



2021 BOARD & CEO INITIATIVES



FINANCIAL STEWARDSHIP, SUSTAINABILITY, AND RESILIENCE

- Demonstrate Fiscal Responsibility and Effective Measure M2 Administration
- Plan and Adapt to a Changing Environment
- Champion Environmental Stewardship and Sustainability



RELIABLE, ACCESSIBLE, AND BALANCED TRANSPORTATION CHOICES

- Provide Balanced Public Transportation Options and Solutions
- Deliver Improvements to Fulfill Measure M Promises
- Engage with Diverse and Disadvantaged Communities



ORGANIZATIONAL EXCELLENCE AND COLLABORATION

- Enhance Workforce Diversity and Inclusive Work Culture
- Adapt to a Changing Workplace and Promote Employee Development and Safety
- Provide Quality Customer Service and Collaborate with Regional Partners



ANDREW DO
CHAIRMAN

DARRELL E. JOHNSON
CHIEF EXECUTIVE OFFICER

2021 Board Initiatives

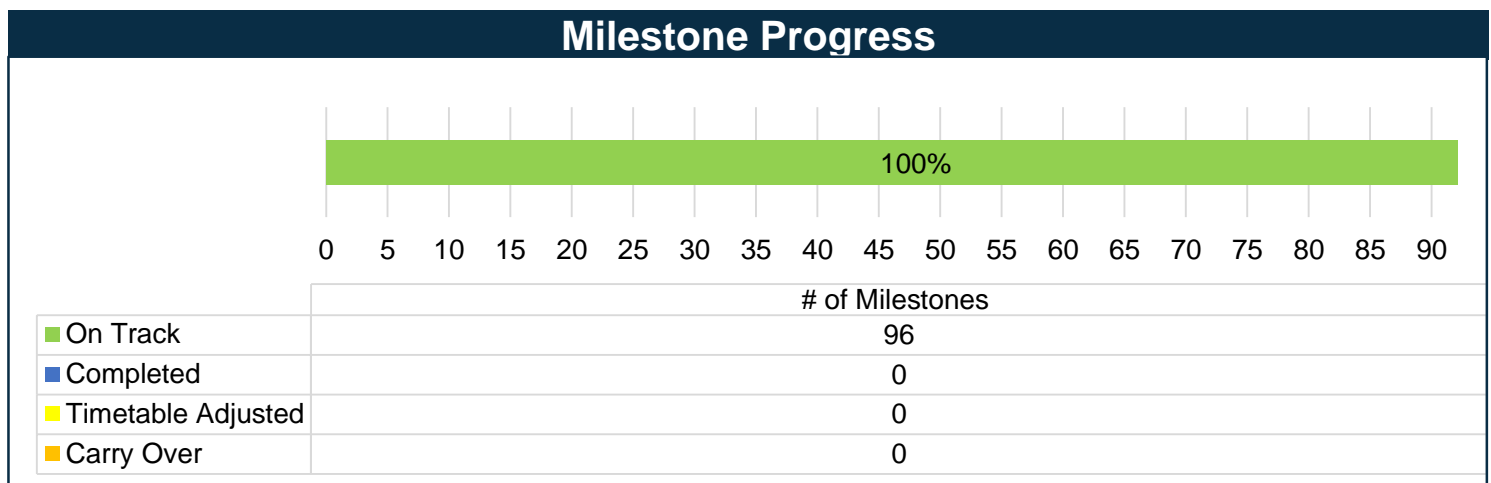
1. Financial Stewardship, Sustainability, and Resilience
2. Reliable, Accessible, and Balanced Transportation Choices
3. Organizational Excellence and Collaboration

2021 CEO Initiatives

1. Demonstrate Fiscal Responsibility and Effective Measure M2 Administration
2. Plan and Adapt to a Changing Environment
3. Champion Environmental Stewardship and Sustainability
4. Provide Balanced Public Transportation Options and Solutions
5. Deliver Improvements to Fulfill Measure M Promises
6. Engage with Diverse and Disadvantaged Communities
7. Enhance Workforce Diversity and Inclusive Work Culture
8. Adapt to a Changing Workplace and Promote Employee Development and Safety
9. Provide Quality Customer Service and Collaborate with Regional Partners

2021 CEO Milestone Summary

Number of Milestones by Quarter	
Quarter Due	Number
First Quarter	12
Second Quarter	20
Third Quarter	24
Fourth Quarter	40
TOTAL	96



FIRST QUARTER (Q1)

0 of 12 Completed - 0%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	I-5, SR-73 to El Toro Road	Ensure Segment 3 is Under Construction	Provide project update to Board - Q1					
2.	OC Rail Infrastructure Defense Against Climate Change Study	Identify Implementation Strategies or Mitigations to Reduce Climate Change Risks to Rail Infrastructure	Present update on study to ESC - Q1					
3.	College Pass Program	Provide Community College Students with a Discount Bus Pass to Enhance Access to Education	Work with Cypress College to implement program for spring 2021 semester launch - Q1					
4.	Digital Transformation Strategies	Digitize Documents, Forms, and Processes	Establish priority list to digitize manual workflows and present to ESC - Q1					
5.	Digital Transformation Strategies	Establish Office Automation Methods	Implement Robotic Automation tool and design requirements for use cases - Q1					
6.	Enterprise Asset Management (EAM) System Replacement	Replace EAM System to Modern Software as a Service to Meet Growing Needs of Maintenance and Procurement	Recommend Board approval for selected EAM vendor - Q1					
7.	Intelligent Transit Management System (ITMS)	Upgrade ITMS Radio System to Adopt Voice-Over Internet Protocol (VOIP) Technology for Implementation to Both Bus and Streetcar Fleets	Complete pilot testing on the VOIP technology and make recommendation for bus and streetcar fleets - Q1					

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

FIRST QUARTER (Q1) (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
8.	Reset TIFIA Loan Interest Rate	Reduce the Interest Rate on OCTA's 2017 TIFIA	Submit all necessary paperwork to request TIFIA loan interest rate reset - Q1					
9.	Early Career Academy (ECA)	Provide Early Career Development to Grow New Professionals	Complete ECA Program with second cohort - Q1					
10.	Agency Climate Resiliency and Sustainability Practices (2020 Carryover)	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 Climate Resiliency and Sustainability Plan development to ESC - Q1					
11.	Federal Obligation Authority Plan (2020 Carryover)	Maximize Federal Formula Funding Opportunities	Present the Federal Obligation Authority Plan to Board - Q1					
12.	South Orange County Multimodal Study	Study Regional Multimodal Transportation Improvement Options	Present draft Purpose and Need for Board consideration - Q1					

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

SECOND QUARTER (Q2)

0 of 20 Completed - 0%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	Anaheim Canyon Metrolink Station Improvement	Initiate Construction for Passenger Enhancements	Begin construction - Q2					
2.	Diversity, Equity and Inclusion	Inventory and Communicate Existing Programs, Policies and Practices Related to Diversity, Equity and Inclusion	Launch a diversity, equity and inclusion page on OCTA.net and develop collateral material related to OCTA efforts in this area - Q2					
3.	Hazard Mitigation Plan (HMP)	Develop a Plan of Actions	Prepare and submit draft HMP for FEMA and State review - Q2					
4.	Headquarters Building	Evaluate Alternatives for a Potential New Headquarters' Building	Present options to real estate ad-hoc committee on long-term strategy for OCTA headquarters - Q2					
5.	Comprehensive Business Plan (CBP) (2020 Carryover)	Develop OCTA's Business Plan	Provide a summary of OCTA's FY 2020-21 long-term financial plan for adoption to Board - Q2					
6.	Cybersecurity	Protect OCTA's Information Systems	Provide cybersecurity update to Executive Committee - Q2					
7.	Line of Credit for I-405 Improvement Project Services	Secure a \$500 Million Line of Credit as Required by OCTA's TIFIA Loan	Resecure committed funds to support OCTA's TIFIA loan - Q2					
8.	Mobile Ticketing	Implement Mobile Ticketing Application Through New Vendor Bytemark	Transition to Bytemark for mobile ticketing - Q2					
9.	OCTA's Operating and Capital Budget	Develop a FY 2021-22 Balanced Budget	Present a comprehensive balanced OCTA FY 2021-22 Budget for adoption to Board - Q2					

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

SECOND QUARTER (Q2) (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
10.	Annual Insurance Review	Inform the Board	Present annual review of OCTA's insurance program to Board - Q2					
11.	Leadership Development Academy (LDA)	Provide Professional Development Programs	Graduate fourth cohort of the LDA to grow the next generation of leaders - Q2					
12.	Management Development Academy (MDA)	Provide Career Development for Mid-Level Managers	Launch MDA - Q2					
13.	Personnel and Salary Resolution	Update Personnel Policies	Present recommendations to Board - Q2					
14.	Coach Operator Relief Vehicles (ORV)	Reduce Emissions From Coach Operator Relief Vehicles	Present ORV electric vehicle implementation to ESC - Q2					
15.	Depot Chargers for Electric Buses	Reduce Emissions in Orange County	Present depot charging plan at the Garden Grove base for plug-in battery-electric buses to ESC - Q2					
16.	Bus Service Restructuring (Adjustments to COVID-19)	Ensure Ability to Meet Transit Demand	Present recommendations to Board for contract award - Q2					
17.	Future of Transit Workshop	Establish a Vision and Goals for the "Future of Transit" in Orange County	Conduct Future of Transit workshop - Q2					
18.	Next 10 Delivery Plan (2020 Carryover)	Ensure M2 Delivery Commitment	Review and present status of the Next 10 Delivery Plan deliverables to Board - Q2					
19.	Streets and Roads	Fund Streets and Roads Improvements	Present recommendations for RCP (Project O) and RTSSP (Project P) projects grant awards to Board - Q2					
20.	Transit Supportive Design Guidelines Study	Update and Modernize Guidelines for Improvements Near OCTA Transit Service	Complete Transit Design Guidelines and distribute to stakeholders - Q2					

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

THIRD QUARTER (Q3)

0 of 24 Completed - 0%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	I-405 Improvement Project	Continue to Advance Construction	Begin bridge construction at Ward Street and Warner Avenue - Q3					
2.	I-405 Improvement Project	Continue to Advance Construction	Complete and open first half of bridges at Bolsa Avenue, Westminster Boulevard, and Fairview Road - Q3					
3.	I-5, I-405 to SR-55	Initiate Design Phase	Begin design phase - Q3					
4.	I-5, Pico to San Diego County Line	Initiate the Environmental Phase	Collaborate with County of San Diego to begin PA/ED phase and provide update to Board - Q3					
5.	Metrolink Rail Station Improvements	Ensure Asset Preservation	Provide update on construction (Orange County Stations Rehab Project) - Q3					
6.	SR-55, I-405 to I-5 (2020 Carryover)	Initiate Construction	Achieve Ready to List status - Q3					
7.	College Pass Program	Provide Community College Students with a Discount Bus Pass to Enhance Access to Education	Work with interested community colleges, including Irvine Valley and Coastline colleges, and the North Orange Continuing Education Program, to implement program as soon as fall 2021 - Q3					
8.	L RTP Market Research	Obtain Statistically Valid Public Opinion Data to Inform the Development of the 2022 LRTP	Conduct Attitudinal and Awareness Survey for the development of the 2022 LRTP and report to the Board - Q3					
9.	405 Express Lanes Back-Office System	Implement Transaction Processing System	Present recommendation for selection of back-office system service provider to Board - Q3					
10.	Diversity, Equity and Inclusion	Review OCTA Organizational Policies, Practices and Programs related to Diversity, Equity and Inclusion, and Develop Recommendations for Enhancements and Improvements to Guide Future Agency Decisions	Procure a third-party consultant to review and make recommendations related to OCTA diversity, equity and inclusion efforts - Q3					
11.	Credit Ratings	Maintain OCTA's Positive Credit Rating	Conduct annual rating agency meeting - Q3					

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

THIRD QUARTER (Q3) (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
12.	Cybersecurity	Protect OCTA's Information Systems	Require completion of annual cybersecurity training for all employees - Q3					
13.	APTA Expo (2020 Carryover)	Host International Conference	Lead efforts to host APTA Expo in Anaheim - Q3					
14.	Coach Operator Collective Bargaining Agreement	Negotiate and Renew Agreement	Present agreement to Board - Q3					
15.	Diversity, Inclusion, Equity and Belonging	Identify, Develop, and Propose Solutions to Help Address Gaps in Current OCTA Employee Programs and Processes (i.e. Recruiting Efforts, Training, and Affirmative Action), and Propose Improvements, Enhancements, and Solutions; and to Support Employees' Voices Throughout the Organization	Develop a process for diverse interview panels and update Affirmative Action Plan to include identified gaps in recruitment and set four-year goals - Q3					
16.	Employee Health Insurance Renewal Programs	Secure Competitive Health Benefits	Present health insurance recommendations to Board - Q3					
17.	Risk Management Information System	Upgrade Software System	Upgrade and implement new risk management information system - Q3					
18.	Transportation Communications Union Collective Bargaining Agreement	Negotiate and Renew Agreement	Present parts clerks and facilities technicians agreement to Board - Q3					
19.	OC ACCESS	Ensure Service Continuity	Award new agreement for OC ACCESS service provision - Q3					
20.	OC Flex (2020 Carryover - Revised)	Continue Pilot Program into 2021	Review service and performance halfway through the pilot program and present to Board - Q3					
21.	2022 LRTP and Program Environmental Impact Report (PEIR)	Initiate the LRTP PEIR Public Scoping Process	Release the California Environmental Quality Act (CEQA) NOP to initiate the public engagement process - Q3					
22.	Bus Fleet Outlook Plan	Make Recommendations for Restructuring the OC Bus Fixed-Route System	Update Fleet Outlook and present to ESC - Q3					

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

THIRD QUARTER (Q3) (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
23.	M2 Triennial Performance Assessment	Evaluate the Efficiency, Effectiveness, Economy, and Results of the Agency's Delivery of M2	Initiate the 2018-2021 M2 Triennial Performance Assessment - Q3					
24.	SR-91 Implementation Plan	Collaborate with RCTC to Update the Plan in Support of Regional SR-91 Corridor	Present Plan to Board - Q3					

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

FOURTH QUARTER (Q4)

0 of 40 Completed - 0%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	I-405 Improvement Project	Continue to Advance Construction	Complete and fully open bridges at Talbert Avenue, Magnolia Street, and Goldenwest Street - Q4					
2.	OC Streetcar	Continue to Advance Construction	Report on status of construction to meet October 2022 service startup date Q1 - Q4					
3.	Placentia Metrolink Station (2020 Carryover - Revised)	Provide Station Approval Progress	Provide update on agreements necessary to obtain station approval to Transit Committee - Q4					
4.	Diversity Outreach	Conduct Diversity Outreach Programs to Support Capital Projects, Planning Studies and Marketing	Ensure outreach activities include two-way communications and meaningful engagement with diversity stakeholders including communities of color, disadvantaged communities, and other under-represented groups. Provide annual update to the Board - Q4					
5.	Market Research	Obtain Statistically Valid Data to Determine How COVID-19 Has Impacted Employment, Travel, and Teleworking in Orange County	Conduct follow-up Employment and Travel Survey and report results to the Board - Q4					
6.	Marketing Activities	Promote and Educate Public on OCTA Services	Develop and launch a ridership comeback campaign when social distancing guidelines are less restrictive - Q4					
7.	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 L&C - Q2 and Q4					
8.	Outreach Activities	Conduct Outreach to Support Capital Projects and Planning Studies	Provide quarterly I-405 and OC Streetcar updates, as well as I-5 South and SR-55, and other projects and studies as appropriate to Board - Q1-Q4					
9.	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					
10.	91 Express Lanes Operating Contract Transition	Implement New Transaction Processing System	Transition to a new contract for the back-office and customer service center systems - Q4					

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

FOURTH QUARTER (Q4) (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
11.	Crisis Communications	Ensure Agency and Staff Preparedness	Conduct a tabletop exercise for the Crisis Communications team and revise Crisis Communications Plan as appropriate - Q4					
12.	Comprehensive Annual Financial Report	Ensure Accountability and Transparency	Obtain an unmodified opinion from the external auditors and provide the annual financial statements to Board - Q4					
13.	Digital Transformation Strategies	Continue Operations Plan	Move all shared work files into the cloud - Q4					
14.	Fare Collection System	Replace OCTA's Fareboxes	Provide a recommendation for a fare collection system to the Board - Q4					
15.	COVID-19 Legislation	Track and Monitor COVID-19-Related Legislation and Regulations	Provide updates to the Board on legislation and regulatory activities regarding COVID-19 - Q2 and Q4					
16.	Federal Compliance Training	Provide Federal Compliance and Oversight Training	Conduct federal compliance training for agency's project managers and subject matter experts - Q4					
17.	Federal Transportation Reauthorization	Monitor Reauthorization Efforts	Report on discussions consistent with legislative platforms to Board - Q4					
18.	Legislative Forums	Communicate Transportation Needs and Challenges	Conduct forums with local delegation representatives and present report to ESC - Q2 and Q4					
19.	Legislative Platforms	Set Legislative Priorities	Present 2022 State and Federal Legislative Platforms to Board - Q4					
20.	Legislative Priorities	Provide End of Session Report	Discuss outcomes of legislative priorities with L&C - Q4					
21.	Subrecipient Compliance Reviews	Identify Compliance Issues and Correct as Needed	Complete compliance reviews for all of OCTA's federal subrecipients - Q4					
22.	COVID-19 Task Force (2020 Carryover)	COVID-19 Planning and Response Actions	Track, monitor, and implement policies/plans related to COVID-19. Update Executive Leadership to provide updates to the Board - Q1-Q4					

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

FOURTH QUARTER (Q4) (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
23.	Diversity, Inclusion, Equity and Belonging	Identify, Develop, and Propose Solutions to Help Address Gaps in Current OCTA Employee Programs and Processes (i.e. Recruiting Efforts, Training, and Affirmative Action), and Propose Improvements, Enhancements, and Solutions; and to Support Employees' Voices Throughout the Organization	Develop a process for ensuring diversity in participants of OCTA's learning academies, including completion of Unconscious Bias Training for all OCTA employees - Q4					
24.	Modernizing OCTA's Workforce	Achieve 25% of Administrative Employee Workforce as Remote Workers	Report on strategies to reduce the commute time and VMT for employees in the remote work program to ESC - Q4					
25.	Bus Fleet (40-Foot CNG Bus Procurement)	Ensure Asset Preservation	Receive first article of CNG-powered buses - Q4					
26.	iShuttle	Ensure Asset Preservation	Receipt of remaining 11 iShuttle buses - Q4					
27.	OC Streetcar	Ensure Vehicle Delivery	Receive delivery of first OC Streetcar - Q4					
28.	Zero-Emission Battery-Electric Buses	Reduce Emissions in Orange County	Receive first two of ten plug-in battery-electric buses (remaining eight will arrive in 2022) - Q4					
29.	Zero-Emission Bus Pilots	Reduce Emissions in Orange County	Provide progress report to Board on zero-emission bus pilots, including the hydrogen fuel-cell electric buses and plug-in battery-electric buses - Q4					
30.	2022 STIP	Maximize State Funding Opportunities	Present the 2022 STIP proposal to Board for approval - Q4					
31.	Active Transportation Initiatives	Implement Programs in Support of Non-Motorized Transportation	Provide biannual updates on Safe Routes to School, OC Loop, STEP Campaign and Safety Programs to Board - Q2 and Q4					
32.	Agency Climate Resiliency and Sustainability Practices	Create a Comprehensive Plan	Using information from the gap analysis, initiate procurement to develop a Climate Resiliency and Sustainability Plan that is consistent with applicable state plans - Q4					

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

FOURTH QUARTER (Q4) (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
33.	Congestion Management Program (CMP)	Support Regional Mobility by Reducing Traffic Congestion	Present the 2021 CMP Report to Board for adoption - Q4					
34.	Future of High-Capacity Transit (2020 Carryover - Revised)	Seek Direction of Future Transit Options	Present Future of High-Capacity Transit for discussion to Transit Committee - Q4					
35.	M2 Environmental Cleanup Program	Fund Water Quality Improvements	Present programming recommendations for Tier 1 Water Quality Projects (Project X) grant awards to Board - Q4					
36.	M2 Environmental Mitigation Programs	Ensure Comprehensive Freeway Program Mitigation	Present biannual progress reports to Board - Q2 and Q4					
37.	M2 Quarterly Reports	Provide Updates on Progress of M2 Implementation and Fulfill the Requirements of the M2 Ordinance No. 3	Present quarterly reports to the Board - Q1-Q4					
38.	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					
39.	SB 743 (Chapter 386, Statutes of 2013) Compliance	Support SB 743 Requirements	Monitor and incorporate applicable SB 743 measures in planning processes and provide update to ESC - Q4					
40.	Signal Synchronization Technology	Future Proof Infrastructure	Provide biannual updates on Signal Synchronization projects (Project P) - Q2 and Q4					

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

Acronyms

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