

# ACTION PLAN - REVISED

ORANGE COUNTY TRANSPORTATION AUTHORITY

## 2020 BOARD AND CEO INITIATIVES

BALANCED & FORWARD THINKING



**STEVE JONES**  
Chairman

**DARRELL E. JOHNSON**  
Chief Executive Officer

## 2020 Board Initiatives

1. Comprehensive Mobility Solutions
2. Regional Leadership and Public Transparency
3. Resiliency, Sustainability and Innovation
4. Fiscal Accountability
5. Organizational Excellence

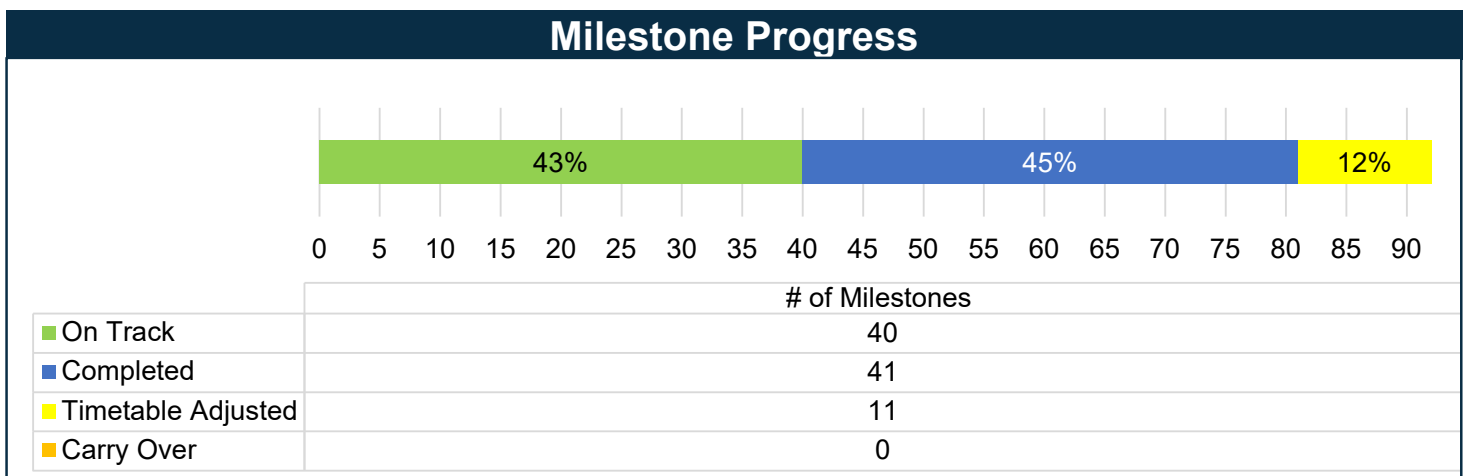
## 2020 CEO Initiatives

1. Enhance Transit Service Quality and Customer Experience
2. Deliver OC Go - Next 10 Plan Commitments
3. Collaborate with Local and Regional Partners
4. Ensure Public Accountability and Transparency
5. Advance Climate Resiliency and Sustainability
6. Promote and Deploy Innovative Technology
7. Champion Fiscal Responsibility
8. Strengthen Safety and Security Measures
9. Develop and Maximize Workforce Potential

## 2020 CEO Milestone Summary

Number of Milestones by Quarter		
Quarter Due	Original	Revised*
First Quarter	15	15
Second Quarter	30	31
Third Quarter	24	20
Fourth Quarter	28	26
<b>TOTAL</b>	<b>97</b>	<b>92</b>

\* Explanation for revised milestones can be found on page 3.



## Action Plan Review - Novel Coronavirus (COVID-19) Pandemic

On February 27, 2020, the Orange County Transportation Authority (OCTA) activated its Emergency Operations Center (EOC) and implemented its Emergency Operations Plan (EOP) in response to potential impacts from the novel coronavirus (COVID-19), which subsequently was declared a pandemic by the World Health Organization.

On March 4, 2020, Governor Newsom declared a State of Emergency to help the state prepare for a broader spread of COVID-19. On March 19, 2020, the Governor issued a stay-at-home order to protect the health and well-being of all Californians and slow the spread of COVID-19. Public transportation and infrastructure projects are designated by the state and federal governments as critical infrastructure projects. OCTA has taken steps to continue operations serving the public with essential transit service, capital project implementation, and is playing a vital role with the County of Orange EOC.

OCTA is closely monitoring risks and the financial implications of the pandemic including identifying any necessary changes to the OCTA budget, Measure M projects and program delivery and OCTA's bus operations. There is a great deal of uncertainty regarding the severity of the fiscal impact. OCTA is implementing proactive and strategic measures to ensure the health of the public and OCTA employees, supporting the County of Orange in the ongoing emergency response to the COVID-19 pandemic, and ensuring that short- and long-term agency programs can be successfully delivered. Due to the unprecedented pandemic, a review of the current Action Plan milestones was initiated to ensure they continue to reflect OCTA's needs and goals. Although our goals remain unchanged, timing of certain projects have been adjusted to allow OCTA to focus on management and recovery plans due to the health crisis. The tables on pages 3 and 4 summarize milestones that have been identified as impacted and require adjustments. These milestones along with their status will also be reflected in their respective assigned quarters and be designated with a "COVID-19" label identifying the change.

Milestones Adjusted				
#	Project/ Program	Objective	Milestone	COVID-19 Impact
1.	Transportation Communications Union Collective Bargaining Agreement	Negotiate and Renew Agreement	Present parts clerks and facilities technicians agreement to Board - Q2	Current contract expired April 30, 2020. Negotiations continue. Current contract terms remain status quo. Timetable adjusted to Q3.
2.	Agency Climate Resiliency and Sustainability Practices	Perform Gap Analysis on Agency Sustainability Practices and Preparedness for Natural and Human Induced Hazards	Inventory agency wide practices, including comparative analysis with peer agencies and present next steps for Plan development to ESC – Q2	Data collection and inventory processes to perform a thorough Gap Analysis have been limited. Timetable adjusted to Q4.
3.	Transportation Needs Assessment	Conduct Assessment to Gain Insight on Current and Potential Customers	Present <del>results</del> <i>update</i> to Board - Q3	Assessment was put on hold in mid-March. Staff will conduct informal, qualitative surveys with current customers and diverse communities to seek feedback on priorities and needs. Milestone wording was modified and timetable adjusted to Q4.
4.	Credit Ratings	Maintain OCTA's Positive Credit Rating	Conduct annual rating agency <del>trip</del> <i>meeting</i> - Q3	A phone meeting will still be held. Milestone wording was modified.

### Milestones Adjusted (Continued)

#	Project/ Program	Objective	Milestone	COVID-19 Impact
5.	OC ACCESS	Ensure Service Continuity	Present OC ACCESS Service Provider RFP to Board - Q2	The contractor requested a 6 month extension of the current agreement, which will go to the Board in June. The existing milestone is timetable adjusted to Q4.
6.	Coach Operator Security	Enhance Security Measures for Coach Operators Annual Security Update	Provide update in closed session to Board - Q1	COVID-19 has affected the ability to measure effectiveness of various security measures. The milestone wording was modified and the milestone is timetable adjusted to Q4.

### Milestones Added

#	Project/ Program	Objective	Milestone	COVID-19 Impact
1.	COVID-19 Task Force	COVID-19 planning and response actions	Initiate the COVID-19 Task Force to develop plans and timely implementation of necessary actions to mitigate organizational, employee and customer risk. Present COVID-19 After-Action Report to Board - Q4	Added new milestone to Q4.
2.	Post-COVID-19 Bus Service Plan	Restore appropriate levels of bus service post COVID-19	Present post-COVID-19 bus service plan to Board - Q2	Added new milestone to Q2.

### Milestones Removed - To be reconsidered in 2021 as appropriate

#	Project/ Program	Objective	Milestone	COVID-19 Impact
1.	OC Bus 2.0	Develop Strategies for Service Improvement	Present Improvement Plan to Board - Q3	Milestone replaced with the added post-COVID-19 Bus Service Plan milestone.
2.	Bravo Service Enhancements	Develop BRAVO Enhancement Strategy	Create a speed and amenity task force and present recommendations to Board - Q3	Milestone superceded with the added post-COVID-19 Bus Service Plan milestone.
3.	Strategic Transit Technology Plan	Develop Road Map for Future Transit Technology Improvements	Initiate procurement for consultant services - Q3	Milestone superceded with the added post-COVID-19 Bus Service Plan milestone.
4.	Employee Rotation Program	Develop Employees through Job Rotation	Launch annual program to develop future leaders with a broadened understanding of OCTA - Q3	Program postponed to ensure a complete experience. Carryover to 2021.
5.	OCTA Innovation Ideas	Explore Innovation Opportunities through Inter-divisional Team Meetings	Present biannual updates to Board - Q2 & Q4	Staff resources focused on post-COVID-19 service recovery plans. This will be reconsidered in 2021.
6.	Agency Climate Resiliency and Sustainability Strategies	Create a Comprehensive Plan	Using information from the gap analysis completed in Q2, initiate procurement to develop a Climate Resiliency and Sustainability Plan - Q4	The Agency Climate Resiliency and Sustainability Practices milestone was timetable adjusted to Q4, this will be reconsidered in 2021.
7.	Treasury Functional Review (2019 Carryover - Revised)	Conduct an External Review of Treasury Functions	Initiate procurement for consultant services - Q4	Staff resources focused on COVID-19 review of debt and investment portfolios. This milestone will be removed. There is no imminent need; the latest Treasury audit had no findings.

# FIRST QUARTER (Q1)

12 of 15 Completed - 80%

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	Bus Fleet	Ensure Asset Preservation	Present 40-foot bus replacement RFP to Board - Q1	March 23, 2020 – presented to Board approval to release RFP.				
2.	OC ACCESS	Review OC ACCESS Service	Present results and recommendations from service delivery model study to ESC - Q1	February 24, 2020 - presented to ESC.				
3.	Orange County Rail Maintenance Facility (2019 Carryover)	Build a Local Rail Maintenance Facility	Begin environmental and preliminary design - Q1	April 22, 2020 - Contract to begin environmental and preliminary design executed.				
4.	San Juan Creek Railroad Bridge	Ensure Asset Preservation	Obtain environmental approval and initiate ROW acquisition to replace 100 year-old Railroad Bridge - Q1	March 26, 2020 - FTA issued environmental approval to initiate ROW acquisition.				
5.	I-5, SR-73 to El Toro Road (2019 Carryover)	Begin Construction	Initiate construction activities for Segment 1 on I-5 between SR-73 and Oso Parkway - Q1	January 15, 2020 - construction contract approved to initiate construction activities.				
6.	OC Streetcar (2019 Carryover)	Award Operations & Maintenance Contract	Present recommendation for contract award to Board - Q1	May 22, 2020 - presented to Board. Award of the contract was adjusted to be consistent with the construction schedule and NTP for when the contractor is needed.				
7.	SR-91, SR-55 to SR-57	Begin Design	Present release of RFP for design of Segment 3 on SR-91 between Acacia Avenue to La Palma Avenue to Board - Q1	March 9, 2020 - presented release of RFP to Board.				
8.	Fare Collection System	Modernize Fare Collection System	Present Farebox replacement alternatives to Transit Committee - Q1	May 14, 2020 - presented award of the design contract to study farebox replacement to Transit Committee to better define scope and cost of modernizing OCTA's fare collection system.				

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

## FIRST QUARTER (Q1) (Continued)

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
9.	OC Flex	Test New Transit Delivery Models	Provide an update with recommendations on next steps to Board - Q1	January 27, 2020 - update provided to Board with a recommendation to extend OC Flex to October 2020.				
10.	Signal Synchronization Technology	Future Proof Infrastructure	Initiate discussions with local agencies on advanced signal system improvements - Q1	February 11, 2020 - discussions were initiated at the Traffic Forum. Local agencies were interested, although many expressed concerns with aging infrastructure and resource availability.				
11.	Coach Operator Security	Annual Security Update	Provide update in closed session to Board - Q1	COVID-19 has affected the ability to measure effectiveness of various security measures. Staff requested additional law enforcement resources in the FY 21 budget to enhance security for coach operators.				COVID-19
12.	Facility Security Camera System (2019 Carryover)	Secure All OCTA Facilities	Complete security camera installation - Q1	August 31, 2020 - anticipated to complete security camera installation. Delay is due to difficulties with fiber optic cabling and integration into software and additional safety submittals and coordination required.				
13.	Leadership Development Academy (LDA)	Provide Professional Development Programs	Select and launch the fourth cohort of the LDA to grow the next generation of leaders - Q1	January 16, 2020 - launched LDA with 15 participants. Some elements are postponed and the program will be extended. The cohort continues to meet monthly.				
14.	Transit Master Plan	Seek Direction of Future Transit Options	Present prior Transit Master Plan for discussion to Transit Committee - Q1	July 2020 - anticipated to present to Transit Committee.				
15.	M2 Eligibility - City of Santa Ana and City of Stanton	Ensure Timely Audit Of Expenditure Report and Maintenance of Effort (MOE)	Upon receipt, audit City of Santa Ana's and City of Stanton's Expenditure Reports and MOE requirements to bring recommendation at earliest meeting for action to Board - Q1	March 23, 2020 - presented audit findings to Board; April 13, 2020 - presented eligibility recommendations to Board.				

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER



# SECOND QUARTER (Q2)

24 of 31 Completed - 77%

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	Fullerton Transportation Center Revitalization	Enhance Passenger Experience	Complete construction - Q2	May 22, 2020 - completed construction.				
2.	OC ACCESS	Ensure Asset Preservation	Present OC ACCESS vehicle replacement contract to Board - Q2	April 27, 2020 - presented vehicle replacement contract to Board.				
3.	OC ACCESS	Ensure Service Continuity	Present OC ACCESS Service Provider RFP to Board - Q2	Due to COVID-19, the contractor requested a 6 month extension of the current agreement. The milestone will be timetable adjusted to Q4.				COVID-19
4.	Anaheim Canyon Metrolink Station Improvement(2019 Carryover)	Initiate Construction for Passenger Enhancements	Present recommendation for construction contract award to Board - Q2	October 2020 - anticipated contract award to Board. There is an access easement needed from a private property that could hold up the release of plans for bid.				
5.	Community-Based Transit Circulators	Fund Community Based Transit Options	Present recommendations for Transit Circulator projects (Project V) grant awards to Board - Q2	April 13, 2020 - presented recommendations for grant awards to Board.				
6.	I-5, El Toro Interchange	Seek Consensus on Project Alternative	Provide progress report on path forward based on input from the affected cities to Board - Q2	March 9, 2020 - provided progress report to Board.	Early Complete			
7.	I-5, I-405 to SR-55	Initiate Design Phase	Present release of RFP for design of Segment 2 on I-5 between Yale Avenue and SR-55 to Board - Q2	June 22, 2020 - RFP release presented to Board.				
8.	I-5, SR-73 to El Toro Road	Initiate Construction	Achieve Ready to List status for Segment 3 on I-5 between Alicia Parkway and El Toro Road - Q2	April 4, 2020 - achieved Ready to List status.				
9.	I-605/Katella Avenue Interchange	Begin Design	Present release of RFP for design consultant services to Board - Q2	April 13, 2020 - presented RFP release to Board.				

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

## SECOND QUARTER (Q2) (Continued)

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
10.	Placentia Metrolink Station (2019 Carryover - Revised)	Provide Construction Start Progress	Provide update on agreements necessary to initiate construction to Transit Committee - Q2	July 9, 2020 - anticipated to provide update to Transit Committee.				
11.	SR-55, I-405 to I-5	Complete Design	Submit 100 percent design plans for approval to Caltrans - Q2	April 29, 2020 - submitted to Caltrans.				
12.	SR-55, I-5 to SR-91	Complete Environmental	Submit final environmental document for approval to Caltrans - Q2	March 13, 2020 - submitted final environmental document to Caltrans. The Final Project Report was signed on March 30, 2020.	Early Complete			
13.	SR-91, SR-55 to SR-57	Begin Design	Present recommendation for award of design contract for Segment 2 on SR-91 between La Palma Avenue and SR-55 to Board - Q2	February 10, 2020 - presented recommendation to Board.	Early Complete			
14.	SR-91, SR-55 to SR-57 (2019 Carryover)	Complete Environmental	Submit final environmental document for approval to Caltrans - Q2	June 3, 2020 - submitted final environmental document to Caltrans.				
15.	Streets & Roads	Fund Streets and Roads Improvements	Present recommendations for RCP (Project O) and RTSSP (Project P) projects grant awards to Board - Q2	May 11, 2020 - presented recommendations for grant awards to Board.				
16.	Agency Climate Resiliency and Sustainability Practices	Perform Gap Analysis on Agency Sustainability Practices and Preparedness for Natural and Human Induced Hazards	Inventory agency wide practices, including comparative analysis with peer agencies and present next steps for Plan development to ESC – Q2	Data collection and inventory processes to perform a thorough Gap Analysis have been limited. In some cases, face-to-face interaction with employees at the bus bases is necessary to obtain adequate feedback and information. This will be timetable adjusted to Q4.				COVID-19

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER



## SECOND QUARTER (Q2) (Continued)

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
17.	Zero-Emission Bus Roll Out	Prepare Roll Out Plan for Zero-Emission Bus Implementation	Present for adoption to Board - Q2	June 22, 2020 - anticipated to present to Board.				
18.	Dynamic Digital Bus Stop Signage	Deploy Pilot Real Time Bus Digital Signs	Provide an interim update on implementation to ESC – Q2	June 8, 2020 - provided update to ESC.				
19.	Fullerton Park and Ride Joint Development	Opportunities for Public/Private Partnership to Increase Transit Interest	Present the results from the study for future consideration of joint development opportunities to Board – Q2	June 11, 2020 - presented Phase 1 joint development study results to Transit Committee. At the request of Director Do, this item will be brought back to the Transit Committee for further consideration later this year.				
20.	Mobility On Demand	Support Mobility on Demand	Provide update on demand responsive services proposed through Project V to Board - Q2	April 13, 2020 - provided update on demand responsive services as part of Project V programming recommendations to Board.				
21.	OCTA's Operating and Capital Budget	Develop a FY 2020-21 Balanced Budget	Present a comprehensive balanced OCTA FY 2020 - 21 Budget for adoption to Board - Q2	June 8, 2020 - presented budget to Board. The FY 21 budget public hearing was held at the Board meeting on June 8.				
22.	Cybersecurity Training	Protect OCTA's Information Systems	Require completion of annual cybersecurity training for all employees - Q2	June 30, 2020 - cybersecurity training deadline for all employees.				
23.	Cybersecurity Training	Protect OCTA's Information Systems	Continue implementation of Cyber Security Roadmap and provide an update to Executive Committee - Q2	April 6, 2020 - provided update to Executive Committee.				
24.	Transit Police Services (TPS)	Protect OCTA Operations	Present contract for TPS to Board - Q2	July 13, 2020 - anticipated to present contract to Board. Adjusted due to delay in receipt of key documents.				

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

## SECOND QUARTER (Q2) (Continued)

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
25.	Early Career Academy (ECA)	Provide Early Career Development to Grow New Professionals	Select and launch the second cohort of the ECA - Q2	Eleven participants were selected but shelter in place order occurred before the program launch on April 29, 2020. Program will launch on June 15, 2020 with ten participants and the program will be extended into 2021.				
26.	Personnel and Salary Resolution	Update Personnel Policies	Present recommendations to Board - Q2	June 8, 2020 - presented to Board with FY 21 OCTA budget.				
27.	Transportation Communications Union Collective Bargaining Agreement	Negotiate and Renew Agreement	Present parts clerks and facilities technicians agreement to Board - Q2	Current contract expired April 30, 2020. Negotiations continue. Current contract terms remain status quo. This will be timetable adjusted to Q3.			COVID-19	
28.	Beach Boulevard Corridor Study	Study Corridor Transportation Improvement Options	Present draft final report to Regional Planning & Highways Committee - Q2	April 6, 2020 - presented draft final report to Regional Planning & Highways Committee; to Board on April 27, 2020.				
29.	I-5, Pico to San Diego County Line	Initiate the Environmental Phase to complete Orange County's High-Occupancy Vehicle Lane System	Provide update to Board - Q2	June 22, 2020 - anticipated RFP release for PA/ED services to Board; June 8, 2020 - PA/ED coop with Caltrans to Board.				
30.	SAFE Rule	Monitor Implementation of SAFE Rule	Provide an update to Legislative & Communications Committee - Q2	April 16, 2020 - provided an update to Legislative & Communications Committee.				
31.	Post-COVID-19 Bus Service Plan	Restore appropriate levels of bus service post COVID-19	Present post-COVID-19 bus service plan to Board - Q2	May 22, 2020 - presented June 2020 Bus Service Change to Board.		COVID-19		

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

# THIRD QUARTER (Q3)

5 of 20 Completed - 25%

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	Human Services Transportation Coordinated Plan	Coordinate Transportation Delivery Services	Present final plan to Board - Q3	September 28, 2020 - anticipated to present final plan Board; September 10, 2020 - anticipated to present to Transit Committee.				
2.	I-405 Improvement Project (2019 Carryover)	Complete Possession of Property Rights	Complete ROW Phase (obtain legal possession) - Q3	July 2020 - anticipated to obtain legal possession.				
3.	Hazard Mitigation Plan	Develop a Plan of Actions	Issue an RFP for a Plan of Sustained Actions Needed to Reduce Risks to Life and Property from All Hazards - Q3	August 24, 2020 - anticipated RFP release; March 9, 2020 - grant funding acceptance was presented to Board for approval.				
4.	Near Zero-Emission Engines	Install Cleanest CNG Engine Technology	Complete near zero-emission engine installation on 20 articulated buses - Q3	June 24, 2020 - Completed installation on 20 articulated buses.		Early Complete		
5.	Zero-Emission Battery-Electric Buses	Evaluate Large Bus (BRAVO) Battery-Electric Technology	Present release of vehicle procurement RFP to Board - Q3	April 27, 2020 – RFP release presented to Board		Early Complete		
6.	Zero-Emission Bus Update	Report on Transit Technology	Present fleet and equipment performance update to Board - Q3	September 28, 2020 - anticipated to provide update to Board.				
7.	Zero-Emission Relief Vehicles	Reduce Emissions From Coach Operator Relief Vehicles	Present request for purchase of zero-emission vehicles to Board - Q3	August 24, 2020 – anticipated to present to Board to release IFB. EV Infrastructure design in progress.				

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

### THIRD QUARTER (Q3) (Continued)

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
8.	Express Lanes Network Study	Assess Freeway Operations Strategies	Present recommendations to Regional Planning & Highways Committee - Q3	September 3, 2020 - anticipated to present recommendations to Regional Planning & Highways Committee.				
9.	405 Express Lanes Back Office System	Implement Transaction Processing System	Present the RFP for back office system and customer service to Board - Q3	June 22, 2020 - anticipated RFP release to Board.				
10.	Credit Ratings	Maintain OCTA's Positive Credit Rating	Conduct annual rating agency meeting - Q3	June 18-19, 2020 - virtual meetings held. OCTA provided updates on major programs and projects and the challenges, as well as opportunities related to COVID-19 were highlighted. OCTA's conservative and strategic financial planning was discussed, in addition to OCTA's strong cash and reserve positions.		COVID-19		
11.	Express Lanes Roadside Assistance	Ensure Roadside Safety	Present release of SR-91 and 405 Express Lanes Roadside Assistance RFP to Board - Q3	August 2020 - anticipated release of RFP to Board. Staff continues to meet on a regular basis to develop the scope of work, RFP, and draft agreement.				
12.	Safety Management System	Ensure Operational Safety	Present the Public Transportation Agency Safety Plan (PTASP) to Board - Q3	May 11, 2020 - presented PTASP to Board for adoption.		Early Complete		

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

### THIRD QUARTER (Q3) (Continued)

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
13.	Coach Operator Collective Bargaining Agreement	Negotiate and Renew Agreement	Present agreement to Board - Q3	June 8, 2020 - Agreement has been reached and ratified by Teamsters membership. Contract was approved in closed session.		Early Complete		
14.	Employee Health Insurance Renewal Programs	Secure Competitive Health Benefits	Present health insurance recommendations to Board - Q3	August 24, 2020 - anticipated present to Board. Rate renewals are received in March-April timeframe at which time recommendations can be formulated.				
15.	College Pass Program	Initiate Post Pilot Next Steps	Work with colleges to extend the pass program beyond the pilot phase for Santa Ana College & Rancho Santiago Community College District Continued Education - Q3	Currently working on extending the current program and working with new colleges who expressed interest for Fall enrollment.				
16.	OC to LA Transit Connections Study	Study Regional Transit Connection Opportunities	Present update to Transit Committee - Q3	September 28, 2020 - anticipated to present to Board.				
17.	SR-91 Implementation Plan	Collaborate with RCTC to Update the Plan in Support of Regional SR-91 Corridor Transportation Improvements	Present Plan to Board – Q3	July 13, 2020 - anticipated to present to Board; January 22, 2020 - PDT Meeting held ; June 5, 2020 - anticipated 91 Advisory Committee; July 6, 2020 - anticipated RP&H Committee.				
18.	Diversity Outreach	Conduct Diversity Outreach Programs to Support Capital Projects, Planning Studies and Marketing	Provide annual update to Board - Q3	September 28, 2020 - anticipated to provide update to Board; September 17, 2020 - to L&C Committee.				

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

### THIRD QUARTER (Q3) (Continued)

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
19.	Legislative Priorities	Provide End of Session Report	Discuss outcomes of legislative priorities, including protection of toll agency interoperability and enforcement practices and any reform of the Transportation Development Act with Legislative & Communications Committee - Q3	November 19, 2020 - anticipated to provide end of year report. We will also include a summary of bills with positions at the September 28, 2020 Board meeting. However, the Governor's signing deadline is September 30, so we will not have complete results until after that.				
20.	Transportation Needs Assessment	Conduct Assessment to Gain Insight on Current and Potential Customers	Provide update to Board - Q3	Efforts have been put on hold. Staff will conduct informal, qualitative surveys with current customers and diverse communities to seek feedback on priorities and needs.				COVID-19
	OC Bus 2.0	Develop Strategies for Service Improvement	Present Improvement Plan to Board - Q3	<del>Milestone superceded with the added post-COVID-19 Bus Service Plan milestone.</del>			COVID-19	
	Bravo Service Enhancements	Develop BRAVO Enhancement Strategy	Create a speed and amenity task force and present recommendations to Board - Q3	<del>Milestone superceded with the added post-COVID-19 Bus Service Plan milestone.</del>			COVID-19	
	Strategic Transit Technology Plan	Develop Road Map for Future Transit Technology Improvements	Initiate procurement for consultant services - Q3	<del>Milestone superceded with the added post-COVID-19 Bus Service Plan milestone.</del>			COVID-19	
	Employee Rotation Program	Develop Employees through Job Rotation	Launch annual program to develop future leaders with a broadened understanding of OCTA - Q3	<del>The program is able to provide a full and meaningful experience when started at the beginning of the calendar or fiscal year. This will be carried over to 2021.</del>			COVID-19	

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER



# FOURTH QUARTER (Q4)

0 of 26 Completed - 0%

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	I-405 Improvement Project	Continue to Advance Construction	Complete McFadden Avenue bridge - Q4	September 2020 - anticipated to complete bridge and open to traffic.				
2.	Next 10 Plan	Ensure M2 Delivery Commitment	Review and present status of the Next 10 Plan deliverables to Board - Q4	October 12, 2020 - anticipated to present to Board.				
3.	OC Streetcar	Ensure Vehicle Delivery	Finish assembly of one complete vehicle - Q4	Currently on schedule, based on Siemens' baseline schedule.				
4.	SR-55, I-405 to I-5	Initiate Construction	Achieve Ready to List status - Q4	November 30, 2020 - anticipated to achieve Ready to List status. There is still a risk due to COVID-19 impacts and delays to ROW acquisition and the eminent domain process.				
5.	Congestion Management Program / SB 743 (Chapter 386, Statutes of 2013) Consistency	Support SB 743 requirements	Develop VMT Analysis Guidelines and present recommendations to ESC - Q4	February 4, 2020 - Consultant selected to develop VMT analysis guidelines. It is anticipated that the effort will be completed in August.				
6.	M2 Environmental Cleanup Program	Fund Water Quality Improvements	Present programming recommendations for Tier 1 Projects (Project X) grant awards to Board - Q4	September 14, 2020 - anticipated to present recommendations for grant awards to Board.				
7.	OC Flex	Test New Transit Delivery Models	Upon completion of the micro-transit pilot program, present results and recommendations to ESC - Q4	December 14, 2020 - anticipated to present to ESC.				
8.	Comprehensive Annual Financial Report (CAFR)	Ensure Accountability and Transparency	Obtain an unmodified opinion from the external auditors and provide the annual financial statements to Board - Q4	November 23, 2020 - anticipated to provide CAFR to Board.				
9.	Comprehensive Business Plan	Develop OCTA's Business Plan	Provide a summary of OCTA's FY 2020-21 long-term financial plan for adoption to Board - Q4	December 14, 2020 - anticipated to provide CBP to Board. The CBP is still scheduled to be kicked-off in August 2020 and planned to be presented to the Board on or before the December 14, 2020 meeting.				

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

## FOURTH QUARTER (Q4) (Continued)

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
10.	Federal Obligation Authority Plan	Maximize Federal Formula Funding Opportunities	Present the Federal Obligation Authority Plan to Board – Q4	September 14, 2020 - anticipated to present to Board.				
11.	New Budget Software Implementation	Ensure Long Term OCTA Budget System Support	Transition from internally developed software to commercial software during 2020 for development of FY 2021-22 budget - Q4	December 2020 - anticipated training kickoff in new system for the development of FY 2021-22 budget. Implementation will take 6 months.				
12.	Crisis Communication	Ensure Agency and Staff Preparedness	Conduct a tabletop exercise for the Crisis Communications team and revise Crisis Communications Plan as appropriate – Q4	Mid-November - anticipated to conduct tabletop exercise.				
13.	APTA Expo	Host International Conference	Lead efforts to host APTA Expo 2020 in Anaheim - Q4	October 12-14, 2020 – APTA Expo will be held at the Anaheim Convention Center.				
14.	South Orange County Multimodal Study	Study Regional Multimodal Transportation Improvement Options	Provide an update to Board - Q4	August 10, 2020 - anticipated update to Board ; August 3, 2020 - anticipated update to RP&H Committee.				
15.	241/91 Express Lanes Connector (ELC)	Provide 241/91 ELC Project Progress	Provide an update on the status of the project with a discussion on the development of the agreements related to the term sheet to Board - Q4	November 23, 2020 - anticipated update to Board. Representatives from RCTC, TCAs, and OCTA continue to meet on a monthly basis to negotiate deal points for the agreements to construct, operate, and maintain the 241/91 ELC facility.				

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

## FOURTH QUARTER (Q4) (Continued)

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
16.	State Active Transportation Program	Support Local Efforts to Secure Active Transportation Funding	Provide an update and priorities to Board - Q4	December 14, 2020 - anticipated to provide update to Board.				
17.	Federal Transportation Reauthorization	Monitor Reauthorization Efforts	Report on discussions consistent with legislative platforms to Board - Q4	February 24, 2020 - principles presented to Board.				
18.	Legislative Platforms	Set Legislative Priorities	Present 2021 state and federal legislative platforms to Board - Q4	November 23, 2020 - anticipated to present to Board. Schedule for adoption will go the Board on June 22, 2020. Drafts will go September 28, 2020.				
19.	OC Streetcar	Continue to Advance Construction	Report on status of construction to meet March 2022 service startup date Q1 - Q4	March 23, 2020 - provided update to Board; June 22, 2020 - next anticipated update to Board.				
20.	Outreach Activities	Conduct Outreach to Support Capital Projects and Planning Studies	Provide quarterly I-405 and OC Streetcar updates and other projects and studies as appropriate to Board - Q1-Q4	January 13, 2020 - provided Board with 405 update; March 23, 2020 - presented OC Streetcar update to Board; April 27, 2020 - presented Beach Boulevard Study to Board; May 22, 2020 - presented 405 updates to Board; June 22, 2020 - anticipated to present OC Streetcar update to Board.				
21.	Active Transportation Initiatives	Implement Programs in Support of Non-Motorized Transportation	Provide biannual updates on Safe Routes to School, OC Loop and Safety Programs to Board - Q2 & Q4	June 8, 2020 - provided update to Board & December 14, 2020 - anticipated update to Board.				

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

## FOURTH QUARTER (Q4) (Continued)

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
22.	M2 Environmental Mitigation Programs	Ensure Comprehensive Freeway Program Mitigation	Present biannual progress reports to Board - Q2 & Q4	July 13, 2020 & December 14, 2020 - anticipated to present to Board.				
23.	Legislative Forums	Communicate Transportation Needs and Challenges	Conduct forums with local delegation representatives and present report to ESC - Q2 & Q4	May 19, 2020 - first forum with delegation offices held. Will hold another briefing in Q3 or Q4.				
24.	Marketing Activities	Promote and Educate Public on OCTA Services	Present biannual updates on ongoing campaigns promoting bus, rail, OC Flex, rideshare, vanpool services and bus service changes to Legislative & Communications Committee - Q2 & Q4	June 18, 2020 & November 19, 2020 - anticipated updates to Legislative & Communications Committee.				
25.	Regional Planning Activities	Highlight Transportation Planning Activities	Present biannual reports on activities underway that impact OCTA and the Southern California Region to Board - Q2 & Q4	May 11, 2020 - presented to Board & November 2020 - anticipated to present to Board.				
26.	COVID-19 Task Force	COVID-19 planning and response actions	Initiate the COVID-19 Task Force to develop plans and timely implementation of necessary actions to mitigate organizational, employee, and customer risk. Present COVID-19 After-Action Report to Board Q4	COVID-19 response continues. Security and Emergency Preparedness initiated the After Action Report efforts to include early response actions/efforts.				
	Treasury Functional Review (2019 Carryover - Revised)	Conduct an External Review of Treasury Functions	Initiate procurement for consultant services - Q4	<del>There is no imminent need and given COVID-19, we will be dedicating Treasury time and resources elsewhere. In addition, the latest Treasury audit had no findings.</del>				COVID-19
	Agency Climate Resiliency and Sustainability Strategies	Create a Comprehensive Plan	Using information from the gap analysis completed in Q2, initiate procurement to develop a Climate Resiliency and Sustainability Plan - Q4	<del>The Agency Climate Resiliency and Sustainability Practices milestone was timetable adjusted to Q4, this will be reconsidered in 2021.</del>				COVID-19
	OCTA Innovation Ideas	Explore Innovation Opportunities through Inter-divisional Team Meetings	Present biannual updates to Board - Q2 & Q4	<del>Staff resources focused on post-COVID-19 service recovery plans. This will be reconsidered in 2021.</del>				COVID-19

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

# Acronyms

APTA – American Public Transit Association	Q1 – First Quarter
BRC – Budget Review Committee	Q2 – Second Quarter
Board – Board of Directors	Q3 – Third Quarter
Caltrans – California Department of Transportation	Q4 – Fourth Quarter
CBP – Comprehensive Business Plan	RCTC – Riverside County Transportation Commission
CEO – Chief Executive Officer	RCP – Regional Capacity Program
CNG – Compressed Natural Gas	RPH – Regional Planning and Highways Committee
ESC – Executive Steering Committee	RFP – Request for Proposals
EV – Electric Vehicle	ROW – Right-of-Way
FTA – Federal Transit Administration	RTSSP – Regional Transportation Signal Synchronization Program
FY – Fiscal Year	RCTC – Riverside County Transportation Commission
I-5 – Interstate 5	SR-55 – State Route 55
I-405 – Interstate 405	SR-57 – State Route 57
I-605 – Interstate 605	SR-73 – State Route 73
IFB – Invitation for Bids	SR-91 – State Route 91
L&C – Legislative & Communications Committee	SAFE – Safer Affordable Fuel Efficiency
M2 – Measure M2	TCA – Transportation Corridor Agencies
NTP – Notice to Proceed	VMT – Vehicle Miles Traveled
PA/ED – Project Approval/Environmental Document	
PDT – Project Development Team	