



2023 BOARD & CEO INITIATIVES



Equitable, Reliable, and Balanced Transportation

- Provide Effective and Accessible Transportation Modes
- Advance Measure M2 Improvements
- Engage with Local Stakeholders in All Communities



Financial and Environmental Sustainability and Resilience

- Champion Fiscal Responsibility and Prudently Administer Public Funds
- Anticipate and Plan for Future Conditions
- Demonstrate Environmental Stewardship and Sustainability



Organizational Excellence, Leadership, and Accountability

- Enhance Regional Partnerships and Relationships with Stakeholders
- Strengthen Inclusivity and Diversity in the Work Environment
- Promote Employee Development and a Safe and Modern Workplace

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GENE HERNANDEZ
CHAIRMAN

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DARRELL E. JOHNSON
CHIEF EXECUTIVE OFFICER

2023 Board Initiatives

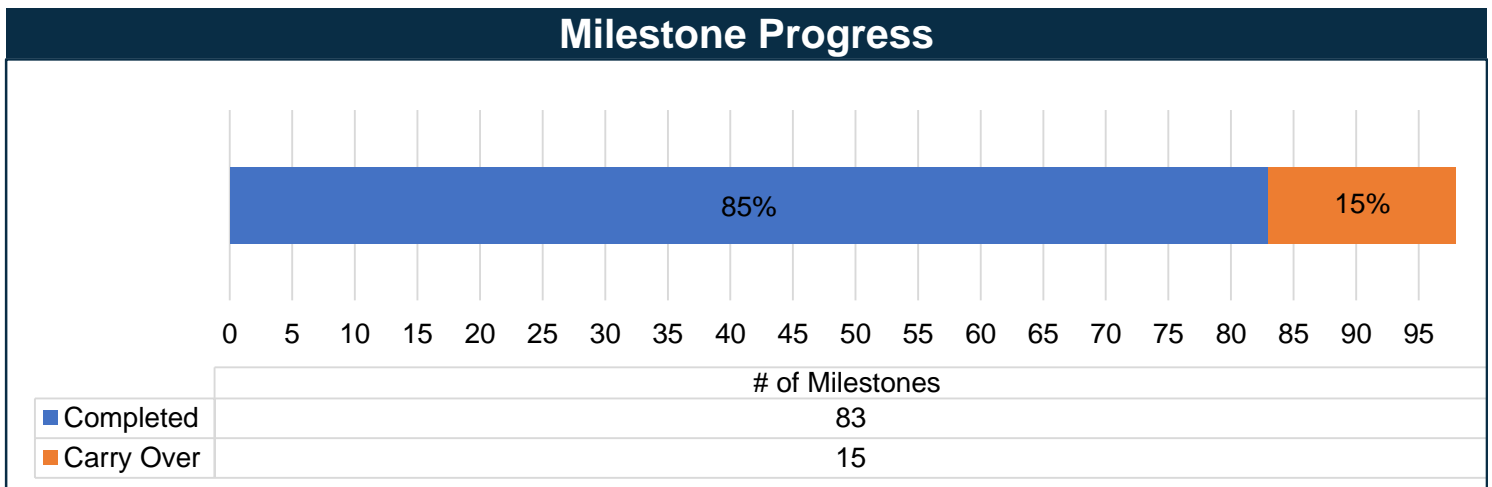
1. Equitable, Reliable, and Balanced Transportation
2. Financial and Environmental Sustainability and Resilience
3. Organizational Excellence, Leadership, and Accountability

2023 CEO Initiatives

1. Provide Effective and Accessible Transportation Modes
2. Advance Measure M2 Improvements
3. Engage with Local Stakeholders in All Communities
4. Champion Fiscal Responsibility and Prudently Administer Public Funds
5. Anticipate and Plan for Future Conditions
6. Demonstrate Environmental Stewardship and Sustainability
7. Enhance Regional Partnerships and Relationships with Stakeholders
8. Strengthen Inclusivity and Diversity in the Work Environment
9. Promote Employee Development and a Safe and Modern Workplace

2023 CEO Milestone Summary

Number of Milestones by Quarter	
Quarter Due	Number
First Quarter	13
Second Quarter	12
Third Quarter	25
Fourth Quarter	48
TOTAL	98



FIRST QUARTER (Q1)

12 of 13 Completed - 92%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	I-405 Project*	Continue to Advance Construction	Complete and fully open bridge at Goldenwest Street - Q1	Due to weather and underground utility challenges, the completion and opening of the Goldenwest Street bridge was delayed. June 2023 - completed and fully opened bridge.				
2.	I-5, El Toro Road Interchange	Assess Potential Additional Build Alternatives	Restart the environmental phase incorporating new alternatives - Q1	January 2023 - restarted environmental phase.				
3.	San Juan Creek Bridge Replacement*	Ensure Asset Preservation	Complete ROW activities and coordinate with Metrolink to advertise for construction - Q1	January 26, 2023 - completed ROW certification. July 24, 2023 - Metrolink advertised for construction.				
4.	Transit Security and Operations Center (TSOC)*	Ensure Transit Service Continuity	Complete design phase - Q1	Due to ongoing plan checks by the City of Anaheim, completion of the design phase has been delayed. This will be carried over and reconsidered for 2024.				
5.	Comprehensive Business Plan (CBP)*	Develop OCTA's Business Plan	Present CBP to Board for adoption - Q1	February 27, 2023 - presented CBP to Board.				
6.	Bus Fleet Management	Maintain Fleet in a State of Good Repair	Finalize agreement to acquire replacement CNG buses - Q1	February 16, 2023 - finalized agreement.				
7.	Contracted Fixed-Route	Award New Agreement for Contracted Fixed-Route Service Provision	Present to Board for approval to award contract - Q1	March 13, 2023 - presented to and approved by the Board.				

*2022 Carryover

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
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Q1 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
8.	OC Streetcar*	Prepare for OC Streetcar Operations	Issue NTP to Herzog for operations and maintenance services - Q1	To be consistent with the timing of the update on the overall OC Streetcar project schedule, issuance of the NTP was delayed; June 2023 - issued NTP to Herzog.				
9.	Zero-Emission Battery-Electric Buses*	Reduce Emissions in Orange County	Receive delivery of last remaining plug-in battery-electric bus and put all into service - Q1	January 25, 2023 - received last battery-electric bus; February 28, 2023 - all five BRAVO! branded and regular battery-electric buses have been deployed into service.				
10.	Core Competency Integration	Provide Clear Growth and Development Pathways for Staff and Bridge Gaps Between Performance and Opportunity by Articulating which Competencies are Needed for Various Positions	Continue development of a "road map" for core competency implementation and roll-out plan to implement core competencies into the job descriptions of all divisions at OCTA. Present roll-out plan to ESC - Q1	March 27, 2023 - presented roll-out plan to division leads, in lieu of ESC.				
11.	Public Transportation Agency Safety Plan (PTASP)	Reinforce the Value of Safety and Organizational Commitment to Reduce Safety Incidents	Present annual PTASP to Board for approval - Q1	March 13, 2023 - presented to Board for approval.				
12.	Long-Range Transportation Plan (LRTP)*	Develop the LRTP	Release draft LRTP for public review - Q1	January 6, 2023 - released draft LRTP.				
13.	Rail Coastal Protection	Assess Vulnerability of the Railroad ROW in South Orange County to Address the Impacts of Sea Level Rise, Erosion, Etc.	Develop scope of work and seek grant funding - Q1	February 10, 2023 - submitted grant application, which includes scope of work; March 13, 2023 - presented scope of work to Board for approval to release RFP for short- and mid-term solutions.				

*2022 Carryover

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
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SECOND QUARTER (Q2)

10 of 12 Completed - 83%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	Anaheim Canyon Metrolink Station Improvement*	Close Out Construction and Commission New Platform	Complete construction and provide update to Board - Q2	January 30, 2023 - completed construction; May 8, 2023 - provided update to Board as part of Capital Action Plan quarterly progress report.				
2.	I-5, SR-73 to El Toro Road Project	Continue to Advance Construction on All Segments	Provide construction update to Board - Q2	May 8, 2023 - provided update to Board as part of Capital Action Plan quarterly progress report.				
3.	TSOC	Ensure Transit Service Continuity	Advertise for construction - Q2	Due to the prolonged completion of the design phase, construction project advertisement has also been delayed. This will be carried over and reconsidered for 2024.				
4.	OCTA's Operating and Capital Budget	Develop a FY 2023-24 Balanced Budget	Present a comprehensive balanced OCTA FY 2023-24 Budget for adoption to Board - Q2	June 12, 2023 - presented to Board.				
5.	Procurement	Ensure Transparency and Organizational Excellence	Conduct a procurement workshop with the Board - Q2	March 27, 2023 - conducted Board workshop.	Early Complete			
6.	Metrolink Service	Plan, Fund, and Administer Sustainable Metrolink Service	Continue to work with Metrolink to develop a sustainable service plan consistent with market demand - Q2	May 8, 2023 - Metrolink presented its draft FY 24 budget, including service assumptions, to Board.				
7.	Paratransit Vehicles	Replace Cutaway Buses with a Mix of Cutaways and Vans	Initiate procurement of replacement paratransit vehicles - Q2	June 26, 2023 - presented to Board for approval to release RFP.				
8.	Personnel and Salary Resolution	Attract and Retain Top Talent	Present recommendations to Board as part of the OCTA FY 2023-24 budget - Q2	June 12, 2023 - presented to Board.				
9.	L RTP	Finalize the L RTP	Incorporate public feedback and present draft final L RTP to Board - Q2	May 8, 2023 - presented final draft to Board, which incorporated public feedback.				

*2022 Carryover

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
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Q2 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
10.	Signal Synchronization	Improve Roadway Efficiency	Provide update to Board on signal synchronization projects (Project P) - Q2	June 26, 2023 - provided update to Board.				
11.	Transit Chokepoint Study	Identify Bus Operation Impediments that Lead to Reduced Speed and Reliability Challenges	Award contract - Q2	OCTA needs to implement the Making Better Connections Study over a 24-month period, which began in February 2023. To accurately assess transit "chokepoints" for the OC Bus service area, it is necessary to implement a majority of the Making Better Connections Study service plan to determine where additional improvements may be warranted. As a result, contract award has been delayed. This will be carried over to Q2 of 2024.				
12.	Transit Vision Update (Connections Plan Follow-Up Study)	Ensure Appeal of Transit as a Long-Term Multimodal Transportation Option	Present to Board for approval to award contract - Q2	April 24, 2023 - presented to Board for contract award approval.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

THIRD QUARTER (Q3)

20 of 25 Completed - 80%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	I-405 Project	Continue to Advance Construction	Complete and fully open remaining bridge replacements at Brookhurst Street, Bolsa Avenue, Warner Avenue, Newland Street, and Springdale Street - Q3	June 2023 - completed and opened Bolsa Avenue and Warner Avenue bridges; July 2023 - completed and opened Brookhurst Street bridge; September 2023 - completed and opened Newland Street and Springdale Street bridges.				
2.	I-5, Avenida Pico to San Diego County Line	Advance Environmental Phase	Release Draft EIR and provide update to Board - Q3	Due to developments and changes in the VMT analysis and VMT mitigation strategies for this project, circulation of the draft EIR and update to Board have been delayed. These will now be carried over to Q3 of 2024.				
3.	SR-55, I-405 to I-5 Project	Continue to Advance Construction	Provide construction update to Board - Q3	August 14, 2023 - provided update to Board.				
4.	405 Express Lanes Customer Service Center (CSC)	Open 405 Express Lanes CSC for Service	Complete construction, install equipment, and provide furniture in the 405 Express Lanes CSC - Q3	July 2023 - completed construction, including receiving all inspection approvals.				
5.	91 Express Lanes	Potentially Re-finance Outstanding Debt	Evaluate whether to move forward on refinancing outstanding debt - Q3	June 12, 2023 - presented evaluation to Board.		Early Complete		
6.	Credit Ratings	Maintain OCTA's Positive Credit Rating	Conduct annual rating agency meeting - Q3	July 26-28, 2023 - conducted credit rating agency meetings.				
7.	Cybersecurity	Protect OCTA's Information Systems	Require completion of annual cybersecurity training for all employees - Q3	September 2023 - sent out required training through Halogen, for which all employees completed.				

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
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Q3 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
8.	Cybersecurity (TSA Security Directive)	Fulfill TSA Security Directive	Complete initial cybersecurity assessment and incident response plan - Q3	Completion of the TSA Security Directive (1582-21-01B) is a requirement for agencies with active passenger railroad carrier and/or rail transit system operations. To be consistent with the OC Streetcar construction progress, completion of the cybersecurity assessment and incident response plan has been delayed. This will be carried over to Q4 of 2024.				
9.	Headquarters Building	Implement Long-Term Strategy for the OCTA Headquarters	Present a design agreement to Board - Q3	Due to design changes to the site plan requested by OCTA, this had been delayed. November 15, 2023 - presented conceptual design with Board Real Estate Ad Hoc Committee.				
10.	Human Resources Information System (HRIS)	Implement a Modernized HRIS	Present to Board for approval to award contract - Q3	August 28, 2023 - presented to Board for approval.				
11.	Rider Validation System	Continue Modernization of OCTA's Fare System	Present vendor selection to Board - Q3	Due to the larger than anticipated number of RFP submittals received, the RFP review period needed to be extended. As a result, this had been delayed. October 23, 2023 - presented vendor selection to Board.				
12.	Bus Fleet Management	Maintain Fleet in a State of Good Repair	Receive delivery of initial order of CNG buses - Q3	Due to manufacturer recalls and defect repairs prior to acceptance, delivery had been delayed. December 2023 - received full delivery of remaining buses.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q3 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
13.	OC Streetcar	Complete Vehicle Production	Begin receiving delivery of streetcar vehicles - Q3	Due to delays with the manufacturer's production schedule and the maintenance and storage facility, receipt of streetcar vehicles has been delayed and will commence consistent with the completion of the maintenance and storage facility. This will be carried over to 2024.				
14.	OC Streetcar	Prepare for OC Streetcar Operations	Complete operations and maintenance agreements with the cities of Garden Grove and Santa Ana - Q3	To be consistent with the timing of the update on the overall OC Streetcar project schedule, completion of the operations and maintenance agreements has been delayed. This will be carried over to 2024.				
15.	Same-Day Taxi	Deliver Enhanced ACCESS Service	Award service contract - Q3	September 25, 2023 - presented to Board for contract award approval.				
16.	Zero-Emission Paratransit Buses	Replace Ten Gasoline OC ACCESS Buses with Ten Battery-Electric Vehicles	Initiate procurement - Q3	Due to a lack of electric small bus availability, procurement of the ten battery-electric vehicles has been delayed. This will be carried over to Q1 of 2024.				
17.	College Pass Program	Extend College Pass Program Beyond Initial Pilot Term	Develop a new agreement with Santiago Canyon College - Q3	August 2023 - developed a new five-year agreement, which was approved by the Santiago Canyon College Board of Trustees.				
18.	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	February 13 and August 30, 2023 - presented biannual updates to ESC.				
19.	Employee Health Insurance Renewal Programs	Secure Competitive Health Benefits	Present health insurance recommendations to Board - Q3	August 28, 2023 - presented recommendations to Board.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q3 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
20.	Management Development Academy (MDA)	Provide Management Professional Development	Launch fifth cohort of MDA - Q3	June 21, 2023 - hosted kickoff for fifth cohort.		Early Complete		
21.	OC Streetcar Operations Safety Education and Public Awareness	Provide Safety Education to Affected Audiences and General Public	Create and implement a safety education campaign to raise public awareness once testing begins on tracks - Q3	A comprehensive plan for the Safety Education and Public Awareness Campaign has been completed. August 2023 - conducted soft launch with school and community outreach and a dedicated web page.				
22.	PTASP	Adopt OC Streetcar PTASP as Required by the FTA and the CPUC's State Safety Oversight Program	Submit draft OC Streetcar PTASP to the CPUC for review and comment for revenue service preparation and/or requirements - Q3	September 29, 2023 - submitted draft to CPUC.				
23.	South Orange County Rail Station Feasibility Study	Assess Feasibility of a New Rail Station South of Existing Laguna Niguel Metrolink Station	Complete study and present to Board - Q3	September 25, 2023 - presented study as part of an update on transportation projects in south Orange County to Board.				
24.	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	August 14, 2023 - presented to Board.				
25.	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 10, 2023 - presented recommendations to Board with \$33.5 million for seven RCP projects and \$3.7 million for three RTSSP projects.		Early Complete		

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

FOURTH QUARTER (Q4)

41 of 48 Completed -

85%

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	I-405 Project	Open All I-405 Improvements to Traffic	Achieve substantial completion of construction (all lanes open) and opening of the 405 Express Lanes - Q4	December 1, 2023 - opened all lanes, including the 405 Express Lanes.				
2.	OC Streetcar	Continue to Advance Construction	Report on status of construction and updates to target service startup date Q1-Q4	January 23, April 24, and August 14, and October 23, 2023 - presented updates to Board.				
3.	Serra Siding Extension	Advance Environmental Phase	Release Draft EIR and provide update to Board - Q4	Due to increased focus on coastal rail activities and studying near and mid-term coastal resiliency solutions, this has been delayed and will be reconsidered for 2024.				
4.	SR-91, SR-55 to Lakeview Avenue	Advance Project to Construction Phase	Complete the construction bid package for Caltrans' advertisement for bids - Q4	Due to additional time being needed for Caltrans to finish its review and completion of the construction bid package, this has been delayed and will be carried over to Q1 of 2024.				
5.	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 - Q4	Due to a lack of progress on some key milestones, this has been delayed and no additional update will be presented in 2023. This will be carried over to Q3 of 2024.				
6.	405 Express Lanes	Commence Operations on the 405 Express Lanes	Begin processing transaction and collecting revenues on the 405 Express Lanes - Q4	December 1, 2023 - commenced operations.				

*2022 Carryover

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
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Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
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 - Q4	Kapsch TrafficCom is responsible for installing the tolling equipment on the 91 Express Lanes entrance readers. However, OCTA has instructed Kapsch to focus 100% of their efforts on the 405 Express Lanes. As a result, this has been delayed and will be carried over to Q3 of 2024.				
8.	Crisis Communications	Ensure Agency and Staff Preparedness	Conduct a tabletop exercise for the Crisis Communications team and revise Crisis Communications Plan as appropriate - Q4	December 14, 2023 - conducted tabletop exercise.				
9.	Diversity, Equity, Inclusion, and Belonging	Review OCTA Organizational Policies, Practices and Programs Related to Diversity, Equity and Inclusion, and Develop Recommendations to Enhance Efforts in this Area and Help Guide Future Agency Decisions	Review and implement appropriate recommendations from the third-party organizational diversity, equity, and inclusion study - Q4	October 2, 2023 - reviewed study recommendations with division leads. Recommendations have been reviewed by executive leadership and actions have been implemented, as appropriate, and will be ongoing.				
10.	Rail Coastal Protection	Support State Efforts to Develop Long-Term Solutions for Coastal Rail Infrastructure	Work with external stakeholders and provide periodic updates to Board - Q2 and Q4	February 2023 - provided update to Board; December 2023 - provided update to Board via a memo.				
11.	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 27, 2023 - provided to Board.				
12.	Enterprise Asset Management (EAM)	Implement New EAM System	Transition Infor EAM System from test into full production - Q4	Due to resource constraints experienced by the EAM implementor, the project schedule has been delayed. This will be carried over to Q4 of 2024.				

*2022 Carryover

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
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Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
13.	Renewable Energy Assessment	Assess Feasibility of Using Renewable Energy at OCTA Facilities	Evaluate OCTA's ability to implement renewable energy options and provide update to Board - Q4	December 11, 2023 - provided update as part of the CASP update to Board; December 13, 2023 - sent out memo to Board on renewable solar potential at OCTA facilities.				
14.	Federal Triennial Review	Provide a Well-Coordinated Response, Evidenced by Documentation, During FTA's Triennial Review to Convey the Agency's Outstanding Performance as a Federal Grantee	Complete the necessary steps and actions as part of the FTA Triennial Review process - Q4	October 2023 - received final report from FTA with no findings; November 13, 2023 - presented final report to Board.				
15.	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 - Q1-Q4	March 29 and October 12, 2023 - conducted forums.				
16.	Legislative Platforms	Set Legislative Priorities	Present final 2024 state and federal legislative platforms to Board for approval - Q4	November 27, 2023 - presented final draft and End-of-Year Report to Board.				
17.	Legislative Priorities	Provide End of Session Report	Discuss outcomes of legislative priorities with L&C - Q4	November 16, 2023 - discussed outcomes with L&C.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
18.	Local Government Forums	Conduct Mayors Forums by District	Conduct forums with local delegation representatives and report to management team - Q1-Q4	September and October 2023 - conducted local elected delegation forums within the Second, Third, Fourth and Fifth Supervisorial Districts.				
19.	Zero-Emission Bus (ZEB) Pilots*	Evaluate ZEBs for Operational Effectiveness	Provide progress report to Board on ZEB pilots, including the hydrogen fuel-cell electric buses and plug-in battery-electric buses - Q4	The hydrogen fuel-cell electric buses continue to operate in service; deployment of the battery-electric buses will be limited until the bus chargers are installed. However, due to the timing of the deployment, providing a progress report to Board has been delayed. This will be carried over to Q1 of 2024. January 9, 2023 - provided ZEB pilot update to Board.				
20.	Coach Operator Workforce	Implement Programs to Support Increase in Recruitment and Retention	Review current efforts on coach operator recruitment and retention and include coach operator headcount in the quarterly bus operations report to Board - Q4	November 27, 2023 - quarterly bus operations report presented to Board. Although the coach operator headcount was not included in this report, it was included in the budget status report presented to Board in October 2023, and a full review of recruitment and retention was completed and the headcount was reported to Board in closed session on discussions with Teamsters Local 952 regarding coach operators.				

*2022 Carryover

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
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Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
21.	Core Competency Integration	Provide Clear Growth and Development Pathways for Staff and Bridge Gaps Between Performance and Opportunity by Articulating which Competencies are Needed for Various Positions	Implement core competencies into all job descriptions at OCTA - Q4	December 22, 2023 - completed implementation.				
22.	Diversity, Equity, Inclusion, and Belonging	Provide Microaggression Training to Ensure Coach Operators Understand OCTA's Commitment to Diversity, Equity, Inclusion, and Belonging	Conduct microaggressions training for all coach operators during annual required training - Q4	December 27, 2023 - conducted last annual required training session.				
23.	Diversity, Equity, Inclusion, and Belonging	Identify and Develop Enhancements to Support Employees' Voices Throughout the Organization	Implement one additional Employee Resource Group - Q4	November 1, 2023 - kicked off Working Parent Employee Resource Group.				
24.	Diversity, Equity, Inclusion, and Belonging - Diverse Community Leaders Group (DCLG)	Maximize Relationships with Key Stakeholders and Leaders that Represent Diverse Communities to Gain Feedback	Enhance engagement opportunities with OCTA's DCLG as part of transportation programs, projects, and plans with update to L&C - Q4	October 19, 2023 - presented update to L&C.				
25.	Diversity, Equity, Inclusion, and Belonging - Outreach Update	Conduct Diversity Outreach Programs to Support Capital Projects, Planning Studies, and Transit Marketing	Develop proactive diversity outreach and inclusion strategies using traditional and digital tactics to engage with diverse and underrepresented communities on OCTA initiatives and activities with update to L&C - Q4	October 19, 2023 - presented update to L&C.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

CARRYOVER

Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
26.	Early Career Academy (ECA)	Provide Early Career Development to Grow New Professionals	Launch fourth cohort of ECA - Q4	December 14, 2023 - hosted kick-off to launch fourth cohort.				
27.	Market Research	Obtain Public Input and Preferences for OCTA's Various Programs and Services	Conduct qualitative and quantitative surveys to support marketing programs, LRTP/M2 Ten-Year Review, and other planning studies - Q4	August 8 - September 18, 2023 - conducted OC Transportation Demand Management study survey; October 8 - November 17, 2023 - conducted OC Transit Vision Survey; November 6 - December 22, 2023 - conducted OC Connect Survey. February 2024 - anticipated to conduct Ten-Year Review quantitative survey.				
28.	Marketing Activities	Promote and Educate Public on OCTA Services	Develop campaigns and programs to promote the Making Better Connections Bus Service Plan and other activities - Q4	January 2023 - continued customer communications program and marketing campaign in preparation of first phase of changes (implemented in February 2023); November 2023 - continued distributing pertinent information to educate the public on future rollout of improvements in response to changes in demand and resource availability, with public outreach continuing into 2024 with the remainder of the rollout of the Making Better Connections plan.				
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	February 16, 2023 - presented update to L&C as carryover from November 2022; July 20 and November 16, 2023 - presented biannual updates to L&C.				

*2022 Carryover

COMPLETED	ON TRACK	TIMETABLE ADJUSTED	CARRYOVER
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Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
30.	Outreach Activities	Conduct Outreach to Support Capital Projects	Provide quarterly I-405 and OC Streetcar outreach updates, as well as I-5 south and SR-55, and other projects to Board - Q1-Q4	January 23, August 14, and October 23, 2023 - presented OC Streetcar updates to Board; February 13, June 12, September 25, October 23, November 27, and December 11, 2023 - presented I-405 Project updates to Board; May 22, 2023 - presented I-5 (SR-73 to El Toro Road) Project update to Board; August 14, 2023 - presented SR-55 (I-405 to I-5) update to Board.				
31.	Outreach Activities	Conduct Outreach to Support Planning Studies	Provide outreach updates for planning studies, including the LRTP, South Orange County Rail Station Feasibility Study, and others as appropriate to Board - Q1-Q4	February 13, 2023 - presented LRTP update to Board; May 8, 2023 - presented final LRTP staff report to Board; September 25, 2023 - presented South Orange County Rail Station Feasibility Study as part of an update on transportation projects in south Orange County to Board.			Early Complete	
32.	2023 Congestion Management Program (CMP) Report	Report on the CMP Status and Local Jurisdiction Compliance	Adopt CMP report and submit to SCAG - Q4	November 13, 2023 - presented to Board for adoption; submitted to SCAG following adoption.				
33.	2024 State Transportation Improvement Program (STIP)	Maximize State Funding Opportunities	Present the 2024 STIP proposal to Board for approval - Q4	October 9, 2023 - presented to Board.				
34.	Active Transportation Initiatives	Implement Programs in Support of Non-Motorized Transportation	Provide biannual updates on active transportation initiatives to Board - Q2 and Q4	June 26, 2023 - presented first biannual update to Board; December 11, 2023 - presented second biannual update to Board.				

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Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
35.	Bus Base Charge Ready Infrastructure Plan	Evaluate Charging Infrastructure Needs and Facilities for ZEB Rollout Plan	Present update to ESC - Q4	Due to unforeseen scheduling challenges and setbacks with the battery-electric bus infrastructure, such as prolonged delays by the utility, this has been delayed and will be carried over to Q2 of 2024.				
36.	Climate Adaptation and Sustainability Plan (CASP)	Advance Agency Sustainability Practices and Resiliency Efforts to Adapt to Climate Change Impacts	Present update on final CASP development to ESC - Q4	April 2023 - provided update to division leads; December 11, 2023 - presented update to Board.				
37.	Community Circulators and Shuttles (Project V)	Fund Development of Local Bus Transit Services	Solicit letters of interest for a Project V call for projects - Q4	April 11, 2023 - sent solicitation to local agencies (17 responses were received) and shared with the Board.		Early Complete		
38.	Complete Streets Funding Program	Develop Funding Approach for Bicycle and Pedestrian Projects that Reduce Traffic Congestion and Improve Air Quality	Update guidelines and present to ESC - Q4	August 14, 2023 - presented updated guidelines to Board.			Early Complete	
39.	E-Bicycles (E-Bike) Safety Plan	Define Approach for E-Bike Use and Safety	Coordinate with local partners to develop best practices for consideration in the development of local E-bike policies - Q4	August 2023 - initiated development of the E-Bike Safety Plan. Coordination with local partners is ongoing and will continue until the completion of the plan, which is anticipated by December 2024.				
40.	M2 Environmental Cleanup Program	Fund Water Quality Improvements	Present programming recommendations for Tier 1 water quality projects (Project X) grant awards to Board - Q4	August 14, 2023 - presented programming recommendations to Board.			Early Complete	
41.	M2 Environmental Mitigation Programs	Ensure Comprehensive Freeway Program Mitigation	Present biannual progress reports to Board - Q2 and Q4	June 12, 2023 - presented first biannual update to Board; December 11, 2023 - presented second biannual update to Board.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

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Q4 (Continued)

#	Project/Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
42.	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 13, 2023 - presented FY 2022-23 Q2 report to Board; June 12, 2023 - presented FY 2022-23 Q3 report to Board; September 25, 2023 - presented FY 2022-23 Q4 report to Board; and December 11, 2023 - presented FY 2023-24 Q1 report to Board.				
43.	M2 Triennial Performance Assessment	Evaluate the Efficiency, Effectiveness, Economy, and Results of the Agency's Delivery of M2	Present closeout of the 2018-2021 M2 Triennial Performance Assessment Report Recommendations to Board - Q4	July 10, 2023 - presented to Board.			Early Complete	
44.	Making Better Connections Program	Continue to Improve the Quality of Public Transportation	Complete implementation plan and schedule and provide updates to ESC - Q2 and Q4	May 22 and December 12, 2023 - provided updates to ESC.				
45.	Next 10 Delivery Plan	Ensure M2 Delivery Commitment	Review and present status of the Next 10 Delivery Plan deliverables to Board - Q4	November 13, 2023 - presented status of the Next 10 Delivery Plan deliverables to Board.				
46.	OC Streetcar Bus-Rail Interface Study and Fleet Management Plan	Update OC Streetcar Interface and Fleet Management Plans to Ensure Seamless Connection Between OC Streetcar and OC Bus Operations	Present update to ESC - Q4	December 12, 2023 - presented update to ESC.				
47.	On-Board Bus Survey	Determine the Origin and Destination of Transit Trips	Initiate procurement of consultant contract - Q4	July 31, 2023 - issued RFP.			Early Complete	
48.	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 8 and October 9, 2023 - presented biannual updates to Board.				

COMPLETED

ON TRACK

TIMETABLE ADJUSTED

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Acronyms

AAP/EEO - Affirmative Action Plan/Equal Employment Opportunity	L&C - Legislative and Communications Committee
Board - Board of Directors	LRTP - Long-Range Transportation Plan
Caltrans - California Department of Transportation	M2 - Measure M2
CASP - Climate Adaptation and Sustainability Plan	MDA - Management Development Academy
CBP - Comprehensive Business Plan	NTP - Notice to Proceed
CEO - Chief Executive Officer	OCTA - Orange County Transportation Authority
CMP - Congestion Management Program	PTASP - Public Transportation Agency Safety Plan
CNG - Compressed Natural Gas	RCTC - Riverside County Transportation Commission
CPUC - California Public Utilities Commission	RCP - Regional Capacity Program
CSC - Customer Service Center	RFP - Request for Proposals
DCLG - Diverse Community Leaders Group	ROW - Right-of-Way
E-Bike - E-Bicycles	RTSSP - Regional Transportation Signal Synchronization Program
EAM - Enterprise Asset Management	SCAG - Southern California Association of Governments
ECA - Early Career Academy	SR-55 - State Route 55
EIR - Environmental Impact Report	SR-73 - State Route 73
ELC - Express Lanes Connector	SR-91 - State Route 91
ESC - Executive Steering Committee	STIP - State Transportation Improvement Program
FTA - Federal Transit Administration	TSA - Transportation Security Administration
FY - Fiscal Year	TSOC - Transit Security and Operations Center
HRIS - Human Resources Information System	VMT - Vehicle Miles Traveled
I-5 - Interstate 5	ZEB - Zero-Emission Bus
I-405 - Interstate 405	