



Orange County Transportation Authority
2025 Board & CEO Initiatives

Deliver the Public a Balanced, Sustainable, & Equitable Transportation System



- Provide Efficient, Reliable, and Accessible Options to Move People and Goods
- Continue to Fulfill Commitments through the Voter-Approved Measure M2 Local Sales Tax Program
- Actively Engage with Stakeholders and Seek Input from Diverse Communities

Ensure Organizational Resiliency through Fiscal & Environmental Responsibility



- Maintain Financial Integrity and Effectively Administer Taxpayer Dollars for Transportation
- Adapt to Changes in the Environment through Enhanced Resiliency Initiatives
- Support Thriving Communities by Advancing Environmental Stewardship and Sustainability

Uphold Continued Excellence, Diversity, & Collaboration



- Optimize Relationships with Regional, Business, and Community Partners to Advance Shared Priorities
- Reflect Community Values through a Continued Commitment to an Inclusive and Diverse Work Culture
- Promote Employee Development and Belonging by Providing a Safe and Welcoming Workplace

A handwritten signature of Doug Chaffee in black ink.

Doug Chaffee
Chair

A handwritten signature of Darrell E. Johnson in black ink.

Darrell E. Johnson
Chief Executive Officer

2025 Board Initiatives

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- Ensure Organizational Resiliency through Fiscal and Environmental Responsibility
- Uphold Continued Excellence, Diversity, and Collaboration

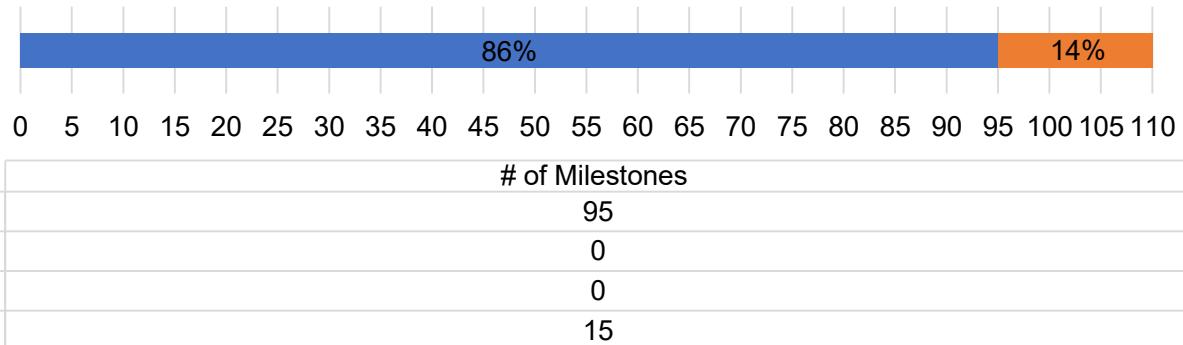
2025 CEO Initiatives

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- Continue to Fulfill Commitments through the Voter-Approved Measure M2 Local Sales Tax Program
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- Support Thriving Communities by Advancing Environmental Stewardship and Sustainability
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2025 CEO Milestone Summary

Number of Milestones by Quarter	
Quarter Due	Number
First Quarter	9
Second Quarter	30
Third Quarter	24
Fourth Quarter	47
TOTAL	110

Milestone Progress



FIRST QUARTER (Q1)
8 of 9 Completed -
89%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1. BEB Charging Infrastructure (Santa Ana Bus Base)**	BEB Charging Infrastructure (Santa Ana Bus Base)**	Advance Zero-Emission Goals	Seek Board approval to release public works IFB - Q1	March 10, 2025 - presented to Board for approval to release IFB.				
		Enhance Security at Bus Bases with Security Gate Installations	Complete construction - Q1	Due to additional time being needed to assemble a functionality test plan for OCTA's Security and Emergency Preparedness department, this had been delayed; August 28, 2025 - completed construction at Santa Ana Bus Base; September 10, 2025 - completed construction at Garden Grove Bus Base.				
	Mission Viejo/Laguna Niguel Rail ROW Slope Stabilization*	Ensure Asset Preservation and Climate Resiliency	Advertise for construction - Q1	Due to additional time being needed to address some final comments from the IFB documents, this was delayed; July 14, 2025 - presented to Board for approval to release IFB.				

*2024 Carryover

**2024 Carryover (modified)

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
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Q1 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
4.	Renewable Solar Energy at Bus Bases**	Advance Climate Goals by Introducing Renewable Energy into Agency Operations	Seek Board approval to release RFP for design - Q1	Although OCTA is now focused on the completion of a feasibility study, this will help inform the design and installation of solar photovoltaic systems at the OCTA bus bases. Due to additional time being needed to finalize the scope of work and resource capacity, this has been delayed and release of the RFP for the feasibility study will be carried over and reconsidered for 2026.				
5.	Local Government Outreach	Establish Relationships with Newly Elected Officials	Conduct outreach to all new mayors and city council members - Q1	February 2025 - sent out communications; March 2025 - conducted follow-up, which continued through April 2025, including various tours and briefings with city council members and mayors.				
6.	Surface Transportation Reauthorization	Inform Reauthorization	Develop priorities for reauthorization and present to Board - Q1	March 24, 2025 - presented to Board for adoption.				
7.	Coach Operator Barriers	Enhance Bus Operator Safety	Start installation of operator barriers on buses - Q1	March 2025 - began second phase of coach operator barrier installations.				
8.	Zero-Emission Bus (ZEB) Program Update	Advance Zero-Emission Goals	Provide progress report to Board on ZEB Program, including the hydrogen FCEBs and plug-in BEBs - Q1	February 24, 2025 - provided progress report to Board.				
9.	Management Development Academy (MDA)	Provide Professional Development Opportunities	Launch sixth cohort - Q1	January 30, 2025 - launched sixth cohort.				

**2024 Carryover (modified)

SECOND QUARTER (Q2)

26 of 30 Completed - 87%

#	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 design-build agreement - Q2	Due to a cancellation of the original RFP procurement and initiation of a new RFP, award of the design-build agreement has been delayed and will be carried over and reconsidered for 2026; September 22, 2025 - presented to Board for approval to release new RFP.				Orange
2.	I-605, Katella Avenue Interchange**	Advance Construction	Initiate construction - Q2	April 25, 2025 - received contract approval from Caltrans, initiating the official start of construction.		Blue		
3.	OC Streetcar	Prepare for OC Streetcar Operations	Receive delivery of first vehicles - Q2	May 4, 2025 - received delivery of first vehicle.		Blue		
4.	Orange County Maintenance Facility**	Support Metrolink Efforts to Optimize and Expand Service	Seek resolution to proceed to design phase - Q2	Due to an extended timeline to receive a resolution from the City of Irvine to allow the facility to be built, this has been delayed and will be carried over and reconsidered for 2026. Although a final settlement agreement has not yet been reached, discussions with the City have been ongoing and a draft settlement agreement has been prepared and is in the final comment stage.				Orange
5.	SR-55, I-5 to SR-91	Advance Design Phase	Present update on design status and project schedule to Board - Q2	March 10, 2025 - presented update on status and project schedule as part of the Upcoming Measure M2 Freeway Construction Projects Update to Board.		Blue		
6.	SR-91, SR-55 to Lakeview Avenue	Advance Construction	Initiate construction - Q2	April 14, 2025 - initiated physical construction.		Blue		

**2024 Carryover (modified)

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q2 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
7.	405 Express Lanes	Update Board on Latest Traffic and Revenue Data	Present update to Board - Q2	April 2025 - received forecast. June 23, 2025 - presented update to Board.				
8.	M2 Compliance Audit Report	At the Request of the Taxpayer Oversight Committee (TOC), Provide Results of an Independent Measure M2 Compliance Audit	Present results of M2 Compliance Audit to TOC and Board - Q2	April 28, 2025 - presented results to Board; May 27, 2025 - presented results to TOC Audit Subcommittee; June 10, 2025 - presented results to TOC.				
9.	Headquarters Building	Implement Long-Term Strategy for the OCTA Administrative Headquarters	Submit permit to the City of Santa Ana for Board/conference room construction and procure design services for headquarters building improvements - Q2	Due to delays in scheduling interviews for short-listed firms, selection of the consultant was delayed; July 28, 2025 - presented to Board to award design contract. Although the original intent was for the previous construction firm to submit the permit during the design process, Stantec, the selected design firm, will now handle the permit as the overall project scope has since changed from constructing a new building to buying an existing one; whether a new construction permit is needed will be dependent on how OCTA addresses the board/conference room during the design phase.				
10.	OCTA's Operating and Capital Budget	Develop a FY 2025-26 Balanced Budget	Present a comprehensive and balanced OCTA FY 2025-26 budget for adoption by the Board - Q2	June 9, 2025 - presented FY 2025-26 budget to Board for adoption.				
11.	Federal Compliance Training	Provide Federal Compliance and Oversight Training Agencywide on New and Current Federal Requirements	Conduct federal compliance training for agency's project managers and subject matter experts - Q2	May 2025 - successfully completed federal compliance training, which was well received with over 50 staff members participating.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q2 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
12.	State and Federal Delegation Outreach	Establish Relationships with Newly Elected Officials	Meet with all newly elected Orange County state and federal offices - Q2	March 2025 - completed outreach with newly elected offices; however, a special election added one new member that OCTA met with in June 2025.				
13.	Bus Fleet Management	Maintain Fleet in a State of Good Repair	Seek Board approval to award contract to purchase six 60-foot buses - Q2	Due to unanticipated manufacturer setbacks, this has been delayed and will be carried over and reconsidered in 2026.				
14.	College Pass Program	Continue Working with Community Colleges to Renew or Extend Agreements for the Program	Exercise option term with Coastline College, Orange Coast College, and Santiago Canyon College Continuing Education - Q2	January 2025 - executed a new agreement with Coastline College; Santiago Canyon College Continuing Education opted not to renew and let its agreement expire, as it was superseded when non-credit students were added to the new agreements with Santa Ana and Santiago Canyon Colleges. Due to unforeseen administrative constraints, processing the new agreement for Orange Coast College (OCC) was delayed; August and September 2025 - circulated and fully executed agreement with OCC, respectively.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q2 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
15.	Metrolink Service	Plan, Fund, and Administer Sustainable Metrolink Service	Receive updates from Metrolink on the financial and operational performance of the service optimization - Q2	April 28, 2025 - update on Metrolink proposed FY 2025-26 budget presented to Board.				
16.	Metrolink Special Event Train	Increase Opportunities for Special Metrolink Service	Implement Angels Express Service consistent with Metrolink's service optimization - Q2	Although the Angels Express will not be operated this year due to financial constraints, OCTA partnered with Metrolink to promote existing service to special events in the region, such as Transit Equity Day, Earth Day, Bike to Work Week, Fullerton Day of Music, Irvine Greek Festival, and the San Clemente Ocean Festival. These special event services helped to support Metrolink's ongoing service optimization efforts and will continue throughout the year.				
17.	OC ACCESS	Deliver Required Complementary ADA Paratransit Service and Microtransit Service	Seek Board approval to exercise option term for OC ACCESS paratransit agreement - Q2	March 24, 2025 - presented to Board for approval to exercise first option term.				
18.	OC ACCESS Eligibility Assessment Contract	Establish Certification Process for Determining Eligibility for Complementary Paratransit Service per ADA Requirements	Seek Board approval to award contract for the OC ACCESS eligibility assessment - Q2	March 24, 2025 - presented to Board for approval to release RFP. While no delays have occurred in the project schedule, award of contract is not expected until Q3; September 22, 2025 - presented to Board for approval to award contract.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q2 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
19.	OC ACCESS Eligibility Assessments Software Implementation	Implement Software Needed to Perform OC ACCESS Eligibility Assessments	Implement use of new software for eligibility assessments tracking - Q2	Due to an upheld procurement protest, this had been delayed and required a re-release of the RFP. July 28, 2025 - presented to Board for approval to award contract; September 2025 - held project kick-off meeting; December 15, 2025 - went live with new software.				
20.	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 Board on future direction - Q2	March 24, 2024 - presented report to Board and recommendations to discontinue OC Flex service.	Early Complete			
21.	OC Streetcar*	Prepare for OC Streetcar Operations	Initiate OC Streetcar testing with Herzog Contracting Corp. - Q2	Due to delays related to electrification of the system, testing with Herzog had been delayed; November 12, 2025 - initiated testing of the vehicles in the PE ROW under power.				
22.	Personnel and Salary Resolution	Attract and Retain Top Talent	Present recommendations to Board as part of the OCTA FY 2025-26 budget - Q2	June 9, 2025 - presented to Board for adoption as part of the FY 2025-26 budget.		Early Complete		
23.	Public Transportation Agency Safety Plan (PTASP)	Update OCTA's PTASP to Adopt New FTA Requirements (Joint Safety Committee, Performance Targets, etc.)	Seek Board approval for the 2025 PTASP - Q2	February 10, 2025 - presented to Board for approval.	Early Complete			

*2024 Carryover

Q2 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
24.	Workday	Support Agencywide Adoption of New Workday Software System	Launch change management plan and employee communications - Q2	Change management plan has been launched; employee communications were ongoing, including at management team meetings and CEO Connections, and continued throughout the year leading up to the Workday launch date in December 2025.				
25.	2027-2028 CMAQ-STBG Call for Projects Nominations	Establish Priorities for OCTA Project Recommendations to SCAG	Present report to Board - Q2	March 10, 2025 - presented prioritization guidance to Board for approval; July 14, 2025 - presented project prioritization recommendations for SCAG consideration to Board.				
26.	Fullerton Park-and-Ride Joint Use Master Plan	Review Conceptual Site Designs and Feasibility Analysis	Provide update to ESC - Q2	May 12, 2025 - provided update to ESC.				
27.	M2 Triennial Performance Assessment	Evaluate the Efficiency, Effectiveness, Economy, and Results of the Agency's Delivery of M2	Present the sixth performance assessment covering FY 2021-22 through FY 2023-24 - Q2	March 10, 2025 - presented performance assessment to Board.	Early Complete			
28.	Signal Synchronization	Improve Roadway Efficiency	Provide update to Board on signal synchronization projects (Project P), including the countywide signal synchronization baseline - Q2	To be consistent with the timing of the previous update, this had been delayed; September 8, 2025 - provided update to Board.				

Q2 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
29. LA28 Olympics Planning	Develop an Action Plan to Guide Preparations		Coordinate with LA Metro, Orange County cities, and other regional transit providers and provide update to Board - Q2	February 26, 2025 - participated in separate meetings with LA Metro and the City of Anaheim to discuss World Cup 2026 and LA28 planning; March 4 and 14, 2025 - met with LA Metro for the World Cup Regional Task Force and LA28 Olympics Planning, respectively; May 12, 2025 - presented update to ESC; June 9, 2025 - presented update to Board; October 13, 2025 - presented update to Board.		100%		
	Evaluate Charging Infrastructure Needs and Facilities for ZEB Rollout Plan		Award contract to initiate project and present update to ESC - Q2	Due to additional time being needed to coordinate with Caltrans on the transportation planning grant and gain more data from current pilots, as well as funding gaps and additional review of the scope of work, award of contract to initiate the project has been delayed and will be carried over and reconsidered for 2026. July 15, 2025 - presented update to ESC.				100%

**2024 Carryover (modified)

THIRD QUARTER (Q3)
21 of 24 Completed - 88%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	I-5, Avenida Pico to San Diego County Line**	Advance Environmental Phase	Release Draft Environmental Document for public review - Q3	Due to additional time being needed to prepare technical studies in support of the Environmental Document, this has been delayed and will be carried over and reconsidered for 2026.				
2.	I-5, SR-73 to El Toro Road Project	Continue to Advance Construction on All Segments	Complete construction on all segments - Q3	September 2025 - completed construction with Caltrans Relief from Maintenance granted on all three segments.			Blue	
3.	I-5, Yale Avenue to SR-55	Advance Construction	Advertise for construction - Q3	August 11, 2025 - advertised for construction.			Blue	
4.	Transit Security and Operations Center	Ensure Transit Service Continuity	Provide construction update to Board - Q3	To provide additional time for more meaningful progress to be made on the project, such as completion of the building pads, this has been delayed and will be carried over and reconsidered for 2026.				
5.	241/91 Express Connector (EC)**	Advance Project Development Phase	Seek Board direction for the Master Agreement, Operating Agreement, and Letter of Support for the 241/91 EC project - Q3	September 22, 2025 - presented to Board for direction on next steps.			Blue	
6.	405 Express Lanes	Update Board on Activities of the Recently Completed Fiscal Year	Provide fiscal year-end report to Board - Q3	September 22, 2025 - provided report to Board.				
7.	91 Express Lanes	Update Board on Activities of the Recently Completed Fiscal Year	Provide fiscal year-end report to Board - Q3	September 22, 2025 - provided report to Board.			Blue	
8.	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	Due to ongoing electrical challenges that are out of OCTA's control, installation has been delayed and will be carried over and reconsidered for 2026.				

*2024 Carryover

**2024 Carryover (modified)

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

12

Q3 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
9.	Credit Ratings	Maintain OCTA's Positive Credit Rating	Conduct annual rating agency meeting - Q3	July 28-31, 2025 - completed credit rating trip.			CARRYOVER	
10.	Cybersecurity	Protect OCTA's Information Systems	Require completion of annual cybersecurity training for all employees - Q3	September 5, 2025 - assigned required General User Annual Refresher Training to all employees.			CARRYOVER	
11.	Enterprise Asset Management (EAM)**	Implement New EAM System	Transition Infor EAM System from test into full production and provide periodic updates to ESC - Q3	To address the cure, vendor completed a successful technical assessment and system demos, restoring project team confidence; data load issues have been addressed with a resolution plan in place; change management and communications have also been carried out; September 27, 2025 - went live with new EAM software.			CARRYOVER	
12.	Rider Validation System (RVS)	Modernize OCTA's Fare Collection System	Implement RVS - Q3	Due to vendor delays in implementing the required retail network, this had been delayed; October 2025 - launched new RVS.			CARRYOVER	
13.	Bus Fleet Management	Maintain Fleet in a State of Good Repair and Advance Zero-Emission Goals	Receive delivery of ten battery electric vans for paratransit service - Q3	August 2025 - received first battery electric van. However, due to vendor delays, delivery of the remaining vans was delayed to Q4. December 2025 - received remaining nine vans.			CARRYOVER	
14.	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 - Q1 and Q3	April 28 and August 25, 2025 - presented biannual updates to ESC.			CARRYOVER	

**2024 Carryover (modified)

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
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Q3 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
15.	Early Career Academy (ECA)	Provide Early Career Development to Grow New Professionals	Launch fifth cohort - Q3	July 16, 2025 - launched fifth ECA cohort.				
16.	Employee Health Insurance Renewal Programs	Secure Competitive Health Benefits	Present health insurance recommendations to Board - Q3	July 28, 2025 - presented health insurance recommendations to Board.				
17.	RVS	Create Awareness of Wave Card, Mobile Application, and Other Fare Changes	Launch an awareness, customer education, and promotional program for RVS - Q3	Completed Title VI Public Involvement Plan in Q1; September 2025 - launched comprehensive and public education campaign.				
18.	2026 Long-Range Transportation Plan (LRTP)	Identify Draft Challenges and Goals	Provide update to ESC - Q3	June 23, 2025 - provided update to ESC.		Early Complete		
19.	Coastal Rail Resiliency Study	Identify Potential Short-Term and Mid-Term Solutions to Protect the Existing Coastal Rail Infrastructure	Present preliminary options for short- and mid-term protection strategies and seek stakeholder input - Q1 and Q3	February 10, 2025 - presented update to Board; July 15, 2025 - held first public meeting (in-person); July 29, 2025 - held second public meeting (virtual). Due to unanticipated timing adjustments resulting from emergency stabilization work, this had been delayed; October 13, 2025 - presented update to Board.				
20.	Coastal Rail Solutions	Develop Long-Term Strategies for Coastal Rail Infrastructure	Develop framework for an agreement with the State of California to study long-term coastal resiliency solutions - Q3	A draft framework was sent to CalSTA in Q3. OCTA and CalSTA are continuing to make refinements to the document.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q3 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
21.	Coastal Rail Stabilization Priority Project	Advance Preliminary Engineering, Environmental, and Permitting Processes to Expedite the Four Reinforcement Areas	Continue to work with regulatory agencies and external stakeholders to advance projects and provide updates to Board - Q1 and Q3	April 14, 2025 - presented emergency declaration to Board for approval to proceed with work, bi-weekly updates presented to Board since; recent progress: September 2025 - began construction (Area 3), completed initial sand nourishment (North Beach, Area 1); CCC approved waiver to perform geotechnical work (Area 4); preliminarily identified offshore sand source (Areas 1, 2, and 4). Efforts are ongoing to: update/prepare requested information to comply with CDPs (Areas 1, 2, and 3) for CCC resubmittal; work with FRA to complete environmental clearance (Area 4)/ sand nourishment.				
22.	SR-91 Eastbound Corridor Operations Project (ECOP)	Advance Measure M2 Improvements Along SR-91	Initiate agreement with RCTC for Eastbound SR-91 operational improvements between SR-241 and SR-71 and present update to ESC - Q3	Due to additional time to being needed for RCTC to finalize their build alternative geometrics and the corresponding engineer's estimate, initiation of the agreement had been delayed; September 26, 2025 - met with RCTC to discuss details for a funding agreement between the two agencies; October 21, 2025 - received draft cooperative agreement from RCTC; December 8, 2025 - presented update to ESC.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q3 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
23.	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	June 9, 2025 - presented draft Plan to Board.		Early Complete		
24.	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	April 14, 2025 - presented programming recommendations to Board to award \$25.72 million to nine RCP projects and \$11.99 million to six RTSSP projects as part of the 2025 call for projects.			Early Complete	

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

FOURTH QUARTER (Q4)

40 of 47 Completed -

85%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	BEB Charging Infrastructure (Irvine Construction Circle Bus Base)	Advance Zero-Emission Goals	Complete design phase - Q4	August 2025 - completed design phase.			Early Complete	
2.	Placentia Metrolink Station	Secure Approval from BNSF for Placentia Metrolink Station	Support Metrolink efforts to develop a cooperative agreement with BNSF and provide status report to Board - Q4	Metrolink and BNSF provided city station technical memorandum with two potential conceptual layouts, which was followed by a meeting to present and discuss the new station concepts. The City of Placentia is reviewing and is to provide comments to Metrolink and OCTA. Although OCTA has supported Metrolink with this effort, a status report to the Board has been delayed and will be carried over and reconsidered for 2026.				
3.	SR-57, Orangewood Avenue to Katella Avenue	Advance Construction	Initiate construction - Q4	October 13, 2025 - received contract approval from Caltrans, initiating the official start of construction.				Blue
4.	SR-91, Acacia Street to La Palma Avenue	Advance Construction	Initiate construction - Q4	December 1, 2025 - received contract approval from Caltrans, initiating the official start of construction.				Blue
5.	Crisis Communications	Ensure Agency and Staff Preparedness	Conduct a tabletop exercise for the Crisis Communications team and revise Crisis Communications Plan as appropriate - Q4	November 4, 2025 - conducted exercise.				Blue

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
6.	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	Highlighting OCTA initiatives were ongoing throughout the year, including the selection of the new Board Chair and Vice Chair, unveiling of the 2025 Board and CEO Initiatives, coastal rail emergency work and sand nourishment, SR-91 Improvement Project groundbreaking, I-5 South County Improvements Project completion, OC Streetcar vehicle delivery and testing phase, Wave card launch, M2 environmental programs, Local Fair Share funding and competitive M2 programs, Next 10 Plan, OC Fair Express, free ride days, and encouraging public involvement in multiple planning studies.				
7.	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	November 24, 2025 - presented audited financial statements to Board.				
8.	Comprehensive Business Plan (CBP)	Develop OCTA's Business Plan	Update program cash flows - Q4	October 2025 - completed CBP cash flows update.				
9.	Workday	Implement Scalable Enterprise Solution and Improve Operational Effectiveness, Efficiency, and Internal Collaboration	Replace current PACE and Payroll Lawson/Infor System with Workday - Q4	December 15, 2025 - launched new Workday system.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
10.	Federal Compliance Review Simulation	Conduct Compliance Review Simulation to Prepare Agency for FTA's Official Triennial Review	Conduct mock triennial review using same methodology and intensity as FTA's official Triennial Review - Q4	October 2025 - completed review phase, after which findings will be issued and guidance will be provided to ensure issues are corrected by the end of year.				
11.	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	April 17, 2025 - conducted first legislative forum; October 21, 2025 - conducted second legislative forum.				
12.	Legislative Platforms	Set Legislative Priorities	Present final 2026-27 state and federal legislative platforms to Board for approval - Q4	October 27, 2025 - presented draft legislative platforms to Board; November 24, 2025 - presented final platforms to Board for approval.				
13.	Legislative Priorities	Provide End-of-Session Report	Discuss outcomes of legislative priorities with L&C - Q4	November 20, 2025 - presented legislative priorities to L&C.				
14.	Local Government Forums	Conduct Mayors Forums by District	Conduct forums with city leaders and report to management team - Q4	September - November 2025 - conducted forums and reported to management team.				
15.	OC ACCESS Operations Software Implementation	Implement Software Aimed to Improve OC ACCESS Performance and Provide Riders with Alternative Transit Options	Begin implementation of new software for paratransit scheduling and operations - Q4	Due to an upheld procurement protest, which requires a re-release of the RFP, implementation of the new software has been delayed and will be carried over and reconsidered for 2026.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
16.	Paratransit Vehicles	Replace Existing 121 Cutaway Buses with a Mix of Cutaways and Vans	Begin receiving delivery of 108 vans and 13 cutaways - Q4	August 2025 - received delivery of first van; December 2025 - received delivery of first cutaway bus.				
17.	Same-Day Taxi	Deliver Enhanced OC ACCESS Service	Seek Board approval to exercise option term for agreement for same-day taxi service - Q4	October 27, 2025 - presented to Board for approval to exercise option term.				
18.	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 social media - Q4	September 2025 - launched multilingual 405 Express Lanes digital campaign; December 8, 2025 - launched 30th anniversary campaign for 91 Express Lanes.				
19.	Community Opinion and Public Support Research	Obtain Public Input and Preferences for OCTA's Various Projects, Programs, and Services	Conduct qualitative and quantitative surveys to evaluate customer satisfaction, including the M2 Ten-Year Review and other surveys - Q4	Due to additional time being needed to carry out further outreach for the M2 Program, as well as conduct a quantitative survey, this has been delayed and will be carried over and reconsidered for 2026.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
20. Diversity Outreach	Maintain 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	Track number of people reached and survey responses with in-person outreach activities and mailings to disadvantaged communities via email and postcards - Q1-Q4	Community engagement efforts were ongoing, such as: October-December 2025 - participated in 23 community, business, and nonprofit events (reached over 12,100 people, collected 1,839 community surveys and 1,058 Long-Range Transportation surveys); distributed Spanish/English e-newsletter commemorating Día de Los Muertos and the holiday season to 2,635 subscribers, and Vietnamese/English e-newsletter commemorating the holiday season to 2,218 subscribers with information about OCTA's new Wave pass, OC Streetcar, and Metrolink Holiday Express.					

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
21.	Diversity Outreach - 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	Continue engagement with DCLG through quarterly meetings, participation in events and activities with DCLG organizations, and feedback surveys and provide updates to Board - Q1-Q4	February 18, 2025 - hosted meeting with 24 diverse community leaders; June 4, 2025 - hosted meeting with 35 diverse community leaders; September 2025 - hosted meeting with 32 participants, CEO Darrell E. Johnson, and Director Tam Nguyen (discussed LRTP, active transportation, new Wave pass) and community leaders virtual roundtable with 19 community, small businesses, and faith leaders for the LRTP; presented update to L&C; December 16, 2025 - hosted meeting with 21 diverse community leaders.				
22.	Maintenance Collective Bargaining Agreement	Negotiate and Renew Agreement	Present agreement to Board - Q4	November 24, 2025 - presented agreement to Board for approval in closed session.				
23.	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	June 19 and November 20, 2025 - presented biannual marketing activities updates to L&C.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
24.	OC Streetcar	Ensure Alignment, Systems, Maintenance and Storage Facility, and Vehicles Meet All Health, Safety, and Environmental Compliance Requirements through Vehicle Delivery, Testing, and Pre-Revenue Service	Work directly with all applicable regulatory agencies to ensure compliance, approval, and permits are obtained - Q4	Coordination with project management and associated regulatory agencies is ongoing and permit acquisition will follow project completion, system testing, and pre-revenue service. To date, all eight vehicles have been delivered, and system integration testing was initiated for segment one (Maintenance and Storage Facility, Raith Street to Harbor Boulevard) and vehicles. However, due to project challenges and schedule adjustments, this has been delayed and will be carried over and reconsidered for 2026.				
25.	OC Streetcar Marketing and Customer Communications**	Create Awareness and Interest in OC Streetcar to Build Ridership	Develop and launch awareness campaign and promotion to encourage use and implement customer communications - Q4	October 2025 - developed overarching marketing strategy; December 11, 2025 - presented Call for Artists initiative to Transit Committee, followed by the start of the recruitment process. However, due to project schedule changes, launch of the awareness campaign and promotion has been delayed and will be carried over and reconsidered for 2026.				

**2024 Carryover (modified)

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
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Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
26.	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 vehicles arrive and testing begins on tracks and present quarterly reports to Board - Q1-Q4	Outreach events were ongoing, such as: January 27, May 12, August 25, and November 24, 2025 - presented updates to Board; July 2025 - briefed Washington Square Park Neighborhood Association, presented on safety education to Santa Ana Chamber of Commerce; August 2025 - conducted WTS-OC Transportation Academy Tour, presented on safety education to MOMS Orange County and Carver Elementary, attended back-to-school Nights at six schools; September 2025 - attended Fiestas Patrias.				
27.	Outreach Activities	Conduct Outreach to Support Capital Projects	Provide updates to Board on OC Streetcar, I-5 corridor projects, SR-55 corridor projects, I-605/Katella Avenue interchange, and SR-91, and other projects - Q1-Q4	January 27, February 24, August 25, and November 24, 2025 - presented OC Streetcar updates to Board; June 9 and 23, July 14 and 28, August 25, September 8 and 22, 2025 - presented updates to Board with requests for emergency coastal rail reauthorization; October 13, 2025 - presented I-5 El Toro Interchange Project update to Board.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
28. 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, 2026 LRTP, and others as appropriate - Q1-Q4	February 10, 2025 - presented CRRS and CRSPP updates to Board; April 14, 2025 - presented first Active Transportation Program biannual update to Board; June 2025 - presented CRRS and CRSPP updates to Board; September 8, 2025 - presented LRTP and second Active Transportation Program biannual updates to Board; October 13, 2025 - presented CRRS update to Board.					
Transit Marketing and 29. Customer Communications	Promote and Educate Public on OCTA Transit Services	Develop and implement multilingual campaigns and programs to promote the Youth Ride Free and College Pass Programs, major service changes, Metrolink service, and other activities and present update to Board - Q4	Efforts to raise awareness and educate the public on OCTA transit services were ongoing, such as launching several multilingual marketing campaigns in Q1 and Q2 promoting Youth Ride Free, College Pass Program, and Free Ride Days, and communicating major service changes; July 2025 - launched countywide campaign to promote Youth Ride Free, Community College Pass and University Pass programs; October 2025 - launched Wave card customer communications, outreach, and promotions; November 20, 2025 - presented update to L&C on marketing and customer communications.					

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
30.	Workday	Support Agencywide Adoption of New Workday Software System	Complete employee training on the use of new software - Q4	Employee training was completed in alignment with the launch of the new software, which occurred on December 15, 2025.				
31.	2026 State Transportation Improvement Program (STIP)	Maximize State Funding Opportunities	Present the 2026 STIP proposal to Board for approval - Q4	September 8, 2025 - presented 2026 STIP overview to Board; October 13, 2025 - presented STIP submittal item to Board for approval.				
32.	405 Express Lanes Excess Toll Revenue Expenditure Plan	Complete Express Lanes Excess Toll Revenue Policies to Satisfy Requirements to Develop 405 Expenditure Plan	Present 405 Express Lanes Excess Toll Revenue policies to Board for approval - Q4	November 24, 2025 - presented policies to Board for approval.				
33.	Active Transportation Initiatives	Implement Programs in Support of Non-Motorized Transportation	Provide biannual updates on active transportation initiatives, including OC Connect, Safe Routes to School, and Bike Counts to Board - Q2 and Q4	April 14 and September 8, 2025 - provided biannual updates to Board.			Early Complete	
34.	Climate Adaptation and Sustainability	Advance Agency Sustainability Practices and Resiliency Efforts to Adapt to Climate Change Impacts	Provide update on recommended follow-up activities to ESC - Q4	Efforts to develop and refine potential strategies for implementation to make OCTA more efficient and resilient are ongoing; October 13, 2025 - provided update to ESC.				
35.	Congestion Management Program (CMP)	Report on the CMP Status and Local Jurisdiction Compliance	Present to Board for approval - Q4	November 24, 2025 - presented CMP to Board for approval.				
36.	E-Bikes	Highlight Active Transportation Coordination	Publish local ordinances and resolutions on OCTA webpage, including easy to understand versions for quick reference - Q4	OCTA continued to update the ordinance database and kicked off the e-bike safety implementation plan effort in Q3.			Early Complete	

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
37.	I-5 Managed Lanes Interagency Agreement Framework	Establish Potential Roles and Responsibilities Related to Transit for Vehicle Miles Traveled Mitigation	Complete and present update to ESC - Q4	Due to complexities related to funding, vehicle miles traveled mitigation, and implementation of this project, completion of an interagency agreement framework has been delayed; this will be carried over and reconsidered for 2026 as additional time is required among Caltrans, OCTA, and other stakeholders to coordinate on these issues.				
38.	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	March 10, 2025 - presented Tier 1 Grant Program call for projects to Board; October 13, 2025 - presented programming recommendations to Board for award.				
39.	M2 Environmental Mitigation Programs	Ensure Compliance with Resource Agency Permits	Present biannual progress reports to Board - Q2 and Q4	June 9 and December 8, 2025 - presented biannual reports to Board.				
40.	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	March 10, 2025 - presented FY 2024-25 Q2 report to Board; June 9, 2025 - presented FY 2024-25 Q3 report to Board; September 8, 2025 - presented FY 2024-25 Q4 report to Board; December 8, 2025 - presented FY 2025-26 Q1 report to Board.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
41.	M2 Ten-Year Review	Evaluate Performance of the M2 Program through a Comprehensive Review	Present report to Board - Q4	March 10, 2025 - presented Ten-Year Review Look Ahead to Board; June 9, 2025 - presented update to Board; August 28, 2025 - presented update to Executive Committee; December 8, 2025 - presented update and draft action plan to Board.				
42.	Rail Strategic Plan	Inventory Current and Future Rail Infrastructure Capacity and Assess if Modifications to Planned Rail Service Enhancements are Recommended to Better Serve Orange County	Present update to ESC - Q4	June 2025 - awarded contract for consultant services to develop rail strategic plan; September 2025 - completed receipt of all inputs to be used for the focused planning sessions with the operators/stakeholders; October 2025 - received preliminary modeling results, with a period of refinement to follow. December 8, 2025 - presented update to ESC.				
43.	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	May 12 and November 24, 2025 - presented biannual reports to Board.				
44.	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	December 1, 2025 - although an update to Board is not anticipated until January 2026, an update was provided to RTP.				
45.	Transit Asset Management (TAM) Plan	Update Agency's Existing TAM Plan to Maintain Assets in a State of Good Repair	Award contract to initiate project - Q4	December 2025 - awarded contract.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
46.	Transit Optimization Study	Identify Bus Operation Enhancements to Improve Speed and Reliability	Complete study - Q4	Due to the decision to expand the scope, completion of the study has been delayed and will be carried over and reconsidered for 2026; the scope now includes an analysis of transit chokepoint corridors, rather than a list of individual stops, and recommendation strategies applied to corridors will show greater impacts to bus speed improvements and travel time savings; the change does not require additional funds but slightly extends the project timeline by a couple of months.				
47.	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 - Q4	Through regular service changes, implementation of the Making Better Connections Service Plan has been ongoing. December 8, 2025 - presented update to ESC.				

**2024 Carryover (modified)

Acronyms

AAP/EEO - Affirmative Action Plan/Equal Employment Opportunity	LA28 - Los Angeles 2028 Olympic and Paralympic Games
ACS - Access Control System	L&C - Legislative and Communications Committee
ADA - Americans with Disabilities Act	LRTP - Long-Range Transportation Plan
Board - Board of Directors	M2 - Measure M2
BEB - Battery Electric Bus	MDA - Management Development Academy
BNSF Railway - Burlington Northern and Santa Fe	OCC - Orange Coast College
CalSTA - California State Transportation Agency	OCTA - Orange County Transportation Authority
Caltrans - California Department of Transportation	PACE - People and Community Engagement
CBP - Comprehensive Business Plan	PE - Pacific Electric
CCC - California Coastal Commission	PTASP - Public Transportation Agency Safety Plan
CDP - Coastal Development Permit	RCTC - Riverside County Transportation Commission
CEO - Chief Executive Officer	RCP - Regional Capacity Program
CMAQ - Congestion Mitigation Air Quality	RFP - Request for Proposals
CMP - Congestion Management Program	ROW - Right-of-Way
CRRS - Coastal Rail Resiliency Study	RTP - Regional Transportation Planning Committee
CRSPP - Coastal Rail Stabilization Priority Project	RTSSP - Regional Transportation Signal Synchronization Program
DCLG - Diverse Community Leaders Group	RVS - Rider Validation System
E-Bike - E-Bicycle	SCAG - Southern California Association of Governments
EAM - Enterprise Asset Management	SR-55 - State Route 55
EC - Express Connector	SR-57 - State Route 57
ECA - Early Career Academy	SR-71 - State Route 71
ECOP - Eastbound Corridor Operations Project	SR-73 - State Route 73
ESC - Executive Steering Committee	SR-91 - State Route 91
FCEB - Fuel-Cell Electric Bus	SR-241 - State Route 241
FRA - Federal Railroad Administration	STBG - Surface Transportation Block Grant
FTA - Federal Transit Administration	STIP - State Transportation Improvement Program
FY - Fiscal Year	TAM - Transit Asset Management
I-5 - Interstate 5	TOC - Taxpayer Oversight Committee
I-405 - Interstate 405	WTS-OC - Women's Transportation Seminar Orange County
IFB - Invitation for Bids	ZEB - Zero-Emission Bus
I-605 - Interstate 605	