

## OVERVIEW

### FY 2020-21 Amended Budget (In Millions)

Operating budget	\$797.5
Capital budget	685.5
Long Term commitments	66.1
<b>TOTAL</b>	<b>\$1,549.1</b>

### FY 2021-22 Approved Budget (In Millions)

Operating budget	\$785.3
Capital budget	416.1
Long Term commitments	65.7
<b>TOTAL</b>	<b>\$1,267.1</b>

### FY 2020-21 Accomplishments

- The I-5 High-Occupancy Vehicle (HOV) project between State Route 55 (SR-55) and State Route 57 (SR-57) (Project A) was completed, adding another carpool lane in each direction.
- Distributed more than 560,000 free face-coverings to passengers since May 2020 to help combat the COVID-19 pandemic.
- Installed plexiglass barriers on all OCTA buses creating a barrier between coach operators and passengers to mitigate COVID-19 transmission.
- Completed work on a new passing siding railroad track in Laguna Niguel and San Juan Capistrano that reduces delays and enhances safety for rail traffic traveling through the area.
- Production of the eight OC Streetcar vehicles are underway with the first four vehicles undergoing static and dynamic testing and final detail.
- Despite COVID-19, the 91 Express Lanes have maintained strong ratings from all three credit agencies. The ratings reflect consistent revenues and long-term prospects for continued traffic growth.
- Design is substantially complete for the 405 Express Lanes, but work continues on right-of-way acquisition, utility coordination, public outreach, and bridge construction.
- Executed new State Highway Accounting (SHA) and Road Repair and Accountability Act (RRAA) funding agreements.

### FY 2021-22 Board Strategic Initiatives

- Financial Stewardship, Sustainability, and Resilience
- Reliable, Accessible, and Balanced Transportation Choices
- Organizational Excellence and Collaboration

To provide Orange County residents with the highest quality transportation programs and services, OCTA is committed to its organizational vision and mission statement. The Strategic Plan is also consistent with the framework of goals and values developed by the Board of Directors.

## STRATEGIC PLAN FRAMEWORK

### OCTA Vision

An integrated and balanced transportation system that supports the diverse travel needs and reflects the character of Orange County.

### Mission Statement

Develop and deliver transportation solutions to enhance quality of life and keep Orange County moving.

### OCTA Goals

- Mobility - Deliver programs, projects, and services to improve the movement of people and goods throughout Orange County and the region.
- Public Service - Enhance customer satisfaction by understanding, connecting with and serving our diverse communities and partners.
- Fiscal Sustainability - Ensure fiscal health through prudent financial management and by protecting and leveraging available revenue sources.
- Stewardship - Embrace responsible policies and practices designed to promote environmental sustainability and enhance the safety and quality of life in Orange County.
- Organizational Excellence - Continue the tradition of being a high-performing organization through employee development and efficient business practices.

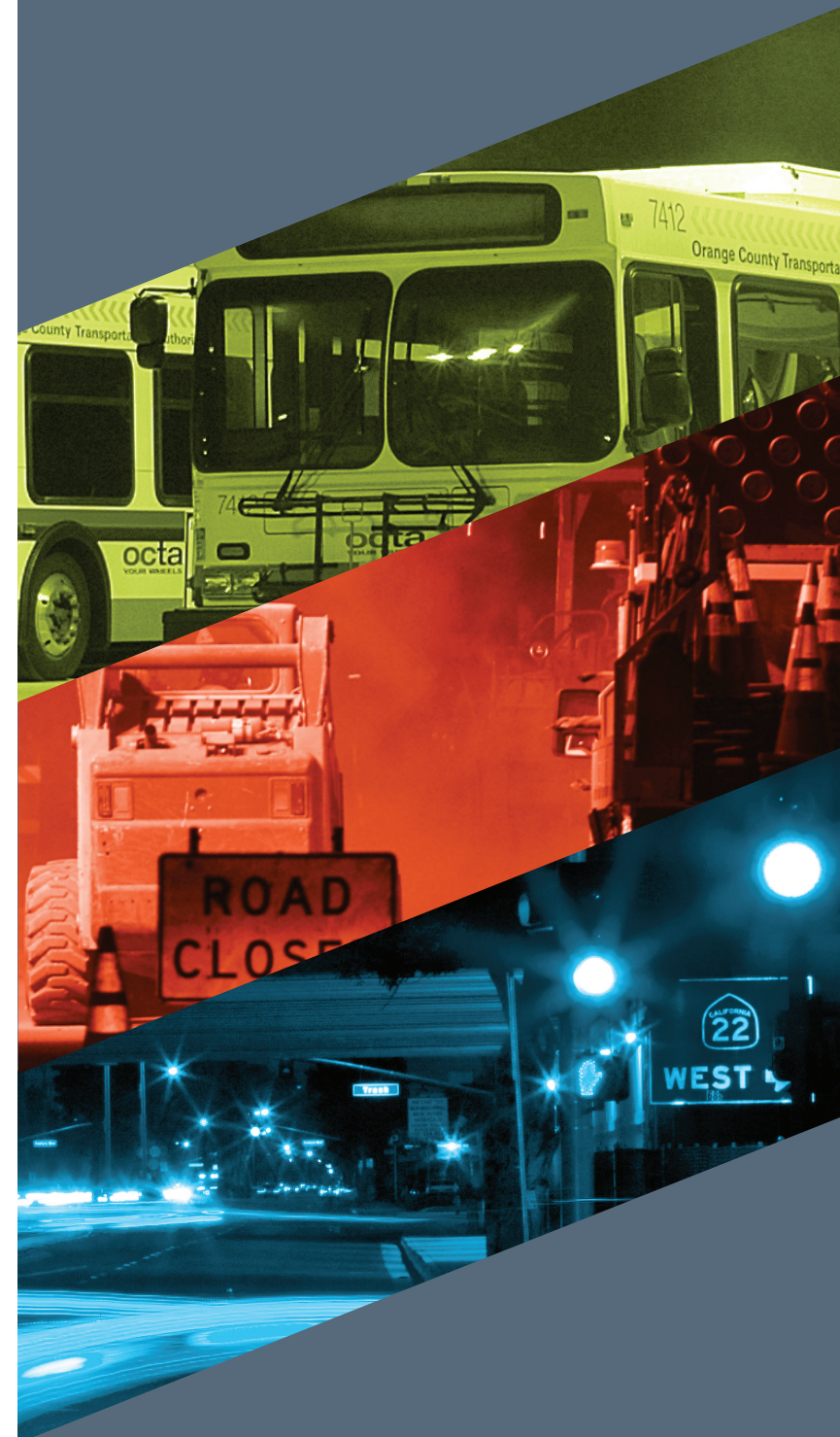
### OCTA Values

- Integrity - Do what we say we are going to do and deliver as promised; be accountable for our actions; apply the golden rule as we work with others; practice ethical behavior.
- Customer Focus - Know our customers; be courteous, friendly and responsive to their needs; treat others with care, consideration, and respect; provide safe, timely, and reliable service.
- Teamwork/ Partnership - Build cooperative, supportive relationships across all lines of business; build and sustain relationships characterized by shared goals and success, shared knowledge and mutual respect; understand and adapt to the diverse background at OCTA.
- Communication - Communicate openly, honestly, and in a straightforward manner; strive to be responsive to the knowledge and information that others need; provide consistent, timely, and reliable information to build trust in others.
- Can-Do-Spirit - Be proactive, take the initiative to do and make things better; do all we can to always improve what we do; strive to be "outstanding"; be creative and innovative in our approach to new challenges; take risks and learn from past mistakes; practice visionary and forward thinking.
- Safety - Committed to the safety of our employees, customers, and the communities of which we serve; drive safety accountability throughout all levels of the organization; ensure prompt responsiveness towards hazard mitigation; expect the engagement of our entire employee population.



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## APPROVED BUDGET FISCAL YEAR 2021-22



ORANGE COUNTY TRANSPORTATION AUTHORITY

## CEO MESSAGE

Dear Orange County Residents:

Consistent with the Orange County Transportation Authority's (OCTA) vision, mission, values, and in accordance with the Board of Directors' (Board) Strategic Initiatives, I present to you the fiscal year (FY) 2021-22 budget for OCTA. The FY 2021-22 budget is balanced at \$1.27 billion and commits the necessary resources to deliver on OCTA's promises to Orange County residents.

Although OCTA has been negatively impacted by the coronavirus (COVID-19) pandemic over the past year, we are hopeful that improved conditions and current vaccination efforts will allow OCTA to emerge from the pandemic as we move into FY 2021-22.

OCTA anticipates a return to growth for both sales taxes in the coming year based on the planned reopening of the Orange County economy. In FY 2021-22, the growth rate for the Measure M2 (M2) sales tax is forecasted to be 3.6 percent. The growth rate for the Transportation Development Act sales tax, which supports bus operations, is forecasted to be 3.2 percent.

Under the M2 Program, improvements to freeways, streets and roads, and transit programs will continue. Included in the M2 Program budget is \$334.6 million to fund freeway improvement projects and \$141.5 million is budgeted to improve streets and roads. The budget also includes \$63.7 million for M2 Transit programs, including \$35.5 million for ongoing construction of the OC Streetcar.

Though Bus Program revenues have been negatively impacted due to COVID-19, the use of federal supplemental revenue will help backfill the decreases in revenue. The FY 2021-22 budget includes the flexibility to increase service hours from the current levels of 1.2 million to 1.45 million based on ridership demand and public health considerations.

Federal supplemental revenue will also provide OCTA the ability to sustain current Metrolink service levels, which include 41 weekday trips and 16 weekend trips within Orange County.

Usage of the 91 Express Lanes has continued to recover from the early impacts of the COVID-19 pandemic. Trips are anticipated to increase from 10.9 million in FY 2020-21 budget to 14 million in the FY 2021-22 budget.

The FY 2021-22 budget delivers on the Board's Initiatives and demonstrates OCTA's responsibility to the community in providing a balanced and sustainable multimodal transportation network, which keeps the residents of Orange County moving safely.

Sincerely,

Darrell E. Johnson  
Chief Executive Officer

## PROGRAMS

### Measure M2 (M2)

On November 7, 2006, the voters of Orange County chose to extend the Measure M1 half cent sales tax for another 30 years from 2011 through 2041. Measure M2 (M2), administered by the Orange County Transportation Authority (OCTA), will generate billions of dollars to improve transportation in Orange County. M2 is designed to reduce traffic congestion and enhance overall mobility. Improvements in the plan include improving key freeways, upgrading major interchanges, adding capacity, and maintaining streets and roads.

### Rail

Rail service for Orange County Transportation Authority centers on Metrolink, Southern California's commuter rail system linking residential communities to employment and activity centers. Formed in 1991, Metrolink is operated by the Southern California Regional Rail Authority (SCRRA) — a Joint Powers Authority of five member agencies representing the Counties of Los Angeles, Orange, Riverside, San Bernardino, and Ventura.

### OC Streetcar

Expected to begin operations in 2023, OC Streetcar will link the Santa Ana Regional Transportation Center (SARTC), which provides regional rail, OCTA bus, and intercity and international bus services, to a new multimodal hub at Harbor Boulevard/Westminster Avenue in Garden Grove. The OC Streetcar will serve the historic downtown Santa Ana and Civic Center which includes government offices, federal, state and local courthouses, unique restaurants and shops, an artists' village, several colleges, and a variety of community enrichment organizations.

### Express Lanes

Express Lanes provide commuters with a reliable travel option compared to the adjacent general-purpose lanes. They have a variable toll rate depending on traffic demand, with the purpose of maximizing throughput in the corridor and keeping the lanes free flowing. The 91 Express Lanes is a four-lane, 18-mile toll road in Orange and Riverside counties. Located in the median of SR-91 between the State Route 55 (SR-55)/SR-91 interchange and the SR-91/I-15 interchange, the toll road is jointly managed by OCTA and the RCTC. The I-405 Express Lanes stretches from SR-55 to I-605 and is anticipated to open in 2023.

### Motorist Services

Motorist Services includes the Service Authority for Freeway Emergencies Program (SAFE). The SAFE Program is comprised of Freeway Services Patrol (FSP), Call Box Network, and Orange County 511 Service, all designed and operated to assist motorists on Orange County's network of freeways.

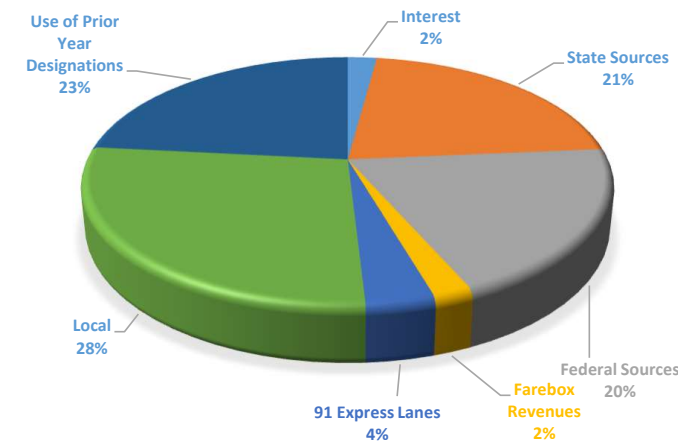
### Bus Operations

The Bus Operations program delivers fixed route, express, StationLink rail feeder, and complementary paratransit bus services for Orange County residents. The fixed route network provides bus service on 36 local lines, eight community lines, five Stationlink rail feeder lines, and one temporary city shuttles line. OCTA paratransit services provide demand response bus service to persons with developmental and physical disabilities as required by the federal Americans with Disabilities Act, as well as bus service to transport elderly persons.

## SOURCES OF FUNDS

In FY 2021-22, OCTA anticipates receiving \$971.1 million in revenue and \$296 million in use of prior year designations for a total of \$1,267.1 million in available funding for all programs and projects. A large portion of the revenue is derived from the M2 ½ cent sales tax (Local Transportation Authority) and Transportation Development Act ¼ cent sales tax.

### Total Revenues & Reserves: \$1.27 billion



Sources of Funds for Fiscal Years 2019-20 through 2021-22 (In Millions)

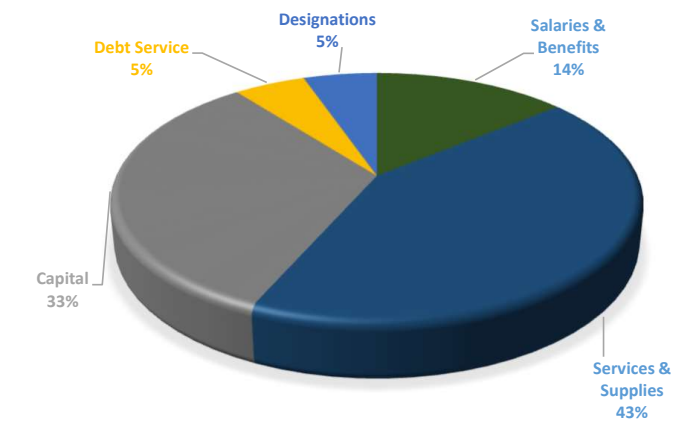
Revenue by Category	FY 2019-20	FY 2020-21	FY 2021-22
	Actuals	Amended	Approved
Interest	83.4	24.2	26.6
State Sources	269.8	222.8	272.4
Federal Sources	128.9	351.9	250.7
Farebox Revenues	33.1	17.6	26.2
91 Express Lanes	43.9	35.0	46.1
Local	363.6	321.9	349.2
Use of Prior Year Designations	58.1	575.6	296.0
<b>TOTAL REVENUES BY TYPE</b>	<b>980.9</b>	<b>1,549.1</b>	<b>1,267.1</b>

Revenue by Fund	FY 2019-20	FY 2020-21	FY 2021-22
	Actuals	Amended	Approved
405 Express Lanes	22.5	99.0	63.0
91 Express Lanes	53.8	91.1	80.3
APTA	-	-	-
ARBA Trust Fund	1.6	1.3	1.4
Commuter and Urban Rail Endowment	4.1	-	-
Commuter Rail	40.8	62.6	37.6
General Fund	9.7	17.7	20.0
Internal Service Fund-PL and PD	0.9	0.5	0.7
Internal Service Fund-Workers' Compensation	1.8	1.1	0.4
Local Transportation Authority Measure M2	420.1	776.3	650.6
Local Transportation Fund	169.1	145.8	162.7
Measure M2 Bond Debt Service	21.5	5.5	5.5
OC Streetcar	0.0	-	-
Orange County Taxi Administration Program	0.4	0.4	-
Orange County Transit District	151.7	296.7	182.4
Orange County Unified Transportation Trust	0.8	0.9	0.9
Scholarship Fund	0.0	0.0	0.0
Service Authority for Freeway Emergencies	11.5	6.9	6.8
State Transit Assistance Fund	41.7	28.0	36.4
Transit Development Capital Project	29.0	15.2	18.4
<b>TOTAL REVENUES BY FUND</b>	<b>980.9</b>	<b>1,549.1</b>	<b>1,267.1</b>

## USES OF FUNDS

The FY 2021-22 budget is built upon the program and service objectives set by the Board of Directors. OCTA's combined staffing, operating and capital budgets total \$1,267.1 million. The approved appropriation plan includes \$1,199.6 million in expenditures and \$67.5 million in designations. The budget represents the Authority's ongoing commitment to deliver a quality set of transportation solutions for residents of Orange County within the revenues available.

### Total Expenses & Designations: \$1.27 billion



Uses of Funds for Fiscal Years 2019-20 through 2021-22 (In Millions)

Expense by Category	FY 2019-20	FY 2020-21	FY 2021-22
	Actuals	Amended	Approved
Salaries & Benefits	166.8	172.2	177.9
Services & Supplies	374.3	566.5	539.9
Capital	181.3	685.5	416.1
Debt Service	57.4	66.1	65.7
Designations	201.1	58.8	67.5
<b>TOTAL EXPENSES BY TYPE</b>	<b>980.9</b>	<b>1,549.1</b>	<b>1,267.1</b>

Expense by Fund	FY 2019-20	FY 2020-21	FY 2021-22
	Actuals	Amended	Approved
405 Express Lanes	21.3	95.6	59.7
91 Express Lanes	35.6	46.2	53.3
APTA	0.0	0.0	0.0
ARBA Trust Fund	1.6	1.3	1.4
Commuter and Urban Rail Endowment	4.1	-	-
Commuter Rail	33.1	80.3	71.6
General Fund	85.0	102.2	112.0
Internal Service Fund-PL and PD	4.0	5.1	5.9
Internal Service Fund-Workers' Compensation	7.6	10.1	7.9
Local Transportation Authority Measure M2	337.3	697.0	527.1
Local Transportation Fund	4.2	3.6	4.0
Measure M2 Bond Debt Service	44.1	43.8	43.8
OC Streetcar	0.0	0.3	0.1
Orange County Taxi Administration Program	0.2	0.2	-
Orange County Transit District	312.9	409.9	320.5
Orange County Unified Transportation Trust	0.8	0.9	0.9
Scholarship Fund	0.0	0.0	0.0
Service Authority for Freeway Emergencies	14.1	8.7	8.5
State Transit Assistance Fund	0.0	-	-
Transit Development Capital Project	75.0	43.9	50.2
<b>TOTAL EXPENSES BY FUND</b>	<b>980.9</b>	<b>1,549.1</b>	<b>1,267.1</b>

## HISTORY

OCTA is responsible for providing coordinated, effective and accountable transportation planning and public transportation services within Orange County. OCTA was established by state law and created from the consolidation of seven transportation agencies, which include:

- Orange County Transportation Commission
- Orange County Transit District
- Orange County Consolidated Transportation Services Agency
- Orange County Local Transportation Authority
- Service Authority for Freeway Emergencies
- Orange County Congestion Management Agency

OCTA began serving the public on June 20, 1991. The establishment of a consolidated transportation authority has saved county taxpayers tens of millions of dollars through increased efficiency and the elimination of duplication of efforts. Concurrent with these efforts, however, services and investment in transportation has increased, providing the county with a progressive, effective and comprehensive transportation system.

### Governing Board

The Orange County Transportation Authority is governed by an 18-member Board of Directors consisting of five members of the Orange County Board of Supervisors, ten city council members selected by the cities in the supervisorial district in which they represent, two public members selected by the other 15 board members, and serving in a non-voting capacity is a representative appointed by the Governor of California. OCTA is managed by a Chief Executive Officer, who acts in accordance with the direction, goals, and policies articulated by the Board of Directors.

### Organization

OCTA's organizational structure is comprised of eight divisions:

- Executive Office
- Finance and Administration
- External Affairs
- Human Resources & Organizational Development
- Operations
- Government Relations
- Planning
- Capital Programs

### Employees

	FY 2019-20	FY 2020-21	FY 2021-22
	Approved	Approved	Approved
Executive Office	30.0	30.0	31.0
Finance and Administration	160.0	160.0	160.0
External Affairs	35.0	35.0	35.0
Human Resources and Org. Dev.	50.0	50.0	50.0
Operations	985.0	985.0	950.0
Government Relations	9.5	9.5	9.5
Planning	43.0	43.0	43.5
Capital Programs	34.0	34.0	34.0
<b>TOTAL</b>	<b>1,346.5</b>	<b>1,346.5</b>	<b>1,313.0</b>