



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



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ANDREW DO
CHAIRMAN

A handwritten signature in black ink, appearing to read 'Darrell E. Johnson'.

DARRELL E. JOHNSON
CHIEF EXECUTIVE OFFICER

2021 Board Initiatives

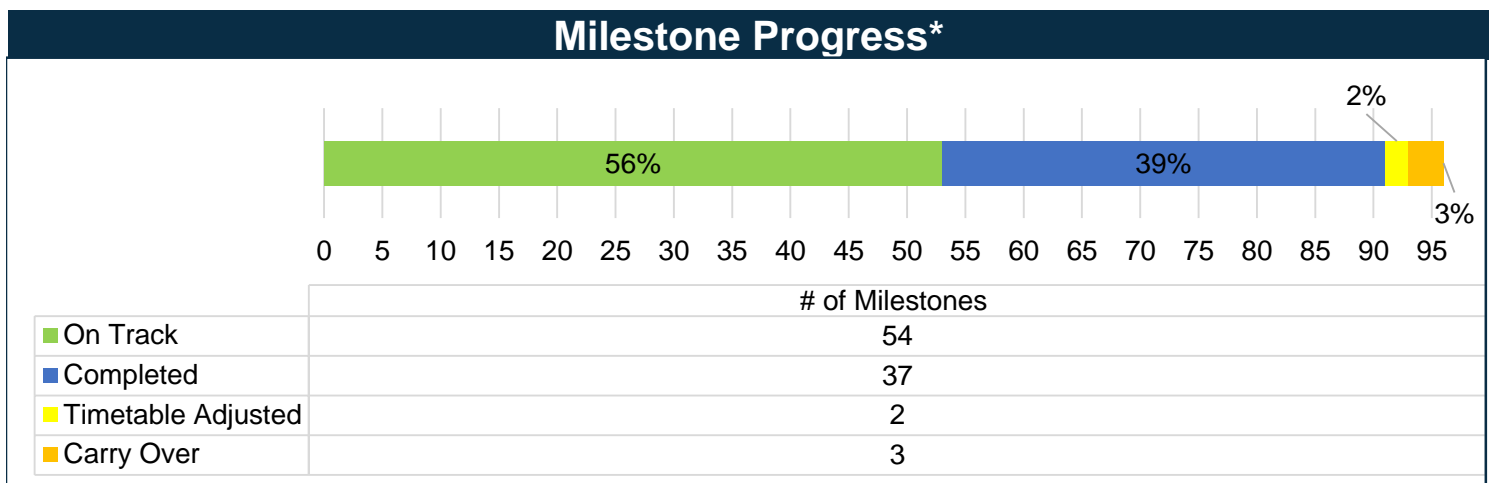
1. Financial Stewardship, Sustainability, and Resilience
2. Reliable, Accessible, and Balanced Transportation Choices
3. Organizational Excellence and Collaboration

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)

12 of 12 Completed - 100%

#	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	March 8, 2021 - provided project update to Board.				
2.	Orange County 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	February 8, 2021 - presented update to ESC.				
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	Completed the enrollment and launch of the three-year College Pass Program with Cypress College; all students can ride OC Bus free as of January 25, 2021, beginning of the spring semester.				
4.	Digital Transformation Strategies	Digitize Documents, Forms, and Processes	Establish priority list to digitize manual workflows and present to ESC - Q1	March 22, 2021 - presented to ESC.				
5.	Digital Transformation Strategies	Establish Office Automation Methods	Implement Robotic Automation tool and design requirements for use cases - Q1	February 2021 - completed implementation.				
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	February 22, 2021 - recommended approval to Board.				
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	March 22, 2021 - presented to ESC on completion of pilot testing.				

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	All paperwork has been submitted and staff continues to work with the Build America Bureau to finalize the rate reset.				
9.	Early Career Academy (ECA)	Provide Early Career Development to Grow New Professionals	Complete ECA Program with second cohort - Q1	March 2, 2021 - graduation of second cohort took place.				
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	January 11, 2021 - update presented to ESC.				
11.	Federal Obligation Authority Plan (2020 Carryover)	Maximize Federal Formula Funding Opportunities	Present the Federal Obligation Authority Plan to Board - Q1	February 8, 2021 - integrated in the Capital Programming update presented to Board.				
12.	South Orange County Multimodal Study	Study Regional Multimodal Transportation Improvement Options	Present draft Purpose and Need for Board consideration - Q1	February 8, 2021 - presented to Board.				

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

SECOND QUARTER (Q2)

18 of 20 Completed - 90%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	Anaheim Canyon Metrolink Station Improvement	Initiate Construction for Passenger Enhancements	Begin construction - Q2	April 22, 2021 - construction contract executed.				
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	June 15, 2021 - webpage launched. On the website, the Equity Task Force has created an inventory of OCTA's Diversity, Equity, and Inclusion efforts across the agency and are categorizing them into five areas: People, Policies, Projects, Programs and Partnerships.				
3.	Hazard Mitigation Plan (HMP)	Develop a Plan of Actions	Prepare and submit draft HMP for FEMA and State review - Q2	Due to additional time being needed to incorporate comments into the near-final draft, submission has been timetable adjusted to Q3. July 2021 - anticipated to submit draft to the California Governor's Office of Emergency Services for review prior to submission to FEMA for final approval.				
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	June 10, 2021 - presented options to Real Estate Ad Hoc Committee.				
5.	Comprehensive Business Plan (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	April 26, 2021 - presented to Board for adoption.				
6.	Cybersecurity	Protect OCTA's Information Systems	Provide cybersecurity update to Executive Committee - Q2	April 5, 2021 - provided update to Executive Committee.				
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	June 14, 2021 - recommended to the Board the use of \$500 million of its own funds to use as committed funds to eliminate the line of credit.				

SECOND QUARTER (Q2) (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
8.	Mobile Ticketing	Implement Mobile Ticketing Application Through New Vendor Bytemark	Transition to Bytemark for mobile ticketing - Q2	July 10, 2021 - anticipated transition to Bytemark.				
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	June 14, 2021 - presented budget to Board.				
10.	Annual Insurance Review	Inform the Board	Present annual review of OCTA's insurance program to Board - Q2	April 12, 2021 - presented annual review to Board.				
11.	Leadership Development Academy (LDA)	Provide Professional Development Programs	Graduate fourth cohort of the LDA to grow the next generation of leaders - Q2	June 30, 2021 - graduation of fourth cohort.				
12.	Management Development Academy (MDA)	Provide Career Development for Mid-Level Managers	Launch MDA - Q2	June 16, 2021 - launched program with 22 participants.				
13.	Personnel and Salary Resolution	Update Personnel Policies	Present recommendations to Board - Q2	June 14, 2021 - presented recommendations to Board as part of OCTA FY 2021-22 Budget.				
14.	Coach Operator Relief Vehicles (ORV)	Reduce Emissions From Coach ORV's	Present ORV electric vehicle implementation to ESC - Q2	June 28, 2021 - presented update to ESC.				
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	June 28, 2021 - presented update to ESC.				
16.	Bus Service Restructuring (Adjustments to COVID-19)	Ensure Ability to Meet Transit Demand	Present recommendations to Board for contract award - Q2	April 12, 2021 - presented recommendations to Board.				
17.	Future of Transit Workshop	Establish a Vision and Goals for the "Future of Transit" in Orange County	Conduct Future of Transit workshop - Q2	May 24, 2021 - conducted and presented Future of Transit workshop (workshop 1 of 2) to Board.				
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	April 12, 2021 - presented status to Board.				
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	May 10, 2021 - presented recommendations to Board.				

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COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

SECOND QUARTER (Q2) (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
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	June 23, 2021 - presented update to Technical Advisory Committee; June 30, 2021 - completed and distributed to stakeholders.				

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COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

THIRD QUARTER (Q3)

6 of 24 Completed - 25%

#	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	April 2021 - began Ward Street bridge construction. June 2021 - began Warner Avenue bridge construction.		Early Complete		
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	January 2021 - first half of Westminster Boulevard bridge opened; February 2021 - first half of Fairview Road bridge opened; June 2021 - first half of Bolsa Avenue bridge opened.		Early Complete		
3.	I-5, I-405 to SR-55	Initiate Design Phase	Begin design phase - Q3	May 6, 2021 - executed contract to begin design phase for segment 2 (Yale Avenue to SR-55); NTP was provided.		Early Complete		
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	March 1, 2021 - environmental phase work began; June 28, 2021 - provided update to Board.		Early Complete		
5.	Metrolink Rail Station Improvements	Ensure Asset Preservation	Provide update on construction (Orange County Stations Rehabilitation Project) - Q3	An update on the Anaheim Canyon Metrolink Station construction is anticipated in Q3.				
6.	SR-55, I-405 to I-5 (2020 Carryover)	Initiate Construction	Achieve Ready to List status - Q3	September 2021 - anticipated to achieve Ready to List status.				

THIRD QUARTER (Q3) (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
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	<p>January 2021 - met with Irvine Valley College (IVC) members to discuss potential launch of the College Pass Program in fall 2021;</p> <p>February 2021 - met with IVC Student Government Association;</p> <p>April 2021 - IVC indicated a potential starting date for fall 2021;</p> <p>April 23, 2021 - staff met with the senior staff members to discuss implementation;</p> <p>May 24, 2021 - presented Low Carbon Transit Operations Program grant application recommendations for Orange Coast College Pass Program for Board consideration.</p>				
8.	LRTP 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	<p>January 2021 - released RFP to procure consultant;</p> <p>February 2021 - procurement completed;</p> <p>April 1, 2021 - kick-off meeting with consultant;</p> <p>April 29, 2021 - draft of survey submitted for review;</p> <p>June 2021 - began work in the field.</p>				
9.	405 Express Lanes Back-Office System	Implement Transaction Processing System	Present recommendation for selection of back-office system service provider to Board - Q3	<p>July 26, 2021 - anticipated to present evaluation committee recommendation to Board.</p>				

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COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

THIRD QUARTER (Q3) (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
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	June 1, 2021 - RFP to procure a consultant issued; June 22, 2021 - proposals were due with evaluations and interviews to follow. July 29 - anticipated to execute contract.				
11.	Credit Ratings	Maintain OCTA's Positive Credit Rating	Conduct annual rating agency meeting - Q3	September 2021 - anticipated to conduct meeting.				
12.	Cybersecurity	Protect OCTA's Information Systems	Require completion of annual cybersecurity training for all employees - Q3	September 1, 2021 - anticipated to have the General User Annual Refresher Training completed, an annual mandatory training course as designated by the CEO Mandatory Training Memo; the Halogen system will notify employees when they have been assigned the training and will continue to provide email notifications if they have exceeded the deadline.				
13.	APTA Expo (2020 Carryover)	Host International Conference	Lead efforts to host APTA Expo in Anaheim - Q3	APTA will be relocating this event to Orlando due to gathering restrictions in California. APTA and OCTA intend to work with the Anaheim Convention Center to hold the event in Orange County in 2023. This will be carried over to be reconsidered in the future.				
14.	Coach Operator Collective Bargaining Agreement	Negotiate and Renew Agreement	Present agreement to Board - Q3	February 5, 2021 - negotiations began and are ongoing.				

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TIMETABLE ADJUSTED

CARRYOVER

THIRD QUARTER (Q3) (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
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	Implemented process for diverse interview panels, but still ongoing.				
16.	Employee Health Insurance Renewal Programs	Secure Competitive Health Benefits	Present health insurance recommendations to Board - Q3	August 11, 2021 - anticipated to present to F&A; August 23, 2021 - anticipated to present to Board.				
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	Currently in negotiations, which are ongoing.				
19.	OC ACCESS	Ensure Service Continuity	Award new agreement for OC ACCESS service provision - Q3	An evaluation of proposals received is underway. August 23, 2021 - anticipated to present to Board and award OC ACCESS/OC Flex contract.				
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	July 2021 - anticipated to provide an OC Flex Service update to Board.				
21.	2022 LRTP and Program Environmental Impact Report (PEIR)	Initiate the LRTP PEIR Public Scoping Process	Release the California Environmental Quality Act NOP to initiate the public engagement process - Q3	June 2021 - initiated LRTP public engagement with the OCTA Attitudinal and Awareness/LRTP Survey.		Early Complete		
22.	Bus Fleet Outlook Plan	Make Recommendations for Restructuring the OC Bus Fixed-Route System	Update Fleet Outlook and present to ESC - Q3					

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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	July 6, 2021 - anticipated assessment kick-off. March 2, 2021 - RFP released; May 19, 2021 - contract with consultant fully executed.				
24.	SR-91 Implementation Plan	Collaborate with RCTC to Update the Plan in Support of Regional SR-91 Corridor	Present Plan to Board - Q3	June 14, 2021 - presented Plan to Board.		Early Complete		

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COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

FOURTH QUARTER (Q4)

1 of 40 Completed -

3%

#	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	April 2021 - Talbert Avenue bridge opened; May 2021 - Magnolia Street bridge opened. June 2022 - Due to a significant amount of contaminated soils encountered at this location during construction that required mitigation, the opening of the Goldenwest bridge has been delayed. This will be carried over to Q2 of 2022.				
2.	OC Streetcar	Continue to Advance Construction	Report on status of construction to meet October 2022 service startup date Q1 - Q4	An OC Streetcar Board Ad Hoc Committee was formed to continue funding and project delivery discussions; July 26, 2021 - next anticipated update to Board. January 25 and April 26, 2021 - status update presented to Board.				
3.	Placentia Metrolink Station (2020 Carryover - Revised)	Provide Station Approval Progress	Provide update on agreements necessary to obtain station approval to Transit Committee - Q4					

FOURTH QUARTER (Q4) (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	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	March 2021 - executed robust outreach to Vietnamese, Latinos and other difficult-to-reach community members to gain feedback for OC Bus June service change; virtual community meetings conducted in: - English (March 9) - Spanish (March 10) - Vietnamese (March 10) Conducted one-on-one interviews with Vietnamese stakeholders to obtain feedback on OC Bus campaign options for visuals and Vietnamese-language messaging; provided diversity outreach assistance for OC Streetcar and I-405 Improvement projects.				
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	September 2021 - anticipated to conduct survey; November 2021 - anticipated to report results to Board.				
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	April 2021 - developed creative concepts and messaging for testing with small virtual focus groups; May 24, 2021 - launched campaign, which will continue to be rolled out in a phased approach through the remainder of the year.		Early Complete		

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COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

FOURTH QUARTER (Q4) (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	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	June 17, 2021 - presented first biannual update to L&C.				
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	August 9 and October 18, 2021 - anticipated I-405 and OC Streetcar updates to Board; August 9, 2021 - anticipated 2022 LRTP update to Board; September 13, 2021 - anticipated South Orange County Multimodal Study update to Board. January 11 and April 26, 2021 - I-405 update to Board; January 25 and April 26, 2021 - OC Streetcar update to Board; February 8, 2021 - South Orange County Multimodal Study update to Board; March 8, 2021 - I-5 South update to Board.				

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COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

FOURTH QUARTER (Q4) (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	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	Representatives from RCTC, TCA, OCTA, and Caltrans continue to meet on a bi-weekly basis to discuss and negotiate specific terms of moving the project forward. Over the past couple months, working groups have been focusing on developing a master agreement amongst the agencies and determining which tolling authority to utilize, a flow of funds for the project for when it's operational, reimbursement of project expenses, and toll rates for the project.				
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	June 4, 2021 - provided update to the SR-91 Advisory Committee. October 2021 - anticipated to complete transition.				
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					

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COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

FOURTH QUARTER (Q4) (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	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	Updates on COVID-19 legislation/policy have been included in reports to the Board, such as the state and federal legislative status reports in January, February, and March 2021 and continue to occur on a rolling basis as the discussion about COVID-19 impacts and related policies continues; June 2021 - provided update to Board on budgetary actions related to COVID-19 and economic stimulus.				
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	June 2021 - provided update to Board detailing an initial proposal in the Senate. Future updates are contingent on actions in Congress; OCTA will continue to monitor these efforts.				
18.	Legislative Forums	Communicate Transportation Needs and Challenges	Conduct forums with local delegation representatives and present report to ESC - Q2 and Q4	April 29, 2021 - held first legislative briefing; update to ESC will depend on schedule.				
19.	Legislative Platforms	Set Legislative Priorities	Present 2022 state and federal legislative platforms to Board - Q4	September/October 2021 - anticipated to take draft platform to Board; November 2021 - anticipated to present platform to Board for final approval.				
20.	Legislative Priorities	Provide End of Session Report	Discuss outcomes of legislative priorities with L&C - Q4	November 2021 - anticipated to present end-of-year report to Board for final approval.				

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COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

FOURTH QUARTER (Q4) (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
21.	Subrecipient Compliance Reviews	Identify Compliance Issues and Correct as Needed	Complete compliance reviews for all of OCTA's federal subrecipients - Q4	All ten reviews have been completed with a total of 57 deficiency findings identified. To date, over 98% of the findings have been corrected with one corrective action being developed and implemented. In the coming months, corrections will be validated through training documentation and sample invoice reviews. This effort is on schedule.				
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	February 8, April 12, and June 14, 2021 - provided update to Board. The COVID-19 Task Force efforts continue and CEO regularly provides updates to the Board.				
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	March 9, 2021 - Unconscious Bias training completed for 178 managers; content has been added to ECA, LDA, and MDA; currently designing workplan for maintenance and service workers and parts clerks. April 6, 2021 - training for administrative staff began; to date, 100% of working administrative employees completed training.				
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	April 2021 - distributed an updated remote work policy. September 7, 2021 - anticipated implementation of policy, which will go into effect once all employees can return to the workplace.				

ON TRACK	COMPLETED	TIMETABLE ADJUSTED	CARRYOVER
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FOURTH QUARTER (Q4) (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
25.	Bus Fleet (40-Foot CNG Bus Procurement)	Ensure Asset Preservation	Receive first article of CNG-powered buses - Q4	October 2021 - anticipated to receive first article.				
26.	iShuttle	Ensure Asset Preservation	Receipt of remaining 11 iShuttle buses - Q4	Remaining 11 buses on schedule to be received in Q4.				
27.	OC Streetcar	Ensure Vehicle Delivery	Receive delivery of first OC Streetcar - Q4	Due to delays in construction, receipt of delivery will not occur this year. However, completion of all vehicles is anticipated by the end of 2021. This will be carried over to Q4 of 2022.				
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	October 2021 - anticipated to receive first articles.				
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	June 14, 2021 - provided first biannual update to Board.				
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					
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	July 8, 2021 - anticipated to present Future of High-Capacity Transit workshop preview to Transit Committee.				
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					

FOURTH QUARTER (Q4) (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
36.	M2 Environmental Mitigation Programs	Ensure Comprehensive Freeway Program Mitigation	Present biannual progress reports to Board - Q2 and Q4	<p>January 11, 2021 - presented progress report (carryover from December 2020) to Board;</p> <p>June 14, 2021 - presented first biannual progress report to Board.</p> <p>December 2021 - anticipated to present second biannual progress report to Board.</p>				
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	<p>January 11, 2021 - presented FY 2020-21 Q1 report to Board;</p> <p>March 8, 2021 - presented FY 2020-21 Q2 report to Board;</p> <p>June 14, 2021 - presented FY 2020-21 Q3 report to Board.</p> <p>September 13, 2021 - anticipated FY 2020-21 Q4 report to Board;</p> <p>December 13, 2021 – anticipated FY 2021-22 Q1 report to Board.</p>				
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	<p>May 10, 2021 - presented first biannual report to Board.</p> <p>November 2021 - anticipated to present second biannual report to Board.</p>				
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	<p>June 14, 2021 - provided first biannual update to Board.</p> <p>November 2021 - anticipated to provide second biannual update to Board.</p>				

Acronyms

APTA - American Public Transportation Association	PA/ED - Project Approval/Environmental Document
Board - Board of Directors	Q1 - First Quarter
Caltrans - California Department of Transportation	Q2 - Second Quarter
CEO - Chief Executive Officer	Q3 - Third Quarter
CNG - Compressed Natural Gas	Q4 - Fourth Quarter
COVID-19 - Coronavirus	RCTC - Riverside County Transportation Commission
ESC - Executive Steering Committee	RCP - Regional Capacity Program
F&A - Finance and Administration Committee	RFP - Request for Proposals
FEMA - Federal Emergency Management Agency	RPH - Regional Planning and Highways Committee
FY - Fiscal Year	RTSSP - Regional Transportation Signal Synchronization Program
I-5 - Interstate 5	SR-55 - State Route 55
I-405 - Interstate 405	SR-73 - State Route 73
L&C - Legislative and Communications Committee	SR-91 - State Route 91
LRTP - Long-Range Transportation Plan	STEP - Safe Travels Education Program
M2 - Measure M2	STIP - State Transportation Improvement Program
NOP - Notice of Preparation	TCA - Transportation Corridor Agencies
NTP - Notice to Proceed	TIFIA - Transportation Infrastructure Finance and Innovation Act
OCTA - Orange County Transportation Authority	VMT - Vehicle Miles Traveled