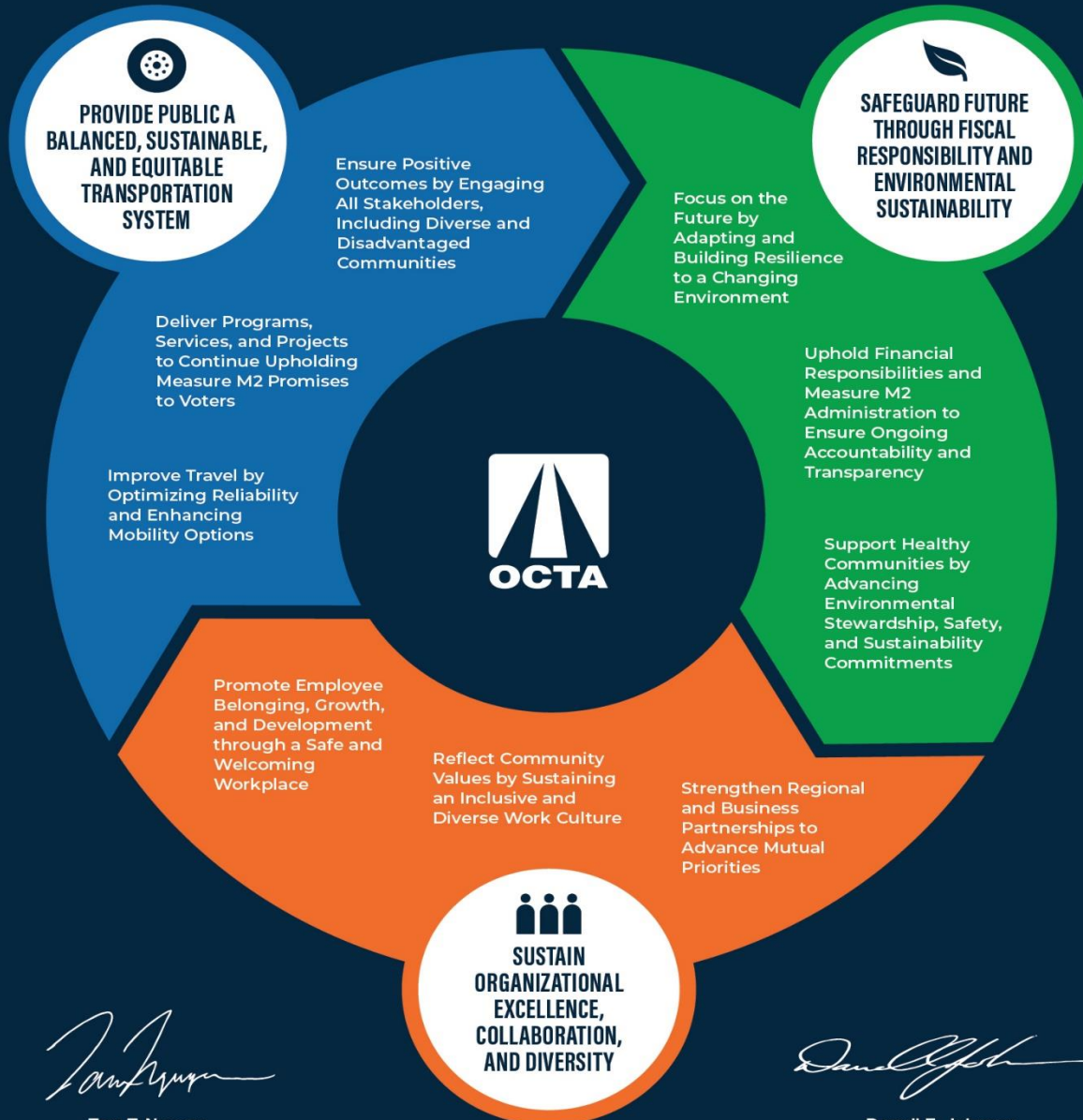


Orange County Transportation Authority

# 2024 Board & CEO Initiatives



Tam T. Nguyen  
Chair

Darrell E. Johnson  
Chief Executive Officer



## 2024 Board Initiatives

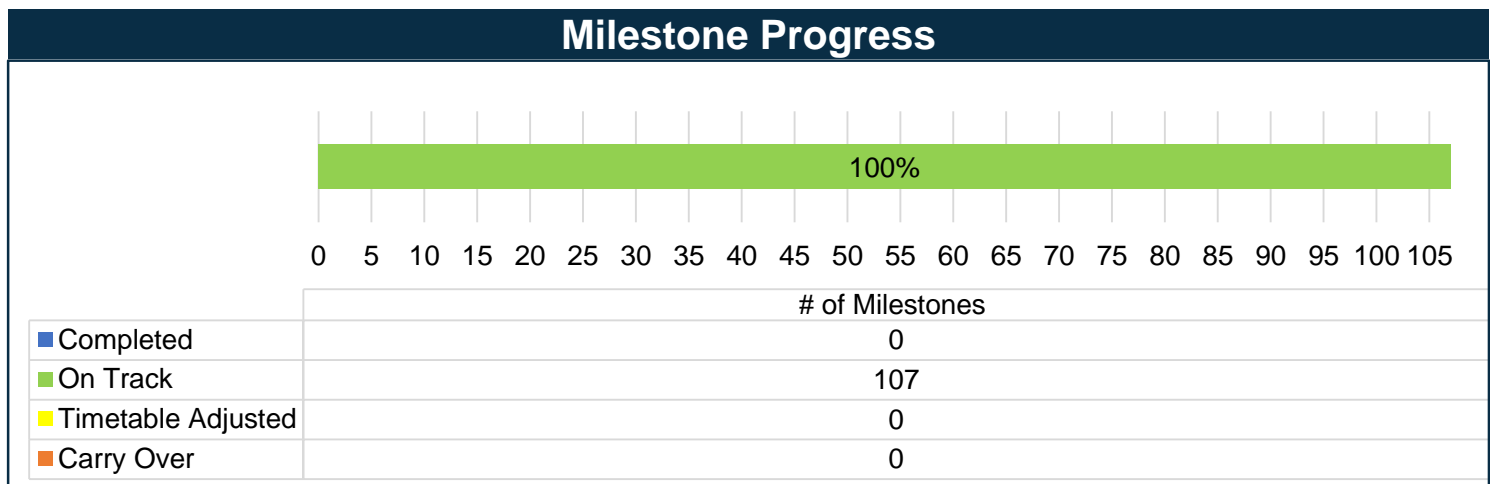
- Provide the Public a Balanced, Sustainable, and Equitable Transportation System
- Sustain Organizational Excellence, Collaboration, and Diversity
- Safeguard the Future through Fiscal Responsibility and Environmental Sustainability

## 2024 CEO Initiatives

- Ensure Positive Outcomes by Engaging All Stakeholders, Including Diverse and Disadvantaged Communities
- Improve Travel by Optimizing Reliability and Enhancing Mobility Options
- Deliver Programs, Services, and Projects to Continue Upholding Measure M2 Promises to Voters
- Reflect Community Values by Sustaining an Inclusive and Diverse Work Culture
- Strengthen Regional and Business Partnerships to Advance Mutual Priorities
- Promote Employee Belonging, Growth, and Development through a Safe and Welcoming Workplace
- Uphold Financial Responsibilities and Measure M2 Administration to Ensure Ongoing Accountability and Transparency
- Focus on the Future by Adapting and Building Resilience to a Changing Environment
- Support Healthy Communities by Advancing Environmental Stewardship, Safety, and Sustainability Commitments

## 2024 CEO Milestone Summary

Number of Milestones by Quarter	
Quarter Due	Number
First Quarter	7
Second Quarter	18
Third Quarter	30
Fourth Quarter	52
<b>TOTAL</b>	<b>107</b>



# FIRST QUARTER (Q1)

0 of 7 Completed -

0%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	405 Express Lanes	Ensure TIFIA Loan Compliance	Begin providing quarterly operating report to TIFIA - Q1					
2.	OC Streetcar*	Prepare for OC Streetcar Operations	Complete operations and maintenance agreements with the cities of Garden Grove and Santa Ana - Q1					
3.	OC Streetcar**	Complete Vehicle Production	Complete manufacturing of all eight vehicles - Q1					
4.	Paratransit Vehicles	Replace 121 Cutaway Buses with a Mix of Cutaways and Vans	Seek Board approval to award contract to purchase the mix of paratransit vehicles - Q1					
5.	Zero-Emission Bus (ZEB) Pilots*	Advance Zero-Emission Goals	Provide progress report to Board on ZEB pilots, including the hydrogen FCEBs and plug-in BEBs - Q1					
6.	Management Development Academy (MDA) and Leadership Development Academy (LDA)	Provide Professional Development Opportunities	Graduate fifth cohort of MDA and launch fifth cohort of LDA - Q1					
7.	2025 Federal Transportation Improvement Program (FTIP)	Comply with State and Federal Law to Update the FTIP (Allows for the Obligation of Federal Funds)	Seek Board approval to submit 2025 FTIP - Q1					

\*2023 Carryover

\*\*2023 Carryover (modified)

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

## SECOND QUARTER (Q2)

0 of 18 Completed - 0%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	BEB Charging Infrastructure (Santa Ana Bus Base)	Advance Zero-Emission Goals	Complete project design for charging stations - Q2					
2.	I-405 Project	Complete Construction	Complete construction of all project improvements - Q2					
3.	Transit Security and Operations Center**	Ensure Transit Service Continuity	Seek Board approval to award construction contract - Q2					
4.	Disadvantaged Business Enterprise (DBE)	Ensure That Disadvantaged Businesses Can Compete Fairly for OCTA Projects and Services	Develop a federally-mandated triennial DBE goal and consider adopting an OCTA Equity statement - Q2					
5.	OCTA's Operating and Capital Budget	Develop a FY 2024-25 Balanced Budget	Present a comprehensive and balanced OCTA FY 2024-25 budget, including additional expansion of service, and Metrolink funding for adoption by the Board - Q2					
6.	Reserve Policy	Maintain Reserves for OCTA's Program and Services	Present updated Reserve Policy to Board for approval based on commencement of operations of the 405 Express Lanes - Q2					
7.	Bus Fleet Management	Maintain Fleet in a State of Good Repair	Seek Board approval to award contract to purchase 40 FCEBs to replace a portion of the remaining fleet - Q2					
8.	Bus Fleet Management	Maintain Fleet in a State of Good Repair	Seek Board approval to award contract to purchase ten BEBs to replace a portion of the remaining fleet - Q2					
9.	Coach Operator Barriers	Enhance Bus Operator Safety	Seek Board approval to award contract to install protection barriers on the existing fleet - Q2					
10.	Metrolink Service	Increase Opportunities for Special Metrolink Service	Coordinate with Metrolink to re-initiate Angels Express - Q2					
11.	Zero-Emission Paratransit Buses**	Advance Zero-Emission Goals	Initiate procurement to replace ten gasoline OC ACCESS vehicles with ten battery-electric vehicles - Q2					
12.	Early Career Academy (ECA)	Provide Early Career Development to Grow New Professionals	Graduate fourth cohort of ECA - Q2					
13.	Insurance Policies	Move All Insurance Policies to FY Policy Renewal	Present policies to Board for consideration - Q2					

\*\*2023 Carryover (modified)

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

## Q2 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
14.	Personnel and Salary Resolution	Attract and Retain Top Talent	Present recommendations to Board as part of the OCTA FY 2024-25 budget - Q2					
15.	Coastal Rail Resiliency Study	Identify Potential Near-Term and Mid-Term Solutions to Protect the Existing Coastal Rail Infrastructure	Engage stakeholders across different spectrums in the development of solutions with respect to opportunities and constraints - Q2					
16.	Complete Streets Funding Program	Develop Funding Approach for Bicycle and Pedestrian Projects that Reduce Traffic Congestion and Improve Air Quality	Submit funding recommendations to SCAG for consideration - Q2					
17.	Signal Synchronization	Improve Roadway Efficiency	Provide update to Board on signal synchronization projects (Project P), including the countywide signal synchronization baseline - Q2					
18.	Transit Chokepoint Study*	Identify Bus Operation Impediments that Lead to Reduced Speed and Reliability Challenges	Award contract - Q2					

\*2023 Carryover

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

# THIRD QUARTER (Q3)

0 of 30 Completed - 0%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	Hydrogen Fueling Station (Garden Grove Bus Base)	Advance Zero-Emission Goals	Seek Board approval to award construction contract - Q3					
2.	I-5, Avenida Pico to San Diego County Line*	Advance Environmental Phase	Release Draft EIR and provide update to Board - Q3					
3.	I-5, SR-73 to El Toro Road Project	Continue to Advance Construction on All Segments	Provide construction update to Board - Q3					
4.	Orange County Maintenance Facility	Advance Climate Goals by Reducing Greenhouse Gas Emissions	File Conditional Use Permit request - Q3					
5.	SR-91, SR-55 to Lakeview Avenue**	Initiate Construction	Award construction contract - Q3					
6.	241/91 Express Lanes Connector (ELC)*	Provide 241/91 ELC Project Progress	Provide update to Board on the status of the project with a discussion on next steps - Q3					
7.	91 Express Lanes*	Install Toll Entrance Readers to Register Vehicles Entering the 91 Express Lanes	Complete installation of infrastructure gantries, cameras, and readers at the three entrances of the 91 Express Lanes - Q3					
8.	Credit Ratings	Maintain OCTA's Positive Credit Rating	Conduct annual rating agency meeting - Q3					
9.	Cybersecurity	Protect OCTA's Information Systems	Require completion of annual cybersecurity training for all employees - Q3					
10.	Metrolink Service	Plan, Fund, and Administer Sustainable Metrolink Service	Receive updates from Metrolink on their plans to develop a service plan that is consistent with market demand, funding capacity, and the Metrolink crew and equipment optimization study - Q1 and Q3					
11.	OC Flex	Explore Efficient and Effective Transit Options to Better Meet Mobility Demands in Orange County	Assess OC Flex performance and provide a report to the Board on future direction - Q3					
12.	OC Streetcar	Prepare for OC Streetcar Operations	Initiate OC Streetcar testing with Herzog - Q3					
13.	Rider Code of Conduct	Prioritize Safety and Protection of OC Bus Riders and Workers	Update and roll out new rider Code of Conduct - Q3					

\*2023 Carryover

\*\*2023 Carryover (modified)

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER



### Q3 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
14.	Coach Operator Collective Bargaining Agreement	Negotiate and Renew Agreement	Present agreement to Board - Q3					
15.	College Pass Program	Continue Working with Community Colleges to Renew or Extend Agreements for the Program	Exercise option term with Cypress College and renew agreements with Saddleback College, Santa Ana College, Irvine Valley College, Golden West College, and Fullerton College - Q3					
16.	Diversity, Equity, Inclusion, and Belonging - Affirmative Action Plan/Equal Employment Opportunity (AAP/EEO)	Provide Updates on Progress of AAP/EEO Development and Implementation and Adhere to Federal Requirements	Present biannual updates to ESC and submit AAP/EEO Plan to FTA - Q1 and Q3					
17.	Diversity, Equity, Inclusion, and Belonging - Employee Training	Create an Inclusive and Engaging Workplace	Provide mandatory training to all administrative employees - Q3					
18.	Employee Health Insurance Renewal Programs	Secure Competitive Health Benefits	Present health insurance recommendations to Board - Q3					
19.	Transportation Communications Union Collective Bargaining Agreement	Negotiate and Renew Agreement	Present parts clerks and facilities technicians agreement to Board - Q3					
20.	2024 State Transportation Improvement Program (STIP)	Maximize State Funding Opportunities	Present final 2024 STIP to Board - Q3					
21.	Bus Base Charge Ready Infrastructure Plan*	Evaluate Charging Infrastructure Needs and Facilities for ZEB Rollout Plan	Present update to ESC - Q3					
22.	Community Circulators and Shuttles (Project V)	Fund Development of Local Bus Transit Services	Present recommendations for Community Circulators Shuttles to Board - Q3					
23.	Freeway Signs	Improve Regional Wayfinding	Request that Caltrans review and modernize freeway directional signs and points of interest signs, including historical and cultural points of interest signs - Q3					
24.	M2 Environmental Cleanup Program (Project X)	Fund Regionalized Water Quality Improvements	Release Tier 2 call for projects - Q3					

\*2023 Carryover

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

### Q3 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
25.	M2 Triennial Performance Assessment	Evaluate the Efficiency, Effectiveness, Economy, and Results of the Agency's Delivery of M2	Initiate the sixth performance assessment covering FY 2021-22 through FY 2023-24 - Q3					
26.	OC Transit Vision	Continue Meaningful Planning Work to Prioritize Next Set of Mass Transit Projects to Meet the County's Current and Future Needs	Present report on the progress of major transit projects and draft findings from the 2024 OC Transit Vision plan to Board - Q3					
27.	Olympics 2028	Develop an Action Plan to Guide Preparations	Provide update to Board - Q3					
28.	SR-91 Implementation Plan	Collaborate with RCTC to Update the Plan in Support of Regional SR-91 Corridor Transportation Improvements	Present Plan to Board - Q3					
29.	Streets and Roads Grants	Fund Streets and Roads Improvements	Present recommendations for RCP (Project O) and RTSSP (Project P) projects grant awards to Board - Q3					
30.	Transit and Intercity Rail Capital Program (TIRCP)	Stabilize Funding for Rail Operations and Last Mile Connections, Improve Critical Rail Infrastructure, Deploy ZEBs, Generate Clean Energy at OCTA Facilities, and Expand Transit and Improve Customer Experience	Accept TIRCP grants for SB 125 funding - Q3					

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER



# FOURTH QUARTER (Q4)

0 of 52 Completed -

0%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	Bus Base Gates	Enhance Security at Bus Bases with Security Gate Installations	Complete construction - Q4					
2.	I-605, Katella Avenue Interchange	Initiate Construction	Award construction contract - Q4					
3.	Mission Viejo/Laguna Niguel Slope Stabilization	Ensure Asset Preservation and Climate Resiliency	Complete design phase - Q4					
4.	OC Streetcar	Continue to Advance Construction	Report on status of construction and updates to target service startup date to Board - Q1-Q4					
5.	Renewable Solar Energy at Bus Bases	Advance Climate Goals by Introducing Renewable Energy Into Agency Operations	Initiate procurement for Architectural and Engineering design services for the installation of solar panels at maintenance and operations bases - Q4					
6.	511 Motorist Assistance and Freeway Service Patrol (FSP)	Expand Awareness of the 511 Motorist Assistance and FSP Programs, Particularly With Underserved Populations	Explore opportunities to enhance awareness and utilization of the 511 Motorist Assistance and FSP programs through marketing and communication efforts working with ethnic media and Diversity Outreach - Q1-Q4					
7.	Crisis Communications	Ensure Agency and Staff Preparedness	Conduct a tabletop exercise for the Crisis Communications team and revise Crisis Communications Plan as appropriate - Q4					
8.	Diversity, Equity, Inclusion, and Belonging	Enhance Organizational Policies, Practices, and Programs Related to Diversity, Equity, Inclusion, and Belonging	Continue to review and implement as appropriate recommendations from the third-party organizational diversity, equity, and inclusion study - Q4					
9.	OCTA in the News	Share Newsworthy OCTA Activities and Actions to Obtain Coverage and Raise Awareness of OCTA Programs, Initiatives, and Plans	Continue to highlight OCTA initiatives through mainstream, ethnic, industry, and social media - Q1-Q4					
10.	Annual Comprehensive Financial Report	Ensure Accountability and Transparency	Obtain an unmodified opinion from the external auditors and provide the annual financial statements to Board - Q4					
11.	Comprehensive Business Plan (CBP)	Develop OCTA's Business Plan	Present CBP to Board for adoption - Q4					

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

## Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
12.	Cybersecurity (TSA Security Directive)*	Fulfill TSA Security Directive	Complete initial cybersecurity assessment and incident response plan - Q4					
13.	Enterprise Asset Management (EAM)*	Implement New EAM System	Transition Infor EAM System from test into full production - Q4					
14.	Fare Policy	Modernize OCTA's Fare Policy	Present and discuss fare policy changes with Board - Q4					
15.	Headquarters Building	Implement Long-Term Strategy for the OCTA Administrative Headquarters	Present options to Board for consideration - Q4					
16.	Procurement	Enhance Procurement Efficiencies through a More Comprehensive E-Procurement System with Solicitation Formulation Assistance, Evaluation Tools, Increased Vendor Pool, and Contract Compliance Assurance	Complete procurement for a new E-Procurement system and present recommendation to Board - Q4					
17.	Procurement	Support Open and Fair Competition by Increasing Outreach to Small and Disadvantaged Businesses	Hold networking events throughout the year to match smaller businesses with prime contractors, increase awareness of contracting opportunities, and get DBE firms registered with State of California - Q1-Q4					
18.	Legislative Forums	Communicate Transportation Needs and Challenges and OCTA's Ongoing Plans, Programs, and Projects	Conduct forums with local delegation representatives and report to management team - Q2 and Q4					
19.	Legislative Platforms	Set Legislative Priorities	Present final 2025-26 state and federal legislative platforms to Board for approval - Q4					
20.	Legislative Priorities	Provide End-of-Session Report	Discuss outcomes of legislative priorities with L&C - Q4					
21.	Local Government Forums	Conduct Mayors Forums by District	Conduct forums with city leaders and report to management team - Q4					

\*2023 Carryover

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

## Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
22.	Subrecipient Compliance Reviews	Identify Compliance Issues and Correct as Needed	Complete compliance reviews and correction actions for all of OCTA's federal subrecipients - Q4					
23.	91 and 405 Express Lanes Communications	Provide Customer Communications and Enhance Brand Awareness, Perceptions, and Usage of the Express Lanes	Implement multilingual Express Lanes marketing, communications, and outreach at community events, and through paid and earned media - Q4					
24.	Core Competency Integration	Integrate Core Competencies into Talent Management Process	Educate all managers on core competencies and utilize in interviews and assessing talent - Q4					
25.	Diversity, Equity, Inclusion, and Belonging - Diverse Community Leaders Group (DCLG)	Maximize Relationships with Key Stakeholders and Leaders that Represent Diverse Communities to Solicit Feedback and Incorporate their Suggestions into Transit Improvements and Future Planning Efforts	Enhance engagement opportunities with DCLG (based on number of meetings, events, and activities per organization, feedback surveys, and results of feedback for transit improvements and future planning efforts) and provide update to Board - Q4					
26.	Diversity, Equity, Inclusion, and Belonging - Outreach Activities and Trust-Building Campaign	Increase Participation of Diverse Communities in Transportation Planning Process and Promote Inclusivity to Ensure Transit Services are Accessible and Welcoming to People from All Backgrounds and Communities	Increase participation from diverse communities in planning and decision-making processes by 15 percent from 2023 and present quarterly reports to Board - Q1-Q4					
27.	Human Resources Information System (HRIS)	Implement a Modernized HRIS	Complete process mapping for Human Resources and Payroll components - Q4					
28.	Market Research	Obtain Public Input and Preferences for OCTA's Various Planning Studies, Programs, and Services	Conduct qualitative and quantitative surveys to support marketing programs, customer satisfaction, the OC Transit Vision, M2 Ten-Year Review, and other planning studies - Q4					

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

## Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
29.	Marketing Activities	Promote and Educate Public on OCTA Services	Present biannual updates on ongoing campaigns promoting bus, rail, OC Flex, rideshare, and vanpool services to L&C - Q2 and Q4					
30.	OC Streetcar	Ensure Maintenance and Storage Facility and Vehicles Meet All Health, Safety, and Environmental Compliance Requirements Prior to Revenue Service	Work directly with all applicable regulatory agencies to ensure compliance and approval and permits are obtained - Q4					
31.	OC Streetcar Marketing and Customer Communications	Create Awareness and Interest in OC Streetcar to Build Ridership	Develop and implement a multifaceted, phased marketing campaign, including business partnerships and customer communications, on how to use the system and present plan to Board - Q4					
32.	OC Streetcar Testing/Operations Safety Education and Public Awareness	Educate Various Target Audiences About OC Streetcar Safety During Testing Period Leading Up to Revenue Service	Expand reach and penetration of safety education campaign to raise public awareness once testing begins on tracks and present quarterly reports to Board - Q1-Q4					
33.	Outreach Activities	Conduct Outreach to Support Capital Projects	Provide updates to Board on OC Streetcar, I-5 corridor projects, SR-55 corridor projects, I-405, I-605/Katella Avenue Interchange, and SR-91 - Q1-Q4					
34.	Outreach Activities	Conduct Outreach to Support Planning Studies	Provide outreach updates to Board for planning studies, including OC Connect, OC Transportation Demand Management Plan, OC Transit Vision Plan, OC Coastal Rail Resiliency Study, and others as appropriate - Q1-Q4					
35.	Transit Marketing and Customer Communications	Promote and Educate Public on OCTA Transit Services	Develop and implement multilingual campaigns and programs to promote the Youth Ride Free pass and other promotional passes, major service changes, Metrolink service (including Angels Express), mental health through transit use, and other activities - Q4					

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

## Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
36.	Active Transportation Initiatives	Implement Programs in Support of Non-Motorized Transportation	Provide biannual updates on active transportation initiatives to Board - Q2 and Q4					
37.	Active Transportation Safety Education	Provide In-Language Resources and Engagement Opportunities to Further Promote Active Transportation	Continue e-bike safety campaign collaborating with local cities and schools, and coordinate with regional partners to secure grant funding to provide educational campaigns (particularly in disadvantaged communities) to promote Safe Routes to School - Q4					
38.	Bikeways Connectivity Study	Identify Opportunities to Reallocate Excess MPAH ROW to Support a More Complete Bikeways Network	Coordinate with regional partners to secure grant funding to initiate study - Q4					
39.	Climate Adaptation and Sustainability	Advance Agency Sustainability Practices and Resiliency Efforts to Adapt to Climate Change Impacts	Provide update on recommended follow-up activities, including a draft action plan, to Board - Q4					
40.	Coastal Rail Solutions	Support Efforts to Develop Solutions for Coastal Rail Infrastructure	Work with external stakeholders and provide periodic updates to Board - Q2 and Q4					
41.	Harbor Boulevard Pilot Innovative Transit Signal Priority Study	Evaluate and Assess Innovative Solutions to Improve Transit Performance	Provide update to ESC on status of the pilot project - Q4					
42.	M2 Environmental Cleanup Program (Project X)	Fund Localized Water Quality Improvements	Present programming recommendations for Tier 1 water quality projects grant awards to Board - Q4					
43.	M2 Environmental Mitigation Programs	Ensure Compliance with Resource Agency Permits	Present biannual progress reports to Board - Q2 and Q4					
44.	M2 Quarterly Reports	Provide Updates on Progress of M2 Implementation and Fulfill the Requirements of the M2 Ordinance No. 3	Present quarterly reports to Board - Q1-Q4					

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

## Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
45.	M2 Ten-Year Review	Evaluate Performance of the M2 Program through a Comprehensive Review	Present framework to Board - Q4					
46.	Mobility Hubs	Develop a Concept of Operations for a Potential Demonstration Project	Coordinate with regional partners to secure grant funding to initiate study - Q4					
47.	Next 10 Delivery Plan	Ensure M2 Delivery Commitment	Review and present status of the Next 10 Delivery Plan deliverables to Board - Q4					
48.	OC Connect	Prepare Environmental Clearance for an Active Transportation Facility on PE ROW	Present update to Board - Q4					
49.	Regional Planning Activities	Highlight Transportation Planning Activities	Present biannual reports on activities underway, such as the 2024 RTP, that impact OCTA and the Southern California region to Board - Q2 and Q4					
50.	South County Mobility Improvements	Collaborate with Key Agencies to Advance Development and Implementation of Transportation Improvements in South Orange County	Provide update to Board - Q4					
51.	Transit Ridership Optimization	Assess Transit Service to Meet Current Ridership Demand	Implement Making Better Connections Service Plan, as appropriate, to reflect current ridership trends and provide updates to ESC - Q2 and Q4					
52.	Transportation Demand Management (TDM) Study	Develop a Toolbox of TDM Tactics That Can Be Implemented by Agencies in Orange County	Present update to ESC - Q4					

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER



# Acronyms

AAP/EEO - Affirmative Action Plan/Equal Employment Opportunity	L&C - Legislative and Communications Committee
Board - Board of Directors	M2 - Measure M2
BEB - Battery-Electric Bus	MDA - Management Development Academy
Caltrans - California Department of Transportation	MPAH - Master Plan of Arterial Highways
CBP - Comprehensive Business Plan	OCTA - Orange County Transportation Authority
CEO - Chief Executive Officer	PE - Pacific Electric
DBE - Disadvantaged Business Enterprise	RCTC - Riverside County Transportation Commission
DCLG - Diverse Community Leaders Group	RCP - Regional Capacity Program
E-Bike - E-Bicycle	ROW - Right-of-Way
EAM - Enterprise Asset Management	RTP - Regional Transportation Plan
ECA - Early Career Academy	RTSSP - Regional Transportation Signal Synchronization Program
EIR - Environmental Impact Report	SB - Senate Bill
ELC - Express Lanes Connector	SCAG - Southern California Association of Governments
ESC - Executive Steering Committee	SR-55 - State Route 55
FCEB - Fuel-Cell Electric Bus	SR-73 - State Route 73
FSP - Freeway Service Patrol	SR-91 - State Route 91
FTA - Federal Transit Administration	STIP - State Transportation Improvement Program
FTIP - Federal Transportation Improvement Program	TDM - Transportation Demand Management
FY - Fiscal Year	TIRCP - Transit and Intercity Rail Capital Program
HRIS - Human Resources Information System	TSA - Transportation Security Administration
I-5 - Interstate 5	TIFIA - Transportation Infrastructure Finance and Innovation Act
I-405 - Interstate 405	VMT - Vehicle Miles Traveled
I-605 - Interstate 605	ZEB - Zero-Emission Bus