
- Support traceability of:
  - Historical material consumption tied to work orders and warranty defects
  - Inventory movement history between bins/locations
- Procurement Support  
The system shall:
  - Support the creation and processing of Purchase Requests, including Blanket Purchase Requests where applicable, to facilitate procurement activities in accordance with organizational policy and contract, such as approvals and approval workflows.
  - Support requisition-to-PO lifecycle visibility and association to work orders.
  - Support receiving assets/materials from purchase orders and increment inventory.
  - Provide configurable workflow routing for approvals with automated notifications.
  - Provide escalation/reminder notifications when approvals exceed defined timeframes (e.g., 24 hours).
- Reporting & Analytics  
The system shall provide:
  - Ad hoc reporting with user-defined filter criteria.
  - Multi-criteria search functionality including:
    - Partial (“contains”) search on component descriptions
    - Keyword search across description fields (manufacturer, model, part number)
    - Search by work order number, part number, assigned individual
  - Filtering and sorting search results.
  - Reporting and analytics including:
    - Performance reporting
    - Asset reporting
    - Maintenance history export (Car and Wayside)
    - Lifecycle cost tracking / TCO
    - Labor actual vs. estimate variance
    - Accident-related reporting
    - Inventory audit reporting
  - Federal mandated safety inspection reporting
  - Support saving, copying, and naming reports per user-defined conventions.
  - Support report-level permissions (Read, Modify Criteria, Delete).
  - Support private vs. published report designation.
  - Support scheduled recurring report generation and email distribution.
- Security & Administration  
The system shall:
  - Support creation of users for OCTA and non-OCTA domains.
  - Allow administrators to assign and modify role-based permissions aligned with business line.
  - Enforce RBAC (Role-Based Access Control) consistently across desktop and mobile platforms.

- Restrict users to view/edit only assigned work orders and inspections where required.
- Support creation of new roles aligned to application configuration for third-party contractor.
- **Integration & Technical Requirements**  
The vendor shall:
  - Support secure integration leveraging Phase 1 integrations via API or approved mechanisms.
  - Document integration approach including:
    - Systems interfaced
    - Data elements exchanged
    - Data ownership
    - Security/authentication methods
    - High-level error handling approach
    - Support devices of mixed technology and device types (i.e., Windows, IOS, Android, Tablets, Phones)
- **Vendor Responsibilities**  
The vendor shall:
  - Assess the current environment and identify gaps to support OC Streetcar and Wayside operations.
  - Provide documented recommendations and remediation strategies.
  - Provide written training documentation.
  - Provide hands-on training to front-end users.
- **Training, Documentation & Governance Deliverables**  
The vendor shall:
  - Deliver hands-on training for configured OC Streetcar roles and users.
  - Provide written, role-based training materials.
  - Deliver technical documentation detailing configuration, integration, and system design.
  - Update BDD, ICD, and Configuration Matrix documentation.
  - Ensure all documentation complies with OCTA formatting standards.
  - Deliver all documentation in both native editable format and PDF format.

### **3.3 HIGH-LEVEL SCOPE**

#### **3.3.1 CFR**

##### **In-Scope Functional Domains**

- The project includes configuration and enablement of CFR as a segregated business unit within OCTA's existing Octave Attune EAM environment. This includes business unit hierarchy configuration and data segregation; independent CFR inventory and procurement configuration; selective integration enablement and integration disablement in accordance with contractual requirements; work management and accident data capture configuration; CAD/manual import and document association; advanced reporting and dashboard configuration; secure mobile access configuration; and audit logging and compliance configuration.

##### **In-Scope Implementation Activities**

- Implementation activities include configuration of CFR-specific locations, warehouses, and inventory status structures; configuration of the procurement module to support independent CFR operation; modification of Phase 1 integration

files and development of new interfaces as required; excluding Tribologik, Finance Enterprise, and Workday; data migration support for starting inventory using Octave Attune templates; configuration of role-based access controls for OCTA and non-OCTA domain users; setup of configurable workflows, approvals, and alerts; implementation of audit trail and traceability controls; testing support for both enabled and disabled interfaces; and production deployment support.

#### Documentation and Training Deliverables

- The Vendor shall provide hands-on training for CFR-configured roles, conduct Training sessions for designated OCTA and CFR personnel, and deliver written role-based training materials. The Vendor shall also provide technical documentation detailing system configuration, integration, and design, update BDD, ICD, and Configuration Matrix documentation, and ensure that all documentation is delivered in OCTA-approved format in both native editable and PDF versions.
- Deliver organization-wide visibility of inventory and part data.
- Enable facility-level dashboards and analytics.
- Configure secure role-based access for internal users.
- Ensure standardization of operational workflows and reporting tools.

#### Out of Scope (Unless amended)

- The following items are out of scope unless formally amended: activation of disabled enterprise financial integrations for CFR; modifications to OCTA ERP (One Solution); custom software development beyond agreed configuration; hardware procurement; and changes to OCTA enterprise security architecture beyond CFR role configuration.

#### In-Scope Operations

- Work Order Document Access
- Users will be able to access associated Part Diagrams and Manuals directly from a work order.
- Part Selection and work order Application.
- Users will be able to select a specific part identified within a Manual and apply it to the related work order.
- The selected part may be flagged for procurement if not available.
- If available in inventory, the part may be decremented accordingly.
- Document Library Management.
- The application will include a centralized document library designed to store Parts Diagrams and Manuals.
- New Document Upload Capability.
- Users with appropriate access permissions will be able to upload new Parts Diagrams and Manuals into the application library.
- Replacement Document Upload Capability.
- Users with appropriate access permissions will be able to upload replacement versions of existing Parts Diagrams and Manuals into the application library.

#### Out of Scope (Unless amended)

Document Creation or Editing: The creation, modification, or authoring of Parts Diagrams and Manuals within the application.

- Advanced Document Management Features: Version comparison, redlining, document workflow approvals, or automated document lifecycle management beyond basic upload and replacement.
- Integration with External Document Repositories: Automated synchronization or integration with third-party document management systems.

- Automated Inventory Replenishment Logic: Advanced procurement automation, supplier selection, or purchase order generation beyond identifying a part for procurement.
- Complex Inventory Management Enhancements: Inventory forecasting, multi-warehouse optimization, or advanced allocation logic outside of standard decrementing functionality.
- Role and Permission Framework Redesign: Changes to the existing access control model beyond enabling upload permissions for authorized users.
- Mobile-Specific Enhancements: Dedicated mobile application functionality and offline document access capabilities.

### **3.3.2 OC Streetcar**

#### In-Scope Functional Areas

The project includes configuration and deployment of Octave Attune EAM to support:

- Asset management and lifecycle tracking (Cars and Wayside)
- Preventive maintenance scheduling and fully digital inspections
- Work order management for planned and unplanned maintenance
- Mobile-enabled field execution
- Inventory and materials management
- Procurement workflow integration
- Reporting and analytics, including regulatory and accident-related reporting
- Role-based security and user administration
- Integration with approved Phase 1 systems

#### Implementation Activities

- System configuration aligned to approved requirements
- Migration of paper-based inspection and work order forms to digital templates
- Configuration of workflows, notifications, and escalation rules
- Setup of barcode-enabled processes
- Configuration of audit logging and compliance tracking
- Integration configuration via approved APIs
- User role and permission configuration (RBAC)
- System testing support
- Production deployment
- Training delivery (documentation and hands-on sessions)
- Gap assessment and recommendations

## **3.4 KEY DELIVERABLES**

- Configured EAM production environment
- Digital inspection and work order templates
- Configured preventive maintenance schedules
- Mobile enablement configuration
- Reporting framework and standard reports
- Security configuration documentation
- Integration documentation
- Gap assessment report
- Training materials and completed training sessions

### **3.5 OUT OF SCOPE (UNLESS AMENDED)**

- Hardware procurement
- Custom development beyond agreed configuration
- Redesign of third-party systems outside defined integrations
- Organizational restructuring or enterprise-wide process reengineering

## **4. CONSULTANT RESPONSE TO PROPOSAL**

OCTA is soliciting proposals from qualified software licensors, authorized distributors, and certified value-added resellers of eligible software products. Consultants are encouraged to propose the most current and effective technology solutions that align with OCTA's objectives and meet the specific requirements outlined in the "Business Requirements – EAM Phase 2.xlsx."

By submitting a proposal, the Consultant acknowledges that they have reviewed and understand the following documents and criteria:

- Evaluation Criteria
- Project Goals, Objectives, and High-Level Scope
- Attachment A: "Business Requirements – EAM Phase 2.xlsx."

## **5. TECHNICAL PROPOSAL**

### **5.1 FIRM QUALIFICATIONS**

As part of the proposal, the Consultant shall provide a comprehensive statement demonstrating their qualifications for selection. This shall include:

- A detailed summary of technical experience in performing work of a closely similar nature
- An overview of the firm's overall strength and organizational stability
- An assessment of the strength, stability, experience, and technical competence of any proposed subcontractors
- Client references that are close in nature to the project needs and/or industry alignment.

This information will be used as a basis for evaluating the Consultant's capability to successfully perform the services described in this Statement of Work and [C250192\_RFP 250192]

### **5.2 STAFFING AND PROJECT ORGANIZATION**

The Consultant shall possess demonstrable experience in the implementation of the software solution specified for this project. Additional information regarding expected qualifications and response requirements is provided in Section III, Evaluation and Award.

### **5.3 TECHNICAL SOLUTION DESIGN (TSD) NARRATIVE**

Consultant shall include in the "Work Plan" section of its proposal a TSD narrative section highlighting the proposed technical solution for OCTA. This narrative shall include a description of the technical architecture and the justification for their proposed approach. This shall include hardware and/or cloud hosting environments topology, including network and security components, all third-party software, and integration solutions for disparate components.

## **5.4 PROPOSED PROJECT SCHEDULE**

For the purposes of the proposal, the schedule shall identify all phases and the high-level tasks in sufficient detail. Tasks shall be grouped into the project phases and shall include all the relevant deliverables and project milestones. The tasks shall identify Resources, Duration of tasks, and Predecessor relationships (whenever applicable). The schedule shall indicate the tasks for which OCTA is responsible.

During the project implementation effort, a more detailed project schedule shall be required (as described in Task 1 – Project Schedule), which shall incorporate OCTA-specified modifications, including duration and start-date modifications, as necessary, to align with their regular work-day activities, business cycles, holidays, and other work-day constraints. This alignment may result in 8 to 12 weeks of additional project duration if sufficient time was not allocated for OCTA to conduct reviews/approvals of project documentation, testing, etc.

## **5.5 ROLES AND RESPONSIBILITIES MATRIX**

Provide the number of resources, and their respective roles.  
Provide an organization chart that reflects to whom the project personnel report.

### **ATTACHMENT A**

Consultants shall utilize the Microsoft Excel spreadsheet provided as part of this RFP package to respond to all questions pertaining to Attachments A. The complete Excel spreadsheet must be included in the proposal submittal. Supplementary screenshots are not required and should not be included as part of the supporting documentation.

### **PRICE SUMMARY SHEET**

Consultants shall utilize the Microsoft Word provided as part of this RFP package. The completed Price Summary Sheet must be included in the proposal submittal.

Prices should include all direct costs, indirect costs, profit, and applicable taxes. The Authority intends to award a firm-fixed price contract for project up to two years in length. The two-year contract term shall start upon contract execution.

(Reference for detailed task descriptions in Section 10. Contract Tasks.)

## **6. DEMO/INTERVIEW**

Consultants may be invited to participate in a system demonstration and/or interview as part of the evaluation process. The purpose of the demonstration is to allow the Consultant to present key functionalities of the proposed solution with specific emphasis on how the platform supports OC Streetcar, and CFR operations within a multi-business line environment, including accommodation of differing processes, asset structures, integrations, and operational requirements. The demo/interview shall use examples within the application where applicable. For other areas, the vendor may use a narrative to describe the proposed solution.

### **6.1 CFR**

- CFR Inventory Segregation + Controlled Issuance
  - Goal: Prove CFR Contractor can only issue parts from CFR locations and cannot touch OCTA inventory.
  - Inventory locations assigned to CFR (separate storerooms/warehouses/bins/statuses).

- Issue parts to CFR work order → system allows only CFR inventory locations, blocks OCTA locations.
- Independent CFR inventory operations: separate stock records, transactions, and controls (vendor-owned inventory at non-OCTA sites maintained separately).
- Inventory statuses and movement: On-Hand → Quarantine / Restricted, with balances and full history.
- Callouts to emphasize: Audit trail on every transaction (user, timestamp, part, qty, location, warehouse/status).
- CFR On-Hand Management + Audit-Ready Adjustments
- Goal: Prove CFR Contractor can view/edit only their inventory with proper roles and every adjustment is logged.
- Vendor should show:
  - CFR user views on-hand inventory for their authorized location(s) only.
  - CFR user performs positive/negative quantity adjustment with required audit fields captured (user/date/part/qty/location/warehouse).
  - Inventory movement transactions within authorized locations (including quarantine moves), with detailed audit history.
- Reporting & Oversight (OCTA Governance + Contractor Access)
  - Goal: Prove OCTA oversight and CFR report access with security.
  - Vendor should show:
    - CFR users have same reporting tools (create/filter/schedule/export) but restricted to CFR-authorized data.
    - OCTA generates PM on-time performance reports to monitor CFR compliance.
    - Asset/inventory reporting with filters for single vs consolidated locations, including cost/no-cost views.
    - Accident-related work order reporting (classification field + required accident details + standard report + export/scheduled email).
- Mobile Parity
  - Vendor should show:
    - Mobile app doing the same core tasks as desktop: view/update work orders, record labor/materials, attach photos, scan barcodes (assets/work orders/parts/wayside).
    - Document mobile limitations vs desktop (explicitly list what differs).
    - Confirm: RBAC enforced consistently across desktop and mobile; near real-time sync.
- Work Orders + PM Priority Control + Maintenance History Continuity
  - Goal: Prove planned maintenance execution control, work order lifecycle, and cross-location asset history.
  - Vendor should show:
    - Inbox / Ready status filter for highest-priority PMs (and ability to assign priority to PM work orders).
    - Issue parts to a specific work order decrementing inventory; return part to a warehouse/bin as defective/warranty.
    - Asset transfer history: view maintenance history when asset moves between OCTA run location and non-OCTA run location.

- Digital Inspections- Prove paper-to-digital checklists with images, version control, mobile access, and reporting.
  - Vendor should show:
  - Checklist capabilities: pass/fail, measurements, comments, attachments (photos); completed records stored in asset maintenance history.
  - Version control of inspection templates.
  - Link from checklist/work order to Manufacturer repair guide/manual, and ability to attach manuals at asset/item level.
  - Ability to output inspection lists with images/drawings to PDF/Word.

## **6.2 OC STREETCAR**

- Business Unit Enablement & Governance  
Objective: Validate data isolation, security, and scalability without disrupting current configuration.
  - Business unit segmentation (OC Streetcar vs. existing OCTA operations)
  - Role-Based Access Control (RBAC) by business line
  - Example: Streetcar technician vs. OCTA user visibility
  - Report-level data segregation
  - Support for OCTA and non-OCTA users
- Preventive Maintenance & Digital Inspection Scenario (10 Minutes)  
Objective: Demonstrate compliance, form fidelity, and traceability.
  - Meter-based PM schedule (with  $\pm 10\%$  tolerance)
  - Upcoming maintenance alert
  - Launch digital inspection (e.g., 6-month service)
  - Record:
    - Pass/fail
    - Measurement
    - Comments
    - Photo attachment
  - Show inspection stored in asset history
  - Briefly reference federal mandated safety inspection configuration
- Mobile Field Execution  
Demonstrate Streetcar technician workflow:  
Objective: Validate mobile-first execution and real-time integration.
  - Assigned work order visible on mobile
  - Barcode scan of asset or result of data scanned in application
  - Update status (In Progress)
  - Record labor time
  - Issue part (inventory decrement)
  - Attach photo
  - Complete work order
  - Show near real-time synchronization on desktop
- Inventory, Procurement & Audit Controls  
Objective: Confirm financial controls, traceability, and governance.
  - Issue part and show inventory movement traceability
  - Display audit log (user, timestamp, prior value, new value)
  - Show min/max threshold triggering purchase request
  - Demonstrate approval workflow with escalation example
  - Receiving against purchase order

- Accident Tracking & Reporting  
Objective: Validate oversight, compliance reporting, and cost visibility
  - Classify work order as accident-related
  - Link to asset and external case reference
  - Show cost roll-up (labor + materials)
  - Run filtered accident report
  - Demonstrate maintenance history export
- Integration & Scalability Overview  
Objective: Demonstrate sustainability and low operational risk.
  - Reuse of Phase 1 integrations
  - API-based integration framework
  - Scalability for additional business units
  - Confirmation of minimal impact to existing OCTA operations

The demonstration should reflect the Consultant's understanding of OCTA's requirements and clearly illustrate how the proposed solution fulfills the specified functional and technical needs."

## **7. OCTA RESOURCES**

OCTA will establish a project team that will include the following staffing for this project:

- A Project Steering Committee consisting of the Project Sponsors, and major stakeholders which will meet as needed (at a minimum, quarterly) to monitor progress and make any project decisions and course corrections that are needed.
- A Leadership Team consisting of Business Owners, including the OCTA Resources, and Information Systems (IS) departments which will meet regularly (every 2-4 weeks) to drive efforts and address issues.
- An OCTA IS Project Manager (PM).
- Technical lead(s), who will be available as needed. The technical lead will assist with technical efforts, such as: network configuration, security, databases.
- A Sr. Business Analyst (BA) and functional experts will be available as needed, based on the project schedule, at the request of the OCTA PM.
- One (1) or more power users from each department will be available as needed. They will assist with application use-case questions and testing.
- An Application Analyst (AA) will be assigned.
- System users will be available during certain testing periods. All users of the system will participate, provided they have received proper training.
- OCTA recognizes Mondays and Fridays as Flex-days. Meetings with OCTA staff shall be avoided on those days.
- There are no OCTA resources who will be 100% allocated to this project.

## **8. CONSULTANT SERVICES, EFFORTS, and DELIVERABLES**

Consultant shall provide the following as part of this engagement. The details of each component are outlined in this Scope of Work (SOW), and within the Business Requirements.

- Project Management and Documentation – The various administrative efforts and documentation to implement this system / project.
- Application Software – The latest software version, including any related application software or modules required.
- Other Related Software – This includes all software utilities, report writers, workflow software, development tools, hardware drivers, etc., that are required to operate and maintain the application software.

- Annual Maintenance (if needed) – The annual maintenance and support for five (5) years for all additional third-party software that is being licensed. OCTA has an enterprise license for Octave Attune EAM.
- Provision, Install, Configure, Test, and Deploy the software and hardware – The services required to install, set-up and configure all software and hardware products.
- Software Interfaces and Reports – All electronic interfaces between the new system and OCTA's existing application systems, as well as the required custom reports.
- Data Migration and Conversion.
- Training for OCTA resources.
- Organizational Change Management (OCM).

## **9. CONSULTANT TEAM**

Consultant's personnel shall accept the following as part of this engagement.

- Consultant's resources shall accept the condition that scheduling flexibility is required since OCTA's IS activities are driven by a combination of internal and external dependencies.
- Consultant's resources shall work closely with OCTA PM to plan the expected work for each reporting/billing period. All project work shall be coordinated through the OCTA PM.
- Consultant shall provide each of their assigned resources a personal workstation (e.g., laptop PC) and cell phone.
- Consultant may use offshore resources where appropriate; however, the OCTA PM shall be aware and approve of the use of offshore resources. Consultant assumes full responsibility for the quality of the resultant deliverables and the timeliness of their delivery.
- Consultant's resources shall backup all work products at the end of each workday onto an OCTA designated storage device (a SharePoint repository or shared network drive setup for the Project Team). The intent is to create a collaborative work environment, providing visibility to work in progress.
- Consultant's personnel assigned to work on OCTA projects are responsible for the proper care of OCTA's facilities and equipment made available to them throughout the term of the contract.
- Unless otherwise agreed to by the OCTA PM, Consultant's staff shall work onsite at OCTA's Orange, CA headquarters building or from a pre-authorized remote location. Exceptions require OCTA's PM approval for work performed offsite or offshore.
- All resources participating on Consultant's project team shall have sufficient comprehension of the English language to read, write, speak, and understand all job-related directions and discussions.
- All communication shall be in English, including verbal and written.
- Verbal and written communication shall be grammatically correct at a university grade-level.
- Consultant's resources shall be available from 8:00am to 5:00pm (Pacific Time), Mondays through Fridays, and on all U.S. working days.
- OCTA resources work a "flex schedule" (9/80 work week). As a result, Consultant shall plan to not conduct meetings with OCTA resources on Mondays or Fridays.
- Consultant shall provide all phone and desktop-sharing conference calling dial-in numbers and Uniform Resource Locators (URLs).
- Consultant shall provide telephonic technologies that limit the phone call latency to less than one (1) second and are at audio quality standards equivalent to typical U.S. domestic phone call quality standards.

- Consultant's resources shall respond to voicemail, email, and text messages within a reasonable amount of time, but under no circumstances shall the amount of time exceed two (2) business days. If a deadline or 'respond by' date/time is indicated in a communication by OCTA, it will be expected to be met unless it is considered unreasonable by Consultant. If so, Consultant shall immediately notify OCTA and provide a reasonable deadline that would need to be approved by OCTA.

## **10. CONTRACT TASKS**

The following Tasks correspond to contractual payment schedule.

### **10.1 Task 1 – PROJECT PLANNING AND MANAGEMENT**

Consultant shall designate a PM, who shall be the single point of contact for consultant. The following administrative project documentation, deliverables and actions (listed below) shall be produced, maintained, and made available by Consultant each week for OCTA to ensure accuracy and completeness.

Adequate time shall be allotted within the schedule for: OCTA's review of project documentation, revisions to be made by Consultant, and final approval by OCTA (including potentially the Project Sponsors, and Project Owners, when applicable) prior to the deadline of each document and deliverable. Upon approval, work will be authorized.

- **Project Schedule.** The schedule shall identify all tasks in sufficient detail (durations for each detailed task will not be greater than five (5) business days, unless approved by the OCTA PM). Tasks shall be grouped by project phase, and shall include all the relevant deliverables, and project milestones. The tasks shall identify Resources (and Owners if applicable), Start-Dates and End-Dates, Duration of tasks, and Predecessor relationships (whenever applicable). The schedule shall indicate the tasks for which OCTA is responsible.
- The project schedule shall need to incorporate OCTA-specified modifications, including duration and start-date modifications, as necessary, to align with their regular work-day activities, business cycles, holidays, and other work-day constraints for specific OCTA personnel who will be assigned to work on this project.
- The initial draft project schedule shall be submitted to OCTA with the Project Proposal. The project schedule may be further revised during the initial Planning phase, which shall include insertion of OCTA-specific tasks. Then, toward the end of the Design phase, the final project schedule will be approved by OCTA and then baselined to permit identification of future modifications to the schedule. The project schedule shall be updated weekly by Consultant's PM to accurately identify percent (%) physical work complete, or % effort complete (whichever is applicable).
- **Cost.** The applicable costs/fees shall be identified on the project schedule in a "Budget" column. Subsequently, "Amendment # 'x'" columns shall be added, as necessary, to reflect any amendments established during the project lifecycle. "Invoice # 'x'" columns shall be added, as necessary, for each project invoice. The amounts reflected within these columns shall align with the invoice payment schedule to accurately reflect monies due based on % Complete or Milestone (whichever is applicable). Alternatively, the Budget and Cost information may be managed within a separate spreadsheet which must tie to the Project Schedule for the purposes of tracking efforts completed, and their respective payments. Payments shall be reconciled against the project schedule. All invoices shall be accompanied by a current project schedule to show the monies tied to the project schedule.

- Roles and Responsibilities (R&R) Matrix. This matrix is to be structured in the form of a RACI (Responsible, Accountable, Consulted, Informed), including Resource Name, Title, Role, Billable Hourly Rate, and % Allocation to the project. Each project document and deliverable shall be identified in the RACI by phase. This matrix shall also clearly define Consultant's lines of communications during the project. The OCTA R&R Matrix template can be used if Consultant does not have a standardized RACI.
- Change Orders. If there are any modifications to Scope, Resources, Budget, or Schedule Consultant is required to submit those requests and obtain approval from OCTA in advance of the work being initiated. The Change Orders shall reflect all additions, deletions, or modifications. Consultant shall provide a detailed report for each required change including the issue number (#), title, date identified, description, alternatives, recommended alternative and impacts to schedule, budget, and resource for the recommended alternative.
- Issues, Risks, Action Items, Bugs, Future Enhancements Log (aka Item Log). The log shall include item Type, Title, Date Opened, Date Updated, ETA, Opened By, Priority, Description, Assigned To, Status, Comments (updated weekly / date-stamped), and Date Closed. Risks shall be quantified (Occurrence: probability / impact; Control: effective / efficient) in a Risk Assessment. The Item log will reside in a Microsoft Teams site, unless pre-approved by the OCTA PM. If another system is approved to be utilized, the OCTA team must be provided with read/write access to Consultant's application. NOTE: a similar Item Log shall be maintained by the Consultant, and shall be accessible to OCTA, during post-implementation for system item-logging management purposes.
- Project Status Reports. Submitted to OCTA twice each month (and more frequently if the project is off-schedule, off-scope, or off-budget) and it will be received by noon. (Pacific Time) on the Friday it is due. The format for progress reporting can be in Consultant's format. Efforts shall be delineated within the status report for each workgroup (aka project workstream) to permit a clear representation of the individual efforts. The OCTA Project Status Report template can be used if Consultant does not have a standardized Status Report. However, the following elements must be included within the report:
  - Overall Project Status (Green, Yellow, Red). Green = project is on track with schedule, budget, scope and/or resources, no major issues; no minor issues that will not be resolved in short-term; nothing to escalate. Yellow = project is at risk of slippage with one or more areas of schedule, budget, scope, and/or resources; deviation could be 10 to 20% of plan; the project team has a plan to correct the deviation. Red = project is slipping in one or more areas of schedule, budget, scope, and/or resources; management assistance is needed to re-set project.
  - Trend (Steady, Improving, Degrading). The Trend is a forecast of the probable change in Status within the upcoming one (1)-two (2) weeks.
  - Tasks and Key Deliverables Completed during the reporting period.
  - Tasks In-Progress.
  - Next Steps / Work Planned for the next reporting period including, but not limited to, those identified per the baseline project plan.
  - Resources utilized since the previous Status Report, or those Resources needed during the next reporting period.
  - Project Issues, including description, viable solution(s), owner, deadline, impact if not addressed by the deadline.
  - Project decisions made during the reporting period that impact schedule, scope, resources, or budget.

- Identification of Short-Term Risks, thirty (30) days or less that affects the project's progress, deliverables, or milestones. The risks shall be noted, potential solution(s) identified, action required for resolution, and estimated duration of solution.
- Identification of Long-Term Risks, sixty (60) days or more that affects the project's progress, deliverables, or milestones. The risk shall be noted, potential solution(s) identified, and action required for resolution, and duration required.
- Project Meetings:
  - Consultant's project team shall co-lead the Kick-Off meeting with OCTA's PM. This shall be scheduled to occur after the signing of the contract and the acceptance of the project schedule. All Consultant's identified team members or their alternates are required to attend the meeting, unless approved by the OCTA PM. Consultant's PM shall discuss the project approach (describing how the project will be successfully completed, and the implementation approach), the project's goals and objectives, scope, out of scope items, work plan, timeline, and team member roles and responsibilities during the meeting, and allow time for questions.
  - Consultant's PM shall co-lead the ongoing Project Meetings, including the Kick-Off Meeting, and Status Meetings with OCTA's PM. The meetings shall be held at OCTA's facility in Orange, CA, but Consultant's team may attend the meeting by tele-conference. The purpose of the meetings shall be to review project status, project schedule, Item Log, resolution of issues, assess risk, determine corrective action as required, and to discuss future efforts. At a minimum, meetings with the OCTA's project team shall occur once every month to discuss project progress. Project Status Meetings with Key Stakeholders and Management shall occur at least every two (2) months, as deemed necessary by the OCTA PM. Attendance will be taken at each meeting.
  - Ongoing (working) Meetings shall primarily be led by Consultant PM, or Consultant Leads throughout the course of the project lifecycle.
  - Meeting Agendas. The content shall include a list of Topics, Start- and End-time for each Topic, Presenter, Follow-Up Items from previous meetings.
  - Meeting Minutes. The content shall include a summary of the discussion, Decisions, and Action Items. Minutes shall be distributed after the meeting to the meeting attendees (within one (1) business day).
- Deliverables and Documentation:
  - Ancillary Project Deliverables. Detailed examples of any/all project-specific deliverables that shall be produced by Consultant during the project engagement shall be provided to OCTA in advance of the start of project to permit OCTA adequate time to assess the reasonableness of the content and approve the format and proposed content.
  - Documentation Repository. OCTA shall establish an MS Teams or MS SharePoint site for the project, to which Consultant shall have access. All 'master' versions of documentation shall be posted to this site by Consultant. The documents shall be 'checked-out, and -in' to provide control, versioning, and collaboration during the process of drafting the documentation. The project documentation must always be maintained within the Repository.
  - All Deliverables / Documentation must be submitted to OCTA in digital formats that are compatible with the OCTA Microsoft Office suite, or as approved by the OCTA PM.

### **Objectives**

- Effective and efficient administration of the project.
- Complete and accurate information.
- Transparency.
- Readily accessible information for the appropriate resources.

**Deliverables**

- Project Schedule
- Roles and Responsibilities Matrix
- Change Orders
- Item Log
- Project Status Reports
- Kick Off Meeting
- Various Meetings
- Meeting Agendas
- Meeting Minutes
- Ancillary Project Deliverables
- Documentation Repository
- Documentation Formats

**10.2 Task 2 – REQUIREMENTS GATHERING**

- Consultant shall gather and document OCTA requirements, including use-cases, from OCTA personnel to ensure the system is configured in a way that meets the needs of OCTA processes and policies.
- Business Analysis Joint Application Development (JAD) sessions shall be conducted to gather the Requirements Documentation. This includes both the functional and the non-functional requirements. The JAD session must ensure consensus from cross-functional teams (business, technical and testing teams) by documenting complete, non-redundant, prioritized, and valid features, functions, and requirements. The requirements shall describe the problem, business case, process, and procedures (input, process, output), data model, and any other pertinent information. The ultimate deliverable shall provide the business solution that will be used for the Build/Configuration, and by the Test Team. The final Requirements deliverable must be approved by the OCTA Business and Technical teams.

**Objectives**

- Consensus among cross-functional teams.
- Complete, non-redundant, prioritized valid list of features, functions, and requirements.
- Define all business rules.
- Define the business processes and procedures, including workflow routing, alerts, notifications.
- Define all data interfaces from and to solution.
- Define the user screen views.
- Define the reports required.
- Documentation that can be used during Build/Construction and Testing.

**Deliverables**

- Detailed and approved Requirements documentation in the form of a Requirements Matrix.

**10.3 Task 3 – DESIGN**

- Design reviews shall be conducted during the Design Phase to evaluate progress, as well as to evaluate the technical adequacy of the design and conformance with performance, usability, and OCTA technical standards. Prior to each review, Consultant shall submit a design review package that includes the design and other information required for the review, including an architecture topology diagram, data flow diagram, hardware, and software versions, network, and security diagrams.

- Unless Consultant proposes an alternate approach, which is acceptable to OCTA, design review shall be divided into three distinct stages:
  - Conceptual Design Review
  - Preliminary Design Review
  - Final Design Review
  - Conceptual Design Review.
- The primary objectives of the Conceptual Design Review shall be to acquaint OCTA with Consultant's intended design and procurement activities, resolve external interfaces, and provide the basis for proceeding to Preliminary Design Review. At a minimum, the Conceptual Design Review shall accomplish the following:
  - Confirm Consultant's management team and the scope of supply of sub-suppliers.
  - Provide narrative descriptions of the major subsystems proposed by Consultant.
  - Identify information needs and decisions required from the agency.
  - Confirm that Consultant is familiar with the intended operations and maintenance environment.
  - Provide block diagrams showing functionality and interfaces between System Components and elements, such as OCTA's' systems, which are not to be provided by Consultant but affect the system provided by Consultant.
  - Review the software conceptual design, including block diagrams and features.
  - Consultant's staff shall work closely with OCTA to accurately complete the application implementation and configuration, as well as all related services. Consultant shall also answer questions posed during the application implementation process. All decisions shall be documented.

**Objectives:**

- Perform necessary application configurations.
- Answer and document application set up questions during the application implementation process.
- Perform necessary application implementation and configuration.

**Deliverables:**

- Design Documentation that includes all implementation and configuration changes.
- Preliminary Design Review is designed to review the adequacy of the selected design approach and evaluate requirement conformance. At a minimum, the Preliminary Design Review shall include:
  - Detailed technical descriptions of the system's major components, allowing a thorough understanding of the implementation of the proposed System Components.
  - Interface diagrams.
  - Software system level flow charts, if applicable. Software data backup and recovery procedures.
- Updated Design Documentation
- Final Design Review shall be conducted when detailed design is complete. The Final Design Review shall determine whether the detailed design will conform to the design requirements. Data submitted for the Final Design Review shall be updated to a level of detail consistent with the completed design and submitted for the Final Design Review. At a minimum, the Final Design Review shall include:
  - Latest revisions of the drawings and documentation submitted for the Preliminary Design Review.
  - Data documentation at the second level, including all software development. documentation available or used in Consultant's design process, consisting of structured data flow diagrams, event tables, and/or dialogue diagrams (as available) to the lowest level of decomposition with software module descriptions

- (or elemental process descriptions) in structured narrative format. The second level of software documentation is one level above source code.
- Review of Consultant's final interoperability and integration with onboard systems, including verification and test plans.
  - Finalized Design Documentation
  - A comprehensive Security Plan, which is easily implemented via standard security tools, and which requires minimal maintenance to maintain OCTA's desired level of security.
    - Consultant's technical staff shall work with OCTA's security and project team to review security requirements in the new hosted environment.
    - Where necessary, Consultant's technical staff shall assist in evaluating consultant architecture and configuration as related to security and access.

#### **10.4 Task 4 – CONSTRUCT / BUILD**

- Consultant shall build / configure / customize the application to ensure compatibility with the system requirements. Changes shall be documented and reviewed with OCTA.
- Execute the build and configuration of the solution in test environment.

#### **Objectives**

- Perform application build according to the requirements.
- Fully configured, installed and operational solution in a test environment
- Create all identified data interfaces and reports.

#### **Deliverables**

- Documented System Configurations, including deviations to the system requirements.
- Test environment solution installed, configured, and developed addressing all listed.

#### **10.5 Task 5 – TEST**

Consultant shall be required to thoroughly test the application to ensure stability, performance, and system functionality prior to making the system available for OCTA testing efforts. Consultant shall develop the Test Plan, Test Cases, and Test Scripts

- Consultant shall develop a Test Plan for the entire project. The Test Plan shall address each type of testing.
  - The Test Plan shall include who is conducting the testing, what type of testing shall be conducted, when the testing shall be conducted, how long the testing shall be performed, where the testing shall be performed, the purpose of the test (why), and how to conduct the testing.
  - The testing shall include unit-, system-, integration-, load-, stress-, functional-, non-functional-, device-, and network-testing.
  - Testing may include backup and restore, and disaster recovery procedures.
  - Consultant's technical members shall assist OCTA project staff as needed, to complete all User Acceptance Testing.
- Test Cases are a set of conditions or variables under which a Tester shall determine whether a system under test satisfies requirements or works correctly. The process of developing test cases can also help find problems in the requirements or design of an application. The Test Cases shall include a Description, any assumptions or pre-conditions, the steps, and the expected result.

- OCTA will conduct a User Acceptance Testing (UAT) of all system functionality. The duration of UAT may be determined by a specific project. It is recommended the duration of UAT be approximately 5 weeks. Consultant shall be responsible for supporting the UAT efforts, including:
  - Clarifying system functionality.
  - Troubleshooting and correcting errors and invalid results.
  - Updating system documentation (as applicable).

**Objectives:**

- Testing efforts are thorough, effective, and efficient.
- All pertinent resources are clear on the testing process and efforts that will be completed.
- Acceptance Test success criteria are defined.
- Bugs are documented, prioritized, and resolved.
- Any necessary corrections or configuration changes are completed.
- All planned testing is completed successfully.

**Deliverables:**

- Test Plan
- Test Cases
- Test Scripts
- Automation scripts if automated testing is being conducted.
- Testing Results
- Defect logging in Item Log
- Stakeholder sign-off on the completed testing

**10.6 Task 6 – TRAIN**

- Consultant shall develop a Training Plan for the entire project. The Training Plan shall include the following information: who is conducting and attending the training, what the training will include, when and where the training will be conducted, the purpose of the test (why), and how the training will be conducted.
- Approved training artifact that describes the mediums that will be used (videos, manuals, classes, etc.).
- Training Documentation shall be provided that is comprehensive of the system features and functionality for specific use by OCTA Users in OCTA environment. Detailed manuals, outlines, lesson plans, shall be submitted for approval. Instruction shall be designed to be comprehensive of the equipment, and the system features and functionality. The documentation shall be provided in both digital and print format. These manuals shall describe and explain all features and functions of the application, how to use the application, and common troubleshooting techniques. This training shall include video tutorials, and training Quick Reference Guides.
- Consultant shall be required to provide training for IT (technical training), and System Administration, Super-Users, and End-User training for both OCTA and OCTA contracted employees.
- Training will be conducted at OCTA's administrative offices in Orange, CA. Other methods will require OCTA approval.

- Consultant should provide sufficient training time to ensure trainees are fully confident and competent to perform their job duties. The Consultant shall develop a training plan, to be delivered over a period of four (4) weeks prior to User Acceptance Testing (UAT) and an additional four (4) weeks prior to go-live. The proposed training delivery method and schedule must be submitted to and approved by OCTA prior to implementation. Any unused training hours shall be reimbursed to OCTA at the rate specified in the Consultant Hourly Rate table. The number of users for each role can be found in the Business Requirements Phase 2.xlsx spreadsheet tab B5.

**Objectives:**

- Ensure that the OCTA users can utilize the system to support their line of business. This includes but is not limited to:
  - Understand the purpose and scope of the EAM system and how it supports daily operations
  - Navigate the system interface, including dashboards, menus, and key modules
  - Locate and interpret asset records, including maintenance history and status
  - Create, update, and complete work orders accurately
  - Perform asset lookups using search and barcode scanning (if applicable)
  - Execute standard maintenance activities (inspections, preventive maintenance, corrective work)
  - Follow proper data entry standards to ensure data quality and consistency
  - Understand user roles, permissions, and responsibilities within the system
  - Attach and retrieve supporting documentation (e.g., manuals, images, invoices)
  - Track asset movements, transfers, and status changes
  - Recognize and follow audit trail and compliance requirements
  - Use reporting tools or dashboards to view work status and performance metrics
  - Identify common errors and know how to resolve or escalate issues

**Deliverables:**

- Training Plan that denotes the people providing the training, and the resources attending the training, the objectives and expectations of the training, the content that shall be provided, schedule and location, and the purpose of the training.
- Training Documentation, including Quick Reference Guide, manuals, outlines, lesson plans, etc., either paper or digital, for each training session.

**10.7 Task 7 – DEPLOY**

- Consultant shall be responsible for the implementation / deployment of the application into a Production Environment for OCTA to use it as a production system. The Go-Live date is the date OCTA will commence using the application as a Production system.
- Go-Live Assessment, Consultant's PM shall prepare a Readiness Assessment Report for submission to OCTA's Project Sponsors. This report shall identify any incomplete efforts, tasks, and bug fixes and prioritize their importance from a technical perspective to the cutover date, as well as the plan for addressing the incomplete tasks in the post go-live phase. Contingency plans for Go-Live will be documented.
- Go-Live Plan meeting shall be held prior to production deployment to review the Implementation (Deployment) Plan. The Implementation Plan shall include who is participating in the deployment, what the deployment will encompass, when the deployment efforts/tasks will be conducted, where the deployment will be performed.
- Consultant and OCTA PM shall work with the project teams to draft an appropriate Schedule that includes the following: tasks, durations, resources, start- and end-times, status reporting, and production Validation Tests (to ensure the deployment was completed successfully). This shall be included within the Implementation Plan.

- A Deployment Checklist must be documented to ensure all changes are moved to production accurately and completely.
- Consultant and OCTA shall conduct dress rehearsal Go-Live walk throughs and exercises as necessary to verify that the Deployment Checklist is complete and can be completed in the time allotted for Go-Live.
- A Support Plan must be implemented to follow a structured time allocation, with defined days of service to be provided each week. Service level expectations will be highest during the initial phase and will be systematically reduced over time.
- OCTA requires that all changes to the Production environment be approved by the project sponsor, business owner, and OCTA PM.
- Go-Live / Deployment, execute the build and configuration of the solution into the production environment.

**Objectives:**

- Complete Readiness Assessment Report.
- Identify outstanding tasks and identify estimated completion dates.
- Prepare the implementation efforts.
- Approved Change Control.
- Plan for support-related activities.
- Create schedule.
- Determine Production Validation tests.
- Fully configured, installed and operational solution in a production environment.
- Create all identified data interfaces.
- Evaluate documented Validation Test scripts.
- Summarize test script processes that did not yield desired results.
- Review and prioritize pending defects.
- Evaluate system setup and process decisions to achieve desired results.
- Completion and sign-off on testing.
- Identification of required action items for project completion.
- Production environment solution installed and configured addressing all listed requirements (including all identified interfaces).

**Deliverables:**

- Readiness Assessment Report.
- Draft the Implementation (Deployment) Plan.
- Approved Implementation (Deployment) Plan.
- Go-Live Schedule.
- Deployment Checklist.
- Production Validation Tests.
- Go-Live Support Plan.
- Approved Change Control.
- Final Acceptance, consultant shall assist OCTA in evaluating results of Production Acceptance Testing. Based on the outcome of this testing, decisions related to setup and processes may need to be re-evaluated to achieve desired results.
- Approved Validation Test scripts.
- Updated System Documentation (based on deployment revisions).
- Updated Items Log that with any remaining defects that must be addressed.
- Deployment Acceptance.

## **10.8 Task 8 – POST-DEPLOYMENT SUPPORT / WARRANTY**

- The warranty period shall begin on the Go-Live date if all bugs and defects previously reported during testing have been resolved to OCTA's satisfaction. Go-Live constitutes the date when the solution is formally accepted in writing.
- OCTA expects Consultant to provide system warranty. Following system acceptance of the application, Consultant shall warranty their work to conform to requirements set forth in this Scope of Work, for a minimum of ninety (90) calendar days after final software solution is accepted. Consultant shall correct and repair, at no cost to OCTA, any defect, malfunction, or non-conformity that prevents the application from performing in accordance with requirements set forth in this Scope of Work.
- Previously reported during testing must be fixed to OCTA's satisfaction before the solution can be formally accepted for Go-Live and before warranty can begin. A test in production is not considered Go-Live.
- If minor issues remain and it is mutually agreed by OCTA and Consultant to proceed with the Go-Live in production to allow Consultant additional time past Go-Live to resolve these minor issues that shall not initiate the start of warranty. In this case a separate written acceptance will be provided to commence the warranty period after all remaining issues have been fixed by Consultant and accepted by OCTA.
- Consultant shall provide Help Desk Services to troubleshoot and resolve system issues or questions. Consultant shall provide a support phone number and website where issues can be raised, documented, managed, and monitored.

### **Objectives:**

- Ensure resolution of all pre-Go-Live defects and system issues to OCTA's satisfaction.
- Support system functionality in alignment with the Scope of Work during the warranty period.
- Deliver Help Desk services for issue resolution and end-user support plan ongoing support clearly defined.
- Provide access to a support phone line and web portal for issue tracking.
- Provide a minimum 90-calendar-day warranty beginning after Go-Live and final system acceptance.

### **Deliverables:**

- Help Desk contact information, web-based tracking tool, Help Desk services and software fixes, where appropriate.
- Regular installation of software patches or releases to the application.

## 11. ATTACHMENT A: BUSINESS REQUIREMENTS

This section includes an outline of the various worksheets within “Business Requirements – EAM Phase 2.xlsx”

### 11.1 A1: VENDOR RESPONSE INSTRUCTIONS

Definitions for Consultant Response to the Business Requirements:

Functional Requirements List	
OCTA's Priority	Description
1 - Required-Automated	Current OCTA GMS functionality, solution <b>must have</b> in core application.
2 - Required-Manual	Manual process at OCTA, solution <b>must have</b> the ability to automate.
3 - Preferred-Automated	Current OCTA GMS functionality preferred.
4 - Preferred-Manual	Manual process at OCTA, the ideal solution would have the ability to automate. If functionality is not available provide alternative solution.
5 - Nice to have	Process that is neither manual or in OCTA's current solution but would be beneficial to OCTA.
6 - Out of Scope	Not available.

Non-Functional Requirements List	
OCTA's Priority	Description
1 - Required, if solution is hosted (cloud-based)	Software is hosted (cloud-based) and non-functional requirement can fully be met.
2 - Required, if recommending on-prem environment	Recommending an on-prem environment and the non-functional requirement can fully be met.
3 - Nice to have	Process that is neither manual or in OCTA's current solution but would be beneficial to OCTA

Responses for both Functional and Non-Functional Requirements	
Proposed Solution's Capability	Description
Yes:	Software has the ability to meet the requirements functionality.
Exception:	Software has the ability to meet the requirement, explanation required.
Future Enhancement:	Software feature is approved and the product roadmap and includes a timeframe.
Not Available:	Software does not have the functionality and no plans for the function in product roadmap.

Method to Implement	
Method to Implement	Description
OoTB with configurations:	The "Out-Of-the-Box" product has this capability using system configuration(s) .
Software customization:	Requirement can be met when software is customized.
Software customization and 3rd party software:	Both a product customization and 3rd party software would be required to meet this requirement.
3rd party software:	Other customers accomplish this requirement using 3rd party software.

Responses for All Vendors Tables Worksheet	
Proposed Solution's Capability	Description
Y	Yes, the firm can fully meet the requirement;
N	No, the firm cannot meet the requirement;
E	The firm has an Exception to the requirement. If "E", then the firm shall describe what the firm can or cannot do. (Firms can use (Exhibit F, Exceptions and Deviations Form), if the complete description of the Exception does not fit in the cell provided.

### 11.2 A2. FUNCTIONAL AND NON-FUNCTIONAL REQUIREMENTS

Consultant shall submit the Requirements Lists in .xls format with Consultant's proposal. Provide a response for each individual functional and non-functional requirement relevant to how Consultant's system meets the respective requirement. The figure below is a screen shot of the Requirements List Microsoft Excel file. OCTA's requirements are organized by Category / Department, Sub-category / Process, and Priority. Consultant is expected to review these requirements in detail and indicate their understanding by populating the proposed system's capability, method to implement, costs for customizations, and third-party software, and any relevant comments and assumptions (columns F through K of the Requirements List Microsoft Excel file).

- **Proposed Solution's Capability:** Does the solution meet the requirement?
- **Method to Implement:** How is the requirement achieved?
- **Software Customization Costs & 3<sup>rd</sup> Party Software Costs** shall be provided if the requirement shall be accomplished by implementing a software customization or third-party software. If a software customization or a piece of

third-party software is software is proposed to satisfy multiple requirements, then the cost by line item is not required. Instead, Consultant shall reference the customization, or third-party software in their requirements response (with a designation, example: “A,” “B” “C,.”), and include the customization or third-party software and interface development costs in the “List of Software and Technical Components table.”

- **Consultant Comments** may be added to Consultant’s response for any requirement. If customization or partial customization is indicated, then Consultant shall explain level of effort and risk. If future release is expected, Consultant shall indicate target release number and date within project timeline. If third-party software is proposed, Consultant shall indicate which software.
- **Consultant Assumptions** shall be identified and included, as applicable.

**(Screen shot of Requirements List Response Sheet)**

INFORMATION PROVIDED BY OCTA				TO BE UPDATED BY THE PROPOSER					
System Requirement	Category / Department	Sub-category / Process	OCTA's Priority	Proposed Solution's Capability	Method to Implement	Software Customization Cost	3rd Party Software Cost	Dependencies	Assumptions
Provide functionality that supports Defect Management	Bus Maintenance	Defect Management	1 - Required						
Reporting and Analytics (MR Report)	Bus Maintenance	Reporting and Analytics	1 - Required						
a. Standard System Reporting (OCTA currently has about 60 Business Objects reports)									
b. Performance Reporting									
c. Asset Reporting									
d. Lifecycle cost tracking (TCO)									
e. What does it cost to maintain the asset (at the part level), such as Total Cost of Ownership (TCO)									
Support reports that are required and included in the ERM	Bus Maintenance	Reporting and Analytics	1 - Required						
Provide functionality that supports Preventive (Scheduled) Maintenance Management Using Work Plans and Work Orders, which include Job Plan details (Steps to do job, materials, etc.)	Bus Maintenance	Scheduled (Preventive) Maintenance	1 - Required						
Provide functionality that supports Unscheduled Maintenance	Bus Maintenance	Unscheduled Maintenance	1 - Required						
Desktop and Mobility	Bus Maintenance	Mobility	1 - Required						
a. Maintenance Mobility: show work details, defect management, access work order to log time and materials, and show progress									
b. Materials Management Mobility: Receiving, Issuing, Cycle									

If the Requirement will be accomplished by software customization, or by 3rd Party software, include cost estimates.

Drop-down options for responses.

The “Proposed Solution’s Capability,” and the “Method to Implement” columns (H and I) contain drop-down responses for each requirement.

Category / Process	OCTA's Priority	Name of Software or Customization	Proposed Solution's Capability	Method to Implement	Software Customization Cost	3rd Party Software License Cost	Consultant's Comments	Consultant's Assumptions
Information Security	1 - Required							
Information Security	1 - Required							
Software	1 - Required							
Software	1 - Required							
Integration, and Data Migration	1 - Required							
Integration, and Data Migration	1 - Required							

Drop-down option for Vendor's responses.

**11.3 A3: VENDOR QUESTIONNAIRE**

Use the table to identify software and hardware requirements, as well as software support responses and other system highlights. This table shall be submitted as part of Consultant’s proposal.

**A3. SECTION: PROJECT IMPLEMENTATION TASKS AND DELIVERABLES TABLE**

Use the table to indicate a clear response to the project implementation tasks and deliverables under Section 7 of the SOW, “Contract Tasks”. This table shall be submitted as part of Consultant’s proposal. Consultant may respond to this table with three (3) options:

- Y** - Shall be delivered per SOW description
- E** – Shall be delivered, with exception (Please add comments to describe the exception)
- N** - Shall Not be delivered (Please add comments to explain why deliverable cannot be met)

#### 11.4 B1: TERMS AND DEFINITIONS

Defines OCTA acronyms and our terminology that may be found throughout the requirements.

#### 11.5 B2: REPORT\_FORMS LIST

For the purpose of defining the reporting requirements, we have included a list of reports and or forms.

#### 11.6 B3: ARTIFACTS\_FREQUENCY LIST

For the purpose of defining the reporting requirements, we have included an outline of artifacts, and frequency of use.

#### 11.7 B4: INTERFACES AND DATA EXCHANGE

A listing of interfaces and data exchanges that must be supported as part of the implementation effort.

#### 11.8 B5: SYSTEM USERS

The number of users that must be supported as part of the software licensing.

#### 11.9 B6: HARDWARE

Awareness of the peripherals that should be considered in testing.

#### 11.10 B7: LOCATION DEMOGRAPHICS

Provides insight to the locations impacted.

#### 11.11 B8: BUSINESS PROCESS FLOW DIAGRAMS

Business process flows that demonstrate the business processes

#### 11.12 B9: OCTA SYSTEM TOPOLOGY DIAGRAM

Describes the current and future state of system connectivity.

## 12. SOFTWARE PERFORMANCE SERVICE LEVEL AGREEMENT (SLA)

Software performance expectations are provided. Service-level requirements are provided within the Functional and Non-Functional Requirements List as well as the additional worksheets in Attachment A.

The descriptions of issue criticality, priority level, and resolution timing are described below.

- **Priority Level Descriptions**

**P1:** Production instance totally unavailable to all users at a Site. OCTA is unable to perform a critical business function at all or any sites, and no reasonable work-around. Security breach within OCTA's environment.

SLA: For critical issues OCTA expects confirmation from the Consultant regarding the issue within two (2) hours and a solution within twenty-four (24) hours of the request.

Examples:

1. Production instance not available for use.
2. Function does not work.

**P2:** Production instance unavailable to single user. Critical function unavailable to all Users at a Site, and no reasonable workaround exists. Production performance significantly

degraded causing disruption of the business operations of OCTA. Non-production instance totally unavailable.

SLA: OCTA expects confirmation from the Consultant regarding the issue within eight (8) business hours and a solution within three (3) business days of the request.

Examples:

1. Slow production system performance.
2. Unable to print any reports.
3. Individual User unable to connect.
4. Creation or reset of User accounts.
5. Migrate major bug or enhancement code to Production Environment.

**P3:** Single function unavailable to all users at a site, but a reasonable workaround exists. Maintenance task in production environment that has minimal impact on OCTA.

SLA: OCTA expects confirmation from the Consultant regarding the issue within three (3) business days and a solution within five (5) business days of the request.

Examples:

1. Unable to print a non-critical report.
2. Configure a new printer.
3. Create developer account.
4. Migrate minor bug or enhancement code to production environment.

**P4:** Minor fault that has minimal impact on the business operations of the Customer for which an acceptable workaround exists. Maintenance task in non-production environment.

SLA: OCTA expects confirmation from the Consultant regarding the issue within five (5) business days and a solution within two (2) calendar weeks of the request.

Examples:

1. Migrate code to Non-Production Environment.
2. Refresh Non-production database.

### **13. LIMITATION ON GOVERNMENTAL DECISIONS**

Nothing contained in this scope of work permits the Consultant's personnel to authorize or direct any actions, votes, appoint any person, obligate, or commit OCTA to any course of action or enter into any contractual agreement on behalf of OCTA. In addition, Consultant's personnel shall not provide information, an opinion, or a recommendation for the purpose of affecting a decision without significant intervening substantive review by OCTA personnel, counsel, and management.

## **Table of Contents**

### VENDOR TO COMPLETE and or REVIEW

- [A1. VENDOR RESPONSE INSTRUCTIONS](#)
- [A2. FUNTIONAL REQUIREMENTS LISTS](#)
- [A2. NON-FUNCTIONAL REQUIREMENTS LISTS](#)
- [A3. VENDOR QUESTIONNAIRE](#)

### SYSTEM REFERENCE DOCUMENTS

- [B1: TERMS DEFINITIONS](#)
- [B2: REPORT AND FORMS LIST](#)
- [B4: INTERFACES AND DATA EXCHANGE](#)
- [B5: SYSTEM USERS](#)
- [B6: PRINTERS](#)
- [B7: LOCATION DEMOGRAPHICS](#)
- [B8: BUSINESS PROCESS FLOW DIAGRAMS](#)
- [B9: OCTA SYSTEM TOPOLOGY DIAGRAMS](#)



## A1. Vendor Response Instructions

*\*Note: Please use the following table to respond to A2 Functional and non-Functional Requirements*

Functional Requirements List TAB A2. FUNCTIONAL Column G	
OCTA's Priority	Description
1 - Required	Solution <b>must have</b> in core application.
2 - Nice to have	Process that is neither manual or in OCTA's current solution but would be beneficial to OCTA.
3 - Out of Scope	Not available.

Non-Functional Requirements List TAB A2. NON-FUNCTIONAL Column D	
OCTA's Priority	Description
1 - Required, if solution is hosted (cloud-based)	Software is hosted (cloud-based) and non-functional requirement can fully be met.
2 - Required, if recommending on-prem environment	Recommending an on-prem environment and the non-functional requirement can fully be met.
3 - Nice to have	Process that is neither manual or in OCTA's current solution but would be beneficial to OCTA

Responses for both Functional and Non-Functional Requirements TAB A2. FUNCTIONAL and NON-FUNCTIONAL <i>Please use the following table to respond to requirements</i>	
Proposed Solution's Capability	Description
Yes:	Software has the ability to meet the requirements functionality.
Exception:	Software has the ability to meet the requirement, explanation required.
Future Enhancement:	Software feature is approved and the product roadmap and includes a timeframe.
Not Available:	Software does not have the functionality and no plans for the function in product roadmap.

Method to Implement	Description
OOtB with configurations:	The "Out-Of-the-Box" product has this capability using system configuration(s) .
Software customization:	Requirement can be met when software is customized.
Software customization and 3rd party software:	Both a product customization and 3rd party software would be required to meet this requirement.
3rd party software:	Other customers accomplish this requirement using 3rd party software.

Responses for Vendor Questionnaire TAB A3 - PROJECT IMPLEMENTATION TASKS AND DELIVERABLES SECTION	
Proposed Solution's Capability	Description
Y	Yes, the firm can fully meet the requirement;
N	No, the firm cannot meet the requirement;
E	The firm has an Exception to the requirement. If "E", then the firm shall describe what the firm can or cannot do. (Firms can use (Exhibit F, Exceptions and Deviations Form), if the complete description of the Exception does not fit in the cell provided.



INFORMATION PROVIDED BY OCTA								TO BE UPDATED BY THE PROPOSER / VENDOR					
	System Requirement	Business Area	Type	Process Category	Process Type	Task/Action	OCTA's Priority	Proposed Solution's Capability	Method to Implement	Software Customization Cost	3rd Party Software Cost	Comments	Assumptions
1.0	As a CFR Contractor, I can issue parts to CFR work orders only from inventory locations assigned to CFR and shall prevent issuance from OCTA or other business inventory locations.	Contracted Fixed Route (CFR)	Functional	Inventory Management	Inventory Control	Assign/Select	1 - Required						
2.0	The system shall ensure that CFR Contractor users have the ability to issue inventory exclusively from inventory locations assigned to CFR.	Contracted Fixed Route (CFR)	Functional	Inventory Management	Inventory Control	Assign/Select	1 - Required						
3.0	The system shall enable the CFR Contractor to maintain and manage its inventory independently from OCTA inventory operations, including separate inventory locations, stock records, transactions, and controls.	Contracted Fixed Route (CFR)	Functional	Inventory Management	Inventory Control	Assign/Select	1 - Required						
4.0	The system shall support segregation of parts inventory at Non-OCTA operated locations (e.g., CFR Contractor / non-OCTA domain users), with inventory ownership remaining with the vendor and maintained separately from OCTA inventory records, balances, and transactions.	Contracted Fixed Route (CFR)	Functional	Inventory Management	Inventory Control	Assign/Select	1 - Required						
5.0	As an OCTA user, I will have the ability to upload/enter initial inventory for CFR Contractor run location: -User Name -Date of Update -Part Number -Part Description -Qty -Location (Infor example Store/Location) -Price	Contracted Fixed Route (CFR)	Functional	Inventory Management	Inventory Control	Create	1 - Required						
6.0	CFR Contractor/non-octa domain will have the ability to view on hand inventory.	Contracted Fixed Route (CFR)	Functional	Inventory Management	Inventory Control	View	1 - Required						
7.0	CFR Contractor/non-octa domain will have the ability to edit on-hand inventory for their respective location only with the necessary role assignment.	Contracted Fixed Route (CFR)	Functional	Inventory Management	Inventory Control	Edit	1 - Required						
8.0	The system shall provide the ability for CFR Contractor (Non-OCTA domain) users to perform inventory quantity adjustments (positive and negative) within their authorized inventory locations and shall capture complete adjustment audit details, including: -User Name -Date of Update -Part Number -Part Description -Qty -Location (For example Store/Location) -Warehouse	Contracted Fixed Route (CFR)	Functional	Inventory Management	Inventory Control	Edit	1 - Required						
9.0	The system shall allow third-party vendor (Non-OCTA domain) users to manage and record inventory movements within their authorized inventory locations. All inventory movement transactions shall capture and retain detailed audit information, including: -User Name -Date of Update -Part Number -Part Description -Location (For example Store/Location) -Inventory Adjustments (Qty) -Data of Adjustment (MMDD/YYYY) -Warehouse (i.e. moving part a quarantine warehouse)	Contracted Fixed Route (CFR)	Functional	Inventory Management	Inventory Control	Edit	1 - Required						
10.0	The system shall support the use of a common asset identifier selection (e.g., Bus Number) across both OCTA and Non-OCTA operated locations, enabling authorized users to reference the same asset records regardless of location or domain.	Contracted Fixed Route (CFR)	Functional	Asset Management	Asset Setup	Assign/Select	1 - Required						
11.0	The system shall support multiple warehouse and inventory status designations to enable movement of materials between locations (e.g., On-Hand to Quarantine), while maintaining accurate inventory balances and full transaction history.	Contracted Fixed Route (CFR)	Functional	Inventory Management	Inventory Control	Assign/Select	1 - Required						
12.0	The system shall assign CFR Contractor users to defined role-based access control (RBAC) profiles that restrict system access, data visibility, and transaction permissions in accordance with their authorized business functions.	Contracted Fixed Route (CFR)	Functional	Security & Administration	User Management	Access	1 - Required						
13.0	The system shall enable CFR Contractor users to utilize the same reporting tools and features currently available to OCTA users, including report creation, filtering, scheduling, and export, while enforcing role-based permissions and restricting access to authorized data only.	Contracted Fixed Route (CFR)	Functional	Reporting & Analytics	Custom Reports	Assign/Select	1 - Required						
14.0	The system shall provide OCTA with the ability to generate Period Preventive Maintenance (PM) on-time performance reports to monitor CFR compliance and ensure proper oversight of scheduled maintenance activities.	Contracted Fixed Route (CFR)	Functional	Reporting & Analytics	Custom Reports	Create	1 - Required						
15.0	The system shall support inventory reporting with configurable filters for single or consolidated locations, including cost and no-cost reporting views.	Contracted Fixed Route (CFR)	Functional	Inventory Management	Inventory Control	Create	1 - Required						
16.0	Application will support the ability to view asset maintenance history when asset is transferred from an OCTA run location to a Non-OCTA run location.	Contracted Fixed Route (CFR)	Functional	Asset Management	Asset Setup	View	1 - Required						
17.0	The system shall allow CFR Contractor users to manually enter and maintain employee hourly labor rates for use in work order cost calculations, subject to role-based access controls.	Contracted Fixed Route (CFR)	Functional	Maintenance Management	Work Orders	Create	1 - Required						
18.0	EAM PM Inbox shall provide a filter to sort PMs by Meters 1 due, minimum date due, hours used, calendar days, or other criteria identified by OCTA.	Contracted Fixed Route (CFR)	Functional	Security & Administration	User Management	Edit	1 - Required						
19.0	Ability to issue parts associated to a specific workorder, decrementing from on hand inventory.	Contracted Fixed Route (CFR)	Functional	Inventory Management	Inventory Control	Assign/Select	1 - Required						
20.0	Ability to return a part as defective/warranty in to its specific warehouse. (i.e. shelf and or bin).	Contracted Fixed Route (CFR)	Functional	Inventory Management	Inventory Control	Assign/Select	1 - Required						
21.0	Ensure mobile device solution replicates desktop application functionality.	Contracted Fixed Route (CFR)	Functional	Mobile Functionality	Mobile Work Orders	Assign/Select	1 - Required						
22.0	Vendor Document mobile device solution limitations that differ from desktop application.	Contracted Fixed Route (CFR)	Functional	Mobile Functionality	Mobile Work Orders	Assign/Select	1 - Required						
23.0	the CFR Contractor Ability to create material part numbers and associate to specific locations specific to CFR.	Contracted Fixed Route (CFR)	Functional	Inventory Management	Inventory Control	Create	1 - Required						
24.0	Ability to create materials with a zero cost.	Contracted Fixed Route (CFR)	Functional	Inventory Management	Inventory Control	Create	1 - Required						
28.0	The system shall provide a User-Defined Field (UDF) to capture Badge Number information and shall support alphanumeric text entry.	Contracted Fixed Route (CFR)	Functional	Maintenance Management	Planned Maintenance	Assign/Select	1 - Required						



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	System Requirement	Business Area	Type	Process Category	Process Type	Task/Action	OCTA's Priority	Proposed Solution's Capability	Method to Implement	Software Customization Cost	3rd Party Software Cost	Comments	Assumptions
30.0	The system shall allow the Badge Number User-Defined Field (UDF) to be available for filtering, sorting, and inclusion in reports, dashboards, and data exports as required.	Contracted Fixed Route (CFR)	Functional	Reporting & Analytics	Custom Reports	Assign/Select	1 - Required						
31.0	Inspections and maintenance activities may be completed earlier or later than the scheduled mileage, provided the variance does not exceed ±10% of the defined maintenance interval mileage.	OC Streetcar	Functional	Inspection Management	Digital Inspections	Schedule	1 - Required						
32.0	As a user, I want to access a fully digital inspection checklist for defined scheduled maintenance events, including visual diagrams of inspection points. So that I can complete inspections accurately, consistently, and in compliance with maintenance standards for the following service intervals: -Weekly -Monthly (2.5K) -3 mo. (8.25K) -6 mo. (16.5K) -Annually (33K) -14 Mo. (40K) -2 Yr. (66K) -5 Yr. (165K) -8 Yr. (264K) -10 Yr. (330K) -15 Yr. (495K)	OC Streetcar	Functional	Inspection Management	Digital Inspections	Schedule	1 - Required						
33.0	The system shall provide a digital inspection checklist associated with specific maintenance intervals -Weekly -Monthly (2.5K) -3 mo. (8.25K) -6 mo. (16.5K) -Annually (33K) -14 Mo. (40K) -2 Yr. (66K) -5 Yr. (165K) -8 Yr. (264K) -10 Yr. (330K) -15 Yr. (495K)	OC Streetcar	Functional	Inspection Management	Digital Inspections	Assign/Select	1 - Required						
33.1	The system shall allow inspection checklists to be attached to the work order, linking the user to the item level Manufacturer repair guide.	OC Streetcar	Functional	Inspection Management	Digital Inspections	Assign/Select	1 - Required						
33.2	The system shall allow technicians to record findings, measurements, pass/fail results, comments, and attachments (e.g., photos).	OC Streetcar	Functional	Maintenance Management	Planned Maintenance	Assign/Select	1 - Required						
33.3	The system shall store completed inspection records as part of the asset maintenance history.	OC Streetcar	Functional	Inspection Management	Digital Inspections	Assign/Select	1 - Required						
33.4	The system shall allow version control of inspection templates.	OC Streetcar	Functional	Inspection Management	Digital Inspections	Edit	1 - Required						
33.5	The inspection checklist shall be accessible via mobile devices.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	Access	1 - Required						
33.6	The system shall allow Manufacturer repair guides to be attached to the asset at the item level.	OC Streetcar	Functional	Maintenance Management	Digital Inspections	Assign/Select	2 - Nice to have						
34.0	As a user, I want to access a fully digital inspection checklist for defined scheduled maintenance events, including visual diagrams of inspection points. So that I can complete inspections accurately, consistently, and in compliance with maintenance standards for Daily Inspections "Pre Trip"	OC Streetcar	Functional	Inspection Management	Digital Inspections	Schedule	1 - Required						
35.0	Ability to retire/EOL asset within the application. Logging the needed information. (i.e. Year, Odometer)	OC Streetcar	Functional	Asset Management	Asset Setup	Assign/Select	1 - Required						
36.0	As a user, I want to report on retired/EOL assets including attributes such as year and odometer so that I can support lifecycle and replacement planning.	OC Streetcar	Functional	Reporting & Analytics	Custom Reports	Assign/Select	1 - Required						
36.1	The system shall support reporting on retired/EOL assets including configurable asset attributes (e.g., year, odometer).	OC Streetcar	Functional	Reporting & Analytics	Custom Reports	Assign/Select	1 - Required						
37.0	Application will have the ability to output inspection lists with images or drawings in PDF or word format.	OC Streetcar	Functional	Inspection Management	Digital Inspections	Print/Output	1 - Required						
38.0	Application to provide predictive maintenance schedule including alerts of when maintenance is coming due for service.	OC Streetcar	Functional	Maintenance Management	Planned Maintenance	Schedule	1 - Required						
39.0	The system shall support scanning assets using barcodes, including the ability to scan and track work orders.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	Assign/Select	1 - Required						
40.0	The system shall support scanning assets using barcodes, including the ability to scan and track parts.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	Assign/Select	1 - Required						
41.0	The system shall support scanning assets using barcodes, including the ability to scan and wayside assets.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	Assign/Select	1 - Required						
42.0	The system must enable Users to easily and efficiently navigate to add / input Defects (as Work Orders) during an inspection process using mobile devices where needed.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	Create	1 - Required						
43.0	The system must provide functionality that supports Preventive (Scheduled) Maintenance Management: -Notifications of upcoming maintenance	OC Streetcar	Functional	Workflow	Workflow Routing	Schedule	1 - Required						
44.0	As a user, I want to manage planned maintenance activities in near real time so that schedules remain accurate and up to date.	OC Streetcar	Functional	Security & Administration	User Management	Schedule	1 - Required						
45.0	The system shall support near real-time updates for planned maintenance activities.	OC Streetcar	Functional	Maintenance Management	Planned Maintenance	Edit	1 - Required						
46.0	As a user, I want to manage unplanned maintenance activities in near real time so that corrective actions are tracked promptly.	OC Streetcar	Functional	Maintenance Management	Planned Maintenance	Assign/Select	1 - Required						
47.0	The system shall support near real-time creation and updates of unplanned maintenance work.	OC Streetcar	Functional	Maintenance Management	Planned Maintenance	Edit	1 - Required						
48.0	As a user, I want near real-time visibility into work order status so that I can monitor progress.	OC Streetcar	Functional	Security & Administration	User Management	View	1 - Required						
48.1	The system shall provide near real-time work order status updates.	OC Streetcar	Functional	Maintenance Management	Planned Maintenance	Edit	1 - Required						



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	System Requirement	Business Area	Type	Process Category	Process Type	Task/Action	OCTA's Priority	Proposed Solution's Capability	Method to Implement	Software Customization Cost	3rd Party Software Cost	Comments	Assumptions
49.0	As a user, I want to manage planned maintenance activities in near real time so that schedules remain accurate and up to date.	OC Streetcar	Functional	Security & Administration	User Management	Schedule	1 - Required						
49.1	The system shall provide near real-time work order status updates.	OC Streetcar	Functional	Maintenance Management	Planned Maintenance	Edit	1 - Required						
50.0	The system must support maintenance scheduling as defined by the business. (i.e., AC, Electric)	OC Streetcar	Functional	Maintenance Management	Maintenance Management	Schedule	1 - Required						
51.0	As a technician, I want to record labor, materials, warranty, and defect information against assets so that maintenance history is accurate.	OC Streetcar	Functional	Inventory Management	Inventory Control	Assign/Select	1 - Required						
52.0	The system shall capture and store work performed details including labor hours, materials used, warranty status, and defect information.	OC Streetcar	Functional	Inventory Management	Inventory Control	Assign/Select	1 - Required						
53.0	The system must have the ability to attach files, including pdfs (i.e. Images Certificates, Invoices) to the Asset.	OC Streetcar	Functional	Document Management	Document Library	Print/Output	1 - Required						
54.0	As a mobile user (e.g., technician or supervisor), I want to access the application on a mobile device (i.e., Phone, Tablet)	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	Access	1 - Required						
55.0	As a user, I want to access the application on a desk top or mobile device and update work orders, so that work status and maintenance records remain current while working in the field.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	Edit	1 - Required						
55.1	System shall support on a desk top or mobile device and update work orders, so that work status and maintenance records remain current while working in the field.	OC Streetcar	Functional	Security & Administration	User Management	Edit	1 - Required						
55.2	The system shall allow entry of labor time, notes, defect information, and warranty indicators.	OC Streetcar	Functional	Maintenance Management	Planned Maintenance	Assign/Select	1 - Required						
56.0	As a mobile user, I want to create work orders from a mobile device so that maintenance activities can be initiated in the field without delay.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	Create	1 - Required						
56.1	The system shall allow authorized users to create work orders from a mobile device.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	Create	1 - Required						
56.1	The system shall support required data entry fields (asset, location, description, priority, category).	OC Streetcar	Functional	Asset Management	Asset Setup	Assign/Select	1 - Required						
57.0	As a mobile user, I want to view detailed work order information on my mobile device so that I can understand scope, history, and requirements while in the field.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	View	1 - Required						
57.1	The system shall allow users to view detailed work order information, including: -Asset details -Task lists -Labor and materials -Notes and attachments -Work order history -Current status	OC Streetcar	Functional	Inventory Management	Inventory Control	View	1 - Required						
58.0	As a mobile technician, I want to update work orders from my mobile device so that status and completion data remain accurate and timely.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	Edit	1 - Required						
58.1	The system shall allow users to update work order status (e.g., Open, In Progress, On Hold, Complete).	OC Streetcar	Functional	Security & Administration	User Management	Edit	1 - Required						
58.2	The system shall allow entry of labor time, notes, defect information, and warranty indicators.	OC Streetcar	Functional	Maintenance Management	Planned Maintenance	Assign/Select	1 - Required						
59.0	As a mobile user, I want to assign materials to a work order from my mobile device so that material usage is captured at the point of work.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	Edit	1 - Required						
59.1	The system shall allow users to assign materials to a work order via mobile device.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	Edit	1 - Required						
59.2	The system shall validate inventory availability prior to assignment.	OC Streetcar	Functional	Inventory Management	Inventory Control	Edit	1 - Required						
59.3	The system shall support barcode scanning where applicable.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	Assign/Select	1 - Required						
60.0	As a mobile user, I want to view work order status from my mobile device so that I can monitor progress and prioritize tasks.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	Edit	1 - Required						
60.1	The system shall allow filtering and searching by status, priority, asset, and assignment.	OC Streetcar	Functional	Asset Management	Asset Setup	Edit	1 - Required						
61.0	Mobile transactions shall reflect in the system in near real time.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	Assign/Select	1 - Required						
62.0	Role-based access controls shall be enforced consistently across mobile and desktop platforms.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	Access	1 - Required						
63.0	The mobile interface shall be responsive and optimized for field use.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	Data Exchange	1 - Required						
64.0	Data entry shall be streamlined to minimize keystrokes in field conditions.	OC Streetcar	Functional	Maintenance Management	Planned Maintenance	Assign/Select	1 - Required						
65.0	Mobile transactions shall integrate seamlessly with core EAM, inventory, and reporting modules.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	Data Exchange	1 - Required						
66.0	The system shall allow mobile users to record time worked and materials used directly from a mobile device.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	Assign/Select	1 - Required						
67.0	The system shall provide mobile access with GPS/GIS capability to capture and display asset and work order locations.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	View	2 - Preferred / Nice to Have						
68.0	The system must provide Reporting, and Analytics (i.e. Performance Reporting, Asset Reporting, Lifecycle cost tracking (TCO), Total Cost of Ownership (TCO) / cost to maintain the asset to include cost of associated parts)	OC Streetcar	Functional	Inventory Management	Inventory Control	Assign/Select	1 - Required						
69.0	Application is to have the ability to support both a paperless and paper when applicable by the user. (i.e. workorder output/print or share details via work order link)	OC Streetcar	Functional	Security & Administration	User Management	Print/Output	1 - Required						
70.0	Ability to assign workorders to a resource (i.e. mechanic)	OC Streetcar	Functional	Maintenance Management	Planned Maintenance	Edit	1 - Required						
71.0	Application to support search capabilities using filters and or key words.	OC Streetcar	Functional	Document Management	Document Library	Search	1 - Required						
72.0	As a user, I want to search for components using partial text within the component description, so that I can quickly locate items even when I do not know the exact part number or full description.	OC Streetcar	Functional	Security & Administration	User Management	Search	1 - Required						
73.0	The system shall support partial ("contains") search on component descriptions.	OC Streetcar	Functional	Maintenance Management	Planned Maintenance	Search	1 - Required						
74.0	The system shall support searching by keywords across description fields (e.g., component description, manufacturer, model, part number where available).	OC Streetcar	Functional	Document Management	Document Library	Search	1 - Required						
75.0	The system shall return relevant matches with key fields displayed (e.g., Part Number, Description, Category, Status, Location if applicable).	OC Streetcar	Functional	Maintenance Management	Planned Maintenance	View	1 - Required						
76.0	The system shall allow filtering and sorting of results (e.g., by category, asset type, availability/status).	OC Streetcar	Functional	Asset Management	Asset Setup	Search	1 - Required						
77.0	As a user, I want to search by part number, work order number, and assigned individual so that I can quickly locate records.	OC Streetcar	Functional	Security & Administration	User Management	Edit	1 - Required						
77.1	The system shall provide multi-criteria search functionality.	OC Streetcar	Functional	Maintenance Management	Planned Maintenance	Search	1 - Required						



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78.0	Application will have the ability to support multiple attachments to a record (i.e. Workorders)	OC Streetcar	Functional	Maintenance Management	Planned Maintenance	Assign/Select	1 - Required						
79.0	As an administrator, I want to assign role-based access by business line so that users access only relevant data.	OC Streetcar	Functional	Security & Administration	User Management	Edit	1 - Required						
79.1	The system shall enforce role-based access control (RBAC) by organizational category.	OC Streetcar	Functional	Security & Administration	User Management	Access	1 - Required						
80.0	The system must provide the ability to trace historical movement material consumption (i.e. workorders, warranty defects)	OC Streetcar	Functional	Inventory Management	Inventory Control	Assign/Select	1 - Required						
81.0	The system must provide the ability to trace historical inventory movement (i.e. equipment / parts between location, bin, shelf)	OC Streetcar	Functional	Inventory Management	Inventory Control	Assign/Select	1 - Required						
82.0	These new digital inspection forms and work order forms shall retain all language, fields and options on the paper-based forms as designed by both OCTA and 3rd Party contractor.	OC Streetcar	Functional	Inspection Management	Digital Inspections	Assign/Select	1 - Required						
83.0	As a user, I want submitted inspection forms stored in the system so that inspection records are retained and reportable.	OC Streetcar	Functional	Inspection Management	Digital Inspections	Assign/Select	1 - Required						
83.1	The system shall store inspection form data in a centralized database.	OC Streetcar	Functional	Inspection Management	Digital Inspections	Assign/Select	1 - Required						
84.0	The system shall store inventory records in the database.	OC Streetcar	Functional	Inventory Management	Inventory Control	Assign/Select	1 - Required						
85.0	The system shall store material/part records in the database.	OC Streetcar	Functional	Inventory Management	Inventory Control	Assign/Select	1 - Required						
86.0	The system shall allow administrators to create users and assign roles.	OC Streetcar	Functional	Security & Administration	User Management	Create	1 - Required						
87.0	User will have the ability to view work orders and respective attachments (i.e. inspection checklist) on mobile devices.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	View	1 - Required						
88.0	As a user, I want to view only my assigned work orders and inspections.	OC Streetcar	Functional	Inspection Management	Digital Inspections	View	1 - Required						
88.1	The system shall restrict desktop and mobile views to records assigned to the authenticated user.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	View	1 - Required						
89.0	As a user, I want to edit only my assigned work orders and inspections.	OC Streetcar	Functional	Inspection Management	Digital Inspections	Edit	1 - Required						
89.1	The system shall support desktop and mobile edits to records assigned to the authenticated user.	OC Streetcar	Functional	Mobile Functionality	Mobile Work Orders	Edit	1 - Required						
90.0	The system shall have the ability to store estimated maintenance labor time.	OC Streetcar	Functional	Maintenance Management	Planned Maintenance	Assign/Select	1 - Required						
91.0	The system shall have the ability to store actual maintenance labor time.	OC Streetcar	Functional	Maintenance Management	Planned Maintenance	Assign/Select	1 - Required						
92.0	The system shall have the ability to report on labor time actual verse estimate labor time.	OC Streetcar	Functional	Reporting & Analytics	Custom Reports	Assign/Select	1 - Required						
93.0	Vendor will assess current environment, identify gaps in current set up to support OCStreetcar/Wayside day to day operations.	OC Streetcar	Functional	Maintenance Management	Planned Maintenance	Assign/Select	1 - Required						
94.0	As a user, I want the vendor to provide documented recommendations for identified gaps so that operational needs are fully addressed.	OC Streetcar	Functional	Document Management	Document Library	Create	1 - Required						
94.1	The vendor shall document functional gaps and proposed remediation strategies.	OC Streetcar	Functional	Document Management	Document Library	Assign/Select	1 - Required						
95.0	As a user, I will have the ability to manually create asset records and define the asset number (e.g., Car Number).	OC Streetcar	Functional	Security & Administration	User Management	Create	1 - Required						
95.1	The system shall allow users to manually create asset records and define the asset number (e.g., Car Number).	OC Streetcar	Functional	Security & Administration	User Management	Create	1 - Required						
96.0	As a user, I will have the ability update an asset item with read only on the asset number (e.g., Car Number) and not editable after creation.	OC Streetcar	Functional	Security & Administration	User Management	Edit	1 - Required						
96.1	The system shall allow users to update asset records; however, the asset number (e.g., Car Number) shall be read-only and not editable after creation.	OC Streetcar	Functional	Security & Administration	User Management	Edit	1 - Required						
97.0	As a user, I want to categorize assets by defined asset types (e.g., Car, Wayside), so that assets can be organized, managed, filtered, and reported by business classification.	OC Streetcar	Functional	Reporting & Analytics	Custom Reports	Search	1 - Required						
97.1	The system shall support configurable asset categories and subcategories (e.g., Car, Wayside).	OC Streetcar	Functional	Asset Management	Asset Setup	Assign/Select	1 - Required						
97.2	The system shall allow assets to be assigned to one or more defined categories.	OC Streetcar	Functional	Asset Management	Asset Setup	Edit	1 - Required						
97.3	Asset category values shall be available for filtering, reporting, and role-based access control.	OC Streetcar	Functional	Reporting & Analytics	Custom Reports	Search	1 - Required						
97.4	Asset categorization shall be configurable without requiring system code changes and shall support future expansion of categories.	OC Streetcar	Functional	Asset Management	Asset Setup	Assign/Select	1 - Required						
98.0	Ability to assign asset to a location (i.e. maybe a building, crossing gate or rail)	OC Streetcar	Functional	Asset Management	Asset Setup	Edit	1 - Required						
99.0	Application will have the ability to create new roles that align with the Hexagon environment for 3rd party contractor.	OC Streetcar	Functional	Security & Administration	User Management	Create	1 - Required						
100.0	As a system administrator, I want to modify user permissions so that access aligns with job responsibilities.	OC Streetcar	Functional	Security & Administration	User Management	Edit	1 - Required						
100.1	The system shall allow administrators to update user roles and permissions (read, write, report access).	OC Streetcar	Functional	Reporting & Analytics	Custom Reports	Edit	1 - Required						
101.0	Create New Users for both OCTA and Non-OCTA domain users to specific roles assignment. (i.e. Herzog@htsi.com, twright@octa.net)	OC Streetcar	Functional	Security & Administration	User Management	Create	1 - Required						
102.0	Ability to apply filters to display work order history with drill in capabilities (i.e. creation date, user name, updates, transaction details).	OC Streetcar	Functional	Security & Administration	User Management	Edit	1 - Required						
103.0	Ability to monitor work order state via user interface (i.e. Open, Closed, Pending review) through workflow notifications.	OC Streetcar	Functional	Security & Administration	User Management	View	1 - Required						
104.0	Ability to report on work order state. (i.e. Open, Closed, Pending review)	OC Streetcar	Functional	Reporting & Analytics	Custom Reports	View	1 - Required						
105.0	Ability to create on demand reporting with user defined filter criteria.	OC Streetcar	Functional	Reporting & Analytics	Custom Reports	Create	1 - Required						
106.0	Application will support the functionality to save reports using naming convention defined by end user.	OC Streetcar	Functional	Reporting & Analytics	Custom Reports	Assign/Select	1 - Required						
107.0	Application will support the functionality to copy canned reports, modify and save report using naming convention defined by end user.	OC Streetcar	Functional	Reporting & Analytics	Custom Reports	Edit	2 - Preferred / Nice to Have						
108.0	As a report creator, I want to designate reports as private or published and share them via email so that stakeholders receive required information.	OC Streetcar	Functional	Reporting & Analytics	Custom Reports	E-mail	2 - Preferred / Nice to Have						
108.1	The system shall allow reports to be marked private or published and distributed via email.	OC Streetcar	Functional	Reporting & Analytics	Custom Reports	E-mail	1 - Required						



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109.0	As a user, I want to schedule recurring reports so that reports are automatically delivered.	OC Streetcar	Functional	Reporting & Analytics	Custom Reports	Schedule	1 - Required						
109.1	The system shall support scheduled recurring report generation and email distribution.	OC Streetcar	Functional	Reporting & Analytics	Custom Reports	Schedule	1 - Required						
110.0	As an administrator, I want to assign report-level permissions so that report access aligns with defined roles that align with the streetcar business unit for both OCTA and our 3rd Party partner.	OC Streetcar	Functional	Reporting & Analytics	Custom Reports	Edit	1 - Required						
110.1	The system shall support granular report permissions (Read, Modify Criteria, Delete).	OC Streetcar	Functional	Reporting & Analytics	Custom Reports	Edit	1 - Required						
111.0	Ability to issue parts against a specific work order, decrementing on hand inventory. (i.e. allocating parts to be assigned to a specific workorder)	OC Streetcar	Functional	Inventory Management	Inventory Control	Edit	1 - Required						
112.0	Application will have the ability to create a blanket purchase requests.	OC Streetcar	Functional	Procurement	Requisition	Create	1 - Required						
113.0	As a user, I want to generate purchase requests when inventory reaches minimum thresholds so that stock levels remain sufficient.	OC Streetcar	Functional	Inventory Management	Inventory Control	Create	1 - Required						
113.1	The system shall support min/max inventory thresholds and purchase request generation.	OC Streetcar	Functional	Inventory Management	Inventory Control	Assign/Select	1 - Required						
114.0	Application will have the ability to view purchase orders converted from purchase requisitions, that is associated to a it's respective workorder.	OC Streetcar	Functional	Procurement	Requisition	View	1 - Required						
115.0	Application will have the ability to receive assets from purchase orders incrementing inventory.	OC Streetcar	Functional	Inventory Management	Inventory Control	Assign/Select	1 - Required						
116.0	As a user, I want to adjust inventory quantities (+/-) based on authorization so that records remain accurate.	OC Streetcar	Functional	Inventory Management	Inventory Control	Edit	1 - Required						
116.1	The system shall allow role-restricted inventory quantity adjustments.	OC Streetcar	Functional	Inventory Management	Inventory Control	Edit	1 - Required						
117.0	As an user, I want to move inventory between statuses so that materials are accurately tracked.	OC Streetcar	Functional	Inventory Management	Inventory Control	Assign/Select	1 - Required						
117.1	The system shall support inventory movement between locations and statuses.	OC Streetcar	Functional	Inventory Management	Inventory Control	Assign/Select	1 - Required						
118.0	Ability to export maintenance history report for specific assets (i.e. Car, Wayside ), filters defined by user. Output details such as but not limited to: -Asset number -Work No -Inspector -Parts used if repair was made (i.e. Part No. Lot, VIN No.) -Part Qty -Part Cost -Inspected area -Inspector results -Inspector comments -Inspector recommendations -Date of Inspection -Maintenance type (i.e. Planned or Reported issue) -Manager Approval Sign off Name -Sign Off Date -Next inspection date -Actual Labor hours *Note will also include federal mandated safety inspection details	OC Streetcar	Functional	Reporting & Analytics	Custom Reports	Search	1 - Required						
119.0	Application to support Federal Mandated Safety inspections for assets through reporting from digital inspection lists for the following (examples): <b>Wayside- Rail</b> -Wishbone crossing gate -Track Class -Track Structure -Rails -Crossies -Special track work (turnouts, bridge lift assemblies), -Tie plates, and -Rail fastening systems -Track Geometry -Track gage -Alignment -Elevation -Curvature -Track surface -Road Bed: -Ballast -Track Inspection -Frequency and -Quality of a railroad's inspection -Special inspections	OC Streetcar	Functional	Inspection Management	Digital Inspections	Assign/Select	1 - Required						
121.0	As the user, I must log all inventory adjustments with complete audit details so that traceability is maintained.	OC Streetcar	Functional	Procurement	Requisition	Data Exchange	1 - Required						
122.0	System shall log all inventory adjustments for audit compliance and traceability.	OC Streetcar	Functional	Procurement	Requisition	Data Exchange	1 - Required						
122.1	The system shall support secure integration leveraging Phase 1 integrations.	OC Streetcar	Functional	Security & Administration	User Management	Access	1 - Required						



INFORMATION PROVIDED BY OCTA								TO BE UPDATED BY THE PROPOSER / VENDOR				
ID	System Requirement	Business Area	Type	Process Category	Process Type	Task/Action	OCTA's Priority	Proposed Solution's Capability	Method to Implement	Software Customization Cost	3rd Party Software Cost	Comments
NF 1.0	The system shall maintain a complete and traceable audit log within the CFR Contractor environment for all necessary inventory field changes, including user identification, timestamp, previous value, and new value.	Contracted Fixed Route (CFR)	Non-Functional	Security & Administration	User Management	Edit	1 - Required					
NF 1.1	Deliver hands on training for configured roles/user.	Contracted Fixed Route (CFR)	Non-Functional	Security & Administration	User Management	Assign/Select	1 - Required					
NF 1.2	Deliver written training for applications modules.	Contracted Fixed Route (CFR)	Non-Functional	Maintenance Management	Planned Maintenance	Assign/Select	1 - Required					
NF 1.3	Deliver technical documentation detailing configuration, integration and design details.	Contracted Fixed Route (CFR)	Non-Functional	Integration	Phase 1 Integrations	Data Exchange	1 - Required					
NF 1.4	Vendor will update the BDD documentation.	Contracted Fixed Route (CFR)	Non-Functional	Document Management	Document Library	Edit	1 - Required					
NF 1.5	Vendor will update the ICD documentation.	Contracted Fixed Route (CFR)	Non-Functional	Document Management	Document Library	Edit	1 - Required					
NF 1.6												
NF 1.7	Update Configuration Matrix.	Contracted Fixed Route (CFR)	Non-Functional	Maintenance Management	Planned Maintenance	Edit	1 - Required					
NF 1.8	Vendor will participate in unit testing for all interfaces including both enabled and disabled interfaces.	Contracted Fixed Route (CFR)	Non-Functional	Maintenance Management	Planned Maintenance	Data Exchange	1 - Required					
NF 1.9	Completed inspection data shall be audit logged and retained per records retention policy defined by OCTA 7 years.	OC Streetcar	Non-Functional	Inspection Management	Digital Inspections	Assign/Select	1 - Required					
NF 1.10	The system shall provide secure mobile access (phone and tablet) to authorized users.	OC Streetcar	Non-Functional	Mobile Functionality	Mobile Work Orders	Access	1 - Required					
NF 1.11	Mobile access shall require secure authentication (e.g., SSO and/or MFA if required).	OC Streetcar/Mobile	Non-Functional	Mobile Functionality	Mobile Work Orders	Access	1 - Required					
NF 1.12	The system shall maintain a complete audit trail for all transactions, recording user identification, date and time stamp, and a description of the action performed to ensure traceability and accountability.	OC Streetcar/Mobile	Non-Functional	Security & Administration	User Management	Assign/Select	1 - Required					
NF 1.13	Mobile functionality shall align with enterprise uptime requirements.	OC Streetcar/Mobile	Non-Functional	Mobile Functionality	Mobile Work Orders	Create	1 - Required					
NF 1.14	Where offline functionality is enabled, the system shall securely store transactions performed during offline operation and automatically synchronize them with the central system upon network reconnection, preserving data integrity and audit history.	OC Streetcar/Mobile	Non-Functional	Mobile Functionality	Mobile Work Orders	Assign/Select	1 - Required					
NF 1.15	Changes to forms should be simple configuration changes, not software customizations.	OC Streetcar	Non-Functional	Maintenance Management	Planned Maintenance	Assign/Select	1 - Required					
NF 1.16	Configure Hierarchy for location(s) that conforms to the current hierarchal structure, which separates OCStreetcar/Wayside/Linear from the other lines of business such as MSF and CFR currently configured in Hexagon for Phase 1.	OC Streetcar	Non-Functional	Maintenance Management	Planned Maintenance	Assign/Select	1 - Required					
NF 1.17	Ability to export work order history from application in multiple formats. (i.e. pdf).	OC Streetcar	Non-Functional	Reporting & Analytics	Custom Reports	Print/Output	1 - Required					
NF 1.18	The system shall maintain a complete and auditable record of all inventory adjustments. The audit record shall capture, at a minimum: user identification, date and time of adjustment part number, part description, quantity adjusted, previous balance, updated balance, and inventory location, to ensure full traceability and accountability.	OC Streetcar	Non-Functional	Inventory Management	Inventory Control	Edit	1 - Required					

A3. VENDOR QUESTIONNAIRE		
Category	Questionnaire	Response
Data Protection	Where is our data stored?	
	What encryption methods are employed for data transmission and storage?	
	Do you have backup recovery procedures in place? Yes, describe	
	Do you have disaster recovery procedures in place? Yes, describe	
	Do you have cybersecurity insurance? Yes, describe coverage	
Access Control	Does your cybersecurity insurance coverage include customers?	
	Describe your user authentication and authorization processes.	
	How often are access controls reviewed?	
	How often are access controls updated?	
Incident Response	How do you control access to our data?	
	Do you have a Cyber Incident Response Plan?	
	Is your Cyber Incident Response Plan regularly tested? Yes, describe	
Compliance and Certification	What is the notification timeline to Client/Customers in the event of a data breach?	
	Do you meet any major compliance standards (e.g., ISO 27001, SOC 2)?	
	How do you ensure compliance with relevant data protection laws and regulations?	
Infrastructure Security	Do you have an annual compliance report? If so, can you please provide it?	
	Describe the security measures implemented in your physical and network infrastructure.	
	<b>Physical Security Measures:</b>	
	Access control systems such as biometric scanners, smart cards, and key fobs	
	Security cameras and surveillance systems to monitor the premises	
	Intrusion detection systems to detect unauthorized access	
	Regular maintenance and inspection of the infrastructure to identify and fix vulnerabilities	
	<b>Network Security Measures:</b>	
	Firewall systems to prevent unauthorized access to the network	
	Intrusion detection and prevention systems to detect and block malicious traffic	
	Encryption technologies to protect sensitive data	
	Regular software updates and patching to fix security vulnerabilities	
	Access control mechanisms such as passwords, multi-factor authentication, and role-based access control?	
Network segmentation to isolate sensitive data and limit the impact of security breaches		
How do you protect against DDoS attacks and other network threats?		
Employee Training	How do you educate/train your employees about cybersecurity awareness and best practices?	
Third-Party Security	Do you use third-party vendors? If yes, how do you ensure their security practices align with yours?	
	Can you provide a list of third-party vendors involved in our services?	
Software Development Security	Do you contract with any offshore third-party vendors?	
	What secure coding practices do you follow during software development?	
	How do you address vulnerabilities and apply patches to your software?	
	<b>General Performance Assessment</b>	
	What are the key performance indicators (KPIs) for this application?	
	How does the system perform under normal operating conditions?	
	Are there any performance benchmarks for comparison?	
	<b>System Resource Utilization</b>	
	How much CPU, memory, and disk I/O does the application consume?	
	Are there any memory leaks or high CPU usage spikes?	
	Does the system utilize multiple cores efficiently?	
	<b>Response Time &amp; Latency</b>	
	What is the average response time for critical operations?	
	Are there noticeable delays in specific processes?	
	How does the application handle real-time requests?	
	User interface to menu selections average response time?	
	Log in response average response time?	
	Log off average response time?	
	Record Save average response time?	

Application Response

Simple Report query report average response time?	
Complex Report query report average response time?	
Print request average response time?	
Dashboard refresh average response times?	
Batch Processing average response time? (if applicable)	
<b>Scalability &amp; Load Handling</b>	
How does the system perform under peak load conditions?	
What is the maximum number of concurrent users the system can support?	
Does the system scale horizontally or vertically?	
<b>Network Performance</b>	
What is the average network latency for data transmission?	
Are there any network bottlenecks affecting performance?	
Is data compression used to optimize network usage?	
<b>Application Architecture</b>	
Is the software designed using microservices or a monolithic approach?	
How is caching implemented to improve performance?	
Are third-party integrations affecting system speed?	
<b>Error Handling &amp; System Logs</b>	
Are there recurring errors or performance-related logs?	
How are exceptions and failures handled in the system?	
What monitoring tools are used to track errors and warnings?	
<b>Security &amp; Performance Trade-offs</b>	
Are there security measures that impact performance (e.g., encryption, authentication)?	
How does the system handle secure transactions without sacrificing speed?	
Are there any performance concerns with API rate limiting?	
<b>Optimization &amp; Future Improvements</b>	
Are there performance testing tools in place (e.g., JMeter, LoadRunner)?	
How frequently is the application updated for performance enhancements?	

PROJECT IMPLEMENTATION TASKS AND DELIVERABLES	Vendor Response (Y, N, E)	If Vendor Response is "E", please provide what the firm can or cannot do in detail.
<b>Task 1 - Project Planning &amp; Management</b>		
Project Schedule		
Cost		
Roles and Responsibilities Matrix		
Change Orders		
Issues, Risks, Action Items, Bugs, Future Enhancements Log (aka Item Log)		
Project Status Reports		
Overall Project Status		
Trend		
Tasks Completed, Tasks in progress		
Next Steps		
Resources		
Project Issues		
Short Term Risks		
Long Term Risks		
Kick Off and Ongoing Meetings		
Meeting Agendas		
Meeting Minutes		
Ancillary Project Deliverables		
Documentation and Deliverables		
<b>Task 2 - Requirements Gathering</b>		
Requirements Documentation		
Design Review		
Conceptual Design Review		
Preliminary Design Review		
Final Design Review		
Conceptual Design Review		
System Documentation		
<b>Task 3 - Design</b>		
Design Documentation (all phases)		
Back-up and Recovery Plan		
Systems Integration Design (SID) document		
Release Management Plan		
<b>Task 4 - Construct / Build</b>		
System Configurations		
All environments		
Technical Documentation		
<b>Task 5 - Test</b>		
Test Plan		
Test Cases / Scripts		
UAT		
Testing Results		
Defect Logs		
Stakeholder Sign-Off / UAT Sign-Off		
<b>Task 6 - Training</b>		
Training Plan		
Basic administration for all users <input type="checkbox"/>		
Customization of user interface and customer fields		
Configurations (i.e. selection lists) -		
Creation and Maintenance for templates, forms and or workflows		
API or batch process integration		
Updates and Patch Release process		
Training Documentation		
<b>Task 7 - Deploy</b>		
Readiness Assessment Report		
Implementation (Deployment) Plan		
Documented (Go-Live) Schedule		
Deployment Checklist		
Production Validation Tests		
Support Plan		
Change Control Documentation		
Approved Validation Test scripts		
Updated System Documentation		
Updated Items Log w/ open defects		
Deployment Acceptance		
<b>Task 8 - Post Deployment Support</b>		
Help Desk contact information		
Web-based tracking tool		
Help Desk services/software fixes		
Lessons Learned document		
5-year Support Plan		

## B1. Terms and Definitions

Term	Definition	Notes
3rd Party Vendor (Non-OCTA Domain)	An external contractor operating within the system with restricted access and separate inventory ownership from OCTA.	
Actual Labor	Recorded labor hours entered during or after work completion.	
Asset	A tracked entity such as a bus, rail car, wayside component, MSF equipment, or facility item maintained within the system.	
Asset Categorization	Classification of assets into defined types (e.g., Car, Wayside, MSF, Linear) for reporting and access control.	
Asset Maintenance History	A complete historical record of work orders, inspections, labor, materials, and associated costs for an asset.	
Asset Retirement / EOL	The formal decommissioning of an asset, including capture of required attributes such as year and odometer.	
Asset Transfer	The movement of an asset between locations while maintaining full maintenance history visibility.	
Attachment	File linked to a record (e.g., work order, asset, inspection) such as PDF, image, certificate, or invoice.	
Audit Trail	System log capturing user ID, timestamp, previous values, updated values, and transaction details.	
Barcode Scanning	Use of barcode technology to scan assets, parts, or work orders for faster data entry and validation.	
Blanket Purchase Order (BPO)	A procurement mechanism allowing recurring purchases under predefined terms.	
Business Design Document (BDD)	Functional documentation outlining system processes and configuration decisions.	
Configuration Matrix	Document defining system configuration settings, roles, and permissions.	
Cross-Consumption Prevention	System control that prevents issuing parts from one organization's inventory to another organization's work orders.	
Digital Inspection Checklist	Configurable electronic inspection form including diagrams, pass/fail fields, comments, attachments, and version control.	
Disabled Integration	Interface intentionally restricted for specific user groups (e.g., Finance Enterprise, Lawson, Analabs).	
Document Library	Central repository for storing parts diagrams, manuals, and supporting documentation.	
Drill-Down Functionality	Ability to navigate from summary data to detailed transaction-level records.	
Estimated Labor	Planned labor hours defined at work order creation.	
Federal Mandated Safety Inspection	Regulatory-required inspection supporting CFR compliance across assets, wayside, MSF, and platforms.	
GPS/GIS Capability	Location-based functionality enabling display and capture of asset and work order geographic data.	
Inbox (EAM)	The work management list view in Hexagon EAM where work orders appear in Ready status.	
Initial Inventory Load	The process of uploading or entering beginning inventory quantities into the system using approved templates.	
Interface Control Document (ICD)	Technical document defining system integration specifications.	
Inventory Adjustment	A transaction that increases or decreases on-hand inventory, with required audit capture (user, date, quantity, location, warehouse).	
Inventory Movement	The transfer of parts between warehouses, bins, shelves, or statuses (e.g., On-Hand to Quarantine).	
Inventory Segregation	The separation of inventory ownership and transactions between OCTA and 3rd party vendor locations to prevent cross-consumption.	
Labor Entry	Manual recording of actual hours worked and associated labor rates.	
Lifecycle Cost (TCO)	Total cost associated with owning and maintaining an asset, including labor, materials, and procurement.	
Maintenance Interval	Defined time or mileage trigger for inspection or maintenance (e.g., Weekly, 33K, 165K).	
Maintenance Scheduling	The planning and sequencing of maintenance work based on defined business rules and intervals.	
Maintenance Variance Tolerance	Acceptable range (e.g., ±10%) from scheduled mileage or interval for compliance.	
Min/Max Inventory Threshold	Configurable stock levels triggering purchase requisitions.	
Mobile Access	Secure system functionality accessible via phone or tablet devices.	
MSF	Maintenance and Storage Facility	
Non-OCTA Run Location	A maintenance or storage location operated by a 3rd party vendor where inventory ownership belongs to the vendor.	
Offline Synchronization	Capability allowing mobile transactions to queue when offline and synchronize upon reconnection.	
On-Hand Inventory	The available quantity of a part physically present in a designated warehouse or location.	

Performance Reporting	Analytical reporting including asset reporting, lifecycle cost tracking, and total cost of ownership (TCO).	
Phase 1 Integrations	Pre-existing system integrations (e.g., Fleetwatch, Hastus, ITMS, Data Warehouse).	
Planned Maintenance (PM)	Scheduled maintenance based on time or mileage intervals for OC Streetcar	
Preventive Maintenance (PM)	Often used for directly operated and indirectly operated OCTA business lines	
PM On-Time Performance	A compliance metric measuring whether preventive maintenance was completed within defined tolerance thresholds (e.g., $\pm 10\%$ mileage).	
Predictive Maintenance	Data-driven scheduling of maintenance based on condition, trends, or alerts.	
Procurement Integration	Interface between EAM and external financial systems (e.g., D365, OneSolution, CAMM).	
Purchase Requisition (PR)	A request initiated within the system to procure materials or services.	
Quarantine Warehouse	A designated storage status/location for defective, warranty, or restricted inventory not considered available for use.	
Restricted Role	A role configured with limited access, typically for 3rd party vendor users.	It is different in different channels
Role-Based Access Control (RBAC)	Security framework restricting system access based on assigned roles and permissions.	
UDF (User Defined Field)	Configurable custom field (e.g., Badge Number, Hours) available for capture and reporting.	
Unobligated Balance	An unobligated balance is the remaining portion of a budget that has not been formally committed to a specific expenditure.	
Unplanned Maintenance	Corrective maintenance initiated due to defects, breakdowns, or reported issues.	
Warehouse Hierarchy	Structured storage configuration (e.g., Warehouse $\rightarrow$ Aisle $\rightarrow$ Bin $\rightarrow$ Shelf).	
Work Order	A record authorizing and tracking maintenance work, including labor, materials, status, and approvals.	
Work Order Priority	A configurable ranking (e.g., Critical, High, Medium, Low) used to sequence planned maintenance execution.	
Workflow Routing	Configurable approval and notification process for work orders, requisitions, and other transactions.	
Zero-Cost Transaction	A transaction (material or labor) recorded with no financial cost impact.	

## B2. Report & Forms List

Business Line	Name
OC Streetcar	6 Month Oil Change 03-17-20.pdf
OC Streetcar	Daily Inspection Sheet _ USS70 DAILY.pdf
OC Streetcar	Retirement_ HUBSHEET 09-14-22.pdf
OC Streetcar	S70 ANNUAL REV 05-06-20.pdf
OC Streetcar	SD8 15K 02-13-23.pdf
OC Streetcar	SD8 30K 02-13-23.pdf
OC Streetcar	SD8 60K 02-13-23.pdf
OC Streetcar	SD8 7.5K 06-29-22 (003).pdf



## B4 Integration Reference

Business Line	Name
CFR	ITMS
CFR	Hastus
CFR	Fleetwatch
CFR	Data Warehouse
OC Streetcar	Fleetwatch
OC Streetcar	Hastus
OC Streetcar	Data Warehouse
OC Streetcar	Finance Enterprise (TBD)
OC Streetcar	ITMS

### B5. System Users

Access	Department	Number
Super User	Keolis	70
Super User	Herzog	15
Administrator	OCTA Internal	8
Administrator	IS	1
		<b>12</b>



### B6. Hardware

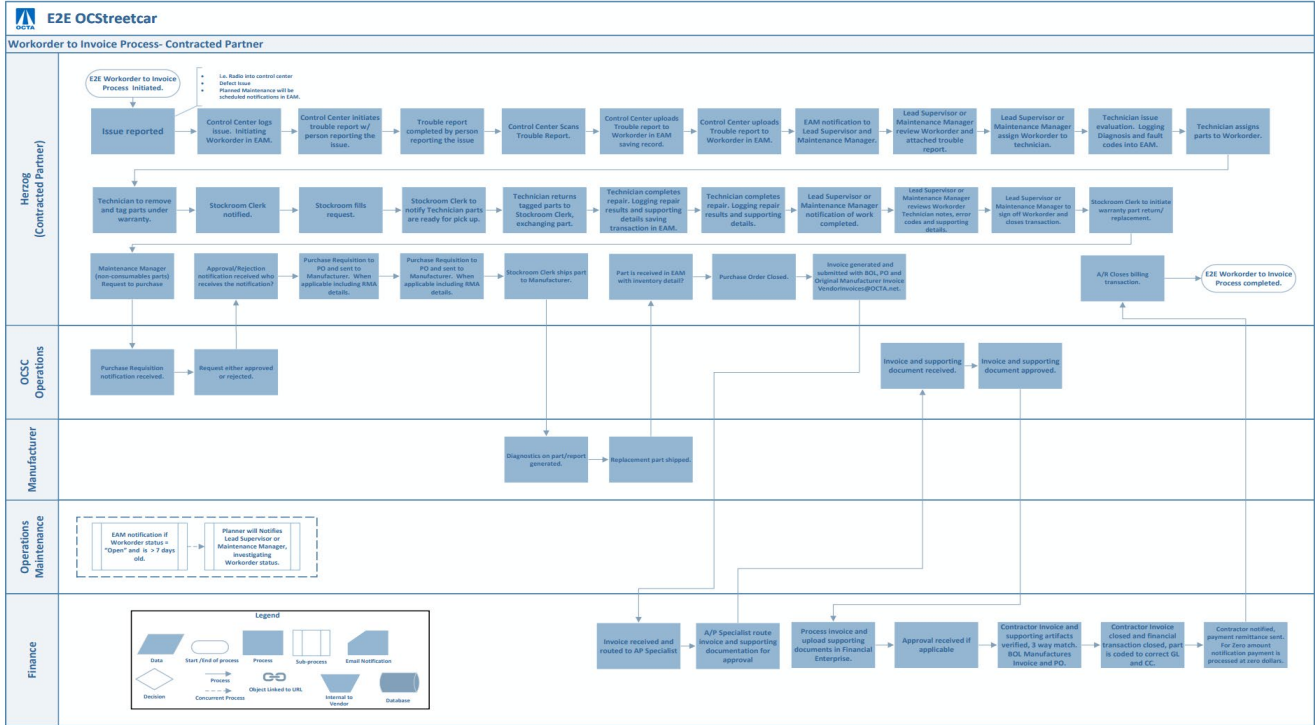
<b>Device Type</b>	<b>Device Type</b>	<b>Make</b>	<b>Model</b>	<b>No. of Devices</b>
OC Streetcar	Printer (barcode)	TBD	TBD	TBD
OC Streetcar	Laser Printer (printing of work orders)	TBD	TBD	3
OC Streetcar	Tablet	TBD	TBD	12
OC Streetcar	Hand Held Scanner	TBD	TBD	12
<b>Grand Total</b>				



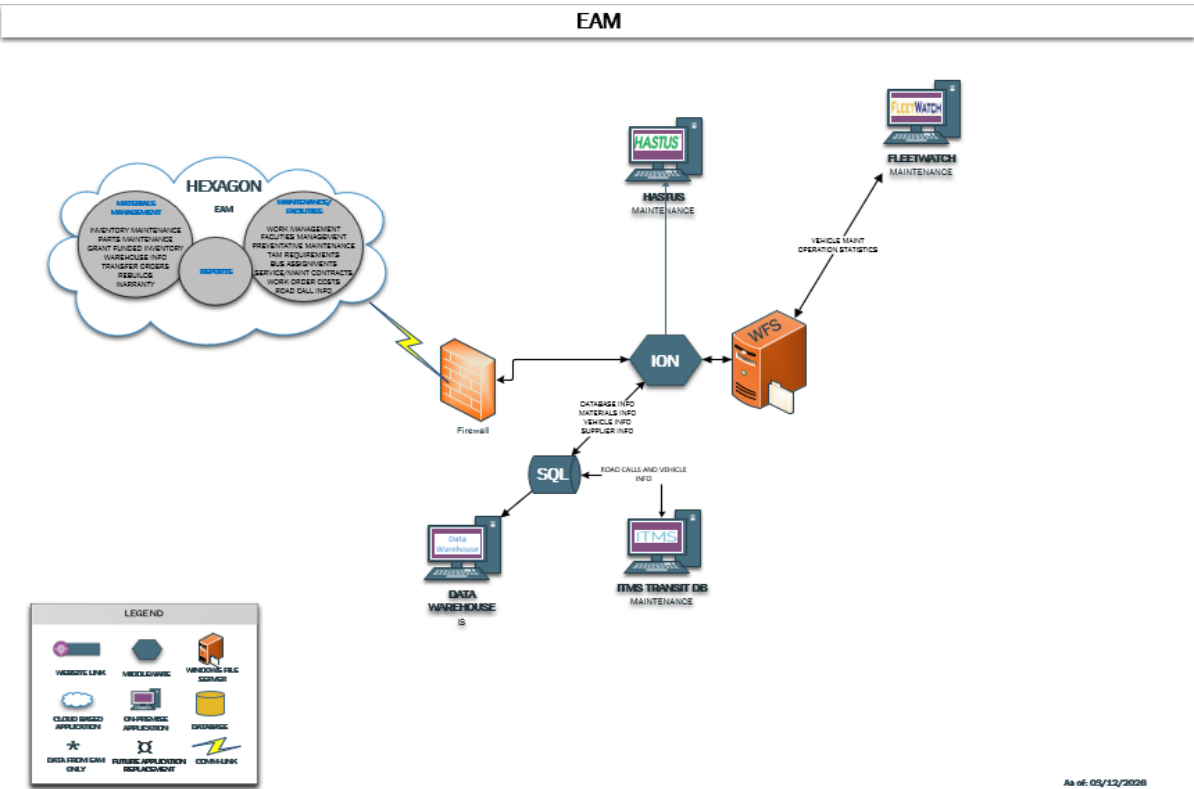
## B7. LOCATIONS

<b>Locations</b>
<b>OCTA Administration Facility</b>
550 South Main Street, Orange, CA 92863
600 South Main Street, Orange, CA 92863
<b>OCTA Bus Bases and Warehouses</b>
4123 W Macarthur Blvd, Santa Ana, Ca
11790 Cardinal Circle, Garden Grove, CA 92843
<b>Contracted Services Bus Bases and Warehouses</b>
16281 Construction Circle W, Irvine, CA 92606
14736 Sand Canyon Ave, Irvine, CA 92618
1717 East Via Burton, Anaheim, CA 92806
<b>OC Streetcar Maintenance And Storage Facility</b>
2008 W. 5Th Street, Santa Ana, CA 92703

B8. Business Process Flow Diagrams (There is no PDF Attached - only images)



B9 TOPOGRAPHY



	<b>Business Area</b>	<b>Type</b>	<b>Process Category</b>	<b>Process Type</b>	<b>Task/Action</b>
	CFR	Functional	Asset Management	Asset Setup	Create
	Operations	Non-Functional	Maintenance Management	Planned Maintenance	Edit
	Streetcar		Inspection Management	Digital Inspections	View
	MSF		Inventory Management	Inventory Control	Assign/Select
			Procurement	Requisition	Approvals
			Reporting & Analytics	Custom Reports	Schedule
			Security & Administration	User Management	Access
			Integration	Phase 1 Integrations	Data Exchange
			Mobile Functionality	Work Orders	E-mail
			Document Management	Document Library	Print/Output
			Workflow	Workflow Routing	Search

**PRICE SUMMARY SHEET**

**REQUEST FOR PROPOSALS (RFP) 250192**

Enter below the proposed price for the tasks described in the Scope of Work, Exhibit A. Prices shall include direct costs, indirect costs, profits, and tax.

**Initial Term – Effective October 1, 2026 through September 30, 2028**

Firm-Fixed Price	
Contract Item	Total Cost
Third Party Software (if applicable)	\$ _____
<b>Project Implementation Effort</b> Task 1 \$ _____ Task 2 \$ _____ Task 3 \$ _____ Task 4 \$ _____ Task 5 \$ _____ Task 6 \$ _____ Task 7 \$ _____ Task 8 \$ _____	\$ _____
Support, Maintenance, Warranty	\$ _____
Environment for Third Party Software (if applicable)	\$ _____
Travel and Expenses	\$ _____
Other Costs (if applicable)	\$ _____
<b>Grand Total</b>	\$ _____

Provide the third-Party Software, and any unique technical components that are necessary to support the solution in the “List of Software and Technical Components” table below. Dollar amounts should tie to the table above and reflect the cost for the entire solution.

**Professional Services Rate Schedule**

Resource	Fully Burdened Hourly Rate*	Comments
Program Manager	\$	
Project Manager	\$	
Architect	\$	
Engineer / Developer	\$	
Business Analyst	\$	
Trainer	\$	
Additional Resources if Needed	\$	

\*These rates would be used for approved change requests.

**List of Itemized Software and Technical Components**

Ref	Software or Technical Component Name	Software or Component Consultant	High-level Purpose	Integration Complexity & Level of Effort	Use or Acquisition Costs **
A					\$ _____
B					\$ _____
C					\$ _____
D					\$ _____
...					\$ _____
<b>Total for Software and Technical Components</b>					\$ _____

\*\*Use or Acquisition Costs for software, include Installation & Interface Development costs

**List of Consultant Offered Enhancements**

Enhancement Item	One-Time Cost (if any)	Recurring Cost	Recurring Frequency	Comments ***
(Enhancement 1)	\$ _____	\$ _____		
	\$ _____	\$ _____		
	\$ _____	\$ _____		
	\$ _____	\$ _____		

\*\*\* Please include in comments the future path of Research and Development (What are the features of the next substantial release/upgrade and when is it happening?)

**Ongoing Annual Software and Maintenance Renewals**

Annual third-party software and maintenance renewal increases shall not exceed \_\_\_\_\_ % from the previous year.

For cost analysis purposes, the percent discount listed above will be weighted at 15% for the evaluation of the cost and price score.

PROPOSED AGREEMENT NO. C250192

BETWEEN

ORANGE COUNTY TRANSPORTATION AUTHORITY

AND

\_\_\_\_\_

THIS AGREEMENT is effective as of this \_\_\_\_ day of \_\_\_\_\_, 2026 ("Effective Date"), by and between the Orange County Transportation Authority, 550 South Main Street, P.O. Box 14184, Orange, CA 92863-1584, a public corporation of the State of California (hereinafter referred to as "AUTHORITY") and \_\_\_\_\_, \_\_\_\_\_ (hereinafter referred to as "CONSULTANT").

**WITNESSETH:**

**WHEREAS**, AUTHORITY requires assistance from CONSULTANT to provide Enterprise Asset Management (EAM) Phase 2; and

**WHEREAS**, said work cannot be performed by the regular employees of AUTHORITY; and

**WHEREAS**, CONSULTANT has represented that it has the requisite personnel and experience, and is capable of performing such services; and

**WHEREAS**, CONSULTANT wishes to perform these services; and

**WHEREAS**, the AUTHORITY's Board of Directors authorized this Agreement on \_\_\_\_\_.

**NOW, THEREFORE**, it is mutually understood and agreed by AUTHORITY and CONSULTANT as follows:

**ARTICLE 1. COMPLETE AGREEMENT**

A. This Agreement, including all exhibits and documents incorporated herein and made applicable by reference, constitutes the complete and exclusive statement of the terms and conditions of this Agreement between AUTHORITY and CONSULTANT and it supersedes all prior representations, understandings and communications. The invalidity in whole or in part

1 of any term or condition of this Agreement shall not affect the validity of other terms or  
2 conditions.

3 B. AUTHORITY's failure to insist in any one or more instances upon CONSULTANT's  
4 performance of any terms or conditions of this Agreement shall not be construed as a waiver  
5 or relinquishment of AUTHORITY's right to such performance or to future performance of such  
6 terms or conditions and CONSULTANT's obligation in respect thereto shall continue in full  
7 force and effect. Changes to any portion of this Agreement shall not be binding upon  
8 AUTHORITY except when specifically confirmed in writing by an authorized representative of  
9 AUTHORITY by way of a written amendment to this Agreement and issued in accordance with  
10 the provisions of this Agreement.

11 **ARTICLE 2. AUTHORITY DESIGNEE**

12 The Chief Executive Officer of AUTHORITY, or designee, shall have the authority to act for and  
13 exercise any of the rights of AUTHORITY as set forth in this Agreement.

14 **ARTICLE 3. SCOPE OF WORK**

15 A. CONSULTANT shall perform the work necessary to complete in a manner satisfactory to  
16 AUTHORITY the services set forth in Exhibit A, entitled "Scope of Work," attached to and, by  
17 this reference, incorporated in and made a part of this Agreement. All services shall be  
18 provided at the times and places designated by AUTHORITY.

19 B. CONSULTANT shall provide the personnel listed below to perform the above-specified  
20 services, which persons are hereby designated as key personnel under this Agreement.

21 **Names / Functions**

22 Name 1 / Program Manager

23 Name 2 / Project Manager

24 Name 3 / Architect

25 Name 4 / Engineer / Developer

26

1 Name 5 / Business Analyst

2 Name 6 / Trainer

3 C. No person named in paragraph B of this Article, or his/her successor approved by  
4 AUTHORITY, shall be removed or replaced by CONSULTANT, nor shall his/her agreed-upon  
5 function or level of commitment hereunder be changed, without the prior written consent  
6 of AUTHORITY.

7 D. Should the services of any key person become no longer available to CONSULTANT, the  
8 resume and qualifications of the proposed replacement shall be submitted to AUTHORITY for  
9 approval as soon as possible, but in no event later than seven (7) calendar days prior to the  
10 departure of the incumbent key person, unless CONSULTANT is not provided with prior notice  
11 by the departing employee. AUTHORITY shall respond to CONSULTANT within seven (7)  
12 calendar days following receipt of these qualifications concerning acceptance of the candidate  
13 for replacement.

14 **ARTICLE 4. TERM OF AGREEMENT**

15 This Agreement shall commence upon the effective date of this Agreement, and shall continue in full  
16 force and effect through \_\_\_\_\_, unless earlier terminated or extended as provided in this  
17 Agreement.

18 **ARTICLE 5. PAYMENT**

19 A. For CONSULTANT's full and complete performance of its obligations under this Agreement,  
20 and subject to the maximum cumulative payment obligation provisions set forth in Article 6,  
21 AUTHORITY shall pay CONSULTANT on a firm fixed price basis in accordance with the  
22 following provisions.

23 B. The following schedule shall establish the firm fixed payment to CONSULTANT by  
24 AUTHORITY for each work task set forth in the Scope of Work. The schedule shall not include  
25 any CONSULTANT expenses not approved by AUTHORITY including but not limited to  
26 reimbursement for local meals.

**Task / Description / Firm Fixed Price**

Application Software/Licensing / .00  
3rd Party Software (if applicable)\* / .00  
1 / Project Planning and Management / .00  
2 / Requirements Gathering / .00  
3 / Design / .00  
4 / Construction / Build / .00  
5 / Test / .00  
6 / Train / .00  
7 / Deploy / .00  
8 / Post-Deployment Support / Warranty / .00  
Support, Maintenance, Warranty / .00  
Environment for Third Party Software / .00  
Travel and Expenses / .00  
Other Costs (if applicable) / .00

**TOTAL FIRM FIXED PRICE PAYMENT: .00**

C. CONSULTANT shall invoice AUTHORITY on a monthly basis for payments corresponding to the work actually completed by CONSULTANT. Percentage of work completed shall be documented in a monthly progress report prepared by CONSULTANT, which shall accompany each invoice submitted by CONSULTANT. CONSULTANT shall also furnish such other information as may be requested by AUTHORITY to substantiate the validity of an invoice. At its sole discretion, AUTHORITY may decline to make full payment for any task listed in paragraph B of this Article until such time as CONSULTANT has documented to AUTHORITY's satisfaction, that CONSULTANT has fully completed all work required under the task. AUTHORITY's payment in full for any task completed shall not constitute AUTHORITY's

1 final acceptance of CONSULTANT's work under such task; final acceptance shall occur only  
2 when AUTHORITY's release of the retention described in paragraph D.

3 D. As partial security against CONSULTANT's failure to satisfactorily fulfill all of its obligations  
4 under this Agreement, AUTHORITY shall retain ten percent (10%) of the amount of each  
5 invoice submitted for payment by CONSULTANT. All retained funds shall be released by  
6 AUTHORITY and shall be paid to CONSULTANT within sixty (60) days of payment of final  
7 invoice, unless AUTHORITY elects to audit CONSULTANT's records in accordance with  
8 Article 16 of this Agreement. If AUTHORITY elects to audit, retained funds shall be paid to  
9 CONSULTANT within thirty (30) calendar days of completion of such audit in an amount  
10 reflecting any adjustment required by such audit. CONSULTANT agrees to release  
11 subconsultant retention within thirty (30) calendar days after the subconsultants work is  
12 satisfactory completed. These prompt payment provisions are required to be incorporated in  
13 all subcontract agreements issued by CONSULTANT. During the term of the Agreement, at its  
14 sole discretion, AUTHORITY reserves the right to release all or a portion of the retained  
15 amount based on CONSULTANT's satisfactory completion of certain milestones.  
16 CONSULTANT shall invoice AUTHORITY for the release of the retention in accordance with  
17 Article 5.

18 E. Invoices shall be submitted by CONSULTANT on a monthly basis and shall be submitted in  
19 duplicate to AUTHORITY's Accounts Payable office. CONSULTANT may also submit invoices  
20 electronically to AUTHORITY's Accounts Payable Department at [vendorinvoices@octa.net](mailto:vendorinvoices@octa.net).  
21 Each invoice shall be accompanied by the monthly progress report specified in paragraph C  
22 of this Article. AUTHORITY shall remit payment within thirty (30) calendar days of the receipt  
23 and approval of each invoice. Each invoice shall include the following information:

- 24 1. Agreement No. C250192;
- 25 2. Specify the task number for which payment is being requested;
- 26 3. The time period covered by the invoice;

- 1 4. Total monthly invoice (including project-to-date cumulative invoice amount) and retention;
- 2 5. Monthly Progress Report;
- 3 6. Weekly certified payroll for personnel subject to prevailing wage requirements, if
- 4 applicable;
- 5 7. Certification signed by the CONSULTANT or his/her designated alternate that a) The
- 6 invoice is a true, complete and correct statement of reimbursable costs and progress; b)
- 7 The backup information included with the invoice is true, complete and correct in all
- 8 material respects; c) All payments due and owing to subconsultants and suppliers have
- 9 been made; d) Timely payments will be made to subconsultants and suppliers from the
- 10 proceeds of the payments covered by the certification and; e) The invoice does not include
- 11 any amount which CONSULTANT intends to withhold or retain from a subconsultant or
- 12 supplier unless so identified on the invoice;
- 13 8. Any other information as agreed or requested by AUTHORITY to substantiate the validity
- 14 of an invoice.

15 **ARTICLE 6. MAXIMUM OBLIGATION**

16 Notwithstanding any provisions of this Agreement to the contrary, AUTHORITY and CONSULTANT  
17 mutually agree that AUTHORITY's maximum cumulative payment obligation (including obligation for  
18 CONSULTANT's profit) shall be \_\_\_\_\_ (\$\_\_\_\_\_00) which shall include all  
19 amounts payable to CONSULTANT for its subcontracts, leases, materials and costs arising from, or  
20 due to termination of, this Agreement.

21 **ARTICLE 7. NOTICES**

22 All notices hereunder and communications regarding the interpretation of the terms of this Agreement,  
23 or changes thereto, shall be effected by delivery of said notices in person or by depositing said notices  
24 in the U.S. mail, registered or certified mail, returned receipt requested, postage prepaid and  
25 addressed as follows:  
26

To AUTHORITY:

Orange County Transportation Authority

550 South Main Street

P.O. Box 14184

Orange, CA 92863-1584

ATTENTION:

Name: Gina Torres

Title: Senior Contract Administrator

Phone: (714) 560-5566

Email: gtorres@octa.net

**ARTICLE 8. INDEPENDENT CONTRACTOR**

A. CONSULTANT's relationship to AUTHORITY in the performance of this Agreement is that of an independent contractor. CONSULTANT's personnel performing services under this Agreement shall at all times be under CONSULTANT's exclusive direction and control and shall be employees of CONSULTANT and not employees of AUTHORITY. CONSULTANT shall pay all wages, salaries and other amounts due its employees in connection with this Agreement and shall be responsible for all reports and obligations respecting them, such as social security, income tax withholding, unemployment compensation, workers' compensation and similar matters.

B. Should CONSULTANT's personnel or a state or federal agency allege claims against AUTHORITY involving the status of AUTHORITY as employer, joint or otherwise, of said personnel, or allegations involving any other independent contractor misclassification issues, CONSULTANT shall defend and indemnify AUTHORITY in relation to any allegations made.

**ARTICLE 9. INSURANCE**

A. CONSULTANT shall procure and maintain insurance coverage in full force and effect during the entire term of the Agreement. Coverage shall be full coverage and not subject to self-insurance provisions. CONSULTANT shall provide the following insurance coverage:

1. Commercial General Liability, to include Products/Completed Operations, Independent Contractors', Contractual Liability, Advertising (if applicable to Scope of Work) and Personal Injury Liability, and Property Damage with a minimum limit of \$1,000,000 per occurrence, \$2,000,000 general aggregate and \$2,000,000 Products/Completed Operations aggregate;
2. Automobile Liability Insurance to include owned, hired and non-owned autos with a combined single limit of \$1,000,000 for each accident;
3. Workers' Compensation with limits as required by the State of California including a Waiver of Subrogation in favor of AUTHORITY, its officers, directors and employees; and
4. Employers' Liability with minimum limits of \$1,000,000 per accident, \$1,000,000 policy limit-disease, and \$1,000,000 policy limit employee-disease.
5. Professional Liability with minimum limits of \$1,000,000 only if the CONSULTANT is required by contract or law to be licensed or specially certified and AUTHORITY is relying on performance based on that specialty license or certification.

B. Proof of such coverage, in the form of a certificate of insurance and an insurance policy blanket additional insured endorsement, designating the AUTHORITY, its officers, directors and employees as additional insureds on general liability and automobile liability, as required by Agreement. Proof of insurance coverage must be received by AUTHORITY within ten (10) calendar days from the effective date of the Agreement and prior to commencement of any work. Such insurance shall be primary and non-contributive to any insurance or self-insurance maintained by the AUTHORITY. Furthermore, AUTHORITY reserves the right to request certified copies or review all related insurance policies, in response to a related loss.

1 C. CONSULTANT shall also include in each subcontract, the stipulation that subconsultants shall  
2 maintain insurance coverage in the amounts required of CONSULTANT as provided in the  
3 Agreement. Subconsultants will be required to include AUTHORITY as additional insureds on  
4 the Commercial General Liability, and Auto Liability insurance policies.

5 D. Insurer must provide AUTHORITY with at least thirty (30) days' prior notice of cancellation or  
6 material modification of coverage, and ten (10) days' prior notice for non-payment of premium.

7 E. CONSULTANT shall submit required insurance certificates to AUTHORITY's insurance  
8 tracking contractor, InsureTrack. CONSULTANT shall respond directly to InsureTrack's  
9 request for updated insurance certificates and other insurance-related matters by email  
10 to [octa@instracking.com](mailto:octa@instracking.com).

11 F. CONSULTANT shall include on the face of the certificate of insurance, the following  
12 information:

- 13 1. The Agreement Number C250192 and, the Contract Administrator's Name, Gina Torres
- 14 2. For Certificate Holder: The Orange County Transportation Authority, its officers, directors,  
15 employers and agents, c/o InsureTrack, P.O. Box 60840 Las Vegas, NV 89160.

16 **ARTICLE 10. ORDER OF PRECEDENCE**

17 Conflicting provisions hereof, if any, shall prevail in the following descending order of precedence: (1)  
18 the provisions of this Agreement, including all exhibits; (2) the provisions of RFP 250192 ; (3)  
19 CONSULTANT's proposal dated 00/00/00; (4) all other documents, if any, cited herein or incorporated  
20 by reference.

21 **ARTICLE 11. CHANGES**

22 A. By written notice or order, AUTHORITY may, from time to time, order work suspension and/or  
23 make changes in the general scope of this Agreement, including, but not limited to, the services  
24 furnished to AUTHORITY by CONSULTANT as described in the Scope of Work. If any such  
25 work suspension or change causes an increase or decrease in the price of this Agreement or  
26 in the time required for its performance, CONSULTANT shall promptly notify AUTHORITY

1           thereof and assert its claim for adjustment within ten (10) calendar days after the change or  
2           work suspension is ordered, and an equitable adjustment shall be negotiated. However,  
3           nothing in this clause shall excuse CONSULTANT from proceeding immediately with the  
4           Agreement as changed.

5           B. CONSULTANT shall only commence work covered by an amendment after the amendment is  
6           executed by AUTHORITY.

7           **ARTICLE 12. DISPUTES**

8           A. Except as otherwise provided in this Agreement, when a dispute arises between  
9           CONSULTANT and AUTHORITY, the project managers shall meet to resolve the issue. If  
10          project managers do not reach a resolution, the dispute will be decided by AUTHORITY's  
11          Director of Contracts Administration and Materials Management (CAMM), who shall reduce  
12          the decision to writing and mail or otherwise furnish a copy thereof to CONSULTANT. The  
13          decision of the Director, CAMM, shall be the final and conclusive administrative decision.

14          B. Pending final decision of a dispute hereunder, CONSULTANT shall proceed diligently with the  
15          performance of this Agreement and in accordance with the decision of AUTHORITY's Director,  
16          CAMM. Nothing in this Agreement, however, shall be construed as making final the decision  
17          of any AUTHORITY official or representative on a question of law, which questions shall be  
18          settled in accordance with the laws of the State of California.

19          **ARTICLE 13. TERMINATION**

20          A. AUTHORITY may terminate this Agreement for its convenience at any time, in whole or part,  
21          by giving CONSULTANT written notice thereof. Upon said notice, AUTHORITY shall pay  
22          CONSULTANT its allowable costs incurred to date of termination and those allowable costs  
23          determined by AUTHORITY to be reasonably necessary to effect such  
24          termination. Thereafter, CONSULTANT shall have no further claims against AUTHORITY  
25          under this Agreement.

1 B. In the event either Party defaults in the performance of any of their obligations under this  
2 Agreement or breaches any of the provisions of this Agreement, the non-defaulting Party shall  
3 have the option to terminate this Agreement upon thirty (30) days' prior written notice to the  
4 other Party. Upon receipt of such notice, CONSULTANT shall immediately cease work, unless  
5 the notice from AUTHORITY provides otherwise. Upon receipt of the notice from  
6 AUTHORITY, CONSULTANT shall submit an invoice for work and/or services performed prior  
7 to the date of termination. AUTHORITY shall pay CONSULTANT for work and/or services  
8 satisfactorily provided to the date of termination in compliance with this  
9 Agreement. Thereafter, CONSULTANT shall have no further claims against AUTHORITY  
10 under this Agreement. AUTHORITY shall not be liable for any claim of lost profits or damages  
11 for such termination.

12 **ARTICLE 14. INDEMNIFICATION**

13 CONSULTANT shall indemnify, defend and hold harmless AUTHORITY, its officers, directors,  
14 employees and agents (indemnities) from and against any and all claims (including attorneys' fees  
15 and reasonable expenses for litigation or settlement) for any loss or damages, bodily injuries, including  
16 death, damage to or loss of use of property caused by the negligent acts, omissions or willful  
17 misconduct by CONSULTANT, its officers, directors, employees, agents, subconsultants or suppliers  
18 in connection with or arising out of the performance of this Agreement.

19 **ARTICLE 15. ASSIGNMENTS AND SUBCONTRACTS**

20 A. Neither this Agreement nor any interest herein nor claim hereunder may be assigned by  
21 CONSULTANT either voluntarily or by operation of law, nor may all or any part of this  
22 Agreement be subcontracted by CONSULTANT, without the prior written consent of  
23 AUTHORITY. Consent by AUTHORITY shall not be deemed to relieve CONSULTANT of its  
24 obligations to comply fully with all terms and conditions of this Agreement.

25 B. AUTHORITY hereby consents to CONSULTANT's subcontracting portions of the Scope of  
26 Work to the parties identified below for the functions described in CONSULTANT's proposal.

1 CONSULTANT shall include in the subcontract agreement the stipulation that CONSULTANT,  
2 not AUTHORITY, is solely responsible for payment to the subcontractor for the amounts owing  
3 and that the subcontractor shall have no claim, and shall take no action, against AUTHORITY,  
4 its officers, directors, employees or sureties for nonpayment by CONSULTANT.

5 **Subcontractor Amounts**

6 \$0  
7

8 **ARTICLE 16. AUDIT AND INSPECTION OF RECORDS**

9 CONSULTANT shall provide AUTHORITY, or other agents of AUTHORITY, such access to  
10 CONSULTANT's accounting books, records, payroll documents and facilities, as AUTHORITY deems  
11 necessary. CONSULTANT shall maintain such books, records, data and documents in accordance  
12 with generally accepted accounting principles and shall clearly identify and make such items readily  
13 accessible to such parties during CONSULTANT's performance hereunder and for a period of four (4)  
14 years from the date of final payment by AUTHORITY. AUTHORITY's right to audit books and records  
15 directly related to this Agreement shall also extend to all first-tier subcontractors identified in Article 15  
16 of this Agreement. CONSULTANT shall permit any of the foregoing parties to reproduce documents  
17 by any means whatsoever or to copy excerpts and transcriptions as reasonably necessary.

18 **ARTICLE 17. CONFLICT OF INTEREST**

- 19 A. CONSULTANT agrees to avoid organizational conflicts of interest. An organizational conflict  
20 of interest means that due to other activities, relationships or contracts, the CONSULTANT is  
21 unable, or potentially unable to render impartial assistance or advice to the AUTHORITY;  
22 CONSULTANT's objectivity in performing the work identified in the Scope of Work is or might  
23 be otherwise impaired; or the CONSULTANT has an unfair competitive  
24 advantage. CONSULTANT is obligated to fully disclose to the AUTHORITY in writing Conflict  
25 of Interest issues as soon as they are known to the CONSULTANT. All disclosures must be  
26

1 submitted in writing to AUTHORITY pursuant to the Notice provision herein. This disclosure  
2 requirement is for the entire term of this Agreement.

3 B. If the AUTHORITY determines that CONSULTANT, its employees, or subconsultants are  
4 subject to disclosure requirements under the Political Reform Act (Government Code section  
5 81000 et seq.), CONSULTANT and its required employees and subconsultants shall complete  
6 and file Statements of Economic Interest (Form 700) with the AUTHORITY's Clerk of the Board  
7 disclosing all required financial interests.

8 **ARTICLE 18. CODE OF CONDUCT**

9 CONSULTANT agrees to comply with the AUTHORITY's Code of Conduct as it relates to Third-Party  
10 contracts, which is hereby referenced and by this reference is incorporated herein. CONSULTANT  
11 agrees to include these requirements in all of its subcontracts.

12 **ARTICLE 19. PROHIBITION ON PROVIDING ADVOCACY SERVICES**

13 CONSULTANT and all subconsultants performing work under this Agreement, shall be prohibited from  
14 concurrently representing or lobbying for any other party competing for a contract with AUTHORITY,  
15 either as a prime consultant or subconsultant. Failure to refrain from such representation may result  
16 in termination of this Agreement.

17 **ARTICLE 20. FEDERAL, STATE AND LOCAL LAWS**

18 CONSULTANT warrants that in the performance of this Agreement, it shall comply with all applicable  
19 federal, state and local laws, statutes and ordinances and all lawful orders, rules and regulations  
20 promulgated thereunder.

21 **ARTICLE 21. EQUAL EMPLOYMENT OPPORTUNITY**

22 In connection with its performance under this Agreement, CONSULTANT shall not discriminate  
23 against any employee or applicant for employment because of race, religion, color, sex, age or national  
24 origin. CONSULTANT shall take affirmative action to ensure that applicants are employed, and that  
25 employees are treated during their employment, without regard to their race, religion, color, sex, age  
26 or national origin. Such actions shall include, but not be limited to, the following: employment,

1 upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of  
2 pay or other forms of compensation; and selection for training, including apprenticeship.

3 **ARTICLE 22. PROHIBITED INTERESTS**

4 A. CONSULTANT covenants that, for the term of this Agreement, no director, member, officer or  
5 employee of AUTHORITY during his/her tenure in office or for one (1) year thereafter, shall  
6 have any interest, direct or indirect, in this Agreement or the proceeds thereof.

7 B. No member of or delegate to, the Congress of the United States shall have any interest, direct  
8 or indirect, in this Agreement or to the benefits thereof.

9 **ARTICLE 23. OWNERSHIP OF REPORTS AND DOCUMENTS**

10 A. The originals of all letters, documents, reports and other products and data produced under  
11 this Agreement shall be delivered to, and become the property of AUTHORITY. Copies may  
12 be made for CONSULTANT's records but shall not be furnished to others without written  
13 authorization from AUTHORITY. Such deliverables shall be deemed works made for hire and  
14 all rights in copyright therein shall be retained by AUTHORITY.

15 B. All ideas, memoranda, specifications, plans, manufacturing, procedures, drawings,  
16 descriptions, and all other written information submitted to CONSULTANT in connection with  
17 the performance of this Agreement shall not, without prior written approval of AUTHORITY, be  
18 used for any purposes other than the performance under this Agreement, nor be disclosed to  
19 an entity not connected with the performance of the project. CONSULTANT shall comply with  
20 AUTHORITY's policies regarding such material. Nothing furnished to CONSULTANT, which  
21 is otherwise known to CONSULTANT or is or becomes generally known to the related industry  
22 shall be deemed confidential. CONSULTANT shall not use AUTHORITY's name, photographs  
23 of the project, or any other publicity pertaining to the project in any professional publication,  
24 magazine, trade paper, newspaper, seminar or other medium without the express written  
25 consent of AUTHORITY.  
26

1 C. No copies, sketches, computer graphics or graphs, including graphic artwork, are to be  
2 released by CONSULTANT to any other person or agency except after prior written approval  
3 by AUTHORITY, except as necessary for the performance of services under this  
4 Agreement. All press releases, including graphic display information to be published in  
5 newspapers, magazines, etc., are to be handled only by AUTHORITY unless otherwise agreed  
6 to by CONSULTANT and AUTHORITY.

7 **ARTICLE 24. FINISHED AND PRELIMINARY DATA**

8 A. All of CONSULTANT's finished technical data, including but not limited to illustrations,  
9 photographs, tapes, software, software design documents, including without limitation source  
10 code, binary code, all media, technical documentation and user documentation, photo prints  
11 and other graphic information required to be furnished under this Agreement, shall  
12 be AUTHORITY's property upon payment and shall be furnished with unlimited rights and, as  
13 such, shall be free from proprietary restriction except as elsewhere authorized in this  
14 Agreement. CONSULTANT further agrees that it shall have no interest or claim to such  
15 finished, AUTHORITY-owned, technical data; furthermore, said data is subject to the  
16 provisions of the Freedom of Information Act, 5 USC 552.

17 B. It is expressly understood that any title to preliminary technical data is not passed to  
18 AUTHORITY but is retained by CONSULTANT. Preliminary data includes roughs,  
19 visualizations, software design documents, layouts and comprehensives prepared by  
20 CONSULTANT solely for the purpose of demonstrating an idea or message for AUTHORITY's  
21 acceptance before approval is given for preparation of finished artwork. Preliminary data title  
22 and right thereto shall be made available to AUTHORITY if CONSULTANT causes  
23 AUTHORITY to exercise Article 11, and a price shall be negotiated for all preliminary data.  
24  
25  
26

1 **ARTICLE 25. HEALTH AND SAFETY REQUIREMENTS**

2 CONSULTANT shall comply with all the requirements set forth in Exhibit \_\_\_\_, titled "Level 1 SAFETY  
3 SPECIFICATIONS." As used therein, "Contractor" shall mean "Consultant," and "Subcontractor" shall  
4 mean "Sub-consultant."

5 **ARTICLE 26. LIMITATION ON GOVERNMENTAL DECISIONS**

6 CONSULTANT shall not make, participate in making, or use its position to influence any governmental  
7 decisions as defined by the Political Reform Act, Government Code section 8100 et seq., and the  
8 implementing regulations in Title 2 of the California Code of Regulations section 18110 et seq.  
9 CONSULTANT's personnel performing services under this Agreement shall not authorize or direct  
10 any actions, votes, appoint any person, obligate, or commit AUTHORITY to any course of action or  
11 enter into any contractual agreement on behalf of AUTHORITY. In addition, CONSULTANT's  
12 personnel shall not provide information, an opinion, or a recommendation for the purpose of affecting  
13 a decision without significant intervening substantive review by AUTHORITY personnel, counsel, and  
14 management.

15 **ARTICLE 27. FORCE MAJEURE**

16 Either party shall be excused from performing its obligations under this Agreement during the time  
17 and to the extent that it is prevented from performing by an unforeseeable cause beyond its control,  
18 including but not limited to: any incidence of fire, flood; acts of God; commandeering of material,  
19 products, plants or facilities by the federal, state or local government; national fuel shortage; or a  
20 material act or omission by the other party; when satisfactory evidence of such cause is presented to  
21 the other party; and provided further that such nonperformance is unforeseeable, beyond the control  
22 and is not due to the fault or negligence of the party not performing.

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**IN WITNESS WHEREOF**, the parties hereto have caused this Agreement No. C250192 to be executed as of the date of the last signature below.

CONSULTANT

ORANGE COUNTY TRANSPORTATION  
AUTHORITY

\_\_\_\_\_

\_\_\_\_\_

**SIGNATURE**

**DARRELL E. JOHNSON, CHIEF EXECUTIVE**

\_\_\_\_\_

**OFFICER**

**DATE SIGNED**

\_\_\_\_\_

**DATE SIGNED**

APPROVED AS TO FORM:

\_\_\_\_\_

**JAMES M. DONICH, GENERAL COUNSEL**

\_\_\_\_\_

**DATE SIGNED**

APPROVED:

\_\_\_\_\_

**ANDREW OFTELIE, CHIEF FINANCIAL OFFICER,**

**FINANCE AND ADMINISTRATION**

\_\_\_\_\_

**DATE SIGNED**

## LEVEL 1 HEALTH, SAFETY AND ENVIRONMENTAL SPECIFICATIONS

### PART I – GENERAL

#### 1.1 GENERAL HEALTH, SAFETY & ENVIRONMENTAL REQUIREMENTS

- A. The Contractor, its subcontractors, suppliers, and employees have the obligation to comply with all Authority health, safety and environmental compliance department (HSEC) requirements of this safety specification, project site requirements, bus yard safety rules, as well as all federal, state, and local regulations pertaining to scope of work, contracts or agreements with the Authority. Additionally, manufacturer requirements are considered incorporated by reference as applicable to this scope of work.
- B. Observance of repeated unsafe acts or conditions, serious violation of safety standards, non-conformance of Authority health, safety and environmental compliance department (HSEC) requirements, or disregard for the intent of these safety specifications to protect people and property, by Contractor or its subcontractors may be cause for termination of scope or agreements with the Authority, at the sole discretion of the Authority.
- C. The health, safety, and environmental requirements, and references contained within this scope of work shall not be considered all-inclusive as to the hazards that might be encountered. Safe work practices shall be planned and performed, and safe conditions shall be maintained during this work scope.
- D. The Authority Project Manager shall be responsible to ensure a safety orientation is conducted of known potential hazards and emergency procedures for all Contractor personnel, subcontractors, suppliers, vendors, and new employees assigned to the project prior to commencement of the project.
- E. The Contractor shall ensure that all Contractor vehicles, including those of its subcontractors, suppliers, vendors and employees are parked in designated parking areas, and comply with traffic routes, and posted traffic signs in areas other than the employee parking lots.
- F. California Code of Regulations (CCR) Title 8 Standards are minimum requirements; each Contractor is encouraged to exceed minimum requirements. When the Contractor's safety requirements exceed statutory standards, the more stringent requirements shall be applied for the safeguard of public and employees.

#### 1.2 REGULATORY

- A. Injury/Illness Prevention Program  
The Contractor shall comply with CCR Title 8, Section with California Code of Regulations (CCR) Title 8, Section 3203. The intent and elements of the IIPP shall be implemented and enforced by the Contractor and its sub-tier contractors, suppliers, and vendors. The program shall be provided to the Authority's Project Manager, upon request, within 72 hours.

## LEVEL 1 HEALTH, SAFETY AND ENVIRONMENTAL SPECIFICATIONS

- B. Substance Abuse Prevention Program  
Contractor shall comply with the Policy or Program of the Company's Substance Abuse Prevention Policy that complies with the most recent Drug Free Workplace Act. The program shall be provided to the Authority's Project Manager, upon request, within 72 hours.
- C. Heat Illness Prevention Program  
Contractor shall comply with CCR Title 8, Section, Section 3395, Heat Illness Prevention. The program shall be provided to the Authority's Project Manager, upon request, within 72 hours.
- D. Hazard Communication Program  
Contractor shall comply with CCR Title 8, Section 5194 Hazard Communication Standard. Prior to use on Authority property and/or project work areas Contractor shall provide the Authority Project Manager copies of SDS for all applicable chemical products used, if any. The program shall be provided to the Authority's Project Manager, upon request, within 72 hours.
- a. All chemicals including paint, solvents, detergents and similar substances shall comply with South Coast Air Quality Management District (SCAQMD) rules 103, 1113, and 1171.
- E. Storm Water Pollution Prevention Plan  
The Contractor shall protect property and water resources from fuels and similar products throughout the duration of the contract. Contractor shall comply with Storm Water Pollution Prevention Plan (SWPPP) requirements. The program or plan if required by scope shall be provided to the Authority's Project Manager, upon request, within 72 hours.

### 1.3 INCIDENT NOTIFICATION AND INVESTIGATION

- A. The Authority shall be promptly notified of any of the following types of incidents including but not limited to:
1. Damage incidents of property (incidents involving third party, contractor or Authority property damage);
  2. Reportable and/or Recordable injuries (as defined by the U. S. Occupational Safety and Health Administration), a minor injury, and near miss incidents;
  3. Incidents impacting the environment, i.e. spills or releases on Authority projects or property.
  4. Outside Agency Inspections; agencies such as Cal/OSHA, DTSC, SCAQMD, State Water Resources Control Board, FTA, CPUC, EPA, USACE and similar agencies.
- B. Notifications shall be made to Authority representatives, employees and/or agents. This includes incidents occurring to contractors, vendors, visitors, or members of the public

## LEVEL 1 HEALTH, SAFETY AND ENVIRONMENTAL SPECIFICATIONS

that arise from the performance of Authority contract work. An immediate verbal notice followed by an initial written incident investigation report shall be submitted to the Authority's Project Manager within 24 hours of the incident.

- C. A final written incident investigative report shall be submitted within seven (7) calendar days and include the following information. The Current Status of anyone injured, photos of the incident area, detailed description of what happened, Photos of the existing conditions and area of the injury/incident, the contributing factors that lead to the incident occurrence, a copy of the company policy or procedure associated with the incident and evaluation of effectiveness, copy of task planning documentation, copy of the Physician's first report of injury, copy of Cal/OSHA 300 log of work related injuries and illnesses, the Cal/OSHA 301 Injury Illness Incident Report, and corrective actions initiated to prevent recurrence. This information shall be considered the minimum elements required for a comprehensive incident report provided to OCTA.
- D. A Serious Injury, Serious Incident, OSHA Recordable Injury/Illness, or a Significant Near Miss shall require a formal incident review at the discretion of the Authority's Project Manager. The incident review shall be conducted within seven (7) calendar days of the incident. This review shall require a company senior executive, company program or project manager from the Contractors' organization to participate and present the incident review as determined by the OCTA Project Manager. The serious incident presentation shall include action taken for the welfare of the injured, a status report of the injured, causation factors that lead to the incident, a root cause analysis (using 5 whys and fishbone methods), and a detailed recovery plan that identifies corrective actions to prevent a similar incident, and actions to enhance safety awareness.
1.  Serious Injury : includes an injury or illness to one or more employees, occurring in a place of employment or in connection with any employment, which requires inpatient hospitalization for a period in excess of twenty-four hours for other than medical observation, or in which an employee suffers the loss of any member of the body, or suffers any serious degree of physical disfigurement. A serious injury also includes a lost workday or reassignment or restricted injury case as determined by the Physician's first report of injury or Cal/OSHA definitions.
  2.  Serious Incident : includes but not limited to property damage of \$500.00 or more, an incident requiring emergency services (local fire, paramedics and ambulance response), news media or OCTA media relations response, and/or incidents involving other agencies (Cal/OSHA, EPA, AQMD, DTSC, Metrolink, FTA, FRA etc.) notification or representation.
  3.  OSHA Recordable Injury / Illness : includes and injury / illness resulting in medical treatment beyond First Aid, an injury / illness which requires restricted duty, or an injury / illness resulting in days away from work.
  4.  Significant Near Miss Incident : includes incidents where no property was damaged and no personal injury sustained, but where, given a slight shift in time or position, damage and/or injury easily could have occurred.

## LEVEL 1 HEALTH, SAFETY AND ENVIRONMENTAL SPECIFICATIONS

### 1.4 DESIGNATED HEALTH AND SAFETY REPRESENTATIVE

- A. Upon contract award, the contractor within 10 business days shall designate a health and safety representative and provide a resume and qualifications to the Authority project manager, upon request, within 72 hours.
- B. This person shall be a competent or qualified individual as defined by the Occupational, Safety, and Health Administration (OSHA), familiar with applicable CCR Title 8 Standards (Cal/OSHA) and has the authority to affect changes in work procedures that may have associated cost, schedule and budget impacts.

### 1.5 PERSONAL PROTECTIVE EQUIPMENT

- A. The Contractor, its subcontractors, suppliers, and employees are required to comply with applicable personal protective equipment (PPE) requirements while performing work at any Authority project or property. Generally minimum PPE requirements include eye protection; hearing protection, head protection, class 2 or 3 safety reflective vests, and appropriate footwear.
- B. The Contractor, its subcontractors, suppliers, and employees are required to provide their own PPE, including eye, head, foot, and hand protection, safety vests, or other PPE required to perform their work safely on Authority projects or property. The Authority requires eye protection on construction projects and work areas that meet ANSI Z-87.1 Standards.

### 1.6 REFERENCES

- A. CCR Title 8 Standards (Cal/OSHA)
- B. FCR Including 1910 and 1926 Standards
- C. NFPA, NEC, ANSI, NIOSH Standards
- D. Construction Industry Institute (CII)
- E. OCTA Yard Safety Rules

END OF SECTION



COMMITTEE TRANSMITTAL

**May 11, 2026**

**To:** Members of the Board of Directors  
**From:** Andrea West, Clerk of the Board *Andrea West*  
**Subject:** Amendment to Agreement for Board of Directors' Meeting Video Streaming Services

Executive Committee Meeting of May 4, 2026

**Present:** Directors Federico, Jung, Chaffee, Hennessey, Klopfenstein and Wagner  
**Absent:** None

**Committee Vote**

This item was passed by the Members present.

**Committee Recommendation(s)**

Authorize the Chief Executive Officer to negotiate and execute Amendment No. 1 to Agreement No. C-4-2221 between the Orange County Transportation Authority and Network Television Time, Inc., in the amount of \$400,000, to support video streaming services for Board of Directors committee meetings. This will increase the maximum obligation of the agreement to a total contract value of \$673,507.



**May 4, 2026**

**To:** Executive Committee

**From:** Darrell E. Johnson, Chief Executive Officer

**Subject:** Amendment to Agreement for Board of Directors' Meeting Video Streaming Services

A handwritten signature in blue ink, appearing to read "Darrell E. Johnson", is written over the "From:" field of the memo.

**Overview**

On September 11, 2024, the Orange County Transportation Authority entered into Agreement No. C-4-2221 with Network Television Time, Inc. to provide video streaming services for Board of Directors' meetings. The original agreement also included video streaming services for committee meetings which can be utilized on an as needed basis. Board of Directors' approval is requested to increase the maximum obligation to provide sufficient funding for committee meeting video streaming in response to new requirements in the Ralph M. Brown Act now included in SB 707 (Chapter 327, Statutes of 2025).

**Recommendation**

Authorize the Chief Executive Officer to negotiate and execute Amendment No. 1 to Agreement No. C-4-2221 between the Orange County Transportation Authority and Network Television Time, Inc., in the amount of \$400,000, to support video streaming services for Board of Directors committee meetings. This will increase the maximum obligation of the agreement to a total contract value of \$673,507.

**Discussion**

The agreement with Network Television Time, Inc. (NTT) provides video streaming services for Orange County Transportation Authority (OCTA) meetings, including technical production, equipment operation, and related support services.

Although the agreement has primarily supported Board of Directors (Board) meetings, the original scope of work also included video streaming for committee meetings on an as-needed basis. Specifically, Exhibit A provides for tier three

production-quality streaming for OCTA committee meetings, plus additional meetings as needed.

Government Code section 54953.4(b)(1)(A) and (B), added by SB 707 (Chapter 327, Statutes of 2025), requires an eligible legislative body to provide the public with a means to attend meetings remotely through a two-way telephonic service or two-way audiovisual platform and to provide remote public comment. These provisions become operative on July 1, 2026. As a qualifying special district, OCTA is required to provide remote public access for meetings of its Board of Directors and Board of Directors Committees in order to comply with the updated Brown Act requirements.

Amendment No. 1 to Contract C-4-2221, approved by the Board of Directors on April 22, 2024, will provide the additional funding needed to use services already covered under its scope of work and to support compliance with updated public meeting access requirements.

### ***Procurement Approach***

The original procurement was handled in accordance with OCTA's Board-approved procedures for professional and technical services. On September 11, 2024, the Contracts Administration and Materials Management Department approved the award of an agreement with NTT to provide video streaming services for Board meetings. The agreement was awarded on a competitive basis and includes a three-year initial term in the amount of \$273,507, with two, one-year option terms as shown in Attachment A.

The proposed Amendment No. 1 is to increase the maximum obligation, to accommodate video streaming of OCTA committee meetings as described in the scope of work. The maximum obligation of Agreement No. C-4-2221 will be increased in the amount of \$400,000. The rates for additional video streaming will remain as originally negotiated under the existing agreement; therefore, the pricing is deemed fair and reasonable. Increasing the maximum obligation will allow NTT to provide video streaming services for OCTA committee meetings.

### **Fiscal Impact**

Funding for this amendment will come from local funds and will be included in the proposed OCTA Fiscal Year 2026-27 Budget within the Finance and Administration Division, Account No. 1283-7519-A5352-9VB.

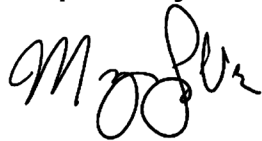
**Summary**

Staff recommends the Board of Directors authorize the Chief Executive Officer to negotiate and execute Amendment No. 1 to Agreement No. C-4-2221 with Network Television Time, Inc., in the amount of \$400,000 to a total contract value of \$673,507 to add video streaming services for committee meetings.

**Attachment**

- A. Network Television Time, Inc., Agreement No. C-4-2221, Fact Sheet

**Prepared by:**

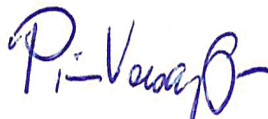


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**Network Television Time, Inc.  
Agreement No. C-4-2221  
Fact Sheet**

1. September 11, 2024, Agreement No. C-4-2221, \$273,507, approved by the Contracts Administration and Materials Management Department.
  - Agreement to provide video streaming services for Board of Directors' (Board) meetings.
  - Three-year initial term effective through September 15, 2027, with two, one-year option terms.
2. May 26, 2026, Amendment No. 1 to Agreement No. C-4-2221, \$400,000, pending approval by the Board.
  - Amendment to increase the maximum obligation amount to support video streaming services for committee meetings through September 15, 2027.

Total committed to Network Television Time, Inc., Agreement No. C-4-2221: \$673,507.



COMMITTEE TRANSMITTAL

**May 11, 2026**

**To:** Members of the Board of Directors

**From:** Andrea West, Clerk of the Board *Andrea West*

**Subject:** Proposed Response to 2025-2026 Orange County Grand Jury Report, "Connecting Orange County to LAX: Evaluating Transportation Options"

Executive Committee Meeting of May 4, 2026

**Present:** Directors Chaffee, Federico, Hennessey, Jung, Klopfenstein and Wagner

**Absent:** None

**Committee Vote**

This item was passed by the Members present, but the motion included direction to staff to modify the response before taking it to the Board of Directors' meeting for consideration.

**Committee Discussion**

At the request of the Committee, Attachment B has been updated to reflect specific changes which is shown in the redline version.



**May 4, 2026**

**To:** Executive Committee

**From:** Darrell E. Johnson, Chief Executive Officer

**Subject:** Proposed Response to 2025–2026 Orange County Grand Jury Report, “Connecting Orange County to LAX: Evaluating Transportation Options”

A handwritten signature in blue ink, appearing to read "Darrell E. Johnson", is written over the "From:" line of the memo.

**Overview**

Staff has prepared a response to the December 2025 report issued by the Orange County Grand Jury entitled, “Connecting Orange County to LAX: Evaluating Transportation Options,” for the Orange County Transportation Authority Board of Directors consideration. The response addresses the findings and recommendations assigned to the Orange County Transportation Authority and provides clarification, context, and actions already taken where applicable.

**Recommendation**

Authorize the Chief Executive Officer to submit the proposed response to the Orange County Grand Jury report’s findings and recommendations as required by California Penal Code Section 933(c).

**Background**

California Penal Code Section 933(c) requires the Orange County Transportation Authority (OCTA) Board of Directors (Board) to comment on findings and recommendations of the Orange County Grand Jury (Grand Jury) that pertain to matters under the control of the Board within 90 days of the release of the Grand Jury’s final report. The Grand Jury report entitled “Connecting Orange County to LAX: Evaluating Transportation Options” was released on February 23, 2026, (Attachment A), and the 90-day deadline for submission is May 24, 2026. If approved, the proposed response (Attachment B) will be submitted to the Presiding Judge of the Superior Court, with copies placed on file with the OCTA Clerk of the Board and the Orange County Clerk of the Board of Supervisors.

The Grand Jury’s report focused on travel options between Orange County and the Los Angeles International Airport (LAX), including existing public transportation services, travel times, costs, and operational challenges. The

**Proposed Response to 2025–2026 Orange County Grand Jury Page 2  
Report "Connecting Orange County to LAX: Evaluating  
Transportation Options"**

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report also references prior efforts to provide direct service and discusses potential concepts related to regional connectivity involving multiple agencies.

***Discussion***

The 2025–2026 Grand Jury report titled, "Connecting Orange County to LAX: Evaluating Transportation Options" presented six findings and eight recommendations, of which OCTA is responsible for responding to Findings F1, F2, and F4, and Recommendations R1, R4, and R8.

The proposed response addresses each assigned finding and recommendation, acknowledging areas of partial agreement and providing clarification regarding OCTA's role in regional transportation planning and service delivery. The response emphasizes the operational, regulatory, and financial constraints associated with providing direct transit service to LAX, including federal restrictions, historically low demand for airport transit services, and the time-sensitive nature of airport travel.

The response also highlights OCTA's established planning practices, including periodic system-wide service assessments and recent service restructuring efforts under the Making Better Connections Study. These efforts prioritize service improvements in areas with the highest ridership potential to ensure efficient use of limited resources.

Additionally, the response notes that previous attempts to provide direct service to LAX, such as the FlyAway® Irvine route, were discontinued due to low ridership and financial losses. The responses further recognize that upcoming LAX capital improvements, including the Automated People Mover, are expected to significantly influence future travel patterns and should be considered before evaluating new service options.

Where recommendations involve collaboration with cities or other agencies, OCTA acknowledges its ongoing coordination role and commits to continuing to support regional planning efforts consistent with regulatory requirements and available funding.

***Summary***

The proposed response to the 2025–2026 Grand Jury report addresses all findings and recommendations assigned to OCTA. The response provides clarification on OCTA's role, outlines existing efforts and coordination with regional partners, and explains the operational and regulatory factors that influence transit service decisions. It reflects OCTA's continued commitment to responsible planning, efficient use of resources, and collaboration to improve regional mobility.

***Attachments***

- A. Connecting Orange County to LAX: Evaluating Transportation Options Orange County Grand Jury 2025–2026
- B. Proposed Response to 2025–2026 Orange County Grand Jury Report "Connecting Orange County to LAX: Evaluating Transportation Options" – Redlined Version

**Prepared by:**



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**Connecting Orange County to LAX:  
Evaluating Transportation Options  
Orange County Grand Jury 2025-2026**



# TABLE OF CONTENTS

SUMMARY .....5

BACKGROUND .....6

REASON FOR STUDY ..... 14

METHOD OF STUDY ..... 15

INVESTIGATION AND ANALYSIS..... 15

FINDINGS..... 26

RECOMMENDATIONS..... 27

COMMENDATIONS ..... 29

REQUIRED RESPONSES ..... 30

Glossary and Acronyms ..... 33

Bibliography ..... 34

Appendix A ..... 40

Appendix B ..... 42

Appendix C..... 44

Appendix D..... 45

# TABLES

Table 1 Airport Transportation Options to/from Irvine and LAX..... 19

Table 2 Public Transportation Routes from Irvine\* to LAX..... 20

Table 3 LAX Traffic Comparison for September 2025 ..... 40

Table 4 LAX Ground Transportation Monthly Report for September 2025 ..... 41

Table 5 Weekday FlyAway®-to-Metrolink/Amtrak Route with Average Travel Time of Two Hours and 15 Minutes and Average Wait Time of 38 Minutes..... 45

Table 6 Weekday FlyAway®-to-Metrolink/Amtrak Route with FlyAway® Bus Arriving Five Minutes Early Reduces Average Travel Time by 23 Minutes ..... 46

Table 7 Weekend FlyAway®-to-Metrolink/Amtrak Route with Average Travel Time of Two Hours and 15 Minutes and Average Wait Time of 38 Minutes..... 47

Table 8	Weekend FlyAway®-to-Metrolink/Amtrak Route with FlyAway® Bus Arriving Five Minutes Early Reduces Average Travel Time by 21 Minutes .....	48
Table 9	Weekday LA Metro C Line-to-Metrolink/Amtrak Route with Average Travel Time of Two and a Half Hours and Average Wait Time of 54 Minutes .....	49
Table 10	Weekend LA Metro C Line-to-Metrolink/Amtrak Route with Last Departure from LAX at 3:40 PM and Average Travel Time in Excess of Three Hours ....	50
Table 11	Weekday Metrolink/Amtrak-to-FlyAway® Route with Average Travel Time of One Hour and a 48 Minutes and Average Wait Time of only Seven Minutes .	51
Table 12	Weekend Metrolink/Amtrak-to-FlyAway® Route with Average Travel Time of One Hour and a 52 Minutes and Average Wait Time of only Ten Minutes ..	52
Table 13	Weekday Metrolink/Amtrak-to-LA Metro C Line Route with Average Travel Time of One Hour and 47 Minutes but only One Train during Mid-Day .....	53
Table 14	Weekend Metrolink/Amtrak-to-LA Metro C Line Route with Earliest Arrival to LAX at 11:45 AM and Average Travel Time of Two Hours and Eight Minutes.	53
Table 15	Comparison of Transit Routes from Irvine to LAX.....	54
Table 16	Comparison of Transit Routes from LAX to Irvine.....	54

## FIGURES

Figure 1	LA Metro Rail and Busway Network.....	10
Figure 2	Metrolink Regional Rail System Map .....	11
Figure 3	LOSSAN Corridor Map.....	12
Figure 4	LAX Annual Passenger Traffic – Historical Data and Forecast.....	16
Figure 5	Automated People Mover Map from LAX Central Terminals to Rental Car Facility .....	17
Figure 6	LAX Vehicle Access Policy Post-Automated People Mover .....	18
Figure 7	Metrolink Systemwide Ridership .....	42
Figure 8	Peak/Off-Peak Ridership Analysis.....	43

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## SUMMARY

The Orange County Grand Jury (Grand Jury) conducted a study to assess current travel options between Orange County and Los Angeles International Airport (LAX). The study evaluated available services, travel times, costs, and service gaps through interviews, document reviews, field research, and evaluation of public complaints. The Grand Jury determined that although a reasonably affordable and reliable public transportation option to LAX already exists, significant opportunities remain to improve travel efficiency for Orange County residents. The Grand Jury identified five Orange County locations for potential direct-to-LAX transportation services that could reduce trip times to LAX by 30 minutes or more, reduce traffic congestion and vehicle emissions, and potentially reduce transportation costs to LAX.

A substantial share of Orange County travelers continues to rely on LAX despite the proximity of John Wayne Airport (SNA). While SNA serves roughly 11.8 million passengers annually, an estimated 9.9 million Orange County travelers choose LAX each year for generally lower fares, more international destinations, and greater availability of nonstop domestic routes. Orange County travelers use both SNA and LAX, but use of public transportation to both SNA and LAX is extremely low. Most passengers still depend on private vehicles and ride hailing services, which worsen roadway congestion and increase emissions.

The Grand Jury analyzed ten different transportation options, ranging from personal vehicles and ride-hailing services to combinations of Metrolink, Amtrak, LA Metro rail, and shuttle buses. Costs and travel times varied widely: the least expensive options, such as Metrolink combined with LA Metro light rail, generally involved the longest travel times, while premium private car services offered the fastest and most convenient—but highest cost—experience. Each option presented distinct advantages and disadvantages. Among the public transit options evaluated, the Metrolink or Amtrak connection to the FlyAway® bus proved the most reliable, with typical travel times under two hours.

Although federal regulations prohibit the Orange County Transportation Authority (OCTA) from operating a direct bus route to a single destination, OCTA plays a critical role in shaping regional transit. As the operator of transit centers and a member agency of Metrolink, OCTA has substantial influence over potential improvements to LAX-bound transportation for Orange County residents.

The FlyAway® bus service, operated by Los Angeles World Airports (LAWA), already provides direct, frequent, and efficient service from Union Station and Van Nuys to LAX.

Large-scale LAX improvement projects, including the Automated People Mover (APM), Intermodal Transportation Facilities, and roadway upgrades, are expected to further enhance airport access, ease congestion, and reduce emissions.

The Grand Jury identified five viable Orange County candidate sites for future FlyAway® or similar direct-to-LAX transportation services:

- Anaheim Regional Transportation Intermodal Center (ARTIC)
- Irvine Transportation Center
- Fullerton Park & Ride and Orangethorpe Transit Village Conceptual Study
- The Village at Buena Park Mall (transit-oriented development)
- Bolsa Pacific at Westminster (transit-oriented development at the former Westminster Mall)

Establishing service from these locations could reduce trip times to LAX by 30 minutes or more, reduce traffic congestion and vehicle emissions, and potentially reduce overall transportation costs to LAX.

## BACKGROUND

### Orange County Residents Use SNA and LAX

John Wayne Airport offers limited international service and fewer direct domestic routes compared to other major southern California airports. For many airline destinations, LAX remains the primary gateway to domestic and international travel for Orange County residents. Historically, travel from Orange County to Los Angeles for work or to reach LAX for travel has relied heavily on personal vehicles that cause traffic congestion and increase vehicle emissions, and public transportation options remain limited. Since 2014, traveler behavior and transportation patterns in Orange County have shifted as indicated by the following summary statistics:<sup>1</sup>

- Orange County is the sixth most populous county in the United States with 3.175 million inhabitants, and its population has fluctuated by less than 44,000 people over the past 10 years.
- Households without cars increased from <2% in 2014 to 5% in 2023.
- Solo car commuters decreased from 79% to 69% from 2014 to 2023.
- John Wayne Airport reported that a survey found that 55% of travelers fly for pleasure/leisure, 31% for business, and 14% for personal/other reasons.

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<sup>1</sup> Orange County Transportation Authority, *2024 OCTA Transit Vision: Appendix A – State of OC Transit*, May 2025, [https://www.octa.net/pdf/OCTV\\_AppendixA.pdf](https://www.octa.net/pdf/OCTV_AppendixA.pdf).

- SNA welcomed eleven million annual passengers in 2024.
- SNA operates under a legal cap of 11.8 million annual passengers through 2025, set by a 1985 noise abatement settlement. The cap increases to 12.5 million from 2026 through 2030.<sup>2</sup>
- Orange County is origin/destination for 13% of LAX passengers or 9.9 million travelers in 2024.
- Anaheim (zip code 92802) is the top Orange County origin/destination for LAX passengers, many staying in hotels near Disneyland.
- LAX ground transportation statistics for September 2025 show only 0.2% of vehicle traffic to LAX were FlyAway® buses.

Each day, an average of 90,000 vehicles enter or exit LAX, including those used for passenger drop-offs and pickups, rental cars, taxis, rideshares, and airport staff transportation.<sup>3</sup> LAX ground transportation statistics are available on the Los Angeles World Airports website. From January 2025 to September 2025, LAX has recorded passenger traffic totaling 55,451,401 passengers, which is an average daily visitation rate of 203,119 passengers.<sup>4</sup> Monthly statistics for LAX air traffic and ground transportation in September 2025 are provided in Appendix A [Error! Reference source not found.](#)<sup>5</sup>

- Personal private vehicles and transportation network companies (TNCs) comprised approximately 85 percent of LAX's pickups and drop-offs. TNCs are businesses that provide on-demand ride services through digital platforms.
- Approximately one percent of LAX passengers use public transit.

## Southern California Association of Governments

The Southern California Association of Governments (SCAG) plays a key role in regional transportation planning. SCAG serves as the Metropolitan Planning Organization (MPO) for six counties, including Orange and Los Angeles. Its core planning document in transportation planning is the Regional Transportation Plan/Sustainable Communities Strategy (RTP/SCS), which provides a 20-year multimodal vision updated every four years. SCAG's Aviation Program focuses on:

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<sup>2</sup> Still Protecting Our Newport (SPON), *John Wayne Airport*, Accessed November 1, 2025, <https://spon-newportbeach.org/John-Wayne-Airport.html>.

<sup>3</sup> Los Angeles World Airports, *Monthly Ground Transportation Traffic Statistics*, Accessed November 1, 2025, <https://www.lawa.org/lawa-investor-relations/statistics-for-lax/ground-transportation-traffic-statistics>.

<sup>4</sup> Los Angeles World Airports, *Volume of Air Traffic*, Accessed November 1, 2025, <https://www.lawa.org/lawa-investor-relations/statistics-for-lax/volume-of-air-traffic>.

<sup>5</sup> See Appendix A, Tables 3 and 4.

- Airport ground access planning
- Collaboration with LAX, the Federal Aviation Administration (FAA), and Caltrans Division of Aeronautics
- Data collection and forecasting for airport-related travel demand

SCAG works with key transit authorities and agencies like the OCTA, Los Angeles County Metropolitan Transportation Authority (LA Metro), and others across its six-county region to improve regional connectivity. SCAG's Corridor Planning Program identifies and enhances key transportation corridors, including those that could link Orange County transit centers to LAX. Projects from OCTA must be included in SCAG's RTP/SCS to qualify for state and federal funding. This includes potential FlyAway®-style services that would not be precluded from consideration pursuant to the federal charter prohibition, Metrolink enhancements, or express bus pilots. Many of SCAG's reports provide historical context, including SCAG President's Report (2025),<sup>6</sup> SCAG Connect SoCal Final Report (2024),<sup>7</sup> SCAG Aviation & Ground Access Technical Report (2024),<sup>8</sup> SCAG Demographics & Growth Forecast Technical Report (2024),<sup>9</sup> 2024 OC Transit Vision Full Report (2025)<sup>10</sup> and Appendix A (2025).<sup>11</sup> SCAG has recently launched the SoCal Airport Access and Mobility Study,<sup>12</sup> a regional airport passenger and employee survey to better understand how people travel to and from southern California's airports. The study will analyze ground access patterns, preferences, and challenges for the purpose of informing planning for congestion relief, safety, and multimodal connectivity. The SoCal Airport Access and Mobility Study is scheduled to conclude by June 2027.

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<sup>6</sup> Southern California Association of Governments, *2024–25 President's Report*, May 2025, [https://scag.ca.gov/sites/default/files/2025-05/24-0022-2025GA-PresidentsReport\\_Final.pdf](https://scag.ca.gov/sites/default/files/2025-05/24-0022-2025GA-PresidentsReport_Final.pdf).

<sup>7</sup> Southern California Association of Governments, *Connect SoCal 2024: A Plan for Navigating to a Brighter Future*, Adopted April 4, 2024, <https://scag.ca.gov/sites/default/files/2024-05/23-2987-connect-socal-2024-final-complete-040424.pdf>.

<sup>8</sup> Southern California Association of Governments, *Connect SoCal 2024: Aviation & Airport Ground Access Technical Report*, Adopted April 4, 2024, <https://scag.ca.gov/sites/default/files/2024-05/23-2987-tr-aviation-airport-ground-access-final-040424.pdf>.

<sup>9</sup> Southern California Association of Governments, *Connect SoCal 2024: Demographics & Growth Forecast Technical Report*, Adopted April 4, 2024, <https://scag.ca.gov/sites/default/files/2024-05/23-2987-tr-demographics-growth-forecast-final-040424.pdf>.

<sup>10</sup> Orange County Transportation Authority, *2024 OC Transit Vision*, May 2025, [https://www.octa.net/pdf/OCTV\\_FullReport.pdf](https://www.octa.net/pdf/OCTV_FullReport.pdf).

<sup>11</sup> Orange County Transportation Authority, *2024 OC Transit Vision: Appendix A – State of OC Transit*, May 2025, [https://www.octa.net/pdf/OCTV\\_AppendixA.pdf](https://www.octa.net/pdf/OCTV_AppendixA.pdf).

<sup>12</sup> Southern California Association of Governments, *Aviation, SoCal Airport Access and Mobility Study*, Accessed November 20, 2025, <https://scag.ca.gov/aviation-program>.

## Orange County Transportation Authority

OCTA, established by county referendum in 1972, evolved from Santa Ana Transit, and began with five bus routes. Over time, OCTA consolidated smaller transit agencies across the County.

As Orange County's transportation planning commission, OCTA funds and implements transit and capital projects to support a balanced, sustainable transportation system. It oversees services and programs that impact the daily lives of 3.2 million residents across thirty-four cities, as well as commuters and visitors.

OCTA manages bus and rail transit, rideshare programs, environmental initiatives, active transportation, express lanes, and freeway improvements. Its mission is to deliver transportation solutions that enhance quality of life and keep Orange County moving.<sup>13</sup>

OCTA works with SCAG to ensure that Orange County's transportation priorities align with the larger regional plan. OCTA focuses on operating transit services, managing highways, and oversight of Metrolink. OCTA prioritizes local transportation projects and submits them to SCAG for inclusion in the overall regional plan. Memorandums of Understanding (MOUs) exist between the two agencies to define their respective roles and responsibilities and ensure coordination.

## LA Metro

The Los Angeles Metro Rail system began operations on July 14, 1990, with the opening of the Blue Line which connected downtown Los Angeles to Long Beach. Since that time, LA Metro has steadily expanded the network into a comprehensive rail system that includes six lines serving over one hundred stations across Los Angeles County. LA Metro planners and engineers have strategically extended service into key regions, including the San Fernando Valley, the Westside, and the South Bay, with the objective of alleviating traffic congestion and promoting a sustainable alternative to automobile travel. The system's network of light rail and busway routes, illustrated in Figure 1, reflects LA Metro's commitment to enhancing regional mobility.

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<sup>13</sup> Orange County Transportation Authority, *Connecting Orange County*, Accessed January 18, 2026, <https://www.octa.net/about/about-octa/overview>.

# Connecting Orange County to LAX



Source: metro.net

Figure 1 LA Metro Rail and Busway Network

## MetroLink

MetroLink, launched in 1992, is the third-largest commuter rail network in the U.S., serving 67 stations across six counties. Operated by the Southern California Regional Rail Authority, a joint powers authority with leadership from Los Angeles, Orange, San Bernardino, Riverside and Ventura counties, MetroLink primarily connects regional commuters to downtown Los Angeles.<sup>14</sup>



Source: MetroLink

Figure 2 MetroLink Regional Rail System Map

MetroLink reported that recent ridership growth has been driven by off-peak travel, with over 140,000 boardings on the OC Line in April 2025 (see Appendix B). Since January 2025, off-peak ridership is increased 46% year-over-year, as shown in Appendix C. MetroLink is expanding its appeal to leisure travelers attending events, like a baseball game, or visiting attractions like Disneyland without the hassle of traffic and parking.<sup>15</sup>

<sup>14</sup> Liz Ohanesian, “Day Trip on a Budget Throughout Southern California with MetroLink,” *Orange County Register*, September 9, 2025. <https://www.ocregister.com/2025/09/09/day-trip-on-a-budget-throughout-southern-california-with-metrolink/>.

<sup>15</sup> Liz Ohanesian, “Day Trip on a Budget,” *Orange County Register*

## Pacific Surfliner

Amtrak’s Pacific Surfliner train runs along the 351-mile Los Angeles – San Diego – San Luis Obispo (LOSSAN) rail corridor, as shown in Figure 3. In Fiscal Year 2024-25 2.03 million passengers traveled the Pacific Surfliner. The LOSSAN Rail Corridor Agency, a joint powers authority composed of rail owners, operators, and planning agencies along the corridor, oversees service coordination and planning. Since July 2015, the agency has managed the Pacific Surfliner service under an interagency transfer agreement with the State of California. OCTA serves as the managing agency for the LOSSAN Agency.



Source: octa.net

Figure 3 LOSSAN Corridor Map

## FlyAway® Bus

FlyAway® is an airport shuttle service providing non-stop connections to and from LAX and bus terminals near Van Nuys Airport and Los Angeles Union Station. Managed by LAWA and operated by Bus.com (9139249 Canada Inc.), a contracted bus provider, FlyAway® supports LAWA’s initiative to reduce traffic congestion and emissions through high-occupancy transit. In 2024, LAWA reported over 1.9 million FlyAway® passengers with 1.1 million from Van Nuys and 0.8 million from Union Station.

Individuals traveling from Orange County to LAX must first either take Metrolink or Amtrak to Union Station, or drive there by car, where they transfer to a FlyAway® bus providing direct service to the airport. Unlike local transit services like OCTA, which operate fixed-route buses with multiple stops, FlyAway® buses provide nonstop service to LAX. LAWA operates FlyAway® under FAA guidelines, which restrict service to airport passengers and employees. Approximately 10% of FlyAway® riders are LAX workers. This restriction to airport passengers and employees ensures compliance with FAA regulations and maintains service efficiency.

FlyAway® routes cover twenty-two miles from Van Nuys and fourteen miles from Union Station to LAX. Despite the difference in distance, both routes offer similar travel times, typically 30 to 60 minutes, and maintain a bus frequency of every 30 minutes. The \$12.75 fare closely aligns with the breakeven point for operating costs, in contrast to OCTA's farebox recovery rate of between 10% and 20% of operating expenses.

Between 2009 and 2012, FlyAway® operated a direct route from the Irvine Transportation Center to LAX, covering approximately fifty miles. Service commenced on November 16, 2009, providing for a 60-minute or more journey between LAX and the Irvine Transportation Center. Despite its convenience, the service faced several challenges, including a limited schedule of just six trips per day, a relatively high fare of \$25, and low ridership. During Fiscal Years 2011–2012, the route averaged only forty-eight passengers per day and generated an annual operating loss of \$382,337, equating to roughly \$21.89 per passenger. These factors contributed to the route's discontinuation. Following the Chapter 11 bankruptcy filing of Coach America, the operator of the service, FlyAway® officially terminated the route on August 31, 2012.

## Transit to John Wayne Airport and Other Airports

John Wayne Airport has approximately 32,000 visitors per day<sup>16</sup> and 174 airport employees arriving each day.<sup>17</sup> Most travelers at John Wayne Airport rely on personal vehicles and TNCs for their journeys. Those travelers heading to the Disneyland Resort area also use commercial shuttles and the Anaheim Transportation Network's (ATN) Everyone Ventures Everywhere (EVE) bus service to complete their trip. OCTA does not operate a direct transit link connecting John Wayne Airport to Metrolink. OC Bus 76, the only fixed-route service serving the airport, caters to airport staff and employees of nearby businesses. Between August 15 and September 15, 2025, OC Bus 76 averaged

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<sup>16</sup> John Wayne Airport, "John Wayne Airport Posts September 2025 Statistics," News Releases, Accessed November 1, 2025, <https://www.ocair.com/news/2025/10/22/statistics-september-2025/>.

<sup>17</sup> John Wayne Airport, "Statistics," News & Info, Accessed November 1, 2025, <https://www.ocair.com/about/news-info/statistics/>.

just twenty daily riders, underscoring the difficulty of generating transit demand for airport-related trips.

The iShuttle 400A previously connected the Tustin Metrolink Station, John Wayne Airport, and the Irvine Business Complex (IBC). Operated jointly by the City of Irvine and OCTA, the shuttle aimed to reduce congestion and improve access to employment centers. It ran on weekdays during peak hours from October 13, 2019, until its cancellation on June 28, 2025, due to low ridership.

OCTA continues to assess its transit network through regular system studies, including OC Bus 360 (2016–2020), Making Better Connections (2022), and the OC Transit Vision (2024). An important focus of the 2024 OC Transit Vision is to identify potential high-capacity and rapid transit corridors. The OC Transit Vision report identified a potential long-term opportunity to explore an airport connection along the Bristol/State College corridor.

LAWA officials cited Boston and Minneapolis as having similar express bus and light rail services from metropolitan areas to major international airport terminals. These metropolitan areas are somewhat comparable to the multi-county metropolitan region served by LAX. In Boston, the Logan Express bus service operates from five locations in the Boston area to Logan International Airport with daily ridership of 6,850 passengers, system wide. Covering 23-miles, the Framingham, MA to Boston Logan route costs \$9 per trip, operates every 30 minutes, and completes the journey in 35 to 45 minutes. The Minneapolis Metro Blue Line, a light rail service, connects Minneapolis International Airport to downtown Minneapolis and other locations like the Mall of America. The route is nine miles from the airport to downtown. The Blue Line light rail operates every 12 minutes from Minneapolis International Airport with a fare of \$2 to downtown. In 2025 Blue Line daily ridership averaged 15,300 passengers.

## REASON FOR STUDY

The overall purpose of this study was to evaluate current and future in-progress travel options between Orange County and LAX. John Wayne Airport accommodates approximately 11.8 million passengers annually, while an estimated 9.9 million Orange County residents travel through LAX. The grand jury report will serve several purposes including informing Orange County residents of available service options and associated time requirements as well as costs of the distinct options. In addition, the report will highlight service gaps and inefficiencies. Route and/or schedule enhancements or expansion opportunities will also be addressed. Finally, by promoting the use of public transportation, reduction of traffic congestion and vehicle emissions

will be realized. The goal of this report will be to identify specific public transportation options and identify and prioritize implementation of those options by evaluation of time requirements, costs, and schedule options.

## METHOD OF STUDY

The Orange County Grand Jury investigated the transportation challenges that Orange County residents face when traveling to LAX to provide a clear and accurate assessment. The Grand Jury based its study on a comprehensive review of multiple sources, including interviews, public records, complaint letters submitted to the Grand Jury, and relevant news articles. Multiple independent sources corroborated and validated all facts, findings, and recommendations presented in the report.

- Interviewed several Orange County executives and senior staff directly involved in managing transportation systems connecting Orange County to LAX.
- Reviewed and analyzed key documents related to the investigation, including:
  - Metrolink operational overviews
  - Records from OCTA, Metrolink, LA World Airports, LA Metro, and the Norwalk Transportation System
- Examined news articles and publications relevant to the topic.
- Investigated the transportation concerns outlined in public complaint letters submitted to the Grand Jury.
- Conducted extensive internet research.
- Performed field investigations in which Grand Jury members rode Metrolink, Norwalk Transportation System Bus 4, and four LA Metro lines, and engaged with security personnel and staff at FlyAway® Bus, Union Station, Norwalk, and LAX Metro stations to directly observe and assess transportation conditions.

## INVESTIGATION AND ANALYSIS

### LAX Passenger Growth and Forecast

In 2024, LAX welcomed over 76.58 million travelers.<sup>18</sup> Although LAX dropped to the 5th busiest airport in the United States, partly due to ongoing construction and relatively high landing fees,<sup>19</sup> LAWA consultants conservatively project a compound annual

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<sup>18</sup> Los Angeles World Airports, *10-Year Summary*, Accessed November 1, 2025, <https://www.lawa.org/lawa-investor-relations/statistics-for-lax/10-year-summary/passengers>.

<sup>19</sup> Howard Fine, "LAX Slips to 5th Busiest in the Nation," *Los Angeles Business Journal*, February 10, 2025, <https://labusinessjournal.com/featured/lax-slips-to-5th-busiest-in-the-nation/>.

growth rate (CAGR) of 2.7% in passenger traffic through Fiscal Year 2034.<sup>20</sup> At this pace, LAX could serve over 100 million travelers annually by 2034, representing a 30% increase from current levels and an additional 23.4 million travelers per year.

Figure 4 illustrates historical data for LAX passenger traffic between 2015 and 2024 and forecast estimates beyond 2024.

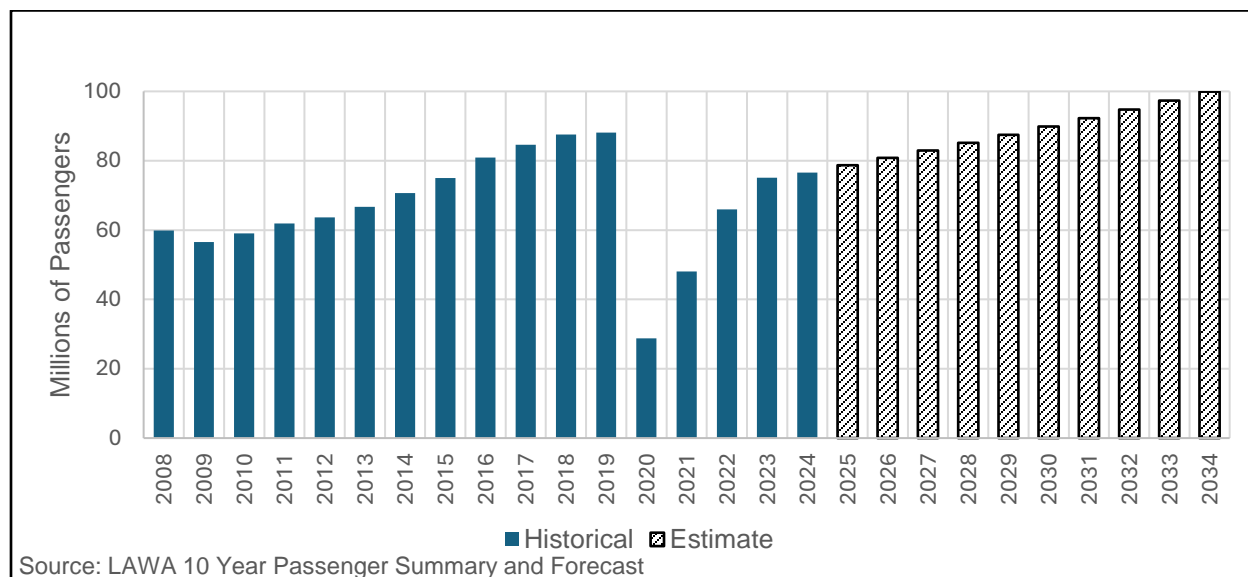


Figure 4 LAX Annual Passenger Traffic – Historical Data and Forecast

## LAX Capital Improvement Projects

To accommodate this growth, LAWA has completed or is nearing completion of several capital improvement projects as part of its Landside Access Modernization Program (LAMP) and Airfield & Terminal Modernization Project (ATMP).

- Automated People Mover (APM):** A 2.25-mile elevated train connecting terminals, parking areas, the Consolidated Rent-A-Car (ConRAC) facility, and LAX/Metro Transit Center. It is expected to transport up to eighty-five million passengers annually.<sup>21</sup> APM is aimed at (1) reducing vehicle congestion near LAX, (2) providing efficient ground transportation, and (3) improving airport accessibility.

<sup>20</sup> Los Angeles World Airports, “LAX Capital Program Plan of Finance and Key Metrics,” *LAWA Legislative Update*, March 13, 2025, <https://www.lawa.org/sites/lawa/files/2025-03/3.%20Management%20Report%20C%20-%20Capital%20Finance%20Plan.pdf>.

<sup>21</sup> M. Kubwa, “\$2 Billion LAX’s People Mover Completion Set for Late 2025,” *Construction Review*, April 5, 2024, <https://constructionreviewonline.com/construction-news/usa/2-billion-laxs-people-mover-completion-set-for-late-2025/>.

- **ConRAC Facility:** A 6.3-million-square-foot facility housing over 18,000 rental vehicles. Its integration with APM will eliminate over 3,200 daily rental car shuttle trips from the LAX Central Terminal Area (CTA).<sup>22</sup>
- **Intermodal Transportation Facilities (ITF):** Two facilities (ITF East and ITF West) offering parking, ground transportation services, and meet-and-greet areas.
- **ATMP Roadway Improvements Project:** Reconfigured roadways, including 4.4 miles of new infrastructure, are being constructed to reduce congestion on Sepulveda Boulevard and create dedicated airport access routes. Construction near Sepulveda Boulevard, 96th Street, and Century Avenue will continue through 2030.

Completion of LAMP and ATMP projects will significantly alleviate traffic congestion and reduce long lines that plague LAX’s current CTA. An aerial view in Figure 5 illustrates the scale of the APM.

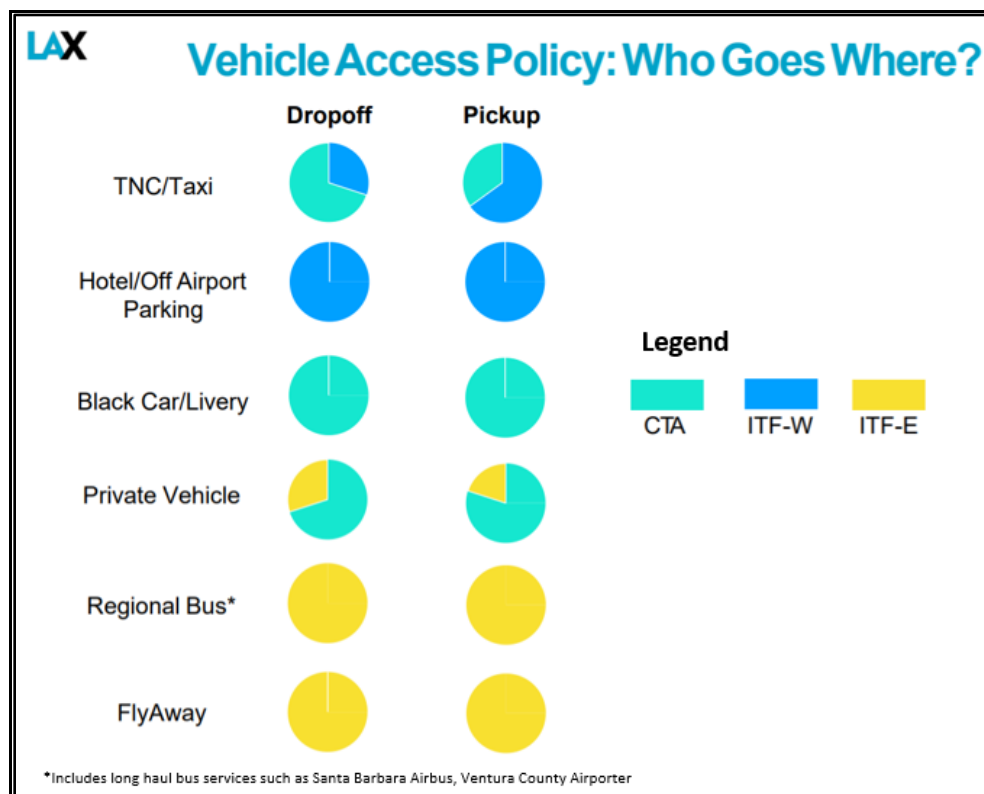


Source: Gateway Los Angeles Airport Business District Official Website

Figure 5 Automated People Mover Map from LAX Central Terminals to Rental Car Facility

<sup>22</sup> Los Angeles World Airports, “Consolidated Rent-A-Car Facility,” *Connecting LAX*, Accessed November 1, 2025, <https://www.lawa.org/connectinglax/consolidated-rent-a-car-facility>.

Figure 6 details vehicle access policy and categories of how shuttle and commercial bus pick-ups and drop-offs will occur at the Intermodal Transportation Facilities.



Source: LAWA Board of Airport Commissioners Management Report, August 3, 2023

Figure 6 LAX Vehicle Access Policy Post-Automated People Mover

LAWA officials consider the Union Station and Van Nuys routes ideal for FlyAway® service. Union Station offers convenient access to parking and multiple transit modes, enhancing connectivity for airport-bound travelers. With ongoing improvements under LAMP and ATMP, LAWA anticipates expanding service while reducing operational costs.

## Transportation Options Between Orange County and LAX

The Grand Jury identified multiple transportation options between Orange County and LAX. Table 1 summarizes these options, including cost, travel time, and number of transfers. Estimated costs and travel time in Table 1 are based on a weekday one-way trip from Irvine, CA to LAX at 10:00 AM. Personal vehicle cost assumes a 50-mile distance between Irvine, CA and LAX, twenty-five miles per gallon, and \$4.50 per gallon.

Table 1 Airport Transportation Options to/from Irvine and LAX

Option	Cost Estimate	Travel Time	Transfers	Pros	Cons
Get Dropped Off	\$18	1:00	0	Simple, low cost, no parking hassle	Requires family/friend's time and availability
Drive Yourself	\$9 + \$30/day for economy parking	1:00	0	Full control over timing; easy access to car; predictable cost with reservation	Parking fees can be high; risk of car damage; traffic stress
Drive Yourself → LA Metro C Line (Norwalk Station) → APM	\$7.15 + \$3/day for parking	1:15	2	Full control over timing; predictable cost; low parking fees at Norwalk Station	Risk of car damage; traffic stress; addition planning for long-term parking
Transport Network Companies (Uber, Lyft, Opoli) → APM	\$80–\$150	1:00	0-1	Door-to-door convenience; no parking needed; customizable vehicle options	Surge pricing; availability varies; unpredictable costs
Metrolink → FlyAway® → APM	\$23.75	1:44	2	Affordable; Amtrak ticket adds \$8;	Longer travel time; limited schedule; variable fees for long-term parking
Metrolink → LA Metro → APM	\$12.75	1:43	3–4	Cheapest option; Amtrak ticket adds \$8; eco-friendly	Multiple transfers; long travel time; limited-service hours; variable fees for long-term parking
One-Way Car Rental → APM	\$60	1:00	1	Flexible for visitors; option for SNA flights redirected to LAX; no return trip needed	Cost includes gas, rental, and drop-off fees; logistics of pickup/drop-off
Taxi → APM	\$95–\$200	1:00	1	Reliable; direct service	Expensive; metered fare can vary with traffic
Black Car/Executive Car	\$160–\$330	1:00	0	Luxury experience; flight tracking; stress-free	Expensive
Shuttle Bus → APM	\$80-150	1:10	1	Cost-effective for groups; door-to-door; flight tracking	Longer travel time due to multiple stops; less privacy

Note: During peak commute times, travel time estimates for car and bus options could be an additional 30 minutes or more.

## Public Transportation Options

Highlights of selected public transportation options from Orange County to LAX available after the opening of the APM are given in Table 2 with routes departing from the Irvine Metrolink Station to LAX and other public transit modes as noted. Currently, FlyAway® buses drop passengers off directly at the LAX Central Terminal Area (CTA), while LA Metro riders arriving at ITF East transfer to a LAX Shuttle bus to reach the CTA.

Table 2 Public Transportation Routes from Irvine\* to LAX

Route	Travel Time	Transfers	Transfer Locations
Metrolink/Amtrak → FlyAway® Bus → APM	~1.9 hours	2	1. Union Station 2. ITF East
Metrolink → Norwalk Transit → Metro C Line → APM	~1.9 hours	3	1. Norwalk/Santa Fe Springs Station 2. Norwalk Station 3. ITF East
Metrolink/Amtrak → Metro Bus J Line → Metro C Line → APM	~2.2 hours	3	1. Union Station 2. Harbor Freeway Station 3. ITF East
Metrolink/Amtrak → Metro A → E → K Lines → APM	~2.1 hours	4	1. Union Station 2. Little Tokyo Station 3. Expo/Crenshaw Station 4. ITF East
OC Bus 83 → Metro Bus 460 → Metro C Line → APM	~3.2 hours From Laguna Hills Transportation Center	3	1. Disneyland East Shuttle Station 2. Norwalk Station 3. ITF East
OC Bus 70 → OC Bus 543 or 43 → Metro Bus 460 → Metro C Line → APM	~3.3 hours From Tustin Metrolink Station	4	1. Edinger Avenue & Harbor Blvd. 2. Disneyland East Shuttle Station 3. Norwalk Station 4. ITF East
OC Bus 529 → Metro Bus 460 → Metro C Line → APM	~2.4 hours From Goldenwest Transportation Center	3	1. Fullerton Park & Ride 2. Norwalk Station 3. ITF East

\*Note: Starting locations other than Irvine Metrolink Station are identified.

## Safety

The Grand Jury received letters from the public expressing concern about safety on public transportation. While LA Metro carries nearly one million passengers daily, the Los Angeles County Sheriff’s Department, Transit Services Bureau recorded 537 crimes for the year on LA Metro buses and trains as of October 9, 2025, with battery, theft, aggravated assault, and robbery among the most frequent offenses.<sup>23</sup> In 2024, OCTA reported bus ridership at 34.8 million boardings and 314 Group A offenses, which are serious crimes such as assault, theft, and drug violations, reflecting a 15% decrease from 2023.

LA Metro continues to enhance its customer experience, with a February 2025 rider survey indicating that 87% of passengers are satisfied or very satisfied with the service. In the same survey, 53% of respondents reported noticeable improvements in the transit

<sup>23</sup> Los Angeles County Sheriff’s Department, *Transit Services Bureau Weekly Report*, October 14, 2025, <https://lasd.org/transit-services-bureau-weekly-report-68/>.

system over the past year, primarily citing better service quality and increased safety.<sup>24</sup> Meanwhile, customer feedback consistently rates Metrolink, Amtrak, and FlyAway® services as reliable and safe.

LA Metro responded to safety concerns by implementing a layered security strategy that includes uniformed law enforcement officers, Metro Transit Security Officers, and Metro Ambassadors throughout the system. The agency upgraded station infrastructure with brighter lighting, expanded surveillance coverage, and taller fare gates to deter fare evasion and unauthorized access. LA Metro partners with county, city, and regional agencies to implement a care-based approach that delivers support and resources to individuals experiencing homelessness and those with untreated mental illness. After crime increased following the suspension of the Tap-to-Exit program, LA Metro reinstated the initiative and expanded weapons detection technology at key stations.<sup>25</sup> These measures reflect LA Metro’s commitment to maintaining a secure and accessible transit environment.

Travelers who use the LA Metro C Line to reach LAX benefit from recent infrastructure upgrades and a continuous security presence at the LAX/Metro Transit Center. This facility connects the C and K Lines to the airport via a free shuttle service and, beginning in mid-2026, will offer direct access through the APM. Enhanced lighting, surveillance systems, and Americans with Disabilities Act (ADA) accessible facilities contribute to a safer experience for airport-bound passengers, especially during daytime and peak travel hours (6:00 AM–9:00 AM and 3:00 PM–7:00 PM).

## Cost Analysis

Public transportation total fares from Orange County to LAX range from \$9.50 to \$35.75 depending on origin and route. Fare programs offer discounts for students, seniors, and disabled persons. For example, Metrolink Monthly Pass holders can ride the FlyAway® bus at no additional cost. Published regular fares that are shown below are from official websites as of September 12, 2025.

- **FlyAway®:** \$12.75 (Union Station to LAX)
- **Metrolink:** \$7.75–\$13.50 (between Buena Park and San Clemente to Union Station)

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<sup>24</sup> LA Metro, *LAX Metro Transit Center Opening Drives Dramatic Increase in Ridership on K Line*, Accessed November 2, 2025, <https://www.metro.net/about/lax-metro-transit-center-opening-drives-dramatic-increase-in-ridership-on-k-line/#:~:text=Overall%20System%20Ridership%20and%20Experience,reasons%20cited%20for%20the%20improvement.>

<sup>25</sup> Travis Schlepp, “What Happened After LA Metro Paused Its Tap-to-Exit Program,” *KTla*, September 15, 2025, <https://ktla.com/news/travel/what-happened-after-la-metro-paused-its-tap-to-exit-program/>.

- **Amtrak:** \$14–\$23 (between Buena Park and San Clemente to Union Station)
- **OC Bus:** \$2 per boarding or \$5/day
- **LA Metro:** \$1.75 per trip with free transfers for two hours, \$5 fare cap/day
- **Norwalk Transit:** \$1.25 per boarding (Norwalk Metrolink to Norwalk C Line Station)

Parking fees vary at Metrolink/Amtrak stations across Orange County. Most stations provide free daily parking for up to 72 hours. Some stations located in high-demand urban areas require paid parking permits. At ARTIC, vehicles must be registered for overnight or Lot C parking at least 24 hours prior to parking. An overnight parking authorization form can be found on the Visit Anaheim website. Current parking guidelines and fees can be found on the Metrolink “Parking at Stations” website. FlyAway® bus patrons can use parking lots at Union Station and Vay Nuys, which have daily parking fees of \$8/day and \$6/day with a 30-day limit, respectively. Parking is \$3/day and permitted overnight for seventy-two consecutive hours at the LA Metro C Line Norwalk Station. For longer stays, an Extended Permit Authorization Form must be submitted in advance to [metroparking@joesautoparks.com](mailto:metroparking@joesautoparks.com). Parking at the Norwalk Station parking lot is free on weekends and holidays.

LA Metro commuters use a pre-paid TAP fare card for transportation fares and OC Bus commuters began using a pre-paid WAVE card in October 2025.

## Schedule and Reliability

The Grand Jury examined published schedules (Appendix C) and route maps. Transit app, Apple Maps, and Google Maps confirmed real-time routes and travel times.

- **FlyAway®:** Runs every 30 minutes; 30-to-60-minute travel time varies day-to-day
- **LA Metro Rail:** Lines A, C, E, and K typically run every ~10 minutes; travel time depends on route
- **APM:** Runs every two minutes at peak usage; ~10-minute end-to-end travel time<sup>26</sup>
- **Metrolink/Amtrak:** Hourly weekday coverage; limited weekend Metrolink service
- **Norwalk Transit Buses 4 & 7:** ~30-minute weekday frequency; ~50-minute weekend frequency; Travel time is between 15 and 25 minutes, depending upon day, time of day, and direction of route

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<sup>26</sup> Los Angeles World Airports, “Automated People Mover (APM) Train System,” *The Development Group*, Accessed November 1, 2025, <https://www.lawa.org/transforminglax/projects/automated-people-mover-train-system>.

Based on published schedules, the Grand Jury found that the FlyAway® bus service from Union Station to LAX typically takes approximately 34 minutes under normal traffic conditions and is 10 to 20 minutes faster than LA Metro’s light rail alternatives. However, during peak commuting times—such as 8:00 AM and 5:30 PM—the FlyAway® bus can take 60 minutes or more. Starting in early 2026, FlyAway® passengers will transfer at ITF East and use the Automated People Mover, rather than being dropped off or picked up at LAX’s Central Terminal Area. According to LAWA officials, this change will improve the customer experience, improve bus queues, and reduce trip times.

FlyAway® buses operate every 30 minutes, while LA Metro light rail trains on the A, C, E, and K Lines typically run every 10 minutes. If a passenger misses a FlyAway® bus and opts for LA Metro instead, they may arrive at LAX’s Central Terminal Area at the same time or up to 10 minutes earlier than the next FlyAway® bus.

The Grand Jury found that the Metrolink and Amtrak Pacific Surfliner schedules separately have gaps at the time of this report. However, together they provided hourly weekday service to and from Union Station. On weekdays, train service from Irvine, CA runs from 5:12 AM to 10:49 PM, with thirteen northbound Metrolink trips and twelve northbound Amtrak trips. A similar number of southbound trips depart Union Station daily. Amtrak Pacific Surfliner maintains the same schedule on weekends, while Metrolink reduces service to four northbound and four southbound trips each day. Starting in early 2026, Amtrak will increase Pacific Surfliner service to thirteen daily trips.

Norwalk Transit System (NTS) Buses 4 and 7 connect the Metrolink Norwalk/Santa Fe Springs Station to the LA Metro C Line Norwalk Station, located 3.1 miles apart. Although weekend service is less frequent, both weekday and weekend schedules for Buses 4 and 7 align with the first and last Metrolink trains at Norwalk/Santa Fe Springs Station.

The Grand Jury learned that travelers can connect from the LA Metro C Line at its Norwalk Station to LA Metro Bus 460 to reach Disneyland. A trip from LAX to Disneyland takes approximately two hours. Passengers may transfer from Bus 460 to Orange County buses at Knott’s Berry Farm, Fullerton Park & Ride, or Disneyland. This route offers a lower-cost alternative to Metrolink/Amtrak, though it requires more travel time.

The investigation identified the fastest public transit route from Irvine to LAX as the Metrolink or Amtrak connection to the FlyAway® bus at Union Station (see Appendix D). This route averages one hour and 48 minutes on weekdays, with the quickest connection taking one hour and 41 minutes in the afternoon. The return trip from LAX to

Irvine averages two hours and 15 minutes. Travel times for the FlyAway® bus can vary due to traffic congestion. The Grand Jury found that if FlyAway® buses arrived five minutes earlier at Union Station, travelers could catch the next Metrolink or Amtrak train departing at 10 and 40 minutes past the hour, reducing average travel time by 23 minutes.

An alternate route to LAX via Metrolink requires a transfer at the Norwalk/Santa Fe Springs Station to NTS Bus 4 or 7, followed by a connection to the Metro C Line. On weekdays, this trip averages approximately one hour and 47 minutes. On weekends, travel time exceeds two hours and eight minutes due to limited Metrolink service and the absence of Amtrak stops at the Norwalk/Santa Fe Springs Station. The return trip from LAX to Irvine via this route averages 2 hours and 30 minutes on weekdays and over 3 hours on weekends, primarily due to extended wait times for Metrolink trains. Weekend travelers face additional constraints, with the earliest possible arrival at LAX after 11:45 AM and final departure from LAX using this route at 3:40 PM.

## Transit-Supportive Developments

There are transit-supportive and transit-oriented developments in Orange County that are approximately 25-miles from LAX and near a freeway include Fullerton Park and Ride, Buena Park Mall, and former Westminster Mall.

The Fullerton Park & Ride facility is the focus of a major planning initiative called the Orangethorpe Transit Village Conceptual Study, led by the Orange County Transportation Authority (OCTA) in partnership with the City of Fullerton. The study is exploring the potential for transit-supportive mixed-use development at the 9-acre Fullerton Park & Ride site, which is currently underutilized.

The Buena Park Downtown Mall is undergoing a major transit-oriented design transformation centered around the redevelopment of the former Sears property. Approved by the Buena Park City Council in June 2023, the Village at Buena Park is a \$650 million mixed-use project led by Merlone Geier Partners. It will replace the old Sears building and adjacent parking lot with 1,302 apartments and townhomes, public space with walking paths, electric vehicle (EV) charging stations, bike racks, and 3,000 parking spaces.

The City of Westminster has approved the Westminster Mall Specific Plan (WMSP), which outlines a plan for converting the mall into a mixed-use development with 1,167 housing units, retail, hospitality, and public spaces with walking paths. Shopoff Realty Investments is leading this 26-acre redevelopment project, called Bolsa Pacific at Westminster. The project's design and goals reflect principles of Transit-Oriented

Development (TOD), such as walkable streets, mixed-use buildings, higher residential density, and proximity to public transit. As for transit services, OC Bus 64 currently stops at bus only lane near the former Westminster Mall on Edwards Street near Bolsa Avenue.

ARTIC is co-located at the OC Vibe development, which has elements of transit-oriented design. While ARTIC is forty miles from LAX, ARTIC provides connectivity to Anaheim Resort Transportation (ART), Metrolink, Amtrak, OCTA buses, and Greyhound buses.

## Barriers to Airport Transit Success

The Grand Jury identified several key barriers that hinder the success of airport transit services:

- **Time-sensitivity:** Air travelers are highly time-conscious. The risk of missing a flight makes reliability paramount, and many passengers prefer to maintain control over their schedule, often distrusting public transit reliability.
- **Convenience:** Public buses are frequently perceived as slow, infrequent, and indirect compared to driving or using transportation network companies (TNCs). Transfers and wait times at bus stops add stress and reduce appeal.
- **Luggage Limitations:** Transit vehicles are typically not designed to accommodate large or heavy luggage, making them less suitable for airport-bound passengers.
- **Travel Habits:** Historically, airport trips have been dominated by private vehicles and shuttle services. Public transit has not been the preferred mode for most travelers.

The Grand Jury concluded that the Metrolink or Amtrak connection to the FlyAway® bus from Union Station currently offers the most reliable public transit option between Orange County and LAX, with average travel times under two hours. Return trips from LAX to Irvine average two hours and 15 minutes. The Grand Jury found that adjusting FlyAway® bus arrival times at Union Station by five minutes would enable passengers to board earlier Metrolink or Amtrak trains, thereby reducing travel time from LAX to Orange County by 23 minutes. LAWA has an opportunity to revise FlyAway® bus departure schedules with the opening of ITF East in mid-2026.

Using LA Metro light rail instead of the FlyAway® bus adds 10 to 20 minutes to the journey from Union Station to LAX. Although the Norwalk/Santa Fe Springs shortcut may offer faster travel to LAX at certain times, limited Metrolink service results in return trips that are over 30 minutes longer than the FlyAway® route via Union Station.

Implementing direct FlyAway®-style bus service between LAX and Orange County would ease traffic congestion, lower greenhouse gas emissions, and significantly improve regional transit efficiency, cutting public transit travel times by 30 minutes or more. The Grand Jury identified several viable locations within Orange County for such a service. A comparative analysis of travel durations (see Table 1) underscores the time-saving potential of enhanced regional transit connectivity. LAWA's proven success with the FlyAway® program demonstrates that direct bus service can operate near the breakeven point, offering a practical and efficient solution for airport access.

## Better Understanding Orange County's Needs

The Southern California Association of Governments (SCAG) has launched its SoCal Airport Access and Mobility Study, a regional airport passenger and employee survey to better understand how people travel to and from Southern California's airports.<sup>27</sup> The first stage of the study is analysis of existing conditions to document the region's airports, access facilities, and connecting transportation networks. This is the ideal opportunity for SCAG to engage with all Orange County cities to understand each city's transportation need for enhanced regional intermodal transit connectivity across various transit authorities and agencies and across county lines.

## FINDINGS

In accordance with California Penal Code Sections 933 and 933.05, the 2025-2026 Orange County Grand Jury requires (or, as noted, requests) responses from each agency affected by the findings presented in this section. The responses are to be submitted to the Presiding Judge of the Superior Court.

Based on its investigation described herein, the 2025-2026 Orange County Grand Jury has arrived at the following six principal findings:

- F1** Several Orange County locations meet the criteria for express bus pick-up sites, being approximately twenty-five miles from LAX and near major freeways. These locations are Fullerton Park & Ride, Buena Park Mall, and former Westminster Mall.
- F2** The Anaheim Regional Transportation Intermodal Center presents a viable option for express bus service to LAX due to its location near Orange

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<sup>27</sup> Southern California Association of Governments. *SoCal Airport Access and Mobility Study*. <https://scag.ca.gov/aviation-program>

County attractions and multimodal connectivity, despite being forty miles from LAX.

- F3** The Irvine Transportation Center is a viable potential location for direct bus service to LAX due to its location near South Orange County, freeway access, and multimodal connectivity, despite being fifty miles from LAX.
- F4** Public transit options to LAX that offer travel times comparable to private automobiles have several limitations.
- The Orange County Transportation Authority has never operated direct transit service to LAX due to federal regulations prohibiting transit bus service to a single destination such as LAX.
  - Metrolink OC Line lacks direct connections to LAX, as stations such as Norwalk/Santa Fe Springs do not provide a seamless link to the airport.
  - Southern California Association of Governments planning documents that discuss regional airport ground access neglect cross-county mobility challenges.
- F5** Metrolink provides less frequent service on weekends. Weekend travel times often exceed three hours due to reduced train schedules and longer transfer wait times.
- F6** Metrolink offers the most dependable connection at Union Station, linking travelers to bus and light rail services to LAX. These routes require transfers, and variable freeway conditions can affect overall travel times.

## RECOMMENDATIONS

In accordance with California Penal Code Sections 933 and 933.05, the 2025-2026 Orange County Grand Jury requires (or, as noted, requests) responses from each agency affected by the recommendations presented in this section. The responses are to be submitted to the Presiding Judge of the Superior Court.

Based on its investigation described herein, the 2025-2026 Orange County Grand Jury makes the following eight recommendations:

- R1** By September 30, 2026, the City of Fullerton should direct its Planning Department to collaborate with Orange County Transportation Authority (OCTA) and Los Angeles World Airports (LAWA) on a business case study for FlyAway® or similar services from Fullerton Park & Ride

(Orangethorpe Transit Village) to LAX, with a case study submitted to LAWA. This study should include projected ridership, financial sustainability, infrastructure readiness, and community benefits to support funding of the proposed service. [F1]

**R2** By September 30, 2026, the Buena Park City Council should direct its Planning Department to collaborate with Los Angeles World Airports (LAWA) on a business case study for FlyAway® or similar services from the Buena Park Mall site (Village at Buena Park) to LAX, with a case study submitted to LAWA. This study should include projected ridership, financial sustainability, infrastructure readiness, and community benefits to support funding of the proposed service. [F1]

**R3** By September 30, 2026, the Westminster City Council should direct its Planning Department to collaborate with Los Angeles World Airports (LAWA) on a business case study for FlyAway® or similar services from the former Westminster Mall site (Bolsa Pacific at Westminster) to LAX, with a case study submitted to LAWA. This study should include projected ridership, financial sustainability, infrastructure readiness, and community benefits to support funding of the proposed service. [F1]

**R4** By September 30, 2026, the Anaheim City Council should direct its Planning Department to collaborate with Orange County Transportation Authority (OCTA) and Los Angeles World Airports (LAWA) on a business case study for FlyAway® or similar services from the Anaheim Regional Transit Intermodal Center to LAX, with a case study submitted to LAWA. This study should include projected ridership, financial sustainability, infrastructure readiness, and community benefits to support funding of the proposed service. [F2]

**R5** By September 30, 2026, the Irvine City Council should direct its Transportation Department to review the previous FlyAway® service that ended in 2012, engage the LAWA Mobility Unit or any other express bus service of their choice, and, upon receiving City Council approval, submit a business case study to LAWA or other express bus service(s). This study should include projected ridership, financial sustainability, infrastructure readiness, and community benefits to support funding of the proposed service. [F3]

**R6** By September 30, 2026, Southern California Association of Governments should reach out to all Orange County cities to engage and understand

each city's transportation need for enhancing regional intermodal transit connectivity across various transit authorities and agencies and across county lines. [F4]

**R7** By March 31, 2026, Metrolink should increase Metrolink OC Line weekend train service to support public transportation trips from Orange County through Union Station to LAX. [F5]

**R8** By June 30, 2026, OCTA and Metrolink should promote the appropriate services that offer convenient connections to LAX, aiming to inform and guide travelers who are ready to choose public transit for their airport commute. [F6]

## COMMENDATIONS

Southern California cities have made commendable strides in addressing transportation challenges through innovative, community-responsive programs which exemplify proactive governance and sustainable urban planning.

One standout initiative is *Irvine CONNECT*, a free neighborhood shuttle service launched by the City of Irvine in response to resident concerns about traffic congestion and limited transit options. This program reflects a thoughtful and inclusive approach to mobility, connecting key destinations such as parks, schools, hospitals, and shopping centers with Irvine Station. Since its inception, Irvine CONNECT has expanded significantly—most notably in July 2025, when the city extended the Yale-Barranca route and introduced new routes like the Jamboree-UCI and Barranca Link. These expansions were based on data from the city's Transit Vision Study and community feedback, demonstrating Irvine's commitment to evidence-based planning and public engagement.

The program's success is evident in its ridership growth, with the original route serving nearly 150,000 rides in its first year. The city's decision to sunset the older iShuttle program and consolidate services under Irvine CONNECT further highlights its dedication to streamlining operations and improving service quality. With seventy-seven stops and shuttles running every 20 minutes, Irvine CONNECT offers an eco-friendly, accessible alternative to car travel, helping reduce emissions and traffic while enhancing connectivity across the city.

These efforts deserve recognition not only for their operational success but also for their responsiveness to community needs. Mayor Larry Agran praised the effort saying, "The No.1 complaint I hear from our city residents is about Irvine's traffic congestion. The

Irvine CONNECT shuttle is one way we are addressing that issue.”<sup>28</sup> Irvine’s leadership in expanding transit infrastructure, investing in capital improvements like new bus stops, and leveraging technology for real-time shuttle tracking sets a high standard for municipal transit innovation. Programs like Irvine CONNECT are a model for other cities seeking to build sustainable, resident-centered transportation networks. Orange County has launched several other commendable transportation programs that prioritize safety, sustainability, and regional connectivity. These initiatives reflect strong leadership and a commitment to improving mobility for residents and visitors alike.

## REQUIRED RESPONSES

California Penal Code Section 933 requires the governing body of any public agency which the Grand Jury has reviewed, and about which it has issued a final report, to comment to the Presiding Judge of the Superior Court on the findings and recommendations pertaining to matters under the control of the governing body. Such comment shall be made no later than 90 days after the Grand Jury publishes its report (filed with the Clerk of the Court). Additionally, in the case of a report containing findings and recommendations pertaining to a department or agency headed by an elected County official (e.g., District Attorney, Sheriff, etc.), such elected County official shall comment on the findings and recommendations pertaining to the matters under that elected official’s control within 60 days to the Presiding Judge with an information copy sent to the Board of Supervisors.

The following excerpts from the California Penal Code provide the requirements for public agencies to respond to the Findings and Recommendations of this Grand Jury report:

### §933

*(c) No later than 90 days after the grand jury submits a final report on the operations of any public agency subject to its reviewing authority, the governing body of the public agency shall comment to the presiding judge of the superior court on the findings and recommendations pertaining to matters under the control of the governing body, and every elected county officer or agency head for which the grand jury has responsibility pursuant to Section 914.1 shall comment within 60 days to the presiding judge of the superior court, with an information copy sent to the board of supervisors, on the findings and recommendations pertaining to matters under the control of that county officer or agency head and any agency or agencies which that officer or agency head supervises*

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<sup>28</sup> Irvine Community News & Views iMessage, (*Free Irvine CONNECT Shuttle Bus Has Expanded Routes*, 10/2/2025).

*or controls. In any city and county, the mayor shall also comment on the findings and recommendations. All of these comments and reports shall forthwith be submitted to the presiding judge of the superior court who impaneled the grand jury. A copy of all responses to grand jury reports shall be placed on file with the clerk of the public agency and the office of the county clerk, or the mayor when applicable, and shall remain on file in those offices. One copy shall be placed on file with the applicable grand jury final report by, and in the control of the currently impaneled grand jury, where it shall be maintained for a minimum of five years.*

*§933.05.*

*(a) For purposes of subdivision (b) of Section 933, as to each grand jury finding, the responding person or entity shall indicate one of the following:*

*(1) The respondent agrees with the finding.*

*(2) The respondent disagrees wholly or partially with the finding, in which case the response shall specify the portion of the finding that is disputed and shall include an explanation of the reasons therefor.*

*(b) For purposes of subdivision (b) of Section 933, as to each grand jury recommendation, the responding person or entity shall report one of the following actions:*

*(1) The recommendation has been implemented, with a summary regarding the implemented action.*

*(2) The recommendation has not yet been implemented, but will be implemented in the future, with a timeframe for implementation.*

*(3) The recommendation requires further analysis, with an explanation and the scope and parameters of an analysis or study, and a timeframe for the matter to be prepared for discussion by the officer or head of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of publication of the grand jury report.*

*(4) The recommendation will not be implemented because it is not warranted or is not reasonable, with an explanation therefor.*

*(c) However, if a finding or recommendation of the grand jury addresses budgetary or personnel matters of a county agency or department headed by an elected officer, both the agency or department head and the board of supervisors shall respond if requested by the grand jury, but the response of the board of supervisors shall address only those*

*budgetary or personnel matters over which it has some decision-making authority. The response of the elected agency or department head shall address all aspects of the findings or recommendations affecting his or her agency or department.*

The Orange County Grand Jury requires the following responses:

City of Fullerton 90 Day Response Required

Findings: F1

Recommendations: R1

City of Buena Park 90 Day Response Required

Findings: F1

Recommendations: R2

City of Westminster 90 Day Response Required

Findings: F1

Recommendations: R3

City of Anaheim 90 Day Response Required

Findings: F2

Recommendations: R4

City of Irvine 90 Day Response Required

Findings: F3

Recommendations: R5

Orange County Transportation Authority 90 Day Response Required

Findings: F1, F2, F4

Recommendations: R1, R4, R8

Southern California Association of Governments 90 Day Response Required  
 Findings: F4  
 Recommendations: R6

Southern California Regional Rail Authority 90 Day Response Required  
 (as governing Board of Metrolink)  
 Findings: F4, F5, F6  
 Recommendations: R7, R8

## Glossary and Acronyms

Amtrak	American Track
ADA	Americans with Disabilities Act
APM	Automated People Mover
ART	Anaheim Resort Transportation
ATMP	Airfield & Terminal Modernization Project
ATN	Anaheim Transportation Network
CAGR	Compound Annual Growth Rate
Caltrans	California Department of Transportation
ConRAC	Consolidated Rent-A-Car
CTA	Central Terminal Area
EV	Electric Vehicle
EVE	Everyone Ventures Everywhere
FAA	Federal Aviation Administration
IBC	Irvine Business Complex
ITF	Intermodal Transportation Facility
JPA	Joint Powers Authority
LACMTA or LA Metro	Los Angeles County Metropolitan Transportation Authority
LAMP	Landside Access Modernization Program

LAWA	Los Angeles World Airports
LAX	Los Angeles International Airport
LOSSAN	Los Angeles – San Diego – San Luis Obispo
MOU	Memorandum of Understanding
MPO	Metropolitan Planning Organization
NTS	Norwalk Transit System
OC	Orange County
OCTA	Orange County Transportation Authority
RTP/SCS	Regional Transportation Plan/Sustainable Community Strategy
SCAG	Southern California Association of Governments
SNA	John Wayne Airport
TNC	Transportation Network Company
TOD	Transportation Oriented Development
WMSP	Westminster Mall Specific Plan

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# Appendix A

## Los Angeles World Airports Traffic and Vehicle Data

Table 3 LAX Traffic Comparison for September 2025

<b>Los Angeles World Airports (LAWA)</b>			10/23/2025, 1:26 PM			
<b>Traffic Comparison (TCOM)</b>			Page 1 of 1			
<b>Los Angeles International Airport</b>						
<b>Calendar YTD January to September</b>						
	Sep-2025	Sep-2024	<u>% Change</u>	Jan-2025 to Sep-2025	Jan-2024 to Sep-2024	<u>% Change</u>
<b>Passenger Traffic Totals</b>						
Domestic	3,942,661	4,240,358	-7.02 %	37,582,019	39,416,944	-4.66 %
International	1,866,574	1,968,016	-5.15 %	17,869,382	18,235,631	-2.01 %
<b>Total</b>	<b>5,809,235</b>	<b>6,208,374</b>	<b>-6.43 %</b>	<b>55,451,401</b>	<b>57,652,575</b>	<b>-3.82 %</b>
<b>Domestic Passengers</b>						
Scheduled Carriers	3,940,315	4,238,663	-7.04 %	37,554,861	39,400,427	-4.68 %
Commuter Carriers	579	0	100.00 %	12,885	91	14,059.34 %
Charter Carriers	1,767	1,695	4.25 %	14,273	16,426	-13.11 %
<b>Total</b>	<b>3,942,661</b>	<b>4,240,358</b>	<b>-7.02 %</b>	<b>37,582,019</b>	<b>39,416,944</b>	<b>-4.66 %</b>
<b>International Passengers</b>						
Tom Bradley Intl	1,045,693	1,091,068	-4.16 %	9,851,967	9,950,908	-0.99 %
West Gates-MSB	439,328	434,496	1.11 %	3,870,304	3,771,001	2.63 %
Terminal 6	193,915	191,410	1.31 %	1,932,838	1,942,379	-0.49 %
Terminal 7	79,089	104,027	-23.97 %	950,330	1,077,046	-11.77 %
Terminal 2	47,581	86,047	-44.70 %	575,720	751,408	-23.38 %
All Other Terminals	60,968	60,968	0.00 %	688,223	742,889	-7.36 %
<b>Total</b>	<b>1,866,574</b>	<b>1,968,016</b>	<b>-5.15 %</b>	<b>17,869,382</b>	<b>18,235,631</b>	<b>-2.01 %</b>
<b>US Customs Arrivals by Terminal</b>						
Tom Bradley Intl	829,419	858,769	-3.42 %	7,983,718	7,920,228	0.80 %
Terminal 7	74,822	71,461	4.70 %	773,860	791,700	-2.25 %
Terminal 2	214	0	100.00 %	214	0	100.00 %
Terminal 5	0	0	0.00 %	0	0	0.00 %
Terminal 4	0	0	0.00 %	0	0	0.00 %
All Other Terminals	0	0	0.00 %	0	0	0.00 %
<b>Total</b>	<b>904,455</b>	<b>930,230</b>	<b>-2.77 %</b>	<b>8,757,792</b>	<b>8,711,928</b>	<b>0.53 %</b>
<b>Air Cargo (Tons)</b>						
Mail	4,623	4,283	7.94 %	44,570	35,610	25.16 %
Freight	179,165	191,177	-6.28 %	1,594,909	1,761,083	-9.44 %
<b>Total</b>	<b>183,788</b>	<b>195,459</b>	<b>-5.97 %</b>	<b>1,639,479</b>	<b>1,796,693</b>	<b>-8.75 %</b>
<b>FAA Aircraft Movement</b>						
Air Carrier	43,941	44,896	-2.13 %	409,915	409,501	0.10 %
Air Taxi	1,647	1,690	-2.54 %	16,311	15,302	6.59 %
General Aviation	904	1,139	-20.63 %	9,145	9,581	-4.55 %
Military	17	29	-41.38 %	233	314	-25.80 %
<b>Total</b>	<b>46,509</b>	<b>47,754</b>	<b>-2.61 %</b>	<b>435,604</b>	<b>434,698</b>	<b>0.21 %</b>

Source: lawa.org

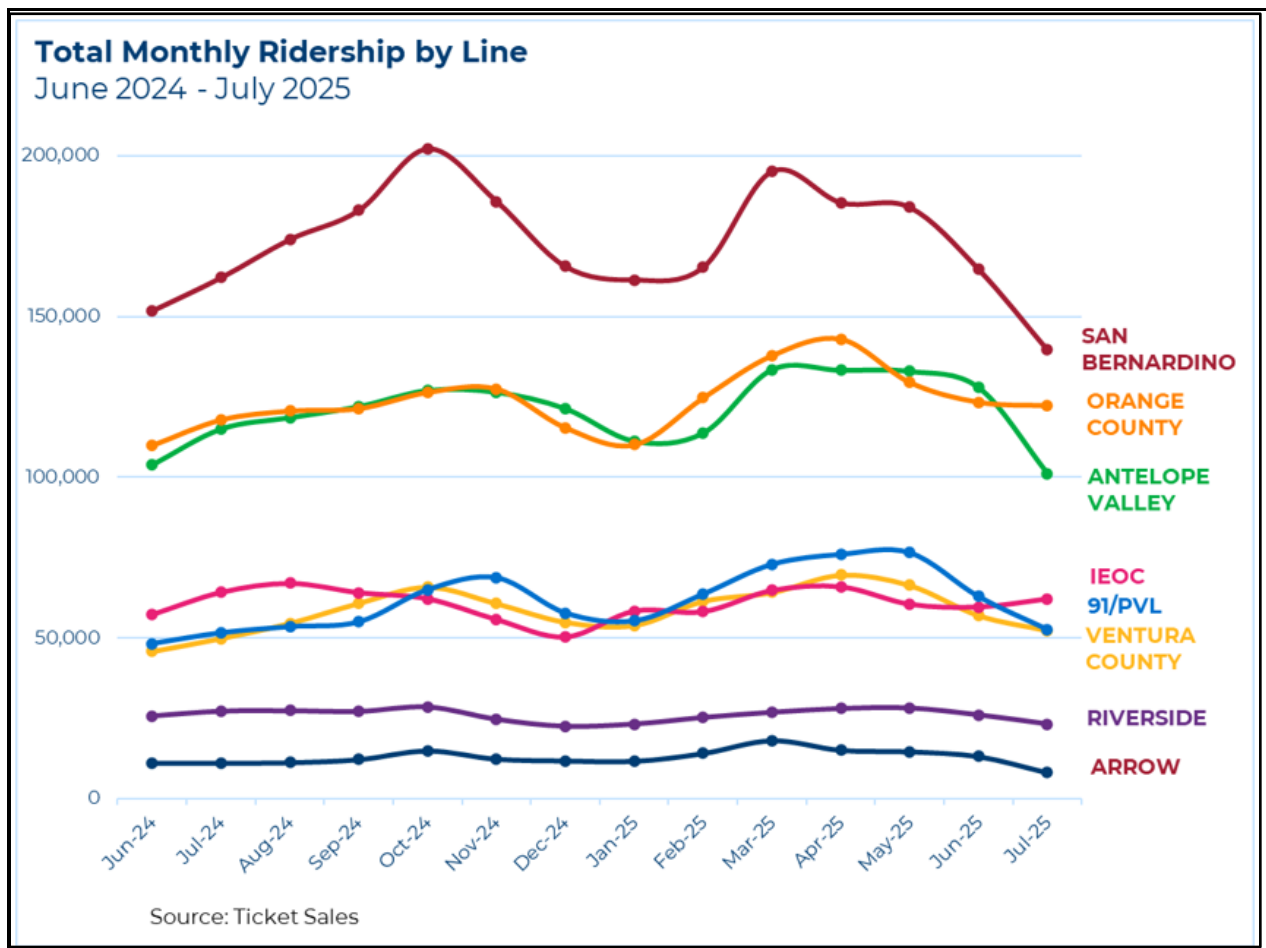
Table 4 LAX Ground Transportation Monthly Report for September 2025

Los Angeles World Airports (LAWA) Los Angeles International Airport (LAX)												Page 1 of 1				
<b>Ground Transportation Monthly Report</b>																
<b>All Commercial Vehicle Activity</b>																
Operator Type	September 2025 <i>Upper &amp; Lower Level Volumes</i>			Current Month <i>Sep 2025</i>				Year Prior <i>Sep 2024</i>				Year-to-Date Comparison				
	Monthly	Daily Avg	Market Share	Monthly	Daily Avg	Market Share	% Change	Monthly	Daily Avg	Market Share	% Change	YTD Totals	YTD Daily Avg	Last YTD Totals	Last YTD Daily Avg	YTD % Change
<b>CHARTER</b>																
TRANSPORTATION CHARTER PARTY (TCP)	252,609	8,420	9.3%	157,345	5,245	5.3%	60.5%	1,734,032	6,329	1,268,223	4,612	37.2%				
TRANSPORTATION NETWORK COMPANY (TNC)	565,409	18,847	20.9%	656,983	21,899	22.3%	-13.9%	5,103,838	18,627	5,546,239	20,168	-7.6%				
<b>Total Charter</b>	<b>818,018</b>	<b>27,267</b>	<b>30.3%</b>	<b>814,328</b>	<b>27,144</b>	<b>27.6%</b>	<b>0.5%</b>	<b>6,837,870</b>	<b>24,956</b>	<b>6,814,462</b>	<b>24,780</b>	<b>0.7%</b>				
<b>COURTESY</b>																
HOTEL/MOTEL	32,383	1,079	1.2%	38,824	1,294	1.3%	-16.6%	323,487	1,181	394,246	1,434	-17.6%				
PRIVATE PARKING	26,444	881	1.0%	24,478	816	0.8%	8.0%	219,166	800	196,487	714	11.9%				
RENTCAR-ON AIRPORT	41,107	1,370	1.5%	43,311	1,444	1.5%	-5.1%	371,759	1,357	365,750	1,330	2.0%				
<b>Total Courtesy</b>	<b>99,934</b>	<b>3,331</b>	<b>3.7%</b>	<b>106,613</b>	<b>3,554</b>	<b>3.6%</b>	<b>-6.3%</b>	<b>914,412</b>	<b>3,337</b>	<b>956,483</b>	<b>3,478</b>	<b>-4.0%</b>				
<b>PASSENGER STAGE CORPORATION (PSC)</b>																
SCHEDULED SERVICE	2,486	83	0.1%	2,000	67	0.1%	24.3%	21,103	77	16,661	61	27.1%				
SHARED-RIDE	7	0	0.0%	13	0	0.0%	-46.2%	43	0	199	1	-78.3%				
<b>Total PSC</b>	<b>2,493</b>	<b>83</b>	<b>0.1%</b>	<b>2,013</b>	<b>67</b>	<b>0.1%</b>	<b>23.8%</b>	<b>21,146</b>	<b>77</b>	<b>16,860</b>	<b>61</b>	<b>25.9%</b>				
<b>TAXI</b>																
TAXI	67,218	2,241	2.5%	85,171	2,839	2.9%	-21.1%	593,445	2,166	690,789	2,512	-13.8%				
<b>Total Taxi</b>	<b>67,218</b>	<b>2,241</b>	<b>2.5%</b>	<b>85,171</b>	<b>2,839</b>	<b>2.9%</b>	<b>-21.1%</b>	<b>593,445</b>	<b>2,166</b>	<b>690,789</b>	<b>2,512</b>	<b>-13.8%</b>				
<b>LAWA</b>																
FLYAWAY	6,246	208	0.2%	6,730	224	0.2%	-7.2%	56,810	207	65,508	238	-13.0%				
LAX SHUTTLE	7,721	257	0.3%	9,783	326	0.3%	-21.1%	87,812	320	74,724	272	17.9%				
<b>Total LAWA</b>	<b>13,967</b>	<b>466</b>	<b>0.5%</b>	<b>16,513</b>	<b>550</b>	<b>0.6%</b>	<b>-15.4%</b>	<b>144,622</b>	<b>528</b>	<b>140,232</b>	<b>510</b>	<b>3.5%</b>				
<b>COMMERCIAL TOTAL</b>	<b>1,001,630</b>	<b>33,388</b>	<b>37.0%</b>	<b>1,024,638</b>	<b>34,155</b>	<b>34.7%</b>	<b>-2.2%</b>	<b>8,511,495</b>	<b>31,064</b>	<b>8,618,826</b>	<b>31,341</b>	<b>-0.9%</b>				
PRIVATE VEHICLES	1,702,302	56,743	63.0%	1,927,648	64,255	65.3%	-11.7%	16,238,917	59,266	17,619,001	64,069	-7.5%				
<b>Total Vehicle Volumes</b>	<b>2,703,932</b>	<b>90,131</b>	<b>100.0%</b>	<b>2,952,286</b>	<b>98,410</b>	<b>100.0%</b>	<b>-8.4%</b>	<b>24,750,412</b>	<b>90,330</b>	<b>26,237,827</b>	<b>95,410</b>	<b>-5.3%</b>				

Source: lawa.org

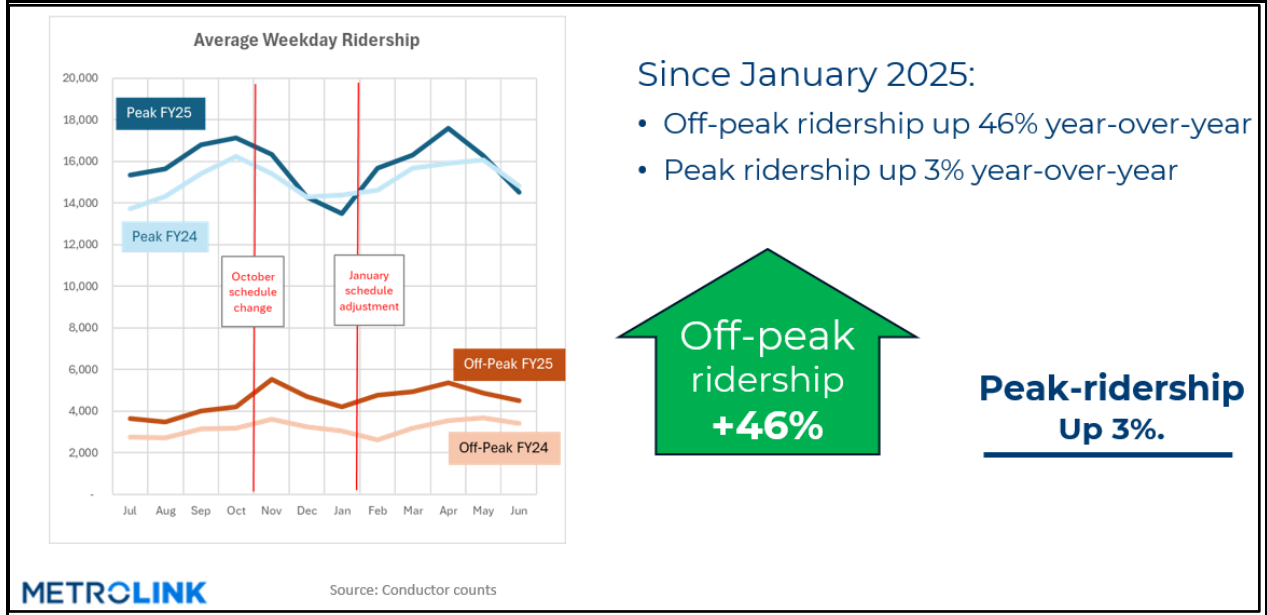
# Appendix B

## Metrolink Ridership Data



Source: Metrolink

Figure 7 Metrolink Systemwide Ridership



Source: Metrolink

Figure 8 Peak/Off-Peak Ridership Analysis

# Appendix C

## Public Transportation References

- **FlyAway® Bus**
- <https://www.flylax.com/flyaway-bus>
  - Schedule: Union Station - LAX
  - <https://www.flylax.com/flyaway-bus/union-station>
  
- **LA Metro**
- <https://www.metro.net/>
  - Schedule: A, C, E, J, and K Lines
  - <https://www.metro.net/riding/schedules-2/>
  
- **Norwalk Transportation System**
- [https://www.norwalk.org/departments\\_services/norwalk\\_transit\\_system\\_nts/index.php](https://www.norwalk.org/departments_services/norwalk_transit_system_nts/index.php)
  - Schedule: Buses 4 and 7
  - [https://www.norwalk.org/departments\\_services/norwalk\\_transit\\_system\\_nts/fares.php](https://www.norwalk.org/departments_services/norwalk_transit_system_nts/fares.php)
  
- **Metrolink**
- <https://metrolinktrains.com/>
  - Schedule
  - <https://metrolinktrains.com/>
  
- **Amtrak Pacific Surfliner**
- <https://www.pacificsurfliner.com/>
  - Schedule
  - <https://www.pacificsurfliner.com/plan-your-trip/schedules/>
  
- **Orange County Transportation Authority**
- <https://octa.net/>
  - Schedule: Buses 76, 83, and 460
  - <https://octa.net/getting-around/bus/oc-bus/routes-and-schedules/routes-and-schedules>

# Appendix D

## Route Data

Table 5 Weekday FlyAway®-to-Metrolink/Amtrak Route with Average Travel Time of Two Hours and 15 Minutes and Average Wait Time of 38 Minutes

FlyAway®		Wait Time	Metrolink / Amtrak		Transit Time	Total Wait	Total Time
LAX	Union Station		Union Station	Irvine			
5:40 AM	6:12 AM	0:28	6:40 AM	7:48 AM	1:40	0:28	2:08
6:10 AM	6:42 AM	0:28	7:10 AM	8:12 AM	1:34	0:28	2:02
6:40 AM	7:12 AM	0:28	7:40 AM	8:48 AM	1:40	0:28	2:08
7:10 AM	7:42 AM	0:28	8:10 AM	9:12 AM	1:34	0:28	2:02
7:40 AM	8:12 AM	0:28	8:40 AM	9:48 AM	1:40	0:28	2:08
8:10 AM	8:42 AM	1:28	10:10 AM	11:12 AM	1:34	1:28	3:02
8:40 AM	9:12 AM	0:58	10:10 AM	11:12 AM	1:34	0:58	2:32
9:10 AM	9:42 AM	0:28	10:10 AM	11:12 AM	1:34	0:28	2:02
9:40 AM	10:12 AM	0:28	10:40 AM	11:48 AM	1:40	0:28	2:08
10:10 AM	10:42 AM	0:28	11:10 AM	12:12 PM	1:34	0:28	2:02
10:40 AM	11:12 AM	0:58	12:10 PM	1:12 PM	1:34	0:58	2:32
11:10 AM	11:42 AM	0:28	12:10 PM	1:12 PM	1:34	0:28	2:02
11:40 AM	12:12 PM	0:28	12:40 PM	1:48 PM	1:40	0:28	2:08
12:10 PM	12:42 PM	0:42	1:24 PM	2:32 PM	1:40	0:42	2:22
12:40 PM	1:12 PM	0:12	1:24 PM	2:32 PM	1:40	0:12	1:52
1:10 PM	1:42 PM	0:58	2:40 PM	3:48 PM	1:40	0:58	2:38
1:40 PM	2:12 PM	0:28	2:40 PM	3:48 PM	1:40	0:28	2:08
2:10 PM	2:42 PM	0:28	3:10 PM	4:12 PM	1:34	0:28	2:02
2:40 PM	3:12 PM	0:28	3:40 PM	4:48 PM	1:40	0:28	2:08
3:10 PM	3:42 PM	0:28	4:10 PM	5:09 PM	1:31	0:28	1:59
3:40 PM	4:12 PM	0:28	4:40 PM	5:48 PM	1:40	0:28	2:08
4:10 PM	4:42 PM	0:28	5:10 PM	6:12 PM	1:34	0:28	2:02
4:40 PM	5:12 PM	0:28	5:40 PM	6:48 PM	1:40	0:28	2:08
5:10 PM	5:42 PM	0:28	6:10 PM	7:12 PM	1:34	0:28	2:02
5:40 PM	6:12 PM	0:28	6:40 PM	7:48 PM	1:40	0:28	2:08
6:10 PM	6:42 PM	1:28	8:10 PM	9:12 PM	1:34	1:28	3:02
6:40 PM	7:12 PM	0:58	8:10 PM	9:12 PM	1:34	0:58	2:32
7:10 PM	7:42 PM	0:28	8:10 PM	9:12 PM	1:34	0:28	2:02
7:40 PM	8:12 PM	1:28	9:40 PM	10:48 PM	1:40	1:28	3:08
8:10 PM	8:42 PM	0:58	9:40 PM	10:48 PM	1:40	0:58	2:38
8:40 PM	9:12 PM	0:28	9:40 PM	10:48 PM	1:40	0:28	2:08
9:10 PM	9:42 PM	0:28	10:10 PM	11:12 PM	1:34	0:28	2:02
				Average	1:36	0:38	2:15

Blue = Metrolink

## Connecting Orange County to LAX

Table 6 Weekday FlyAway®-to-Metrolink/Amtrak Route with FlyAway® Bus Arriving Five Minutes Early Reduces Average Travel Time by 23 Minutes

FlyAway®		Wait Time	Metrolink / Amtrak		Transit Time	Total Wait	Total Time	
LAX	Union Station		Union Station	Irvine				
5:35 AM	6:07 AM	0:03	6:10 AM	7:12 AM	1:34	0:03	1:37	
6:05 AM	6:37 AM	0:03	6:40 AM	7:48 AM	1:40	0:03	1:43	
6:35 AM	7:07 AM	0:03	7:10 AM	8:12 AM	1:34	0:03	1:37	
7:05 AM	7:37 AM	0:03	7:40 AM	8:48 AM	1:40	0:03	1:43	
7:35 AM	8:07 AM	0:03	8:10 AM	9:12 AM	1:34	0:03	1:37	
8:05 AM	8:37 AM	0:03	8:40 AM	9:48 AM	1:40	0:03	1:43	
8:35 AM	9:07 AM	1:03	10:10 AM	11:12 AM	1:34	1:03	2:37	
9:05 AM	9:37 AM	0:33	10:10 AM	11:12 AM	1:34	0:33	2:07	
9:35 AM	10:07 AM	0:03	10:10 AM	11:12 AM	1:34	0:03	1:37	
10:05 AM	10:37 AM	0:03	10:40 AM	11:48 AM	1:40	0:03	1:43	
10:35 AM	11:07 AM	0:03	11:10 AM	12:12 PM	1:34	0:03	1:37	
11:05 AM	11:37 AM	0:33	12:10 PM	1:12 PM	1:34	0:33	2:07	
11:35 AM	12:07 PM	0:03	12:10 PM	1:12 PM	1:34	0:03	1:37	
12:05 PM	12:37 PM	0:03	12:40 PM	1:48 PM	1:40	0:03	1:43	
12:35 PM	1:07 PM	0:17	1:24 PM	2:32 PM	1:40	0:17	1:57	
1:05 PM	1:37 PM	1:03	2:40 PM	3:48 PM	1:40	1:03	2:43	
1:35 PM	2:07 PM	0:33	2:40 PM	3:48 PM	1:40	0:33	2:13	
2:05 PM	2:37 PM	0:03	2:40 PM	3:48 PM	1:40	0:03	1:43	
2:35 PM	3:07 PM	0:03	3:10 PM	4:12 PM	1:34	0:03	1:37	
3:05 PM	3:37 PM	0:03	3:40 PM	4:48 PM	1:40	0:03	1:43	
3:35 PM	4:07 PM	0:03	4:10 PM	5:09 PM	1:31	0:03	1:34	
4:05 PM	4:37 PM	0:03	4:40 PM	5:48 PM	1:40	0:03	1:43	
4:35 PM	5:07 PM	0:03	5:10 PM	6:12 PM	1:34	0:03	1:37	
5:05 PM	5:37 PM	0:03	5:40 PM	6:48 PM	1:40	0:03	1:43	
5:35 PM	6:07 PM	0:03	6:10 PM	7:12 PM	1:34	0:03	1:37	
6:05 PM	6:37 PM	0:03	6:40 PM	7:48 PM	1:40	0:03	1:43	
6:35 PM	7:07 PM	1:03	8:10 PM	9:12 PM	1:34	1:03	2:37	
7:05 PM	7:37 PM	0:33	8:10 PM	9:12 PM	1:34	0:33	2:07	
7:35 PM	8:07 PM	0:03	8:10 PM	9:12 PM	1:34	0:03	1:37	
8:05 PM	8:37 PM	1:03	9:40 PM	10:48 PM	1:40	1:03	2:43	
8:35 PM	9:07 PM	0:33	9:40 PM	10:48 PM	1:40	0:33	2:13	
9:05 PM	9:37 PM	0:03	9:40 PM	10:48 PM	1:40	0:03	1:43	
9:35 PM	10:07 PM	0:03	10:10 PM	11:12 PM	1:34	0:03	1:37	
					Average	1:36	0:15	1:52

Blue = Metrolink

Table 7 Weekend FlyAway®-to-Metrolink/Amtrak Route with Average Travel Time of Two Hours and 15 Minutes and Average Wait Time of 38 Minutes

FlyAway®		Wait Time	Metrolink / Amtrak		Transit Time	Total Wait	Total Time
LAX	Union Station		Union Station	Irvine			
5:40 AM	6:12 AM	0:58	7:10 AM	8:12 AM	1:34	0:58	2:32
6:10 AM	6:42 AM	0:28	7:10 AM	8:12 AM	1:34	0:28	2:02
6:40 AM	7:12 AM	0:58	8:10 AM	9:12 AM	1:34	0:58	2:32
7:10 AM	7:42 AM	0:28	8:10 AM	9:12 AM	1:34	0:28	2:02
7:40 AM	8:12 AM	0:28	8:40 AM	9:49 AM	1:41	0:28	2:09
8:10 AM	8:42 AM	1:28	10:10 AM	11:12 AM	1:34	1:28	3:02
8:40 AM	9:12 AM	0:58	10:10 AM	11:12 AM	1:34	0:58	2:32
9:10 AM	9:42 AM	0:28	10:10 AM	11:12 AM	1:34	0:28	2:02
9:40 AM	10:12 AM	0:38	10:50 AM	11:59 AM	1:41	0:38	2:19
10:10 AM	10:42 AM	0:08	10:50 AM	11:59 AM	1:41	0:08	1:49
10:10 AM	10:42 AM	0:28	11:10 AM	12:12 PM	1:34	0:28	2:02
10:40 AM	11:12 AM	0:58	12:10 PM	1:12 PM	1:34	0:58	2:32
11:10 AM	11:42 AM	0:28	12:10 PM	1:12 PM	1:34	0:28	2:02
11:40 AM	12:12 PM	1:48	2:00 PM	3:09 PM	1:41	1:48	3:29
12:10 PM	12:42 PM	1:18	2:00 PM	3:09 PM	1:41	1:18	2:59
12:40 PM	1:12 PM	0:48	2:00 PM	3:09 PM	1:41	0:48	2:29
1:10 PM	1:42 PM	0:18	2:00 PM	3:09 PM	1:41	0:18	1:59
1:40 PM	2:12 PM	0:58	3:10 PM	4:12 PM	1:34	0:58	2:32
2:10 PM	2:42 PM	0:28	3:10 PM	4:12 PM	1:34	0:28	2:02
2:40 PM	3:12 PM	0:58	4:10 PM	5:09 PM	1:31	0:58	2:29
3:10 PM	3:42 PM	0:28	4:10 PM	5:09 PM	1:31	0:28	1:59
3:40 PM	4:12 PM	0:15	4:27 PM	5:36 PM	1:41	0:15	1:56
4:10 PM	4:42 PM	0:28	5:10 PM	6:12 PM	1:34	0:28	2:02
4:40 PM	5:12 PM	0:58	6:10 PM	7:12 PM	1:34	0:58	2:32
5:10 PM	5:42 PM	0:28	6:10 PM	7:12 PM	1:34	0:28	2:02
5:40 PM	6:12 PM	1:58	8:10 PM	9:12 PM	1:34	1:58	3:32
6:10 PM	6:42 PM	1:28	8:10 PM	9:12 PM	1:34	1:28	3:02
6:40 PM	7:12 PM	0:58	8:10 PM	9:12 PM	1:34	0:58	2:32
7:10 PM	7:42 PM	0:28	8:10 PM	9:12 PM	1:34	0:28	2:02
7:40 PM	8:12 PM	1:58	10:10 PM	11:12 PM	1:34	1:58	3:32
8:10 PM	8:42 PM	1:28	10:10 PM	11:12 PM	1:34	1:28	3:02
8:40 PM	9:12 PM	0:58	10:10 PM	11:12 PM	1:34	0:58	2:32
9:10 PM	9:42 PM	0:28	10:10 PM	11:12 PM	1:34	0:28	2:02
				Average	1:35	0:50	2:26

Blue = Metrolink

## Connecting Orange County to LAX

Table 8 Weekend FlyAway®-to-Metrolink/Amtrak Route with FlyAway® Bus Arriving Five Minutes Early Reduces Average Travel Time by 21 Minutes

FlyAway®		Wait Time	Metrolink / Amtrak		Transit Time	Total Wait	Total Time
LAX	Union Station		Union Station	Irvine			
5:35 AM	6:07 AM	0:03	6:10 AM	7:12 AM	1:34	0:03	1:37
6:05 AM	6:37 AM	0:33	7:10 AM	8:12 AM	1:34	0:33	2:07
6:35 AM	7:07 AM	0:03	7:10 AM	8:12 AM	1:34	0:03	1:37
7:05 AM	7:37 AM	0:33	8:10 AM	9:12 AM	1:34	0:33	2:07
7:35 AM	8:07 AM	0:03	8:10 AM	9:12 AM	1:34	0:03	1:37
8:05 AM	8:37 AM	0:03	8:40 AM	9:49 AM	1:41	0:03	1:44
8:35 AM	9:07 AM	1:03	10:10 AM	11:12 AM	1:34	1:03	2:37
9:05 AM	9:37 AM	0:33	10:10 AM	11:12 AM	1:34	0:33	2:07
9:35 AM	10:07 AM	0:03	10:10 AM	11:12 AM	1:34	0:03	1:37
10:05 AM	10:37 AM	0:13	10:50 AM	11:59 AM	1:41	0:13	1:54
10:35 AM	11:07 AM	0:03	11:10 AM	12:12 PM	1:34	0:03	1:37
11:05 AM	11:37 AM	0:33	12:10 PM	1:12 PM	1:34	0:33	2:07
11:35 AM	12:07 PM	0:03	12:10 PM	1:12 PM	1:34	0:03	1:37
12:05 PM	12:37 PM	1:23	2:00 PM	3:09 PM	1:41	1:23	3:04
12:35 PM	1:07 PM	0:53	2:00 PM	3:09 PM	1:41	0:53	2:34
1:05 PM	1:37 PM	0:23	2:00 PM	3:09 PM	1:41	0:23	2:04
1:35 PM	2:07 PM	1:03	3:10 PM	4:12 PM	1:34	1:03	2:37
2:05 PM	2:37 PM	0:33	3:10 PM	4:12 PM	1:34	0:33	2:07
2:35 PM	3:07 PM	0:03	3:10 PM	4:12 PM	1:34	0:03	1:37
3:05 PM	3:37 PM	0:33	4:10 PM	5:09 PM	1:31	0:33	2:04
3:35 PM	4:07 PM	0:03	4:10 PM	5:09 PM	1:31	0:03	1:34
3:35 PM	4:07 PM	0:20	4:27 PM	5:36 PM	1:41	0:20	2:01
4:05 PM	4:37 PM	0:33	5:10 PM	6:12 PM	1:34	0:33	2:07
4:35 PM	5:07 PM	0:03	5:10 PM	6:12 PM	1:34	0:03	1:37
5:05 PM	5:37 PM	0:33	6:10 PM	7:12 PM	1:34	0:33	2:07
5:35 PM	6:07 PM	0:03	6:10 PM	7:12 PM	1:34	0:03	1:37
6:05 PM	6:37 PM	1:33	8:10 PM	9:12 PM	1:34	1:33	3:07
6:35 PM	7:07 PM	1:03	8:10 PM	9:12 PM	1:34	1:03	2:37
7:05 PM	7:37 PM	0:33	8:10 PM	9:12 PM	1:34	0:33	2:07
7:35 PM	8:07 PM	0:03	8:10 PM	9:12 PM	1:34	0:03	1:37
8:05 PM	8:37 PM	1:33	10:10 PM	11:12 PM	1:34	1:33	3:07
8:35 PM	9:07 PM	1:03	10:10 PM	11:12 PM	1:34	1:03	2:37
9:05 PM	9:37 PM	0:33	10:10 PM	11:12 PM	1:34	0:33	2:07
9:35 PM	10:07 PM	0:03	10:10 PM	11:12 PM	1:34	0:03	1:37
Average					1:35	0:30	2:05

Blue = Metrolink

Table 9 Weekday LA Metro C Line-to-Metrolink/Amtrak Route with Average Travel Time of Two and a Half Hours and Average Wait Time of 54 Minutes

LA Metro C Line		Wait Time	Norwalk Bus 4		Wait Time	Metrolink / Amtrak		Transit Time	Total Wait	Total Time
LAX	Norwalk Station		Norwalk Station	Santa Fe Springs		Santa Fe Springs	Irvine			
4:40 AM	5:11 AM	0:05	5:16 AM	5:35 AM	0:30	6:05 AM	6:48 AM	1:33	0:35	2:08
5:10 AM	5:41 AM	0:05	5:46 AM	6:08 AM	0:57	7:05 AM	7:48 AM	1:36	1:02	2:38
5:40 AM	6:11 AM	0:05	6:16 AM	6:35 AM	0:30	7:05 AM	7:48 AM	1:33	0:35	2:08
6:10 AM	6:41 AM	0:04	6:45 AM	7:08 AM	0:57	8:05 AM	8:48 AM	1:37	1:01	2:38
6:40 AM	7:11 AM	0:08	7:19 AM	7:40 AM	0:25	8:05 AM	8:48 AM	1:35	0:33	2:08
7:10 AM	7:41 AM	0:05	7:46 AM	8:09 AM	0:56	9:05 AM	9:48 AM	1:37	1:01	2:38
7:40 AM	8:11 AM	0:05	8:16 AM	8:39 AM	0:26	9:05 AM	9:48 AM	1:37	0:31	2:08
8:00 AM	8:31 AM	0:10	8:41 AM	9:05 AM	0:00	9:05 AM	9:48 AM	1:38	0:10	1:48
8:40 AM	9:11 AM	0:25	9:36 AM	10:01 AM	1:04	11:05 AM	11:48 AM	1:39	1:29	3:08
9:10 AM	9:41 AM	0:21	10:02 AM	10:23 AM	0:42	11:05 AM	11:48 AM	1:35	1:03	2:38
9:40 AM	10:11 AM	0:26	10:37 AM	10:59 AM	0:06	11:05 AM	11:48 AM	1:36	0:32	2:08
10:00 AM	10:31 AM	0:06	10:37 AM	10:59 AM	0:06	11:05 AM	11:48 AM	1:36	0:12	1:48
10:40 AM	11:11 AM	0:08	11:19 AM	11:40 AM	1:25	1:05 PM	1:48 PM	1:35	1:33	3:08
11:10 AM	11:41 AM	0:02	11:43 AM	12:07 PM	0:58	1:05 PM	1:48 PM	1:38	1:00	2:38
11:40 AM	12:11 PM	0:25	12:36 PM	12:59 PM	0:06	1:05 PM	1:48 PM	1:37	0:31	2:08
11:59 AM	12:31 PM	0:05	12:36 PM	12:59 PM	0:06	1:05 PM	1:48 PM	1:38	0:11	1:49
12:30 PM	1:01 PM	0:08	1:09 PM	1:32 PM	0:17	1:49 PM	2:32 PM	1:37	0:25	2:02
1:10 PM	1:41 PM	0:29	2:10 PM	2:34 PM	0:31	3:05 PM	3:48 PM	1:38	1:00	2:38
1:30 PM	2:01 PM	0:09	2:10 PM	2:34 PM	0:31	3:05 PM	3:48 PM	1:38	0:40	2:18
2:10 PM	2:41 PM	0:28	3:09 PM	3:33 PM	0:32	4:05 PM	4:48 PM	1:38	1:00	2:38
2:30 PM	3:01 PM	0:08	3:09 PM	3:33 PM	0:32	4:05 PM	4:48 PM	1:38	0:40	2:18
3:10 PM	3:41 PM	0:28	4:09 PM	4:34 PM	0:31	5:05 PM	5:48 PM	1:39	0:59	2:38
3:40 PM	4:11 PM	0:27	4:38 PM	5:03 PM	0:02	5:05 PM	5:48 PM	1:39	0:29	2:08
4:00 PM	4:31 PM	0:07	4:38 PM	5:03 PM	0:02	5:05 PM	5:48 PM	1:39	0:09	1:48
4:30 PM	5:01 PM	0:01	5:02 PM	5:27 PM	0:38	6:05 PM	6:48 PM	1:39	0:39	2:18
5:10 PM	5:41 PM	0:01	5:42 PM	6:07 PM	0:58	7:05 PM	7:47 PM	1:38	0:59	2:37
5:40 PM	6:11 PM	0:05	6:16 PM	6:39 PM	0:26	7:05 PM	7:47 PM	1:36	0:31	2:07
6:10 PM	6:41 PM	0:04	6:45 PM	7:07 PM	2:58	10:05 PM	10:48 PM	1:36	3:02	4:38
6:40 PM	7:11 PM	0:24	7:35 PM	7:55 PM	2:10	10:05 PM	10:48 PM	1:34	2:34	4:08
7:10 PM	7:41 PM	0:51	8:32 PM	8:47 PM	1:18	10:05 PM	10:48 PM	1:29	2:09	3:38
7:40 PM	8:11 PM	0:21	8:32 PM	8:47 PM	1:18	10:05 PM	10:48 PM	1:29	1:39	3:08
8:10 PM	8:41 PM	0:28	9:09 PM	9:22 PM	0:43	10:05 PM	10:48 PM	1:27	1:11	2:38
8:40 PM	9:11 PM	0:38	9:49 PM	10:02 PM	0:03	10:05 PM	10:48 PM	1:27	0:41	2:08
9:00 PM	9:31 PM	0:18	9:49 PM	10:02 PM	0:03	10:05 PM	10:48 PM	1:27	0:21	1:48
	Average	0:14			0:40			1:35	0:54	2:30

Blue = Metrolink

# Connecting Orange County to LAX

*Table 10 Weekend LA Metro C Line-to-Metrolink/Amtrak Route with Last Departure from LAX at 3:40 PM and Average Travel Time in Excess of Three Hours*

LA Metro C Line		Wait Time	Norwalk Bus 4 and 7		Wait Time	Metrolink / Amtrak		Transit Time	Total Wait	Total Time
LAX	Norwalk Station		Norwalk Station	Santa Fe Springs		Santa Fe Springs	Irvine			
7:10 AM	7:41 AM	0:19	8:00 AM	8:18 AM	0:45	9:03 AM	9:49 AM	1:35	1:04	2:39
7:50 AM	8:21 AM	0:04	8:25 AM	8:39 AM	0:24	9:03 AM	9:49 AM	1:31	0:28	1:59
8:10 AM	8:41 AM	0:09	8:50 AM	9:08 AM	2:05	11:13 AM	11:59 AM	1:35	2:14	3:49
8:40 AM	9:11 AM	0:29	9:40 AM	9:58 AM	1:15	11:13 AM	11:59 AM	1:35	1:44	3:19
9:10 AM	9:41 AM	0:49	10:30 AM	10:50 AM	0:23	11:13 AM	11:59 AM	1:37	1:12	2:49
9:50 AM	10:21 AM	0:09	10:30 AM	10:50 AM	0:23	11:13 AM	11:59 AM	1:37	0:32	2:09
10:10 AM	10:41 AM	0:39	11:20 AM	11:40 AM	2:44	2:24 PM	3:09 PM	1:36	3:23	4:59
10:40 AM	11:11 AM	0:09	11:20 AM	11:40 AM	2:44	2:24 PM	3:09 PM	1:36	2:53	4:29
11:10 AM	11:41 AM	0:29	12:10 PM	12:30 PM	1:54	2:24 PM	3:09 PM	1:36	2:23	3:59
11:40 AM	12:11 PM	0:49	1:00 PM	1:20 PM	1:04	2:24 PM	3:09 PM	1:36	1:53	3:29
12:10 PM	12:41 PM	0:19	1:00 PM	1:20 PM	1:04	2:24 PM	3:09 PM	1:36	1:23	2:59
12:40 PM	1:11 PM	0:39	1:50 PM	2:10 PM	0:14	2:24 PM	3:09 PM	1:36	0:53	2:29
1:10 PM	1:41 PM	0:09	1:50 PM	2:10 PM	0:14	2:24 PM	3:09 PM	1:36	0:23	1:59
1:40 PM	2:11 PM	0:29	2:40 PM	3:00 PM	1:50	4:50 PM	5:36 PM	1:37	2:19	3:56
2:10 PM	2:41 PM	0:49	3:30 PM	3:50 PM	1:00	4:50 PM	5:36 PM	1:37	1:49	3:26
2:40 PM	3:11 PM	0:19	3:30 PM	3:50 PM	1:00	4:50 PM	5:36 PM	1:37	1:19	2:56
3:10 PM	3:41 PM	0:39	4:20 PM	4:40 PM	0:10	4:50 PM	5:36 PM	1:37	0:49	2:26
3:40 PM	4:11 PM	0:09	4:20 PM	4:40 PM	0:10	4:50 PM	5:36 PM	1:37	0:19	1:56
Average		0:25			1:04			1:35	1:30	3:05

Blue = Metrolink

Orange = Bus 7 (No Service on Sundays)

Table 11 Weekday Metrolink/Amtrak-to-FlyAway® Route with Average Travel Time of One Hour and a 48 Minutes and Average Wait Time of only Seven Minutes

Metrolink / Amtrak		Wait Time	FlyAway®		Transit Time	Total Wait	Total Time
Irvine	Union Station		Union Station	LAX			
5:12 AM	6:20 AM	0:10	6:30 AM	7:03 AM	1:41	0:10	1:51
5:49 AM	6:57 AM	0:03	7:00 AM	7:33 AM	1:41	0:03	1:44
6:12 AM	7:20 AM	0:10	7:30 AM	8:03 AM	1:41	0:10	1:51
7:12 AM	8:20 AM	0:10	8:30 AM	9:03 AM	1:41	0:10	1:51
7:49 AM	8:57 AM	0:03	9:00 AM	9:33 AM	1:41	0:03	1:44
8:12 AM	9:20 AM	0:10	9:30 AM	10:03 AM	1:41	0:10	1:51
9:12 AM	10:20 AM	0:10	10:30 AM	11:03 AM	1:41	0:10	1:51
9:49 AM	10:52 AM	0:08	11:00 AM	11:33 AM	1:36	0:08	1:44
10:12 AM	11:20 AM	0:10	11:30 AM	12:03 PM	1:41	0:10	1:51
11:49 AM	12:57 PM	0:03	1:00 PM	1:33 PM	1:41	0:03	1:44
1:12 PM	2:20 PM	0:10	2:30 PM	3:03 PM	1:41	0:10	1:51
1:49 PM	2:57 PM	0:03	3:00 PM	3:33 PM	1:41	0:03	1:44
2:49 PM	3:57 PM	0:03	4:00 PM	4:33 PM	1:41	0:03	1:44
3:12 PM	4:20 PM	0:10	4:30 PM	5:03 PM	1:41	0:10	1:51
3:52 PM	4:57 PM	0:03	5:00 PM	5:33 PM	1:38	0:03	1:41
4:12 PM	5:20 PM	0:10	5:30 PM	6:03 PM	1:41	0:10	1:51
5:12 PM	6:20 PM	0:10	6:30 PM	7:03 PM	1:41	0:10	1:51
5:52 PM	6:57 PM	0:03	7:00 PM	7:33 PM	1:38	0:03	1:41
6:12 PM	7:20 PM	0:10	7:30 PM	8:03 PM	1:41	0:10	1:51
6:53 PM	8:04 PM	0:26	8:30 PM	9:03 PM	1:44	0:26	2:10
7:12 PM	8:20 PM	0:10	8:30 PM	9:03 PM	1:41	0:10	1:51
8:12 PM	9:20 PM	0:10	9:30 PM	10:03 PM	1:41	0:10	1:51
8:49 PM	9:57 PM	0:03	10:00 PM	10:33 PM	1:41	0:03	1:44
9:49 PM	10:57 PM	0:03	11:00 PM	11:33 PM	1:41	0:03	1:44
				Average	1:40	0:07	1:48

Blue = Metrolink

## Connecting Orange County to LAX

Table 12 Weekend Metrolink/Amtrak-to-FlyAway® Route with Average Travel Time of One Hour and a 52 Minutes and Average Wait Time of only Ten Minutes

Metrolink / Amtrak		Wait Time	FlyAway®		Transit Time	Total Wait	Total Time	
Irvine	Union Station		Union Station	LAX				
5:49 AM	6:57 AM	0:03	7:00 AM	7:33 AM	1:41	0:03	1:44	
7:49 AM	8:57 AM	0:03	9:00 AM	9:33 AM	1:41	0:03	1:44	
9:21 AM	10:34 AM	0:26	11:00 AM	11:33 AM	1:46	0:26	2:12	
9:49 AM	10:52 AM	0:08	11:00 AM	11:33 AM	1:36	0:08	1:44	
11:49 AM	12:57 PM	0:03	1:00 PM	1:33 PM	1:41	0:03	1:44	
12:22 PM	1:34 PM	0:26	2:00 PM	2:33 PM	1:45	0:26	2:11	
1:49 PM	2:57 PM	0:03	3:00 PM	3:33 PM	1:41	0:03	1:44	
2:23 PM	3:39 PM	0:21	4:00 PM	4:33 PM	1:49	0:21	2:10	
2:49 PM	3:57 PM	0:03	4:00 PM	4:33 PM	1:41	0:03	1:44	
3:52 PM	4:57 PM	0:03	5:00 PM	5:33 PM	1:38	0:03	1:41	
5:52 PM	6:57 PM	0:03	7:00 PM	7:33 PM	1:38	0:03	1:41	
6:21 PM	7:38 PM	0:22	8:00 PM	8:33 PM	1:50	0:22	2:12	
6:53 PM	8:04 PM	0:26	8:30 PM	9:03 PM	1:44	0:26	2:10	
8:49 PM	9:57 PM	0:03	10:00 PM	10:33 PM	1:41	0:03	1:44	
9:49 PM	10:57 PM	0:03	11:00 PM	11:33 PM	1:41	0:03	1:44	
					Average	1:42	0:10	1:52

Blue = Metrolink

Table 13 Weekday Metrolink/Amtrak-to-LA Metro C Line Route with Average Travel Time of One Hour and 47 Minutes but only One Train during Mid-Day

Metrolink / Amtrak		Wait Time	Norwalk Bus 4		Wait Time	LA Metro C Line		Transit Time	Total Wait	Total Time
Irvine	Santa Fe Springs		Santa Fe Springs	Norwalk Station		Norwalk Station	LAX			
5:12 AM	5:57 AM	0:04	6:01 AM	6:16 AM	0:09	6:25 AM	6:55 AM	1:30	0:13	1:43
6:12 AM	6:57 AM	0:03	7:00 AM	7:17 AM	0:08	7:25 AM	7:55 AM	1:32	0:11	1:43
7:12 AM	7:57 AM	0:06	8:03 AM	8:21 AM	0:04	8:25 AM	8:55 AM	1:33	0:10	1:43
8:12 AM	8:57 AM	0:12	9:09 AM	9:26 AM	0:09	9:35 AM	10:05 AM	1:32	0:21	1:53
9:12 AM	9:57 AM	0:04	10:01 AM	10:18 AM	0:07	10:25 AM	10:55 AM	1:32	0:11	1:43
10:12 AM	10:57 AM	0:03	11:00 AM	11:17 AM	0:08	11:25 AM	11:55 AM	1:32	0:11	1:43
1:12 PM	1:57 PM	0:02	1:59 PM	2:17 PM	0:08	2:25 PM	2:55 PM	1:33	0:10	1:43
3:12 PM	3:57 PM	0:00	3:57 PM	4:16 PM	0:09	4:25 PM	4:55 PM	1:34	0:09	1:43
4:12 PM	4:57 PM	0:10	5:07 PM	5:27 PM	0:08	5:35 PM	6:05 PM	1:35	0:18	1:53
5:12 PM	5:57 PM	0:04	6:01 PM	6:19 PM	0:06	6:25 PM	6:55 PM	1:33	0:10	1:43
6:12 PM	6:57 PM	0:04	7:01 PM	7:18 PM	0:07	7:25 PM	7:55 PM	1:32	0:11	1:43
7:12 PM	7:57 PM	0:17	8:14 PM	8:29 PM	0:16	8:45 PM	9:15 PM	1:30	0:33	2:03
8:12 PM	8:57 PM	0:29	9:26 PM	9:40 PM	0:05	9:45 PM	10:15 PM	1:29	0:34	2:03
	Average	0:07			0:08			1:32	0:15	1:47

Blue = Metrolink

Table 14 Weekend Metrolink/Amtrak-to-LA Metro C Line Route with Earliest Arrival to LAX at 11:45 AM and Average Travel Time of Two Hours and Eight Minutes

Metrolink / Amtrak		Wait Time	Norwalk Bus 4		Wait Time	LA Metro C Line		Transit Time	Total Wait	Total Time
Irvine	Santa Fe Springs		Santa Fe Springs	Norwalk Station		Norwalk Station	LAX			
9:21 AM	10:05 AM	0:50	10:55 AM	11:10 AM	0:05	11:15 AM	11:45 AM	1:29	0:55	2:24
12:22 PM	1:06 PM	0:22	1:28 PM	1:44 PM	0:11	1:55 PM	2:25 PM	1:30	0:33	2:03
2:23 PM	3:10 PM	0:46	3:56 PM	4:12 PM	0:03	4:15 PM	4:45 PM	1:33	0:49	2:22
6:21 PM	7:08 PM	0:07	7:15 PM	7:29 PM	0:06	7:35 PM	8:05 PM	1:31	0:13	1:44
	Average	0:31			0:06			1:30	0:37	2:08

Blue = Metrolink

Table 15 Comparison of Transit Routes from Irvine to LAX

Item	Metrolink/Amtrak -> FlyAway® -> APM		Metrolink -> NTS -> C Line -> APM	
	Weekday	Weekend	Weekday	Weekend
Average Trip Time (Hours: Minutes)	1:48	1:52	1:47	2:08
Shortest Trip Time (Hours: Minutes)	1:41	1:41	1:43	1:44
Longest Trip Time (Hours: Minutes)	2:10	2:12	2:03	2:24
Number of Trains	24	15	13	4
Average Frequency of Trains (Hours: Minutes)	0:43	1:08	1:15	3:00
Percentage of Trips < 2:00	96%	67%	85%	25%
Percentage of Trips < 2:00 and < 2:30	4%	33%	15%	75%
Percentage of Trips > 2:30 and < 3:00	0%	0%	0%	0%
Percentage of Trips > 3:00	0%	0%	0%	0%
Earliest Departure from Irvine	5:12 AM	5:49 AM	5:12 AM	9:21 AM
Earliest Arrival at LAX	7:03 AM	7:33 AM	6:55 AM	11:45 AM
Latest Departure from Irvine	9:49 PM	9:49 PM	8:12 PM	6:21 PM
Latest Arrival at LAX	11:33 PM	11:33 PM	10:15 PM	8:05 PM

Note: APM replaces LAX Shuttle in mid-2026

Source: Metrolink, Amtrak, LA Metro, Norwalk Transit System, and FlyAway® published schedules

Table 16 Comparison of Transit Routes from LAX to Irvine

Item	APM -> FlyAway® -> Metrolink/Amtrak		APM -> C Line -> NTS -> Metrolink	
	Weekday	Weekend	Weekday	Weekend
Average Trip Time (Hours: Minutes)	2:15	2:26	2:30	3:05
Shortest Trip Time (Hours: Minutes)	1:52	1:49	1:48	1:56
Longest Trip Time (Hours: Minutes)	3:08	3:32	4:38	4:59
Number of Trains	25	16	13	4
Average Frequency of Trains (Hours: Minutes)	0:41	1:04	1:20	2:35
Percentage of Trips < 2:00	6%	12%	15%	17%
Percentage of Trips < 2:00 and < 2:30	69%	42%	68%	39%
Percentage of Trips > 2:30 and < 3:00	16%	27%	12%	33%
Percentage of Trips > 3:00	9%	18%	6%	11%
Earliest Departure from LAX	5:40 AM	5:40 AM	4:40 AM	7:50 AM
Earliest Arrival at Irvine	7:48 AM	8:12 AM	6:48 AM	9:49 AM
Latest Departure from LAX	9:10 PM	9:10 PM	9:00 PM	3:40 PM
Latest Arrival at Irvine	11:12 PM	11:12 PM	10:48 PM	5:36 PM

Note: APM replaces LAX Shuttle in mid-2026

Source: Metrolink, Amtrak, LA Metro, Norwalk Transit System, and FlyAway® published schedules



*AFFILIATED AGENCIES*

*Orange County  
Transit District*

*Local Transportation  
Authority*

*Service Authority for  
Freeway Emergencies*

*Consolidated Transportation  
Service Agency*

*Congestion Management  
Agency*

May 11, 2026

Honorable Maria E. Hernandez  
Presiding Judge of the Superior Court  
Orange County Superior Court  
700 Civic Center Drive West  
Santa Ana, CA 92701

Dear Judge Hernandez:

On behalf of the Orange County Transportation Authority (OCTA), I am submitting OCTA's response to the 2025–2026 Orange County Grand Jury Report entitled "Connecting Orange County to LAX: Evaluating Transportation Options," in accordance with California Penal Code Sections 933 and 933.05.

The report reviews existing transportation options between Orange County and LAX and references prior efforts to provide direct service. These past efforts demonstrate the operational and financial challenges associated with developing viable public transit options for airport travel.

To the extent the Grand Jury Report recommends that OCTA study and implement specific travel options, this may exceed the Grand Jury's statutorily defined investigatory authority, as such decisions are policy determinations within the purview of OCTA's Board of Directors. Notwithstanding, OCTA provides the following responses as directed by the Report.

OCTA has addressed each of the findings and recommendations assigned to the agency and will continue to coordinate with regional partners to evaluate opportunities to improve connectivity consistent with regulatory requirements and available resources.

If you have any questions regarding the enclosed document, please feel free to contact me directly at (714) 560-5343.

Sincerely,

A handwritten signature in blue ink, appearing to read "Darrell E. Johnson", is written over a light blue circular stamp.

Darrell E. Johnson  
Chief Executive Officer

DEJ:mm  
Enclosure

# ORANGE COUNTY TRANSPORTATION AUTHORITY (OCTA)

## RESPONSE TO 2025–2026 ORANGE COUNTY GRAND JURY REPORT

Title: “Connecting Orange County to LAX: Evaluating Transportation Options”

Prepared in accordance with California Penal Code §933 and §933.05

### F1

*Several Orange County locations meet the criteria for express bus pick-up sites, being approximately twenty-five miles from LAX and near major freeways. These locations are Fullerton Park & Ride, Buena Park Mall, and former Westminster Mall.*

**OCTA partially agrees with this finding.** OCTA acknowledges that the identified locations may present opportunities for improved regional connectivity based on proximity to major transportation corridors and existing or planned transit-oriented developments. However, the feasibility of implementing express bus or FlyAway®-style services at these locations depends on multiple factors, including coordination with Los Angeles World Airports (LAWA), demand levels, operational funding, and compliance with federal regulations governing transit operations.

~~OCTA conducts a system-wide assessment of transit needs approximately every three to five years to ensure that limited resources are allocated where there is the greatest potential for ridership. The most recent OC Bus restructuring effort, the Making Better Connections Study, was approved by the OCTA Board of Directors in 2022 and focused service improvements in areas with the highest propensity for transit usage. While demand for service to airports such as LAX or John Wayne Airport has historically been limited, OCTA anticipates initiating its next system-wide assessment in 2027, which will evaluate evolving travel patterns and demand across the County.~~

~~In addition, major capital improvements at LAX, including the Automated People Mover and related infrastructure projects, are expected to significantly change access patterns. It would be prudent to evaluate future service opportunities after these improvements are fully operational and sufficient post-implementation data is available. OCTA will continue to work with regional partners to assess potential opportunities consistent with these considerations.~~

### F2

*The Anaheim Regional Transportation Intermodal Center presents a viable option for express bus service to LAX due to its location near Orange County attractions and multimodal connectivity, despite being forty miles from LAX.*

**OCTA partially agrees with this finding.** OCTA recognizes that the Anaheim Regional Transportation Intermodal Center (ARTIC) is a major multimodal hub with strong regional connectivity and proximity to key destinations. While ARTIC may present

opportunities for enhanced airport access, the implementation of express service to LAX would require coordination with LAWA, demonstration of sufficient ridership demand, identification of sustainable funding sources, and compliance with applicable federal regulations.

~~As part of its ongoing planning efforts, OCTA conducts system-wide transit assessments approximately every three to five years to evaluate service needs and prioritize investments based on ridership potential. The most recent restructuring plan, the Making Better Connections Study, focused on improving service in areas with the highest existing demand. Historically, demand for direct airport transit service to LAX has been limited, and future service considerations will be evaluated as part of OCTA's next system-wide assessment anticipated in 2027.~~

~~Furthermore, upcoming LAX improvements, including the Automated People Mover and associated landside access projects, are expected to significantly alter travel patterns. A comprehensive evaluation of express service opportunities would be most effective after these improvements are operational and reliable demand data becomes available. OCTA will continue to support regional coordination efforts to identify viable and sustainable transit solutions.~~

#### **F4**

*Public transit options to LAX that offer travel times comparable to private automobiles have several limitations. The Orange County Transportation Authority has never operated direct transit service to LAX due to federal regulations prohibiting transit bus service to a single destination such as LAX. Metrolink OC Line lacks direct connections to LAX, as stations such as Norwalk/Santa Fe Springs do not provide a seamless link to the airport. Southern California Association of Governments planning documents that discuss regional airport ground access neglect cross-county mobility challenges.*

**OCTA partially agrees with this finding.** OCTA agrees that we have never operated direct transit service to LAX due to federal regulations prohibiting transit bus service to a single destination such as LAX. existing transit options involve transfers and may present travel time challenges. Federal regulations limit OCTA's ability to operate direct service to a single destination such as LAX. OCTA collaborates with Metrolink, LA Metro, LAWA, and SCAG to improve regional connectivity and will continue to support efforts to enhance integration across transit systems.

#### **R1**

*By September 30, 2026, the City of Fullerton should direct its Planning Department to collaborate with Orange County Transportation Authority (OCTA) and Los Angeles World Airports (LAWA) on a business case study for FlyAway® or similar services from Fullerton Park & Ride (Orangethorpe Transit Village) to LAX, with a case study submitted to LAWA. This study should include projected ridership, financial sustainability, infrastructure readiness, and community benefits to support funding of the proposed service.*

**This recommendation will not be implemented because it is not warranted.** This recommendation is directed to the City of Fullerton and requests that the City initiate coordination with OCTA and LAWA. As such, it is not within OCTA's authority to implement this

recommendation independently. OCTA cannot compel or act in place of a local jurisdiction to initiate a planning effort of this nature.

OCTA remains committed to working collaboratively with local jurisdictions and regional partners. Should the City of Fullerton or other agencies initiate a request for coordination or technical support related to a potential study, OCTA will be responsive and participate consistent with its role, available resources, and applicable regulatory requirements.

~~**The recommendation has been implemented.** OCTA currently collaborates with local jurisdictions and regional partners, including LAWA, in evaluating transportation improvements and transit-supportive developments. OCTA will continue to provide technical support and coordination as requested. Any future service would require partnership with LAWA, funding identification, and regulatory compliance.~~

#### **R4**

*By September 30, 2026, the Anaheim City Council should direct its Planning Department to collaborate with Orange County Transportation Authority (OCTA) and Los Angeles World Airports (LAWA) on a business case study for FlyAway® or similar services from the Anaheim Regional Transit Intermodal Center to LAX, with a case study submitted to LAWA. This study should include projected ridership, financial sustainability, infrastructure readiness, and community benefits to support funding of the proposed service.*

**This recommendation will not be implemented because it is not warranted.** This recommendation is directed to the City of Anaheim and requests that the City initiate coordination with OCTA and LAWA. As such, it is not within OCTA's authority to implement this recommendation independently. OCTA cannot compel or act in place of a local jurisdiction to initiate or advance a planning effort of this nature.

OCTA remains committed to working collaboratively with local jurisdictions and regional partners. Should the City of Anaheim or other agencies initiate a request for coordination or technical support related to a potential study, OCTA will be responsive and participate consistent with its role, available resources, and applicable regulatory requirements.

~~**The recommendation has been implemented.** OCTA has an established practice of coordinating with the City of Anaheim and regional partners on transportation planning initiatives involving ARTIC. OCTA will continue to collaborate with Anaheim and LAWA to evaluate potential opportunities. Any advancement of service would depend on demand, funding, and regulatory requirements.~~

#### **R8**

*By June 30, 2026, OCTA and Metrolink should promote the appropriate services that offer convenient connections to LAX, aiming to inform and guide travelers who are ready to choose public transit for their airport commute.*

**The recommendation has been implemented.** OCTA, in coordination with Metrolink and regional partners, actively promotes transit options connecting to LAX through its website, trip planning tools,

and outreach efforts. ~~OCTA will continue enhancing public awareness to encourage transit use for airport access.~~



**May 11, 2026**

**To:** Members of the Board of Directors

**From:** Darrell E. Johnson, Chief Executive Officer

A handwritten signature in blue ink, appearing to read "Darrell Johnson", is written over the "From:" line of the email header.

**Subject:** 2026 Board of Directors and Chief Executive Officer Initiatives and Action Plan – First Quarter Progress Report

On January 26, 2026, the Orange County Transportation Authority (OCTA) Board of Directors (Board) approved the 2026 Board and Chief Executive Officer (CEO) Initiatives (Attachment A) and Action Plan (Attachment B). The 2026 Action Plan consists of three Board initiatives and nine CEO initiatives, monitored through 104 milestones throughout the calendar year. Reports detailing the progress on these milestones are presented on a quarterly basis for Board review. This report provides a summary of progress on first quarter (Q1) milestones from January 1, 2026, through March 31, 2026. At the conclusion of Q1, 15 of the 104 milestones have been completed. Highlights of these accomplishments are outlined below.

#### Q1 Progress Report

During Q1 of the calendar year 2026, ten milestones were scheduled for completion. At the end of Q1, nine of those ten milestones have been completed, while an additional six milestones have been completed ahead of schedule. Some of the key highlights achieved in Q1 include:

- In partnership with the California Department of Transportation, construction began on the Interstate 5 (I-5) Improvement Project, which will improve traffic flow and enhance safety along a nearly nine-mile stretch of I-5 between Interstate 405 and State Route 55 through the cities of Irvine and Tustin.
- Advanced efforts to ensure the long-term sustainability of Metrolink service, including establishing a target funding level for fiscal year (FY) 2026-27 to maintain and support continued regional rail operations through the life of Measure M2. OCTA will remain actively engaged in its coordination with Metrolink and partner agencies to address the rail operator's ongoing funding, ridership, and revenue challenges.

- With Board approval, submitted the 2027 Federal Transportation Improvement Program (FTIP) project list and financial plan for fiscal year (FY) 2026-27 through FY 2031-32 to the Southern California Association of Governments, prioritizing approximately \$2.098 billion in transportation investments across Orange County. As the agency responsible for preparing the County's FTIP, OCTA ensures that regionally significant projects are aligned with the Regional Transportation Plan and eligible for state and federal funding if approved.
- Initially forecasted to be achieved in the second quarter (Q2), completed transition of the College Pass Program to the Wave payment platform earlier than anticipated, further advancing OCTA's modernization of its fare collection system. The March 2026 rollout introduced a streamlined, digital solution that replaces the older mobile application and paper passes, which will help improve boarding efficiency and enhance the rider experience for Orange County community college students participating in the program.
- Made significant progress on the 2026 Long-Range Transportation Plan (LRTP) with the development of the draft 2050 Preferred Plan framework, which outlines a recommended set of projects, programs, and strategies intended to advance the LRTP goals. Although included in the Action Plan as a Q2 milestone, an update to the Board on the LRTP was presented in advance of the original schedule on March 9, 2026. Consistent with the Board's direction at that meeting, OCTA will use the 2050 Preferred Plan to prepare the draft 2026 LRTP.

While 15 total milestones were accomplished during the quarter, some of which are noted above, the delivery timeframe for one milestone originally scheduled for completion in Q1 was extended. More time is needed to allow for stakeholder review of the draft Letter of Agreement (LOA) for the Placentia Metrolink Station concept with the City of Placentia, BNSF Railway, and Metrolink. While coordination amongst the various parties toward an agreement has been ongoing, the LOA is now projected to be finalized in Q2. Additional timetable adjustments were made to the anticipated completion of ten milestones in subsequent quarters, which are still planned to be completed in 2026. The opening of the OC Streetcar to the public for revenue service has been revised to early 2027. This carryover is a result of ongoing mediation of contractor disputes and related litigation. For more details on the schedule revisions, please refer to Attachment B.

The Q1 progress report is complete and included for your review. I am encouraged by OCTA's progress to date and am confident in our ability to build on this momentum as we advance the 2026 Board and CEO Initiatives. Looking ahead, we remain committed to meeting the needs of the public, our customers, and our employees to keep Orange County moving. Please contact me at (714) 560-5343 with any questions or suggestions.

DEJ:ls  
Attachments



Orange County Transportation Authority

# 2026 BOARD & CEO INITIATIVES

## PROVIDE A BALANCED, SUSTAINABLE, AND EQUITABLE PUBLIC TRANSPORTATION SYSTEM

- Deliver safe, reliable, and accessible travel choices for residents, commuters, and visitors
- Uphold commitments to voters by advancing Measure M2 projects and programs
- Engage stakeholders and invite meaningful public input to inform decision-making



## ENHANCE ORGANIZATIONAL STRENGTH THROUGH FINANCIAL STEWARDSHIP AND ENVIRONMENTAL LEADERSHIP

- Demonstrate prudent financial management and responsible use of taxpayer dollars
- Strengthen adaptability and resilience to evolving economic and environmental conditions
- Champion sustainability initiatives that support healthy communities



## SUSTAIN A CULTURE OF EXCELLENCE, COLLABORATION, AND INCLUSION

- Expand partnerships with key agencies, organizations, and communities to advance shared goals
- Foster a safe, inclusive, and supportive work environment that empowers employees to succeed
- Promote innovation, accountability, and teamwork throughout the organization



**Jamey M. Federico**  
Chair

**Darrell E. Johnson**  
Chief Executive Officer



Orange County Transportation Authority

# 2026 BOARD & CEO INITIATIVES

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Handwritten signature of Jamey M. Federico.

**Jamey M. Federico**  
Chair

Handwritten signature of Darrell E. Johnson.

**Darrell E. Johnson**  
Chief Executive Officer

## 2026 Board Initiatives

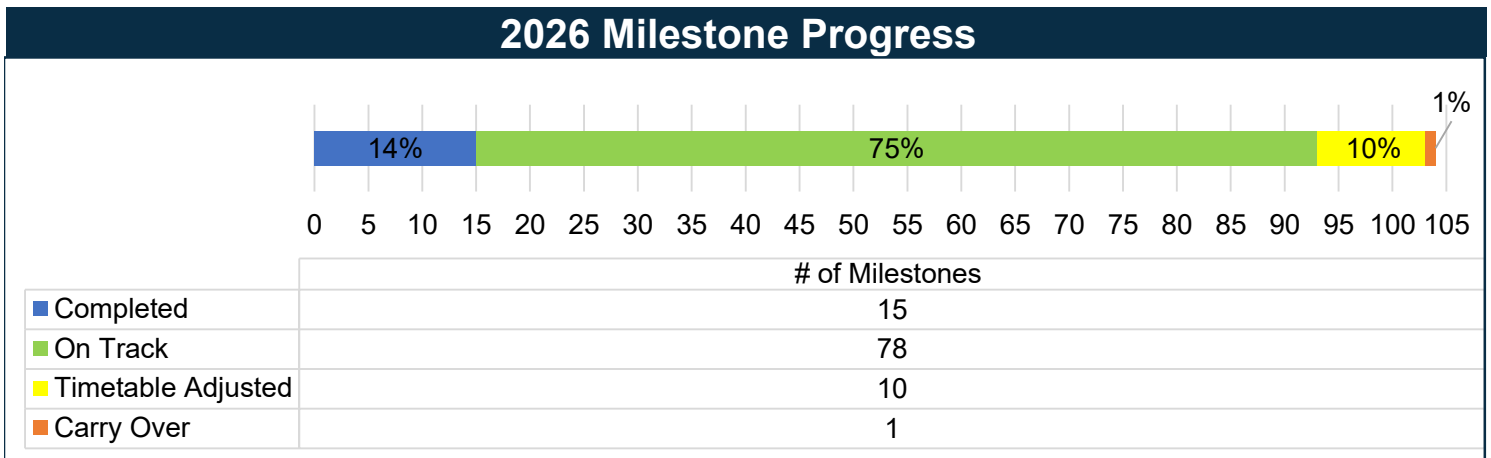
- Provide a Balanced, Sustainable, and Equitable Public Transportation System
- Enhance Organizational Strength through Financial Stewardship and Environmental Leadership
- Sustain a Culture of Excellence, Collaboration, and Inclusion

## 2026 CEO Initiatives

- Deliver safe, reliable, and accessible travel choices for residents, commuters, and visitors
- Uphold commitments to voters by advancing Measure M2 projects and programs
- Engage stakeholders and invite meaningful public input to inform decision-making
- Demonstrate prudent financial management and responsible use of taxpayer dollars
- Strengthen adaptability and resilience to evolving economic and environmental conditions
- Champion sustainability initiatives that support healthy communities
- Expand partnerships with key agencies, organizations, and communities to advance shared goals
- Foster a safe, inclusive, and supportive work environment that empowers employees to succeed
- Promote innovation, accountability, and teamwork throughout the organization

## 2026 CEO Milestone Summary

Number of Milestones by Quarter	
Quarter Due	Number
First Quarter	10
Second Quarter	24
Third Quarter	27
Fourth Quarter	43
<b>TOTAL</b>	<b>104</b>



# FIRST QUARTER (Q1)

9 of 10 Completed - 90%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	I-5, I-405 to Yale Avenue	Advance Construction	Initiate construction - Q1	February 2026 - initiated construction.				
2.	I-5, Yale Avenue to SR-55	Advance Construction	Initiate construction - Q1	February 2026 - initiated construction.				
3.	Placentia Metrolink Station**	Coordinate with Stakeholders to Reach Agreement on Station Concept to Advance into Environmental Review Phase	Negotiate Letter of Agreement for station concept with the City of Placentia, BNSF, and Metrolink - Q1	Coordination with key stakeholders is ongoing. An internal meeting took place to discuss the deal points, and the Letter of Agreement has been drafted for internal review. However, due to additional time being needed for review by other stakeholders, this has been delayed to Q2.				
4.	San Clemente Pedestrian Audible Warning System Rehabilitation	Advance Construction	Begin construction - Q1	February 2026 - NTP was issued and materials order placed.				
5.	SR-57 Truck Climbing Lane	Advance Environmental Phase	Initiate environmental and engineering studies - Q1	January 2026 - initiated studies.				
6.	SB 707	Meet SB 707 Requirements for Implementation	Seek Board direction on SB 707 requirements - Q1	February 2, 2026 - presented to Executive Committee for direction; March 9, 2026 - presented to Board for adoption.				
7.	Metrolink Service	Plan, Fund, and Administer Sustainable Metrolink Service	Provide update to Board on long-term Metrolink funding concerns and discuss potential courses of action - Q1	January 5, 2026 - sent letter to Metrolink regarding OCTA Board direction to establish a financially sustainable rail service plan, including setting a target funding level for FY 2026-27, to ensure OCTA's continued support of regional rail service through the life of M2; March 23, 2026 - provided update to Board as part of FY 2026-27 Budget Assumptions item.				

\*\*2025 Carryover (modified)

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
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## Q1 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
8.	Zero-Emission Bus (ZEB) Program Update	Advance Zero-Emission Goals	Provide progress report to Board on ZEB Program, including the hydrogen FCEBs and plug-in BEBs - Q1	March 23, 2026 - provided progress report to Board.				
9.	Community Opinion and Public Support Research*	Obtain Public Input and Preferences for OCTA's Various Projects, Programs, and Services	Conduct qualitative and quantitative surveys to evaluate customer satisfaction, including the M2 Ten-Year Review and other surveys - Q1	January 15, 2026 - completed quantitative survey analysis and report; February 26, 2026 - submitted final M2 Review Outreach Summary Report to M2 Project Management Office.				
10.	2027 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 2027 FTIP - Q1	February 9, 2026 - presented to Board for approval.				

\*2025 Carryover

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
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**SECOND QUARTER (Q2)**

**6 of 24 Completed - 25%**

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	Coastal Rail Stabilization Priority Project	Advance Work on the Four Reinforcement Areas	Obtain State and Federal regulatory permits - Q2	Work is ongoing to develop a shoreline protection structure design, including completing geotechnical work. However, riprap was encountered in the vicinity of the proposed structure; a survey for property boundary is underway; March 2026 - FRA indicated they will seek management review and approval for CE in Area 4. Acquisition of the regulatory permits has been delayed to Q3.				
2.	Hydrogen Fueling Station (Garden Grove Bus Base)**	Advance Zero-Emission Goals	Select design-build entity to construct improvements - Q2	April 2026 - anticipated to present design-build contract to Board for approval.				
3.	I-5, Avenida Pico to San Diego County Line*	Advance Environmental Phase	Release draft environmental document for public review - Q2	Due to ongoing VMT mitigation coordination with Caltrans, this has been delayed; August 2026 - anticipated to release draft environmental document for public review.				
4.	I-5, El Toro Road Interchange	Advance Environmental Phase	Release draft environmental document for public review - Q2	June 2026 - anticipated to release draft environmental document for public review.				
5.	Orange County Maintenance Facility**	Support Metrolink Efforts to Optimize and Expand Service	Present settlement agreement to Board for approval - Q2	Although no Board presentation is anticipated in 2026, a memo was provided to Board on December 30, 2025 regarding the status of the litigation and settlement agreement. In coordination with the City of Irvine, the settlement agreement was finalized.	Early Complete			

\*2025 Carryover

\*\*2025 Carryover (modified)

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
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## Q2 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
6.	Slope Stabilization	Advance Construction	Complete Phase II construction - Q2	Due to additional time being needed to fully execute the contract, this has been delayed and completion of Phase II construction is now anticipated in Q3; February 5, 2026 - NTP issued for construction.				
7.	91 Express Lanes	Determine Direction for 91 Express Lanes Operating Services Agreement	Present Operating Services Agreement to Board for approval - Q2	May 2026 - anticipated to present to F&A and Board for approval.				
8.	M2 Compliance Audit Report	At the Request of the Taxpayer Oversight Committee (TOC), Provide Results of an Independent M2 Compliance Audit	Present results of M2 Compliance Audit to TOC and Board - Q2	January 2026 - compliance audit initiated by audit firm. June 2026 - anticipated to present report to TOC and Board.				
9.	OCTA's Operating and Capital Budget	Develop a Balanced FY 2026-27 Budget	Present a comprehensive and balanced OCTA FY 2026-27 budget for adoption by the Board - Q2	June 8, 2026 - anticipated to present FY 2026-27 budget to Board for adoption.				
10.	Rider Validation System	Modernize OCTA's Fare Collection System	Transition College Pass Program to the Wave platform - Q2	March 2026 - completed transition to Wave platform.	Early Complete			
11.	Mayors Forums	Conduct Mayors Forums by District	Conduct forums with city leaders and report to management team - Q2	April-May 2026 - anticipated to conduct forums with city leaders and report to management team.				
12.	Bus Fleet Management**	Maintain Fleet in a State of Good Repair	Seek Board approval to award contract to purchase seven 60-foot buses - Q2	Due to additional time being needed to identify funding, procurement has been delayed as it is currently on hold.				
13.	Metrolink Service	Plan, Fund, and Administer Sustainable Metrolink Service	Receive updates from Metrolink on the financial and operational performance of its service optimization - Q2	Due to additional time being needed to allow Metrolink to draft a proposed service plan, this has been delayed to Q3; July 2026 - Metrolink anticipated to present update to Board.				

\*\*2025 Carryover (modified)

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
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## Q2 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
14.	OC Streetcar	Prepare for OC Streetcar Operations	Achieve conditional acceptance of first vehicle - Q2	Based on the schedule for energization and traffic signal modifications, conditional acceptance of first vehicle has been delayed to Q3.				
15.	Insurance Renewals	Renew OCTA's Insurance Policies and Obtain Board Approval to Remain Self-Insured on Excess Liability or Purchase a Policy	Present recommendations on excess liability to Board - Q2	May 21 and June 8, 2026 - anticipated to present recommendations to F&A and Board, respectively.				
16.	Personnel and Salary Resolution	Attract and Retain Top Talent	Present recommendations to Board as part of the OCTA FY 2026-27 budget - Q2	June 8, 2026 - anticipated to present recommendations to Board for adoption as part of the FY 2026-27 budget.				
17.	2026 LRTP	Highlight Initial Preferred Plan Project List	Present update to Board - Q2	March 9, 2026 - presented update to Board.	Early Complete			
18.	405 Express Lanes Excess Toll Revenue Expenditure Plan	Develop 405 Express Lanes Excess Toll Revenue Expenditure Plan	Present draft plan to Board - Q2	May 4 and 11, 2026 - anticipated to present draft plan to Executive Committee and Board, respectively.				
19.	Coastal Rail Resiliency Study	Identify Potential Short-Term and Mid-Term Solutions to Protect the Existing Coastal Rail Infrastructure	Present final recommendations to Board - Q2	The draft feasibility study is currently ongoing. However, additional time is needed to refine the final set of recommendations along with accommodating the public meeting dates, so this has been delayed to Q3; July 2026 - anticipated to present final recommendations to RTP and Board; August 2026 - anticipated to complete final study.				

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## Q2 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
20.	SR-91 Implementation Plan	Collaborate with RCTC to Update the Plan in Support of Regional SR-91 Corridor Transportation Improvements	Present Plan to Board - Q2	May 11, 2026 - anticipated to present Plan to Board.				
21.	Strategic Rail Plan	Evaluate Current and Future Passenger and Freight Rail Plans to Identify and Address Potential Misalignments with Operators, Ensuring Coordinated and Optimized Rail Service in Orange County	Present update to ESC - Q2	February 23, 2026 - presented update to ESC.	Early Complete			
22.	Ten-Year Review	Evaluate Performance of the M2 Program through a Comprehensive Review	Present report to Board - Q2	April 27, 2026 - anticipated to present report to Board.				
23.	Transit Optimization Study*	Identify Bus Operation Enhancements to Improve Speed and Reliability	Complete study - Q2	March 2026 - completed study.	Early Complete			
24.	ZEB Transition Plan**	Evaluate Charging Infrastructure Needs and Facilities for ZEB Rollout Plan	Award contract - Q2	February 23, 2026 - awarded contract.	Early Complete			

\*2025 Carryover

\*\*2025 Carryover (modified)

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
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# THIRD QUARTER (Q3)

0 of 27 Completed - 0%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	Coastal Rail Stabilization Priority Project	Advance Work on the Four Reinforcement Areas	Complete restoration of the pedestrian trail and construction of the catchment wall in Area 3 - Q3	March 2026 - completed installation of 225 piles; the City of San Clemente began sewer lining work to protect the pipe. Lagging, grading, drainage, and construction of the trail continues.				
2.	Renewable Solar Energy at Bus Bases**	Advance Emissions Reduction Goals by Introducing Renewable Energy into Agency Operations	Award contract for feasibility study - Q3					
3.	SR-55, I-5 to SR-91	Advance Construction	Advertise for construction - Q3	August 2026 - anticipated to advertise for construction.				
4.	SR-91, La Palma Avenue to SR-55	Advance Construction	Initiate construction - Q3	Due to right-of-way issues with Caltrans, this has been delayed; October 2026 - anticipated to initiate construction.				
5.	405 Express Lanes	Update Board on Activities of the Recently Completed Fiscal Year	Provide fiscal year-end report to Board - Q3	August 2026 - anticipated to present to F&A and Board.				
6.	91 Express Lanes	Update Board on Activities of the Recently Completed Fiscal Year	Provide fiscal year-end report to Board - Q3	August 2026 - anticipated to present to F&A and Board.				
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	Due to electrical issues, installation has been delayed to Q4. July/August 2026 - anticipated to present electrical services for two gantries to Board for award; once electrical issues are resolved, lane-system provider can install required equipment.				
8.	SB 707	Meet SB 707 Requirements for Implementation	Implement SB 707 - Q3	July 1, 2026 - anticipated to implement SB 707.				

\*2025 Carryover

\*\*2025 Carryover (modified)

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
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## Q3 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
9.	Credit Ratings	Maintain OCTA's Positive Credit Rating	Conduct annual rating agency meeting - Q3	August 3-6, 2026 - anticipated to conduct annual rating agency meeting.				
10.	Cybersecurity	Protect OCTA's Information Systems	Require completion of annual cybersecurity training for all employees - Q3					
11.	Elected Officials Roundtables	Host Elected Officials Roundtables to Inform LRTP	Host roundtables for local elected officials - Q3	July and August 2026 - anticipated to host roundtables.				
12.	College Pass Program	Continue Working with Community Colleges to Renew or Extend Agreements for the Program	Execute new agreement with Cypress College - Q3	Progress to execute new agreement is underway; staff has reviewed new contract language and pricing with Cypress College.				
13.	OC ACCESS Operations Software Implementation**	Implement Software Aimed to Improve OC ACCESS Performance and Provide Riders with Alternative Transit Options	Complete implementation of new software for paratransit scheduling and operations - Q3	April 2026 - user acceptance testing anticipated to take place.				
14.	OC Streetcar	Begin OC Streetcar Operations	Open to public for revenue service - Q3	Due to ongoing mediation of contractor disputes and litigation, the forecasted projected start of revenue service has been delayed and will be carried over and reconsidered for Q1 of 2027.				
15.	ZEB Program	Advance Zero-Emission Goals	Receive full delivery of BEBs - Q3	The first BEB has been delivered. August 2026 - anticipated to receive remaining nine BEBs.				
16.	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	March 9, 2026 - presented first AAP/EEO biannual update to ESC.				
17.	Early Career Academy	Provide Early Career Development to Grow New Professionals	Launch sixth cohort - Q3	August 2026 - anticipated to launch sixth cohort.				

\*\*2025 Carryover (modified)

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
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## Q3 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
18.	Employee Health Insurance Renewal Programs	Secure Competitive Health Benefits	Present health insurance recommendations to Board - Q3	August 24, 2026 - anticipated to present recommendations to Board.				
19.	OC Streetcar*	Ensure Alignment, Systems, Maintenance and Storage Facility, and Vehicles Meet All Health, Safety, and Environmental Compliance Requirements through Testing, Pre-Revenue and Revenue Service	Work directly with all applicable regulatory agencies to ensure compliance, approval, and permits are obtained - Q3	Work is ongoing to ensure compliance requirements are met; thus far, the Maintenance and Storage Facility Certificate of Occupancy has been obtained; currently addressing punch list items and system/vehicle testing and commissioning are underway.				
20.	Public Transportation Agency Safety Plan (PTASP)	Adopt OC Streetcar and Operations and Maintenance Contractor PTASP	Seek Board approval for the 2026 PTASP - Q3	The PTASP is currently in draft form and under internal review; January 29, 2026 - sent draft to CPUC.				
21.	2026 LRTP	Initiate Draft 2026 LRTP Public Review	Seek Board approval to release draft 2026 LRTP - Q3	July 27, 2026 - anticipated to present to Board for approval.				
22.	2026 State Transportation Improvement Program (STIP)	Maximize State Funding Opportunities	Present final 2026 STIP to Board - Q3	June 8, 2026 - anticipated to present final 2026 STIP to Board.				
23.	Freeway Bus Rapid Transit (BRT) / Express Bus Study	Assess the Viability of Additional BRT and Intra- and Inter-County Express Bus Service to Improve Transit	Award contract - Q3	March 2026 - released RFP. April 2026 - anticipated to select consultant.				
24.	I-5 Managed Lanes Project**	Coordinate with Caltrans on VMT Mitigation to Support Enhanced Transit Services	Complete and present update to ESC - Q3					
25.	Move OC	Develop Strategy Integrating New Mobility and Emerging Technologies to Reduce Emissions and VMT	Seek Board approval to award contract - Q3	May 11, 2026 - anticipated to present contract to Board for approval to award.				

\*2025 Carryover

\*\*2025 Carryover (modified)

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
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### Q3 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
26.	Signal Synchronization	Improve Roadway Efficiency	Provide update to Board on signal synchronization projects (Project P), including the countywide signal synchronization baseline - Q3					
27.	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	June 8, 2026 - anticipated to present recommendations for grant awards to Board.				

# FOURTH QUARTER (Q4)

0 of 43 Completed -

0%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	Coastal Rail Stabilization Priority Project	Advance Work on the Four Reinforcement Areas	Obtain State and Federal regulatory permits for sand nourishment - Q4	Updated sand nourishment description has been submitted to FRA for review and to determine class of action. Sand offshore borrow source at Surfside Sunset was approved by the Dredged Material Management Team; additional sampling proposed through the City of San Clemente to ensure there is sufficient good sand available to support project efforts.				
2.	Hydrogen Fueling Station (Santa Ana Bus Base)	Advance Zero-Emission Goals	Select design-build entity to construct improvements - Q4					
3.	I-5, Avenida Pico to San Diego County Line	Advance Environmental Phase	Approve final environmental document - Q4	December 2026 - anticipated to approve final environmental document.				
4.	I-5, El Toro Road Interchange	Advance Environmental Phase	Approve final environmental document - Q4	December 2026 - anticipated to approve final environmental document.				
5.	Transit Security and Operations Center**	Ensure Transit Service Continuity	Provide construction updates to Board - Q1 and Q4	Due to additional time being needed to allow for more progress to report on, a construction update to Board in Q1 has been delayed; June 2026 - anticipated to provide update to Board.				
6.	Crisis Communications	Ensure Agency and Staff Preparedness	Conduct a tabletop exercise for the Crisis Communications team and revise Crisis Communications Plan as appropriate - Q4					
7.	Hazard Mitigation Plan (HMP)	Identify Potential Projects to Mitigate Risks to OCTA Service Areas from Natural Hazards	Revise OCTA HMP and submit to Cal OES / FEMA for approval - Q4					

\*\*2025 Carryover (modified)

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
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## Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
8.	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	Highlighting OCTA initiatives were ongoing throughout the year, including the groundbreaking for the I-5 Improvement Project construction in the cities of Irvine and Tustin; selection of new Board Chair Federico and Vice Chair Jung; unveiling of the 2026 Board and CEO Initiatives; and continuing to provide transit service to the City of Anaheim residents, visitors, and employees following the discontinuation of the Anaheim Transportation Network.				
9.	Comprehensive Business Plan (CBP)	Develop OCTA's FY 2026-27 CBP	Present the FY 2026-27 CBP to Board for adoption - Q4	December 14, 2026 - anticipated to present the FY 2026-27 CBP to Board for adoption.				
10.	Farebox Project	Modernize OCTA's Fareboxes for Fixed-Route Fleet	Complete installation of new fareboxes on OCTA's fixed-route fleet - Q4	December 2026 - anticipated to complete installation.				
11.	Headquarters Building	Advance Design for the Headquarters Building	Complete design of the office tower improvements and determine path forward and advance design for the Board/Conference Room facility - Q4	January 29, 2026 - completed and determined path forward for Board/ conference room facility and design is being advanced; March 9, 2026 - provided update to Board. December 28, 2026 - anticipated to complete 90 percent design of office tower.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

## Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
12.	Federal Triennial Review	Convey OCTA's Strong Performance as a Federal Grantee Through a Well-Coordinated Response and Thorough Documentation During FTA Triennial Review	Carry out all required activities to ensure compliance with FTA Triennial Review requirements and present final report to Board - Q1-Q4	FTA has initiated OCTA's Triennial Review as the first round of documents were due for review on February 27, 2026; staff is currently reviewing and updating documents as needed based on FTA's new guidance released on January 20, 2026.				
13.	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	April 8, 2026 - anticipated to hold first legislative forum.				
14.	Legislative Platforms	Set Legislative Priorities	Present final 2027-28 state and federal legislative platforms to Board for approval - Q4					
15.	Legislative Priorities	Provide End-of-Session Report	Discuss outcomes of legislative priorities with L&C - Q4					
16.	Local Elected Officials Tours	Offer Project and Program Tours to Local Officials	Host project tours for local elected officials - Q4	June-September 2026 - anticipated to host project tours.				
17.	Surface Transportation Reauthorization	Provide Informational Status Report	Present update to Board on reauthorization activities - Q4					
18.	Paratransit Vehicles	Replace Existing 121 Cutaway Buses with a Mix of Cutaways and Vans	Receive full delivery of paratransit vehicles - Q4	The first cutaway bus and first van have been delivered. November 2026 - anticipated to receive remaining vehicles.				
19.	Same-Day Taxi	Deliver Enhanced OC ACCESS Service	Present update to Board on Same Day Taxi service expansion and subsidy pilot - Q4	June 2026 - initial analysis anticipated to take place.				
20.	ZEB Program	Advance Zero-Emission Goals	Receive full delivery of FCEBs - Q4	The first FCEB has been delivered.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

## Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
21.	Community Engagement	Maintain Participation of Underserved and Hard-to-Reach Communities in Transportation Planning Process and Promote Inclusivity to Ensure Transit Services are Accessible and Welcoming to People from All Backgrounds and Communities	Attend events with clear nexus to OCTA services, programs, or planning initiatives that engage communities impacted by or likely to benefit from them - Q1-Q4	January-March 2026 - participated in Orange County Black Chamber Future Leaders Luncheon, Garden Grove Chamber Network Nexus event, Black History Parade and Unity Festival, six Lunar New Year events, Orange County Social Services Agency Health and Wellness Resource Fair, North Orange Continuing Education (NOCE) Resource and Career Fair; NOCE Disability Support Services Program Countywide Transition Event, Islamic Society of Orange County Ramadan Iftar event, and the City of Buena Park's Korean Resource Fair.				
22.	Community Engagement - Diverse Community Leaders Group (DCLG)	Maximize Relationships with Key Stakeholders and Leaders that Represent Underserved and Hard-to-Reach Communities to Solicit Feedback and Incorporate their Suggestions into Transit Improvements and Future Planning Efforts	Continue engagement with DCLG through quarterly meetings, participation in events and activities with DCLG organizations, and feedback surveys and provide updates to Board - Q1-Q4	March 31, 2026 - anticipated to host first in-person DCLG meeting.				
23.	Express Lanes Communications	Provide Customer Communications and Enhance Brand Awareness, Perceptions, and Usage of the Express Lanes	Implement multilingual Express Lanes marketing, communications, and through social media - Q1-Q4	January 2026 - completed 91 Express Lanes 30th Anniversary campaign.				

## Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
24.	Marketing Activities	Promote and Educate Public on OCTA Services	Present biannual updates on ongoing campaigns promoting bus, rail, rideshare, vanpool, and OC streetcar to a Board committee - Q2 and Q4	June 11, 2026 - anticipated to present first biannual update to Transit Committee.				
25.	OC Streetcar Marketing**	Promote OC Streetcar Ridership	Launch awareness campaign, promote ridership, continue safety education, and implement customer communications - Q1-Q4	January 5, 2026 - launched OC Streetcar call for artist with recruitment running through March 2026.				
26.	Outreach Activities	Inform Public About Capital Projects	Conduct public outreach on projects in the I-5, SR-55, SR-91, and SR-57 freeway corridors, the I-605/Katella Avenue Interchange Project, emergency rail projects, and OC Streetcar, and others as appropriate, and provide updates to Board - Q1-Q4	February 9, 2026 - presented I-5 (I-405 to SR-55) update to Board.				
27.	Outreach Activities	Engage Public on Planning Studies	Conduct outreach for planning studies, including the Coastal Rail Resiliency Study, 2026 LRTP, OC Connect, Bikeways Connectivity, Mobility Hubs 2, and others as appropriate, and provide updates to Board - Q1-Q4	March 9, 2026 - presented LRTP update to Board. April 12, 2026 - anticipated to hold Bikeways Connectivity (BC) demo event in Costa Mesa; May 16, 2026 - anticipated to hold BC demo event in Mission Viejo; July 27, 2026 - anticipated to provide LRTP update to Board; July 2026 - anticipated to host in-person and virtual meetings for the Coastal Rail Resiliency Study.				
28.	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 and College Pass Programs, major service changes, Metrolink service, and other activities - Q1-Q4	As part of the Youth Ride Free and College Pass programs, relaunched Your Route to Education campaign to coincide with the spring semester.				

\*\*2025 Carryover (modified)

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

## Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
29.	Wave Communications	Continue Ongoing Marketing and Customer Communications for Wave Card and Mobile Application, OC Streetcar Fares, and New Ticket Vending Machines	Continue awareness and customer education campaigns - Q1-Q4	Marketing and customer engagement supporting the Wave Card are ongoing: deployed communications and conducted outreach for the Wave transition for community colleges, universities, and employers.				
30.	Workday	Continue to Support Agencywide Adoption of New Workday Software System	Launch post go-live training support and employee communications - Q2-Q4	Post go-live communications are ongoing; April 2026 - anticipated to begin performance appraisal training.				
31.	2026 LRTP	Report on Responses to Comments Received	Seek Board approval to finalize and provide LRTP to SCAG as input for their 2028 RTP - Q4	December 14, 2026 - anticipated to present to Board for approval to finalize LRTP.				
32.	Active Transportation Initiatives	Implement Programs in Support of Non-Motorized Transportation	Provide biannual updates on active transportation initiatives, including Move OC, E-Bike Safety Plan Implementation, OC Connect, and Bike Counts to Board - Q2 and Q4	February 9, 2026 - presented first biannual update to Board. September 2026 - anticipated to present second biannual update to Board.				
33.	Climate Adaptation and Sustainability	Advance Agency Sustainability Practices and Resiliency Efforts to Adapt to Climate Change Impacts	Provide update on the implementation of near-term CASP follow-up activities to ESC - Q4					
34.	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	March 9, 2026 - presented to Board for approval to release call for projects. October 12, 2026 - anticipated to present programming recommendations to Board.				
35.	M2 Environmental Mitigation Program	Ensure Compliance with Resource Agency Permits	Present biannual progress reports to Board - Q2 and Q4					

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

## Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
36.	M2 Quarterly Reports	Provide Updates on Progress of M2 Implementation and Fulfill Requirements of the M2 Ordinance No. 3	Present quarterly reports to Board - Q1-Q4	April 27, 2026 - anticipated to present FY 2025-26 Q2 report to Board; June 8, 2026 - anticipated to present FY 2025-26 Q3 report to Board.				
37.	Newport Transportation Center (NTC)	Assess Potential Relocation of NTC	Present draft feasibility study to Board - Q4	January 28, 2026 - awarded contract. April 9, 2026 - anticipated to present update to Transit Committee, with the draft study anticipated to be completed in Q4.				
38.	Next 10 Delivery Plan	Ensure M2 Delivery Commitment	Review and present status of the Next 10 Delivery Plan deliverables to Board - Q4	November 9, 2026 - anticipated to present report to Board.				
39.	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	June 8, 2026 - anticipated to present first biannual update to Board; November 9, 2026 - anticipated to present second biannual update to Board.				
40.	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	October 12, 2026 - anticipated to present update to Board.				
41.	Transit Asset Management (TAM) Plan	Update Agency's Existing TAM Plan to Maintain Assets in a State of Good Repair	Complete study and present final draft to ESC - Q4	January 2026 - kicked off the study. October 2026 - anticipated to complete study, with a corresponding update to ESC by Q4.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

## Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
42.	World Cup 2026 and LA28 Olympics Planning	Develop an Action Plan to Guide Preparations	Continue to coordinate with LA28, LA Metro, Orange County cities, and other regional transit providers and provide updates to Board - Q2 and Q4	January 2026 - released RFP for an LA28 study; March 9, 2026 - presented update to Board. April 2026 - anticipated to execute contract with LA Metro for World Cup 2026 transit services; May 2026 - anticipated to present consultant selection for LA28 study to Executive Committee and Board.				
43.	ZEB Transition Plan	Evaluate Charging Infrastructure Needs and Facilities for ZEB Rollout Plan	Present update to ESC - Q4	March 2026 - kicked off study.				

## Acronyms

# - Number	I-605 - Interstate 605
% - Percentage	LA28 - Los Angeles 2028 Olympic and Paralympic Games
AAP/EEO - Affirmative Action Plan/Equal Employment Opportunity	L&C - Legislative and Communications Committee
BC - Bikeways Connectivity	L RTP - Long-Range Transportation Plan
BEB - Battery Electric Bus	M2 - Measure M2
Board - Board of Directors	NOCE - North Orange Continuing Education
BRT - Bus Rapid Transit	NTC - Newport Transportation Center
Cal OES - California Governor's Office of Emergency Services	NTP - Notice to Proceed
Caltrans - California Department of Transportation	OCTA - Orange County Transportation Authority
CBP - Comprehensive Business Plan	PTASP - Public Transportation Agency Safety Plan
CE - Categorical Exemption	RCTC - Riverside County Transportation Commission
CEO - Chief Executive Officer	RCP - Regional Capacity Program
CPUC - California Public Utilities Commission	RFP - Request for Proposals
DCLG - Diverse Community Leaders Group	RTP - Regional Transportation Planning Committee
E-Bike - E-Bicycle	RTSSP - Regional Transportation Signal Synchronization Program
ESC - Executive Steering Committee	SCAG - Southern California Association of Governments
F&A - Finance and Administration Committee	SB - Senate Bill
FCEB - Fuel-Cell Electric Bus	SR-55 - State Route 55
FEMA - Federal Emergency Management Agency	SR-57 - State Route 57
FRA - Federal Railroad Administration	SR-91 - State Route 91
FTA - Federal Transit Administration	STIP - State Transportation Improvement Program
FTIP - Federal Transportation Improvement Program	TAM - Transit Asset Management
FY - Fiscal Year	TOC - Taxpayer Oversight Committee
HMP - Hazard Mitigation Plan	VMT - Vehicle Miles Traveled
I-5 - Interstate 5	ZEB - Zero-Emission Bus
I-405 - Interstate 405	



COMMITTEE TRANSMITTAL

May 11, 2026

**To:** Members of the Board of Directors

**From:** Andrea West, Clerk of the Board *Andrea West*

**Subject:** Cooperative Agreement No. C250331 with the California Department of Transportation to fund the Construction of the State Route 74 Ortega Highway Gap Closure and Multimodal Improvement Project

Regional Transportation Planning Committee Meeting of May 4, 2026

**Present:** Directors Foley, Go, Harper, Kleiman, Klopfenstein, Tavoularis, and Tettermer

**Absent:** None

**Committee Vote**

This item was passed by the Members present.

**Committee Recommendation(s)**

Authorize the Chief Executive Officer to negotiate and execute Cooperative Agreement No. C250331 between the Orange County Transportation Authority and the California Department of Transportation to authorize the use of \$30 million in federal Surface Transportation Block Grant Program funds, \$24.6 million in State Transportation Improvement Program funds, and \$2.5 million in Community Project Funding/Congressionally Directed Spending funds, for the construction of the State Route 74 Ortega Highway Gap Closure and Multimodal Improvement Project.



**May 4, 2026**

**To:** Regional Transportation Planning Committee

**From:** Darrell E. Johnson, Chief Executive Officer

A handwritten signature in blue ink, appearing to read "Darrell Johnson", is written over the "From:" line.

**Subject:** Cooperative Agreement No. C250331 with the California Department of Transportation to fund the Construction of the State Route 74 Ortega Highway Gap Closure and Multimodal Improvement Project

**Overview**

The Orange County Transportation Authority and the California Department of Transportation are working together to implement the State Route 74 Ortega Highway Gap Closure and Multimodal Improvement Project. This item proposes to enter into Cooperative Agreement No. C250331 with the California Department of Transportation to authorize use of state and federal funds for the construction phase of the State Route 74 Ortega Highway Gap Closure and Multimodal Improvement Project.

**Recommendation**

Authorize the Chief Executive Officer to negotiate and execute Cooperative Agreement No. C250331 between the Orange County Transportation Authority and the California Department of Transportation to authorize the use of \$30 million in federal Surface Transportation Block Grant Program funds, \$24.6 million in State Transportation Improvement Program funds, and \$2.5 million in Community Project Funding/Congressionally Directed Spending funds, for the construction of the State Route 74 Ortega Highway Gap Closure and Multimodal Improvement Project.

**Discussion**

The Orange County Transportation Authority (OCTA) and the California Department of Transportation (Caltrans) are working collaboratively to implement the State Route 74 Ortega Highway Gap Closure and Multimodal Improvement Project (Project). The project is part of a three-agency agreement between OCTA, the County of Orange, and the City of San Clemente to improve mobility in south Orange County.

The Project will widen Ortega Highway from two to four lanes for a 1.1-mile section between Calle Entradero and Reata Road. The Project also includes installing a traffic signal at Hunt Club Drive and Via Cordova, providing a 12-foot-wide striped median, a five- to eight-foot shoulder on each side to accommodate a Class II bicycle lane, and reconstructing the existing sidewalk. The Project also requires four retaining walls and two soundwalls. Caltrans, as the lead agency for the Project, is currently working toward achieving the required right-of-way certification and plans to advertise for construction by the end of calendar year 2026. The total Project cost is \$91.5 million including construction capital and support costs of \$60.1 million and could be open to traffic by spring 2029.

The Board of Directors (Board) has authorized the use of \$30 million in federal Surface Transportation Block Grant (STBG) Program funds and \$24.6 million in State Transportation Improvement Program (STIP) funds for the construction of the Project. OCTA has also requested Community Project Funding/ Congressionally Directed Spending funds through Representative Mike Levin's (D-CA) office which resulted in a \$4 million award of funds of which \$1.5 million was used in preconstruction and \$2.5 million has been designated for use during construction. Finally, the County of Orange has committed \$3 million to the construction phase which is being provided to Caltrans through a separate agreement. These sources combined provide the \$60.1 million needed for the construction phase of the Project. In order for Caltrans to access the federal funds that OCTA previously authorized, the Federal Highway Administration requires that Caltrans enter into an agreement with OCTA as the sponsoring agency.

The Cooperative Agreement No. C250331, as proposed, authorizes Caltrans to draw state and federal funds directly. Because this is not a Measure M2 freeway project, and Local Streets and Roads funds through the Comprehensive Transportation Funding Program can only be awarded through a competitive process, OCTA will request that any additional funding that may be needed in the future be provided through the STIP. If this is not possible, OCTA will work with the Southern California Association of Governments to use STBG Program funds.

#### Fiscal Impact

The project funding will not flow through OCTA's budget so there is no direct fiscal impact to OCTA's Fiscal Year (FY) Proposed 2026-27 Budget and subsequent FY budgets.

**Cooperative Agreement No. C250331 with the California Department of Transportation to fund the Construction of the State Route 74 Ortega Highway Gap Closure and Multimodal Improvement Project from Calle Entradero to Reata Road**

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**Page 3**

***Summary***

Staff requests Board approval for the Chief Executive Officer to negotiate and execute Cooperative Agreement No. C250331 with Caltrans, in the amount of \$57.1 million, for the Project.

***Attachment***

None.

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**Approved by:**



Rose Casey  
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COMMITTEE TRANSMITTAL

May 11, 2026

**To:** Members of the Board of Directors

**From:** Andrea West, Clerk of the Board *Andrea West*

**Subject:** Consultant Selection for Construction Management Support Services for the State Route 55 Improvement Project Between Interstate 5 and State Route 91

Regional Transportation Planning Committee Meeting of May 4, 2026

**Present:** Directors Foley, Go, Harper, Kleiman, Klopfenstein, Tavoularis, and Tetteimer

**Absent:** None

**Committee Vote**

This item was passed by the Members present.

**Committee Recommendation(s)**

- A. Approve the selection of AECOM Technical Services, Inc., as the firm to provide construction management support services for the State Route 55 Improvement Project between Interstate 5 and State Route 91.
- B. Authorize the Chief Executive Officer to negotiate and execute Agreement No. C250112 between the Orange County Transportation Authority and AECOM Technical Services, Inc. to provide construction management support services for the State Route 55 Improvement Project between Interstate 5 and State Route 91.



**May 4, 2026**

**To:** Regional Transportation Planning Committee

**From:** Darrell E. Johnson, Chief Executive Officer

**Subject:** Consultant Selection for Construction Management Support Services for the State Route 55 Improvement Project Between Interstate 5 and State Route 91

A handwritten signature in blue ink, appearing to read "Darrell E. Johnson", is written over the "From:" line of the email header.

**Overview**

On December 8, 2025, the Orange County Transportation Authority Board of Directors authorized the release of a request for proposals to provide construction management support services for the State Route 55 Improvement Project between Interstate 5 and State Route 91. Board of Directors' approval is requested for the selection of a firm to perform the required services.

**Recommendations**

- A. Approve the selection of AECOM Technical Services, Inc. as the firm to provide construction management support services for the State Route 55 Improvement Project between Interstate 5 and State Route 91.
- B. Authorize the Chief Executive Officer to negotiate and execute Agreement No. C250112 between the Orange County Transportation Authority and AECOM Technical Services, Inc. to provide construction management support services for the State Route 55 Improvement Project between Interstate 5 and State Route 91.

**Discussion**

The Orange County Transportation Authority (OCTA), in partnership with the California Department of Transportation (Caltrans), is implementing the State Route 55 (SR-55) Improvement Project between Interstate 5 (I-5) and State Route 91 (Project). The Project is Project F in the Measure M2 (M2) freeway program and is being advanced through the updated Next 10 Delivery Plan adopted by the OCTA Board of Directors (Board) in December 2025.

The Project will construct improvements in each direction between I-5 and State Route 22 (SR-22) and provide operational improvements to interchange ramps at Fourth Street/Irvine Boulevard, Katella Avenue, and Lincoln Avenue. An additional lane will be added to the northbound and southbound (SB) off-ramps at Fourth Street/Irvine Boulevard and to the SB SR-55 Katella Avenue off-ramps and on-ramps. The existing SB SR-55 Lincoln Avenue off-ramp will be relocated 1,300 feet to the south, adjacent to the existing SB SR-55 Lincoln Avenue hook on-ramp from Tustin Avenue.

Additionally, the Project provides standard curb ramps and sidewalks along the adjacent impacted arterials within the project improvement areas that improve active transportation options and provide continuity for pedestrians. Final design for the Project is nearing completion.

Cooperative Agreement No. C-5-4264 between Caltrans and OCTA outlines the responsibilities of both agencies for the Project and was approved by the Board on October 6, 2025. As specified in the cooperative agreement, Caltrans will be the implementing agency responsible for advertising, award, and administration of the construction contract. Caltrans will also provide the resident engineer, structures representatives, construction administrative support, and environmental services, along with a limited number of field personnel. OCTA will retain a construction management (CM) consultant firm to supplement Caltrans staff with construction inspection, office engineering, scheduling, claims support, and materials testing services. OCTA's CM consultant will also provide a field office to house construction staff working on the Project. Through a separate contract, OCTA will lead the public outreach efforts for the Project.

### ***Procurement Approach***

This procurement was handled in accordance with OCTA's Board-approved procedures for architectural and engineering (A&E) services that conform to both state and federal laws. Proposals are evaluated and ranked in accordance with the qualifications of the firm, staffing and project organization, and work plan. As this is an A&E procurement, price is not an evaluation criterion pursuant to state and federal laws. Evaluation of the proposals was conducted based on overall qualifications to develop a competitive range of offers. The highest-ranked firm is requested to submit a cost proposal, and the final agreement is negotiated. Should negotiations fail with the highest-ranked firm, a cost proposal will be solicited from the second-ranked firm in accordance with Board-approved procurement policies.

On December 8, 2025, the Board authorized the release of Request for Proposals (RFP) 250112 which was electronically issued on OCTA's e-procurement system, OpenGov. The RFP was advertised in a newspaper of general circulation on December 8 and December 15, 2025. A pre-proposal conference was held on December 16, 2025, with 23 attendees representing 13 firms. Four addenda were issued to make available the pre-proposal conference registration sheets, provide responses to questions received, and address administrative issues related to the RFP.

On January 28, 2026, five proposals were received. An evaluation committee consisting of members from the Contracts Administration and Materials Management and Capital Project Delivery departments, as well as external representatives from Caltrans and the City of Orange, met to review all submitted proposals. The proposals were evaluated based on the following Board-approved evaluation criteria and weightings:

- Qualifications of the Firm 20 percent
- Staffing and Project Organization 40 percent
- Work Plan 40 percent

Several factors were considered in developing the evaluation criteria weightings. The firm's qualifications and experience in performing relevant work of similar scope, size, and complexity are important to the success of the Project. Staff assigned a high level of importance to staffing and project organization, as the qualifications of the project manager (PM) and other key task leaders are critical to understanding the project requirements and to the timely delivery and successful performance of the work. An equal level of importance was also assigned to the work plan, as the technical approach is critical to the successful performance and timely delivery of the Project.

The evaluation committee reviewed the five proposals received based on the evaluation criteria and found two firms most qualified to perform the required services. The most qualified firms are listed below in alphabetical order:

Firms and Location

AECOM Technical Services, Inc. (AECOM)  
Headquarters: Los Angeles, California  
Project Office: Orange, California

Harris & Associates, Inc. (Harris)  
Headquarters: Concord, California  
Project Office: Irvine, California

On March 17, 2026, the evaluation committee interviewed the two short-listed firms. The interviews consisted of a presentation allowing each firm to highlight its staffing plan, work plan, and perceived project challenges. The firms were asked questions regarding their approach to the requirements of the scope of work (SOW), management of the Project and risks, coordination with various agencies and adjacent and overlapping projects, experience with similar projects, staffing, and solutions for achieving the project goals.

The following is a summary of the proposal evaluation results.

#### Qualifications of the Firm

The two short-listed firms are well established with recent and relevant experience and are qualified to perform CM support services for the Project. Positive references were received for both firms.

AECOM was founded in 1927 and has over 48,500 employees worldwide, with 1,298 employees in five locations in Southern California. The firm has over 160 employees for CM services in California. The firm demonstrated expertise in providing full CM support services, including inspections for freeway and roadway improvements, retaining walls and bridge construction in constrained environments and extensive utility relocations, as well as quality, schedule, and budget control. The firm has successfully delivered multiple projects for both OCTA and Caltrans over the past 20 years with recent experience that includes similar CM services for the SR-55 Improvement Project between Interstate 405 (I-405) and I-5 (SR-55 South) and providing inspection services via on-call contracts with Caltrans District 12 (D12) and Caltrans District 7.

The firm proposed utilizing four subconsultants. Three of the proposed subconsultants have experience working with AECOM on numerous projects, and personnel from the remaining proposed subconsultant bring prior experience working with AECOM. Together, the proposed subconsultants will support AECOM in the areas of roadway improvements, structure work, electrical inspection, and field materials testing services.

Harris was founded in 1974 and has 297 employees, with 138 employees in three locations in Southern California. The firm demonstrated relevant experience in providing CM support services, including inspections for freeway and roadway improvements, and bridge and structure work on OCTA's I-405 Improvement Project and West County Connectors Project. The team demonstrated experience working together on projects of similar size and scope with some of the subconsultants, however, lacked working experience with the major subconsultant proposed to provide structures inspection.

### Staffing and Project Organization

Both short-listed firms proposed a qualified and experienced team of key personnel and subconsultants with relevant CM experience in freeway and bridge improvements, roadway and structures inspection, as well as working with Caltrans.

AECOM proposed a well-qualified project team with each key personnel demonstrating relevant and comprehensive CM experience with freeway, specialty wall and bridge construction in constrained environments, and extensive coordination with stakeholders, cities, and overlapping and adjacent projects. The team demonstrated experience in roadway and structures inspections, utility relocations, bridge and specialty wall construction, complex traffic management plans, staging with multiple projects within the same corridor and neighboring projects, office engineering and schedule management, and extensive experience working with Caltrans. AECOM presented several cross-trained personnel in roadway inspection, structures inspection, and claims support. Having cross-trained personnel provides efficiencies for OCTA by quickly mobilizing personnel who can bring different perspectives to the work based on the team's varied experiences. Many of the team members have had significant roles on the SR-55 South Project, which is a five-mile corridor south of the Project that is currently in the final stages of construction. Additionally, the key personnel proposed have longevity with the firm and subconsultants.

The proposed PM has 31 years of project management and CM experience on similar freeway and bridge construction projects and has performed the PM role for OCTA and Caltrans projects. The proposed principal assistant/resident engineer (PA/RE) demonstrated relevant experience through 32 years of leading multi-disciplined CM teams, applied advanced design and tracking processes, and built strong partnerships with public agencies and local municipalities. The proposed PA/RE has extensive experience representing Caltrans and OCTA, overseeing personnel, field activities, safety, quality, schedules, and budget, while safeguarding safety of the field personnel and public. AECOM's proposed lead structures inspector has 31 years of experience on complex transportation and structural projects, including new bridge construction, bridge widenings, precast bridges, shoring systems, deep foundations, earth retaining structures, demolition, ramps, and associated highway improvements.

Harris proposed a qualified project team with each key personnel demonstrating relevant CM experience. The team's expertise includes a range of relevant CM services, including roadway inspection, structures inspection, and office engineering support, among other relevant expertise.

Harris' proposed PM has over 40 years of experience, including on OCTA and Caltrans projects. Harris' proposed PA/RE has nearly 30 years of CM experience with Caltrans D12 freeway projects, resident engineering, inspection and structures representative services in corridor widening, ramp improvements, bridge and retaining wall construction, drainage upgrades, and complex utility relocations. The firm's proposed lead structures inspector has 24 years of experience in civil infrastructure comprised of construction management of highway, bridge, railroad, and transit facility projects.

### Work Plan

Both short-listed firms met the requirements of the RFP, and each firm adequately discussed its approach to the Project, with AECOM presenting the most comprehensive work plan.

AECOM presented a comprehensive and project-specific work plan. The work plan included a thorough discussion regarding project understanding, issues and challenges with realistic recommendations, and proposed solutions demonstrating the firm's knowledge and experience. The team identified the project risks and challenges, and demonstrated methodical, detailed, and well-thought-out approaches to address those risks with lessons learned from recent relevant projects in its proposal and during the interview. Approaches and solutions to challenges included management of traffic of SR-55 and local streets during construction of the new Lincoln Avenue off-ramp bridge and retaining walls, and shifting the centerline between Fourth Street and 17th Street, while coordinating closures and conflicts with adjacent projects and Caltrans' Multi-Asset Project components within the project limits; management of bridge construction of the Lincoln Avenue off-ramp bridge and special design retaining walls in a constrained environment; quality assurance of large diameter underground foundation installation; environmental monitoring, including bird nesting, tracking environmental and permit compliance, and other temporary construction easements to minimize impacts to property owners and neighboring residents; coordination of utility relocations in a constrained environment; and proven proactive documentation and a thoughtful schedule highlighting critical constraints for claims prevention.

The AECOM team presented an interview demonstrating comprehensive knowledge of its proposed approach to the SOW, a clear delineation of the team's roles and responsibilities, and the process and strategy to resolve any potential challenges while keeping the Project on schedule. The team provided a thorough presentation and responses to all interview questions, which further demonstrated the firm's experience and in-depth understanding of the SOW requirements, objectives, and risks associated with the Project.

Harris presented an organized work plan with a broad approach to identified risks and responsiveness to requirements identified in the SOW. The team demonstrated an understanding of the overall project issues and challenges. The work plan identified challenges and proposed solutions for construction staging, coordination with other projects, impacts on local streets, management of traffic and closures, utility relocations, and bridge construction and construction of walls in constrained areas. The sequential outline of activities showed the personnel responsible by key tasks.

The Harris team presented an interview demonstrating knowledge of its proposed project approach to the SOW and potential challenges. The team addressed most aspects of the interview questions with project-specific responses.

#### Procurement Summary

Based on the evaluation of the written proposals and information obtained during the interviews, the evaluation committee recommends AECOM as the top-ranked firm to provide CM support services for the Project. AECOM ranked the highest among the proposing firms because it submitted a comprehensive proposal that was responsive to the requirements of the RFP, proposed a highly qualified and experienced team of key personnel, presented a work plan demonstrating a complete understanding of project challenges, and presented a cohesive interview with focused responses to the interview questions, highlighting the firm's experience, qualified personnel, and detailed work plan with potential savings solutions.

#### Fiscal Impact

Funding for the Project is included in OCTA's Fiscal Year 2025-26 Budget and subsequent fiscal year budgets, Capital Programs Division, Account No. 0017-9085-FF102-0X0, and will be funded with local M2 funds.

#### **Summary**

Staff requests Board of Directors' authorization for the Chief Executive Officer to negotiate and execute Agreement No. C250112 with AECOM Technical Services, Inc. as the firm to provide construction management support services for the State Route 55 Improvement Project between Interstate 5 and State Route 91.

***Attachments***

- A. Review of Proposals, RFP 250112 - Construction Management Support Services for the State Route 55 Improvement Project Between Interstate 5 and State Route 91
- B. Proposal Evaluation Criteria Matrix (Short-Listed), RFP 250112 - Construction Management Support Services for the State Route 55 Improvement Project Between Interstate 5 and State Route 91
- C. Contract History for the Past Two Years, RFP 250112 - Construction Management Support Services for the State Route 55 Improvement Project Between Interstate 5 and State Route 91

**Prepared by:**



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**Approved by:**



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**Review of Proposals**

**RFP 250112 - Construction Management Support Services for the State Route 55 Improvement Project Between Interstate 5 and State Route 91**

Presented to Regional Transportation Planning Committee on May 4, 2026

**5 proposals were received, 2 firms were interviewed, 1 firm is being recommended**

<b>Overall Ranking</b>	<b>Proposal Score</b>	<b>Firm &amp; Location</b>	<b>Sub-Contractors</b>	<b>Evaluation Committee Comments</b>
1	92	<b>AECOM Technical Services, Inc.</b>  Orange, California	Enterris Associates, Inc. Fountainhead Consulting Corporation Guida Surveying, Inc. Ninyo & Moore Geotechnical & Environmental Services Consultants	Firm demonstrated recent, relevant experience providing construction management (CM) support services, including inspections for freeway widening and bridge construction on the State Route 55 (SR-55) Improvement Project between Interstate 405 (I-405) and Interstate 5 (SR-55 South), inspection on the California Department of Transportation (Caltrans) District 12 On-Call Construction Inspection, and Caltrans District 7 On-Call Construction Inspection.  Qualified team, including key personnel, technical staff, and subconsultants with extensive experience involving highway widening projects and experience working together.  Proposed key personnel have extensive and similar CM experience and cross training successfully delivering similar projects, including as the current team providing services on the SR-55 South Project.  Comprehensive work plan identified project risks and challenges, with detailed approaches and solutions to address risks and challenges, with particular focus on traffic management, bridge construction, quality assurance, environmental monitoring, mitigation measures, and documentation for claims prevention.  Focused responses to all interview questions.  Positive references received.
2	81	<b>Harris &amp; Associates, Inc.</b>  Irvine, California	KKCS, LLC Ninyo & Moore Geotechnical & Environmental Sciences Consultants Synergy Project Delivery Partners	Firm demonstrated recent, relevant experience providing CM support services, including inspections for freeway widening, roadway improvements, and bridge and structure work on the I-405 Improvement Project and West County Connectors – East Connector Project.  Prime demonstrated experience working together with most proposed subconsultants, except for the major subconsultant proposed to provide lead structures inspection.SR-55 Improvement Project between Interstate 5 and State Route 91 (Project).  Qualified team, including key personnel, technical staff, and subconsultants with extensive experience involving highway widening projects.  Proposed key personnel have extensive and similar CM experience successfully delivering similar projects, with the majority of key personnel demonstrating commitment to the Project.  Organized work plan with a broad approach to identified risks and responsiveness to the requirements of the scope of work.  The work plan identified challenges and proposed solutions for construction staging, coordination with other projects, impacts on local streets, management of traffic and closures, utility relocations, and bridge construction and construction of walls in constrained areas. The sequential outline of activities proposed personnel responsibility by key tasks.  Positive references received.

**Evaluation Panel:**

Contracts Administration and Materials Management (1)  
Capital Project Delivery (2)  
California Department of Transportation (2)  
City of Orange (1)

**Proposal Criteria**

Qualifications of the Firm  
Staffing and Project Organization  
Work Plan

**Weight Factors**

20%  
40%  
40%

**PROPOSAL EVALUATION CRITERIA MATRIX (SHORT-LISTED)**

**RFP 250112 - Construction Management Support Services for the State Route 55 Improvement Project  
Between Interstate 5 and State Route 91**

<b>AECOM Technical Services, Inc.</b>								
Evaluator Number	1	2	3	4	5	6	<b>Weights</b>	<b>Criteria Score</b>
Qualifications of Firm	4.5	4.5	4.5	4.0	4.5	4.5	4	<b>17.7</b>
Staffing/Project Organization	5.0	4.5	4.5	4.5	5.0	4.5	8	<b>37.3</b>
Work Plan	4.5	4.5	4.5	5.0	4.5	4.5	8	<b>36.7</b>
<b>Overall Score</b>	<b>94</b>	<b>90</b>	<b>90</b>	<b>92</b>	<b>94</b>	<b>90</b>		<b>92</b>
<b>Harris &amp; Associates, Inc.</b>								
Evaluator Number	1	2	3	4	5	6	<b>Weights</b>	<b>Criteria Score</b>
Qualifications of Firm	4.0	4.0	4.0	4.0	4.5	4.0	4	<b>16.3</b>
Staffing/Project Organization	4.0	4.0	4.0	4.0	4.0	4.0	8	<b>32.0</b>
Work Plan	4.0	4.0	4.5	4.0	4.0	4.0	8	<b>32.7</b>
<b>Overall Score</b>	<b>80</b>	<b>80</b>	<b>84</b>	<b>80</b>	<b>82</b>	<b>80</b>		<b>81</b>
<b>Range of scores for the non short-listed firms was 64 to 72.</b>								

**CONTRACT HISTORY FOR THE PAST TWO YEARS**

**RFP 250112 - Construction Management Support Services for the State Route 55 Improvement Project Between Interstate 5 and State Route 91**

Prime and Subconsultants	Contract No.	Description	Contract Start Date	Contract End Date	Subconsultant Amount	Total Contract Amount
<b>AECOM Technical Services, Inc.</b>	C-0-2637	Plans, Specifications, and Estimates for Interstate 5 Widening Project between Interstate 405 and Yale Avenue	October 22, 2021	October 31, 2029		\$ 14,728,682
Contract Type: Firm-Fixed Price						
<i>Subconsultants:</i>						
					\$ 523,693	
					\$ 1,010,351	
					\$ 323,662	
					\$ 163,330	
					\$ 1,143,459	
					\$ 367,586	
					\$ 380,152	
					\$ 2,203,433	
<b>AECOM Technical Services, Inc.</b>	C-0-2582	Construction Management Support Services for the State Route 55 Improvement Project from Interstate 405 to Interstate 5	October 21, 2021	September 25, 2026		\$ 18,524,620
Contract Type: Firm-Fixed Price						
<i>Subconsultants:</i>						
					\$ 678,441	
					\$ 3,023,181	
					\$ 1,108,277	
					\$ 1,935,703	
					\$ 1,220,595	
					\$ 1,944,608	
					\$ 1,249,762	
<b>AECOM Technical Services, Inc.</b>	C-0-2604	Preliminary Engineering and Environmental Services for the Irvine Station Improvements Project	January 3, 2022	June 30, 2026		\$ 4,613,829
Contract Type: Firm-Fixed Price						
<i>Subconsultants:</i>						
					\$ 267,004	
					\$ 763,332	
					\$ 58,384	
					\$ 310,420	
<b>Total</b>						<b>\$ 37,867,131</b>
<b>Harris &amp; Associates, Inc.</b>	None	N/A	N/A	N/A		N/A
Contract Type: N/A						
<i>Subconsultants:</i>						
	N/A					
<b>Total</b>						<b>\$ -</b>



COMMITTEE TRANSMITTAL

**May 11, 2026**

**To:** Members of the Board of Directors

**From:** Andrea West, Clerk of the Board *Andrea West*

**Subject:** Draft 2026 State Route 91 Implementation Plan

Regional Transportation Planning Committee Meeting of May 4, 2026

**Present:** Directors Foley, Go, Harper, Kleiman, Klopfenstein, Tavoularis, and Tettermer

**Absent:** None

**Committee Vote**

No action was taken on this item.

**Staff Recommendation(s)**

Receive and file as an information item.



**May 4, 2026**

**To:** Regional Transportation Planning Committee  
**From:** Darrell E. Johnson, Chief Executive Officer  
**Subject:** Draft 2026 State Route 91 Implementation Plan

A handwritten signature in blue ink, appearing to read "Darrell Johnson", is written over the "From:" line of the header.

**Overview**

The Orange County Transportation Authority and the Riverside County Transportation Commission annually prepare a plan for potential improvements along the State Route 91 corridor between State Route 57 in Orange County and Interstate 15 in Riverside County. The plan includes a list of proposed improvements, preliminary cost estimates, and potential implementation timeframes. These improvements are sponsored by various agencies, such as the Orange County Transportation Authority, the Riverside County Transportation Commission, the Transportation Corridor Agencies, the California Department of Transportation, and cities along the corridor. The Draft 2026 State Route 91 Implementation Plan is provided for informational purposes.

**Recommendation**

Receive and file as an information item.

**Background**

SB 1316 (Chapter 714, Statutes of 2008) requires the Orange County Transportation Authority (OCTA) and the Riverside County Transportation Commission (RCTC) to annually prepare a plan identifying potential improvements along the State Route 91 (SR-91) corridor between State Route 57 (SR-57) in Orange County and Interstate 15 (I-15) in Riverside County.

The Draft 2026 SR-91 Implementation Plan (Plan) provides a comprehensive snapshot of current and planned transportation improvements within the corridor. The Plan outlines anticipated transportation benefits, estimated costs, and projected schedules for projects and planning concepts extending beyond 2035. The Plan is intended to serve as a consolidated reference document for SR-91 corridor improvements.

This Plan was prepared in coordination with the California Department of Transportation (Caltrans), the Transportation Corridor Agencies (TCA), and the cities of Anaheim, Corona, Orange, and Yorba Linda.

***Discussion***

Since 2003, significant progress has been made to enhance the SR-91 corridor. Nearly \$2.5 billion has been invested in 15 completed projects, delivering more than 80 new lane miles throughout the corridor as well as Metrolink station and service improvements. These improvements have resulted in an approximate 15 percent increase in throughput along the SR-91 corridor. Together, these investments have helped address the impacts of population and employment growth between Orange and Riverside counties by increasing capacity and improving overall mobility. Completed projects identified in the Plan include:

- Green River Road Overcrossing Improvement Project
- North Main Street Corona Metrolink Parking Structure Project
- Eastbound Lane Addition From State Route 241 (SR-241) to State Route 71 (SR-71)
- Lane Addition in Both Directions Between State Route 55 (SR-55) and SR-241
- Westbound Lane at Tustin Avenue
- Metrolink Service Improvements
- SR-91 Corridor Improvement Project Initial Phase
- Express Bus Service
- La Sierra Metrolink Parking Improvements
- SR-91 Corridor Operations Project
- Anaheim Canyon Metrolink Station Improvements
- 15/91 Express Lanes Connector
- Eastbound 91 Express Lanes Extension
- Green River Road Bike Lane Gap Closure
- SR-71/SR-91 Interchange Improvements

OCTA and RCTC have adopted similar goals for the 91 Express Lanes to continue to maintain safe, reliable, and predictable travel times for motorists traversing between the two counties. These guiding principles include:

- Optimizing Vehicle Throughput at Free-Flow Speeds and Increasing Average Vehicle Occupancy
- Balancing Capacity and Demand to Serve Customers Who Pay Tolls, as Well as Carpoolers (Three or More) Who are Offered Discounted Tolls
- Generating Sufficient Revenue to Sustain the Financial Viability of the 91 Express Lanes
- Paying Debt Service and Maintaining Debt Service Coverage

- Reinvesting Net Revenues on the SR-91 Corridor to Improve Regional Mobility, When Appropriate

Project information in the Plan is updated annually to ensure that planning and implementation remain coordinated and timed to maximize benefits to the SR-91 corridor. Corridor projects should be carefully coordinated to minimize construction-related impacts on commuters and surrounding communities. Moving forward, OCTA and RCTC will prepare operational analyses prior to implementation of each project to confirm alignment with the agencies' shared goals and performance objectives for the SR-91 corridor.

In October 2019, the partner agencies reached consensus on a coordinated approach that established the framework for implementing a series of projects identified in the Plan in a sequential manner to improve the SR-91 corridor. OCTA, RCTC, TCA, Caltrans Districts 8 and 12, and Caltrans Headquarters agreed to a project sequencing strategy designed to streamline delivery of the SR-241/SR-91 Tolled Express Connector Project while minimizing impacts to the corridor. The agencies reached consensus on the following program of projects and sequencing:

1. 15/91 Express Lanes Connector (Completed)
2. SR-91 Corridor Operations Project (Completed)
3. SR-71/SR-91 Interchange Improvements (Completed)
4. SR-241/SR-91 Tolled Express Connector

Coordination efforts for the 2026 Plan (Attachment A) resulted in various updates to project status, costs, and schedules, and include the addition of two new projects in Riverside County. Projects in the Plan are organized as follows: Orange County projects, Riverside County projects, and bi-county projects as shown below.

- Orange County Projects Include Three Improvements:
  - SR-91 Improvements Between SR-57 and SR-55
  - Placentia Metrolink Rail Station
  - Metrolink Improvements
- Riverside County Projects Include Five Improvements:
  - 15/91 Express Transit Connector
  - Santa Ana River Trail
  - Improvements East of I-15
  - 91 Third Express Lane
  - SR-91 Westbound Auxiliary Lane
- Bi-County Projects Which Benefit Both Orange and Riverside Counties Include Three Projects:
  - SR-241/SR-91 Tolled Express Connector
  - 91 Eastbound Corridor Operations Project (SR-241 to SR-71)
  - 91 Westbound Improvements (SR-241 to SR-71)

As part of the preparation of the Plan, a traffic analysis was conducted to quantify travel times for westbound (WB) morning and eastbound (EB) afternoon conditions for all capacity/operation-enhancing projects scheduled to be completed by 2030 and 2045. Following the pandemic, travel patterns along the SR-91 corridor largely stabilized by 2022, which serves as the base year for existing conditions. The WB morning traffic analysis results indicate that for the year 2030 forecasts, travel times are anticipated to increase in Riverside County by about six minutes, and no change is anticipated in Orange County. For 2045 forecasts, WB travel times decrease in Riverside County by about 21 minutes but increase in Orange County by about 16 minutes.

The EB afternoon traffic analysis indicates that for the year 2030 forecasts, travel times in Riverside County are anticipated to increase by about four minutes but decrease in Orange County by about 33 minutes. EB travel times in Riverside County for 2045 decrease by about 14 minutes and increase in Orange County by about 28 minutes. OCTA and RCTC will continue monitoring the SR-91 traffic pattern changes throughout 2026. Traffic benefits from the recently completed projects in Riverside County (Green River Road Bike Lane Gap Closure and SR-71/SR-91 Interchange Improvements) will be realized in subsequent Plan traffic analyses.

Generally, the increases in travel times are attributed to growth in population and employment opportunities as well as limitations at some end points to handle growth in travel demand. The improvements in travel times are due to the benefits of various projects in response to implementation of local general plans, hence the need to continue bi-county transportation planning and coordination along the primary direct route between Orange and Riverside counties.

### Conceptual Projects

The improvements included in Appendix A of the Plan are conceptual in nature and implementation would require additional planning, design, and funding. The conceptual projects will support local and regional connectivity and provide travel choice benefits to the corridor.

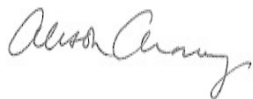
### **Summary**

OCTA and RCTC have completed the 2026 Plan as required by SB 1316. As the Plan is updated annually, it is important to ensure that projects are coordinated in a manner that provides maximum benefits to the SR-91 corridor. This would be achieved through implementing projects that optimize the operations of the corridor and the 91 Express Lanes. The Plan serves as a compilation of future potential projects and project level decisions can be made when individual projects are being considered for implementation. On April 30, 2026, the State Route 91 Advisory Committee received and filed the Plan as an informational item.

**Attachment**

- A. Draft State Route 91 Implementation Plan 2026

**Prepared By:**



Alison Army  
Section Manager II  
(714) 560-5537

**Approved By:**



Rose Casey  
Executive Director, Planning  
(714) 560-5729

# STATE ROUTE 91 IMPLEMENTATION PLAN 2026

DRAFT

Prepared By:

 **MARK  
THOMAS**

The logo for Mark Thomas consists of three black squares of varying sizes arranged in a triangular pattern to the left of the name.

## Table of Contents

<u>Section 1: 2025 Status Report and Update</u>	5
<u>Section 2: Implementation Plan</u>	22
<u>Orange County Projects</u>	23
<u>Riverside County Projects</u>	27
<u>Bi-County Projects</u>	33
<u>Appendix A – Post-2035 and Conceptual Projects</u>	37
<u>Appendix B – Completed Project Exhibits</u>	40
<u>Appendix C - References</u>	56

Every year since 2003, OCTA, RCTC, and stakeholders have worked collaboratively to review a program of projects along the SR-91 corridor.

## B E N E F I T S

- Provides seamless connectivity between Orange and Riverside Counties
- Increases travel options
- Optimizes vehicle throughput
- Reinvests net 91 Express Lanes revenues on the SR-91 corridor to improve regional mobility
- Investments to date: \$2.4 billion

### COMPLETED EFFORTS

REGION	PROJECT	COST (MILLIONS)	COMPLETION
Orange County	Eastbound Lane Addition (SR-241 to SR-71)	\$52.1	2010
	Fifth Lane Addition (SR-55 to SR-241)	\$85.2	2013
	Westbound Lane at Tustin Avenue	\$43.3	2016
	Anaheim Canyon Metrolink Station Improvements	\$34.2	2023
Riverside County	Green River Road Overcrossing	\$24.3	2009
	North Main Street Corona Metrolink Parking Structure	\$25	2009
	91 Corridor Improvement Project (Initial Phase)	\$1,407	2017
	La Sierra Metrolink Parking Improvements	\$6.3	2019
	15/91 Express Lanes Connector	\$270	2023
	Eastbound 91 Express Lane Extension	\$10	2023
	Green River Road Bike Lane Gap Closure	\$.014	2025
	SR-71/SR-91 Interchange Improvements	\$137	2025
Bi-County	Metrolink Service Improvements	\$249	2016
	Express Bus Service	\$6	2019
	SR-91 Corridor Operations Project	\$38	2022

# State Route 91 Implementation Plan 2026



ANTICIPATED PROJECTS	REGION	PROJECT	COST (MILLIONS)	CURRENT PHASE
	Orange County	SR-91 Improvements (SR-57 to SR-55)	\$779	Construction
		Placentia Metrolink Rail Station	\$50	Final Design
		Metrolink Improvements	TBD	Planning
	Riverside County	15/91 Express Transit Connector	\$254	Preliminary Engineering
		Santa Ana River Trail	\$36.5+	Preliminary Engineering
		Improvements East of I-15	\$544	Preliminary Engineering
		91 Third Express Lane	\$250	Preliminary Engineering
		SR-91 Westbound Auxiliary Lane	\$45	Preliminary Engineering
	Bi-County	SR-241/SR-91 Tolloed Express Connector	\$524	Final Design
91 Eastbound Corridor Operations Project (SR-241 to SR-71)		\$220	Environmental	
91 Westbound Improvements (SR-241 to SR-71)		\$342	Preliminary Engineering	
CONCEPTS	LOCATION		COST (MILLIONS)	
	Elevated 4-Lane Facility (MIS Corridor A) from SR-241 to I-15		\$2,720	
	Fairmont Boulevard Improvements		\$76.8	



## Introduction

Previous law authorized the California Department of Transportation (Caltrans) to enter into franchise agreements with private companies to construct and operate four demonstration toll road projects in California. This resulted in the development of the 91 Express Lanes facility in Orange County. The four-lane, 10-mile toll road runs along the median of State Route 91 (SR-91) in northeast Orange County between the Orange/Riverside County line and State Route 55 (SR-55). Since the 91 Express Lanes carried its first vehicle on December 27, 1995, the facility has saved users tens of millions of hours of commuting time.

While the 91 Express Lanes facility has improved travel time along the SR-91 corridor, provisions in the franchise agreement between Caltrans and the private franchisee, the California Private Transportation Company (CPTC), prohibited Caltrans and county transportation agencies from adding transportation capacity or operational improvements to the SR-91 corridor through the year 2030 from Interstate 15 (I-15) in Riverside County to the Orange/Los Angeles Counties border. Consequently, the public agencies were barred from adding new lanes, improving interchanges, and adding other improvements to decrease congestion on the SR-91 freeway.

Recognizing the need to eliminate the non-compete provision of the franchise agreement, Governor Gray Davis signed Assembly Bill 1010 (Lou Correa) (AB 1010) into law in September 2002, paving the way for much-needed congestion relief for thousands of drivers who use SR-91 to travel between Riverside and Orange Counties each day. The bill allowed the Orange County Transportation Authority (OCTA) to purchase the 91 Express Lanes franchise and eliminate the non-compete clause that prohibited capacity-enhancing improvements from being implemented on SR-91. The purchase agreement for the 91 Express Lanes was completed on January 3, 2003, placing the road in public hands at a cost of \$207.5 million. With the elimination of the non-compete provision through AB 1010 and the subsequent 91 Express Lanes purchase by OCTA, Orange County and Riverside County public officials and Caltrans Districts 8 and 12 have been coordinating improvement plans for SR-91.

## Introduction (continued)

Senate Bill 1316 (Lou Correa) (SB 1316) was signed into law in September 2008 as an update to the provisions of AB 1010. SB 1316 authorizes OCTA to transfer its rights and interests in the Riverside County portion of SR-91 toll lanes by assigning them to the Riverside County Transportation Commission (RCTC) and authorizes RCTC to operate tolls for 50 years. In 2017, RCTC opened the extension of the 91 Express Lanes to traffic into Riverside County with completion of the initial phase of the SR-91 Corridor Improvement Project (see Appendix B). SB 1316 requires OCTA and RCTC, in consultation with Caltrans, to issue an annual SR-91 Implementation Plan (Plan) for SR-91 improvements between State Route 57 (SR-57) and I-15. The Plans prior to adoption of SB 1316 included a westerly project limit of SR-55. The Plan establishes a program of potential improvements to relieve congestion and improve operations in the SR-91 corridor.

The 2026 Plan fulfills the requirement to provide the State Legislature with an annual Implementation Plan for SR-91 improvements and builds on the 2025 Plan. The projects included in the Plan have been infused with various sources of local, state, and federal funding. The Plan includes overviews, status summaries, and proposed costs and schedules for projects to improve mobility on SR-91. Also included are conceptual lane diagrams (as appropriate), and discussions of key considerations that need to be addressed in the planning and development of each project. This Plan provides OCTA, RCTC, and Caltrans with a framework to implement SR-91 and other related improvements. Future annual Plan updates will continue to refine the scope, cost, and schedule of each project included in this version of the Plan.

## 91 EXPRESS LANES TOLL POLICY GOALS

With the completion of the State Route 91 Corridor Improvement Project's initial phase in spring 2017, there are approximately 18 miles of Express Lanes between Orange and Riverside counties. OCTA and RCTC have adopted goals for the 91 Express Lanes to continue to maintain a safe, reliable, and predictable travel time for express lane users traversing seamlessly between the two counties. The goals listed here take into consideration the 91 Express Lanes as well as the SR-91 corridor at large.

### These guiding principles include:

- Optimizing vehicle throughput at free flow speeds;
- Increasing average vehicle occupancy;
- Balancing capacity and demand to serve customers who pay tolls as well as carpoolers (3+) who are offered discounted tolls;
- Paying debt service and maintaining debt service coverage;
- Generating sufficient revenue to sustain the financial viability of the 91 express lanes; and
- When appropriate, reinvesting net revenues on the SR-91 corridor to improve regional mobility.

## Project Accomplishments



Much progress has been made since the initial 2003 SR-91 Implementation Plan was approved. The 2026 Plan includes select completed project exhibits as a historical reference, which can be found in Appendix B.

## Completed Construction/ Improvement Projects

- Repaved and sealed pavement surfaces, restriped, and replaced raised channelizers on the 91 Express Lanes.
- On EB SR-91 the roadway was restriped, and the median barrier was reconstructed. This project removed the CHP enforcement area and extended the EB auxiliary lane from SR-71 to the Serfas Club Drive off-ramp.
- The WB auxiliary lane was extended between the County line and SR-241. This project eliminated the lane drop at the 91 Express Lanes and extended the existing auxiliary lane from the County line to SR-241 in the westbound direction. This improvement minimized the traffic delays at the lane drop area, resulting in improved vehicle progression.
- On WB SR-91 the roadway was restriped to extend the auxiliary lane between SR-71 and the County line. This resulted in a new continuous lane between SR-71 and SR-241.
- Safety Improvements were constructed at the Truck Scales. Existing shoulders were improved, lanes were re-striped, illumination improved, and signage was modified into and out of the EB facilities.
- Green River Road Overcrossing Replacement
- Metrolink Parking Structure at the North Main Street Corona Metrolink Station
- EB SR-91 lane addition from SR-241 to SR-71
- Additional SR-91 WB and EB travel lane between SR-55 and SR-241
- SR-91 WB bypass lane to Tustin Avenue at SR-55
- Metrolink Service Improvements
- Initial SR-91 Corridor Improvement Project (CIP)
- La Sierra Metrolink Parking Improvements
- Express Bus Service
- 91 Corridor Operations Project
- Anaheim Canyon Metrolink Station Improvements
- 15/91 Express Lanes Connector
- Eastbound 91 Express Lane Extension

These projects provide enhanced freeway capacity and/or improved mobility for one of the most congested segments of SR-91.

The completed EB SR-91 lane addition project from SR-241 to SR-71 (see Appendix B) has improved highway operations. This project reduced travel time by approximately 20 minutes during its opening year.

The Initial CIP project has provided significant benefits to drivers on SR-91. This \$1.4 billion investment project included widening SR-91 by one GP lane in each direction east of SR-71, adding collector-distributor (CD) roads and direct south connectors at I-15/SR-91, extending the 91 Express Lanes to I-15, and providing system/local interchange improvements. The new lanes and other improvements provide time savings, offer choice and reliability, boost safety, enhance access and job creation, promote ridesharing, reduce pollution, and aid the movement of goods along the region's roadways.

The WB SR-91 Widening Project completed construction in 2016 from State College Blvd to Interstate 5 (I-5). This project added one WB general purpose lane and removed the dedicated exit lane to State College Blvd from the SB SR-57 to WB SR-91 Connector that contributed to operational issues due to the short

weaving distance. While this project falls just to the west of the limits for the Plan study area, it will have an influence on operations within the Plan area.

A \$2.8 billion U.S. Army Corps of Engineers (USACE) project called the Santa Ana River Mainstem project is ongoing and will provide flood protection from the recently improved Prado Dam (near SR-71) to the Pacific Ocean. The project includes many features that have already been completed, including improvements to Seven Oaks Dam, 30 miles of levees, and modifications to original project features including raising the Prado Dam embankment and installation of new, larger capacity outlet works. In 2021, USACE and Orange County Flood Control District amended a cooperative agreement which would allow the USACE to use federal funds under the Bipartisan Budget Act to complete select features of the project. The project is pending federal appropriations.

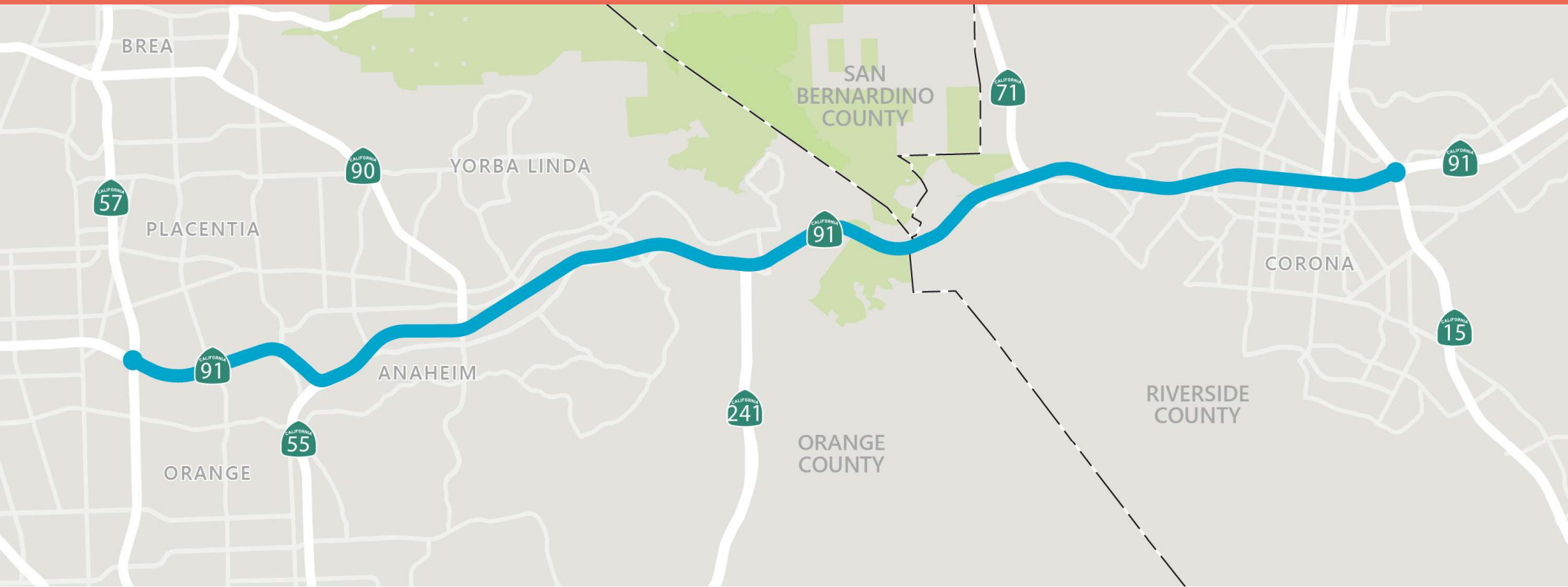
Due to the adjacency of SR-91 to the Santa Ana River, project teams have coordinated with the USACE, Orange County Flood Control District, Caltrans, and other federal, regional, and local agencies to accommodate planned SR-91 improvements.

## Completed Designs and Reports

There are various project development phase documents (Feasibility Reports, Studies, PSR, PA/ED, or PS&E) that are completed, or are in draft form and anticipated to be approved that identify mobility improvements. These documents include:

- MIS – Final Project Report: Locally Preferred Strategy Report (January 2006)
- Renewed Measure M Transportation Investment Plan (November 2006)
- RCTC 10-Year Western County Highway Delivery Plan (December 2006)
- SR-91/Fairmont Boulevard Feasibility Study (December 2009)
- Corridor System Management Plan (CSMP) Orange County SR-91 Corridor Final Report (August 2010)
- Renewed Measure M Capital Action Plan (April 2011)
- Project Report & Environmental Document for 91 Corridor Improvement Project (October 2012)
- SR-71/SR-91 Interchange Environmental Phase (2011) and Final Design (2015)
- Project Report & Environmental Document for SR-241/SR-91 Tolled Express Connector (April 2020)
- Project Report & Environmental Document for SR-91 Improvements Between SR-57 and SR-55 (July 2020)
- Environmental Documents for Santa Ana River Trail Phase 4 and Phase 6 (2021)
- Final Alternative Analysis Report for SR-91 Eastbound Corridor Operations Project from SR-241 to SR-71 (April 2022)
- 2024 Next 10 Delivery Plan (December 2025)

## Project Limits



The project study limits encompass the segment of SR-91 from west of the junction of SR-57 and SR-91 in the City of Anaheim in Orange County, to east of the junction of SR-91 and I-15 in the City of Corona in Riverside County. The freeway segment is approximately 20.3 miles long and includes 12.7 miles within Orange County and 7.6 miles within Riverside County.

## Existing Traffic Conditions Summary

For the 2026 Plan, existing traffic patterns along the SR-91 study corridor were evaluated to understand the changes between 2024 and 2025 due to on-going factors that influence behaviors of the users. These factors may include remote work policies implemented by employers, variations of school schedules, increase in non-work-related trips, and construction activities along SR-91 from the SR-71/SR-91 Interchange Improvements and SR-91 Improvements (SR-57 to SR-55) projects.

Weekday traffic volumes on both general-purpose lanes and express lanes were obtained from the Caltrans Performance Measurement System (PeMS) database during the month of October 2025 for comparison purposes.

Analysis of the 2025 traffic data showed slight variations in travel patterns compared to the 2024 data. The similar traffic demand translated to the similarity in traffic congestion patterns for the SR-91 corridor between 2024 and 2025.

Considering that traffic patterns on the SR-91 corridor are generally consistent between 2024 and 2025 along with some temporary variation of traffic patterns due to the on-going construction activities, the existing conditions for the 2026 Plan will utilize the existing traffic analysis from the 2025 Plan. Traffic conditions will continue to be monitored to assess when to update the existing traffic analysis for upcoming Implementation Plans.

The existing traffic analysis from the 2025 Plan was developed using recent traffic data. Morning (6 a.m. to 10 a.m.) and afternoon (3 p.m. to 7 p.m.) peak period traffic volumes were collected from multiple data sources. The SR-91 mainline and High Occupancy Vehicle (HOV) volumes were obtained from the Caltrans Performance Measurement System (PeMS). The SR-91 Express Lane volumes were provided by OCTA and RCTC. The SR-91 on- and off-ramp volumes were collected from the field. In addition, travel time and speed data were collected from the field and supplemented with INRIX speed data. All existing traffic data represent typical weekday traffic patterns along the SR-91 corridor.

## Existing Traffic Conditions Summary

During the weekdays, westbound SR-91 experiences heavier traffic conditions during the morning commute for travelers leaving Riverside County to employment areas in Orange and Los Angeles Counties. The corridor is generally most congested between the peak period of 6 a.m. to 9 a.m. in the westbound direction and the peak period of 3 p.m. to 7 p.m. in the eastbound direction. Due to the high demand, congestion in the corridor occurs before and after the peak periods. The eastbound afternoon conditions tend to be exacerbated by the lack of receiving capacity in the Riverside County portion of the SR-91 corridor. Accordingly, RCTC is working closely with Caltrans District 8 to sponsor improvements that will provide congestion relief for the eastbound afternoon condition. Some of these improvements include the recently completed 15/91 Express Lanes Connector and the SR-71/SR-91 Interchange, and Improvements East of I-15.

**The following is a summary of the deficiencies identified along the SR-91 corridor:**

- Heavy traffic volumes to/from I-15 converge with the SR-91 and increase delay during the morning and evening peak hours.
- SR-71 traffic demand contributes to mainline and EB SR-91 corridor delays.
- Completion of the westbound 91 Corridor Operations Project improves the traffic operations in the westbound direction. However, traffic entering the WB SR-91 from the Green River Road and SR-71 on-ramps still contributes to mainline congestion during the morning peak period.
- High traffic volumes entering the freeway from Gypsum Canyon Road, Santa Ana Canyon Road, Green River Road, Weir Canyon Road, Imperial Highway and Lakeview Avenue contribute to congestion on the SR-91 mainline.
- One of the two lanes from the Eastern Transportation Corridor (State Route 241) connector is dropped at the merge to EB SR-91 causing additional congestion on the EB SR-91 general purpose lanes. In addition, merging activity from the northbound 241 to eastbound 91 GP connector into the 91 Express Lanes can contribute to traffic slowdowns.
- At the NB SR-55 interchange with EB SR-91, a lane on SR-91 is dropped (as a dedicated exit) at Lakeview Avenue and a second lane is dropped (as a dedicated exit) at Imperial Highway creating a weave condition.
- WB SR-91 drops two GP lanes and a 91 Express Lane to SB SR-55, contributing to mainline congestion. This drop also occurs on the left-hand side of SR-91, creating a weaving condition.
- WB traffic entering SR-91 at Lakeview Avenue traveling to SB SR-55 contributes to mainline congestion by weaving across three lanes on SR-91.
- A lane drop on EB SR-91 at SB SR-241 creates a chokepoint.

## Logical Project Sequencing

As noted, the SR-91 Corridor in Riverside County, in the EB direction, lacks the receiving capacity during the afternoon peak period which creates a bottleneck condition. Due to the high levels of congestion experienced on this segment of the corridor, there is sensitivity to any changes that may affect traffic operations. Without first addressing the congestion in Riverside County, any performance or capacity enhancing projects upstream would further exacerbate congested conditions causing additional delays and queueing. Therefore, projects that have the potential to impact demand and/or provide additional capacity in the EB direction should be considered in a logical sequence to ensure that there is sufficient receiving capacity in Riverside County.

In October 2019, a consensus was reached between OCTA, RCTC, Caltrans, and the TCA that would set the stage for a series of projects to be implemented in sequential order to improve the SR-91 corridor. OCTA, RCTC, TCA, and Caltrans, Districts 8 and 12, as well as Caltrans Headquarters directors, worked through five major issues. This framework will enable the streamlining of the implementation of the SR-241/SR-91 Tolloed Express Connector project while minimizing impacts to the 91 corridor. The subject matter of the multi-agency consensus is outlined to the right:

1. Setting priorities for SR-91 corridor projects to reduce construction-related impacts;
2. Allowing completion of the environmental approval process and updating related programming documents;
3. Clarifying lead agencies for final design, construction, and maintenance;
4. Identifying the principal funding agency for final design, construction, and maintenance; and
5. Designating lead agencies for retaining toll revenue and toll setting/operational control.

**Based on the above framework, the agencies reached consensus on a 91 Corridor program of projects and sequencing as outlined below:**

- 15/91 Express Lanes Connector (completed)
- SR-91 Corridor Operations Project (completed)
- SR-71/SR-91 Interchange Improvements (completed)
- SR-241/SR-91 Tolloed Express Connector

## Project Summary

The projects in this Plan are presented in the following groups: Orange County Projects, Riverside County Projects and Bi-County Projects. The stage of development for each project, such as planning, final design, or construction varies as noted in the project summaries. Table 1 summarizes the various planned projects, concept projects, and completed projects. For details on each project refer to Section 2 for planned projects, Appendix A for concepts, and Appendix B for selected completed projects.

- The Orange County projects have a total cost of more than \$800 million. The projects include the SR-91 improvements between SR-57 and SR-55, Placentia Metrolink rail station, and Metrolink Improvements.
- The Riverside County projects have a total cost of over \$1 billion. The improvements include: the 15/91 Express Transit Connector, Santa Ana River Trail, Improvements East of I-15, Third 91 Express Lane, and SR-91 Westbound Auxiliary Lane.
- The Bi-County projects benefit both Orange and Riverside Counties. The total cost for the Bi-County projects exceeds \$1 billion. The improvements include: the SR-241/SR-91 Tolled Express Connector, 91 Eastbound Corridor Operations Project (SR-241 to SR-71), and 91 Westbound Improvements (SR-241 to SR-71).

**Table 1 – SR-91 Implementation Plan Projects**

Project	Cost (Millions)
<b>Orange County Projects</b>	
SR-91 Improvements between SR-57 and SR-55	\$779
Placentia Metrolink Rail Station	\$50
Metrolink Improvements	TBD
<b>SUBTOTAL</b>	<b>\$829+</b>
<b>Riverside County Projects</b>	
15/91 Express Transit Connector	\$254
Santa Ana River Trail	\$36.5+
Improvements East of I-15	\$544
91 Third Express Lane	\$250
SR-91 Westbound Auxiliary Lane	\$45
<b>SUBTOTAL</b>	<b>\$1,130+</b>
<b>Bi-County Projects</b>	
SR-241/SR-91 Tolled Express Connector	\$524
91 Eastbound Corridor Operations Project (SR-241 to SR-71)	\$220
91 Westbound Improvements (SR-241 to SR-71)	\$342
<b>SUBTOTAL</b>	<b>\$1,086</b>

## Project Summary

<b>Table 1 – SR-91 Implementation Plan Projects (continued)</b>	
<b>Concept Projects</b>	<b>Cost (Millions)</b>
Elevated 4-Lane Facility (MIS Corridor A) from SR-241 to I-15	\$2,720
Fairmont Boulevard Improvements	\$76.8
<b>SUBTOTAL</b>	<b>\$2,797</b>
<b>Completed Project Summary Since 2006 (Completion Year)</b>	<b>Cost (Millions)</b>
Green River Road Overcrossing Replacement (2009)	\$24.3
North Main Street Corona Metrolink Station Parking Structure (2009)	\$25
Eastbound Lane Addition from SR-241 to SR-71 (2010)	\$51.2
Widen SR-91 between SR-55 and SR-241 by Adding a 5th GP Lane in Each Direction (2013)	\$85.2
SR-91 WB Lane at Tustin Avenue (2016)	\$43.2
Metrolink Service Improvements (2016)	\$249
Initial Phase CIP: Widen SR-91 by One GP Lane in Each Direction East of Green River Rd, CD Roads and I-15/SR-91 Direct South Connector, Extension of Express Lanes to I-15 and System/Local Interchange Improvements (2017)	\$1,407
Express Bus Service (2019)	\$6
La Sierra Metrolink Parking Improvements (2019)	\$6.3
SR-91 Corridor Operations Project (2022)	\$38
Anaheim Canyon Metrolink Station Improvements (2023)	\$34.2
15/91 Express Lanes Connector (2023)	\$270
Eastbound 91 Express Lane Extension (2023)	\$10
Green River Road Bike Lane Gap Closure (2025)	\$.014
SR-71/SR-91 Interchange Improvements (2025)	\$137
<b>SUBTOTAL</b>	<b>\$2,386</b>

## Traffic Analysis

For the 2026 Plan, the traffic analysis for major SR-91 projects used the TransModeler model calibrated and validated to reflect existing traffic patterns as described in the prior section. This traffic simulation model provides a better depiction of actual travel delays experienced by motorists compared to traditional travel demand models. The model can be used to analyze freeway bottlenecks sometimes neglected in traditional travel demand models.

This approach is especially important given high SR-91 traffic volumes and the potential for relatively few vehicles to significantly slow down traffic. For example, a minor freeway merging area can cause many vehicles to slow, cascading delay through the traffic stream, and rapidly decreasing both speed and volume for major segments of the freeway. The metrics reported in the Plan include travel time from the beginning to the end of the study corridor and vehicle hours of delay experienced on the study corridor, which both focus on operations for vehicles on SR-91.

A third metric includes vehicles served by the system in the study corridor and takes into consideration vehicles on ramps and freeways that feed into or are fed by SR-91 in the study area. In addition to the existing year analysis, two future years of 2030 and 2045 were analyzed and include the SR-91 projects that are scheduled to be completed by the respective year. The operations analysis quantified travel time savings for WB morning and EB afternoon conditions for the following major improvements projects:

### Year 2030

- SR-91 Improvements between SR-57 and SR-55
- 15/91 Express Lanes Connector
- SR-71/SR-91 Interchange Improvements
- SR-241/SR-91 Tolled Express Connector
- SR-91 Eastbound Corridor Operations Project

### Year 2045

- Projects completed in 2030
- SR-91 Improvements East of I-15
- SR-91 Westbound Corridor Operations Project (remaining)
- Fairmont Boulevard Improvements

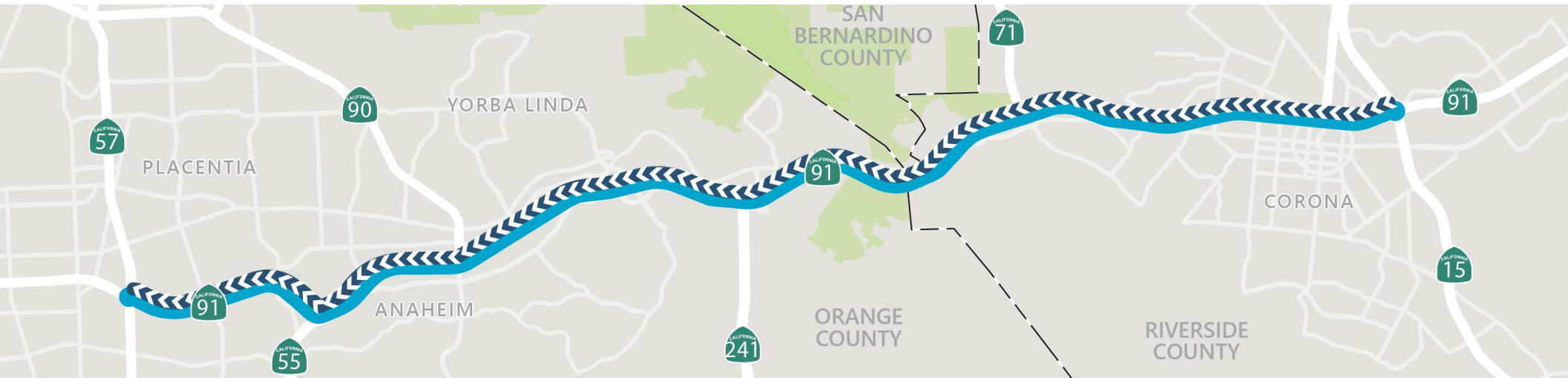
## Westbound Analysis

The WB morning traffic analysis results indicate that for the year 2030 forecasts, peak hour travel times are anticipated to exacerbate in Riverside County (by about 6 minutes) and maintain the same in Orange County. In addition to increasing travel time, overall vehicle hours of delay in the corridor will increase (by about 29 percent), while the entire system is able to serve more vehicles (by about 4 percent). Bottlenecks are anticipated at the Orange-Riverside County line and at the SR-241 interchange/Gypsum Canyon interchange area, which will continue a long queue on WB SR-91 extending to the I-15/SR-91 interchange. The bottleneck at the SR-55 interchange will be relieved.

For the year 2045 forecasts, travel times are anticipated to decrease (by about 21 minutes) in Riverside County as implementation of the SR-91 Westbound Corridor Operations Project would improve operations. With more vehicles able to travel downstream, travel times in Orange County would increase (by about 16 minutes) when compared to 2030. Overall vehicle hours of delay will decrease (by

about 10 percent) in the corridor, and the number of vehicles the system is serving will also increase (by about 12 percent). There is a bottleneck at SR-71 due to a large increase of vehicles going to and from SR-71. Also, with more vehicles able to travel downstream, another bottleneck occurs at the Tustin Avenue and SR-55 area. Travel time in Orange County shows an increase in 2045 due to the growth in traffic, projects relieving congestion upstream allowing more vehicles to travel downstream, and no additional capacity enhancing projects in Orange County. OCTA and RCTC are exploring multi-modal opportunities on, or adjacent to, the SR-91 corridor that could provide additional congestion relief.

Express Lanes in the westbound direction operate satisfactorily in 2030 and will experience a slowdown in 2045 in Riverside County where the 3-lane section merges back to two lanes. RCTC is planning to implement dynamic pricing for the SR-91 corridor in the near future, which will help to maintain satisfactory operation of the Express Lanes



## Westbound Analysis

Figures 1-1 and 1-2 below summarize the westbound corridor vehicle hours of delay and systemwide served vehicles, respectively.

Figure 1-1 – Westbound SR-91 from I-15 to SR-57  
A.M. Peak Period Corridor Vehicle Hours of Delay

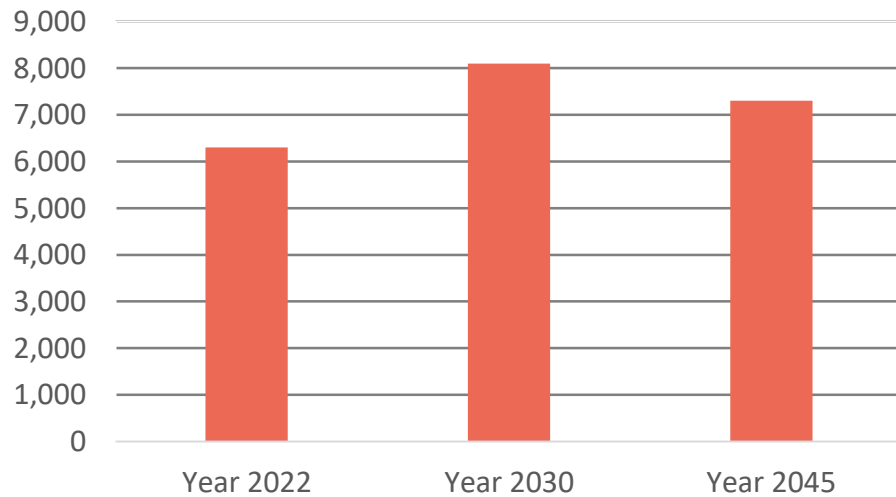
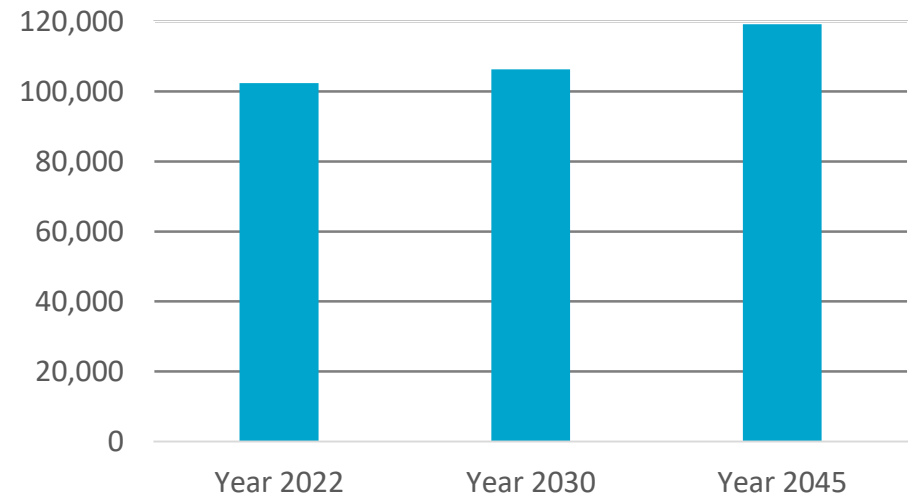


Figure 1-2 – Westbound SR-91 from I-15 to SR-57  
A.M. Peak Period Systemwide Served Vehicles



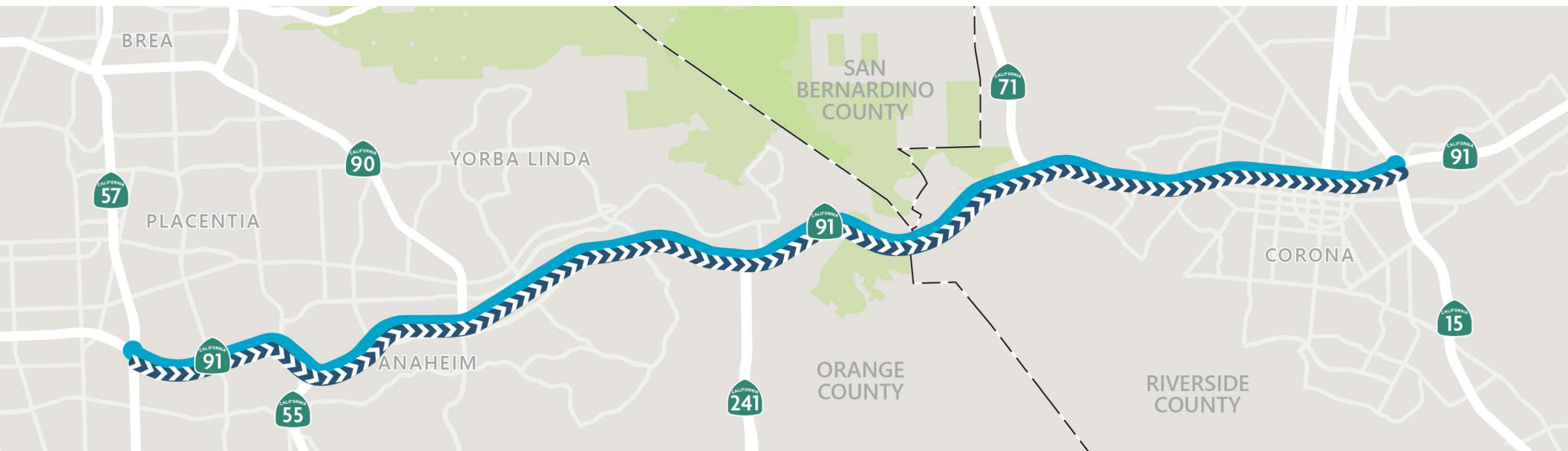
## Eastbound Analysis

The EB afternoon traffic analysis indicates that for the year 2030 forecasts, peak hour travel times are anticipated to increase (by about 4 minutes) in Riverside County and decrease (by about 33 minutes) in Orange County. With the decrease of total travel time (by about 29 minutes) required to travel through the corridor, the vehicle hours of delay will also decrease (by about 38 percent) and the number of vehicles served by the system will increase (by about 3 percent). With the inclusion of the EB Corridor Operations Project, the congestion at the county line will be reduced. The improved conditions at the county line increases the amount of vehicles able to travel downstream and increases the bottleneck near the Main Street and I-15 area in Riverside County. Improvement

projects near I-15 in the future should help to alleviate congestion in those areas.

For the year 2045 forecasts, travel times are anticipated to decrease (by about 14 minutes) in Riverside County and increase in Orange County (by about 28 minutes) when compared to 2030. Overall vehicle hours of delay will increase (by about 54 percent) and the number of vehicles the system is serving will be greater (by about 3 percent). The main bottleneck will occur at the county line as existing conditions.

Express Lanes in the eastbound direction operate satisfactorily in all the analysis years.



## Eastbound Analysis

Figures 1-3 and 1-4 below summarize the eastbound corridor vehicle hours of delay and systemwide served vehicles, respectively.

Figure 1-3 – Eastbound SR-91 from SR-57 to I-15 P.M.  
Peak Period Corridor Vehicle Hours of Delay

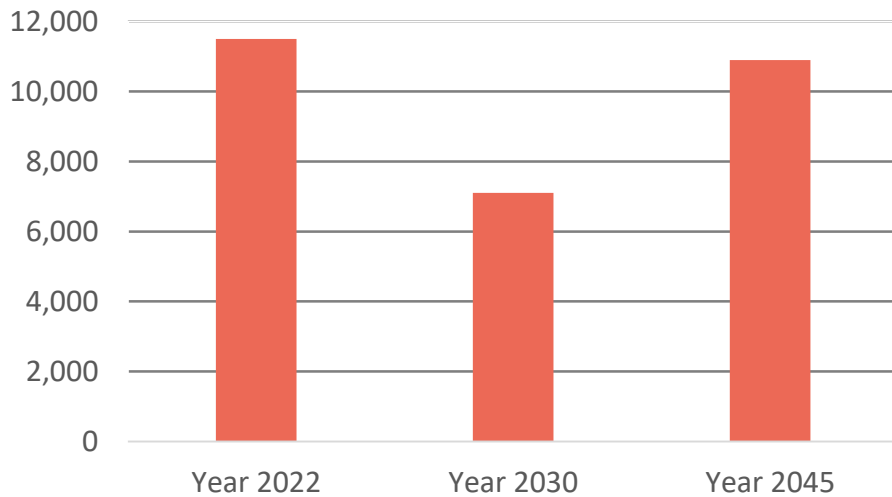
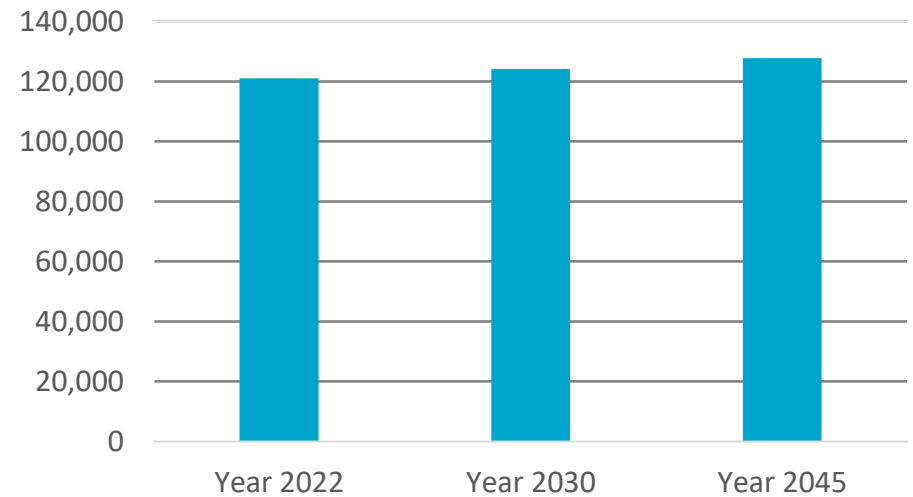


Figure 1-4 – Eastbound SR-91 from SR-57 to I-15 P.M.  
Peak Period Systemwide Served Vehicles



## OVERVIEW

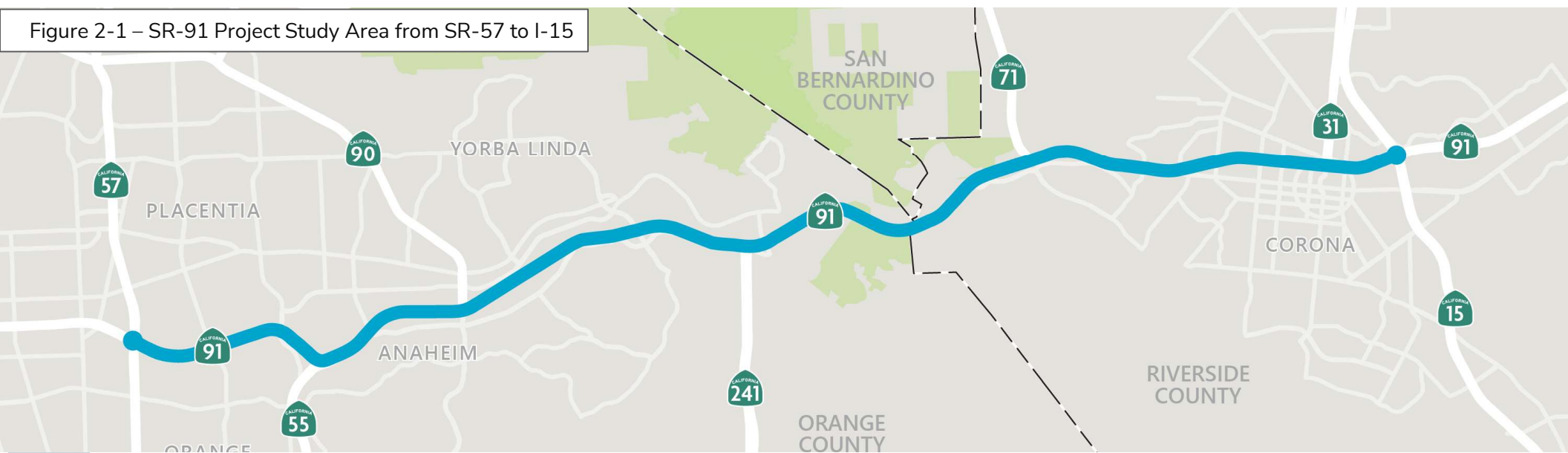
The 2026 Plan describes projects, key considerations, benefits, current status, schedule, and costs (in 2026 dollars, or as noted) for major projects and concepts. The projects are grouped as follows: Orange County Projects, Riverside County Projects, and Bi-County Projects.

The intent of the Implementation Plan is to present a list of projects and studies along the SR-91 corridor and highlight coordination between OCTA, RCTC, and Caltrans to improve the corridor.

As part of the project development process, detailed operational analysis will need to be conducted to evaluate operational issues associated with each project. The project development phases are discussed in the status updates and are defined as follows:

- Conceptual Engineering = Conceptual planning and engineering for project scoping and feasibility prior to initiating the preliminary engineering of planning phase.
- Preliminary Engineering or Planning = Conceptual planning and engineering phase that allows for programming of funds.
- Environmental = Project Approval/Environmental Document (PA/ED) – The detailed concept design that provides environmental clearance for the project and programs for final design and right of way acquisition. The duration for this phase is typically 2 to 3 years.
- Design = Plans, Specifications, and Estimates (PS&E) – Provide detailed design to contractors for construction bidding and implementation.
- Construction = The project has completed construction and will provide congestion relief to motorists.

Figure 2-1 – SR-91 Project Study Area from SR-57 to I-15





## Orange County Projects

The Orange County set of projects includes three improvements at a total cost of more than \$829 million (in 2026 dollars, or as noted). The projects include: SR-91 improvements between SR-57 and SR-55, Placentia Metrolink rail station, and Metrolink Improvements.

Orange County Project Summary	Cost (Millions)
SR-91 Improvements between SR-57 and SR-55	\$779
Placentia Metrolink Rail Station	\$50
Metrolink Improvements	TBD
<b>SUBTOTAL</b>	<b>\$829+</b>

# SR-91 Improvements between SR-57 and SR-55

## Project Description

The project will add a general-purpose (GP) lane in the eastbound (EB) direction between La Palma Avenue and SR-55 and provide westbound (WB) operational improvements between Acacia Street and La Palma Avenue and between SR-55 and Lakeview Avenue. The project will be implemented in three segments as follows:

Segment 1 will realign the existing WB SR-91 Lakeview Avenue on- and off-ramps to direct traffic to WB SR-91 and add a new drop on-ramp from the reconstructed Lakeview overcrossing bridge that connects directly to southbound SR-55.

Segment 2 includes the addition of a GP lane in the EB direction between La Palma Avenue and SR-55, bridge widening over the Santa Ana River and reconstruction of the Glassell Street/Kraemer Boulevard and Tustin Avenue interchanges.

Segment 3 includes WB operational improvements between Acacia Street and La Palma Avenue, upgrades at the WB State College Boulevard interchange, and reconstruction of the La Palma Avenue overcrossing bridge. An Orangethorpe bypass ramp to allow NB SR-57 traffic to exit prior to multiple connector merges will also be included.

## Key Considerations

The proposed project improvements on WB and EB SR-91 may require partial right-of-way acquisition and Temporary Construction Easements (TCEs). In some areas, a non-standard geometric cross-section is proposed to reduce the right-of-way impacts.

## Benefits

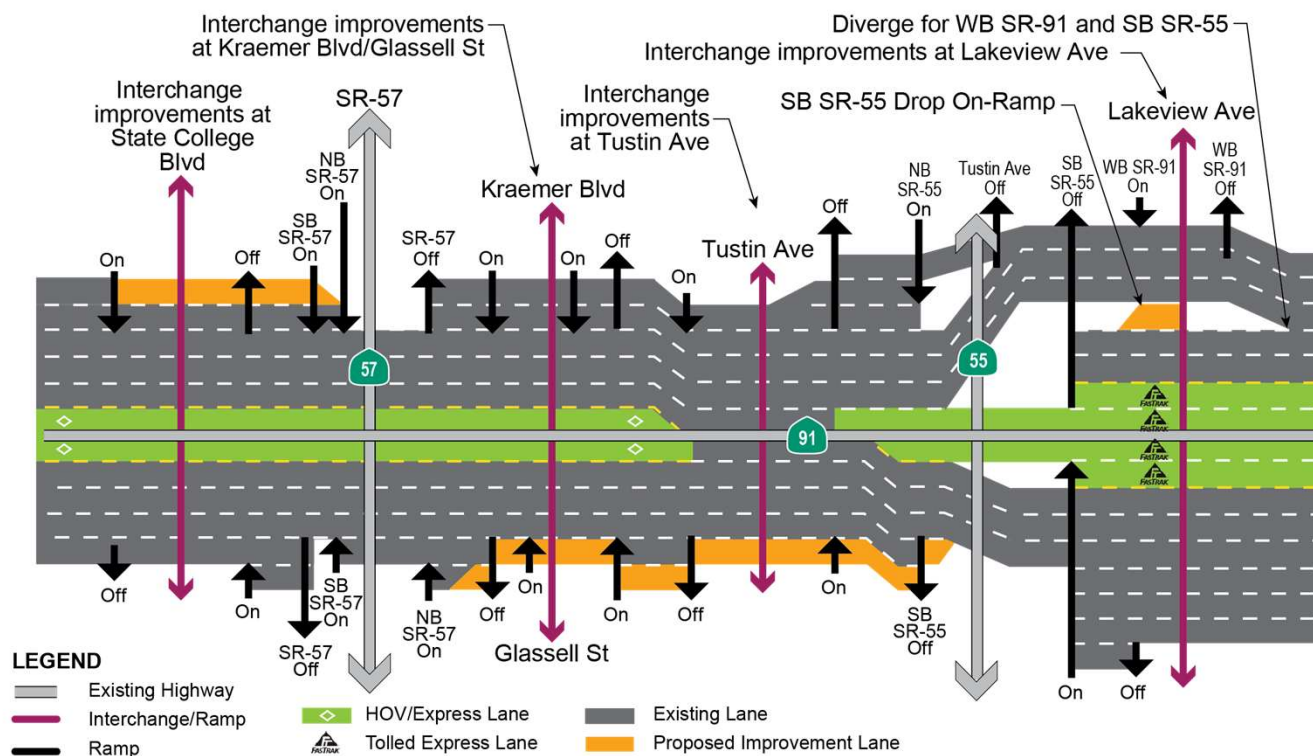
The proposed project improvements on WB and EB SR-91 between SR-57 and SR-55 include, among other features, adding one EB general purpose lane to achieve lane balancing and interchange improvements. Project improvements will improve safety, reduce congestion, and delay and reduce weaving.

## Schedule and Cost

Construction is anticipated to be completed in 2030, and the total project cost is estimated to be approximately \$779,000,000.

## Current Status

The project improvements were originally studied in the SR-91 Feasibility Study, which was completed in June 2009. The Project Study Report was completed in 2014, and the Project Approval/Environmental Document (PA/ED) was completed in 2020. This project was then split into three separate segments and the Plans Specifications and Estimate (PS&E) phase began in 2020 for all three segments. Segment 1 began construction in April 2025, and Segment 2 and Segment 3 are in 100% design phase. The proposed improvements are included in the Measure M program.



## Project Description

The new Placentia Metrolink Station will serve the Metrolink 91/Perris Valley Line, providing commuter rail service between Perris and Los Angeles, via Riverside and Orange counties. The project includes construction of a parking structure, OCTA bus access, an area for passenger pick-up and drop-off, and two station platforms.

## Benefits

The station will meet the current transit demand and foster train ridership growth in the region, contributing to congestion relief on SR-91.

## Schedule and Cost

Plans are 100 percent complete based on a previous layout however, the construction contract cannot be advertised until an amended shared use agreement is in place with BNSF Railway, the right-of-way owner and a potential design layout reconfiguration. The project will be advertised for bids once an agreement is in place. The total project cost is estimated to be \$50 million.

## Current Status

The City of Placentia is the lead on right-of-way and environmental clearance, and OCTA is the lead agency for design and construction of the project. Funding for the project is programmed to use 91 Toll Revenues, Measure M2, and the City of Placentia funds for the construction phase. State Transportation Improvement Program (STIP), Public Transportation Modernization, Improvement, and Service Enhancement Account (PTMISEA), Measure M2 and City funds are programmed for the design and right-of-way costs. Project is currently on hold.



Image source: [www.placentia.org/Placentia-Metrolink-Site-Plan](http://www.placentia.org/Placentia-Metrolink-Site-Plan) (Wildan Engineering)

## Project Description

There are 18 daily trains that run on the Inland Empire-Orange County (IEOC) Line and 14 trains running on the 91/Perris Valley (91/PV) line for a total of 32 daily trains. The Perris Valley portion of the 91/PV Line extends Metrolink service southeast by 25 miles, from Riverside to Perris via Moreno Valley. Metrolink is conducting a plan that would look at optimizing service and realize cost efficiencies throughout the region.

## Key Considerations

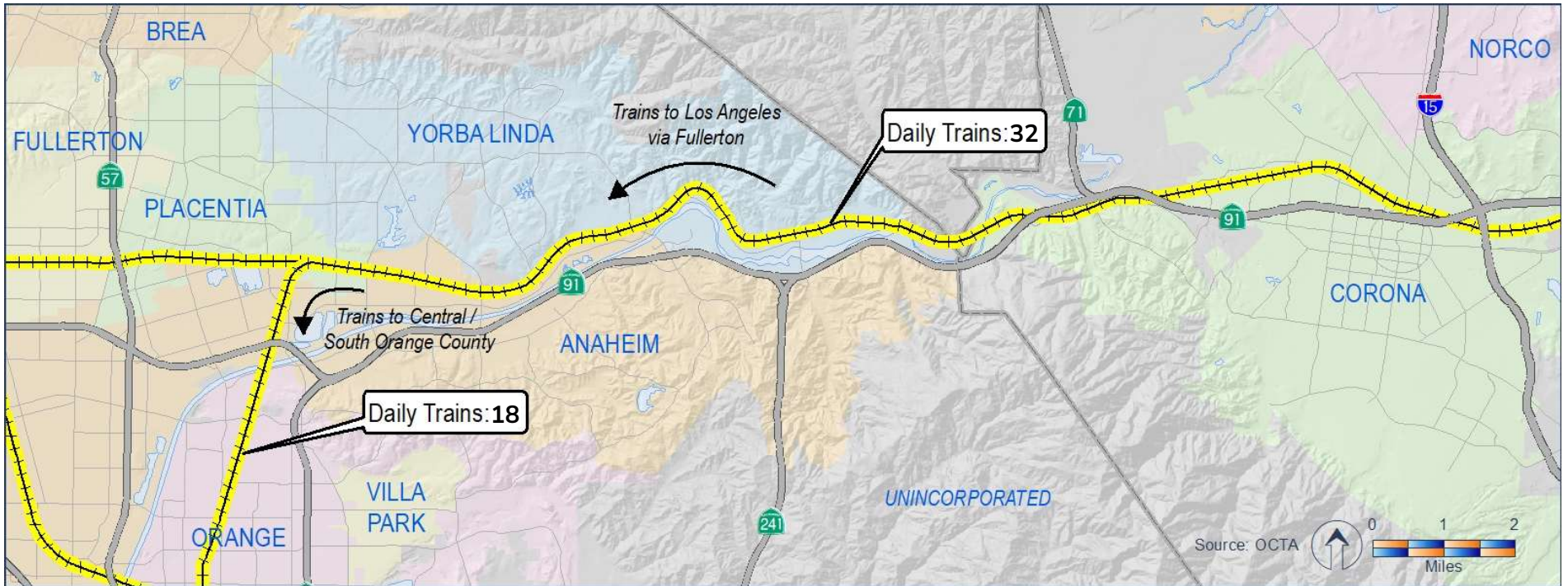
Construction of the new Placentia Metrolink station will improve passenger access along the 91/PV Line by creating a station between Fullerton and Corona.

## Benefits

Enables development of Metrolink service, improved efficiency, and fosters train ridership growth in the region, contributing to congestion relief on the SR-91.

## Current Status

In October 2024, Metrolink implemented the service optimization plan, which is helping to realize cost efficiencies related to crews and scheduling.



4/26/2023

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RCTC

## Riverside County Projects

The Riverside County set of projects includes five improvements: the 15/91 Express Transit Connector, Santa Ana River Trail, SR-91 Improvements east of I-15, 91 Third Express Lane and SR-91 Westbound Auxiliary Lane. Projects for implementation in Riverside County are anticipated to cost more than a billion dollars (in 2026 dollars, or as noted).

Riverside County Project Summary	Cost (Millions)
15/91 Express Transit Connector	\$254
Santa Ana River Trail	\$36.5+
Improvements East of I-15	\$544
91 Third Express Lane	\$250
SR-91 Westbound Auxiliary Lane	\$45
<b>SUBTOTAL</b>	<b>\$1,130+</b>

## Project Description

The project consists of a transit and HOV connector between the express lanes on SR-91 and the transit and HOV facilities at North Main in the City of Corona, specifically the North Main Metrolink Station, the Corona Transit Center, and the Caltrans park-n-ride facility.

## Key Considerations

The project is in the PSR-PDS phase to develop the purpose and need and project alternatives.

Depending on the alternative that is chosen, this project may have impacts to freeway and local street right-of-way, freeway operations, and transit operations.

## Schedule and Cost

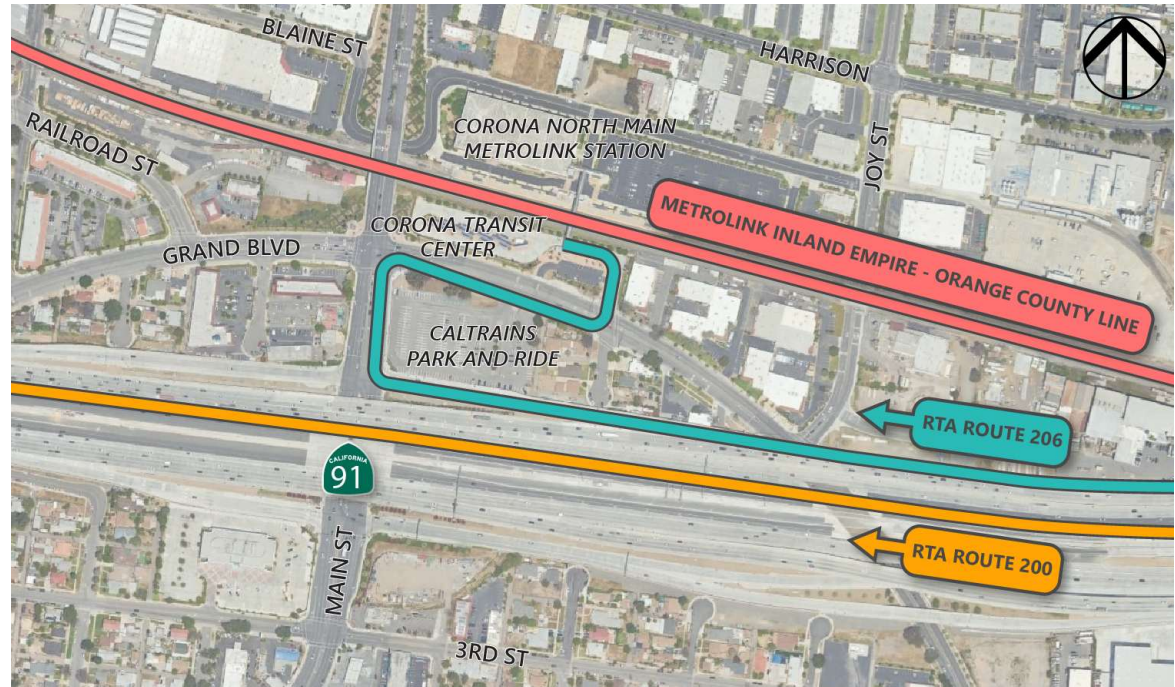
A PSR-PDS is underway. Preliminary alternatives are being developed, but construction is not yet approved or funded. Project cost is estimated at \$254 million. This project may be partially funded by 91 Express Lanes surplus toll revenues.

## Benefits

The 15/91 Express Transit Connector would improve transit and HOV connectivity between the SR-91/I-15 Express Lanes and the North Main Metrolink, bus, and HOV facilities, creating a regional transportation hub. Connecting this missing link would yield both local and regional benefits such as improved transit access, increased HOV ridership, and reduced vehicle miles traveled.

## Current Status

The project team is currently developing preliminary alternatives and a PSR-PDS document.

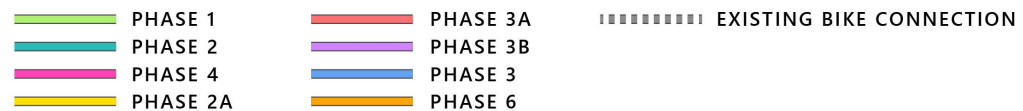
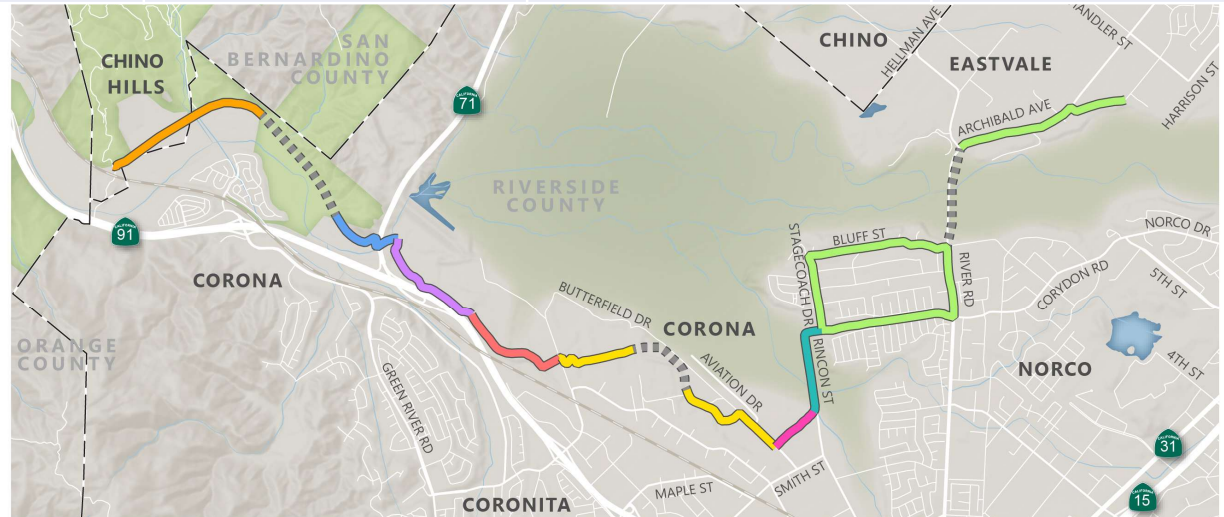


## Project Description

The Santa Ana River Trail is a multi-use trail complex that runs alongside the Santa Ana River. When completed, it will be the longest multi-use trail in Southern California, spanning over 100 miles between San Bernardino and Orange counties. As envisioned, the trail connecting San Bernardino, Riverside, and Orange counties would be a dual-track trail consisting of 1) paved Class I and Class II Bikeways for bicyclists and pedestrians and 2) decomposed granite (DG) surfaced riding and hiking trail for equestrians, mountain bicyclists, and hikers. The Santa Ana River Trail is currently 60 percent complete. When finished it will extend from the San Bernardino County National Forest to the Pacific Ocean at Huntington Beach where the trail ends. There are currently two gaps in the trail: from Green River in Orange County to Hidden Valley Wildlife area in Riverside County; and from Waterman Avenue in San Bernardino to the National Forest boundary line near unincorporated Mentone.

This project addresses the gap from Green River to the Hidden Valley Wildlife area and involves installing multi-use trails along local streets and in the Santa Ana River Trail (SART) located within the Prado Dam Flood Control Basin area of the Santa Ana River for the easterly portion of the trail and the Green River Golf Club for the westerly portion of the trail.

Phase	Schedule	Cost	Status
1	TBD	unknown	On hold pending funding
2,2A,3A	100% design complete	\$9 million – Phases 2/2A/3A	Phase 2 anticipated to start construction in late 2026
3B	Env and Design complete; construction by 2028	\$1 million	Funded and incorporated into USACE spillway project
3	TBD	unknown	On hold pending funding
4	Complete	\$1.5 million	Complete
6	Complete by 2026	\$25 million	Funded



## Project Description

The Project Approval and Environmental Document (PA/ED) for the SR-91 Corridor Improvement Project (CIP), from SR-241 to Pierce Street, included the addition of a 5th lane in each direction, the addition of auxiliary lanes at various locations, the addition of collector-distributor lanes at the I-15/SR-91 interchange, the extension of the 91 Express Lanes from the Orange County line to I-15, the construction of a SR-91 Express Lanes median direct connector to and from I-15 South, a SR-91 Express Lanes median direct connector to and from I-15 North, the construction of one Express Lane in each direction from the I-15/SR-91 interchange southerly to I-15/Cajalco Road (completed as part of RCTC I-15 Express Lanes Project), and improvements east of I-15. Due to funding constraints, a Project Phasing Plan was developed to allow an Initial Phase, with reduced improvements, to move forward as scheduled, with the remaining ultimate improvements to be completed later. The SR-91 Improvements East of I-15, which includes extending an Express Lane east of McKinley Street and adding a general-purpose lane from I-15 to Pierce Street in each direction (the subject project), is a component of the SR-91 CIP that was not constructed with the Initial Phase.

## Key Considerations

Coordination among many of the SR-91 freeway projects that overlap the project limits is critical to successfully delivering these projects on schedule and within budget. Designing to accommodate future projects is a recurring theme for each of these projects. Minimizing conflicts in scope between projects requires direct coordination between each project team. Additionally, future projects frequently have multiple alternatives under study, each with differing scope and construction footprints. Specifically, the project improvements need to continue to be coordinated with SR-241/SR-91 Tolloed Express Connector, the 15/91 Express Transit Connector, and the SR-91 Westbound Auxiliary Lane.

## Benefits

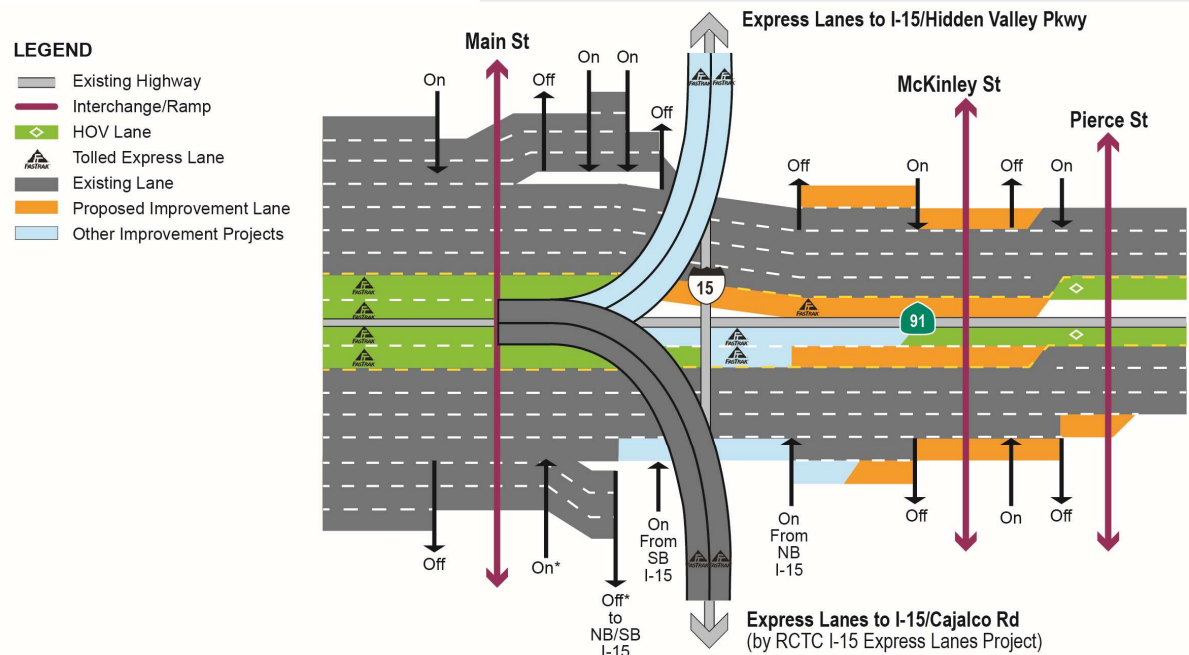
The SR-91 Improvements East of I-15 will reduce congestion and delays by providing additional operational improvements on SR-91 from I-15 to Pierce Street.

## Schedule and Cost

Anticipated project completion is to be determined. Project cost is estimated at \$544 million based on completion in 2035. This project may be partially funded by 91 Express Lanes surplus toll revenues.

## Current Status

Preliminary engineering was recently revisited which included updates to project cost. The SR-91 Improvements East of I-15 is included in the SR-91 CIP environmental document that was completed in 2012.



## Project Description

The project would add a third express lane in both directions of SR-91 from the Orange/Riverside county line to Interstate 15 (I-15). Extension of the third express lane to SR-241 in Orange county will also be evaluated. In order to minimize impacts along this constrained corridor, and to limit excessive costs, the project will explore a cross-section with reduced shoulders, buffers, and lane widths.

The existing SR-91 Express Lanes are generally two lanes in each direction and currently experience high demand. The eastbound 91 Express Lanes will inevitably reach a point when toll rates will no longer be effective in managing the growing demand expected in Riverside County. Furthermore, the current westbound 91 Express Lanes in Riverside County experience queues with high toll rates that are ineffective in managing traffic demand.

## Benefits

The purpose of the project is to provide additional capacity to the Express Lanes on SR-91, in both directions within Riverside County, to reduce congestion and meet the increasing demand of the facility with effective toll rates.

## Schedule and Cost

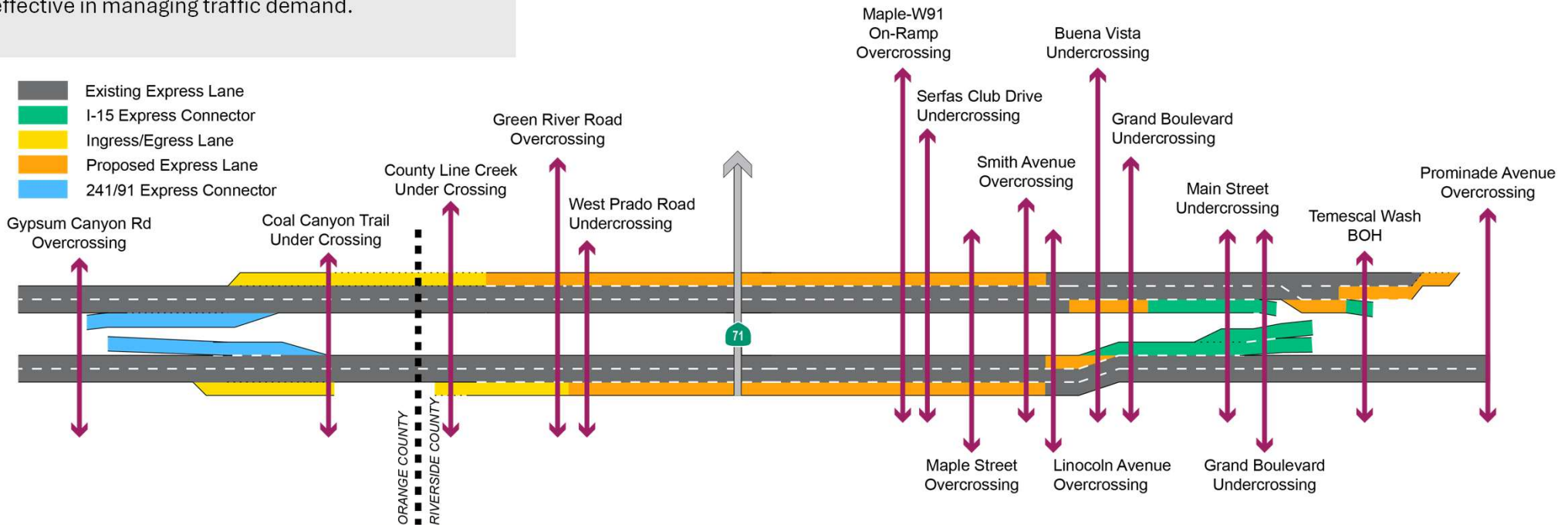
Anticipated project completion is to be determined. Project cost is estimated to be \$250 million based on completion in 2035. This project may be partially funded by 91 Express Lanes surplus toll revenues.

## Key Considerations

Adding a third express lane along this corridor would have impacts on other projects in this Plan. Close coordination is needed with the SR-241/SR-91 Tolled Express Connector, 91 Eastbound Corridor Operations Project, 91 Westbound Improvements, and 15/91 Express Transit Connector.

## Current Status

A feasibility study was recently completed. It is anticipated that a PSR-PDS will be initiated in 2026.



## Project Description

The project scope is to construct an auxiliary lane (less than one mile) on westbound SR-91 from Pierce Street onramp to McKinley Street off-ramp.

## Schedule and Cost

The estimated cost of the concept is approximately \$45 million and could be complete in 2033.

## Current Status

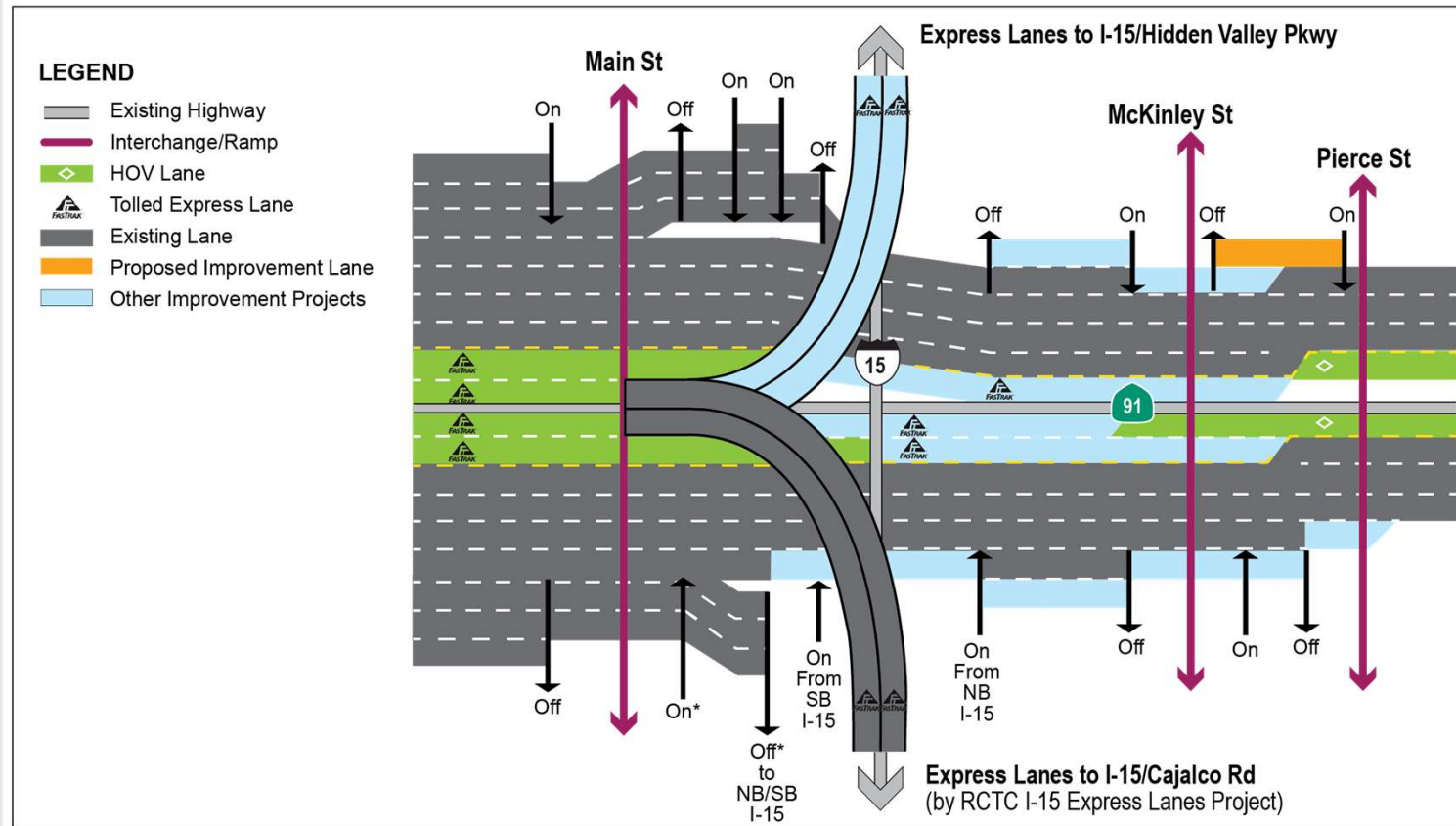
Caltrans has completed a Project Initiation Document.



## Key Considerations

Project coordination with the 91 Improvements East of I-15 will be needed.

## Benefits

Reduce weaving and merging conflicts to improve operational efficiency and traffic safety on this segment of westbound SR-91.



## Bi-County Projects

There are three Bi-County improvement projects that will benefit both Orange and Riverside Counties. These projects include: the SR-241/SR-91 Tolled Express Connector, 91 Eastbound Corridor Operations Project (SR-241 to SR-71), and 91 Westbound Improvements (SR-241 to SR-71). The total cost for the projects is expected to be more than \$1 billion (in 2026 dollars, or as noted).

Bi-County Project Summary	Cost (Millions)
SR-241/SR-91 Tolled Express Connector	\$524
91 Eastbound Corridor Operations Project (SR-241 to SR-71)	\$220
91 Westbound Improvements (SR-241 to SR-71)	\$342
<b>SUBTOTAL</b>	<b>\$1,086</b>

## Project Description

The SR-241/SR-91 Tolled Express Connector will consist of a direct connector between the 241 Toll Road and 91 Express Lanes, carrying northbound 241 Toll Road traffic to the eastbound 91 Express Lanes and westbound 91 Express Lanes traffic to the southbound 241 Toll Road.

## Key Considerations

The project is part of the planned build out of the Eastern Transportation Corridor as approved in 1994. The purpose of the project is to improve traffic operations on the Northbound 241 Toll Road and SR 91 Corridor by providing a new route choice, reducing weaving and merging that causes congestion, and ensuring free-flow speeds within the 91 Express Lanes. A key consideration is for the project to use dynamic pricing and progressive demand management tools to manage demand, while maximizing system performance and meeting performance metrics. The project will require widening of SR-91 to accommodate the direct connector and associated express auxiliary lanes in the median. The project's planned construction considers and aligns with the implementation of other planned improvements in the area including the SR-91 Eastbound Corridor Operations Project. Coordination between TCA, OCTA, RCTC, and Caltrans continues to ensure operations and maintenance considerations are addressed prior to and during operations. Coordination will also continue with local agencies, including the city of Anaheim, to ensure consistency with existing transportation plans.

## Schedule and Cost

Final Design is expected to be completed in 2026. Construction is anticipated to last approximately 36 months beginning in 2026 with project opening in 2029. The interagency Master Agreement and Operating Agreement between TCA, Caltrans, RCTC, and OCTA have been approved and executed. TCA has received tolling authority approval from the California Transportation Commission (CTC). The total cost of the project will be approximately \$524,000,000.

## Benefits

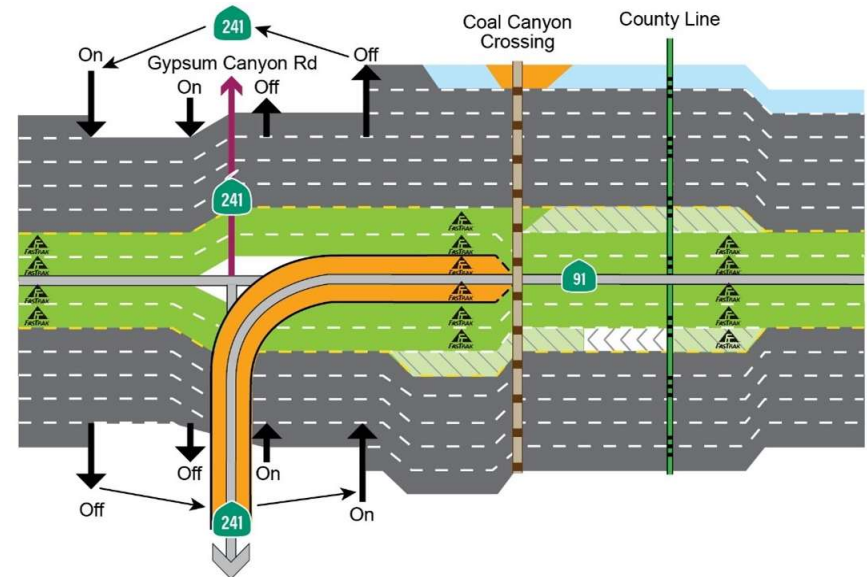
The project will provide a direct connection between the 91 Express Lanes and the 241 Road. This new route choice will improve regional mobility and enhance traffic operations on the 91 and 241 corridors resulting in travel time savings depending on direction, day and time of travel. The project will also reduce carbon emissions, fuel consumption, and improve air quality.

## Current Status

Caltrans approved the Project Report and Supplemental Environmental Document with Record of Decision in March 2020. The project is currently completing Final Design. In addition, OCTA, RCTC, Caltrans, and TCA have worked collaboratively to complete and execute the Master and Operating Agreements. TCA has completed the tolling authority process with the CTC.

### LEGEND

-  Existing Highway
-  Interchange/Ramp
-  HOV Lane
-  Express Lane Entrance / Exit
-  Buffer
-  Tolled Express Lane
-  Existing Lane
-  Proposed Improvement Lane
-  Other Improvement Projects



## Project Description

The Project Approval and Environmental Document (PA/ED) for the SR-91 Corridor Improvement Project (CIP), from SR-241 to Pierce Street, included the addition of a 5th lane in each direction, the addition of auxiliary lanes at various locations, the addition of collector-distributor lanes at the I-15/SR-91 interchange, the extension of the 91 Express Lanes from the Orange County line to I-15, the construction of a SR-91 Express Lanes median direct connector to and from I-15 South, a SR-91 Express Lanes median direct connector to and from I-15 North, and the construction of one Express Lane in each direction from the I-15/SR-91 interchange southerly to I-15/Cajalco Road (completed as part of RCTC I-15 Express Lanes Project), and improvements east of I-15. Due to funding constraints, a Project Phasing Plan was developed to allow an Initial Phase, with reduced improvements, to move forward as scheduled, with the remaining ultimate improvements to be completed later. The SR-91 Eastbound Corridor Operations Project between SR-241 and SR-71 (the subject project) is a component of the SR-91 CIP that was not constructed with the Initial Phase.

## Key Considerations

Coordination among many of the SR-91 freeway projects that overlap the project limits is critical to successfully delivering these projects on schedule and within budget. Designing to accommodate future projects is a recurring theme for each of these projects. Minimizing conflicts in scope between projects requires direct coordination between each project team. Additionally, future projects frequently have multiple alternatives under study, each with differing scope and construction footprints. Specifically, the project improvements need to be coordinated with the SR-241/SR-91 Tolloed Express Connector and the SR-91 Third Express Lane.

## Benefits

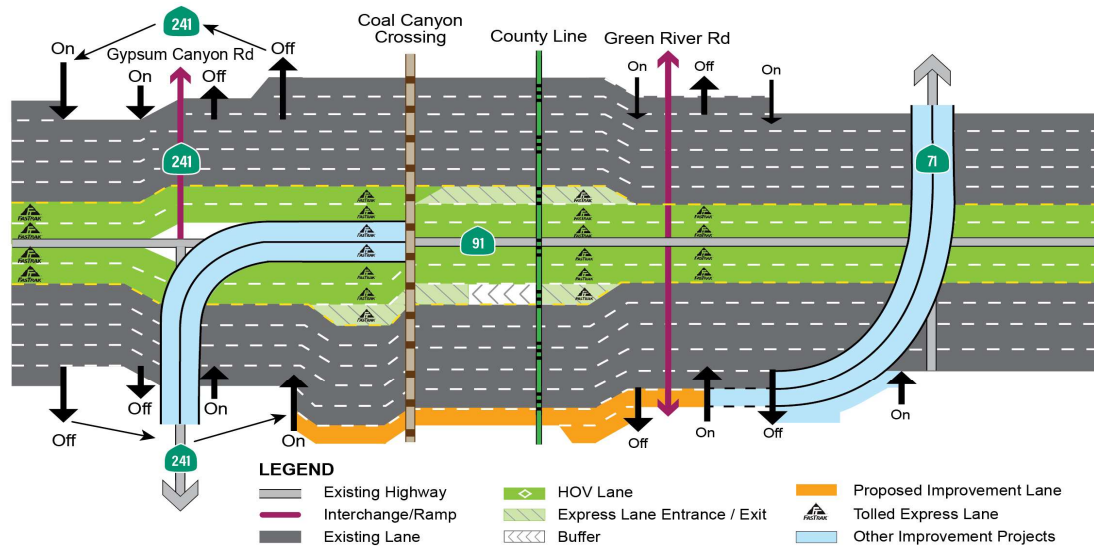
The 91 Eastbound Corridor Operations Project will reduce congestion and delays by providing additional operational improvements on SR-91 from SR-241 to SR-71.

## Schedule and Cost

With an estimated cost of \$220,000,000, the project is anticipated to be completed by 2030. This project may be partially funded by 91 Express Lanes surplus toll revenues.

## Current Status

The 91 Eastbound Corridor Operations Project is included in the SR-91 CIP environmental document that was completed in 2012. An alternatives analysis to evaluate potential improvement options in the eastbound direction was initiated in 2020 and completed in 2022. Efforts to determine final scope and prepare an environmental revalidation began in 2023 and is expected to be completed in 2026 followed by initiation of the Progressive Design Build Phase 1 contract to complete preliminary design and project cost negotiations.



## Project Description

The Project Approval and Environmental Document (PA/ED) for the SR-91 Corridor Improvement Project (CIP), from SR-241 to Pierce Street, included the addition of a 5th lane in each direction, the addition of auxiliary lanes at various locations, the addition of collector-distributor lanes at the I-15/SR-91 interchange, the extension of the 91 Express Lanes from the Orange County line to I-15, the construction of a SR-91 Express Lanes median direct connector to and from I-15 South, a SR-91 Express Lanes median direct connector to and from I-15 North, and the construction of one Express Lane in each direction from the I-15/SR-91 interchange southerly to I-15/Cajalco Road (completed as part of RCTC I-15 Express Lanes Project), and improvements east of I-15. Due to funding constraints, a Project Phasing Plan was developed to allow an Initial Phase, with reduced improvements, to move forward as scheduled, with the remaining ultimate improvements to be completed later. The 91 Westbound Improvements between SR-241 and SR-71 (the subject project) are a component of the SR-91 CIP that was not constructed with the Initial Phase.

## Key Considerations

Coordination among many of the SR-91 freeway projects that overlap the project limits is critical to successfully delivering these projects on schedule and within budget. Designing to accommodate future projects is a recurring theme for each of these projects. Minimizing conflicts in scope between projects requires direct coordination between each project team. Additionally, future projects frequently have multiple alternatives under study, each with differing scope and construction footprints. Specifically, the project improvements need to be coordinated with the SR-241/SR-91 Tolled Express Connector and the SR-91 Third Express Lane.

## Benefits

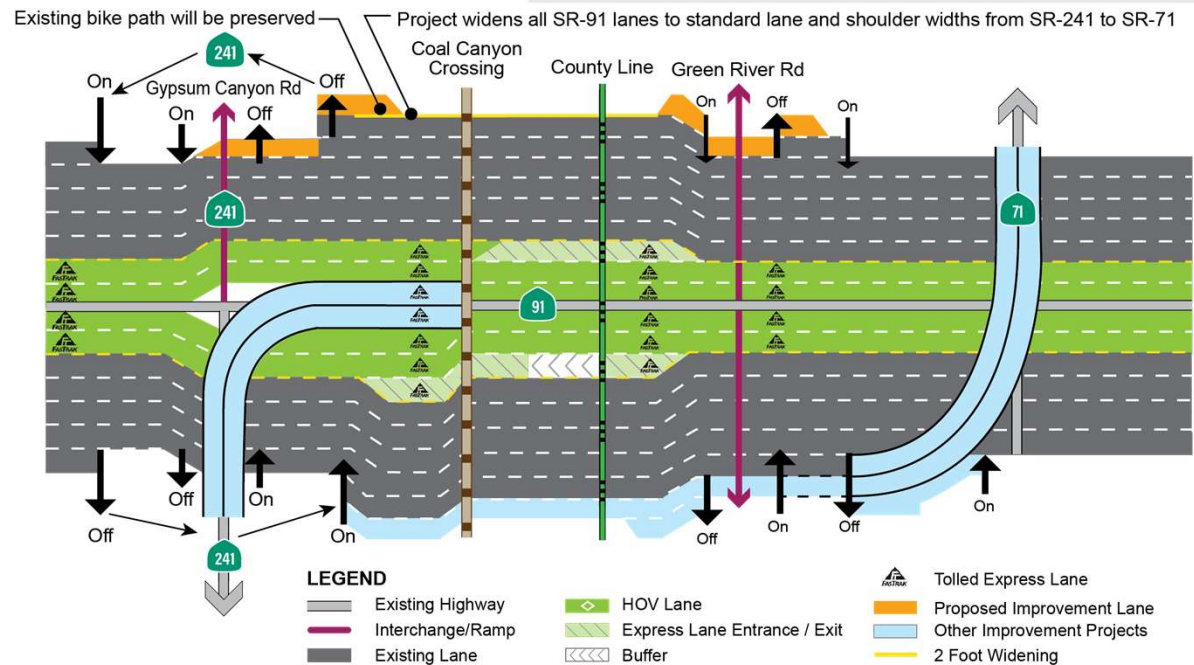
The 91 Westbound Improvements will reduce congestion and delays by providing additional operational improvements on SR-91 from SR-241 to SR-71.

## Schedule and Cost

Anticipated project completion is to be determined. Project cost is estimated at \$342 million based on completion in 2035. This project may be partially funded by 91 Express Lanes surplus toll revenues.

## Current Status

Preliminary engineering was recently revisited which included updates to project cost. The 91 Westbound improvements are included in the SR-91 CIP environmental document that was completed in 2012.





## Post-2035 and Conceptual Projects

Concepts for potential Post-2035 implementation focus on longer-lead time projects. This multi-billion dollar program may include an elevated 4-lane facility (MIS Corridor A) from SR-241 to I-15 and Fairmont Boulevard Improvements. These concepts may involve environmental considerations and right-of-way needs and would require substantial planning, design, and ongoing policy and public engagement as they are further evaluated and refined.

Concept Summary	Cost (Millions)
Elevated 4-Lane Facility (MIS Corridor A) from SR-241 to I-15	\$2,720
Fairmont Boulevard Improvements	\$76.8
<b>SUBTOTAL</b>	<b>\$2,797</b>

## Concept Description

The improvements primarily consist of constructing a new 4-lane elevated expressway near or within the Santa Ana Canyon with freeway-to-freeway connectors at SR-241 and I-15. The facility may include managed lanes and potential reversible operations.

## Key Considerations

Choice of alignment will be key to determining net capacity increase. Extensive right-of-way (R/W) will be required to implement the improvements if the alignment is not in the SR-91 corridor. When median connector projects or HOV/HOT projects are constructed and this 4-lane elevated facility is proposed within the median of SR-91 through Corona, then extensive managed lane closures would be required during construction (thus temporarily reducing SR-91 capacity during construction).

An alternative could be studied for the median Corridor A viaduct along with reduced SR-91 geometric standards to minimize R/W impacts.

Also, direct connectors (such as for High Occupancy Vehicle (HOV) / High Occupancy Toll (HOT) at I-15/SR-91) to/from the median could be precluded by Maglev columns located within the same median area. Caltrans and Maglev highway R/W, maintenance, safety, and operations considerations would need to be analyzed if shared use with a Maglev facility were pursued. Additional mitigation costs may be required for improvements to SR-241 and SR-133 as a result of additional Corridor traffic volumes. With Corridor A as managed lanes, and the extension of 91 Express Lanes to I-15, this project concept may affect traffic distribution due to “parallel” tolled facilities.

## Benefits

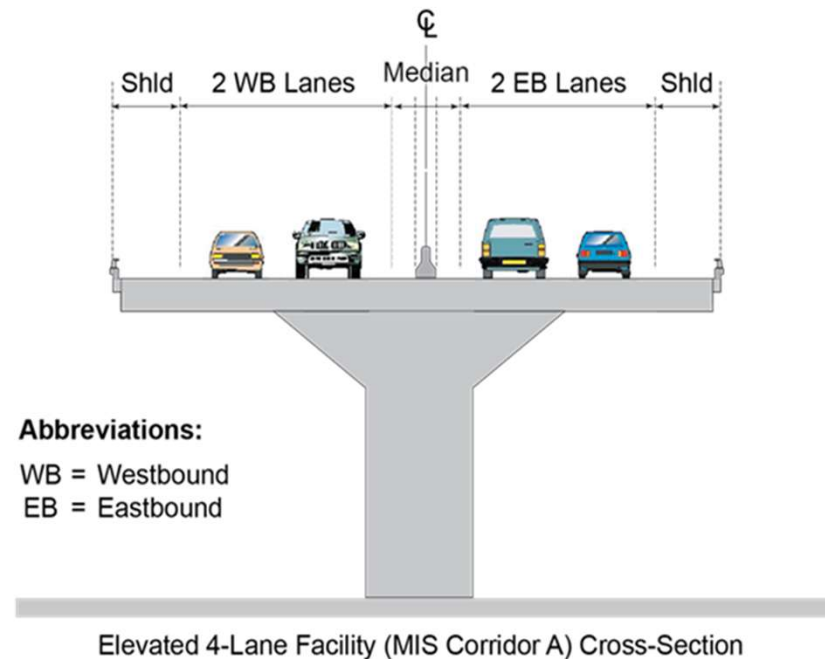
The concept would provide significant congestion relief by allowing vehicles to bypass the at-grade freeway lanes and local arterial interchanges between SR-241 and I-15. Connections are proposed directly between SR-91, SR-241, and I-15.

## Schedule and Cost

This concept is identified in the Riverside County - Orange County Major Investment Study (MIS) as part of the Locally Preferred Strategy to improve mobility between Riverside County and Orange County. No project development work is planned at this time.

## Current Status

Anticipated project completion is post-2035 and construction cost is estimated to be \$2,720,000,000 (2005 dollars).



## Concept Description

The project would provide a new interchange with SR-91 at Fairmont Boulevard. On and off ramps will connect Fairmont Boulevard from the north to eastbound (EB) and westbound (WB) SR-91. The proposed interchange does not include a vehicular Fairmont Boulevard connection to Santa Ana Canyon Road to the south. A pedestrian/bicycle connection is also proposed between La Palma Avenue and Santa Ana Canyon Road. This bridge and pathway will allow for direct Santa Ana River Trail access from both Anaheim south of SR-91 and from Yorba Linda.

## Key Considerations

Interchange spacing and weaving issues (to SR-55) need to be evaluated. Widening of SR-91 may be needed to accommodate interchange ramps. Proximity of the Santa Ana River may require that the WB ramp junction be located north of the river. New connection requirements and interchange spacing needs to be considered. Ramp and bridge placement needs to take pedestrian/bicycle bridge into account or incorporate the pedestrian/bike path into the design beyond the vehicular access limits of the project.

## Schedule and Cost

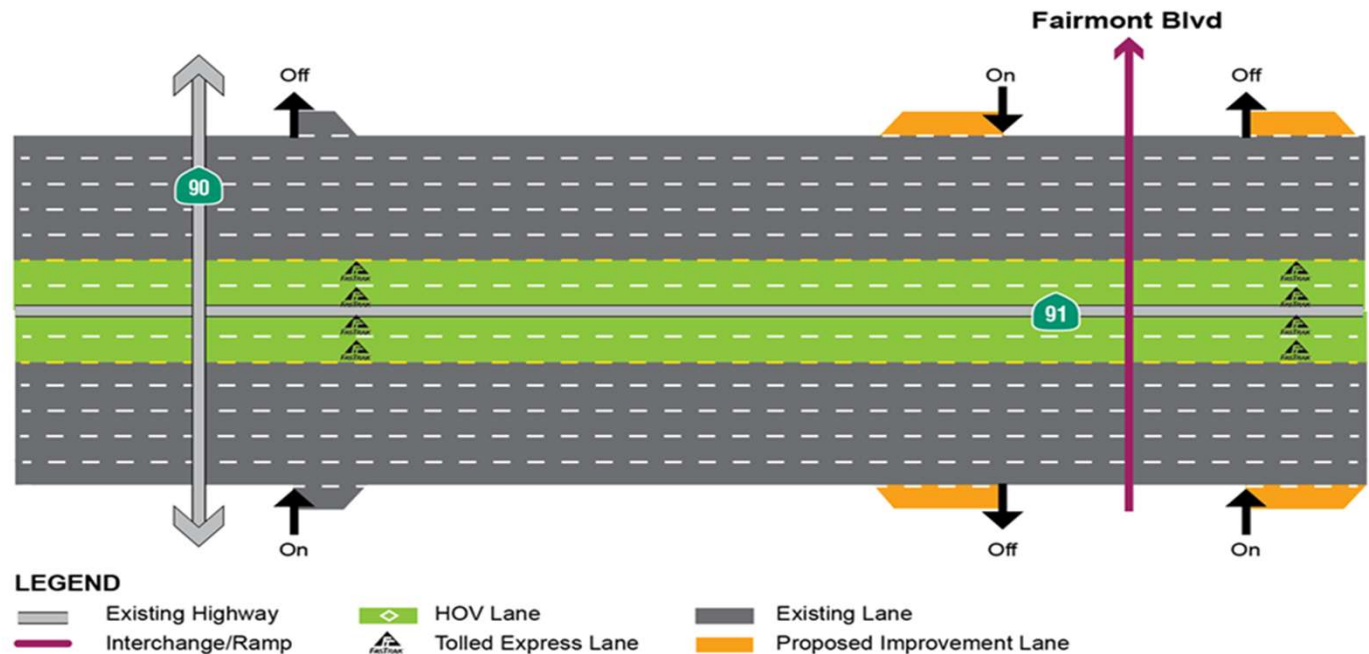
The City of Anaheim completed a conceptual engineering study in December 2009 for the interchange. Multiple alternatives have been developed as part of the conceptual engineering study. Bicycle/pedestrian bridge is currently in initial planning stages. Project development is pending funding identification. On July 24, 2017, OCTA staff along with a senior staff member of WSP presented the findings of a 91 Express Lanes intermediate access study. The study provided various alternatives, traffic modeling, and financial impacts of the additional access. At the conclusion of the discussion, the OCTA Board of Directors did not authorize additional analysis for the intermediate access.


## Benefits

The interchange is expected to relieve congestion at Imperial Highway (SR-90), Lakeview Avenue, and Weir Canyon Road Interchanges. Preliminary traffic modeling shows a 10-15% decrease in volumes at Weir Canyon and SR-90 interchanges with the interchange alternative.

## Current Status

Anticipated project completion is post 2035 and construction cost is estimated to be \$76,800,000 (costs from 2009 Feasibility Study). R/W cost is undetermined. Cost excludes any potential impact to Santa Ana River.






## Completed Projects

The following exhibits represent completed projects from previous Plans since 2006 and are intended to be used as a reference to illustrate the progress made since the inception of the Plan. Note: some projects listed in the Plan as completed (see Section 1, Project Accomplishments) are not included herein since there was no exhibit created or necessary for use with prior Plans (such as for restriping projects, various safety enhancements, minor operational improvements, etc.).

Project Improvements	Constructed
Green River Road Overcrossing Replacement	2009
North Main Street Corona Metrolink Station Parking Structure	2009
Eastbound Lane Addition from SR-241 to SR-71	2010
Widen SR-91 between SR-55 and SR-241 by Adding a 5th GP Lane in Each Direction	2012
SR-91 WB Lane at Tustin Avenue	2016
Metrolink Service Improvements	2016
Initial Phase CIP: Widen SR-91 by One GP Lane in Each Direction East of Green River Rd, CD Roads and I-15/SR-91 Direct South Connector, Extension of Express Lanes to I-15 and System/Local Interchange Improvements	2017
Express Bus Service	2019
La Sierra Metrolink Parking Improvements	2019
SR-91 Corridor Operations Project	2022
Anaheim Canyon Metrolink Station Improvements	2023
15/91 Express Lanes Connector	2023
Eastbound 91 Express Lane Extension	2023
Green River Road Bike Lane Gap Closure	2025
SR-71/SR-91 Interchange Improvements	2025

# Green River Road Overcrossing Replacement

## Project Description

Improvements primarily consist of replacing the existing Green River Road overcrossing with a new six-lane wide, 4 span overcrossing to accommodate future widening of SR-91. The interior spans will accommodate up to eight mainline lanes in each direction including two HOV lanes. The exterior spans can accommodate two lanes, either for Auxiliary lanes or collector distributor roads. Entrance and exit ramps will be realigned and widened to accommodate the new bridge, yet the interchange will retain its current configuration. New Signals will be installed at the ramp intersections. Ramp and bridge improvements will be constructed within the existing right of way.

## Key Considerations

Design interface is required with the Eastbound Lane Addition from SR-241 to SR-71. SR-71/SR-91 Interchange Improvements, SR-91 Corridor Improvement Project, and SR-241/SR-91 HOV/HOT Connector.

## Current Status

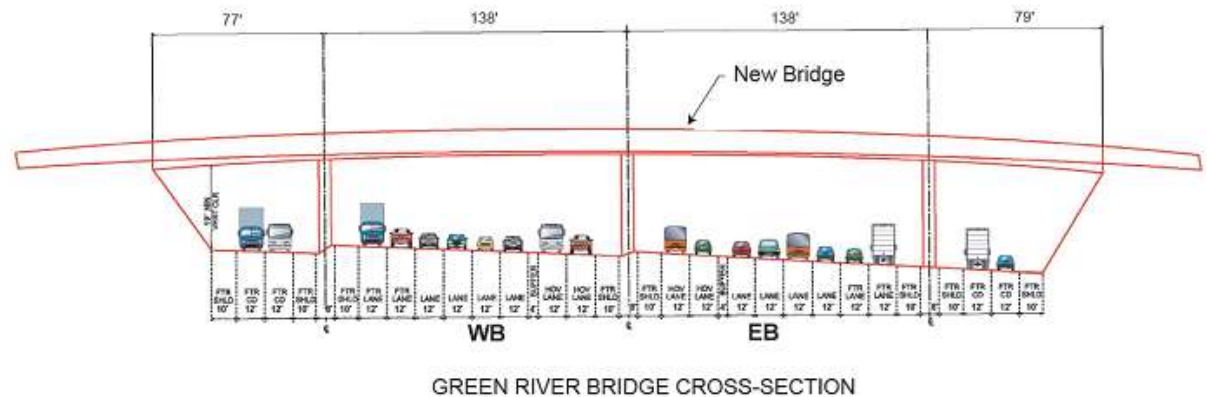
The project began construction in March 2007 and was completed in March 2009.

## Benefits

The project will improve the level of service at ramp and local street intersections at the interchange. Improvements will reduce ramp queues that extend into the freeway's general-purpose lanes, thus contributing to congestion relief on SR-91.

Project Costs	\$
Capital Cost	\$21,000,000
Support Cost	\$3,000,000
Right of Way Cost	\$301,000
Total Project Cost	\$24,301,000

Project Schedule	Status
Preliminary Engineering	Completed
Environmental	Completed
Design	Completed
Construction	Completed



# North Main Street Corona Metrolink Station Parking Structure

## Project Description

The project provides a six level parking structure with 1,065 parking stalls. The construction is within the existing North Main Street Metrolink station property in Corona.

## Key Considerations

Proposed improvements were constructed within existing right of way. Currently there are 700 users of the facility, 200 more that were previously able to accommodate. Additionally, RCTC has opened up the lot to park and ride carpools and vanpools and has issued over 120 permits for carpools to use the expanded station. This shows an added benefit of supporting carpooling as well as transit to offset congestion on SR-91.

## Benefits

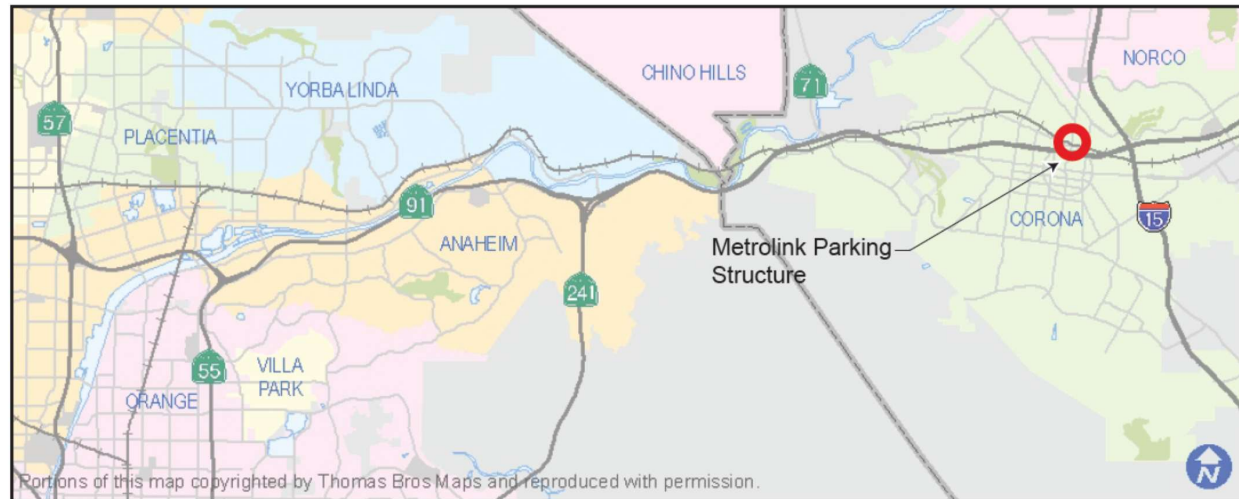
Demand for parking currently exceeds the capacity at the North Main Street Corona station. New parking capacity will allow Metrolink ridership to increase thereby diverting vehicle trips from SR-91.

## Current Status

Construction was initiated in January 2008 and was completed in June 2009. The Project was funded with Federal Congestion Management and Air Quality (CMAQ) funds.

Project Costs	\$
Capital Cost	\$20,000,000
Support Cost	\$5,000,000
Right of Way Cost	\$0
Total Project Cost	\$25,000,000

Project Schedule	Status
Preliminary Engineering	Completed
Environmental	Completed
Design	Completed
Construction	Completed



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# Eastbound Lane Addition from SR-241 to SR-71

## Project Description

The project will provide an additional eastbound (EB) lane from the SR-91/SR-241 interchange to the SR-71/SR-91 interchange and will widen all EB lanes and shoulders to standard widths.

## Key Considerations

Coordination with the SR-91 Corridor Improvement Projects will be required. Staged construction would be required for all ramp reconstruction and freeway widening. Freeway operations would most likely be affected by this project, however, freeway lane closures are not anticipated. An EB concrete shoulder will be constructed with a 12-foot width to provide for future widening.

## Benefits

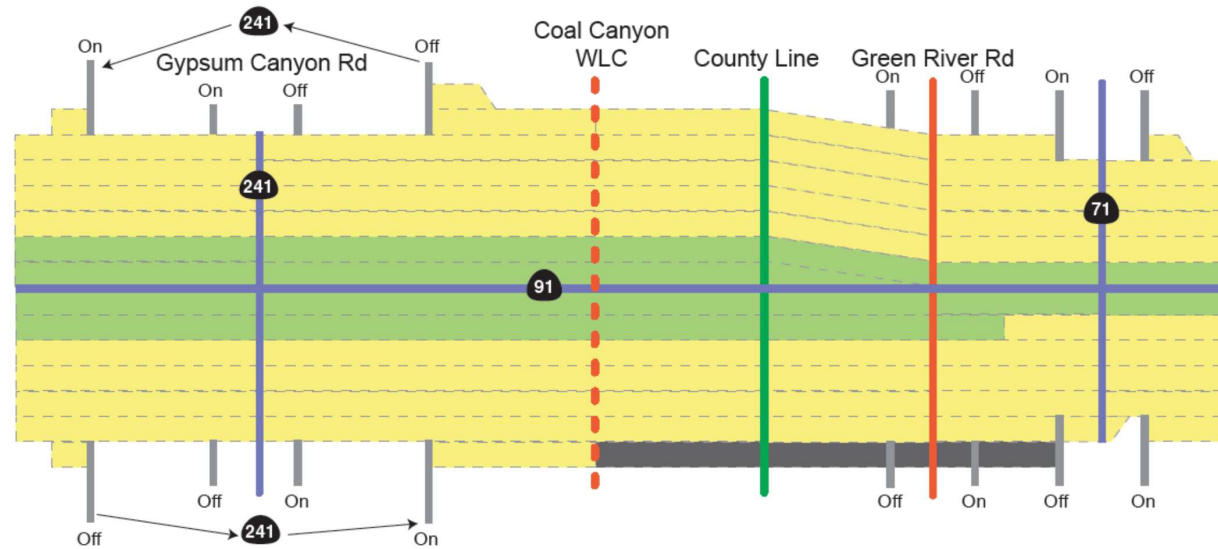
The lane addition would help alleviate the weaving condition between SR-241 and SR-71, as well as remove vehicles from the SR-91 mainline that would be exiting at Green River Road and SR-71.

## Current Status

Funding is from the American Recovery and Reinvestment Act (ARRA) with \$71.44M approved, and the balance of project costs are from other sources. Construction began in late 2009 and was completed in September 2010.

Project Costs	\$
Capital Cost	\$41,000,000
Support Cost	\$8,000,000
Right of Way Cost	\$2,200,000
Total Project Cost	\$51,200,000

Project Schedule	Status
Preliminary Engineering	Completed
Environmental	Completed
Design	Completed
Construction	Completed



## Project Description

The project will add a westbound (WB) auxiliary lane on SR-91 beginning at the northbound (NB) SR-55 to WB SR-91 connector through the Tustin Avenue interchange. This project includes approximately 1.1 lane miles.

## Key Considerations

Build alternative 3 was selected from the Project Study Report (PSR). On Westbound (WB) SR-91 Auxiliary Lane from the Northbound (NB) SR-55/WB SR-91 Connector to the Tustin Avenue Interchange and requires additional right-of-way. City of Anaheim utilities are within proximity of the proposed widening section. Widening of the Santa Ana River Bridge is required. Coordination with the City of Anaheim occurred for widening of Tustin Avenue and the WB SR-91 Off-Ramp that was completed early 2011.

## Benefits

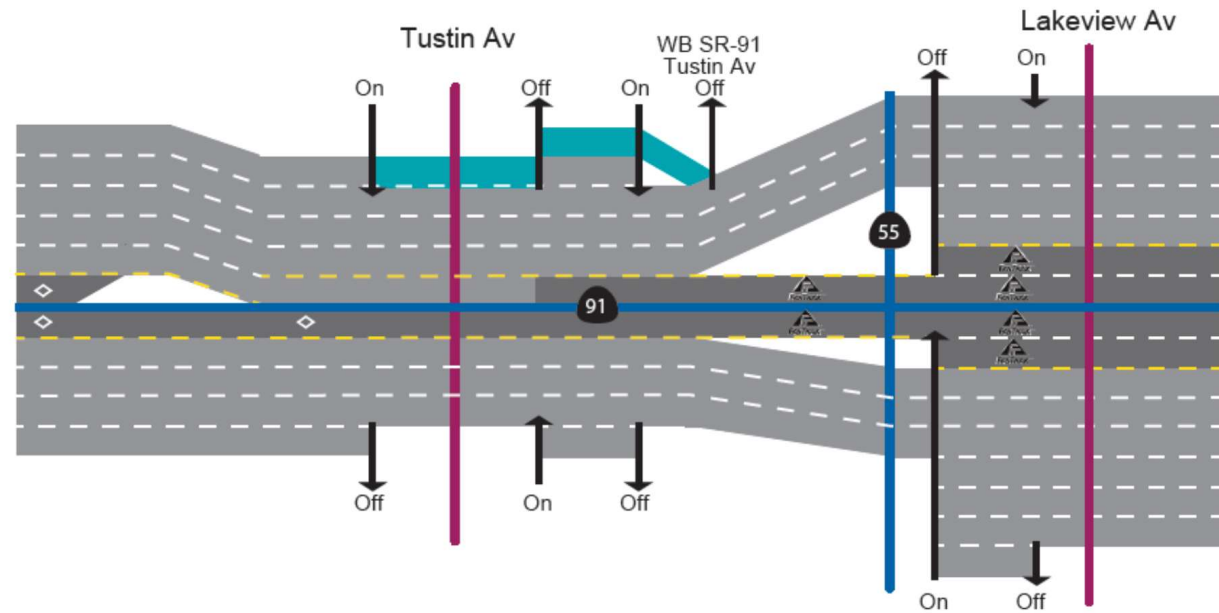
The project would reduce or eliminate operational problems and deficiencies on this section of WB SR-91 including weaving and merging maneuvers. This project would also address choke-point conditions, which are caused primarily by extensive weaving between the NB SR-55 to WB SR-91 connector and the WB SR-91 off-ramp to Tustin Avenue.

## Current Status

Preliminary engineering was completed and approved by Caltrans. The environmental phases was completed in November 2010, and design was completed mid-2013. Construction was initiated in February 2014. The project received \$14M from the proposition 1B State-Local Partnership Program (SLPP), \$14M from Measure M, with the balance from Regional Improvement Program (RIP) funds. Contract acceptance and open to traffic in May 2016.

Project Costs	\$
Capital Cost	\$22,218,000
Support Cost	\$16,382,000
Right of Way Cost	\$4,682,000
Total Project Cost	\$43,282,000

Project Schedule	Status
Preliminary Engineering	Completed
Environmental	Completed
Design	Completed
Construction	Completed



## Project Description

There are sixteen daily trains that run on the IEOC Line and nine trains running on the Los Angeles to Riverside portion of 91/Perris Valley (91/PV) Line for a total of 25 daily trains. The Long-term service improvements will include 24 IEOC trains by 2030.

The Perris Valley portion of the 91 Line extends Metrolink service southeast by 25 miles, from Riverside to Perris. The project is located within the right of way of the existing San Jacinto Branch Line through Riverside, Moreno Valley and Perris. Construction began in October 2013. Cost approximately \$248 million, and the extension opened to the public in June 2016. The inaugural schedule (December 2015) includes nine trains through to Los Angeles and 12 between Perris and Riverside.

## Key Considerations

Construction of the new Placentia Metrolink station will improve passenger access to the 91/PV Line, by creating a station between Fullerton and Corona. Improvements at the Anaheim Canyon station are designed to account for the future expansion of the IEOC rail service.

## Benefits

Enables development of expanded Metrolink service, improved efficiency, and fosters train ridership growth in the region, which will contribute to congestion relief on SR-91.

## Current Status

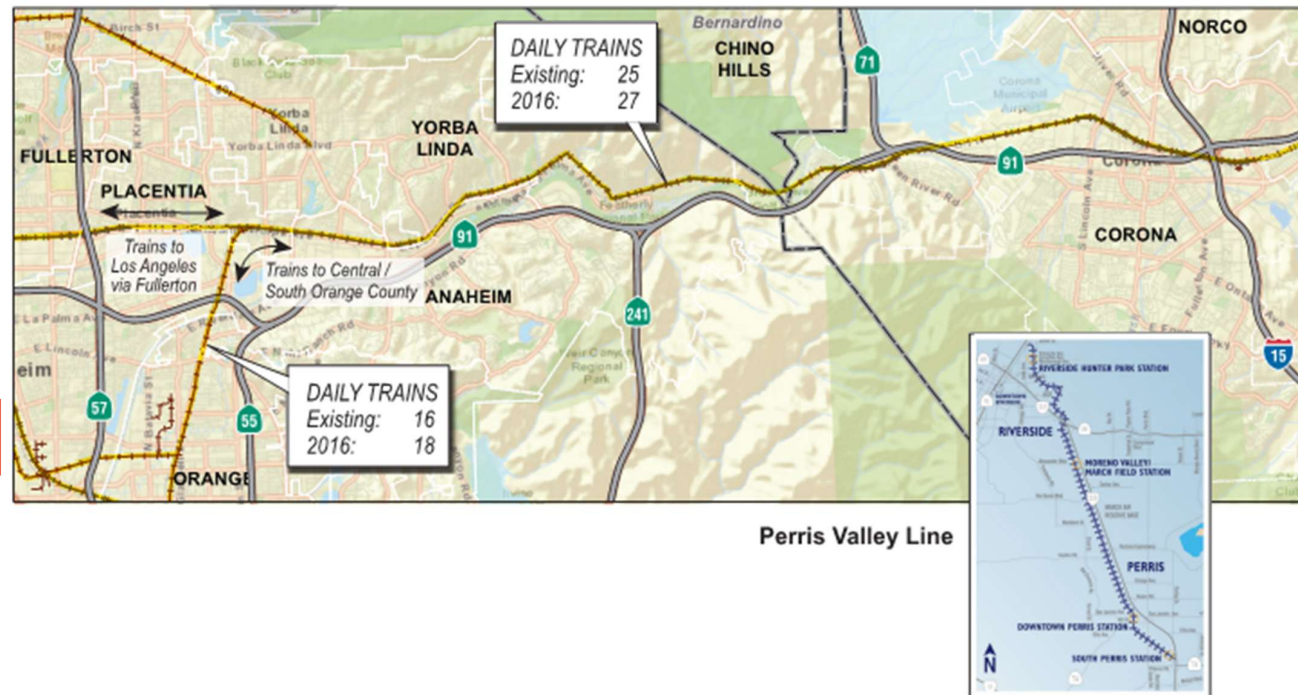
Two additional IEOC Line roundtrips were added in late 2015, and in Mid-2016, nine trains began service on the Perris Valley Extension to the 91/PV Line.

Project Costs Estimates	\$
IEOC Service Cost	\$1,160,000
Perris Valley Line Cost	\$248,000,000
Right of Way Cost	\$249,160,000

Costs from OCTA and RCTC (in 2015 dollars)

## Project Schedule

Completed 2016

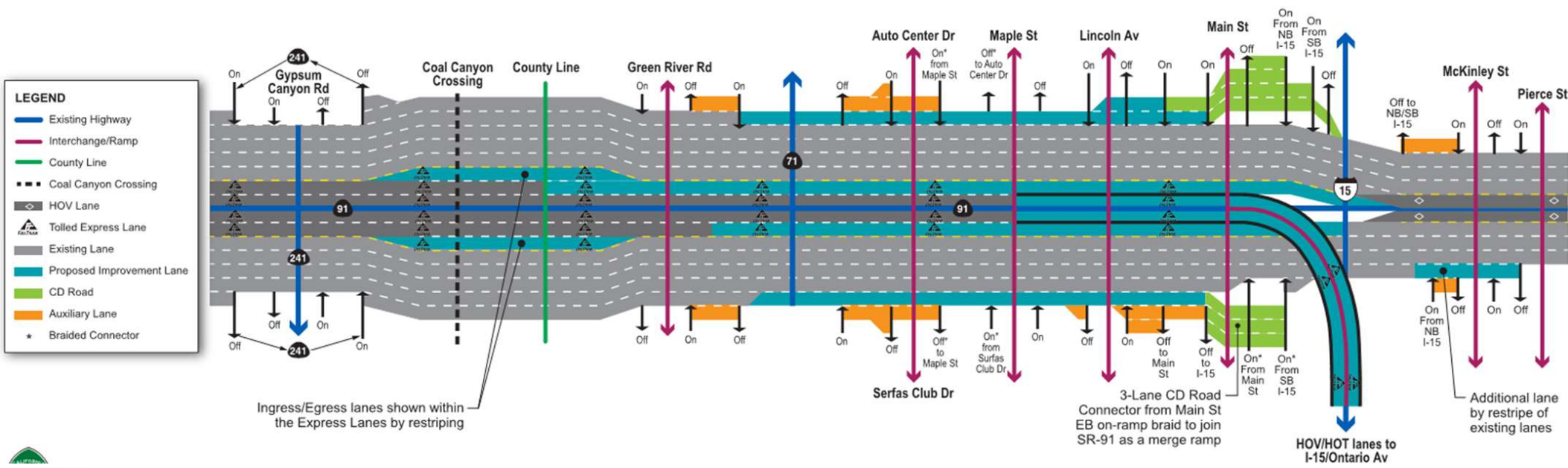


**Project Description**

The approved Project Study Report (PSR) for the SR-91 Corridor Improvements Project (CIP), from SR-241 to Pierce Street, includes the addition of a 5<sup>th</sup> general purpose lane in each direction, the addition of auxiliary lanes at various locations, additional lanes at the SR-71/SR-91 interchange (Project #5), and collector-distributor (CD) lanes at the I-15/SR-91 interchange. Subsequently, the Riverside County Transportation Commission's (RCTC) 10 year Delivery Plan recommended the following addition to the PSR recommended improvements: the extension of the 91 Express Lanes from the Orange County line to I-15, the construction of SR-91 (EB/WB)/I-15 (SB/NB) Express Lanes median direct connectors, and the construction of one Express Lane in each direction from the I-15/SR-91 interchange southerly to I-15/Cajalco Road, and northerly to I-15/ Hidden Valley Parkway. An Express Lane ingress/egress lane is also planned near the county Line. Due to economic conditions, a Project Phasing Plan was developed to allow an Initial Phase with reduced improvements to move forward as scheduled, with the remaining ultimate improvements to be completed later. The following is a summary of the deferred ultimate improvements: I-15/SR-91 median North Direct Connector, and I-15 Express Lanes to Hidden Valley Parkway (Project #9): general purpose lanes to Express Lanes from I-15 to Pierce Street; and general purpose lanes from SR-241 to SR-71. The I-15 Express Lanes to be extended from Ontario Avenue to Cajalco Road are included in RCTC's I-15 Express Lane Project with an anticipated completion in 2020.

**Key Considerations**

Coordination among many of the SR-91 freeway projects that overlap the project limits is critical to successfully delivering these projects on schedule and within budget. Designing to accommodate future projects is a recurring theme for each of these projects. Minimizing conflicts in scope between projects requires direct coordination between each project team. Additionally, future projects frequently have multiple alternatives under study, each with a differing scope and construction footprints. Specifically, the project improvements need to continue to be coordinated with the SR-71/SR-91 Interchange, the SR-241/91 Express Connector, and RCTC's I-15 Express Lane Project.



**(Continued)**

**Current Status**

The environmental phase was completed in Fall 2012. A Design-Build contractor was selected in May 2013 and construction activities began in early 2014 for the Initial Phase. The project is anticipated to open to traffic in Spring 2017 with final project acceptance anticipated at the end of 2017.

**Benefits**

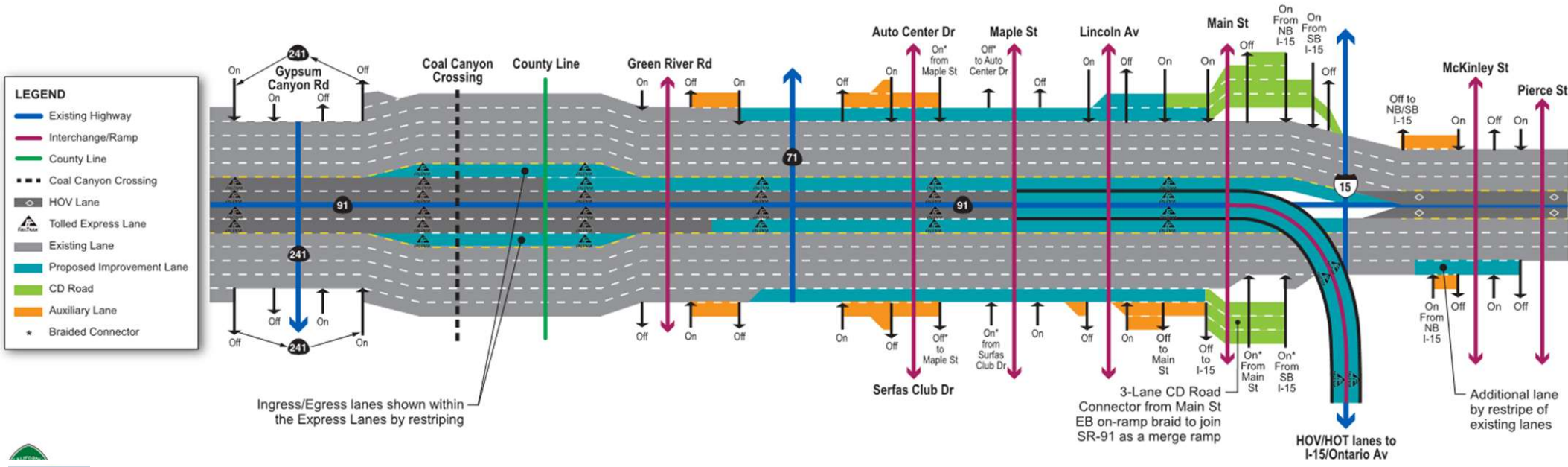
The Initial Phase and Ultimate CIP projects will reduce congestion and delays by providing additional SR-91 capacity from SR-241 to Pierce Street, along I-15 from SR-91 to Cajalco Road to the south, and to Hidden Valley Parkway to the North. Traffic operations will improve by eliminating or reducing weaving conflicts along SR-91 and I-15 by the use of CD roads and auxiliary lanes. The project will provide motorists a choice to use Express Lanes for a fee in exchange for time savings.

Project Costs*	\$
Capital Cost	\$1,161,000,000
Support Cost	\$246,000,000
Total Project Cost	\$1,407,000,000

Project Schedule**	Status
Preliminary Engineering	Completed
Environmental	Completed
Design/Construction	2013-2017

\* Cost obtained for Initial Phase is from RCTC (2014 dollars)

\*\* Schedule for Initial Phase; subsequent Phase for Ultimate Project anticipated in 2035



## Project Description

Orange County Transportation Authority (OCTA), working with the Riverside County Transportation Commission (RCTC) and the Riverside Transit Agency (RTA), operate Express Bus service between Riverside and Orange counties. Commuters lack direct transit connections to some Orange County employment centers not served by Metrolink. The Express Bus service provides this connection.

## Existing Service

OCTA has operated Route 794 since 2006 from Riverside County to Hutton Centre and South Coast Metro (shown in orange above). On Route 794, OCTA removed trips to Corona in February 2018 based on low ridership. OCTA currently operates six morning westbound trips and five afternoon eastbound trips to/from the La Sierra Metrolink Station. Two new Express Bus routes were implemented by RTA in January 2018 between Riverside County and Orange County including RTA Route 200 (shown in blue above) from San Bernardino/Riverside to the Anaheim Resort. The route provides hourly service on weekdays and 90 to 120 minute service on weekends with a fleet of six buses. RTA Route 205 (shown in green above) from Lake Elsinore/Temecula/ Corona to the Village at Orange includes three AM and three PM roundtrips with 3 buses.

## New Service

The Express Bus Routes have been fully implemented as of FY19 and there are no planned service additions. Changes to routes may be made in the future based on available funding and ridership demand.

## Key Considerations

Intercounty Express Bus service is effective between locations where transit travel times by Express Bus would be more competitive than Metrolink and connecting rail feeder buses.

## Benefits

The Express Bus Routes have been fully implemented as of FY19 and there are no planned service additions. Changes to routes may be made in the future based on available funding and ridership demand.

## Schedule and Cost

The Express Bus Routes have been fully implemented as of FY19. Ongoing operating costs average \$4,892,000 per year and capital costs average \$1,174,000 per year (2019 dollars). The annual capital cost was increased in 2019 to reflect the future cost of complying with the new Innovative Clean Transit regulation.

## Current Status

Since completion of the 91 Express Lanes, RTA more than doubled its Express Bus service on SR-91. Currently, OCTA operates 11 bus trips per day on SR-91. RTA now operates 47 trips on weekdays (up from 18 trips that Route 216 provided weekdays) and 18 trips on weekends (up from 8 trips provided by Route 216) on SR-91 Express Lanes. Service hours for this expansion is an extra 21,445 hours per year and is being served by five new coaches added to the RTA fleet.



## Project Description

There are currently 1,000 spaces available. RCTC is implementing a parking lot expansion to include an additional 496 spaces and six bus bays to accommodate RTA Express Lane Service 200 that originates at Metrolink San Bernardino Transit Center with stops along Riverside Downtown Metrolink Station, Metrolink La Sierra, the Village at Orange, ARTIC, Disneyland, and Anaheim Convention Center, as well as other potential bus routes for the future.

## Schedule and Cost

Construction was completed in February 2019. The project cost is estimated to be \$6,260,000.

## Current Status

Construction and project implementation has begun.

## Benefits

The 496 parking spaces will provide for existing and future demand. The parking lot expansion will provide for ADA parking. RTA express service, commuter rail, and vanpool.



## Project Description

The Riverside County portion of the 91 Express Lanes began operation in March 2017. Throughout the first year of operation, RCTC made minor operational improvements to improve the SR-91 corridor travel between State Route 241 (SR-241) and McKinley Street. In November 2018, RCTC implemented additional striping and signage improvements to westbound SR-91 at the McKinley entrance to the 91 Express Lanes as well as the County Line access location to further enhance efficiency along the westbound SR-91 corridor between McKinley Street and SR-241. In December 2018, the RCTC Commission authorized its staff to proceed with a project to construct an additional westbound lane along SR-91 between Green River Road and SR-241 (the subject of this project). This new project is now known as the SR-91 Corridor Operations Project (91 COP).

## Key Considerations

The goal of this project is to implement a substantial operational improvement that is cost effective and timely to address the peak period bottleneck conditions along westbound SR-91 near the County Line. Key considerations include reducing impacts to adjacent land and local streets using retaining walls and minimizing throw-away costs with future projects. Specifically, the project improvements need to be coordinated with the SR-241/SR-91 Tolloed Express Connector and the SR-91 Sixth GP Lane Addition projects.

## Benefits

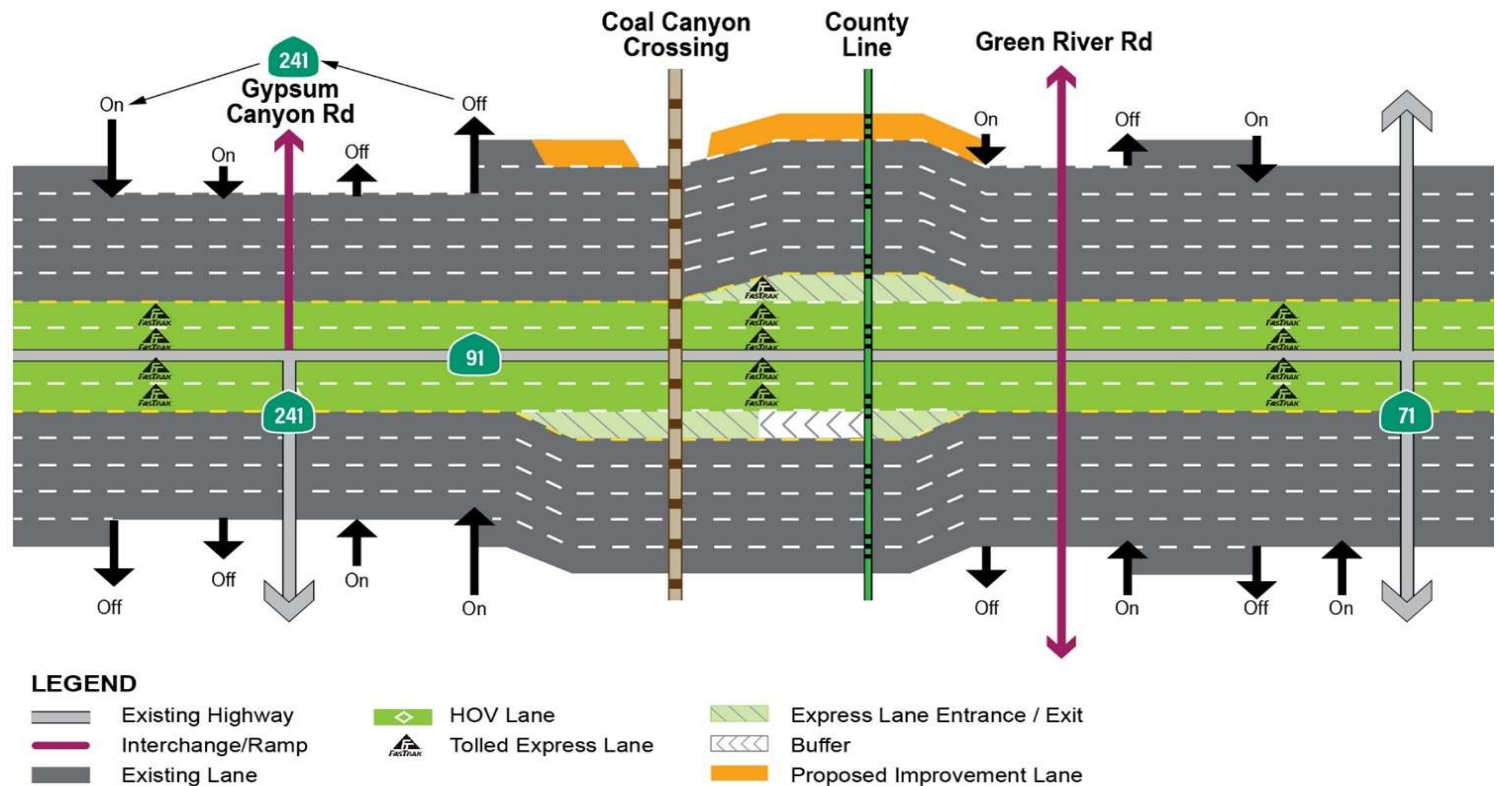
The 91 COP will reduce congestion and delays along westbound SR-91 between McKinley Street and SR-241.

## Schedule and Cost

Construction is planned for completion in 2022. The total project cost is estimated to be \$38,000,000.

## Current Status

This project is within the footprint of the SR-91 Sixth GP Lane Addition project that was an element of the SR-91 CIP environmental document approved in 2012. An environmental revalidation for the 91 COP was completed in Spring 2020. Construction began in November 2020.



# Anaheim Canyon Metrolink Station Improvements

## Project Description

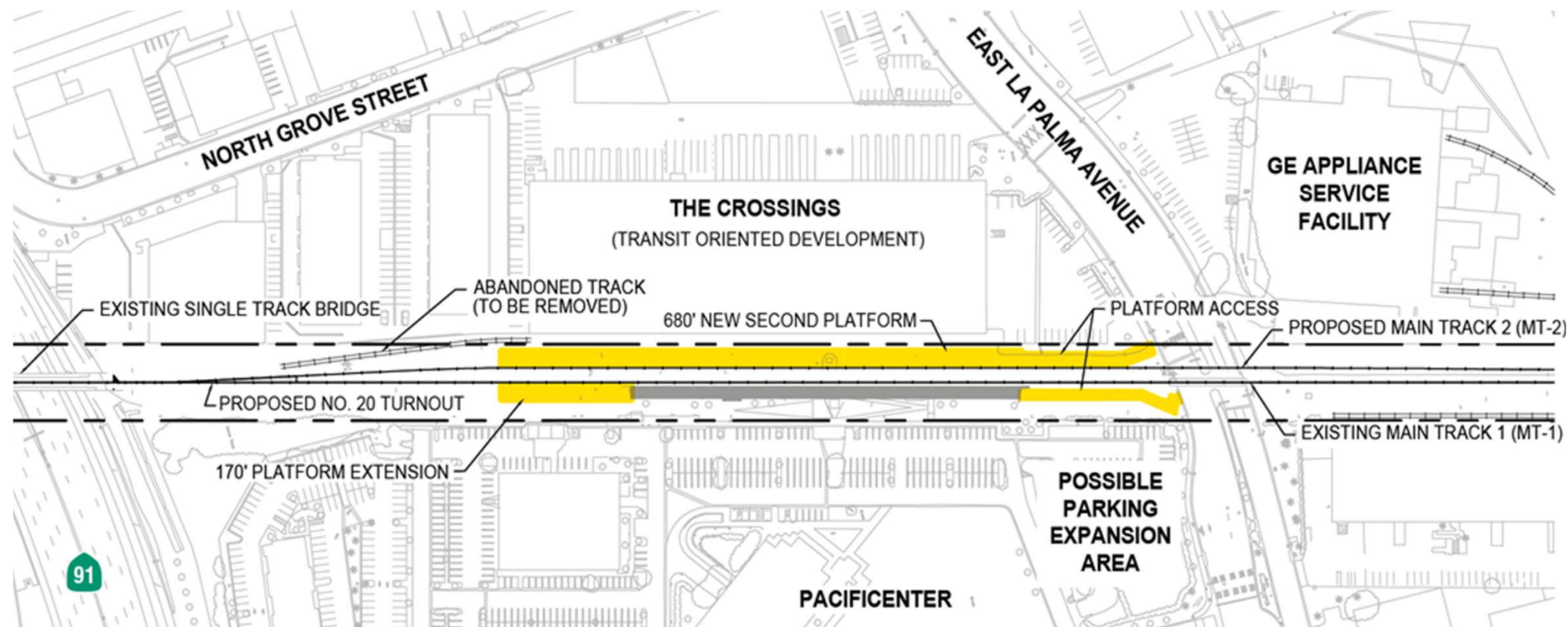
The Anaheim Canyon Metrolink Station Improvement Project will include the addition of approximately 3,400 linear feet of secondary track; a second platform; extending the existing platform; improvements at two at-grade railroad crossings located at Tustin and La Palma; as well as new shade structures, benches, and ticket vending machines. These project improvements will accommodate planned future train service and will enhance on time service and safety.

## Schedule and Cost

The plans were completed, and the project was advertised for bid in October 2020. Construction began in May 2021 and is anticipated to be completed in November 2022. The total project cost is estimated to be \$34.2 million.

## Benefits

The project will enable future Metrolink service expansion, improve train service efficiency, and foster train ridership growth in the region, which will contribute to congestion relief on SR-91.



## Project Description

The Project Approval and Environmental Document (PA/ED) for the SR-91 Corridor Improvement Project (CIP), from SR-241 to Pierce Street, included the addition of a 5th lane in each direction, the addition of auxiliary lanes at various locations, the addition of collector-distributor lanes at the I-15/SR-91 interchange, the extension of the 91 Express Lanes from the Orange County line to I-15, the construction of a SR-91 Express Lanes median direct connector to and from I-15 South, a SR-91 Express Lanes median direct connector to and from I-15 North (15/91 Express Lanes Connector, the subject project), and the construction of one Express Lane in each direction from the I-15/SR-91 interchange southerly to I-15/Cajalco Road (completed as part of RCTC I-15 Express Lanes Project), and easterly to east of McKinley Street. Due to funding constraints, a Project Phasing Plan was developed to allow an Initial Phase, with reduced improvements, to move forward as scheduled, with the remaining ultimate improvements to be completed later. Subsequently, the proposed 15/91 Express Lanes Connector improvements (the subject of this project) have been pulled out from the CIP as a standalone project.

## Key Considerations

Coordination among many of the SR-91 freeway projects that overlap the project limits is critical to successfully delivering these projects on schedule and within budget. Designing to accommodate future projects is a recurring theme for each of these projects. Minimizing conflicts in scope between projects requires direct coordination between each project team. Additionally, future projects frequently have multiple alternatives under study, each with differing scope and construction footprints. Specifically, the project improvements need to continue to be coordinated with the SR-71/SR-91 interchange, the SR-241/SR-91 Tolled Express Connector, and the Eastbound 91 Express Lane Extension.

## Benefits

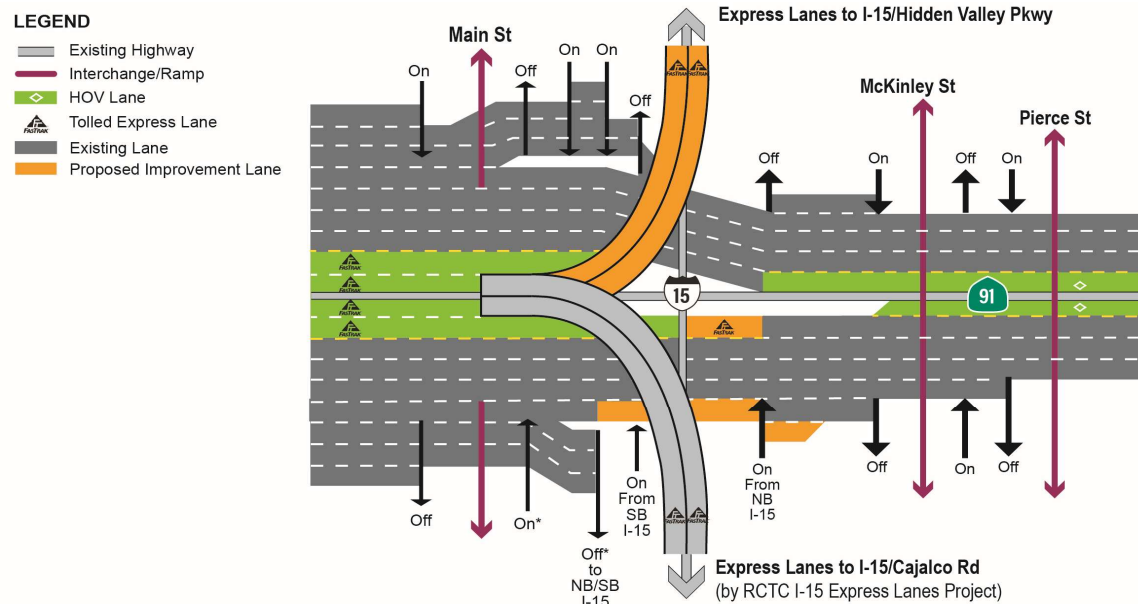
The 15/91 Express Lanes Connector project will reduce congestion and operational delays by providing direct median-to-median access between the SR-91 Express Lanes and I-15 Express Lanes. Traffic operations will improve by eliminating weaving conflicts and out-of-direction travel along SR-91 and I-15 by the use of the direct connectors. The project will provide motorists a choice to use the 15/91 Express Lanes Connector for a fee in exchange for time savings.

## Schedule and Cost

Construction is planned to be completed in late 2023. The total project cost is estimated to be \$270,000,000.

## Current Status

The 15/91 Express Lanes Connector is currently discussed in the environmental document for the SR-91 CIP that was completed in 2012. An environmental revalidation was completed in 2019. A Design-Build contract was awarded in Spring 2020 and the project is currently under construction.



## Project Description

The Eastbound 91 Express Lane Extension is a new project that was initiated in 2022. The scope of the project is to extend a second eastbound toll express lane from the exit to the express lane connectors (just east of the Main Street Undercrossing) to the beginning of the SR-91 HOV lane just east of Promenade Avenue Overcrossing.

## Key Considerations

Coordination among many of the SR-91 freeway projects that overlap the project limits is critical to successfully delivering these projects on schedule and within budget. Designing to accommodate future projects is a recurring theme for each of these projects. Minimizing conflicts in scope between projects requires direct coordination between each project team. Additionally, future projects frequently have multiple alternatives under study, each with differing scope and construction footprints. Specifically, the project improvements need to continue to be coordinated with the SR-71/SR-91 interchange, the SR-241/SR-91 Tolerated Express Connector, and the 15/91 Express Lanes Connector.

## Benefits

The Eastbound 91 Express Lane Extension will reduce congestion and improve operations in the express lanes and general-purpose lanes by providing a gap closure lane between the existing express lanes and HOV lane reducing merging and weaving on eastbound 91 within the existing bottleneck of the I-15 interchange area.

## Schedule and Cost

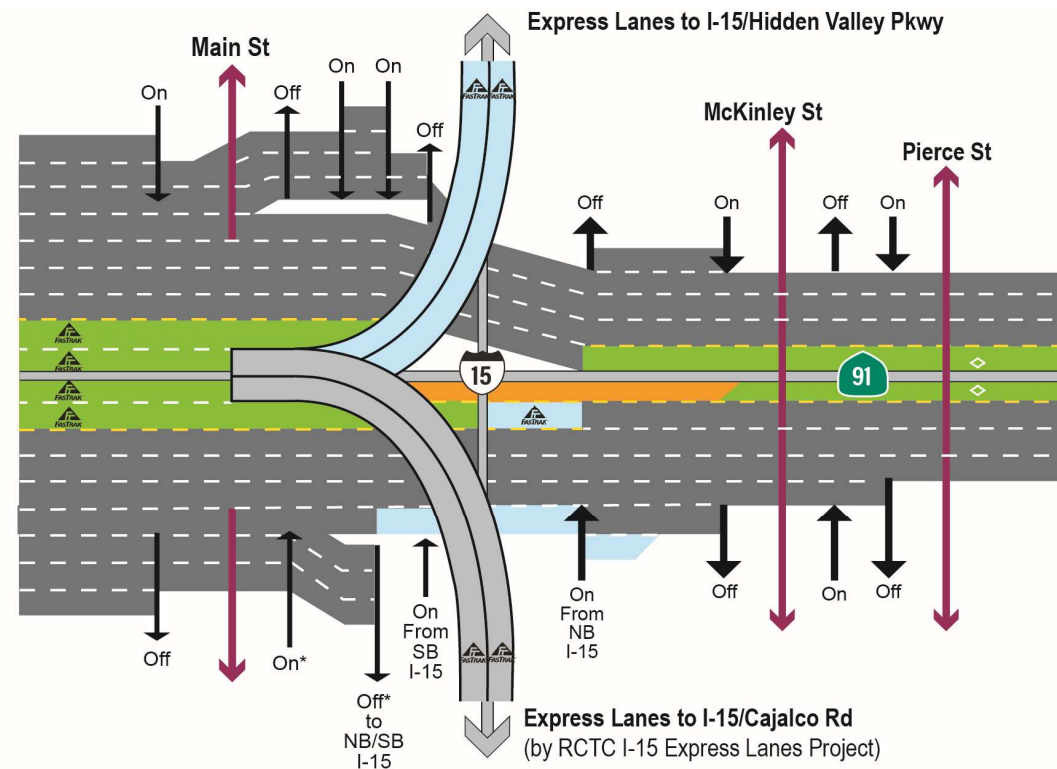
Construction is planned to be completed in late 2023. The total project cost is estimated to be \$10,000,000.

## Current Status

The Project Approval and Environmental Document (PA/ED) phase is currently underway.

### LEGEND

- Existing Highway
- Interchange/Ramp
- HOV Lane
- Tolerated Express Lane
- Existing Lane
- Other Improvement Projects
- Proposed Improvement Lane



# Green River Road Bike Lane Gap Closure

## Project Description

The project consists of adding bike lanes along Green River Road between the Eastbound SR-91 Ramp intersection and Crestridge Drive intersection.

## Key Considerations

The project proposes to restripe the existing roadway to provide bike lanes in both directions along Green River Road between the Eastbound SR-91 Ramp intersection and Crestridge Drive intersection.

## Benefits

The project will provide bike lane connectivity between the existing Green River Road bike lanes to the east and the Santa Ana River Trail to the west, closing the existing bike lane gap along Green River Road. These lanes will provide regional bike lane connectivity until the Santa Ana River Trail is completed.

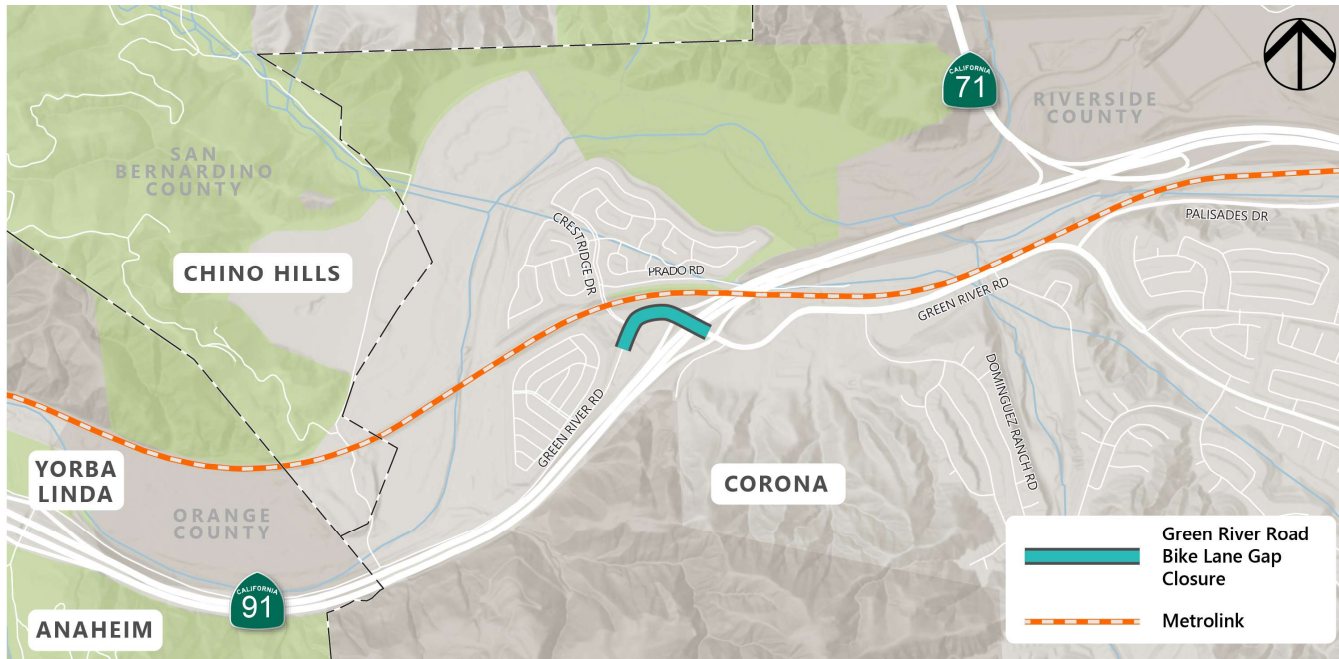
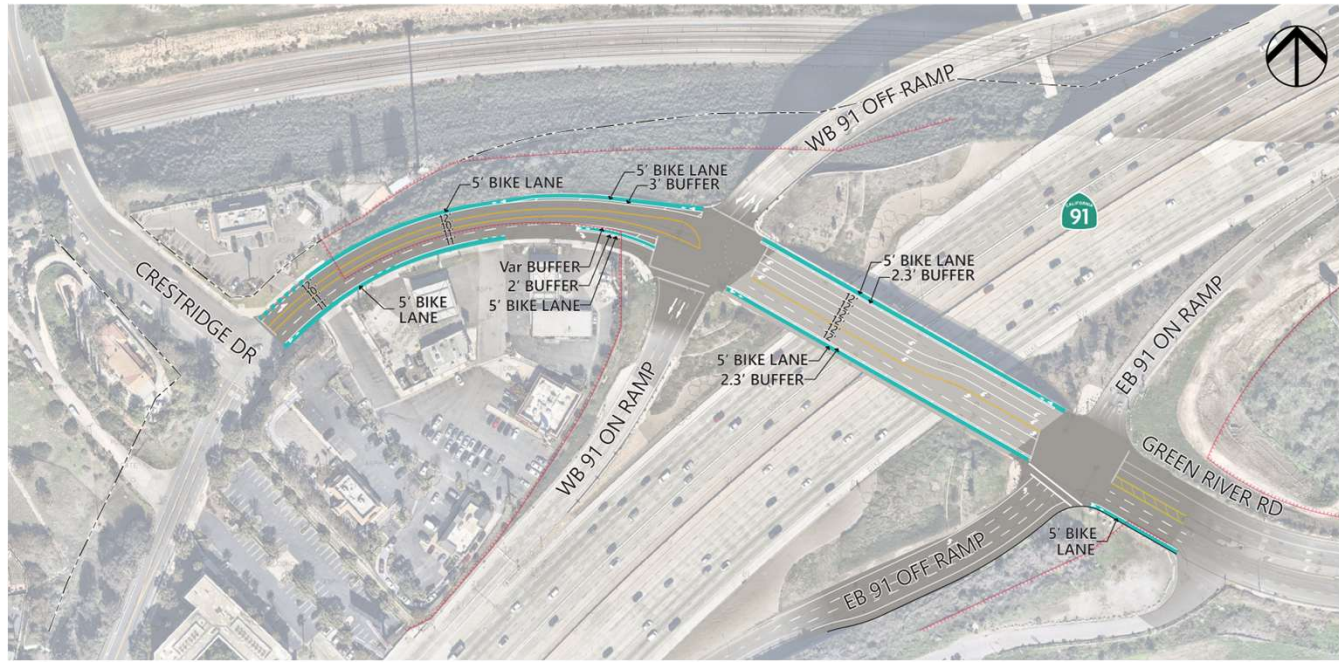
## Schedule and Cost

Bids are anticipated in May 2025 with award expected in July.

Cost is estimated to be \$14,000.

## Current Status

This work is part of a citywide pavement project. The Green River area will be prioritized and is expected to be completed by late 2025.



# SR-71/SR-91 Interchange Improvements

## Project Description

The current project includes a new two-lane direct connector from eastbound (EB) SR-91 to northbound (NB) SR-71 and realignment of the existing Green River Road SR-91 EB on-ramp to provide connection to NB SR-71 and EB SR-91.

## Benefits

The project will provide a new direct connector improvement from EB SR-91 to NB SR-71, replacing the geometric choke point created by the existing loop connector. The project will also improve traffic operations and operational efficiency by eliminating or minimizing weaving conflicts through the use of auxiliary lanes.

## Current Status

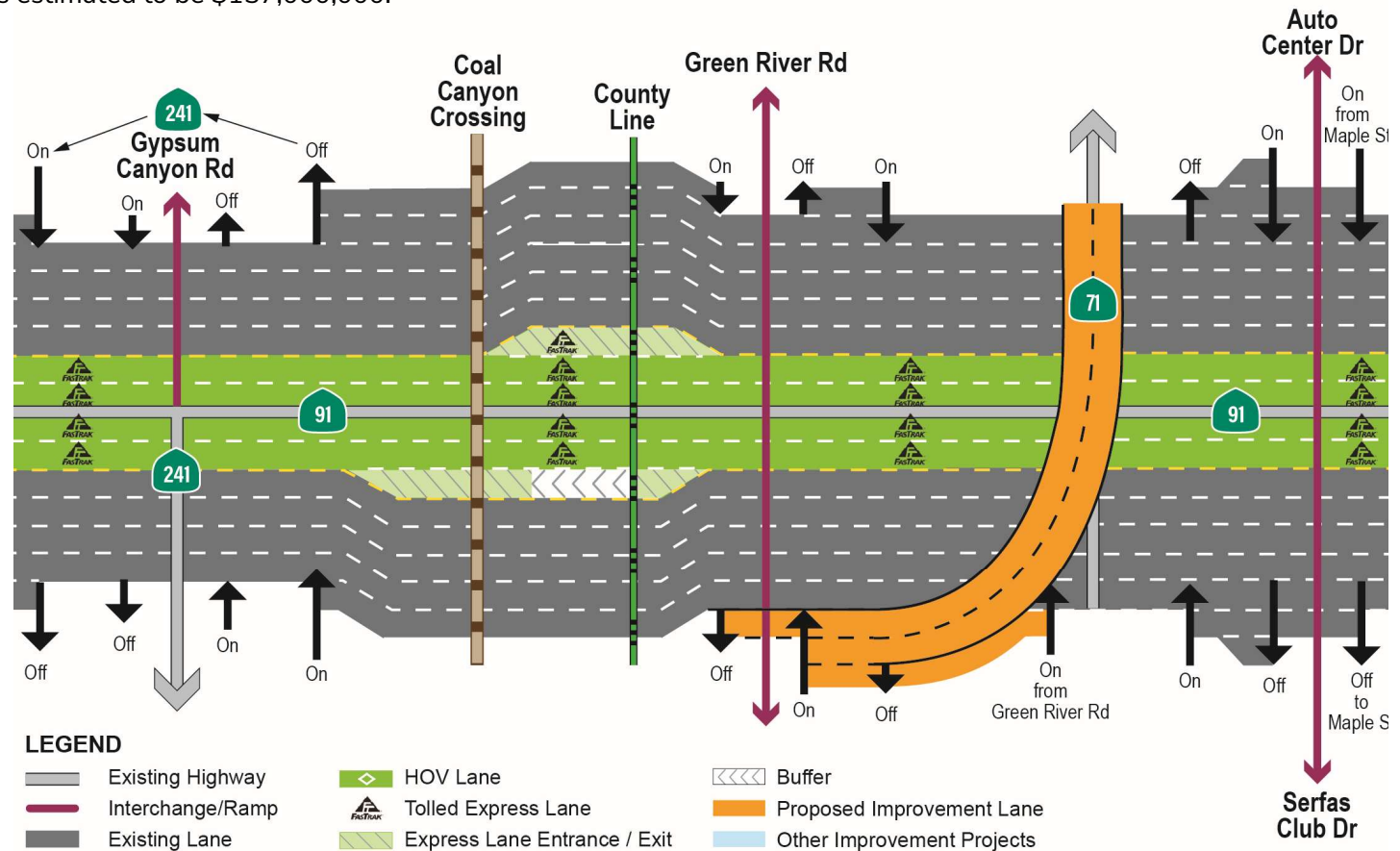
The environmental phase was completed in 2011 and final design in 2015. An environmental revalidation and update to the final design was completed in 2022. The project started construction in January 2023.

## Schedule and Cost

Construction is planned for completion in late 2025. Construction cost is estimated to be \$137,000,000.

## Key Considerations

Project improvements must be coordinated with the following projects: the SR-91 Eastbound Corridor Operations Project and the SR-241/SR-91 Tolted Express Connector. Close coordination with the U.S. Army Corps of Engineers, U.S. Fish and Wildlife Service, and California Department of Fish and Wildlife will also be required as the connector crosses the Santa Ana River west of the Prado Dam.



The following documents and resources were used in the development of the Plan. Data was provided by OCTA, RCTC, Caltrans Districts 8 and 12, Transportation Corridor Agencies (TCA), other agencies, and online resources.

Measure M Next 10 Delivery Plan (Next 10 Plan), November 2024

Riverside Transit Agency, Ten-Year Transit Network Plan, January 22, 2015

PSR-PDS on Route 91 Between SR-57 and SR-55, October 2014

PS&E for “Westbound State Route 91 Auxiliary Lane from the NB SR-55/WB SR-91 Connector to the Tustin Avenue Interchange”, 2014

PS&E for Initial SR-91 CIP Project, 2014

California Transportation Commission, Corridor Mobility Improvement Account (CMIA), Amended December 2012

M2020 Plan (Measure M), September 2012

PSR-PDS for SR-241/SR-91 Tolloed Express Connector, January 2012

Project Report and Environmental Document (EIR/EIS) for SR-91 CIP from SR-241 to Pierce Street Project, October 2012

PS&E “On State Route 91 Between the SR-91/SR-55 Interchange and the SR-91/SR-241 Interchange in Orange County”, April 2011

Corridor System Management Plan (CSMP) Orange County SR-91 Corridor Final Report, August 2010

Project Study Report/Project Report “Right of Way Relinquishment on Westbound State Route 91 Between Weir Canyon Road and Coal Canyon”, May 2010

SR-91/Fairmont Boulevard Feasibility Study, December 2009

Feasibility Evaluation Report for Irvine-Corona Expressway Tunnels, December 2009

Plans, Specifications and Estimates (PS&E) for Eastbound SR-91 lane addition from SR-241 to SR-71, May 2009

PSR “On State Route 91 Between the SR-91/SR-55 Interchange and the SR-91/SR-241 Interchange in Orange County”, April 2009

91 Express Lanes Extension and State Route 241 Connector Feasibility Study, March 2009

PSR/PR “On Gypsum Canyon Road Between the Gypsum Canyon Road/SR-91 Westbound Off-Ramp (PM 16.4) and the Gypsum Canyon Road/SR-91 Eastbound Direct On-Ramp (PM 16.4)”, June 2008

Orange County Transportation Authority Renewed Measure M Transportation Investment Plan, November 2006

Riverside County-Orange County Major Investment Study (MIS) – Final Project Report: Locally Preferred Strategy Report, January 2006

Route Concept Reports for SR-91, Caltrans Districts 8 and 12

Various Preliminary Drawings and Cross Sections, Caltrans Districts 8 and 12



**May 11, 2026**

**To:** Members of the Board of Directors

**From:** Darrell E. Johnson, Chief Executive Officer 

**Subject:** Orange County Transportation Authority Fiscal Year 2026-27 Budget Workshop

**Overview**

The Orange County Transportation Authority is developing the fiscal year 2026-27 proposed budget, which identifies available revenues and costs associated with providing transportation services and programs for Orange County. The fiscal year 2026-27 proposed budget will be reviewed in detail during an informal workshop following the May 11, 2026, Orange County Transportation Authority Board of Directors meeting.

**Recommendation**

Review the fiscal year 2026-27 proposed budget in a workshop setting following the regularly scheduled Orange County Transportation Authority Board of Directors meeting on May 11, 2026.

**Discussion**

The preparation of the Orange County Transportation Authority's (OCTA) fiscal year (FY) 2026-27 proposed budget (proposed budget) began in December 2025 with the development of revenue and expense projections as well as goals for each of OCTA's programs and services. The goals for each of the programs and services included in the proposed budget are consistent with OCTA's Strategic Plan, Comprehensive Business Plan, Next 10 Delivery Plan, and the Board of Directors (Board) and Chief Executive Officer (CEO) 2026 Initiatives.

Each of OCTA's divisions submitted their proposed budget requests in January, which were then subject to internal reviews. The proposed budget was reviewed by a CEO-appointed internal budget review committee, consisting of the Deputy CEO, Chief Financial Officer, and Executive Director of People and Community Engagement, to ensure a balanced and fiscally responsible budget is delivered.

The development of the proposed budget was predicated on a set of programmatic assumptions discussed with the Finance and Administration Committee on March 19, 2026, and the Board on March 23, 2026. This discussion encapsulated the fundamental principles and assumptions guiding the budgeting process for key OCTA programs, including Measure M2 (M2), bus, commuter rail, local rail, motorist services, and express lanes.

Despite recent economic uncertainty, OCTA's financial position remains stable. OCTA maintains strong reserve levels in alignment with the Board-approved reserve policy. The reserve policy is the result of thoughtful financial stewardship and puts OCTA in a good position heading despite recent, uncertain economic times. The reserves act as a safeguard against unexpected economic fluctuations, ensuring that OCTA's programs and projects continue into the future.

In FY 2026-27, the growth rate for the M2 Program one-half-cent Local Transportation Authority sales tax revenue is forecasted to be 2.2 percent. The growth rate for the bus program one-quarter-cent Local Transportation Fund sales tax revenue is forecasted to be 2.3 percent. These growth rates were provided by MuniServices, LLC forecasts based on the Board-approved sales tax forecasting methodology.

The proposed budget presents a balanced financial plan, detailing the sources and uses of funds. It reflects a judicious mix of new revenues and the strategic use of previously designated funds, ensuring fiscal stability without resorting to deficit spending. Previously designated funds, also known as planned uses of prior year designations, are funds set aside (designated) in prior FYs to be utilized in the current FY.

The combination of estimated revenues and planned uses of prior year designations produces available funding of \$2,049.7 million, while proposed expenditures and designations yield a total use of funds of \$2,049.7 million. On a year-over-year comparison to the FY 2025-26 approved budget, the proposed budget is \$310.5 million more than the FY 2025-26 approved budget.

The proposed budget for the M2 Program delineates a clear roadmap for the enhancement of transportation infrastructure across the County. This includes executing the M2 Next 10 Delivery Plan as promised and ensures that vital projects remain on course. The M2 Program supports ongoing enhancements in freeways, streets, and roads, while also funding vital transit initiatives.

Significant funding is allocated for freeway improvements, particularly on State Routes 91 and 55 and Interstate 5, reflecting the promise to deliver on the

M2 Next 10 Delivery Plan. Additionally, there is continued investment in both local and regional traffic infrastructure as well as transit programs Community-Based Transit Circulators and the Senior Mobility Program.

The proposed budget continues OCTA's commitment to funding freeway and streets and roads improvements including funding for local jurisdictions and the County. Funding continues for the Local Fair Share Formula Program, Regional Capacity Program, and the Regional Traffic Signal Synchronization Program.

The proposed budget continues investment in transit services with an anticipated increase of 7,281 service hours, which represents a return to pre-pandemic service levels for the OC Bus Program. The proposed budget supports service of 1.62 million service hours with approximately 60 percent of these hours directly operated by OCTA and the balance contracted. The proposed budget also supports capital investments in paratransit buses and bus base infrastructure.

Under the Rail Program, the proposed budget continues to support local rail, regional rail, and coastal rail improvements. For FY 2026-27, OCTA established a budget target for Metrolink's operating subsidy to not exceed \$46 million, aimed at ensuring the financial sustainability of rail operations through 2041. This target is contingent upon Board approval of a service plan, as well as approval of funding contributions by all other member agencies.

The express lanes budget for the 91 and 405 Express Lanes anticipates continued growth in toll revenue while meeting their operating and capital expenditures. In addition, both express lanes continue to meet their debt service and reserve requirements while maximizing throughput through their respective corridors.

With Board direction, staff will present the proposed budget in detail in an informal workshop setting on May 11, 2026. The presentation will include a discussion of specific program goals and objectives, proposed staffing plan, and the sources and uses of funds planned to meet specified program goals. The presentation will be solely informational for the Board. No public hearing will be held at the meeting, nor will the Board be asked to vote on the proposed budget at the meeting. A public hearing for the proposed budget is scheduled to occur at the June 8, 2026, Board meeting, after which staff anticipates seeking Board approval of the proposed budget.

***Summary***

A detailed proposed budget workshop is scheduled for the Board on May 11, 2026, during the OCTA Board meeting. This session aims to provide the Board with comprehensive information on the proposed budget. No public hearing or voting will occur at this meeting. A subsequent public hearing and the anticipated budget approval will take place during the June 8, 2026, Board meeting.

***Attachment***

- A. Orange County Transportation Authority Fiscal Year 2026-27 Budget Workshop

**Prepared by:**



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**Approved by:**



Andrew Oftelie  
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Finance and Administration  
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# Orange County Transportation Authority Fiscal Year 2026-27 Budget Workshop



## Budget Themes

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### **Strengthening OCTA's long-term financial sustainability**

- Budget is balanced with no unplanned use of reserves
- Growing sales tax revenues to support core programs
- Delivering Measure M2 (M2) as promised
- Maintaining safe, reliable OC Bus service for riders
- Aligning Metrolink service with demand to ensure long-term viability
- Continuing to meet express lanes commitments
- Prioritizing coastal rail resiliency and reliability



# Pathway to Financial Sustainability

## Cost Control & Operational Discipline

- Reduced bus service levels during pandemic; restored service as ridership returned
- Shifted to employee-paid OCERS contributions
- Paused administrative merit increases during early pandemic period

## Revenue Protection & Investment Strategy

- Established a dedicated long-term operating fund for OC Bus
- Leveraged 91 Express Lanes to advance key capital projects
- Secured TIFIA financing for I-405, preserving M2 for other priorities

## Financial Strength & Long-Term Positioning

- Restructured outstanding debt to lower ongoing debt service costs
- Acquired headquarters to reduce long-term operating costs
- Utilized Comprehensive Business Plan to ensure 20-year fiscal sustainability



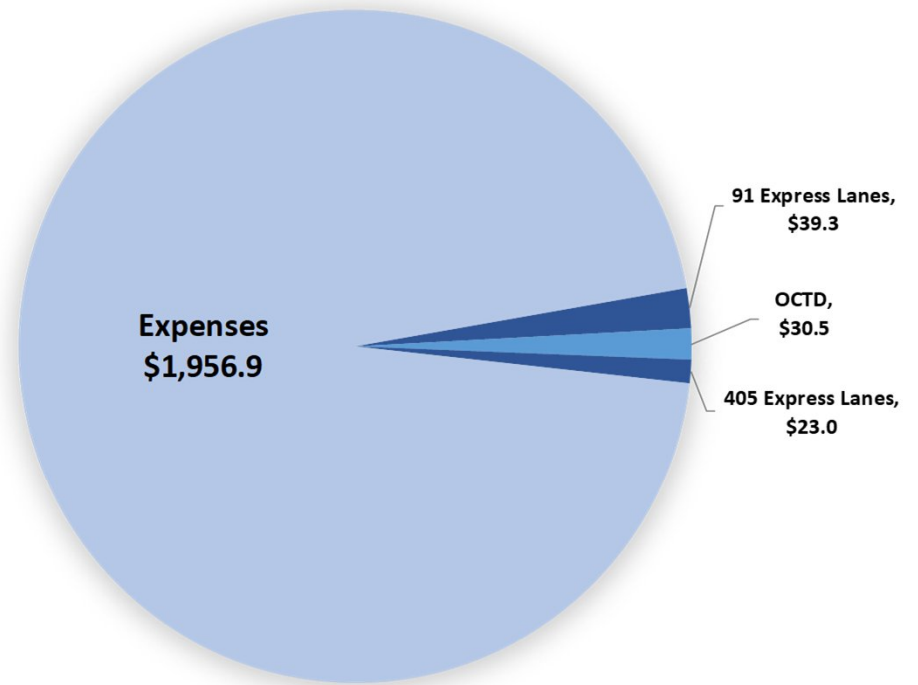
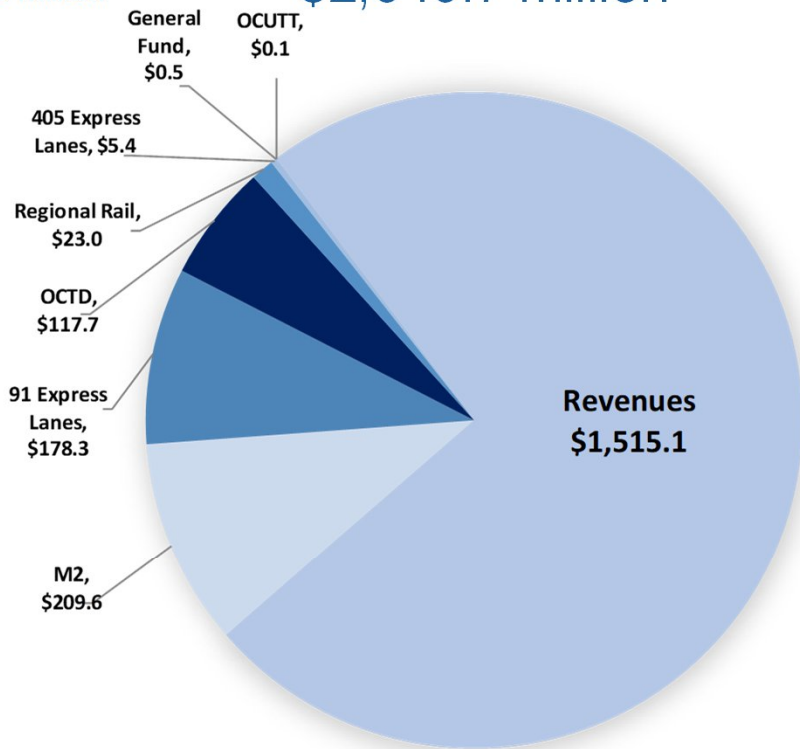
# Budget Overview

Use of Prior Year Designations  
\$534.6 million

Source of Funds  
\$2,049.7 million

Use of Funds  
\$2,049.7 million

Designations  
\$92.8 million



OCTD – Orange County Transit District  
OCUTT - Orange County Unified Transportation Trust



# Planned Use of Prior Year Designations

In Millions Fund	Program	FY 2025-26 Approved Budget	FY 2026-27 Proposed Budget
M2	<i>Freeways, Streets &amp; Roads, and M2 Transit</i>	\$ 246.0	\$ 209.6
91 Express Lanes	<i>State Route 91 Corridor Improvements</i>	137.8	178.3
Orange County Transit District	<i>Bus Capital</i>	54.1	117.7
Regional Rail	<i>Regional Rail Capital</i>	-	23.0
405 Express Lanes	<i>Construction Capital</i>	14.6	5.4
General Fund	<i>Measure M1 Closeout</i>	0.6	0.5
Orange County Unified Transportation Trust	<i>Planning Studies</i>	0.4	0.1
<b>Total Use of Prior Year Designations</b>		<b>\$ 453.5</b>	<b>\$ 534.6</b>



# Budget Sources & Uses

In Millions Sources	FY 2025-26 Approved Budget	FY 2026-27 Proposed Budget	Change \$
Revenues	\$ 1,285.7	\$ 1,515.1	\$ 229.4
Use of Prior Year Designations	453.5	534.6	81.1
<b>Total Revenue / Use of Designations</b>	<b>\$ 1,739.2</b>	<b>\$ 2,049.7</b>	<b>\$ 310.5</b>
Uses			
Salaries and Benefits	\$ 221.2	\$ 235.7	\$ 14.5
LOSSAN Funded Salaries and Benefits	4.7	4.8	0.1
Services and Supplies	475.8	507.8	32.0
Contributions to Other Agencies	227.9	269.0	41.1
Interest/Debt Service	65.9	69.7	3.8
Capital	650.2	869.9	219.7
Designations	93.5	92.8	(0.7)
<b>Total Expenditures / Designations</b>	<b>\$ 1,739.2</b>	<b>\$ 2,049.7</b>	<b>\$ 310.5</b>



# Revenues

In Millions	FY 2025-26	FY 2026-27	Change
Sources	Approved Budget	Proposed Budget	\$
M2 Local Transportation Authority (LTA) 1/2 Cent Sales Tax	\$ 432.1	\$ 450.6	\$ 18.5
State Grants	165.2	247.6	82.4
Local Transportation Fund (LTF) 1/4 Cent Sales Tax	220.2	228.5	8.3
Federal Grants	119.6	218.5	98.9
Express Lanes (Toll and Non-Toll)	116.1	138.2	22.1
Interest	105.1	111.1	6.0
State Transit Assistance	43.5	39.2	(4.3)
Passenger Fares	42.1	37.0	(5.1)
Property Tax	21.0	25.0	4.0
Other	17.4	15.9	(1.5)
Advertising	3.4	3.5	0.1
<b>Subtotal Sources</b>	<b>\$ 1,285.7</b>	<b>\$ 1,515.1</b>	<b>\$ 229.4</b>
Use of Prior Year Designations	453.5	534.6	81.1
<b>Total Revenues / Use of Designations</b>	<b>\$ 1,739.2</b>	<b>\$ 2,049.7</b>	<b>\$ 310.5</b>



## Sales Tax Revenues

In Millions

### Sales Tax

LTA

LTF

FY 2024-25 Actuals	\$	431.8	\$	218.6
FY 2025-26 Approved Budget		432.1		220.2
FY 2025-26 Year-End Estimate		440.9		223.3
<b>FY 2026-27 Sales Tax Growth Rate</b>		<b>2.2%</b>		<b>2.3%</b>
<b>FY 2026-27 Proposed Budget</b>	<b>\$</b>	<b>450.6</b>	<b>\$</b>	<b>228.5</b>



# Expenditures

In Millions Uses	FY 2025-26 Approved Budget	FY 2026-27 Proposed Budget	Change \$
<b>Salaries and Benefits</b>	<b>\$ 225.9</b>	<b>\$ 240.5</b>	<b>\$ 14.6</b>
OCTA Salaries and Benefits	221.2	235.7	14.5
LOSSAN Funded Salaries and Benefits	4.7	4.8	0.1
<b>Services and Supplies</b>	<b>\$ 475.8</b>	<b>\$ 507.8</b>	<b>\$ 32.0</b>
Professional and Outside Services	248.8	279.4	30.6
Contract Transportation Services	159.9	155.2	(4.7)
Maintenance Parts & Fuel	26.1	31.6	5.5
General & Administration	30.3	27.6	(2.7)
Insurance Claims/Premiums	10.7	14.0	3.3
<b>Contributions to Other Agencies</b>	<b>\$ 227.9</b>	<b>\$ 269.0</b>	<b>\$ 41.1</b>
Contributions to Other Agencies	101.9	143.5	41.6
M2 Local Fair Share	79.0	83.5	4.5
M2 Regional Capacity	47.0	42.0	(5.0)
<b>Interest / Debt Service</b>	<b>\$ 65.9</b>	<b>\$ 69.7</b>	<b>\$ 3.8</b>
Interest Expense	39.4	39.6	0.2
Long-Term Debt Principal Payments	26.5	30.1	3.6
<b>Capital</b>	<b>\$ 650.2</b>	<b>\$ 869.9</b>	<b>\$ 219.7</b>
<b>Subtotal Uses</b>	<b>\$ 1,645.7</b>	<b>\$ 1,956.9</b>	<b>\$ 311.2</b>
Designations	93.5	92.8	(0.7)
<b>Total Expenditures / Designations</b>	<b>\$ 1,739.2</b>	<b>\$ 2,049.7</b>	<b>\$ 310.5</b>



# Key Expenditures by Fund

M2	State Route 91, State Route 55 to State Route 57 (Project I)	\$ 167,088,634	Construction, construction management, and right-of-way capital and utilities funded by 91 Express Lanes
	State Route 55, Interstate 405 to Interstate 5 (Project F)	\$ 100,504,740	Right-of-way capital, right-of-way utilities, and construction management
	Interstate 5, Interstate 405 to State Route 55 (Project B)	\$ 100,485,575	Construction, construction management, and right-of-way capital
	Local Fair Share (Project Q)	\$ 83,517,629	18 percent of M2 net revenues to local agencies for streets and roads
	State Route 55, Interstate 5 to State Route 91 (Project F)	\$ 47,250,000	Construction, construction management, and right-of-way
	Regional Capacity Program (Project O)	\$ 42,445,000	Competitive funding for local agency streets and roads projects
	Regional Traffic Signal Synchronization (Project P)	\$ 38,988,600	Signal synchronization projects to be implemented along OC corridors
	State Route 57, Orangewood Avenue to Katella Avenue (Project G)	\$ 35,200,000	Construction and construction management
	Interstate 5, State Route 73 to El Toro Road (Project C)	\$ 21,240,883	Construction, right-of-way capital, and construction management
	Community-Based Transit Circulators (Project V)	\$ 20,080,000	Payments to local jurisdictions to operate community transit circulators
	Clean-up Highway/Street Runoff (Project X)	\$ 18,910,400	Payments for M2 environmental cleanup program projects
	Interstate 405, State Route 73 to Interstate 605 (Project K)	\$ 15,986,322	Right-of-way capital, utilities, and program management
	State Route 91, Eastbound Corridor Project (Project J)	\$ 8,000,000	Contribution to Riverside County Transportation Commission (RCTC) for Eastbound Corridor Operations Project (ECOP)
	Interstate 605, Katella Avenue Interchange (Project M)	\$ 7,925,000	Construction and construction management
	Freeway Environmental Mitigation	\$ 5,826,166	M2 mitigation program endowment, property acquisition, and restoration projects
	Senior Non-Emergency Medical Transportation Program (Project U)	\$ 4,639,868	Senior Non-Emergency Medical Transportation Program payments to local agencies
	LTA - California Department of Tax and Fee Administration (CDTFA)	\$ 4,461,737	LTA CDTFA fees for the collection and distribution of the local sales tax
Senior Mobility Program (Project U)	\$ 4,307,291	Senior Mobility Program payments to local agencies	
Safe Transit Stops (Project W)	\$ 2,036,000	Grants to cities for previously approved bus stop improvement projects	
State Route 57, Lambert Road to Tonner Canyon Road (Project G)	\$ 1,375,000	Environmental and public outreach	
M2 Debt	Tax-Exempt Bonds	\$ 48,772,900	Interest and principal payments for M2 bonds
Local Rail	OC Streetcar	\$ 79,537,082	Construction, construction management, Streetcar vehicles, right-of-way, pre-revenue, and revenue service
91 Express Lanes	91 Express Lanes Expenses	\$ 36,013,040	Contracted operations, toll management system, and back office system
405 Express Lanes	405 Express Lanes Expenses	\$ 48,192,672	Contracted operations, right-of-way capital, toll management system, and back office system
Internal Service Funds	Workers' Compensation	\$ 7,051,526	Claims expenses and insurance related to workers' compensation
	Personal Liability and Property Damage, Legal, Insurance, and Claims	\$ 6,543,578	Claims expenses, property insurance, and legal fees
Motorist Services	Freeway Service Patrol (FSP)	\$ 11,947,740	FSP tow service, 511 program, and call box maintenance
General Fund	Technical Infrastructure and Business Systems Support	\$ 21,972,536	Software and hardware acquisition, maintenance, and licensing
	Transportation Planning and Studies	\$ 6,220,000	Transit corridor and regional mobility studies
	Bicycle and Pedestrian Facilities	\$ 5,052,460	OC Connect design services and support for bicycle and pedestrian facilities



# Key Expenditures by Fund (Continued)

OCTD

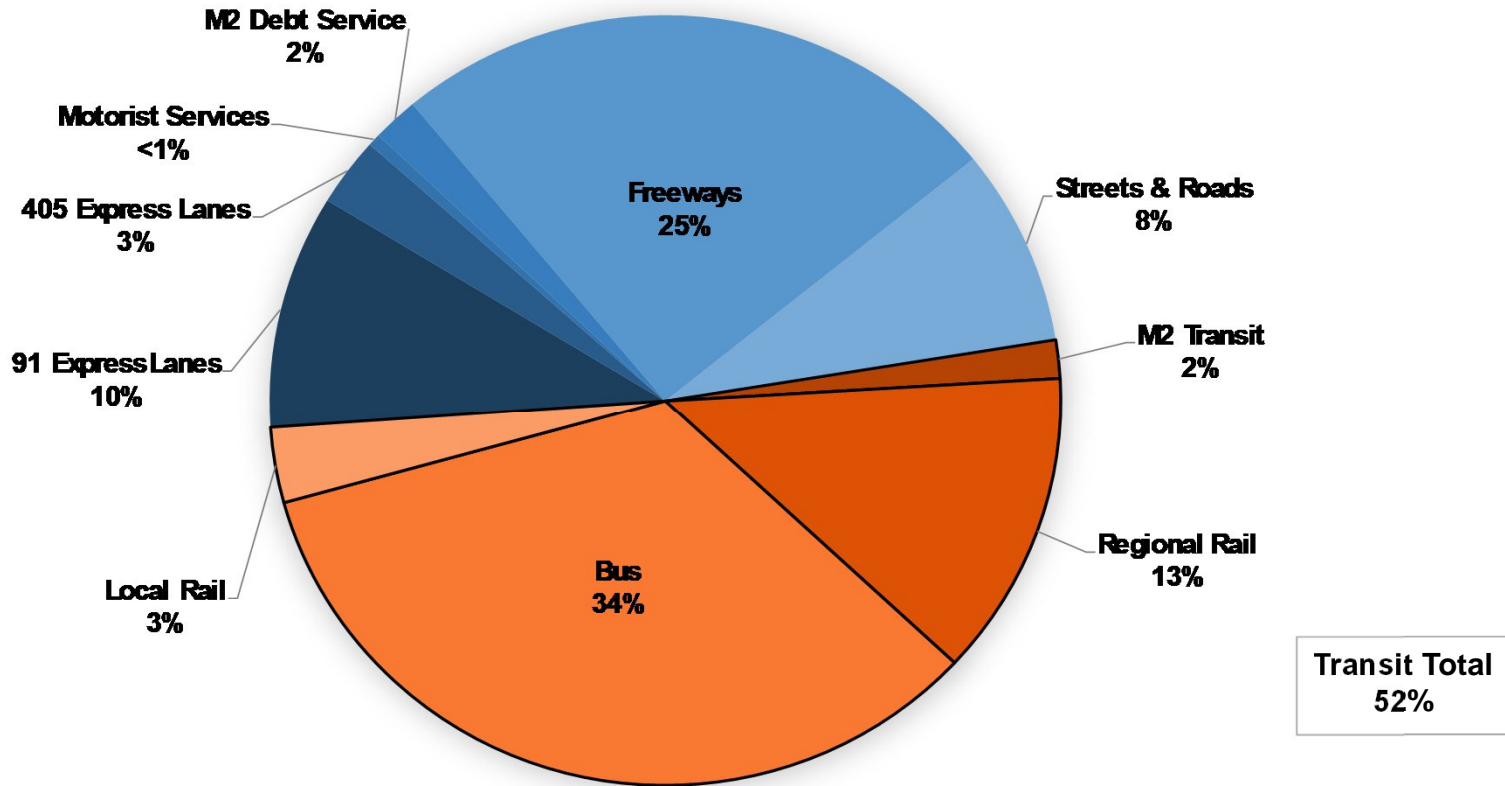
Contracted Fixed-Route Services	\$ 69,153,492	Contracted fixed-route fixed and variable costs
Paratransit Services	\$ 59,794,042	Americans with Disabilities Act (ADA) ACCESS service and ADA supplemental taxi services
Zero-Emissions Bus Infrastructure	\$ 56,965,500	Zero-emissions bus upgrades at bus bases and transit centers
Bus Purchases and Engine Replacements	\$ 37,059,200	Paratransit revenue vehicle and revenue vehicle fuel tank replacement
Fuels	\$ 19,185,706	Compressed natural gas (CNG), gasoline, hydrogen fuel, and electricity costs
Directly Operated Fixed-Route Services and Supplies	\$ 15,515,970	General services and supplies for directly operated fixed-route services
OCTA New Headquarters Building Improvements	\$ 12,356,399	Project management, construction, and capital improvements
Transit Technology and Communications Capital	\$ 12,072,747	Fixed-route and paratransit revenue vehicle radio retrofit and onboard video surveillance system
Bus Transit Police Services	\$ 11,168,419	Orange County Sheriff's Transit Police Services
Bus Base and Transit Center Projects	\$ 9,099,900	Facility maintenance and upgrades at bus bases and transit centers
Maintenance Parts	\$ 7,892,802	Maintenance parts for revenue vehicles
Enhanced Mobility for Seniors and Individuals with Disabilities	\$ 6,198,633	Transportation services for persons of low income, seniors, and persons with disabilities
Transit Security & Operations Center	\$ 5,000,000	Construction, construction management, and design services
Utilities	\$ 4,127,520	Gas, electric, water, and waste management for OCTA owned locations
LTF - External Contributions	\$ 3,498,198	Southern California Association of Governments (SCAG) and Laguna Beach Municipal Transit Lines
Bus Operations Support Vehicles	\$ 3,221,000	OCTA non-revenue vehicles to support bus operations
Contracted Special Agency Services	\$ 3,210,548	OCTA subsidy of transportation services provided by agencies for senior and disabled passengers
Tires	\$ 2,430,937	Tire replacement and leasing for OCTA owned revenue vehicles
LTF - CDTFA	\$ 2,262,244	LTF CDTFA fees for the collection and distribution of the local sales tax
Vanpool Program	\$ 1,615,806	OCTA Vanpool program subsidy and outreach for vanpools
Customer Information Center	\$ 1,360,556	Operating costs for call center to provide information on OCTA's bus program

Regional Rail

Coastal Rail Improvements	\$ 217,580,000	Sand nourishment and construction
Metrolink Operating Subsidy	\$ 36,000,000	Annual Metrolink operating subsidy payments
Cyprus Shore Slope Stabilization	\$ 20,815,000	Environmental mitigation support and right-of-way capital
San Juan Creek Bridge Replacement	\$ 18,551,529	Construction cooperative agreement, right-of-way, and support services
iConnect	\$ 9,924,198	Contribution to iConnect service for variable and fixed costs
Metrolink Rehabilitation Projects	\$ 9,503,800	Annual Metrolink rehabilitation project payments
Regional Rail Transit Police Services	\$ 3,618,270	Orange County Sheriff's regional rail Transit Police Services
Irvine Metrolink Station	\$ 3,382,000	Design services, environmental services, and program management
Placentia Metrolink Station	\$ 3,250,000	Engineering and program management
Mission Viejo/Laguna Niguel Slope Stabilization	\$ 1,335,000	Construction, construction management, and right-of-way capital
Doheny State Beach Fence Replacement	\$ 1,230,000	Construction and program management
Orange County Maintenance Facility	\$ 1,070,000	Right-of-way, cooperative agreement, and program management
	<b>\$ 1,669,471,793</b>	<b>These items represent 85 percent of the proposed budget expenditures</b>



# Total Budget by Program





## Bus Program Assumptions

- Fixed-route OC Bus service
  - Revenue services hours to reach pre-pandemic levels at 1.62 million revenue vehicle hours
- Paratransit service
  - Total trips are anticipated at 1.3 million trips, consistent with current FY
- Major capital projects
  - Paratransit bus purchases
  - Hydrogen fueling station at the Garden Grove Bus Base
  - Reconstruction of hydrogen fueling station at the Santa Ana Bus Base



# OCTD Sources & Uses

In Millions

	FY 2025-26 Approved Budget	FY 2026-27 Proposed Budget	Change \$
<b>Operating Sources</b>			
Local Transportation Fund Sales Tax	\$ 209.9	\$ 217.8	\$ 7.9
Federal Operating Grants	83.5	73.0	(10.5)
Interest Income	40.1	45.0	4.9
Passenger Fares	41.5	36.4	(5.1)
State Transit Assistance	-	28.7	28.7
Property Taxes	21.0	25.0	4.0
Other OCTD Revenue	16.3	14.3	(2.0)
Regional Rail Funds	5.4	1.5	(3.9)
State Operating Grants	0.4	1.4	1.0
Reimbursements from Other Agencies	0.2	0.1	(0.1)
<b>Total Revenue / Use of Designations</b>	<b>\$ 418.3</b>	<b>\$ 443.2</b>	<b>\$ 24.9</b>

**Operating Uses**

Salary and Benefits	\$ 149.2	\$ 156.1	\$ 6.9
Contracted Fixed-Route Services	68.3	69.2	0.9
Overhead Allocation	60.1	62.5	2.4
Paratransit Services	59.2	59.8	0.6
Operating Services & Supplies	17.1	20.4	3.3
Fuels	16.3	19.2	2.9
Directly Operated Fixed-Route Services and Supplies	15.5	15.5	-
Bus Transit Police Services	10.5	11.2	0.7
Special Programs	6.8	8.7	1.9
Maintenance Parts	6.4	7.9	1.5
Rail and M2 Transit Extensions	3.8	6.0	2.2
Transportation Planning and Studies	1.7	3.5	1.8
Contracted Special Agency Services	3.4	3.2	(0.2)
<b>Total Expenditures / Designations</b>	<b>\$ 418.3</b>	<b>\$ 443.2</b>	<b>\$ 24.9</b>

In Millions

	FY 2025-26 Approved Budget	FY 2026-27 Proposed Budget	Change \$
<b>Capital Sources</b>			
State Capital Grants	\$ 48.2	\$ 29.8	\$ (18.4)
State Transit Assistance	43.5	10.5	(33.0)
Federal Capital Grants	3.9	0.8	(3.1)
Interest Income	5.5	7.9	2.4
Use of Prior Year Designations	54.1	117.7	63.6
<b>Total Revenue / Use of Designations</b>	<b>\$ 155.2</b>	<b>\$ 166.7</b>	<b>\$ 11.5</b>

**Capital Uses**

Capital Projects	\$ 105.5	\$ 123.8	\$ 18.3
Headquarters Improvement Projects	9.1	12.4	3.3
Capital Designation	40.6	30.5	(10.1)
<b>Total Expenditures / Designations</b>	<b>\$ 155.2</b>	<b>\$ 166.7</b>	<b>\$ 11.5</b>



## Bus Capital Projects

In Millions <b>Bus Capital</b>	<b>FY 2026-27 Proposed Budget</b>
Zero-Emissions Bus Infrastructure	\$ 57.0
Bus Purchases and Engine Replacements	37.1
Transit Technology and Communications Capital	12.1
Bus Base and Transit Center Projects	9.0
Transit Security & Operations Center	5.0
Bus Operations Support Vehicles	3.2
Farebox Equipment	0.4
<b>Total</b>	<b>\$ 123.8</b>



## Regional Rail Program Assumptions

- Operations
  - Metrolink operating subsidy budget target of \$46 million
    - Proposed budget includes direct federal funding drawdown for operations
  - Operations will be funded with M2 high-frequency Metrolink service funds
- Capital
  - Coastal rail improvements
  - Cyprus Shore slope stabilization
  - San Juan Creek Bridge replacement
  - Placentia Metrolink Station



# Regional Rail Sources & Uses

In Millions	FY 2025-26 Approved Budget	FY 2026-27 Proposed Budget	Change \$
<b>Operating Sources</b>			
M2 Sales Tax	\$ 25.8	\$ 46.0	\$ 20.2
Interest Income	6.9	9.1	2.2
Other Commuter Rail Revenue	1.3	1.4	0.1
State Operating Grants	26.0	-	(26.0)
Federal Operating Grants	2.9	-	(2.9)
<b>Total Revenue / Use of Designations</b>	<b>\$ 62.9</b>	<b>\$ 56.5</b>	<b>\$ (6.4)</b>

## Operating Uses

Metrolink Operating Subsidy	\$ 42.4	\$ 36.0	\$ (6.4)
Operating Expenses	9.8	8.8	(1.0)
Rail and M2 Transit Extensions	-	3.9	3.9
Contributions to Operating Services	5.4	1.5	(3.9)
Overhead Allocation	5.3	6.3	1.0
<b>Total Expenditures / Designations</b>	<b>\$ 62.9</b>	<b>\$ 56.5</b>	<b>\$ (6.4)</b>

Metrolink operating subsidy budget includes reduction for direct federal funding drawdown

In Millions	FY 2025-26 Approved Budget	FY 2026-27 Proposed Budget	Change \$
<b>Capital Sources</b>			
M2 Sales Tax	\$ 19.3	\$ 1.9	\$ (17.4)
State Capital Grants	66.3	182.3	116.0
Federal Capital Grants	-	66.5	66.5
91 Express Lanes	5.0	3.3	(1.7)
Use of Prior Year Designations	-	23.0	23.0
<b>Total Revenue / Use of Designations</b>	<b>\$ 90.6</b>	<b>\$ 277.0</b>	<b>\$ 186.4</b>

## Capital Uses

Rail Capital Projects	\$ 90.6	\$ 267.5	\$ 176.9
Metrolink Rehabilitation Projects	-	9.5	9.5
<b>Total Expenditures / Designations</b>	<b>\$ 90.6</b>	<b>\$ 277.0</b>	<b>\$ 186.4</b>



## Regional Rail Capital Projects

In Millions	FY 2026-27 Proposed Budget
<b>Regional Rail Capital</b>	
Coastal Rail Improvements	\$ 217.6
Cyprus Shore Slope Stabilization	20.8
San Juan Creek Bridge Replacement	18.6
Irvine Metrolink Station	3.4
Placentia Metrolink Station	3.3
Mission Viejo/Laguna Niguel Slope Stabilization	1.3
Doheny State Beach Fence Replacement	1.2
Orange County Maintenance Facility	1.1
Fullerton Metrolink Station	0.1
Serra Siding/Pacific Coast Highway Bridge	0.1
<b>Total</b>	<b>\$ 267.5</b>



# Local Rail Sources & Uses

In Millions	FY 2025-26 Approved Budget	FY 2026-27 Proposed Budget	Change \$
<b>Construction Sources</b>			
M2 Sales Tax	\$ 26.6	\$ 39.3	\$ 12.7
Federal Capital Assistance	19.6	19.7	0.1
State Capital Assistance	-	3.6	3.6
<b>Total Revenue / Use of Designations</b>	<b>\$ 46.2</b>	<b>\$ 62.6</b>	<b>\$ 16.4</b>

## Construction Uses

Capital Projects	\$ 34.7	\$ 43.7	\$ 9.0
Professional Services	8.5	16.2	7.7
Overhead Allocation	2.8	2.1	(0.7)
Contributions to Other Agencies	0.2	0.6	0.4
<b>Total Expenditures / Designations</b>	<b>\$ 46.2</b>	<b>\$ 62.6</b>	<b>\$ 16.4</b>

In Millions	FY 2025-26 Approved Budget	FY 2026-27 Proposed Budget	Change \$
<b>Pre-Revenue Phase Sources</b>			
M2 Sales Tax	\$ 3.0	\$ 3.2	\$ 0.2
State Operating Assistance	-	4.2	4.2
Federal Operating Assistance	4.1	-	(4.1)
<b>Total Revenue / Use of Designations</b>	<b>\$ 7.1</b>	<b>\$ 7.4</b>	<b>\$ 0.3</b>

## Pre-Revenue Phase Uses

Professional Services	\$ 2.6	\$ 3.8	\$ 1.2
Operating Services	4.1	3.2	(0.9)
Overhead Allocation	0.4	0.4	0.0
<b>Total Expenditures / Designations</b>	<b>\$ 7.1</b>	<b>\$ 7.4</b>	<b>\$ 0.3</b>

In Millions	FY 2025-26 Approved Budget	FY 2026-27 Proposed Budget	Change \$
<b>Revenue Phase Sources</b>			
M2 Sales Tax	\$ 7.3	\$ 1.0	\$ (6.3)
State Operating Assistance	0.1	6.6	6.5
Federal Operating Assistance	-	4.0	4.0
Reimbursements from Other Agencies	0.4	0.9	0.5
Passenger Fares	0.6	0.6	-
Interest	-	0.6	0.6
<b>Total Revenue / Use of Designations</b>	<b>\$ 8.4</b>	<b>\$ 13.7</b>	<b>\$ 5.3</b>

## Revenue Phase Uses

Professional Services	\$ 5.2	\$ 7.5	\$ 2.3
Operating Services	2.3	4.6	2.3
Overhead Allocation	0.9	1.6	0.7
<b>Total Expenditures / Designations</b>	<b>\$ 8.4</b>	<b>\$ 13.7</b>	<b>\$ 5.3</b>



## M2 Freeway Projects

In Millions	FY 2026-27 Proposed Budget
<b>Freeways</b>	
State Route 91, State Route 55 to State Route 57 (Project I)	\$ 167.1
State Route 55, Interstate 405 to Interstate 5 (Project F)	100.5
Interstate 5, Interstate 405 to State Route 55 (Project B)	100.5
State Route 55, Interstate 5 to State Route 91 (Project F)	47.3
State Route 57, Orangewood Avenue to Katella Avenue (Project G)	35.2
Interstate 5, State Route 73 to El Toro Road (Project C)	21.2
Interstate 405, State Route 73 to Interstate 605 (Project K)	16.0
State Route 91, Eastbound Corridor Project (Project J)	8.0
Interstate 605, Katella Avenue Interchange (Project M)	7.9
State Route 57, Lambert Road to Tonner Canyon Road (Project G)	1.4
Interstate 5, El Toro Road Interchange (Project D)	0.7
Interstate 5, Avenida Pico to Vista Hermosa (Project C)	0.6
<b>Total</b>	<b>\$ 506.4</b>



# M2 Direct Funding to Cities & County

In Millions	FY 2026-27 Proposed Budget
<b>M2 Streets &amp; Roads</b>	
Local Fair Share (Project Q)	\$ 83.5
Regional Capacity Program (Project O)	42.4
Regional Traffic Signal Synchronization (Project P)	39.0
<b>Subtotal</b>	<b>\$ 164.9</b>
In Millions	FY 2026-27 Proposed Budget
<b>M2 Transit</b>	
Community-Based Transit Circulators (Project V)	\$ 20.1
Senior Non-Emergency Medical Transportation Program (Project U)	4.6
Senior Mobility Program (Project U)	4.3
Safe Transit Stops (Project W)	2.0
<b>Subtotal</b>	<b>\$ 31.0</b>
In Millions	FY 2026-27 Proposed Budget
<b>M2 Environmental</b>	
Clean-up Highway/Street Runoff (Project X)	\$ 18.9
<b>Subtotal</b>	<b>\$ 18.9</b>
 <b>Grand Total</b>	 <b>\$ 214.8</b>



# 91 Express Lanes Sources & Uses

In Millions	FY 2025-26 Approved Budget	FY 2026-27 Proposed Budget	Change \$
<b>Operating Sources</b>			
Toll Revenue	\$ 58.2	\$ 54.6	\$ (3.6)
Interest Income	8.8	8.5	(0.3)
Non-Toll Revenue	6.4	7.6	1.2
Reimbursement from Other Agencies	0.6	0.6	-
<b>Total Revenue / Use of Designations</b>	<b>\$ 74.0</b>	<b>\$ 71.3</b>	<b>\$ (2.7)</b>

In Millions	FY 2025-26 Approved Budget	FY 2026-27 Proposed Budget	Change \$
<b>Operating Uses</b>			
Professional Services	\$ 8.3	\$ 9.8	\$ 1.5
Tollroad Management Contract	7.4	7.6	0.2
Overhead Allocation	4.2	4.3	0.1
Leases & Other Office Expenses	1.1	1.2	0.1
Insurance Claims/Premiums	0.4	1.1	0.7
Interest Expense	8.0	8.0	-
Designations	44.6	39.3	(5.3)
<b>Total Expenditures / Designations</b>	<b>\$ 74.0</b>	<b>\$ 71.3</b>	<b>\$ (2.7)</b>

In Millions	FY 2025-26 Approved Budget	FY 2026-27 Proposed Budget	Change \$
<b>Capital Sources</b>			
Toll Revenue	\$ 2.9	\$ 8.3	\$ 5.4
Use of Prior Year Designations	137.8	178.3	40.5
<b>Total Revenue / Use of Designations</b>	<b>\$ 140.7</b>	<b>\$ 186.6</b>	<b>\$ 45.9</b>

In Millions	FY 2025-26 Approved Budget	FY 2026-27 Proposed Budget	Change \$
<b>Capital Uses</b>			
State Route 91 Corridor Contributions	\$ 137.8	\$ 178.3	\$ 40.5
Capital	2.9	8.3	5.4
<b>Total Expenditures / Designations</b>	<b>\$ 140.7</b>	<b>\$ 186.6</b>	<b>\$ 45.9</b>



# 405 Express Lanes Sources & Uses

In Millions

	FY 2025-26 Approved Budget	FY 2026-27 Proposed Budget	Change \$
<b>Operating Sources</b>			
Toll Revenue	\$ 41.9	\$ 55.7	\$ 13.8
Non-Toll Revenue	6.7	12.0	5.3
Interest Income	4.9	2.4	(2.5)
<b>Total Revenue / Use of Designations</b>	<b>\$ 53.5</b>	<b>\$ 70.1</b>	<b>\$ 16.6</b>
<b>Operating Uses</b>			
Professional Services	\$ 10.8	\$ 17.6	\$ 6.8
Tollroad Management Contract	15.2	9.3	(5.9)
Overhead Allocation	4.2	4.3	0.1
Leases & Other Office Expenses	2.0	2.0	-
Insurance Claims/Premiums	0.4	1.0	0.6
Interest Expense	12.6	12.9	0.3
Designations	8.3	23.0	14.7
<b>Total Expenditures / Designations</b>	<b>\$ 53.5</b>	<b>\$ 70.1</b>	<b>\$ 16.6</b>

In Millions

	FY 2025-26 Approved Budget	FY 2026-27 Proposed Budget	Change \$
<b>Capital Sources</b>			
Use of Prior Year Designations	\$ 14.6	\$ 5.4	\$ (9.2)
<b>Total Revenue / Use of Designations</b>	<b>\$ 14.6</b>	<b>\$ 5.4</b>	<b>\$ (9.2)</b>
<b>Capital Uses</b>			
Capital	\$ 14.6	\$ 5.4	\$ (9.2)
<b>Total Expenditures / Designations</b>	<b>\$ 14.6</b>	<b>\$ 5.4</b>	<b>\$ (9.2)</b>



## Motorist Services Program Assumptions

- Motorist Services budget of \$13.5 million consistent with current FY
- Motorist Services programs include:
  - Freeway Service Patrol budget of \$10.4 million
  - 511 Program budget of \$1.1 million
  - Call box budget of \$400,000



# Staffing Levels

OCTA Staffing	FY 2025-26 Full-time Equivalent	FY 2026-27 Full-time Equivalent	FY 2026-27 New Hires	FY 2026-27 Reductions	Difference
<b>Administrative</b>	<b>536.5</b>	<b>549.0</b>	<b>13.0</b>	<b>(0.5)</b>	<b>12.5</b>
<b>Union</b>	<b>825.0</b>	<b>840.0</b>	<b>15.0</b>	<b>-</b>	<b>15.0</b>
Coach Operators	626.0	641.0	15.0	-	15.0
Maintenance	158.0	158.0	-	-	-
Facility Technicians and Parts Clerks	41.0	41.0	-	-	-
<b>OCTA Positions</b>	<b>1,361.5</b>	<b>1,389.0</b>	<b>28.0</b>	<b>(0.5)</b>	<b>27.5</b>
<b>LOSSAN Funded OCTA Positions</b>	<b>18.0</b>	<b>18.0</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Authority Positions</b>	<b>1,379.5</b>	<b>1,407.0</b>	<b>28.0</b>	<b>(0.5)</b>	<b>27.5</b>



## Employee Compensation Assumptions

- Employees Subject to Collective Bargaining Agreement
  - Coach Operators (641 employees)
    - Collective bargaining agreement effective through April 30, 2027
  - Maintenance (158 employees)
    - Collective bargaining agreement effective through June 30, 2029
  - Facilities technicians and parts clerks (41 employees)
    - Collective bargaining agreement effective through March 31, 2027
- Administrative Employees (549 + 18 LOSSAN employees)
  - Employees are not represented by a union
  - Compensation governed by the Personnel and Salary Resolution, which is approved annually as part of the budget
  - Salary grade ranges are developed based upon scope, level of work performed, and external market data



## Personnel and Salary Resolution

- Pertaining to Administrative employees
  - Employees are at-will and not represented by a union
  - Administrative employees do not receive cost-of-living adjustments, step increases, or automatic increases of any type
- Merit Pool of 4 percent
  - Salary increases are based on a pay-for-performance program
  - Every employee has a performance plan and receives an annual performance review
  - Base-building adjustment to annual salary
- Bonus Pool of 4 percent
  - Non-base building – does not increase annual salary
  - Bonuses are given throughout the year for specific, exceptional performance in a defined goal area
  - Part of employee rewards and recognition strategy
- Defined contribution enhancements
  - Increase defined contributions to employees to improve recruitment and retention



## Next Steps

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Committee Meetings and One-on-One Meetings with Board Members	May 11 - June 8
Public Hearing Preview – Finance & Administration Committee	May 21
Public Hearing – Board (Public Hearing and Approval)	June 8
Back-up Public Hearing – Board (Public Hearing and Approval)	June 22

**FISCAL YEAR 2026-27 PROPOSED BUDGET**

**IS AVAILABLE AT THE LOCATION BELOW:**

 [Budget Documents - 2026](#)

**OR**

**ON FILE IN THE CLERK OF THE BOARD'S OFFICE**