



January 11, 2021

To: Members of the Board of Directors

From: Steve Jones, Chairman 
Darrell E. Johnson, Chief Executive Officer 

Subject: 2020 Board of Directors and Chief Executive Officer Initiatives and Action Plan – End-of-Year Report

On January 27, 2020, the Board of Directors (Board) approved the 2020 Board and Chief Executive Officer (CEO) Initiatives (Attachment A) and Action Plan (Attachment B). The Action Plan consisted of five Board initiatives broken down into nine CEO initiatives monitored through 97 milestones. However, because of the unprecedented impacts of the coronavirus (COVID-19) pandemic, adjustments to the milestones were required. On May 22, 2020, a revised Action Plan was presented to the Board reflecting an updated total of 92 milestones. This year-end report summarizes the Orange County Transportation Authority's (OCTA) progress on advancing these initiatives between January 1, 2020 and December 31, 2020.

At the conclusion of 2020, 77 of the 92 milestones were completed. Attachment B provides a summary of all 92 milestones, including the 15 milestones that will be carried over into 2021. Carryover milestones had to be adjusted due to the inability to have in-person discussions, dependency on coordination with external agencies, and other impacts and delays resulting from COVID-19.

Highlights of OCTA's accomplishments are provided below.

Board Initiative: Comprehensive Mobility Solutions

Despite the impacts of COVID-19, OCTA continued to deliver essential transit service and ensure customer safety along with advancing Orange County's Measure M2 (M2) Program through balanced investments in transit, streets and roads, and freeways.

- Anaheim Canyon Metrolink Station Improvement: On October 12, 2020, the Board approved the release of an invitation for bids for construction improvements at the Anaheim Canyon Metrolink Station. These station improvements will reduce existing congestion along the rail corridor and provide for more efficient operations and passenger movements at the station.

- Human Services Transportation Coordinated Plan: The 2020 update to the Coordinated Public Transit – Human Services Transportation Plan was approved by the Board on November 23, 2020. This plan identifies strategies to address unmet mobility needs of seniors, persons with disabilities, and persons of low income. It also allows OCTA to be eligible for certain federal transit funding.
- Interstate 405 Improvement Project: Among the 18 bridges to be constructed, widened, or replaced; the Bushard Street and McFadden Avenue bridges were completed and opened to traffic in October 2020.

Board Initiative: Regional Leadership and Public Transparency

Through public outreach efforts, planning studies, and collaboration with local and regional partners; OCTA prioritizes public accountability and transparency, provides regional leadership, and advocates for improved mobility throughout Southern California.

- Interstate 5 (I-5) Improvement Project: On June 22, 2020, the Board approved the release for proposals for consultant services to prepare the project report and environmental document for the I-5 Improvement Project, effectively initiating the environmental phase of the project. In collaboration with the County of San Diego, this project would complete Orange County's high-occupancy vehicle lane network from the San Diego County line to Avenida Pico.
- College Pass Program: Since the initial success of the College Pass Program in 2017 with Santa Ana College, OCTA has worked with other Orange County campuses to extend the program and increase access and ridership for students enrolled at local colleges. This year, OCTA expanded the program through new partnerships with Santa Ana College, Saddleback College, and the Rancho Santiago Community College District Continuing Education Program.

- State Route 91 (SR-91) Implementation Plan: In partnership with the Riverside County Transportation Commission, OCTA annually prepares a plan that proposes potential improvements along the SR-91 corridor between State Route 57 in Orange County and Interstate 15 in Riverside County. This plan is prepared in collaboration with the California Department of Transportation, the Transportation Corridor Agencies, and the cities of Anaheim, Corona, Orange, and Yorba Linda. The draft 2020 SR-91 Implementation Plan was presented to the Board on July 13, 2020.

Board Initiative: Resiliency, Sustainability, and Innovation

To be forward-thinking and sustainable, OCTA is promoting and deploying innovative ideas and technology and focusing on improving transportation while minimizing its environmental impacts. OCTA strives to bring balanced and sustainable mobility solutions to Orange County.

- Zero-Emission Buses: The California Air Resources Board passed the Innovative Clean Transit (ICT) Rule in 2018 requiring transit agencies to transition their bus fleets to 100 percent zero-emission buses (ZEB) by the year 2040. On June 22, 2020, the Board approved OCTA's ZEB Rollout Plan, which includes the deployment of both hydrogen fuel-cell electric buses and plug-in battery-electric buses (BEB) to help guide preparation for compliance with the ICT Rule. OCTA plans to pilot both ZEBs to determine which zero-emission technology or mix of technologies would be most suitable for Orange County. On November 11, 2020, the Board approved the purchase of ten plug-in BEBs, which will be piloted in addition to the existing pilot of ten hydrogen fuel-cell buses that began operating in February 2020.
- M2 Environmental Cleanup Program: On October 12, 2020, the Board approved grant funding allocations for 12 Tier 1 water quality projects totaling \$2.8 million to improve overall water quality in Orange County from transportation-related pollution.

Board Initiative: Fiscal Accountability

OCTA takes pride in and champions fiscal responsibility. To build public trust, OCTA continues to be a good steward of taxpayer dollars.

- Comprehensive Annual Financial Report: On December 14, 2020, the Board received the fiscal year 2019-20 Comprehensive Annual Financial Report. The annual audit of OCTA's financial records and systems concluded that OCTA presents statements fairly, in all material respects to the financial position of OCTA.

Board Initiative: Organizational Excellence

Two components of organizational excellence that OCTA is focused on are strengthening safety and security measures and maximizing workforce potential. Whether it be employee development programs, operational safety plans, or ensuring agency and staff preparedness for crises, OCTA prioritizes safety and retention of a high-quality workforce.

- Transit Police Services: On July 13, 2020, the Board approved a five-year agreement with the County of Orange, Orange County Sheriff's Department to provide Transit Police Services. Services include fixed-route service, right-of-way rail support, general services, and special services.
- Transportation Communications Union Collective Bargaining Agreement: The Board ratified the renewed collective bargaining agreement regarding the parts/stock room clerks and facilities maintenance employee unit on August 24, 2020. This agreement was reached following discussion and negotiation between OCTA and the Transportation Communications International Union.
- Early Career Academy: The second cohort of the Early Career Academy (ECA) was selected and launched virtually on June 15, 2020, to provide early career development to grow and support new professionals as they advance their career at OCTA. The ECA is just one of several programs offered to support OCTA's deliberate and systematic effort to ensure leadership continuity, retain and develop intellectual and knowledge capital for the future, and encourage individual advancement.

With the conclusion of the 2020 Action Plan, OCTA is looking ahead to continue its commitment to proactively and strategically address the immediate needs of the public and agency employees to keep Orange County moving. Please let me know if you have any questions or contact Darrell E. Johnson, CEO at (714) 560-5343.

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