



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

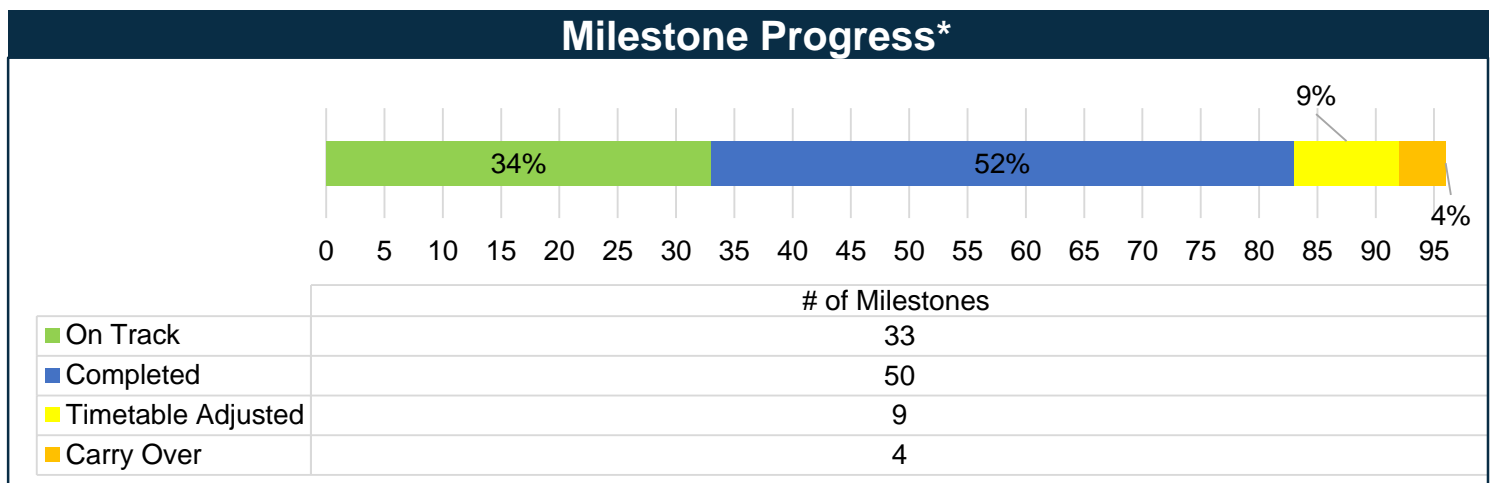
1. Financial Stewardship, Sustainability, and Resilience
2. Reliable, Accessible, and Balanced Transportation Choices
3. Organizational Excellence and Collaboration

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 |



*Due to rounding, total percentage may not be equal to 100%.

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. | | | | |

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 | 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)

19 of 20 Completed - 95%

| # | 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 had been timetable adjusted to Q3. August 2021 - submitted 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. | | | | |

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

SECOND QUARTER (Q2) (Continued)

| # | Project/Program | Objective | Milestone | Notes | Q1 | Q2 | Q3 | Q4 |
|-----|---|---|---|---|----|----|----|----|
| 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. | | | | |
| 8. | Mobile Ticketing | Implement Mobile Ticketing Application Through New Vendor Bytemark | Transition to Bytemark for mobile ticketing - Q2 | November 10, 2021 - anticipated to 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. A review/update of the Next 10 Delivery Plan is anticipated in Q4. | | | | |

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

SECOND QUARTER (Q2) (Continued)

| # | Project/Program | Objective | Milestone | Notes | Q1 | Q2 | Q3 | Q4 |
|-----|--|--|---|---|----|----|----|----|
| 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. | | | | |
| 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. | | | | |

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

THIRD QUARTER (Q3)

15 of 24 Completed - 63%

| # | 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 | October 2021 - anticipated to provide update to Transit Committee and Board. May 2021 - began construction of the Anaheim Canyon Station expansion; July 2021 - completed construction of ADA detectable train platform tile replacement and repair at all Orange County Metrolink stations; July 2021 - completed construction of the Fullerton Station pedestrian bridge stair rehabilitation. | | | | |
| 6. | SR-55, I-405 to I-5 (2020 Carryover) | Initiate Construction | Achieve Ready to List status - Q3 | September 2, 2021 - achieved Ready to List status. | | | | |

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

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 | May 24, 2021 - presented Low Carbon Transit Operations Program grant application recommendations for Orange Coast College Pass Program for Board consideration; August 3, 2021 - met with Coastline College, which showed strong interest in launching the program in spring 2022. August 23, 2021 - launched program with Irvine Valley College. | | | | |
| 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 | November 18, 2021 - anticipated to present results to L&C; November 22, 2021 - anticipated to present to Board. January 2021 - released RFP to procure consultant; February 2021 - procurement completed; April 1, 2021 - kick-off meeting with consultant; April 29, 2021 - draft of survey submitted for review; June 2021 - began work in the field. | | | | |

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

THIRD QUARTER (Q3) (Continued)

| # | Project/Program | Objective | Milestone | Notes | Q1 | Q2 | Q3 | Q4 |
|-----|--|---|---|--|----|----|----|----|
| 9. | 405 Express Lanes Back-Office System | Implement Transaction Processing System | Present recommendation for selection of back-office system service provider to Board - Q3 | August 9, 2021 - presented recommendation to Board. | | | | |
| 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 | August 11, 2021 - executed contract with Keen Independent Research LLC. | | | | |
| 11. | Credit Ratings | Maintain OCTA's Positive Credit Rating | Conduct annual rating agency meeting - Q3 | Due to the delay in resetting the TIFIA loan and issuing the Bond Anticipation Notes, which are occurring in September, this is timetable adjusted to Q4. November 2021 - anticipated to conduct meeting. | | | | |
| 12. | Cybersecurity | Protect OCTA's Information Systems | Require completion of annual cybersecurity training for all employees - Q3 | September 13, 2021 - Training and Development department issued training to all OCTA employees. | | | | |
| 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 COVID-19-related gathering restrictions in California. This will be carried over to be reconsidered in the future pending direction and final decision from APTA. | | | | |
| 14. | Coach Operator Collective Bargaining Agreement | Negotiate and Renew Agreement | Present agreement to Board - Q3 | Negotiations are still ongoing and will not be completed in Q3; this is timetable adjusted to Q4. | | | | |

ON TRACK

COMPLETED

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 | October 11, 2021 - anticipated to present updated Equal Employment Opportunity and Affirmative Action Plan to ESC. | | | | |
| 16. | Employee Health Insurance Renewal Programs | Secure Competitive Health Benefits | Present health insurance recommendations to Board - Q3 | August 23, 2021 - presented recommendations to Board. | | | | |
| 17. | Risk Management Information System | Upgrade Software System | Upgrade and implement new risk management information system - Q3 | October 15, 2021 - anticipated to go live with new risk management information system. | | | | |
| 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 | September 13, 2021 - presented to Board for award. | | | | |
| 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 12, 2021 - provided 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 | | |

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

THIRD QUARTER (Q3) (Continued)

| # | Project/Program | Objective | Milestone | Notes | Q1 | Q2 | Q3 | Q4 |
|-----|-------------------------------------|---|---|---|----|----------------|----|----|
| 22. | Bus Fleet Outlook Plan | Make Recommendations for Restructuring the OC Bus Fixed-Route System | Update Fleet Outlook and present to ESC - Q3 | November 8, 2021 - anticipated to present to ESC. Originally anticipated for September 2021, this item has been pushed to Q4 due to scheduling conflicts. | | | | |
| 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 | March 2, 2021 - RFP released; May 19, 2021 - contract with consultant fully executed; July 6, 2021 - held kick-off meeting. | | | | |
| 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 | | |

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

FOURTH QUARTER (Q4)

4 of 40 Completed -

10%

| # | 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 | The service startup date is now anticipated for October 2023. An OC Streetcar Ad Hoc Committee was formed to continue funding and project delivery discussions. October 25, 2021 - next anticipated update to Board. January 25, April 26, and July 12, 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 | Project schedule placed on TBD status; August 9, 2021 - project update included in Capital Action Plan update to Board. | | | | |

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

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 | October 21 and 25, 2021 - anticipated to present update to L&C and Board, respectively. March 2021 - executed robust outreach to Vietnamese, Latinos and other difficult-to-reach community members to gain feedback for OC Bus June service change. 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 Project and I-405 Improvement Project, Welcome Pass promotion, August Service Change, and Youth Ride Free Program. | | | | |
| 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 | December 13, 2021 - anticipated to report results to Board. September 2021 - conducted survey. | | | | |
| 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 | | |

ON TRACK

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 | November 18, 2021 - anticipated to present second biannual update to L&C. 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 | October 25, 2021 - anticipated OC Streetcar update to Board; November 8, 2021 - anticipated I-405 update to Board. January 11, April 26, and August 23, 2021 - I-405 update to Board; January 25, April 26, and July 12, 2021 - OC Streetcar update to Board; February 8 and September 13, 2021 - South Orange County Multimodal Study update to Board; March 8, 2021 - I-5 South update to Board; September 27, 2021 - 2022 LRTP update to Board. | | | | |

ON TRACK

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 biweekly 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. December 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 | November 22, 2021 - anticipated to present to Board. | | | | |

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

FOURTH QUARTER (Q4) (Continued)

| # | Project/Program | Objective | Milestone | Notes | Q1 | Q2 | Q3 | Q4 |
|-----|-----------------------------------|--|--|---|----|----|----|----|
| 13. | Digital Transformation Strategies | Continue Operations Plan | Move all shared work files into the cloud - Q4 | October 29, 2021 - anticipated to finalize selection of consultant to assist with file share migration efforts; the migration training, procedures, and work flows will be implemented in Q4; the Information Systems department will then work with OCTA business units to migrate needed work files into cloud environments. September 30, 2021 - received proposals. | | | | |
| 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 | 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, March, and June 2021 and continue to occur on a rolling basis as the discussion about COVID-19 impacts and related policies continues. | | | | |
| 16. | Federal Compliance Training | Provide Federal Compliance and Oversight Training | Conduct federal compliance training for agency's project managers and subject matter experts - Q4 | Due to the FTA's decision to push back its Triennial Review schedule by one year, this will be delayed to 2022. The training curriculum will be developed once the FTA releases its FY 2022 Guidance, which is expected in January 2022; as a result, the training is anticipated for completion in June 2022. This will be carried over to Q2 of 2022. | | | | |

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

FOURTH QUARTER (Q4) (Continued)

| # | Project/Program | Objective | Milestone | Notes | Q1 | Q2 | Q3 | 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; September 27, 2021 - provided reauthorization update to Board. 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 | October 2021 - anticipated to present initial draft legislative platforms 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. | | | | |
| 21. | Subrecipient Compliance Reviews | Identify Compliance Issues and Correct as Needed | Complete compliance reviews for all of OCTA's federal subrecipients - Q4 | February 2021 - completed all ten reviews; June 21, 2021 - completed last corrective action, which subrecipients must complete as part of the review. In the following months, OCTA will ensure documentation is received to confirm that the corrections are actually in place and being practiced. | | Early Complete | | |

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

FOURTH QUARTER (Q4) (Continued)

| # | Project/Program | Objective | Milestone | Notes | Q1 | Q2 | Q3 | 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 | October 11, November 8, and December 13, 2021 - anticipated to provide updates to Board. February 8, April 12, June 14, August 9, and September 13, 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. April 6, 2021 - training for administrative staff began. To date, 100% of working administrative employees and 74% of all coach operators have completed Unconscious Bias 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; the anticipated policy implementation date is January 17, 2022 when all employees are able to return to the workplace. | | | | |
| 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 | September 2021 - remaining 11 buses delivered; all 12 buses have been received. | | | Early Complete | |

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

FOURTH QUARTER (Q4) (Continued)

| # | Project/Program | Objective | Milestone | Notes | Q1 | Q2 | Q3 | Q4 |
|-----|--|---|---|---|----|----|----------------|----|
| 27. | OC Streetcar | Ensure Vehicle Delivery | Receive delivery of first OC Streetcar - Q4 | Due to delays in manufacturing, receipt of delivery will not occur this year. Production of all vehicles is anticipated to be completed in 2022. This will be carried over to Q2 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 | September 27, 2021 - presented to Board for approval. | | | Early Complete | |
| 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 - presented Future of High-Capacity Transit (workshop 2 of 2) preview to Transit Committee. December 13, 2021 - anticipated to conduct and present to Board. | | | | |
| 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 | | | | | |

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

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 | January 11, 2021 - presented progress report (carryover from December 2020) to Board; June 14, 2021 - presented first biannual progress report to Board. December 2021 - anticipated to present second biannual progress report to Board. | | | | |
| 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 | December 13, 2021 - anticipated FY 2021-22 Q1 report to Board. January 11, 2021 - presented FY 2020-21 Q1 report to Board; March 8, 2021 - presented FY 2020-21 Q2 report to Board; June 14, 2021 - presented FY 2020-21 Q3 report to Board; September 13, 2021 - presented FY 2020-21 Q4 report to Board. | | | | |
| 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 | November 2021 - anticipated to present second biannual report to Board. May 10, 2021 - presented first biannual report to Board. | | | | |
| 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 | November 2021 - anticipated to provide second biannual update to Board. June 14, 2021 - provided first biannual update to Board. | | | | |

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

Acronyms

| | |
|--|--|
| ADA - American Disabilities Act | OCTA - Orange County Transportation Authority |
| APTA - American Public Transportation Association | PA/ED - Project Approval/Environmental Document |
| Board - Board of Directors | Q1 - Quarter 1 |
| Caltrans – California Department of Transportation | Q2 - Quarter 2 |
| CEO - Chief Executive Officer | Q3 - Quarter 3 |
| CNG - Compressed Natural Gas | Q4 - Quarter 4 |
| COVID-19 - Coronavirus | RCTC - Riverside County Transportation Commission |
| Caltrans - California Department of Transportation | RCP - Regional Capacity Program |
| ESC - Executive Steering Committee | RFP - Request for Proposals |
| FEMA - Federal Emergency Management Agency | RTSSP - Regional Transportation Signal Synchronization Program |
| FTA - Federal Transit Administration | SR-55 - State Route 55 |
| FY - Fiscal Year | SR-73 - State Route 73 |
| I-5 - Interstate 5 | SR-91 - State Route 91 |
| I-405 - Interstate 405 | STEP - Safe Travels Education Program |
| L&C - Legislative and Communications Committee | STIP - State Transportation Improvement Program |
| LRTP - Long-Range Transportation Plan | TBD - To Be Determined |
| M2 - Measure M2 | TCA - Transportation Corridor Agency |
| NOP - Notice of Preparation | TIFIA - Transportation Infrastructure Finance and Innovation Act |
| NTP - Notice to Proceed | VMT - Vehicle Miles Traveled |