



**January 13, 2025**

**To:** Members of the Board of Directors

**From:** Tam T. Nguyen, Chair of the Board of Directors  
Darrell E. Johnson, Chief Executive Officer 

**Subject:** 2024 Board of Directors and Chief Executive Officer Initiatives and Action Plan – End-of-Year Report

On February 12, 2024, the Orange County Transportation Authority (OCTA) Board of Directors (Board) approved the 2024 Board and Chief Executive Officer (CEO) Initiatives (Attachment A) and Action Plan (Attachment B). The Action Plan consisted of three Board initiatives supported by nine CEO initiatives and was monitored through 107 milestones. This year-end report summarizes OCTA's progress in advancing those initiatives between January 1, 2024, and December 31, 2024.

At the conclusion of 2024, 89 of the 107 milestones were completed. Attachment B summarizes all 107 milestones, including the 18 milestones that will be carried over for reconsideration in 2025. The schedules for these carryover milestones had to be adjusted primarily due to delays in coordination with external entities, unforeseen circumstances impacting project complexity and delivery, and other unanticipated challenges.

Highlights of OCTA's accomplishments are provided below.

**Board Initiative: Provide Public with a Balanced, Sustainable, and Equitable Transportation System**

In 2024, OCTA continued to focus on delivering efficient, reliable, and accessible transportation options to keep Orange County moving. The agency kept its commitment to taxpayers by advancing local transportation projects funded through Measure M2 (M2), which supports improvements to transit, streets, and freeways. Moreover, OCTA continued to build and strengthen new and existing relationships with local communities to better serve their mobility needs, with a particular emphasis on riders in diverse and underserved areas who depend more heavily on public transit.

- **Fare Policy:** On November 25, 2024, the Board approved amendments to OCTA's existing fare policy to offer daily and monthly fare caps and a free transfer period. As OCTA continues to progress towards modernizing its

fare collection system, these updates will help promote fare equity, streamline fare payment options, and make the bus more accessible to current and future riders.

- **M2 Next 10 Delivery Plan (Next 10 Plan):** The goal of the M2 Next 10 Plan is to strategically deliver M2 freeway, roadway, transit, and environmental projects. On November 12, 2024, the Board adopted the updated 2024 Next 10 Plan. The Next 10 Plan verifies the realization of M2 near-term commitments through fiscal year (FY) 2033-34, demonstrates fiscal sustainability, and strives to implement timely transportation improvements that benefit various Orange County communities.
- **Community Circulators and Shuttles (M2 Project V):** The M2 Project V program provides funding to cities and the County to develop and provide shuttles and community circulators to help meet localized transit needs. On September 23, 2024, the Board approved funding up to \$42.4 million to continue operating 11 existing community circulators, expand four services, and implement eight new services throughout the County. These services work alongside regional bus and rail service and help to fill the gaps in some areas – part of OCTA’s ongoing effort to maximize available services.
- **Diverse Community Leaders Group (DCLG):** To ensure equity is integrated into all OCTA projects and studies, the agency engages with diverse communities of Orange County. OCTA provides updates and gains feedback on transit improvements and future planning efforts through coordination and collaboration with the DCLG, a representative group comprised of local business, community, civic, faith, education, and nonprofit organization leaders. In 2024, OCTA hosted quarterly DCLG meetings with attendance from the Board Chair and CEO to discuss OCTA programs and services, as well as share ideas and concerns.
- **511 Motorist Assistance and Freeway Service Patrol (FSP):** 511 Motorist Assistance and FSP are intended to keep traffic moving and reduce congestion by assisting motorists with minor roadside repairs and removing disabled vehicles from the roadway. To enhance awareness of these programs, OCTA participated in several community events throughout the year to inform the public about the services available to motorists on Orange County freeways. In addition to attending in-person gatherings such as the OC Pride Festival, Hindu Diwali Festival of Lights, and Día de Los Muertos Festival, among others, communication efforts were also carried out via ethnic media and diversity outreach.

Board Initiative: Sustain Organizational Excellence, Collaboration, and Diversity

OCTA understands that fostering and sustaining strong relationships with internal and external stakeholders is vital to achieving its goals. To that end, the agency prioritized professional development and diversity, equity, inclusion, and belonging initiatives for its workforce while implementing comprehensive safety and security measures to ensure a safe and welcoming work environment. Furthermore, OCTA worked closely with local and regional partners through open communication and collaboration. These efforts enabled OCTA to adjust to evolving demands, ultimately contributing to its success as a highly efficient and successful organization.

- **College Pass Program:** The College Pass Program allows enrolled community college students to ride OC Bus free of cost to help them reach desired destinations for school, work, and recreation. Since its introduction in 2017 with the participation of Santa Ana College, the program has expanded to include all nine Orange County community colleges, and the focus now has been on continuing the program at these schools. In 2024, OCTA coordinated with Cypress, Saddleback, Santa Ana, Irvine Valley, Goldenwest, Fullerton, and Coastline colleges to extend the College Pass Program and encourage students to use public transportation.
- **Procurement:** Throughout the year, OCTA hosted and attended events to connect and network with small and disadvantaged businesses to increase awareness of opportunities to participate in transportation-related contracts. For instance, in October 2024, OCTA held and participated in the Harvesting Business Success Small Business/Disadvantaged Business Enterprises (DBE) Summit, where over 20 of the largest construction and professional services prime contractors in Orange County conducted one-on-one sessions and workshops with 240 small businesses and DBEs.
- **Diversity, Equity, and Inclusion (DEI):** The Board approved a DEI statement as part of the 2024 Title VI Plan, required by the Federal Transit Administration, on September 9, 2024. The action further strengthened and memorialized OCTA's ongoing practice of supporting and engaging diverse and disadvantaged communities and businesses. The statement is consistent with OCTA's established policies and procedures and reinforces the agency's longstanding commitment to equity in all its efforts.
- **Core Competency Integration:** OCTA's core competencies establish the knowledge and behaviors essential for its workforce to thrive in roles. They help staff work effectively while preparing them for career advancement and ensuring the recruitment of qualified candidates. Throughout the year, managers were educated on OCTA's core competencies and how to utilize

them in the recruiting process, such as conducting interviews and employee development.

- **Cybersecurity:** OCTA actively promotes online safety by educating its workforce. Staff completed required cybersecurity training, covering online best practices and reducing vulnerability to potential cyberattacks.

**Board Initiative: Safeguard Future through Fiscal Responsibility and Environmental Sustainability**

As Orange County’s transportation commission, OCTA recognizes how critical it is to maintain its fiscal integrity and fulfill its promises to local voters. Through careful financial management and the responsible use of public funds, OCTA followed through on its commitments and effectively delivered transportation improvements throughout the year. To help prepare for a better future, OCTA also advanced several resiliency, sustainability, and environmental stewardship efforts, creating a more resilient transit system that is better equipped to withstand and adapt to changing conditions.

- **Annual Comprehensive Financial Report (ACFR):** On November 25, 2024, the Board received the FY 2023-24 ACFR, an annual audit of OCTA’s financial records and systems. The report concluded that OCTA presented financial statements and schedules fairly.
- **Comprehensive Business Plan (CBP):** The CBP is a strategic business tool that assesses the financial viability of OCTA programs and services and is updated annually. On December 9, 2024, the Board approved the FY 2024-25 CBP. This will assist the agency in implementing strategic goals and objectives through sound business practices and lay the foundation for future financial planning over a 20-year horizon.
- **Zero-Emission Buses (ZEB):** To advance OCTA’s progress in transitioning its bus fleet to 100 percent zero-emission technology by 2040, the Board approved the purchase of 50 new ZEBs on November 25, 2024. The purchase includes 40 hydrogen fuel-cell battery electric buses and ten battery-electric buses to replace compressed natural gas buses once they reach their useful lifespan. OCTA’s zero-emission transition adheres to the California Air Resources Board’s 2018 Innovative Clean Transit Rule and demonstrates OCTA’s commitment to a greener future and offering effective bus service.

- **M2 Environmental Cleanup Program (Project X):** On October 14, 2024, the Board approved grant funding allocations for 11 Tier 1 and four Tier 2 water quality projects totaling approximately \$3.71 million and \$6.97 million, respectively. These projects, funded through OCTA’s M2 Environmental Cleanup Program, will help improve overall water quality in Orange County from transportation-related pollution.
  
- **Headquarters Building:** The Board determined a long-term strategy for the OCTA Administrative Headquarters through the purchase of a new headquarters building projected to save taxpayers approximately \$50 million over the next 30 years compared to the continued leasing of a headquarters. On October 25, 2024, OCTA closed escrow on the building at 2677 N. Main Street.
  
- **Coastal Rail Solutions:** In its effort to develop solutions to help protect coastal rail infrastructure, OCTA secured \$305 million in state and federal funding to advance immediate coastal rail stabilization efforts, ensuring the safety and resiliency of the Los Angeles – San Diego – San Luis Obispo (LOSSAN) Rail Corridor.

Following the conclusion of the 2024 Action Plan, OCTA is eager to build on its commitment to effectively and strategically address the immediate needs of both the public and agency employees to keep Orange County moving. Please let me know if you have any questions or contact Darrell E. Johnson, CEO, at (714) 560-5343.

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Attachments