

# FISCAL YEAR 2022-23



# APPROVED BUDGET

ORANGE COUNTY TRANSPORTATION AUTHORITY





**AFFILIATED AGENCIES**

*Orange County  
Transit District*

*Local Transportation  
Authority*

*Service Authority for  
Freeway Emergencies*

*Consolidated Transportation  
Service Agency*

*Congestion Management  
Agency*

June 13, 2022

Chairman Mark A. Murphy and Members of the Board of Directors:

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) 2022-23 budget for OCTA. The FY 2022-23 budget is balanced at \$1.65 billion and it ensures we commit the necessary resources to deliver innovative, equitable, and sustainable transportation solutions to Orange County residents and visitors.

As we continue to emerge from the pandemic, OCTA anticipates growth for both local and State sales taxes in the coming year. In FY 2022-23, the growth rate for the Measure M2 (M2) sales tax is forecasted to be 3.9 percent. The growth rate for the Transportation Development Act sales tax, which supports bus operations, is forecasted to be 3.5 percent.

Under the voter-approved M2 Program, improvements to freeways, transit, streets and roads, and environmental programs will continue. Included in the M2 Program budget is \$385 million to fund freeway improvement projects and \$165 million is budgeted to improve streets and roads. The budget also includes \$59 million for M2 Transit programs with \$38 million for construction of the OC Streetcar, the county’s first modern electric streetcar.

In FY 2022-23, the budget to support the Bus Program is \$677 million. The budget includes bus purchases of up to 134, near zero-emission 40-foot buses, 131 22-foot buses, and ten 22-foot electric buses. As ridership continues to rebound, the budget has the capacity to support bus service levels of up to 1.6 million service hours.

Federal supplemental revenue will continue to provide OCTA the ability to sustain Metrolink service levels, which includes 55 weekday trips and 16 weekend trips within Orange County. And, with employment and economic activity rebounding, usage of the 91 Express Lanes is expected to increase to 19.7 million trips in FY 2022-23.

The FY 2022-23 budget delivers on the Board’s Strategic 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

*Orange County Transportation Authority  
550 South Main Street / P.O Box 14184 / Orange / California 92863-1584 / (714) 560-OCTA (6282)*

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# EXECUTIVE SUMMARY



**ORANGE COUNTY TRANSPORTATION AUTHORITY**

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Orange County Transportation Authority (OCTA) is governed by an 18-member Board of Directors (Board) 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 a representative appointed by the Governor of California serving in a non-voting capacity. OCTA is managed by a Chief Executive Officer (CEO), who acts in accordance with the direction, goals, and policies articulated by the Board.



## 2022 BOARD OF DIRECTORS

**Mark A. Murphy**  
Chairman  
City Member, 3rd District



**Gene Hernandez**  
Vice Chairman  
City Member, 3rd District



**Lisa A. Bartlett**  
Director  
Supervisor, 5th District



**Doug Chaffee**  
Director  
Supervisor, 4th District



**Barbara Delgleize**  
Director  
City Member, 2nd District



**Andrew Do**  
Director  
Supervisor, 1st District



**Katrina Foley**  
Director  
Supervisor, 2nd District



**Brian Goodell**  
Director  
City Member, 5th District



**Patrick Harper**  
Director  
City Member, 2nd District



**Michael Hennessey**  
Director  
Public Member



**Steve Jones**  
Director  
City Member, 1st District



**Fred Jung**  
Director  
City Member, 4th District



**Joe Muller**  
Director  
City Member, 5th District



**Tam Nguyen**  
Director  
Public Member



**Vicente Sarmiento**  
Director  
City Member, 1st District



**Donald P. Wagner**  
Director  
Supervisor, 3rd District



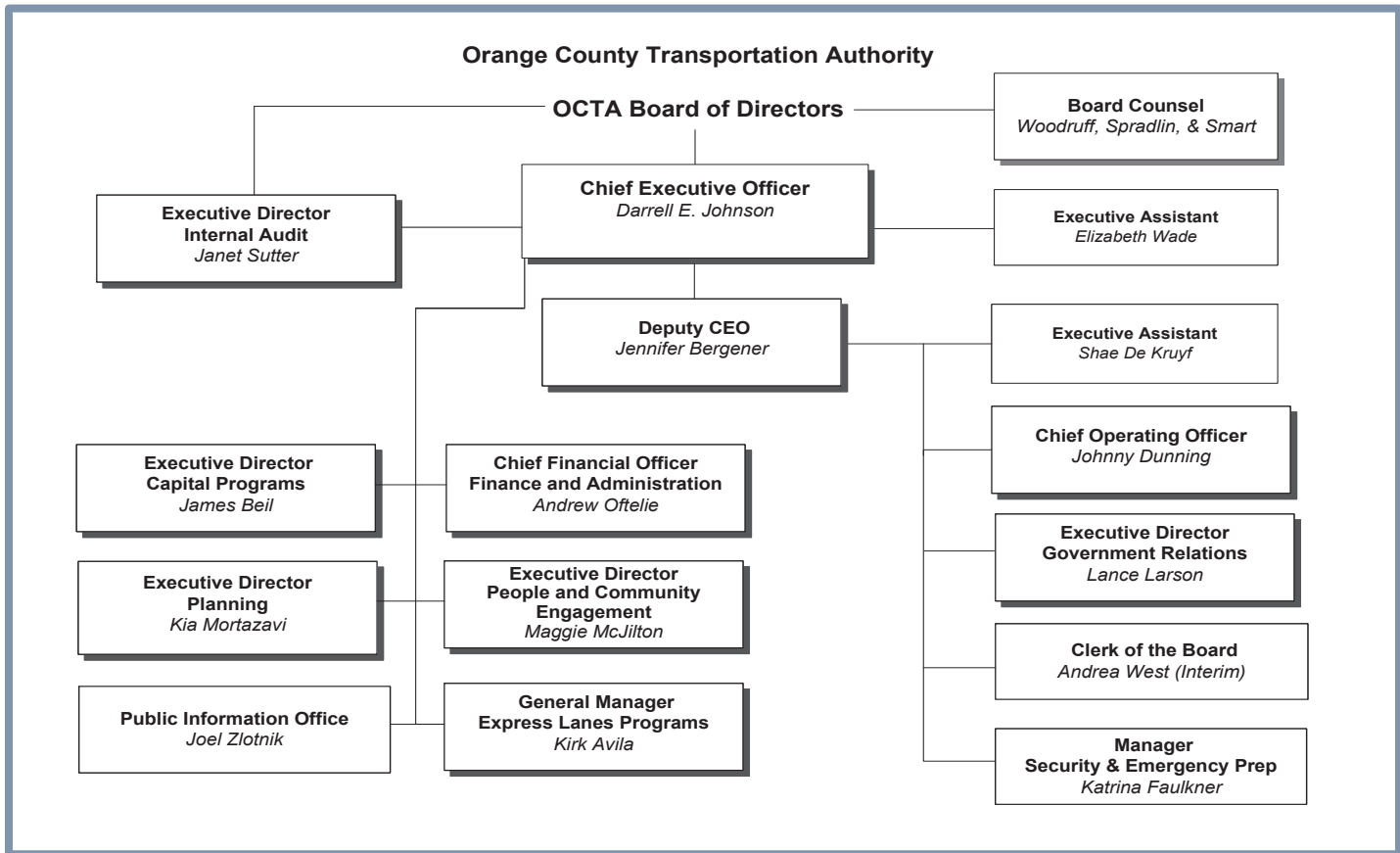
**Vacant**  
Director  
City Member, 4th District



**Ryan Chamberlain**  
Governor's Ex-Officio Member  
Caltrans District 12  
District Director



## Organizational Chart



## Organizational Profile

OCTA was established by state law and began serving the public on June 20, 1991. OCTA is responsible for providing coordinated, effective, and accountable transportation planning and public transportation services within Orange County.

OCTA works with federal, state, regional, and local agencies to plan, fund, implement, and maintain transportation programs and services throughout Orange County. The Board of Directors (Board) and staff work in close partnership with related agencies from all levels of government as the county’s advocate for transportation improvements and ongoing services. Since its inception, OCTA’s partnerships have resulted in increased funding for road and highway improvements, expansion of fixed-route bus service, and creation of regional rail service, all of which expand the variety of transportation choices in Orange County.

Strategic initiatives by OCTA’s Board address Orange County’s many transportation needs. In FY 2022-23, OCTA will continue to work on important transportation projects and the Board approved Measure M2 (M2) (also known as OC Go) Next 10 Delivery Plan, which demonstrates fiscal sustainability and the continuation of critical programs and projects. These projects include the \$2.1 billion I-405 Improvement Project between Costa Mesa and the border with Los Angeles County and ongoing work on the OC Streetcar, Orange County’s 4.1-mile modern electric streetcar that will run through Santa Ana into Garden Grove.

The initiatives will also enhance OCTA’s efforts to attract and maintain a strong workforce, while continuing to build relationships with external partners and stakeholders. Examples include extending the College Bus Pass Program and collaborating with neighboring



counties, including San Diego County on I-5 South County Improvements Project between Avenida Pico in San Clemente and the county border.

## Strategic Plan Framework

OCTA’s Strategic Plan provides a detailed approach to address Orange County’s transportation needs and provides the framework used for the development of the annual budget. OCTA’s core values describe the behaviors, attributes, principles, and beliefs that guide all OCTA staff. The Strategic Plan Goals and Board Strategic Initiatives are reflected in all of OCTA’s efforts.

## Long-Range Transportation Plan

OCTA updates the Long-Range Transportation Plan (LRTP) every four years. The multimodal projects and programs included are the basis for the Southern California Association of Governments’ Regional Transportation Plan (RTP). The LRTP provides a visionary blueprint for transportation improvements in Orange County and for development of the RTP.

The goals of the 2018 LRTP, *Designing Tomorrow*, are to assess the performance of the transportation system over a 20+ year horizon and to identify the projects that best address the needs of the system based on expected population, housing, and employment growth, while taking forecasted financial assumptions into account at the same time. The LRTP provides both a financially constrained plan, which takes into account funding limitations, and an unconstrained plan, which contains a vast array of potential improvements should additional funding sources become available. The LRTP, which looks out to the year 2040, focuses on:

- Demographic changes and market forces, including projected population, and employment growth in the region.
- The introduction of emerging technologies, including connected infrastructure, Transportation Network Companies, and autonomous and electric vehicles.
- Influence from state and federal policies, including the need to meet challenging emission standards.

- The unpredictability of transportation funding programs.

In addition, because vacant land adjacent to freeways is scarce, there are few opportunities for significant freeway expansion beyond what is already planned through the M2. Therefore, future transportation projects will focus on improving the efficiency of the existing system to accommodate the growing travel demand. Proposed solutions include enhancing mass transit, ridesharing, and utilizing managed lanes.

## Strategic Plan 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's Core Values

#### **INTEGRITY**

We deliver as promised and do so ethically, fairly, and with transparency.

#### **CAN-DO SPIRIT**

We tackle challenges with innovation, vision, and strategic thinking.

#### **CUSTOMER FOCUS**

We treat our customers with care, consideration, and respect, providing friendly and reliable professional service responsive to their needs.

#### **COMMUNICATION**

We provide consistent, timely, and reliable information in an open, honest, and straightforward manner.

#### **TEAMWORK/PARTNERSHIP**

We work well together from a sense of shared purpose and mutual respect.

#### **SAFETY**

We work to ensure the ongoing safety of the traveling public and our employees.

### ***Comprehensive Business Plan***

The Comprehensive Business Plan (CBP) is a financially constrained business-planning tool designed to assist OCTA in implementing its strategic goals and objectives. The CBP encapsulates OCTA's major programs and outlines goals and objectives over the next 20 years, as articulated by the Board. This is accomplished within the framework of sound business practices to provide an effective and efficient multimodal transportation network to the residents of Orange County.

Through the use of financial modeling and divisional input and review, a comprehensive study of economic influences and programmatic needs and objectives are incorporated into a business-planning document. The CBP validates the feasibility of proposed program and service levels, anticipates a variable economic environment, and identifies and proposes policy direction. The CBP is an evolving document that is Board-approved and responds to the ever-changing social, political, and economic environment. The CBP lays the foundation for the annual budget process.

### ***Transit Master Plan***

OCTA developed a Transit Master Plan, titled the OC Transit Vision, to define the future of transit in Orange County. The OC Transit Vision takes a high-level look at long-term transit needs throughout the county, which includes bus, rail, paratransit, and new types of transportation services. The OC Transit Vision identifies the corridors countywide with the greatest demand and potential and assesses which modes of high-capacity or premium transit, such as streetcar or bus rapid transit (BRT), may be appropriate for each corridor. Finally, the OC Transit Vision prioritizes the projects of most immediate need for near-term development.



# 2022 BOARD & CEO INITIATIVES



## Balanced and Equitable Transportation

- Maximize Effectiveness of Mobility Options
- Deliver Measure M2 Infrastructure Improvements
- Connect with Stakeholders in Diverse and Disadvantaged Communities



## Fiscal and Environmental Responsibility and Adaptability

- Demonstrate Financial Stewardship and Responsibly Administer Public Funds
- Anticipate and Adapt to Changing Conditions
- Advocate Sustainability and Environmental Stewardship



## Organizational Excellence, Partnership, and Transparency

- Collaborate with Regional Stakeholders and Provide Outstanding Customer Service
- Embrace Inclusive Work Culture and Enhance Diversity
- Modernize Workplace and Promote Employee Growth and Safety

*Mark A. Murphy*  
**MARK A. MURPHY**  
 CHAIRMAN

*Darrell E. Johnson*  
**DARRELL E. JOHNSON**  
 CHIEF EXECUTIVE OFFICER

ORANGE COUNTY TRANSPORTATION AUTHORITY



### Orange County Profile

Orange County occupies 789 square miles and is located in Southern California—south of Los Angeles County, north of San Diego County, and west of Riverside and San Bernardino Counties. Its prime location within the Los Angeles basin offers residents an ideal climate, access to mountains and coastlines, a diverse housing market, and excellent schools. Orange County boasts a thriving business economy and a well-educated workforce.

Thirty-four cities are within Orange County, which together with county unincorporated areas have a current population of approximately 3.2 million, making it the third most populous county in California and the sixth most populous in the United States. Based on OCTA's LRTP, Orange County's population is anticipated to grow by ten percent (about 311,000 residents) by 2040.

Orange County's economic success is partially attributed to the amenities provided to its residents. These amenities include prestigious financial centers, numerous shopping and entertainment centers, community colleges, California State University campus, and University of California campus. In addition, Orange County offers well-known amusement parks, including Disneyland, Disney California Adventure, and Knott's Berry Farm. Convenient air travel is provided through John Wayne Airport and countywide bus and rail services are provided by OCTA.

Public bus service was launched in 1972 in response to the county's growing population and increasing traffic congestion. In 1990, Orange County voters passed Measure M (M1), which provided additional sales tax revenues for freeways, regional and local street and road projects, and transit projects.

In 2006, OCTA requested and received voter approval for a 30-year extension of the M1 sales tax. This Measure M Renewal has allowed OCTA to continue making transportation improvements throughout the county.





**Economic & Financial Condition**

The unemployment rate in Orange County decreased from December 2020 and was less than the state and federal rate as of December 2021. The unemployment rate in Orange County was 3.7 percent in December 2021, compared to 7.4 percent in December 2020. State-wide unemployment was 6.5 percent and national unemployment was 3.9 percent as of December 2021.

Between December 2020 and December 2021, the total non-farm employment increased by 105,600 jobs, or 6.9 percent as shown in the table below. The most substantial increase in Orange County was in the leisure and hospitality sector adding 64,100 jobs followed by professional and business services sector adding 19,600 jobs. The financial activities sector was the only sector which declined by 1,600 jobs. Of this decrease, 1,300 jobs were in finance and insurance and 300 jobs were in real estate, rental, and leasing. Construction, mining, and logging did not have any employment changes over the year.

For the residential real estate sector, in 2020, residential permits in Orange County decreased to their lowest level since 2011. Since then, permits increased by 26.5 percent in 2021 compared to 2020, single-family permits have increased by 14.6 percent, and multi-family permits have increased by 37.7 percent. Due to the continuing low level of housing units listed for sale during 2021, the time of sale averaged 1.3 months to sell the inventory in quarter four compared to a historical average of 4.8 months. The median single-family home price reached an average of \$1,089,292 in 2021 and is expected to average about the same amount in 2022.

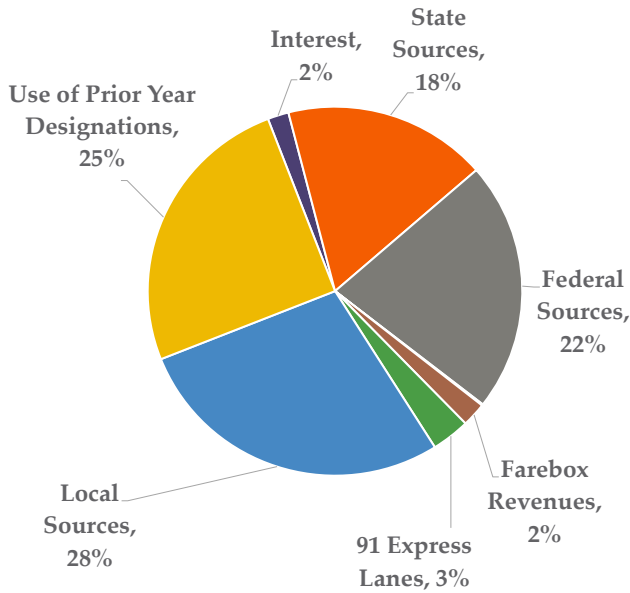
OCTA anticipates a strong bounce back in sales tax receipts for FY 2020-21 and FY 2021-22. Sales tax revenues for both M2 and Local Transportation Fund (LTF) will increase in FY 2022-23 as well. Based on the forecast provided by MuniServices, LLC., sales tax revenue is estimated to increase by 3.9 percent for M2 and 3.5 percent for LTF in FY 2022-23. Other major revenue sources are expected to increase as well, such as farebox, State Transit Assistance Funds (STAF), and Express Lanes revenues.



# Executive Summary

## Sources and Uses

In an effort to continue fiscal sustainability, OCTA has balanced the FY 2022-23 budget. Sources and uses of funds are outlined in the executive summary.



## Sources of Funds

Total sources of funds are a combination of \$1,234.7 million in revenue and the planned use of prior year designations of \$415.5 million, for a total of \$1,650.2 million. The following highlights each funding source within these categories.

### Local Sources

It is anticipated that OCTA will receive \$447.7 million from local sources in FY 2022-23. Most of the local sources come from the one-half cent sales tax receipts collected under M2 (\$417.2 million). In FY 2022-23, OCTA anticipates Local Transportation Authority (LTA) will grow by 3.9 percent. This forecast is based on the forecast provided by MuniServices, LLC. Additional local sources include property tax, advertising revenue, and contributions for projects from local jurisdictions.

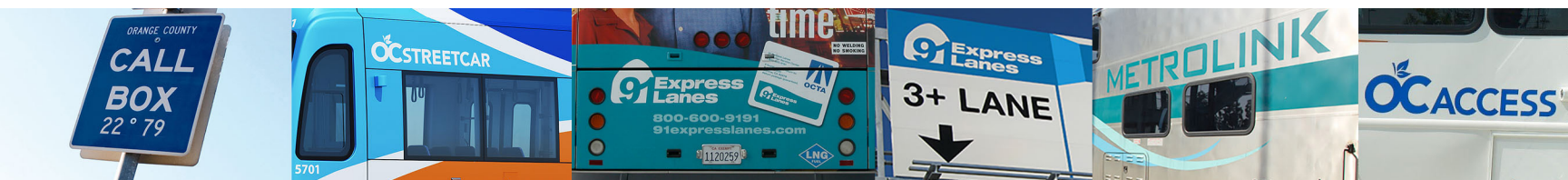
### Federal Sources

OCTA receives federal assistance on a formula and competitive basis. OCTA anticipates receiving \$361.6 million from federal sources in FY 2022-23, which consist of \$55.9 million in operating assistance and \$191.9 million in capital assistance. Federal stimulus funding of \$113.8 million to supplement federal funding is included in FY 2022-23. It is anticipated \$191 million will be received in association with bus improvements, bus operations, preventive maintenance, and other transit program initiatives. In addition, the Measure M2 Program includes \$132.2 million in federal assistance.

### State Sources

It is expected that \$302.9 million will be received from state sources in FY 2022-23. The sources of state revenue include the one-quarter cent LTF sales tax (\$212.6 million) and the STAF (\$46.6 million). These revenue sources help fund the operations, administration, and capital expenditures of the bus program. It is estimated LTF will grow by 3.5 percent based on the forecast provided by MuniServices, LLC. STAF includes SB 1 (Chapter 5, Statutes of 2017) funding and is forecasted in the amount of \$24.7 million for the Bus Program. OCTA will also receive \$29.7 million in SB 1 funds for Freeway Service Patrol (FSP), capital development projects, and other projects.

State sources also include \$14 million in reimbursements from other agencies, including the State Transportation Improvement Program (STIP), and other discretionary funding sources. The State notifies OCTA of available grant funding based on the State budget. These funds will be used primarily for capital planning and projects.







**Farebox Revenue**

Farebox revenue is derived from passenger fares generated from fixed-route bus service and paratransit service, including senior and disabled fare subsidies. The farebox revenue represents one of the primary sources used by OCTA to offset the costs of bus service. Farebox revenue is projected to be \$37.7 million in FY 2022-23 which consists of \$34.6 million in passenger fares and \$3.1 million in fare subsidies.

**91 Express Lanes Revenue**

It is anticipated that 91 Express Lanes toll revenues will reach \$50.7 million. Non-toll revenues are expected to reach \$3.9 million resulting in 91 Express Lanes total revenues in the amount of \$54.6 million.

**Interest Income**

OCTA’s Treasury Department anticipates OCTA will earn \$30.2 million in interest income on its investment portfolio in FY 2022-23. The funds that generate the largest interest earnings are the M2 and Orange County Transit District (OCTD) funds. Interest earnings are projected at a conservative rate of 0.95 percent. Interest income also includes funds that are anticipated to be received from the Internal Revenue Service for the Build America Bonds debt.

**Planned Use of Prior Year Designations**

In prior years, OCTA has set aside revenue, known as designations, for future capital and program requirements. OCTA will utilize \$415.5 million of prior year designations in FY 2022-23. A draw on M2 prior year designations of \$154.9 million is planned to fund freeways, streets and roads, and M2 transit (Project S) projects. Prior year designations of \$132 million will be utilized from OCTD to support fixed asset, bus purchases, and bus base capital projects. The 405 Express Lanes will utilize \$88.7 million for contributions to the 405 Express Lanes project. The 91 Express Lanes

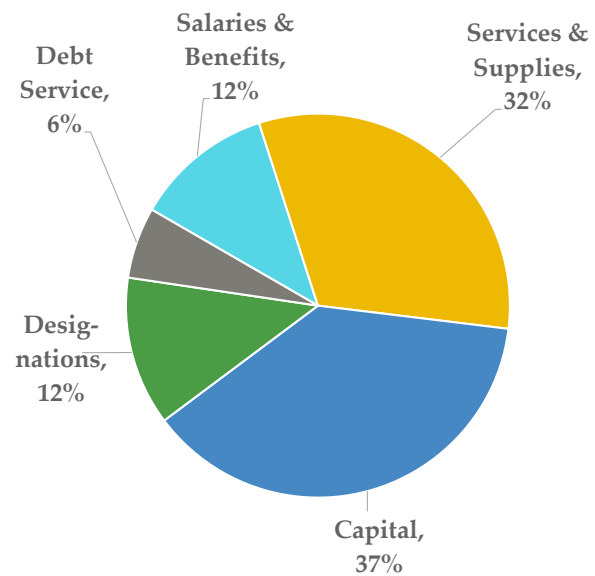
will utilize \$39.9 million for contributions to the State Route 91 (SR-91) improvement projects (M2 Projects I and J) and 91 Express Lanes capital projects.

**Uses of Funds**

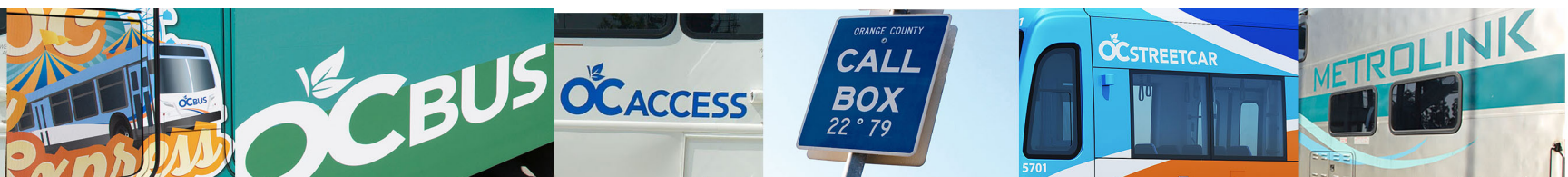
The expenditures projected for FY 2022-23 are expected at \$1,445.1 million, with \$205.1 million designated for future use. Appropriations are allocated in five categories and summarized below.

**Services and Supplies**

These items include appropriations for the purchase of services (e.g., engineering, design, contract trans-



portation services, and consultant services) and supplies (e.g., fuel, maintenance parts, office supplies, and software). Total budgeted services and supplies for FY 2022-23 is \$520.9 million with \$181.3 million related to contributions to other agencies including M2 Local Fair Share, M2 Regional Capacity Program grant pay-





### ***Services and Supplies, continued***

ments, Environmental Mitigation Program (EMP), and the Regional Traffic Signal Synchronization Program. Contract transportation is budgeted for \$109.8 million.

### ***Capital and Fixed Assets***

This category of expenses includes all capital equipment purchases (\$5,000 minimum and an initial useful life in excess of one year), which includes freeway and capital construction projects, and right-of-way acquisitions totaling \$635.2 million. Most of the capital investments will be made in freeway projects and bus purchases.

### ***Salaries and Benefits***

This category includes the cost for salaries and employee benefits budgeted at \$191.2 million. This represents a 7.4 percent increase in the FY 2022-23 budget. Los Angeles – San Diego – San Luis Obispo Rail (LOSSAN) funded salaries and employee benefits account for \$3.9 million of total salaries and employee benefits.

### ***Debt Service***

Debt service requirements for FY 2022-23 will be \$97.8 million. Funds in this category are used to account for the accumulation of resources for, and payment of, OCTA's long-term debt obligations, including principal and interest costs. The M2 Debt Service Fund will expend \$54.9 million, 405 Express Lanes Fund \$32.1 million, and 91 Express Lanes Fund \$10.8 million in principal and interest expense.

### ***Designation of Funds***

Funds in this category are set aside for future use. FY 2022-23 has \$205.1 million in designations, of which \$161.2 million is designated for future bus program capital projects. The 91 Express Lanes revenue of \$22.8 million will be designated for future improvements, with an additional \$21.1 million of Regional Rail revenue set aside for future expenditures.





The External Sources and Uses Summary below provides a high-level summary of OCTA’s sources and uses, including use of prior year designations and designations in the FY 2022-23 budget.

| External Sources and Uses Summary        |                         |                         |                         |
|--|-------------------------|-------------------------|-------------------------|
| Sources Summary                          |                         |                         |                         |
| Description                              | FY 2020-21 Actuals      | FY 2021-22 Budget       | FY 2022-23 Budget       |
| 5100 Passenger Fares                     | 14,573,919              | 24,130,656              | 34,579,889              |
| 5500 91 Express Lanes Revenue            | 45,353,128              | 46,137,423              | 54,603,001              |
| 6010 State Transit Assistance            | 251,988                 | 3,151,200               | 1,868,000               |
| 6020 State Assistance                    | 28,011,026              | 15,937,441              | 2,495,000               |
| 6030 Federal Operating Assistance Grants | 173,182,165             | 110,942,871             | 169,691,214             |
| 6040 Federal Capital Assistance Grants   | 60,770,211              | 139,768,701             | 191,866,761             |
| 6050 Reimbursement from Other Agencies   | 30,975,408              | 33,806,543              | 7,399,628               |
| 6100 Property Taxes                      | 18,647,791              | 17,374,414              | 17,841,700              |
| 6101 Taxes                               | 567,184,490             | 533,512,510             | 705,934,695             |
| 6103 DMV Fees                            | 3,099,387               | 2,600,000               | 2,600,000               |
| 6110 License Fees                        | 643                     | 0                       | 0                       |
| 6200 Interest Income                     | 28,698,865              | 26,612,756              | 30,207,174              |
| 6300 Other Non-operating Revenue         | 16,771,394              | 13,144,742              | 13,606,697              |
| 6550 Proceeds Sale of Capital Asset      | 3,865,666               | 4,000,000               | 2,000,000               |
| <b>Subtotal Revenues</b>                 | <b>\$ 991,386,081</b>   | <b>\$ 971,119,257</b>   | <b>\$ 1,234,693,759</b> |
| Use of Prior Year Designations           | 278,276,994             | 295,995,168             | 415,542,235             |
| <b>Total Sources</b>                     | <b>\$ 1,269,663,075</b> | <b>\$ 1,267,114,425</b> | <b>\$ 1,650,235,994</b> |
| Uses Summary                             |                         |                         |                         |
| Description                              | FY 2020-21 Actuals      | FY 2021-22 Budget       | FY 2022-23 Budget       |
| 7100 Salaries and Benefits               | 151,612,060             | 177,945,145             | 191,187,387             |
| 7300 Purchased Transportation Services   | 74,049,440              | 97,713,274              | 109,850,060             |
| 7500 Professional Services               | 160,725,453             | 220,401,131             | 180,229,347             |
| 7540 Insurance Claims/Premiums           | 6,835,765               | 12,641,000              | 12,700,903              |
| 7600 General and Administrative          | 11,646,595              | 17,869,618              | 11,247,183              |
| 7700 Maintenance Parts and Fuel          | 15,934,491              | 20,202,503              | 25,655,703              |
| 7800 Contributions to Other Agencies     | 108,549,263             | 171,074,033             | 181,282,288             |
| 8111 Interest Expense                    | 48,964,096              | 50,502,858              | 70,789,350              |
| 8112 Principal Payment On Long Term Debt | 8,065,000               | 15,205,000              | 27,030,000              |
| 9000 Capital Expenditures                | 432,852,745             | 416,040,070             | 635,194,382             |
| <b>Subtotal Expenses</b>                 | <b>\$ 1,019,234,908</b> | <b>\$ 1,199,594,632</b> | <b>\$ 1,445,166,603</b> |
| Designations                             | 250,428,167             | 67,519,793              | 205,069,391             |
| <b>Total Uses</b>                        | <b>\$ 1,269,663,075</b> | <b>\$ 1,267,114,425</b> | <b>\$ 1,650,235,994</b> |



# Financial Reports

The Designations Detail and Use of Designations Detail reports on this page present the designations and planned use of prior year designations by the project or activity for which they will be utilized.

| Use of Designations Detail                       |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|
| Description                                      | FY 2020-21<br>Actuals | FY 2021-22<br>Budget  | FY 2022-23<br>Budget  |
| 91 Express Lanes                                 | 0                     | 31,702,958            | 39,897,000            |
| Bus Capital                                      | 68,922,821            | 19,112,076            | 132,036,669           |
| Freeways   | 0                     | 84,761,016            | 70,011,103            |
| General Fund                                     | 3,873,322             | 0                     | 0                     |
| I-405 Express Lanes                              | 195,006,054           | 63,036,043            | 88,693,682            |
| Local Rail                                       | 0                     | 30,973,276            | 27,369,116            |
| Planning Studies                                 | 0                     | 784,799               | 4,216                 |
| Regional Rail Capital                            | 10,441,180            | 0                     | 0                     |
| Scholarships                                     | 2,340                 | 0                     | 0                     |
| Service Authority for Freeway Emergencies (SAFE) | 31,277                | 0                     | 0                     |
| Streets and Roads                                | 0                     | 65,625,000            | 57,530,449            |
| <b>Total Use of Prior Year Designations</b>      | <b>\$ 278,276,994</b> | <b>\$ 295,995,168</b> | <b>\$ 415,542,235</b> |

| Designations Detail                              |                       |                      |                       |
|--|-----------------------|----------------------|-----------------------|
| Description                                      | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget  |
| 91 Express Lanes                                 | 11,667,647            | 13,316,702           | 22,811,666            |
| ARBA Contributions                               | 3,404,127             | 0                    | 13                    |
| Local Rail                                       | 57,940,365            | 0                    | 0                     |
| Longterm Operating Reserve                       | 0                     | 0                    | 128,987,878           |
| M2 Debt Service                                  | 2,089,254             | 0                    | 0                     |
| M2 Projects                                      | 47,365,303            | 0                    | 0                     |
| OCTAP  | 436,989               | 0                    | 0                     |
| OCTD Fixed Asset Reserve                         | 120,875,507           | 47,767,416           | 32,213,358            |
| Personal Liability & Property Damage (PL and PD) | 414,015               | 0                    | 0                     |
| Planning Studies                                 | 581,594               | 0                    | 0                     |
| Regional Rail                                    | 3,695,507             | 6,435,675            | 21,056,476            |
| SAFE Service/Capital                             | 1,329,073             | 0                    | 0                     |
| Workers Compensation                             | 628,786               | 0                    | 0                     |
| <b>Total Designations</b>                        | <b>\$ 250,428,167</b> | <b>\$ 67,519,793</b> | <b>\$ 205,069,391</b> |



The External Fund Level Summary reports, on this page and the next page, summarize the Sources and Uses by Fund.

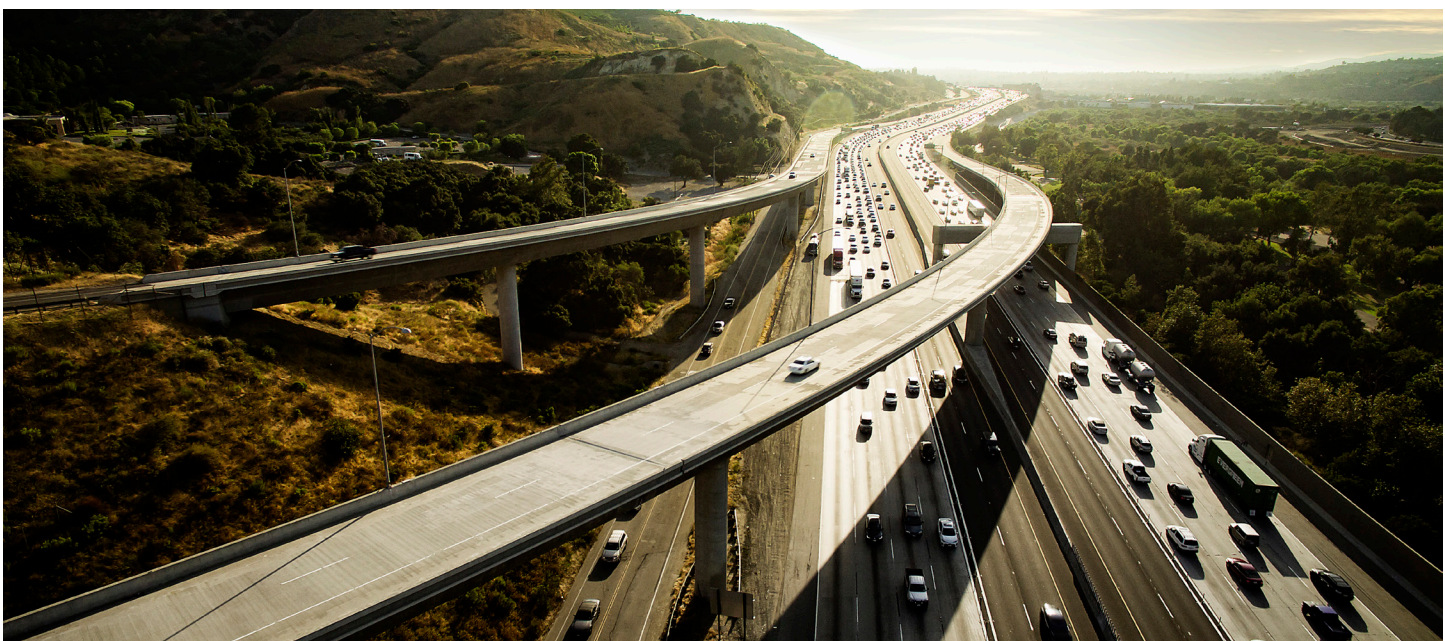
| External Fund Level Summary - Sources       |                         |                         |                         |
|---|-------------------------|-------------------------|-------------------------|
| Description                                 | FY 2020-21<br>Actuals   | FY 2021-22<br>Budget    | FY 2022-23<br>Budget    |
| 405 Express Lanes                           | 195,120,041             | 63,036,043              | 88,693,682              |
| 91 Express Lanes                            | 47,397,608              | 80,310,622              | 96,682,513              |
| ARBA Trust Fund                             | 4,827,342               | 1,431,016               | 2,735,084               |
| Commuter and Urban Rail Endowment           | 3,747,138               | 0                       | 0                       |
| General Fund                                | 14,832,947              | 20,003,031              | 14,849,373              |
| Internal Service Fund-PL and PD             | 421,438                 | 658,612                 | 527,743                 |
| Internal Service Fund-Workers' Compensation | 416,714                 | 410,552                 | 380,366                 |
| Local Rail                                  | 310                     | 0                       | 0                       |
| Local Transportation Authority Measure M2   | 400,917,946             | 650,625,939             | 718,608,163             |
| Local Transportation Fund                   | 179,142,564             | 162,668,029             | 212,613,766             |
| Measure M2 Bond Debt Service                | 7,850,667               | 5,453,693               | 5,856,737               |
| Orange County Taxi Administration Program   | 13,492                  | 0                       | 0                       |
| Orange County Transit District              | 286,267,840             | 182,410,719             | 417,725,884             |
| Orange County Unified Transportation Trust  | 591,267                 | 885,000                 | 110,000                 |
| Regional Rail                               | 24,400,243              | 37,633,168              | 7,168,533               |
| Scholarship Fund                            | 20,177                  | 15,330                  | 20,418                  |
| Service Authority for Abandoned Vehicles    | 31,305                  | 0                       | 0                       |
| Service Authority for Freeway Emergencies   | 9,101,546               | 6,761,300               | 6,665,250               |
| State Transit Assistance Fund               | 35,993,743              | 36,440,524              | 46,588,533              |
| Transit Development Capital Project         | 58,568,747              | 18,370,847              | 31,009,949              |
| <b>Total Authority</b>                      | <b>\$ 1,269,663,075</b> | <b>\$ 1,267,114,425</b> | <b>\$ 1,650,235,994</b> |





## External Fund Level Summary - Uses

| Description                                       | FY 2020-21<br>Actuals   | FY 2021-22<br>Budget    | FY 2022-23<br>Budget    |
|---|-------------------------|-------------------------|-------------------------|
| 405 Express Lanes                                 | 193,626,871             | 59,729,187              | 83,147,351              |
| 91 Express Lanes                                  | 29,116,541              | 53,325,087              | 57,229,017              |
| American Public Transportation Association (APTA) | 0                       | 40,000                  | 0                       |
| ARBA Trust Fund                                   | 4,827,342               | 1,431,016               | 2,735,084               |
| Commuter and Urban Rail Endowment                 | 3,728,529               | 0                       | 0                       |
| General Fund                                      | 94,376,274              | 111,972,702             | 117,458,638             |
| Internal Service Fund-PL and PD                   | 1,991,099               | 5,851,102               | 5,905,602               |
| Internal Service Fund-Workers' Compensation       | 8,851,289               | 7,900,000               | 7,238,903               |
| Local Rail  | 28,178                  | 126,150                 | 50,000                  |
| Local Transportation Authority Measure M2         | 302,634,744             | 527,077,228             | 590,619,189             |
| Local Transportation Fund                         | 81,321,620              | 4,017,147               | 5,071,500               |
| Measure M2 Bond Debt Service                      | 45,928,904              | 43,826,400              | 54,883,650              |
| Orange County Taxi Administration Program         | 522,158                 | 0                       | 0                       |
| Orange County Transit District                    | 365,062,657             | 320,530,178             | 616,427,155             |
| Orange County Unified Transportation Trust        | 591,267                 | 885,000                 | 110,000                 |
| Regional Rail                                     | 44,637,943              | 71,616,367              | 37,059,171              |
| Scholarship Fund                                  | 20,177                  | 15,330                  | 20,418                  |
| Service Authority for Abandoned Vehicles          | 3                       | 0                       | 0                       |
| Service Authority for Freeway Emergencies         | 8,269,263               | 8,526,758               | 9,430,805               |
| State Transit Assistance Fund                     | 12,922                  | 0                       | 0                       |
| Transit Development Capital Project               | 84,115,294              | 50,244,773              | 62,849,511              |
| <b>Total Authority</b>                            | <b>\$ 1,269,663,075</b> | <b>\$ 1,267,114,425</b> | <b>\$ 1,650,235,994</b> |



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# MEASURE M2



**ORANGE COUNTY TRANSPORTATION AUTHORITY**

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## Measure M2

### *Description*

On November 7, 2006, the voters of Orange County chose to extend the M1 half-cent sales tax for another 30 years from 2011 through 2041. The M2, administered by 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. M2 allocates 43 percent of funds to freeway projects, 32 percent to streets and roads, and 25 percent to transit projects.

### *Next 10 Delivery Plan*

When the M2 Investment Plan was initially developed, forecasts projected M2 sales tax revenue available for projects and programs at \$24.3 billion. Since the Great

Recession in 2008, projected sales tax revenue has been reduced by \$10.9 billion. Our most recent projections estimate the total at \$13.2 billion.

In December 2021, an update to the Next 10 Delivery Plan was approved by the Board, reflecting new cash flows, schedules, and project information. This comprehensive plan reviewed priorities and funding commitments over a ten fiscal year period (FY 2020-21 - FY 2029-30) to ensure that promises made in the M2 Investment Plan can continue to be delivered. While the updated Next 10 Delivery Plan incorporates the lower M2 sales tax revenue forecast than originally anticipated, OCTA has been fortunate in leveraging external state and federal funding to help deliver projects. This review confirmed that the Next 10 Delivery Plan remains deliverable.





## Freeway Program

### *Description*

The largest component of the overall M2 Program is the Freeway Program. It receives 43 percent of the net sales tax revenue. In the approved 2021 update to the Next 10 Delivery Plan, \$4.9 billion in freeway projects will be delivered, and by FY 2029-30, an estimated 26 out of 30 total M2 freeway project segments are scheduled to be completed.

The I-405 Improvement Project, at \$2.1 billion in estimated cost, will be the largest capital project that OCTA has delivered in its history. The project, slated to open in FY 2023-24, is concurrently under construction. Another major freeway project that OCTA has been working on is the \$577 million I-5 South County Improvements Project in south Orange County. Construction began in FY 2018-19 and will be completed in three segments with the first segment scheduled for completion in FY 2023-24 and the last segment scheduled for completion in FY 2025-26.

Within the Freeway Program, the EMP is designed to address biological impacts from the M2 freeway projects and is achieved through a comprehensive mitigation effort in exchange for streamlined approval by state and federal agencies of the M2 freeway projects. OCTA contributes approximately \$2.9 million annually into an endowment fund for long-term management of seven OCTA Preserves, areas of protected land in Orange County. The M2 Environmental Cleanup Program helps improve overall water quality in Orange County from transportation-generated pollution. Program funds are allocated on a competitive basis to assist jurisdictions in meeting the federal Clean Water Act's goals of controlling transportation-generated pollution.





**Freeway Program, continued**

**Goals in FY 2022-23**

- In FY 2022-23, the Freeway Program will continue construction on the I-405 Improvement Project. The project improvements include adding a general-purpose lane in each direction of the I-405 Freeway from Euclid Street to the Interstate 605 (I-605) Interchange (Project K) and adding an additional lane in each direction that will combine with the existing HOV lane to provide dual tolled express lanes in each direction on the I-405 from State Route 73 (SR-73) to I-605. The project is anticipated to be completed in the fall of 2023.
- Construction will continue on the I-5 Improvement projects between SR-73 and El Toro Road (Project C, D). The project improvements include adding one general purpose lane in each direction of the I-5 Freeway from Avery Parkway to Alicia Parkway in both directions and extend the second HOV lane from Alicia Parkway to El Toro Road in both directions. The project is anticipated to be completed in the fall of 2024.
- The Freeway Program will continue to seek state and federal grant funding opportunities to leverage sales tax revenue and deliver all M2 freeway projects as promised to the voters of Orange County.

**Accomplishments in FY 2021-22**

- A release of a request for proposals was granted on the State Route 55 between I-5 and SR-91 for the preparation of plans, specification, and estimates. Design efforts are anticipated to begin midway through the fiscal year.
- During the first quarter, the I-405 between SR-73 and I-605 project saw the re-opening of the Edwards Street overcrossing bridge, thereby representing six of 18 bridge replacements completed.
- A design contract was awarded for the State Route 57 (SR-57) improvements from Orangewood Avenue to Katella Avenue (Project G). After design work is complete, construction will add one general-purpose lane in the northbound direction.

| Freeway Program                                    |                       |
|--|-----------------------|
| Project  | FY 2022-23 Budget     |
| SR-55, I-405 to I-5 (Project F)                    | 141,807,850           |
| I-5, SR-73 to El Toro Road (Project C)             | 98,382,835            |
| I-405, SR-73 to I-605 (Project K)                  | 98,076,532            |
| SR-91, SR-55 to SR-57 (Project I)                  | 36,165,700            |
| I-605, Katella Ave. Interchange (Project M)        | 3,176,000             |
| I-5, I-405 to SR-55 (Project B)                    | 2,912,000             |
| I-5, El Toro Road Interchange (Project D)          | 2,280,000             |
| SR-57, Orangewood Ave. to Katella Ave. (Project G) | 1,415,000             |
| SR-91, SR-241 to SR-71 (Project J)                 | 402,500               |
| <b>Freeway Program Total</b>                       | <b>\$ 384,618,417</b> |



# Measure M2 Program



## Streets and Roads Program

### Description

The M2 Streets and Roads Program comprises the Regional Capacity Program, Regional Traffic Signal Synchronization Program (RTSSP), and Local Fair Share Program, which are designed to help fix potholes, improve intersections, synchronize traffic signals county-wide, and make the existing network of streets and roads safer and more efficient. The Streets and Roads Program receives 32 percent of net sales tax revenue.

### Goals in FY 2022-23

- OCTA looks to continue to allocate money to local jurisdictions to repair aging local streets and roads under Local Fare Share (Project Q), in an amount of \$71.5 million in FY 2022-23.
- The Streets and Roads Program aims to provide \$49.4 million to local agencies under Regional Capacity Program (Project O) to fund additional capacity and roadway improvements throughout Orange County, and \$43.8 million to local agencies under RTSSP (Project P).

## Accomplishments in FY 2021-22

- The OCTA board approved programming \$2.8 million in competitive funds for 12 projects focused on removing visible pollutants, such as litter and debris, from roads before they reach waterways and the ocean. These projects include purchasing or upgrading screens, filters, and inserts for catch basins, as well as other devices designed to remove pollutants.
- The Regional Capacity Program (Project O) enabled OCTA to release the 2022 Call for Projects for \$22 million via a competitive grant program. This funding is available to local agencies for additional road improvements throughout Orange County. Since 2011, over 140 projects totaling more than \$339 million have been awarded by OCTA.
- Through the RTSSP 2022 Call for Projects, approximately \$8.5 million was made available for signal synchronization projects in Orange County. To date, OCTA and local agencies have synchronized more than 2,700 intersections along more than 700 miles of streets improving travel times and reducing delays in local commutes.

| Streets and Roads Program                           |                       |
|---|-----------------------|
| Project   | FY 2022-23 Budget     |
| Local Fair Share (Project Q)                        | 71,365,776            |
| Regional Capacity Program (Project O)               | 49,429,800            |
| Regional Traffic Signal Synchronization (Project P) | 43,802,310            |
| <b>Streets and Roads Program Total</b>              | <b>\$ 164,597,886</b> |



## M2 Transit Program

### Description

The M2 Transit Program consists of various programs targeted to improve rail and bus service and facilities in Orange County. M2 Transit Program receives 25 percent of the net sales tax revenue. These funds are used to support Metrolink service, add transit extensions to the Metrolink corridor, reduce bus fares for senior citizens and persons with disabilities, and establish local circulators.

### Accomplishments in FY 2021-22

- Construction of the OC Streetcar reached a major milestone as construction crews have completed two westbound tracks on Santa Ana Boulevard between French Street and Bristol Street and also between Flower Street and Parton Street.
- OCTA provided over \$2.4 million in M2 funds to lower fares for Seniors and Persons with Disabilities (Project U). This resulted in over 8 million boardings for the fiscal year.

### Goals in FY 2022-23

- Through the use of M2 High Frequency Metrolink funds (Project R), OCTA continues to allocate funds to support Metrolink service in Orange County.
- Through the use of Transit Extensions to Metrolink funding (Project S), continue construction of the OC Streetcar Project including a new maintenance and storage facility. The facility will house the streetcar vehicles which are anticipated to be delivered by the manufacturer early in the FY.
- Through the community-based transit/circulators program (Project V), OCTA will continue to allocate M2 funds and facilitate successful community transit/circulators to offer expanded service in local communities of Orange County.
- OCTA also looks forward to continuing the Expand Mobility Choices for Seniors and Persons with Disabilities Program (Project U) which provides funds to support mobility options for this demographic. This program will allocate 3.47 percent of M2 sales tax revenues to over 35 cities and agencies to provide services and stabilize transit fares.

### M2 Transit Program

| Project  | FY 2022-23 Budget    |
|--|----------------------|
| Community-Based Transit Circulator (Project V)                 | 9,240,378            |
| Senior Mobility and Non-Emergency Medical Programs (Project U) | 7,719,917            |
| Regional Rail Project Support (Project R)                      | 1,821,697            |
| Safe Transit Stops (Project W)                                 | 1,305,000            |
| Transit Extensions to Metrolink (Project S)                    | 175,000              |
| <b>M2 Transit Program Total</b>                                | <b>\$ 20,261,992</b> |





# Measure M2 Program

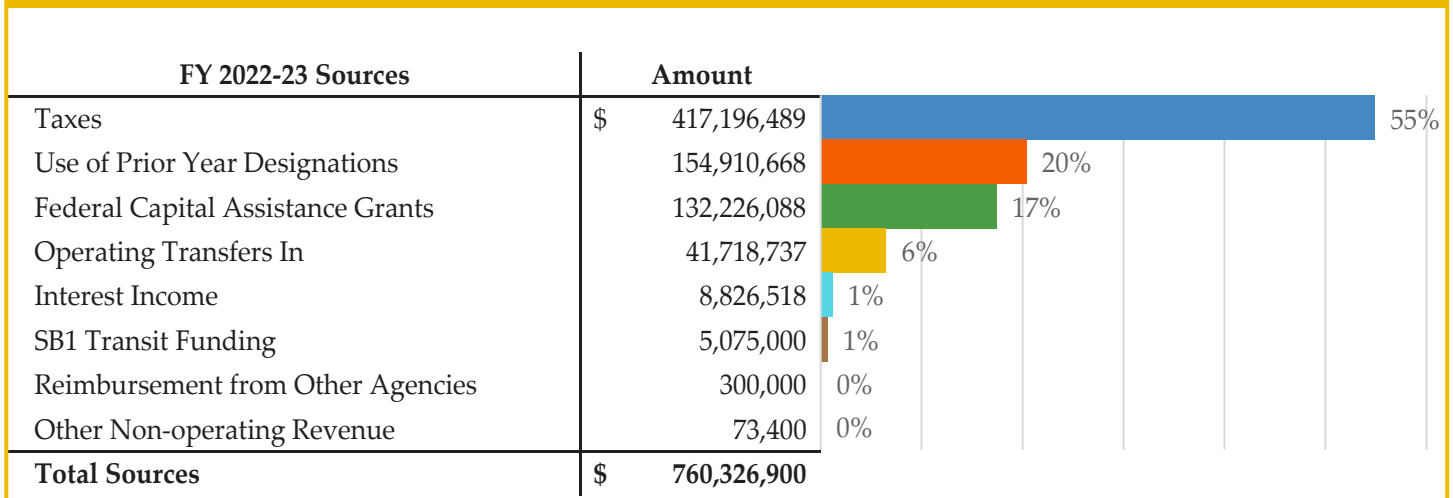
## M2 Program Funds

### Local Transportation Authority (LTA) M2 Fund

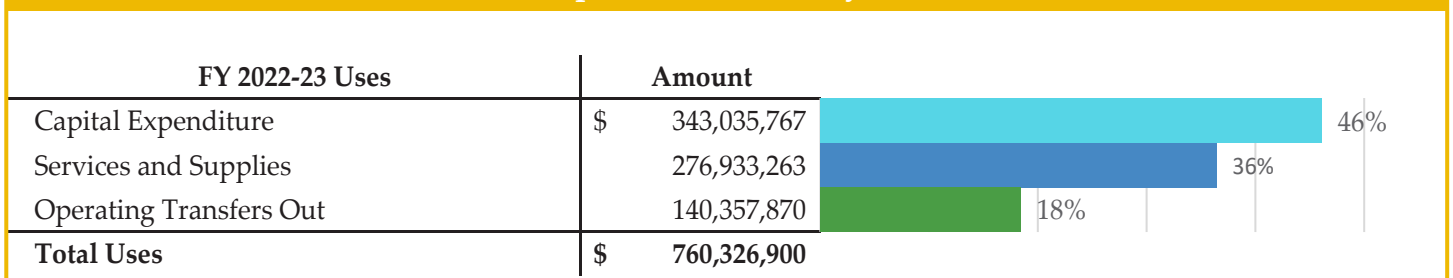
The LTA Fund incorporates all activities associated with the M2 Ordinance approved in November 2006. The M2 Ordinance extended the already established one-half percent sales tax to fund transportation-related projects.

The M2 Ordinance covers a 30-year period beginning April 1, 2011 to March 31, 2041. All sales tax revenues, bond proceeds, interest earnings, and project expenditures are accounted for in this fund.

### Local Transportation Authority Measure M2



### Local Transportation Authority Measure M2







## Local Transportation Authority Measure M2 Sources & Uses

### Sources Summary

| Description                            | FY 2020-21<br>Actuals | FY 2021-22<br>Budget  | FY 2022-23<br>Budget  |
|--|-----------------------|-----------------------|-----------------------|
| 6020 State Assistance                  | 23,090,837            | 15,106,004            | 0                     |
| 6040 Federal Capital Assistance Grants | 6,899,269             | 112,225,555           | 132,226,088           |
| 6050 Reimbursement from Other Agencies | 11,692,981            | 1,683,569             | 300,000               |
| 6101 Taxes                             | 345,345,181           | 312,959,259           | 417,196,489           |
| 6107 SB1 Transit Funding               | 2,511,546             | 19,383,000            | 5,075,000             |
| 6200 Interest Income                   | 10,340,830            | 7,761,978             | 8,826,518             |
| 6300 Other Non-operating Revenue       | 1,037,302             | 147,282               | 73,400                |
| 6500 Operating Transfers In            | 22,014,619            | 15,017,472            | 41,718,737            |
| <b>Subtotal Revenues</b>               | <b>\$ 422,932,565</b> | <b>\$ 484,284,119</b> | <b>\$ 605,416,232</b> |
| Use of Prior Year Designations         | 0                     | 181,359,292           | 154,910,668           |
| <b>Total Sources</b>                   | <b>\$ 422,932,565</b> | <b>\$ 665,643,411</b> | <b>\$ 760,326,900</b> |

### Uses Summary

| Description                          | FY 2020-21<br>Actuals | FY 2021-22<br>Budget  | FY 2022-23<br>Budget  |
|--------------------------------------|-----------------------|-----------------------|-----------------------|
| 7400 Overhead Allocation             | 19,622,148            | 24,146,290            | 29,349,841            |
| 7500 Professional Services           | 65,334,295            | 95,404,802            | 79,599,192            |
| 7600 General and Administrative      | 219,745               | 277,780               | 372,698               |
| 7800 Contributions to Other Agencies | 97,467,026            | 156,177,685           | 167,611,532           |
| 8111 Interest Expense                | 1,565                 | 0                     | 0                     |
| 8200 Operating Transfers Out         | 100,675,673           | 114,419,893           | 140,357,870           |
| 9000 Capital Expenditures            | 92,246,810            | 275,216,961           | 343,035,767           |
| <b>Subtotal Expenses</b>             | <b>\$ 375,567,262</b> | <b>\$ 665,643,411</b> | <b>\$ 760,326,900</b> |
| Designations                         | 47,365,303            | 0                     | 0                     |
| <b>Total Uses</b>                    | <b>\$ 422,932,565</b> | <b>\$ 665,643,411</b> | <b>\$ 760,326,900</b> |



# Measure M2 Program

## M2 Program Funds, continued

### M2 Bond Debt Service Fund

The M2 Bond Debt Service Fund accumulates the financial resources required for the repayment of long-term debt. Funds to accommodate principal and interest payments are accumulated and debt service transactions are recorded in this fund. This fund

also accounts for the federal government payment to OCTA of a 35 percent subsidy (subject to federal tax code adjustments) that offsets interest expense for taxable Build America Bonds.

| Measure M2 Bond Debt Service Sources & Uses |                      |                      |                      |
|---|----------------------|----------------------|----------------------|
| Sources Summary                             |                      |                      |                      |
| Description                                 | FY 2020-21 Actuals   | FY 2021-22 Budget    | FY 2022-23 Budget    |
| 6200 Interest Income                        | 7,850,667            | 5,453,693            | 5,856,737            |
| 6500 Operating Transfers In                 | 43,835,233           | 43,826,400           | 54,883,650           |
| <b>Subtotal Revenues</b>                    | <b>\$ 51,685,900</b> | <b>\$ 49,280,093</b> | <b>\$ 60,740,387</b> |
| <b>Total Sources</b>                        | <b>\$ 51,685,900</b> | <b>\$ 49,280,093</b> | <b>\$ 60,740,387</b> |
| Uses Summary                                |                      |                      |                      |
| Description                                 | FY 2020-21 Actuals   | FY 2021-22 Budget    | FY 2022-23 Budget    |
| 8111 Interest Expense                       | 35,774,650           | 35,371,400           | 34,948,650           |
| 8112 Principal Payment On Long Term Debt    | 8,065,000            | 8,455,000            | 19,935,000           |
| 8200 Operating Transfers Out                | 5,756,996            | 5,453,693            | 5,856,737            |
| <b>Subtotal Expenses</b>                    | <b>\$ 49,596,646</b> | <b>\$ 49,280,093</b> | <b>\$ 60,740,387</b> |
| Designations                                | 2,089,254            | 0                    | 0                    |
| <b>Total Uses</b>                           | <b>\$ 51,685,900</b> | <b>\$ 49,280,093</b> | <b>\$ 60,740,387</b> |

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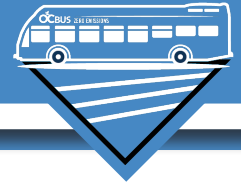
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# TRANSIT



**ORANGE COUNTY TRANSPORTATION AUTHORITY**

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## Bus Program

### Description

As a multimodal transportation agency serving Orange County, OCTA’s bus service is one of the agency’s core programs. OCTA’s goal is to provide Orange County residents and visitors with safe, reliable, and convenient service throughout the county that is sustainable over the long-term.

OCTA’s bus system currently offers 53 different routes serving nearly 5,400 bus stops. The bus routes are broken down into three distinct types of services. Local and community routes travel between cities throughout the service area. Limited stop service is provided on some of the local routes providing faster travel times through the service area. Express routes travel on freeways to get commuters to their destination quickly, and the Stationlink service provides a link from Metrolink stations to work centers. OCTA provides special services funded through the Federal Transit Administration (FTA) to serve persons of low income, seniors, and persons with disabilities under the Section 5310 Enhanced Mobility for Seniors and Disabled (EMSD) Grant Programs. In addition, OCTA funds and administers community transportation services offered through the Senior Mobility Program (SMP).

OCTA also provides OC ACCESS, which is a shared-ride service for people who are unable to use the regular, fixed-route OC Bus service because of functional limitations. This service is required by the Americans

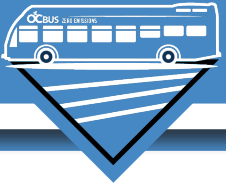
with Disabilities Act (ADA). OCTA offers a non-ADA Same-Day Taxi Program to OC ACCESS eligible customers as well.

M2 allocates 1.47 percent of net revenues to stabilize fares for seniors and persons with disabilities. This is included as farebox revenue and the calculation of the farebox recovery ratio. Bus Operations are dependent upon external revenue sources to supplement farebox revenue and help offset operating expenditures for fixed-route and paratransit services. The primary revenue sources are state sales tax revenues, federal and state operating grants, and property tax contributions.

### Fixed-Route

The current fixed-route network provides bus service on 36 local lines, eight community lines, five Stationlink rail feeder lines, and one temporary city shuttles line. The local lines, of which three are limited-stop, represent the majority of transit options offered throughout Orange County and operate along major arterials comprising a “grid” network. The limited-stop lines are provided on select local route corridors and are designed to provide an attractive rapid transit option by decreasing travel time and improving travel speed within high use corridors, while offering connections to key destinations, major attractions, and Metrolink train services. Community lines use smaller buses to accommodate roadway constraints or lower passenger





# Bus Program

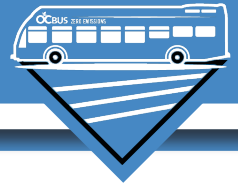


demand and provide connections to the local lines. The Inter-county and Intra-county express lines have fewer stops and operate only during peak morning and afternoon times Monday through Friday, traveling to popular business centers in Los Angeles and Orange County. Stationlink rail feeder service is provided to

the Metrolink commuter rail stations in Orange County that are considered destination stations, ensuring a connection between rail stations and employment centers for Metrolink commuters. One temporary city shuttles line is used during OC Streetcar construction to connect with Metrolink trains and other bus routes.

| Bus Capital Program                        |                       |
|--|-----------------------|
| Project                                    | FY 2022-23 Budget     |
| Bus Purchases and Near Zero Engine Repower | 111,598,675           |
| Transit Security & Operations Center       | 47,650,000            |
| Bus Base and Transit Center Projects       | 15,020,719            |
| Bus Operations Support Vehicles            | 362,395               |
| <b>Bus Capital Program Total</b>           | <b>\$ 174,631,789</b> |





### **Paratransit (OC ACCESS)**

The OC ACCESS Program provides complementary transit service within a ¼ mile corridor of all OCTA fixed-route service to persons with disabilities. These passengers must be certified by OCTA to use the OC ACCESS system by meeting the ADA eligibility criteria. The use of supplemental taxi services is one of a variety of cost mitigation measures being employed. OCTA also continues its focus on developing partnerships to provide alternative transportation options for seniors and persons with disabilities. In addition, OCTA offers a non-ADA Same-Day Taxi service, which allows OC ACCESS eligible customers to schedule a partially subsidized trip. OC Flex Pilot Service is a shared-ride micro-transit service. This service provides riders the ability to book and pay for a ride in real-time through the use of a mobile application.

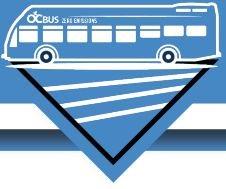
### **Accomplishments in FY 2021-22**

- Reached new three-year collective bargaining agreement with Teamsters 952 for the Coach Operators.
- Approved indefinite extension for the Youth Ride Free program following a successful six-month promotion, ages 6 to 18 will be able to ride the OCTA fixed-route bus system for free.
- Achieved new three-year agreement with the TCU/IAM for parts clerks and facility workers.

### **Goals in FY 2022-23**

- Restore fixed-route revenue hours up to 1.6 million, subject to demand and public health considerations.
- Evaluate the introduction of 10 battery electric paratransit buses that will be purchased.
- Install motorized security gates with access control at the Anaheim, Garden Grove, and Santa Ana bases.
- Purchase 134, 40-foot CNG fixed-route and 131, 22-foot cutaway paratransit buses as the current respective fleets reach their useful life.





# Bus Program

## Cost Summary

### FY 2022-23 Approved Budget

|  | Performance Indicators | Directly Operated Fixed-Route | Contracted Fixed-Route | OC ACCESS    | ADA Taxi Service | Same Day Taxi Service | Special Agency Services | OC Flex     | System Total  |
|--|------------------------|-------------------------------|------------------------|--------------|------------------|-----------------------|-------------------------|-------------|---------------|
| <b>Service Provided</b>  | Vehicle Hours (VH)     | 1,035,221                     | 647,348                | 514,489      |                  |                       |                         |             | 2,197,058     |
|  | Vehicle Miles (VM)     | 12,465,236                    | 8,411,065              | 7,746,817    |                  |                       |                         |             | 28,623,118    |
|  | Revenue Hours (RVH)    | 954,464                       | 595,618                | 408,874      |                  |                       |                         | 13,974      | 1,972,930     |
|  | Revenue Miles (RVM)    | 10,675,285                    | 7,107,130              | 6,264,760    |                  |                       |                         |             | 24,047,175    |
| <b>Passenger Usage</b>   | Boardings              | 21,959,090                    | 7,915,985              | 596,296      | 226,709          | 130,858               | 255,241                 | 28,218      | 31,112,397    |
|  | Boardings per VH       | 21.21                         | 12.23                  | 1.16         |                  |                       |                         |             | 14.16         |
|  | Boardings per VM       | 1.76                          | 0.94                   | 0.08         |                  |                       |                         |             | 1.09          |
|  | Boardings per RVH      | 23.01                         | 13.29                  | 1.46         |                  |                       |                         |             | 15.77         |
|  | Boardings per RVM      | 2.06                          | 1.11                   | 0.10         |                  |                       |                         |             | 1.29          |
| <b>Operating Costs</b>   | Costs                  | \$159,319,578                 | \$95,094,054           | \$52,540,471 | \$15,430,259     | \$2,661,856           | \$6,850,729             | \$1,810,105 | \$333,707,052 |
|  | Cost per VH            | \$153.90                      | \$146.90               | \$102.12     |                  |                       |                         |             | \$151.89      |
|  | Cost per VM            | \$12.78                       | \$11.31                | \$6.78       |                  |                       |                         |             | \$11.66       |
|  | Cost per RVH           | \$166.92                      | \$159.66               | \$128.50     |                  |                       |                         | \$129.53    | \$169.14      |
|  | Cost per RVM           | \$14.92                       | \$13.38                | \$8.39       |                  |                       |                         |             | \$13.88       |
|  | Cost per Boarding      | \$7.26                        | \$12.01                | \$88.11      | \$68.06          | \$20.34               | \$26.84                 | \$64.15     | \$10.73       |
| <b>Fare Revenues</b>   | Revenue                | \$23,759,189                  | \$9,129,363            | \$3,835,727  | \$921,027        |                       |                         | \$43,424    | \$37,688,729  |
|  | Revenue per VH         | \$22.95                       | \$14.10                | \$7.46       |                  |                       |                         |             | \$17.15       |
|  | Revenue per VM         | \$1.91                        | \$1.09                 | \$0.50       |                  |                       |                         |             | \$1.32        |
|  | Revenue per RVH        | \$24.89                       | \$15.33                | \$9.38       |                  |                       |                         | \$3.11      | \$19.10       |
|  | Revenue per RVM        | \$2.23                        | \$1.28                 | \$0.61       |                  |                       |                         |             | \$1.57        |
|  | Revenue per Boarding   | \$1.08                        | \$1.15                 | \$6.43       |                  |                       |                         | \$1.54      | \$1.21        |
| <b>Subsidy</b>   | Subsidy per Boarding   | \$6.17                        | \$10.86                | \$81.68      |                  |                       |                         | \$62.61     | \$8.85        |
| <b>Farebox Recovery Ratio</b>  |                        | <b>14.91%</b>                 | <b>9.60%</b>           | <b>7.30%</b> |                  |                       |                         |             | <b>11.29%</b> |
| <b>Farebox Recovery Ratio (Per Senate Bill 508: Revisions to the Transportation Development Act (TDA))</b> |                        |                               |                        |              |                  |                       |                         |             | <b>17.84%</b> |

\* All paratransit boardings are reported in terms of trips.





**Bus Program Funds**

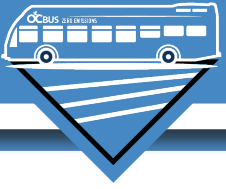
**Local Transportation Fund (LTF)**

In 1971, the TDA established the LTF via a one-quarter cent sales tax collected in Orange County. LTF revenues are used only for public transit and provide funding for a variety of transportation services including regional transportation planning, bus stop improve-

ments, fixed-route bus operations, and paratransit services. LTF revenues may also be used as a local match for FTA grants. For budgeting purposes, OCTA utilizes sales tax forecast provided by Muni Services, LLC.

| Local Transportation Fund Sources & Uses |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|
| Sources Summary                          |                       |                       |                       |
| Description                              | FY 2020-21 Actuals    | FY 2021-22 Budget     | FY 2022-23 Budget     |
| 6104 Sales Tax Revenue                   | 179,688,886           | 162,624,184           | 212,568,231           |
| 6200 Interest Income                     | -546,322              | 43,845                | 45,535                |
| <b>Subtotal Revenues</b>                 | <b>\$ 179,142,564</b> | <b>\$ 162,668,029</b> | <b>\$ 212,613,766</b> |
| <b>Total Sources</b>                     | <b>\$ 179,142,564</b> | <b>\$ 162,668,029</b> | <b>\$ 212,613,766</b> |
| Uses Summary                             |                       |                       |                       |
| Description                              | FY 2020-21 Actuals    | FY 2021-22 Budget     | FY 2022-23 Budget     |
| 7500 Professional Services               | 1,514,070             | 1,769,403             | 2,104,636             |
| 7600 General and Administrative          | 4,593                 | 0                     | 0                     |
| 7800 Contributions to Other Agencies     | 2,411,159             | 2,247,744             | 2,966,864             |
| 8200 Operating Transfers Out             | 97,820,944            | 158,650,882           | 207,542,266           |
| <b>Subtotal Expenses</b>                 | <b>\$ 101,750,766</b> | <b>\$ 162,668,029</b> | <b>\$ 212,613,766</b> |
| Designations                             | 77,391,798            | 0                     | 0                     |
| <b>Total Uses</b>                        | <b>\$ 179,142,564</b> | <b>\$ 162,668,029</b> | <b>\$ 212,613,766</b> |



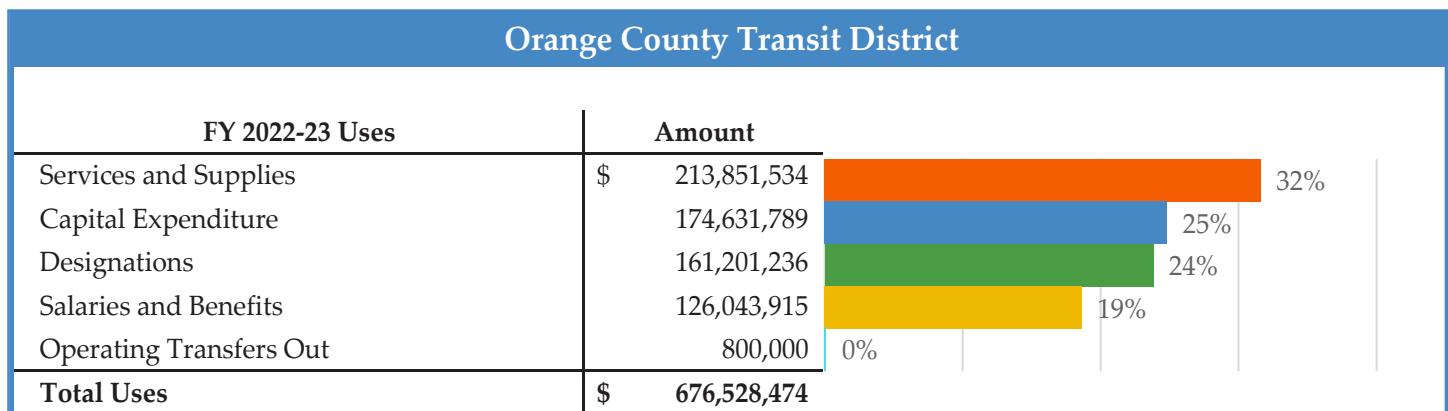
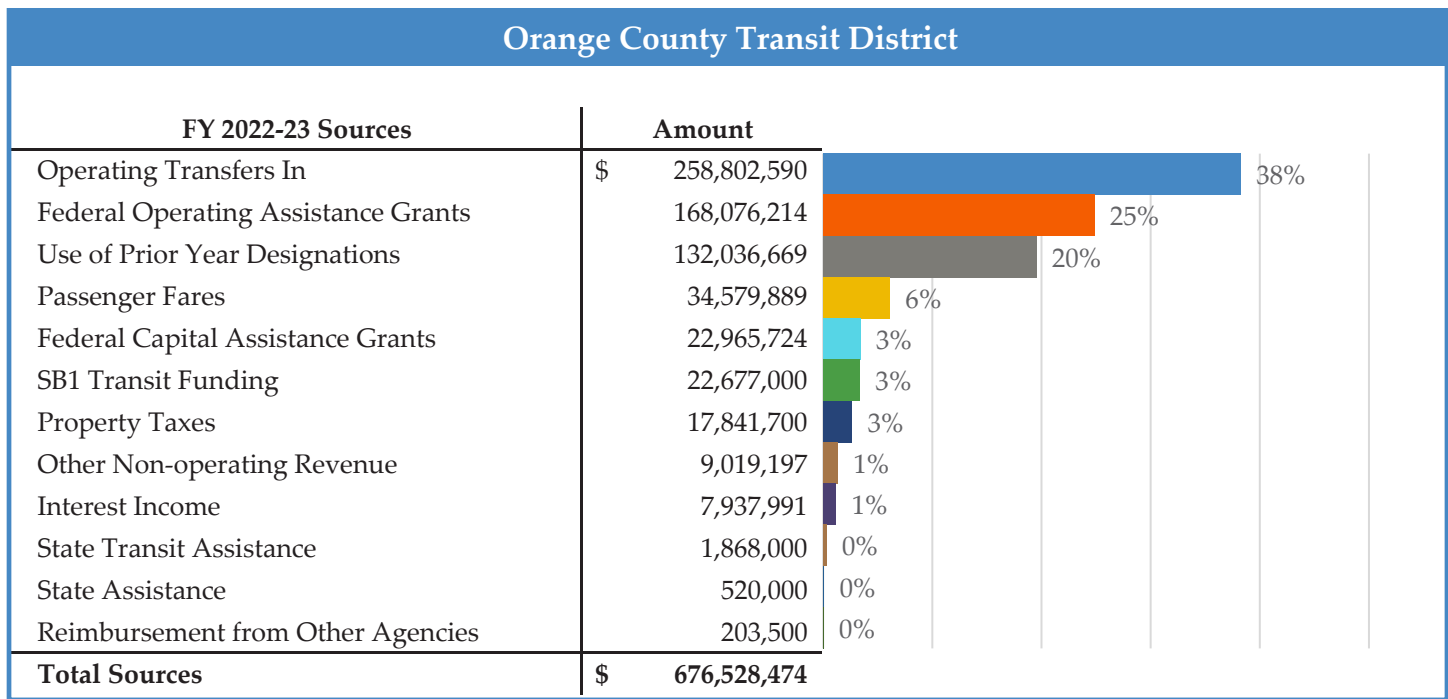


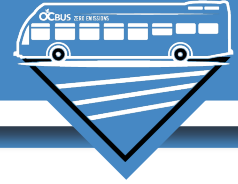
# Bus Program

## Bus Program Funds, continued

### Orange County Transit District (OCTD)

The OCTD Fund supports the administrative, operational, and capital functions of bus operations, rail feeder, and paratransit bus service. The OCTD fund is designed to capture all revenue and expenses for bus-related activity. The fund is presented as an enterprise activity of the OCTA.





OCTD, continued

| Orange County Transit District Sources & Uses |                       |                       |                       |
|---|-----------------------|-----------------------|-----------------------|
| Sources Summary                               |                       |                       |                       |
| Description                                   | FY 2020-21<br>Actuals | FY 2021-22<br>Budget  | FY 2022-23<br>Budget  |
| 5100 Passenger Fares                          | 14,573,919            | 24,130,656            | 34,579,889            |
| 6010 State Transit Assistance                 | 251,988               | 151,200               | 1,868,000             |
| 6020 State Assistance                         | 0                     | 0                     | 520,000               |
| 6030 Federal Operating Assistance Grants      | 163,182,425           | 101,367,871           | 168,076,214           |
| 6040 Federal Capital Assistance Grants        | 7,038,587             | 4,299,506             | 22,965,724            |
| 6050 Reimbursement from Other Agencies        | 500,102               | 156,975               | 203,500               |
| 6100 Property Taxes                           | 18,647,791            | 17,374,414            | 17,841,700            |
| 6107 SB1 Transit Funding                      | 0                     | 230,000               | 22,677,000            |
| 6200 Interest Income                          | 3,467,052             | 7,420,283             | 7,937,991             |
| 6300 Other Non-operating Revenue              | 9,683,155             | 8,167,738             | 9,019,197             |
| 6500 Operating Transfers In                   | 138,326,106           | 200,003,541           | 258,802,590           |
| <b>Subtotal Revenues</b>                      | <b>\$ 355,671,125</b> | <b>\$ 363,302,184</b> | <b>\$ 544,491,805</b> |
| Use of Prior Year Designations                | 68,922,821            | 19,112,076            | 132,036,669           |
| <b>Total Sources</b>                          | <b>\$ 424,593,946</b> | <b>\$ 382,414,260</b> | <b>\$ 676,528,474</b> |
| Uses Summary                                  |                       |                       |                       |
| Description                                   | FY 2020-21<br>Actuals | FY 2021-22<br>Budget  | FY 2022-23<br>Budget  |
| 7100 Salaries and Benefits                    | 100,467,134           | 118,326,435           | 126,043,915           |
| 7300 Purchased Transportation Services        | 67,228,449            | 87,218,527            | 100,030,919           |
| 7400 Overhead Allocation                      | 43,725,185            | 44,906,350            | 47,540,000            |
| 7500 Professional Services                    | 21,868,217            | 26,597,081            | 26,730,908            |
| 7540 Insurance Claims/Premiums                | -16,492               | 0                     | 0                     |
| 7600 General and Administrative               | 5,630,534             | 10,173,332            | 10,706,428            |
| 7700 Maintenance Parts and Fuel               | 15,997,482            | 20,153,936            | 25,489,690            |
| 7702 Fuel, Tires and Maintenance Parts        | 0                     | 48,567                | 166,013               |
| 7800 Contributions to Other Agencies          | 1,675,965             | 3,783,973             | 3,187,576             |
| 8200 Operating Transfers Out                  | 6,653,994             | 4,873,283             | 800,000               |
| 9000 Capital Expenditures                     | 117,891,490           | 18,565,360            | 174,631,789           |
| <b>Subtotal Expenses</b>                      | <b>\$ 381,121,958</b> | <b>\$ 334,646,844</b> | <b>\$ 515,327,238</b> |
| Designations                                  | 43,471,988            | 47,767,416            | 161,201,236           |
| <b>Total Uses</b>                             | <b>\$ 424,593,946</b> | <b>\$ 382,414,260</b> | <b>\$ 676,528,474</b> |



## Bus Program

### **State Transit Assistance Fund (STAF)**

The STAF was created by the California Legislature in 1979 and provides a second source of TDA funding for transportation planning and mass transportation purposes. STAF revenues are derived from sales tax on

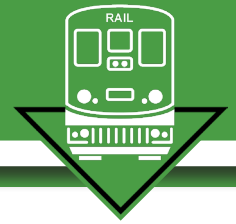
diesel fuel. As of 2017, this revenue increased based on the passage of SB 1. These revenues may be used for capital and operating expenditures related to public transportation.

| <b>State Transit Assistance Fund Sources &amp; Uses</b> |                               |                              |                              |
|---|-------------------------------|------------------------------|------------------------------|
| <b>Sources Summary</b>                                  |                               |                              |                              |
| <b>Description</b>                                      | <b>FY 2020-21<br/>Actuals</b> | <b>FY 2021-22<br/>Budget</b> | <b>FY 2022-23<br/>Budget</b> |
| 6104 Sales Tax Revenue                                  | 16,310,574                    | 16,526,460                   | 21,851,022                   |
| 6107 SB1 Transit Funding                                | 19,670,247                    | 19,889,607                   | 24,716,953                   |
| 6200 Interest Income                                    | 12,922                        | 24,457                       | 20,558                       |
| <b>Subtotal Revenues</b>                                | <b>\$ 35,993,743</b>          | <b>\$ 36,440,524</b>         | <b>\$ 46,588,533</b>         |
| <b>Total Sources</b>                                    | <b>\$ 35,993,743</b>          | <b>\$ 36,440,524</b>         | <b>\$ 46,588,533</b>         |
| <b>Uses Summary</b>                                     |                               |                              |                              |
| <b>Description</b>                                      | <b>FY 2020-21<br/>Actuals</b> | <b>FY 2021-22<br/>Budget</b> | <b>FY 2022-23<br/>Budget</b> |
| 7600 General and Administrative                         | 1,201                         | 0                            | 0                            |
| 8200 Operating Transfers Out                            | 35,980,821                    | 36,440,524                   | 46,588,533                   |
| <b>Subtotal Expenses</b>                                | <b>\$ 35,982,022</b>          | <b>\$ 36,440,524</b>         | <b>\$ 46,588,533</b>         |
| Designations  | 11,721                        | 0                            | 0                            |
| <b>Total Uses</b>                                       | <b>\$ 35,993,743</b>          | <b>\$ 36,440,524</b>         | <b>\$ 46,588,533</b>         |

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## Regional Rail Program

### **Description**

Regional 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 agencies representing the Counties of Los Angeles, Orange, Riverside, San Bernardino, and Ventura.

Metrolink serves as the link between six Southern California counties by providing commuters transportation connectivity for medium to long-range trips. Metrolink has grown tremendously after almost 30 years in service, expanding from three service lines and 11 stations to seven service lines and 63 stations, all over a 534 route-mile network. There are three rail lines serving Orange County: Orange County Line, Inland Empire-OC Line, and 91/Perris Valley Line. The three lines serving Orange County currently provide

a total of 41 trains each weekday and 16 trains each weekend serving 11 Orange County stations. Major structural, security, access, and capacity improvements are currently underway at many of the stations throughout Orange County.

### **Goals in FY 2022-23**

- Increase weekly Metrolink trips from current level of 41 weekday & 16 weekend trips for a total of 57 weekly trips up to 55 weekday trips and 16 weekend trips totaling 71 weekly trips.
- Initiate final plans, specifications, and cost estimates for the Orange County Maintenance Facility project. This project will provide space and equipment to inspect, clean, and maintain cars and locomotives on a regular basis.
- Continued commitment to Metrolink’s long term Climate Action Plan that addresses climate change, air quality, and other pressing sustainability issues to help advance our aggressive goal for zero emissions by 2028.





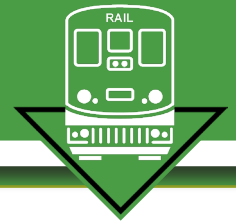
## Regional Rail Program

### Regional Rail Program, continued

#### Accomplishments in FY 2021-22

- Metrolink working alongside Caltrans and US Geological Survey piloted the use of an Earthquake Early Warning System that will help ensure the safe and rapid slowing and stopping of trains in the event of an earthquake.
- Completed emergency work to stabilize the train tracks between the Mission Viejo/Laguna Niguel and Oceanside stations. Construction activities were done through the day to minimize noise impact and help restore service to commuters in an efficient manner.
- Metrolink launched the Small Business Partnership Program, an initiative that helps Southern California's local small businesses bid more competitively and equitably on the agency's contracts. Through the program's collaboration with top organizations in financial services and technical training, Metrolink is equipping these enterprises with the support and tools they need to bid competitively.





| Regional Rail Capital Program              |                      |
|--|----------------------|
| Project                                    | FY 2022-23 Budget    |
| Slope Stabilization                        | 5,775,000            |
| San Juan Creek Bridge Replacement          | 2,480,000            |
| Anaheim Canyon Metrolink Station           | 2,260,000            |
| Serra Siding Project                       | 1,042,000            |
| Irvine Station Improvements                | 897,000              |
| Signal Respacing and Control Point         | 150,000              |
| Orange County Maintenance Facility         | 150,000              |
| <b>Regional Rail Capital Program Total</b> | <b>\$ 12,754,000</b> |





# Regional Rail Program

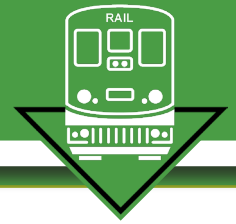
## Regional Rail Funds

### Regional Rail Fund

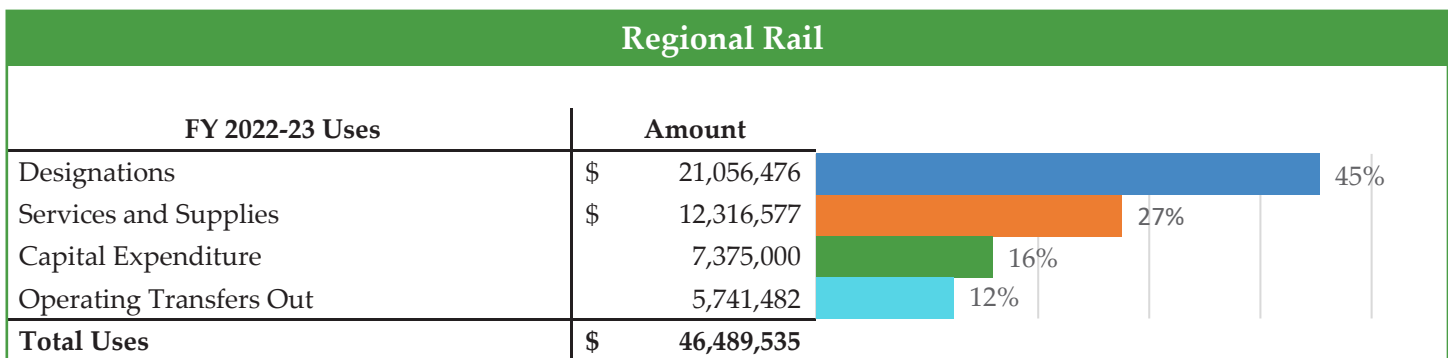
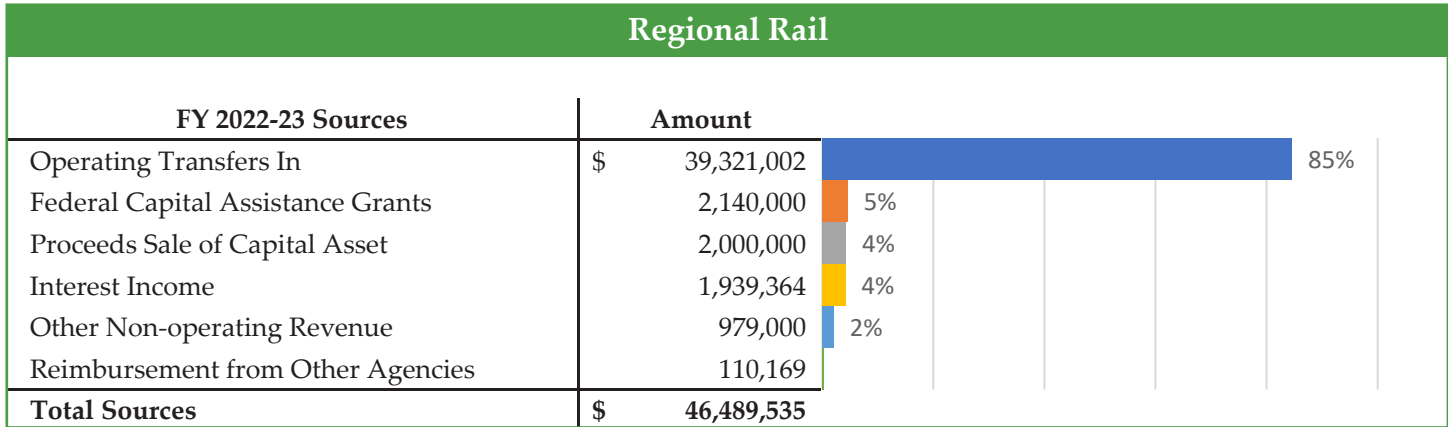
The Regional Rail Fund accounts for the operation of regional rail service and the maintenance of OCTA-owned right-of-way. Commuter rail service travels through Orange County between Los Angeles and San Diego Counties on the Orange County Line, between the cities of San Bernardino and Oceanside on the Inland Empire-Orange County Line, and between the City of Perris and Los Angeles County on the 91/Perris Valley Line. Orange County commuter rail service, part of the regional Metrolink network,

is operated by SCRRA. As one of five member agencies, OCTA Board members participate on the SCRRA Board. OCTA staff members participate on SCRRA's Technical Advisory Committee, which makes policy and operation recommendations to the SCRRA Board. OCTA also coordinates design and construction work along Orange County's rail corridors, and coordinates all rail projects with appropriate OCTA departments, corridor cities, and other agencies impacted by necessary improvements.

| Regional Rail Sources & Uses             |                       |                      |                      |
|--|-----------------------|----------------------|----------------------|
| Sources Summary                          |                       |                      |                      |
| Description                              | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
| 6020 State Assistance                    | 4,115,813             | 0                    | 0                    |
| 6030 Federal Operating Assistance Grants | 5,405,247             | 5,325,000            | 0                    |
| 6040 Federal Capital Assistance Grants   | 833,000               | 600,000              | 2,140,000            |
| 6050 Reimbursement from Other Agencies   | 392,770               | 24,817,000           | 110,169              |
| 6200 Interest Income                     | 989,264               | 1,806,784            | 1,939,364            |
| 6300 Other Non-operating Revenue         | 2,222,969             | 1,084,384            | 979,000              |
| 6500 Operating Transfers In              | 26,804,384            | 44,058,907           | 39,321,002           |
| 6550 Proceeds Sale of Capital Asset      | 0                     | 4,000,000            | 2,000,000            |
| <b>Subtotal Revenues</b>                 | <b>\$ 40,763,447</b>  | <b>\$ 81,692,075</b> | <b>\$ 46,489,535</b> |
| Use of Prior Year Designations           | 10,441,180            | 0                    | 0                    |
| <b>Total Sources</b>                     | <b>\$ 51,204,627</b>  | <b>\$ 81,692,075</b> | <b>\$ 46,489,535</b> |
| Uses Summary                             |                       |                      |                      |
| Description                              | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
| 7400 Overhead Allocation                 | 2,999,955             | 3,948,120            | 3,688,882            |
| 7500 Professional Services               | 25,976,162            | 33,353,928           | 7,991,845            |
| 7600 General and Administrative          | 15,312                | 5,264                | 700                  |
| 7800 Contributions to Other Agencies     | 52,058                | 415,500              | 635,150              |
| 8200 Operating Transfers Out             | 3,566,729             | 6,127,588            | 5,741,482            |
| 9000 Capital Expenditures                | 18,594,411            | 31,406,000           | 7,375,000            |
| <b>Subtotal Expenses</b>                 | <b>\$ 51,204,627</b>  | <b>\$ 75,256,400</b> | <b>\$ 25,433,059</b> |
| Designations                             | 0                     | 6,435,675            | 21,056,476           |
| <b>Total Uses</b>                        | <b>\$ 51,204,627</b>  | <b>\$ 81,692,075</b> | <b>\$ 46,489,535</b> |



## Regional Rail Funds, continued





## Local Rail Program

### Local Rail Program

#### **Description**

M2 establishes a competitive program that enables local jurisdictions to enhance regional transit capabilities by creating new connections to Orange County Metrolink stations. Through transit extensions to the Metrolink Program (Project S), the cities of Santa Ana and Garden Grove developed a fixed-guideway project that would address this need.

Revenue Service is expected to begin in 2024. The project will link the Santa Ana Regional Transportation Center (SARTC), which provides regional rail, OCTA bus, 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 various community enrichment organizations.

In coordination with the FTA and the cities of Santa Ana and Garden Grove, OCTA is the lead agency in designing, constructing, operating, and maintaining the 4.15-mile OC Streetcar. With a current project budget of \$509 million, the rail transit system will connect the SARTC through downtown Santa Ana to Harbor Boulevard and Westminster Avenue in the City of Garden Grove. In addition, the OC Streetcar is expected to connect directly with 18 OCTA bus routes along the path.

Public outreach on the project is underway, with staff relying on in-person, electronic, and telephone outreach as part of its efforts. The Eat Shop Play Program has expanded to 57 participants, exceeding the original goal of 40 businesses.

Through February 2022, \$93.2 million has been drawn down on the Full Funding Grant Agreement.

#### **Goals in FY 2022-23**

- Continue construction of track slab, rail, supports on the bridges, side station stops, vehicle wash station, and turntables at the Maintenance and Storage Facility.
- Complete installation of the overhead contact system pole and traffic signal foundations.
- The production of eight vehicles is underway, with delivery expected in April 2023 after preliminary testing.
- The OC Streetcar is expected to begin the testing phase in August 2023.
- Outreach staff continue to evaluate and modify the Eat Shop Play program to expand its impact and increase awareness from the local community through a reallocation of resources.

#### **Accomplishments in FY 2021-22**

- Completed installation of ballasted track between the Westminster Bridge and Santa Ana River Bridge.
- The 5th Street grade crossing was completed with the installation of rail, crossing panels, and final paving.
- Completed the westbound track on Santa Ana Boulevard between French Street and Bristol Street.
- Completed the eastbound track on Santa Ana Boulevard between Flower Street and Parton Street.



**Local Rail Program Funds**

***Transit Development Capital Projects Fund***

The Transit Development Capital Projects Fund was established to track capital projects administered by OCTA. This fund is primarily used to track OC Streetcar right-of-way property acquisition, utility relocation, engineering, and design services, accumulation of construction costs, manufacture, and quality assurance monitoring of the streetcars.

| Transit Development Capital Project |                      |     |
|-------------------------------------|----------------------|-----|
| FY 2022-23 Sources                  | Amount               |     |
| Operating Transfers In              | \$ 37,281,567        | 55% |
| Federal Capital Assistance Grants   | 31,009,949           | 45% |
| <b>Total Sources</b>                | <b>\$ 68,291,516</b> |     |

| Transit Development Capital Project |                      |     |
|-------------------------------------|----------------------|-----|
| FY 2022-23 Uses                     | Amount               |     |
| Capital Expenditure                 | \$ 45,482,511        | 67% |
| Services and Supplies               | 22,809,005           | 33% |
| <b>Total Uses</b>                   | <b>\$ 68,291,516</b> |     |



# Local Rail Program



## Transit Development Capital Project Sources & Uses

### Sources Summary

| Description                            | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|-----------------------|----------------------|----------------------|
| 6040 Federal Capital Assistance Grants | 45,809,033            | 18,368,640           | 31,009,949           |
| 6050 Reimbursement from Other Agencies | 12,705,055            | 0                    | 0                    |
| 6200 Interest Income                   | 0                     | 2,207                | 0                    |
| 6300 Other Non-operating Revenue       | 54,659                | 0                    | 0                    |
| 6500 Operating Transfers In            | 26,686,398            | 35,369,781           | 37,281,567           |
| <b>Subtotal Revenues</b>               | <b>\$ 85,255,145</b>  | <b>\$ 53,740,628</b> | <b>\$ 68,291,516</b> |
| <b>Total Sources</b>                   | <b>\$ 85,255,145</b>  | <b>\$ 53,740,628</b> | <b>\$ 68,291,516</b> |

### Uses Summary

| Description                            | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|-----------------------|----------------------|----------------------|
| 7300 Purchased Transportation Services | 41,129                | 2,819,747            | 2,100,000            |
| 7400 Overhead Allocation               | 598,082               | 3,495,855            | 5,442,005            |
| 7500 Professional Services             | 340,616               | 10,480,894           | 13,450,000           |
| 7600 General and Administrative        | 8,835                 | 21,258               | 37,000               |
| 7800 Contributions to Other Agencies   | 48,430                | 980,000              | 1,780,000            |
| 9000 Capital Expenditures              | 26,277,751            | 35,942,874           | 45,482,511           |
| <b>Subtotal Expenses</b>               | <b>\$ 27,314,843</b>  | <b>\$ 53,740,628</b> | <b>\$ 68,291,516</b> |
| Designations                           | 57,940,302            | 0                    | 0                    |
| <b>Total Uses</b>                      | <b>\$ 85,255,145</b>  | <b>\$ 53,740,628</b> | <b>\$ 68,291,516</b> |





**Local Rail Program Funds, continued**

**Local Rail Fund**

The Local Rail Fund was established to account for the administration and operations of the OC Streetcar. The project will include ten stops, with platforms in each direction, and a new maintenance and storage facility to accommodate a streetcar fleet of up to 15 vehicles.

| Local Rail Sources & Uses   |                       |                      |                      |
|-----------------------------|-----------------------|----------------------|----------------------|
| Sources Summary             |                       |                      |                      |
| Description                 | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
| 6200 Interest Income        | 310                   | 0                    | 0                    |
| 6500 Operating Transfers In | 584,713               | 567,890              | 1,042,165            |
| <b>Subtotal Revenues</b>    | <b>\$ 585,023</b>     | <b>\$ 567,890</b>    | <b>\$ 1,042,165</b>  |
| <b>Total Sources</b>        | <b>\$ 585,023</b>     | <b>\$ 567,890</b>    | <b>\$ 1,042,165</b>  |
| Uses Summary                |                       |                      |                      |
| Description                 | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
| 7400 Overhead Allocation    | 556,845               | 441,740              | 992,165              |
| 7500 Professional Services  | 28,115                | 126,150              | 50,000               |
| <b>Subtotal Expenses</b>    | <b>\$ 584,960</b>     | <b>\$ 567,890</b>    | <b>\$ 1,042,165</b>  |
| Designations                | 63                    | 0                    | 0                    |
| <b>Total Uses</b>           | <b>\$ 585,023</b>     | <b>\$ 567,890</b>    | <b>\$ 1,042,165</b>  |

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# EXPRESS LANES



**ORANGE COUNTY TRANSPORTATION AUTHORITY**

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## Express Lanes Program

### *Description*

Built at a cost of \$135 million, the Orange County section of the 91 Express Lanes project was authorized as a toll road by the State of California in 1989. In 1995, this ten-mile toll facility was opened.

An agreement with the State of California Department of Transportation (Caltrans) included a non-compete provision that created a 1.5-mile protection zone along each side of SR-91. This zone prohibited improvements along the corridor and created mobility problems as the region and corresponding transportation demands grew.

To mitigate growing concerns over congestion, OCTA acquired the 91 Express Lanes franchise rights in January 2003. This eliminated the non-compete provision, clearing the way for future enhancements to increase capacity and improve traffic flow along the SR-91 corridor.

In cooperation with Caltrans, OCTA is widening the I-405 between SR-73 and I-605. The project will improve 16 miles of I-405 and includes adding one regular lane in each direction from Euclid Street to I-605 and making improvements to freeway entrances, exits, and bridges.

It will also construct the 405 Express Lanes from SR-73 to I-605. The new express lanes, with the construction of one new lane in each direction and incorporating the existing carpool lanes and connectors that opened in 2014, will include two lanes in each direction.

The new 405 Express Lanes, which are expected to be completed in 2023, will be a key component to maximizing throughput along the corridor.





## Express Lanes Program

### 91 Express Lanes

#### **Description**

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 SR-55/SR-91 interchange and the SR-91/I-15 interchange, the toll road is jointly managed by OCTA and the Riverside County Transportation Commission (RCTC).

In 2008, RCTC received authority to extend the Express Lanes an additional eight miles into Riverside County. The RCTC 91 Corridor Improvement Project added regular lanes, tolled express lanes, auxiliary lanes, and direct express lane connectors from the northbound Interstate 15 (I-15) to the westbound SR-91 and from the eastbound SR-91 to the southbound I-15. The Riverside County section of the 91 Express Lanes opened in March 2017.

Trips along the 91 Express Lanes are anticipated to increase by 5 million, to 20 million in FY 2022-23.

#### **Accomplishments in FY 2021-22**

- The 91 Express Lanes have maintained strong ratings from all three credit agencies.
- Successfully implemented new technology of smaller sticker transponders that streamlines the tolling process. These new transponders are more economical to produce, and along with the simplified account plans, allow for the savings to be passed on to customers.
- The continued efforts to complete a new back office for more transactional efficiency has officially gone live. The new state-of-the-art back office system will incorporate features that will facilitate transaction management and provide an elevated customer service experience for travelers along all 18 miles of the 91 Express Lanes



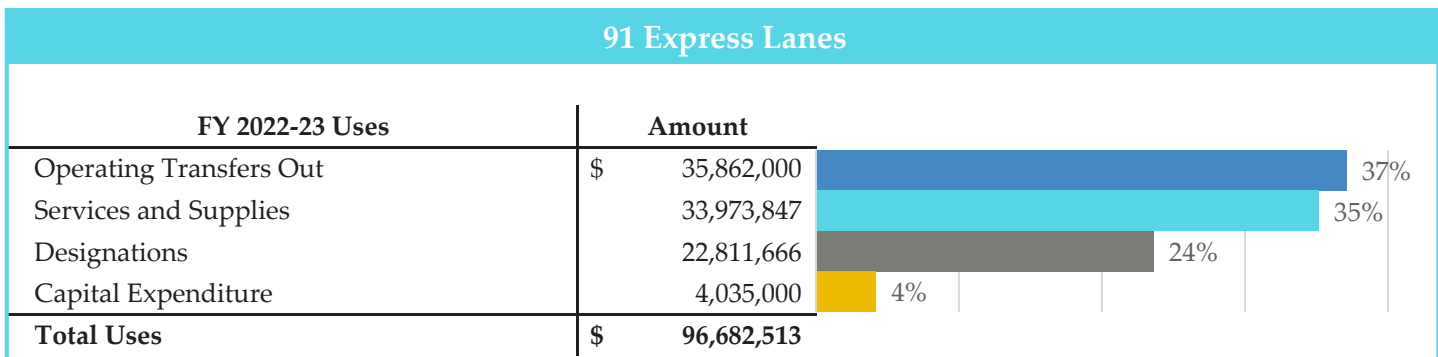
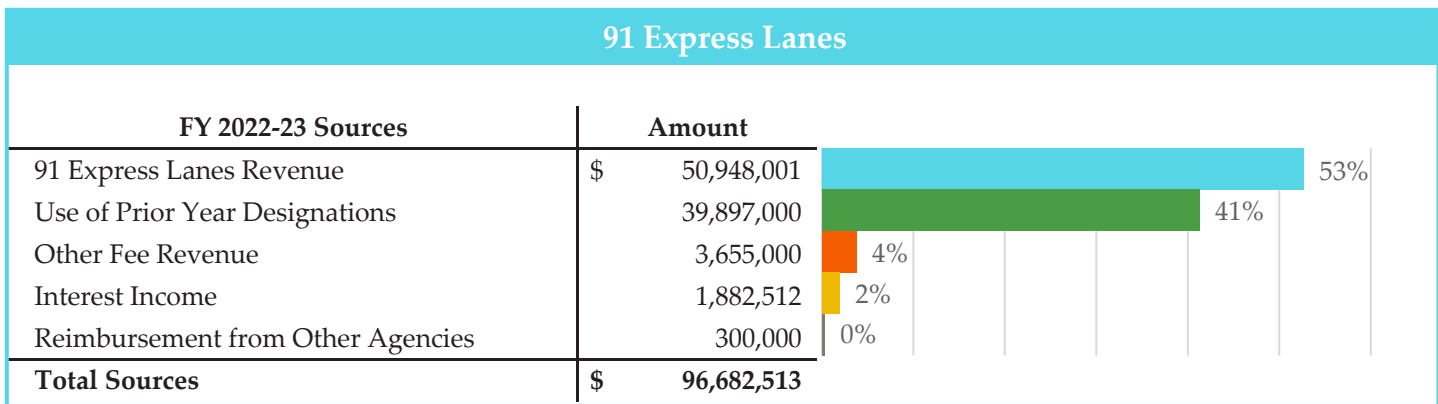
#### **Goals in FY 2022-23**

- Install new Electronic Toll and Traffic Management system equipment onto the new gantries.
- Maintain customer safety through keeping assistance patrols at current levels to provide the safety support our travelers rely on and expect.
- Continue to maintain financial stability by continuing OCTA's history of conservative investments, proactive management, and forward-thinking improvements that will allow the 91 Express Lanes to continue offering the dependable, predictable, safe travel alternative that customers have relied on since 2003.
- Complete the design phase of the SR-91 - SR-55 to Lakeview Ave (Segment 1) project.



## SR-91 Express Lanes Fund

The 91 Express Lanes Fund captures revenues and expenses associated with the operations of the program. This fund is an enterprise fund with program related expenses being covered by program generated revenue. Revenue includes both toll and non-toll related revenues.





# Express Lanes Program

## 91 Express Lanes, continued

| 91 Express Lanes Sources & Uses          |                       |                      |                      |
|--|-----------------------|----------------------|----------------------|
| Sources Summary                          |                       |                      |                      |
| Description                              | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
| 5500 91 Express Lanes Revenue            | 44,993,179            | 42,354,013           | 50,948,001           |
| 5550 Other Fee Revenue                   | 359,949               | 3,783,410            | 3,655,000            |
| 6050 Reimbursement from Other Agencies   | 875,192               | 750,000              | 300,000              |
| 6200 Interest Income                     | 1,157,826             | 1,720,241            | 1,882,512            |
| 6300 Other Non-operating Revenue         | 11,462                | 0                    | 0                    |
| <b>Subtotal Revenues</b>                 | <b>\$ 47,397,608</b>  | <b>\$ 48,607,664</b> | <b>\$ 56,785,513</b> |
| Use of Prior Year Designations           | 0                     | 31,702,958           | 39,897,000           |
| <b>Total Sources</b>                     | <b>\$ 47,397,608</b>  | <b>\$ 80,310,622</b> | <b>\$ 96,682,513</b> |
| Uses Summary                             |                       |                      |                      |
| Description                              | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
| 7300 Purchased Transportation Services   | 6,779,862             | 7,675,000            | 7,719,141            |
| 7400 Overhead Allocation                 | 2,703,948             | 3,121,756            | 3,591,496            |
| 7500 Professional Services               | 2,035,141             | 11,599,160           | 9,989,860            |
| 7540 Insurance Claims/Premiums           | 444,076               | 825,000              | 825,000              |
| 7600 General and Administrative          | 598,302               | 1,148,400            | 888,500              |
| 7800 Contributions to Other Agencies     | 750,474               | 165,000              | 165,150              |
| 8111 Interest Expense                    | 4,280,325             | 4,045,825            | 3,699,700            |
| 8112 Principal Payment On Long Term Debt | 0                     | 6,750,000            | 7,095,000            |
| 8200 Operating Transfers Out             | 15,577,119            | 23,863,779           | 35,862,000           |
| 9000 Capital Expenditures                | 2,560,714             | 7,800,000            | 4,035,000            |
| <b>Subtotal Expenses</b>                 | <b>\$ 35,729,961</b>  | <b>\$ 66,993,920</b> | <b>\$ 73,870,847</b> |
| Designations                             | 11,667,647            | 13,316,702           | 22,811,666           |
| <b>Total Uses</b>                        | <b>\$ 47,397,608</b>  | <b>\$ 80,310,622</b> | <b>\$ 96,682,513</b> |





## 405 Express Lanes

### Description

When construction is complete by the end of calendar year 2023, the I-405 Express Lanes will be a four-lane, High-Occupancy Toll (HOT) corridor on I-405, stretching from SR-55 to I-605. The Express Lanes will provide commuters with a reliable travel option compared to the adjacent general-purpose lanes. It will have a variable toll rate depending on traffic demand, with the purpose of maximizing throughput in the corridor while keeping the HOT lanes free flowing.

A mix of toll-paying and carpool vehicles will utilize the lanes, which will be cost free for carpool vehicles with two or more riders (HOV2+) during non-peak hours, and cost free all day for carpool vehicles with three or more riders (HOV3+). After the initial three and a half years in operation, HOV2+ will begin paying tolls, but HOV3+ will remain cost free.

Because the I-405 is owned by Caltrans, OCTA entered into a cooperative agreement with Caltrans to define

the roles and responsibilities of each agency. The 405 Express Lanes will be owned by Caltrans but leased to OCTA for a period of 40 years, beginning on the first day the 405 Express Lanes opens for public use and toll operations.

OCTA, in cooperation with Caltrans, is widening the I-405 between SR-73 and I-605. The project will improve 16 miles of the I-405 between the SR-73 in Costa Mesa and the I-605 near the Los Angeles County line. The project will add one general-purpose lane in each direction between Euclid Street and the I-605, and will include making improvements to freeway entrances, exits, and bridges. It will also add one additional lane and use the existing carpool lane to construct the 405 Express Lanes, two lanes in each direction from SR-73 to I-605. The new express lanes will be a key component to maximizing throughput along the corridor. The 405 Express Lanes Fund will account for the operating and capital expenses of the 405 Express Lanes.





## Express Lanes Program



### Accomplishments in FY 2021-22

- OCTA reset the interest rate to 1.95 percent on its \$629 million federal loan for the I-405 Improvement Project. This first-of-its-kind reset will help save an additional \$158 million over the life of the loan.
- The Talbert Avenue, Magnolia Street, Edwards Street, and Edinger Avenue Bridges are completed and are open to traffic.
- The 405 Express Lanes project is more than 70 percent complete, and eight of 18 bridges scheduled for replacement are now complete and open to traffic.
- Bolsa Chica Road, Goldenwest Street, Westminster Boulevard, and Fairview Road Bridges have completed phase one and is open to traffic during construction.

### Goals in FY 2022-23

- Continue construction activities involving the replacement and widening of bridges related to the 405 Express Lanes project.
- Minimize the impact of construction on commuters by working on a schedule during traffic down times when possible.
- Complete implementation of a Back-Office System/ Customer Service Center to service the future 405 Express Lanes.
- Continue outreach with residents on upcoming construction activities and receiving their input on what can help benefit their needs.



### 405 Express Lanes Fund

The 405 Express Lanes Fund captures revenues and expenses associated with the operations of the program. This fund is an enterprise fund with program-related expenses being covered by program-generated revenue. Revenue includes both toll and non-toll revenues such as violation fees and account maintenance fees.

| 405 Express Lanes Sources & Uses       |                       |                      |                      |
|--|-----------------------|----------------------|----------------------|
| Sources Summary                        |                       |                      |                      |
| Description                            | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
| 6050 Reimbursement from Other Agencies | 67,036                | 0                    | 0                    |
| 6300 Other Non-operating Revenue       | 46,951                | 0                    | 0                    |
| <b>Subtotal Revenues</b>               | <b>\$ 113,987</b>     | <b>\$ 0</b>          | <b>\$ 0</b>          |
| Use of Prior Year Designations         | 195,006,054           | 63,036,043           | 88,693,682           |
| <b>Total Sources</b>                   | <b>\$ 195,120,041</b> | <b>\$ 63,036,043</b> | <b>\$ 88,693,682</b> |
| Uses Summary                           |                       |                      |                      |
| Description                            | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
| 7400 Overhead Allocation               | 1,135,741             | 3,306,856            | 5,546,331            |
| 7500 Professional Services             | 815,494               | 3,209,750            | 3,159,010            |
| 7540 Insurance Claims/Premiums         | 0                     | 0                    | 920,000              |
| 7600 General and Administrative        | 0                     | 754,104              | 388,600              |
| 7800 Contributions to Other Agencies   | 0                     | 200                  | 0                    |
| 8111 Interest Expense                  | 8,907,556             | 11,085,633           | 32,141,000           |
| 9000 Capital Expenditures              | 184,261,250           | 44,679,500           | 46,538,741           |
| <b>Subtotal Expenses</b>               | <b>\$ 195,120,041</b> | <b>\$ 63,036,043</b> | <b>\$ 88,693,682</b> |
| <b>Total Uses</b>                      | <b>\$ 195,120,041</b> | <b>\$ 63,036,043</b> | <b>\$ 88,693,682</b> |

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# MOTORIST SERVICES



**ORANGE COUNTY TRANSPORTATION AUTHORITY**

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## Motorist Services Program

### **Description**

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

### **SAFE**

#### **Description**

California statute authorized SAFE in 1985 to enable counties to generate revenue for purchasing, installing, operating, and maintaining a system of motorist aid call boxes.

The Call Box Program consists of the freeway call box system that assists motorists requiring roadside aid. It was developed to allow motorists to report road hazards, mechanical breakdowns, traffic accidents, and other incidents.

The FSP service is operated jointly by the California Highway Patrol (CHP), Caltrans, and OCTA. The service includes a fleet of 34 tow trucks patrolling freeways during peak commuting hours to assist motorists with disabled vehicles and improve traffic flow. SAFE partners with the Los Angeles County SAFE (LA SAFE), Caltrans, CHP, and Ventura County Transportation Commission in the development of a motorist aid and traffic information system known as 511. This service offers a toll-free number with an interactive voice response telephone system, mobile application, and web interface that can provide callers with traffic speeds and travel times on state highways, help callers plan a public transit trip, and provide information on commuter services such as carpool/vanpool, bicycling, and park and ride.

SAFE is funded through a \$1 per year fee collected from motor vehicle registration within Orange Coun-

ty as authorized by California Streets and Highways Code Section 2555. Additionally, SAFE receives funding from the State Highway Account through Caltrans, and from Orange County's half-cent transportation sales tax, Measure M2 Project N, for FSP operations. On April 28, 2017, SB 1 transportation funding package was signed into law and provides additional annual funding to the FSP Program.

### Accomplishments in FY 2021-22

- Transitioned FSP services for six areas to new contracted service providers.
- Transitioned Call Box maintenance services to a new contracted service provider.
- Developed and implemented replacement Call Box TeleType (TTY) Solution.
- Released a procurement for radio maintenance services and a procurement to replace mobile routers for FSP vehicles.

### Goals in FY 2022-23

- Reprocurer agreements for four FSP Service Areas that will expire on December 1, 2023.
- Work with CHP and 91 Express Lanes Staff to incorporate 91 Express Lane Congestion Management Tow Services into FSP Services and FSP Agreements.
- Continue to work with LA SAFE to bring RCTC and San Bernardino County Transportation Authority into the LA/Orange/Ventura County 511 system.
- Reinitiate 511 Outreach Efforts that have been suspended.



# Motorist Services Program

## Service Authority for Freeway Emergencies Sources & Uses

### Sources Summary

| Description                              | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|-----------------------|----------------------|----------------------|
| 6030 Federal Operating Assistance Grants | 1,323                 | 0                    | 0                    |
| 6050 Reimbursement from Other Agencies   | 2,148                 | 4,800                | 0                    |
| 6103 DMV Fees                            | 3,099,381             | 2,600,000            | 2,600,000            |
| 6107 SB1 Transit Funding                 | 3,658,056             | 1,900,000            | 1,850,000            |
| 6200 Interest Income                     | 54,293                | 8,500                | 10,250               |
| 6300 Other Non-operating Revenue         | 2,286,345             | 2,248,000            | 2,205,000            |
| 6500 Operating Transfers In              | 0                     | 2,839,858            | 4,006,346            |
| <b>Subtotal Revenues</b>                 | <b>\$ 9,101,546</b>   | <b>\$ 9,601,158</b>  | <b>\$ 10,671,596</b> |
| <b>Total Sources</b>                     | <b>\$ 9,101,546</b>   | <b>\$ 9,601,158</b>  | <b>\$ 10,671,596</b> |

### Uses Summary

| Description                          | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--------------------------------------|-----------------------|----------------------|----------------------|
| 7400 Overhead Allocation             | 832,283               | 1,074,400            | 1,240,791            |
| 7500 Professional Services           | 6,521,165             | 7,472,570            | 8,565,739            |
| 7600 General and Administrative      | 418,010               | 1,004,188            | 815,066              |
| 7800 Contributions to Other Agencies | 1                     | 0                    | 0                    |
| 9000 Capital Expenditures            | 1,014                 | 50,000               | 50,000               |
| <b>Subtotal Expenses</b>             | <b>\$ 7,772,473</b>   | <b>\$ 9,601,158</b>  | <b>\$ 10,671,596</b> |
| Designations                         | 1,329,073             | 0                    | 0                    |
| <b>Total Uses</b>                    | <b>\$ 9,101,546</b>   | <b>\$ 9,601,158</b>  | <b>\$ 10,671,596</b> |



### SAFE Fund

The SAFE Fund was created to collect revenue and facilitate the operation of the SAFE Program. The fund captures revenues and expenses associated with the operations of the program.



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# ADMINISTRATION



**ORANGE COUNTY TRANSPORTATION AUTHORITY**

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## Administration Program

### **Description**

OCTA's Administration Program provides the staff to oversee Regional Rail, Freeways, Streets and Roads, Express Lanes, Local Rail, Motorist Services, and Bus Programs.

OCTA is organized into divisions that provide specialized services to the programs, such as accounting, financial analysis, procurement, planning, marketing, government relations, and human resources. Staff that support the Bus Program charge directly to the Orange County Transit District fund. All other staff charge to the General Fund. These General Fund salaries and benefits are allocated to the funds that support each of the programs.

### **Cost Allocation**

In addition to salaries and benefits, the General Fund is a cost center for other overhead costs, such as insurance, information technology software and hardware, utilities, leases, and general capital expenditures.

The General Fund expenditures, less the General Fund revenues, are allocated to the proprietary funds using a cost allocation methodology.

OCTA uses a robust cost allocation plan methodology that maximizes the direct charge of OCTA's personnel, materials, supplies, and contractors to projects whenever possible. Indirect costs for each internal service are then allocated using a basis of allocation that has been determined after evaluation of usage and benefit received. Cost Allocation bases include factors such as square feet of space occupied, number of personnel recruitments, purchase orders, accounting transactions, dollar volume, among others. Each department may have cost allocation basis specific to the internal services that department provides.

The Accounting Department applies the cost allocation methodology to allocate costs monthly, with an annual adjustment at the end of the fiscal year. The budget uses the allocation rates from the most recent complete fiscal year as a starting point.

### **Los Angeles - San Diego - San Luis Obispo (LOSSAN)**

#### **Agency**

The OCTA was selected to serve as the managing agency for the LOSSAN Rail Corridor Agency in August 2013. The LOSSAN is currently administered by 18 dedicated OCTA staff. These positions are funded through the Interagency Transfer Agreement with the State of California.





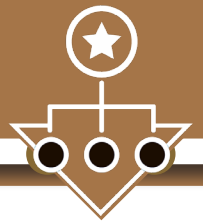
# Administration

## Administrative Program Staffing

OCTA is comprised of seven divisions. Each division is organized by department. The table below shows staffing levels for FY 2020-21 through FY 2022-23.

| Division / Department                             | FY 2020-21<br>Budget | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---|----------------------|----------------------|----------------------|
| <b>Executive Office</b>                           |                      |                      |                      |
| Executive Office - CEO                            | 5.00                 | 5.00                 | 5.00                 |
| Internal Audit                                    | 6.00                 | 6.00                 | 6.00                 |
| Express Lanes and Motorist Services               | 12.00                | 12.00                | 10.00                |
| Public Information Office                         | 4.00                 | 4.00                 | 4.00                 |
| Clerk of the Board                                | 4.00                 | 4.00                 | 5.00                 |
| Security and Emergency Preparedness               | 4.00                 | 5.00                 | 6.00                 |
| <b>Executive Office</b>                           | <b>35.00</b>         | <b>36.00</b>         | <b>36.00</b>         |
| <b>Finance and Administration</b>                 |                      |                      |                      |
| Chief Financial Officer                           | 4.00                 | 4.00                 | 4.00                 |
| Accounting and Financial Reporting                | 20.00                | 20.00                | 21.00                |
| Financial Planning and Analysis                   | 11.00                | 12.00                | 13.00                |
| Revenue Administration                            | 8.00                 | 8.00                 | 8.00                 |
| Contracts Administration and Materials Management | 57.00                | 57.00                | 59.00                |
| Information Systems                               | 39.00                | 38.00                | 41.00                |
| General Services                                  | 20.50                | 21.50                | 21.50                |
| Treasury Department                               | 2.00                 | 2.00                 | 2.00                 |
| <b>Finance and Administration</b>                 | <b>161.50</b>        | <b>162.50</b>        | <b>169.50</b>        |
| <b>People and Community Engagement</b>            |                      |                      |                      |
| Executive Director, PACE                          | 3.00                 | 3.00                 | 3.00                 |
| Human Resources                                   | 26.00                | 26.00                | 27.00                |
| Learning and Development                          | 5.00                 | 5.00                 | 5.00                 |
| Risk Management                                   | 7.00                 | 7.00                 | 7.00                 |
| Safety  | 9.00                 | 9.00                 | 10.00                |
| Director, Marketing and Public Outreach           | 2.00                 | 2.00                 | 3.00                 |
| Marketing & Customer Engagement                   | 21.00                | 21.00                | 21.00                |
| Public Outreach                                   | 12.00                | 12.00                | 12.00                |
| <b>People and Community Engagement</b>            | <b>85.00</b>         | <b>85.00</b>         | <b>88.00</b>         |
| <b>Government Relations</b>                       |                      |                      |                      |
| Executive Director, Government Relations          | 9.50                 | 9.50                 | 9.00                 |
| <b>Government Relations</b>                       | <b>9.50</b>          | <b>9.50</b>          | <b>9.00</b>          |

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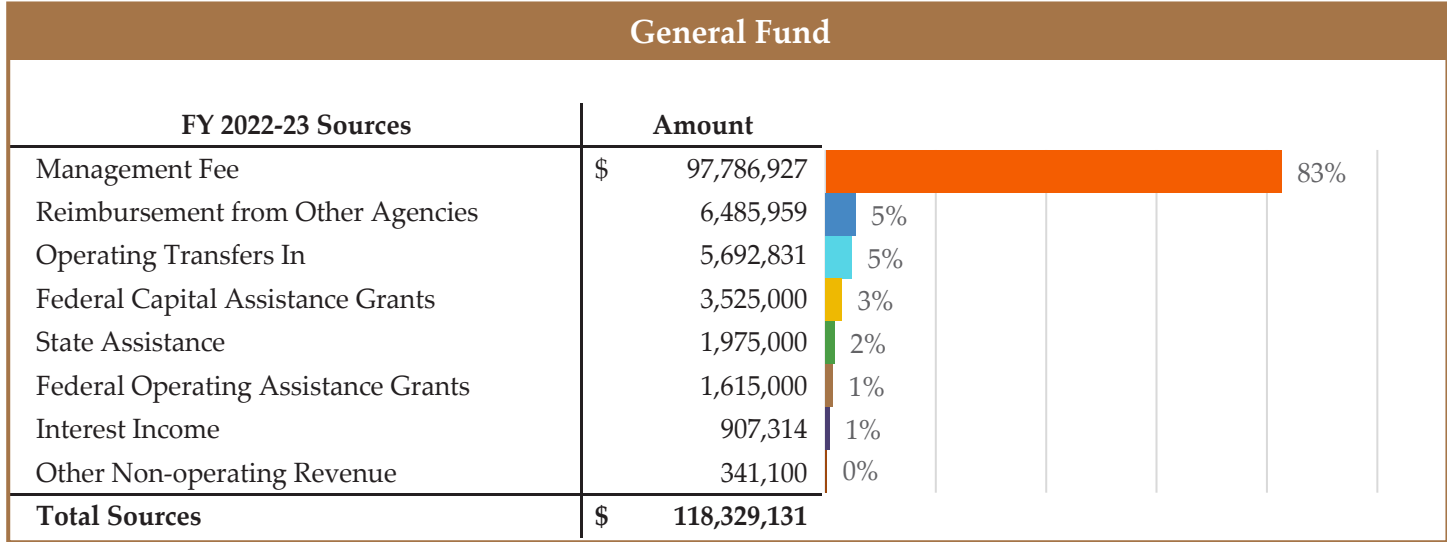


| Division / Department                        | FY 2020-21<br>Budget | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|----------------------|----------------------|----------------------|
| <b>Planning</b>                              |                      |                      |                      |
| Executive Director, Planning                 | 5.00                 | 5.00                 | 5.00                 |
| Director, Strategic Planning                 | 3.00                 | 3.00                 | 3.00                 |
| Planning and Analysis                        | 23.50                | 24.00                | 25.00                |
| Capital and Local Programs                   | 11.50                | 11.50                | 13.50                |
| <b>Planning</b>                              | <b>43.00</b>         | <b>43.50</b>         | <b>46.50</b>         |
| <b>Capital Programs</b>                      |                      |                      |                      |
| Executive Director, Capital Programs         | 19.00                | 19.00                | 19.00                |
| Rail   | 4.00                 | 4.00                 | 4.00                 |
| Highway Project Delivery                     | 11.00                | 11.00                | 11.00                |
| <b>Capital Programs</b>                      | <b>34.00</b>         | <b>34.00</b>         | <b>34.00</b>         |
| <b>Operations</b>                            |                      |                      |                      |
| Orange County Taxicab Administration Program | 1.00                 | 0.00                 | 0.00                 |
| Chief Operating Officer                      | 3.00                 | 3.00                 | 2.00                 |
| Executive Director, Bus Operations           | 3.00                 | 3.00                 | 3.00                 |
| Bus Operations                               | 699.50               | 665.50               | 696.50               |
| Contract Transportation Services             | 17.50                | 17.50                | 19.50                |
| Maintenance                                  | 223.50               | 215.50               | 217.50               |
| Scheduling and Bus Operations Support        | 12.00                | 13.00                | 13.00                |
| Regional Rail                                | 4.00                 | 5.00                 | 5.00                 |
| Local Rail                                   | 1.00                 | 2.00                 | 4.00                 |
| LOSSAN Staff Administration                  | 14.00                | 18.00                | 18.00                |
| <b>Operations</b>                            | <b>978.50</b>        | <b>942.50</b>        | <b>978.50</b>        |
| <b>Total Authority</b>                       | <b>1,346.50</b>      | <b>1,313.00</b>      | <b>1,361.50</b>      |



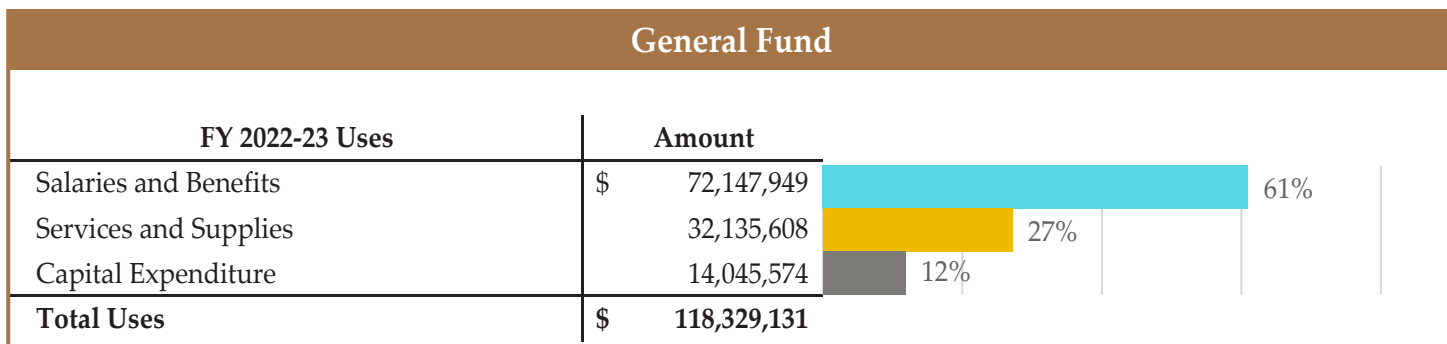
# Administration

## Administrative Funds

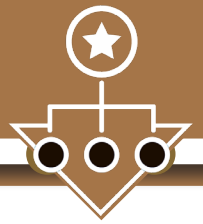


### General Fund

The OCTA General Fund contains the administrative resources, planning, government relations, marketing, functions for OCTA. These functions include management, finance, project delivery, procurement, human and outreach. Several divisions contribute to the successful completion of these responsibilities.





**General Fund, continued**

| General Fund Sources & Uses              |                       |                       |                       |
|--|-----------------------|-----------------------|-----------------------|
| Sources Summary                          |                       |                       |                       |
| Description                              | FY 2020-21<br>Actuals | FY 2021-22<br>Budget  | FY 2022-23<br>Budget  |
| 6010 State Transit Assistance            | 0                     | 3,000,000             | 0                     |
| 6020 State Assistance                    | 804,376               | 831,437               | 1,975,000             |
| 6030 Federal Operating Assistance Grants | 4,571,742             | 4,250,000             | 1,615,000             |
| 6040 Federal Capital Assistance Grants   | 190,322               | 4,275,000             | 3,525,000             |
| 6050 Reimbursement from Other Agencies   | 4,740,124             | 6,394,199             | 6,485,959             |
| 6200 Interest Income                     | 254,029               | 935,687               | 907,314               |
| 6300 Other Non-operating Revenue         | 200,032               | 316,708               | 341,100               |
| 6400 Management Fee                      | 73,455,075            | 84,744,256            | 97,786,927            |
| 6500 Operating Transfers In              | 7,294,118             | 8,105,793             | 5,692,831             |
| 6550 Proceeds Sale of Capital Asset      | 199,000               | 0                     | 0                     |
| <b>Subtotal Revenues</b>                 | <b>\$ 91,708,818</b>  | <b>\$ 112,853,080</b> | <b>\$ 118,329,131</b> |
| Use of Prior Year Designations           | 3,873,322             | 0                     | 0                     |
| <b>Total Sources</b>                     | <b>\$ 95,582,140</b>  | <b>\$ 112,853,080</b> | <b>\$ 118,329,131</b> |
| Uses Summary                             |                       |                       |                       |
| Description                              | FY 2020-21<br>Actuals | FY 2021-22<br>Budget  | FY 2022-23<br>Budget  |
| 7100 Salaries and Benefits               | 59,594,216            | 67,200,826            | 72,147,949            |
| 7500 Professional Services               | 22,062,158            | 26,986,387            | 25,954,345            |
| 7540 Insurance Claims/Premiums           | 74                    | 0                     | 0                     |
| 7600 General and Administrative          | 7,376,870             | 11,161,414            | 4,799,353             |
| 7700 Maintenance Parts and Fuel          | 8,825                 | 0                     | 0                     |
| 7800 Contributions to Other Agencies     | 3,391,204             | 5,125,078             | 1,381,910             |
| 8200 Operating Transfers Out             | 93,800                | 0                     | 0                     |
| 9000 Capital Expenditures                | 3,054,993             | 2,379,375             | 14,045,574            |
| <b>Subtotal Expenses</b>                 | <b>\$ 95,582,140</b>  | <b>\$ 112,853,080</b> | <b>\$ 118,329,131</b> |
| <b>Total Uses</b>                        | <b>\$ 95,582,140</b>  | <b>\$ 112,853,080</b> | <b>\$ 118,329,131</b> |



## Administration

### **Additional Retirement Benefit Account (ARBA) Trust Fund**

OCTA currently provides a supplemental retirement benefit known as ARBA. This benefit is offered to retired members of Orange County Employees Retirement System (OCERS) in order to assist OCTA employees in maintaining health insurance coverage following their retirement from OCTA. OCTA does not provide retiree medical benefits. The ARBA benefit was funded and administered pursuant to a 1994 Memorandum of Understanding (and its subsequent amendments) with OCERS. The ARBA benefit was originally fund-

ed through excess earnings of the retirement system and held as part of the unallocated fund balance. As the unallocated fund balance was reduced due to benefit payments and market performance, participating agencies began contributing 0.5 percent of payroll. In April 2008, OCTA entered into a new agreement with OCERS to administer ARBA. OCTA currently funds ARBA based on biennial actuarial valuations. The most recent actuarial study recommended 0.98 percent of payroll be set aside in the budget to fund the benefit.

| <b>ARBA Trust Fund Sources &amp; Uses</b> |                               |                              |                              |
|---|-------------------------------|------------------------------|------------------------------|
| <b>Sources Summary</b>                    |                               |                              |                              |
| <b>Description</b>                        | <b>FY 2020-21<br/>Actuals</b> | <b>FY 2021-22<br/>Budget</b> | <b>FY 2022-23<br/>Budget</b> |
| 6200 Interest Income                      | 4,229,300                     | 663,660                      | 2,079,084                    |
| 6300 Other Non-operating Revenue          | 598,042                       | 767,356                      | 656,000                      |
| <b>Subtotal Revenues</b>                  | <b>\$ 4,827,342</b>           | <b>\$ 1,431,016</b>          | <b>\$ 2,735,084</b>          |
| <b>Total Sources</b>                      | <b>\$ 4,827,342</b>           | <b>\$ 1,431,016</b>          | <b>\$ 2,735,084</b>          |
| <b>Uses Summary</b>                       |                               |                              |                              |
| <b>Description</b>                        | <b>FY 2020-21<br/>Actuals</b> | <b>FY 2021-22<br/>Budget</b> | <b>FY 2022-23<br/>Budget</b> |
| 7800 Contributions to Other Agencies      | 1,423,215                     | 1,431,016                    | 2,735,071                    |
| <b>Subtotal Expenses</b>                  | <b>\$ 1,423,215</b>           | <b>\$ 1,431,016</b>          | <b>\$ 2,735,071</b>          |
| Designations                              | 3,404,127                     | 0                            | 13                           |
| <b>Total Uses</b>                         | <b>\$ 4,827,342</b>           | <b>\$ 1,431,016</b>          | <b>\$ 2,735,084</b>          |



**Internal Service Fund (ISF) – Personal Liability and Property Damage (PL and PD) Fund**

The PL and PD Fund was established to consolidate the accounting of revenues and expenditures associated with personal liability and property damage for the entirety of OCTA.

The revenues recorded in these funds are comprised of charges, insurance recoveries, and interest earnings. The expenses are comprised of insurance payouts, claims, and stop-loss insurance coverage.

| Internal Service Fund-PL and PD Sources & Uses |                       |                      |                      |
|--|-----------------------|----------------------|----------------------|
| Sources Summary                                |                       |                      |                      |
| Description                                    | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
| 5300 Charges for Services                      | 1,734,492             | 5,402,711            | 5,627,335            |
| 6200 Interest Income                           | 89,486                | 358,612              | 277,743              |
| 6300 Other Non-operating Revenue               | 331,952               | 300,000              | 250,000              |
| <b>Subtotal Revenues</b>                       | <b>\$ 2,155,930</b>   | <b>\$ 6,061,323</b>  | <b>\$ 6,155,078</b>  |
| <b>Total Sources</b>                           | <b>\$ 2,155,930</b>   | <b>\$ 6,061,323</b>  | <b>\$ 6,155,078</b>  |
| Uses Summary                                   |                       |                      |                      |
| Description                                    | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
| 7400 Overhead Allocation                       | 164,831               | 210,221              | 249,476              |
| 7500 Professional Services                     | 618,477               | 1,360,102            | 1,448,602            |
| 7540 Insurance Claims/Premiums                 | 919,910               | 4,491,000            | 4,457,000            |
| 7800 Contributions to Other Agencies           | 38,697                | 0                    | 0                    |
| <b>Subtotal Expenses</b>                       | <b>\$ 1,741,915</b>   | <b>\$ 6,061,323</b>  | <b>\$ 6,155,078</b>  |
| Designations                                   | 414,015               | 0                    | 0                    |
| <b>Total Uses</b>                              | <b>\$ 2,155,930</b>   | <b>\$ 6,061,323</b>  | <b>\$ 6,155,078</b>  |



## Administration

### **ISF - Workers' Compensation Fund**

The Workers' Compensation Fund was established to consolidate the accounting of revenues and expenditures associated with workers' compensation for the entirety of OCTA. The revenues recorded in these funds are comprised of charges, insurance recoveries, and interest earnings. The expenses are comprised of insurance payouts, claims, and stop-loss insurance coverage.

| <b>Internal Service Fund-Workers' Compensation Sources &amp; Uses</b> |                               |                              |                              |
|---|-------------------------------|------------------------------|------------------------------|
| <b>Sources Summary</b>  |                               |                              |                              |
| <b>Description</b>  | <b>FY 2020-21<br/>Actuals</b> | <b>FY 2021-22<br/>Budget</b> | <b>FY 2022-23<br/>Budget</b> |
| 5300 Charges for Services   | 8,530,999                     | 7,582,116                    | 7,004,477                    |
| 6200 Interest Income  | 142,329                       | 312,552                      | 317,366                      |
| 6300 Other Non-operating Revenue                                      | 274,385                       | 98,000                       | 63,000                       |
| <b>Subtotal Revenues</b>  | <b>\$ 8,947,713</b>           | <b>\$ 7,992,668</b>          | <b>\$ 7,384,843</b>          |
| <b>Total Sources</b>  | <b>\$ 8,947,713</b>           | <b>\$ 7,992,668</b>          | <b>\$ 7,384,843</b>          |
| <b>Uses Summary</b>   |                               |                              |                              |
| <b>Description</b>  | <b>FY 2020-21<br/>Actuals</b> | <b>FY 2021-22<br/>Budget</b> | <b>FY 2022-23<br/>Budget</b> |
| 7400 Overhead Allocation  | 96,424                        | 92,668                       | 145,940                      |
| 7500 Professional Services  | 2,467,854                     | 275,000                      | 405,000                      |
| 7540 Insurance Claims/Premiums  | 5,488,197                     | 7,325,000                    | 6,498,903                    |
| 7800 Contributions to Other Agencies                                  | 266,452                       | 300,000                      | 335,000                      |
| <b>Subtotal Expenses</b>  | <b>\$ 8,318,927</b>           | <b>\$ 7,992,668</b>          | <b>\$ 7,384,843</b>          |
| Designations  | 628,786                       | 0                            | 0                            |
| <b>Total Uses</b>   | <b>\$ 8,947,713</b>           | <b>\$ 7,992,668</b>          | <b>\$ 7,384,843</b>          |



**Scholarship Fund**

The OCTA Scholarship Fund is funded through employee payroll deductions, cash contributions, and the recycling of bottles and cans. The scholarship fund benefits college age children, grandchildren of OCTA employees, and OCTA interns. To be eligible for this scholarship, students are required to write an essay as to why they want to attend college, or if applying for a second consecutive year, how their previous scholarship award was utilized to benefit their education or career. The essays are judged and recipients notified; award amounts vary based on contributions and earnings in that fiscal year.

| Scholarship Fund Sources & Uses      |                    |                   |                   |
|--------------------------------------|--------------------|-------------------|-------------------|
| Sources Summary                      |                    |                   |                   |
| Description                          | FY 2020-21 Actuals | FY 2021-22 Budget | FY 2022-23 Budget |
| 6200 Interest Income                 | 101                | 56                | 418               |
| 6300 Other Non-operating Revenue     | 17,736             | 15,274            | 20,000            |
| <b>Subtotal Revenues</b>             | <b>\$ 17,837</b>   | <b>\$ 15,330</b>  | <b>\$ 20,418</b>  |
| Use of Prior Year Designations       | 2,340              | 0                 | 0                 |
| <b>Total Sources</b>                 | <b>\$ 20,177</b>   | <b>\$ 15,330</b>  | <b>\$ 20,418</b>  |
| Uses Summary                         |                    |                   |                   |
| Description                          | FY 2020-21 Actuals | FY 2021-22 Budget | FY 2022-23 Budget |
| 7500 Professional Services           | 6                  | 0                 | 0                 |
| 7800 Contributions to Other Agencies | 20,171             | 15,330            | 20,418            |
| <b>Subtotal Expenses</b>             | <b>\$ 20,177</b>   | <b>\$ 15,330</b>  | <b>\$ 20,418</b>  |
| <b>Total Uses</b>                    | <b>\$ 20,177</b>   | <b>\$ 15,330</b>  | <b>\$ 20,418</b>  |



## Administration

### **Orange County Unified Transportation Trust (OCUTT) Fund**

The OCUTT Fund accumulates interest earned on the Transit Development Capital Projects Fund. In 2004, OCUTT funds were earmarked by the OCTA Board for project readiness activities managed by the Planning Division.

| <b>Orange County Unified Transportation Trust Sources &amp; Uses</b> |                               |                              |                              |
|--|-------------------------------|------------------------------|------------------------------|
| <b>Sources Summary</b>   |                               |                              |                              |
| <b>Description</b>   | <b>FY 2020-21<br/>Actuals</b> | <b>FY 2021-22<br/>Budget</b> | <b>FY 2022-23<br/>Budget</b> |
| 6200 Interest Income   | 591,267                       | 100,201                      | 105,784                      |
| <b>Subtotal Revenues</b>   | <b>\$ 591,267</b>             | <b>\$ 100,201</b>            | <b>\$ 105,784</b>            |
| Use of Prior Year Designations                                       | 0                             | 784,799                      | 4,216                        |
| <b>Total Sources</b>   | <b>\$ 591,267</b>             | <b>\$ 885,000</b>            | <b>\$ 110,000</b>            |
| <b>Uses Summary</b>  |                               |                              |                              |
| <b>Description</b>   | <b>FY 2020-21<br/>Actuals</b> | <b>FY 2021-22<br/>Budget</b> | <b>FY 2022-23<br/>Budget</b> |
| 7500 Professional Services   | 9,673                         | 885,000                      | 110,000                      |
| <b>Subtotal Expenses</b>   | <b>\$ 9,673</b>               | <b>\$ 885,000</b>            | <b>\$ 110,000</b>            |
| Designations   | 581,594                       | 0                            | 0                            |
| <b>Total Uses</b>  | <b>\$ 591,267</b>             | <b>\$ 885,000</b>            | <b>\$ 110,000</b>            |

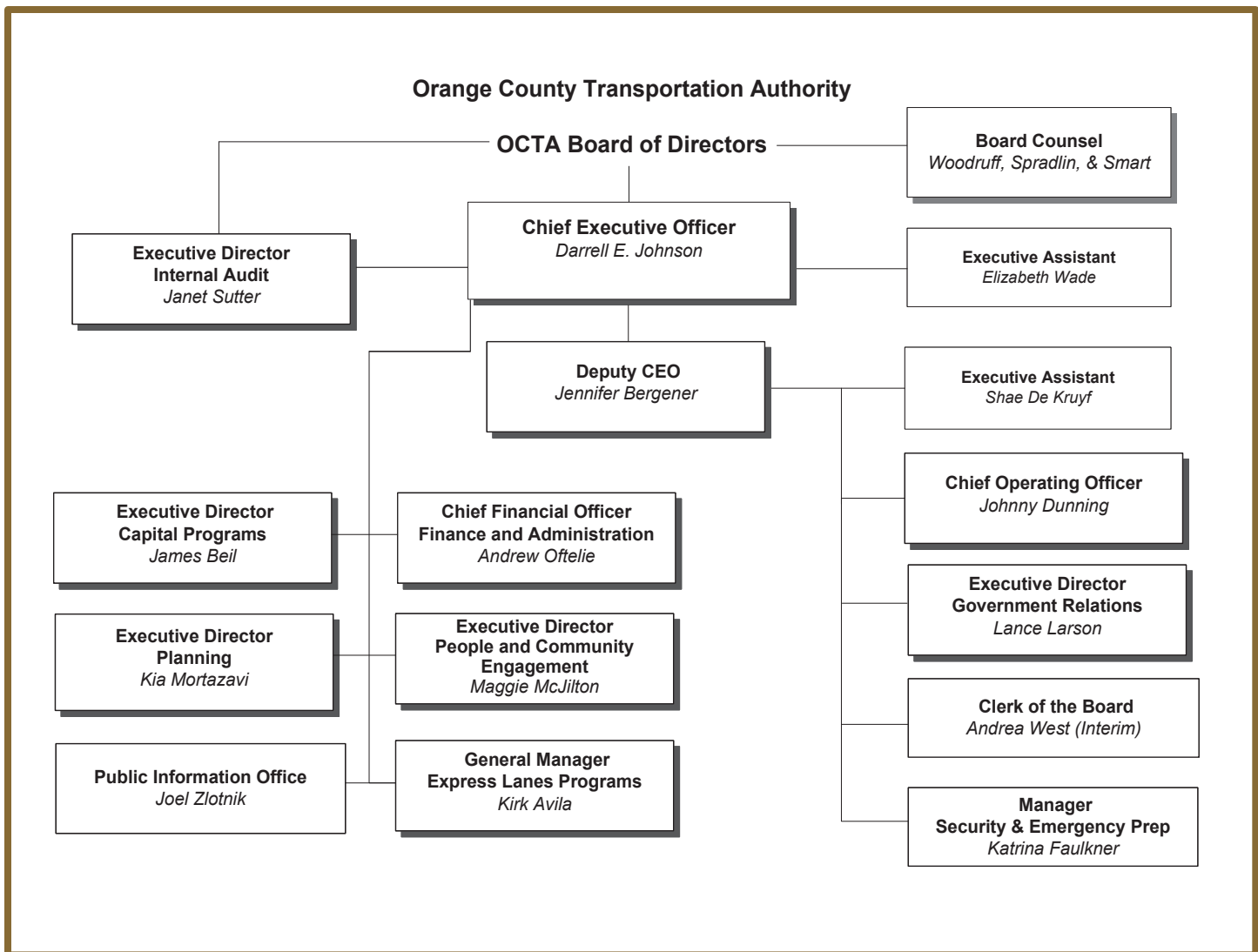


### Executive Office Division

The Executive Office Division is comprised of six departments and is responsible for providing management direction to all divisions. It also ensures to accurately record and preserve OCTA’s official and historical records as well as examine and evaluate financial, administrative, operational activities, and controls.

The Executive Office division oversees OCTA’s operations of the 91 Express Lanes and future I-405 Express Lanes. In addition, it is responsible for keeping the public up-to-date with any and all matters pertaining to OCTA. Lastly, this division handles the physical security, as well as emergency preparedness for OCTA.

### Executive Office Division Organizational Chart





## Executive Office

### Executive Office Division Staffing

| Division Staffing by Department - Job Family | FY 2020-21<br>Budget | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|----------------------|----------------------|----------------------|
| <u>Executive Office - CEO</u>                |                      |                      |                      |
| Chief Executive Officer                      | 1.00                 | 1.00                 | 1.00                 |
| Deputy Executive Officer                     | 1.00                 | 1.00                 | 1.00                 |
| Executive Assistant                          | 3.00                 | 3.00                 | 3.00                 |
| <b>Executive Office - CEO</b>                | <b>5.00</b>          | <b>5.00</b>          | <b>5.00</b>          |
| <u>Internal Audit</u>                        |                      |                      |                      |
| Executive Assistant                          | 1.00                 | 1.00                 | 1.00                 |
| Executive Director                           | 1.00                 | 1.00                 | 1.00                 |
| Internal Auditor                             | 3.00                 | 3.00                 | 3.00                 |
| Section/Department Manager                   | 1.00                 | 1.00                 | 1.00                 |
| <b>Internal Audit</b>                        | <b>6.00</b>          | <b>6.00</b>          | <b>6.00</b>          |
| <u>Express Lanes and Motorist Services</u>   |                      |                      |                      |
| Business Unit Analyst                        | 1.00                 | 1.00                 | 1.00                 |
| Department/Program Manager                   | 1.00                 | 1.00                 | 1.00                 |
| Director                                     | 1.00                 | 1.00                 | 0.00                 |
| Executive Assistant                          | 3.00                 | 3.00                 | 2.00                 |
| Executive Director                           | 1.00                 | 1.00                 | 1.00                 |
| Financial Analyst                            | 1.00                 | 1.00                 | 1.00                 |
| IS Project Manager                           | 2.00                 | 2.00                 | 2.00                 |
| Project Manager                              | 2.00                 | 2.00                 | 2.00                 |
| <b>Express Lanes and Motorist Services</b>   | <b>12.00</b>         | <b>12.00</b>         | <b>10.00</b>         |
| <u>Public Information Office</u>             |                      |                      |                      |
| Communications Specialist                    | 3.00                 | 3.00                 | 3.00                 |
| Department/Program Manager                   | 1.00                 | 1.00                 | 1.00                 |
| <b>Public Information Office</b>             | <b>4.00</b>          | <b>4.00</b>          | <b>4.00</b>          |
| <u>Clerk of the Board</u>                    |                      |                      |                      |
| Clerk of the Board Specialist                | 2.00                 | 2.00                 | 3.00                 |
| Department/Program Manager                   | 1.00                 | 1.00                 | 1.00                 |
| Section/Department Manager                   | 1.00                 | 1.00                 | 1.00                 |
| <b>Clerk of the Board</b>                    | <b>4.00</b>          | <b>4.00</b>          | <b>5.00</b>          |
| <u>Security and Emergency Preparedness</u>   |                      |                      |                      |
| Department/Program Manager                   | 1.00                 | 1.00                 | 1.00                 |
| Emergency Management Specialist              | 1.00                 | 1.00                 | 0.00                 |
| Executive Assistant                          | 1.00                 | 1.00                 | 1.00                 |
| Project Manager                              | 0.00                 | 1.00                 | 2.00                 |
| Section/Department Manager                   | 0.00                 | 0.00                 | 1.00                 |
| Systems Software Analyst                     | 1.00                 | 1.00                 | 1.00                 |
| <b>Security and Emergency Preparedness</b>   | <b>4.00</b>          | <b>5.00</b>          | <b>6.00</b>          |
| <b>Total Executive Office</b>                | <b>35.00</b>         | <b>36.00</b>         | <b>36.00</b>         |





### Executive Office Expenses by Account

| Description                             | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---|-----------------------|----------------------|----------------------|
| <u>Salaries and Benefits</u>            |                       |                      |                      |
| 7110 Salaries-Regular Employees         | 3,547,084             | 4,263,689            | 4,429,852            |
| 7150 Extra Help Employees               | 100,390               | 104,125              | 103,700              |
| 7209 Deferred Compensation              | 163,677               | 126,858              | 131,113              |
| 7210 Pensions                           | 1,179,730             | 1,542,333            | 1,565,496            |
| 7220 Insurances                         | 93,792                | 114,228              | 116,403              |
| 7240 Health Care                        | 686,282               | 684,258              | 672,170              |
| 7260 Compensated Absences               | 306,057               | 519,101              | 522,477              |
| 7270 Workers' Compensation              | 123,820               | 90,164               | 83,944               |
| 7280 Other Benefits                     | 463,351               | 484,968              | 307,813              |
| <b>Subtotal Salaries and Benefits</b>   | <b>\$ 6,664,183</b>   | <b>\$ 7,929,724</b>  | <b>\$ 7,932,968</b>  |
| <u>Services and Supplies</u>            |                       |                      |                      |
| 7510 Professional Services              | 526,746               | 1,380,000            | 508,500              |
| 7610 Outside Services                   | 7,449,888             | 8,057,511            | 8,823,961            |
| 7650 Travel, Training, and Mileage      | 9,577                 | 65,909               | 70,400               |
| 7660 Office Expense                     | 9,516                 | 22,500               | 23,500               |
| 7670 Miscellaneous Expense              | 275,517               | 373,134              | 396,829              |
| 7750 Maintenance Expense                | 12,362                | 14,850               | 12,599               |
| 7790 Other Materials and Supplies       | 25,622                | 28,000               | 28,000               |
| <b>Subtotal Services and Supplies</b>   | <b>\$ 8,309,228</b>   | <b>\$ 9,941,904</b>  | <b>\$ 9,863,789</b>  |
| <u>Capital Expenditure</u>              |                       |                      |                      |
| 9020 Capital Expenditure-Locally Funded | 21,853                | 0                    | 36,000               |
| <b>Subtotal Capital Expenditure</b>     | <b>\$ 21,853</b>      | <b>\$ 0</b>          | <b>\$ 36,000</b>     |
| <b>Total Uses</b>                       | <b>\$ 14,995,264</b>  | <b>\$ 17,871,628</b> | <b>\$ 17,832,757</b> |



## Executive Office

### Executive Office - CEO

The CEO is responsible for providing management direction to all divisions and programs within OCTA while implementing the policy directives as articulated by the Board of Directors. The CEO and Deputy CEO's primary responsibilities include development and refinement of the organizational structure of OCTA, establishing and executing strategic plans, and fostering an environment conducive to employee development.

| Department Expenses by Account        | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---------------------------------------|-----------------------|----------------------|----------------------|
| <b>Executive Office - CEO</b>         |                       |                      |                      |
| <u>Salaries and Benefits</u>          |                       |                      |                      |
| 7110 Salaries-Regular Employees       | 818,741               | 836,466              | 893,772              |
| 7209 Deferred Compensation            | 62,555                | 24,867               | 26,392               |
| 7210 Pensions                         | 248,312               | 305,241              | 318,491              |
| 7220 Insurances                       | 20,656                | 22,389               | 23,430               |
| 7240 Health Care                      | 106,087               | 105,280              | 101,978              |
| 7260 Compensated Absences             | 62,398                | 101,752              | 105,171              |
| 7270 Workers' Compensation            | 29,206                | 12,519               | 12,004               |
| 7280 Other Benefits                   | 148,583               | 75,311               | 73,567               |
| <b>Subtotal Salaries and Benefits</b> | <b>\$ 1,496,538</b>   | <b>\$ 1,483,825</b>  | <b>\$ 1,554,805</b>  |
| <u>Services and Supplies</u>          |                       |                      |                      |
| 7510 Professional Services            | 112,615               | 15,000               | 8,500                |
| 7650 Travel, Training, and Mileage    | 585                   | 18,068               | 18,068               |
| 7660 Office Expense                   | 412                   | 4,000                | 4,000                |
| 7670 Miscellaneous Expense            | 251,736               | 334,794              | 338,794              |
| <b>Subtotal Services and Supplies</b> | <b>\$ 365,348</b>     | <b>\$ 371,862</b>    | <b>\$ 369,362</b>    |
| <b>Executive Office - CEO Total</b>   | <b>\$ 1,861,886</b>   | <b>\$ 1,855,687</b>  | <b>\$ 1,924,167</b>  |



## Internal Audit

Internal Audit is responsible for examining and evaluating the financial, administrative, and operational activities and controls of OCTA. The Internal Audit Department supplies management personnel at all levels with information to assist in their control of assets and operations.

The department provides a wide range of auditing services including: oversight of the annual independent financial audit, performing operational audits, contract compliance audits, federal and state audits, internal control assessments, investigations, pre-award Buy America reviews, and pre-award price reviews. The department also administers and investigates complaints received through OCTA's fraud hotline.

| Department Expenses by Account        | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---------------------------------------|-----------------------|----------------------|----------------------|
| <b>Internal Audit</b>                 |                       |                      |                      |
| <u>Salaries and Benefits</u>          |                       |                      |                      |
| 7110 Salaries-Regular Employees       | 669,091               | 769,492              | 801,194              |
| 7209 Deferred Compensation            | 24,955                | 22,910               | 23,690               |
| 7210 Pensions                         | 228,358               | 278,749              | 283,598              |
| 7220 Insurances                       | 16,871                | 20,630               | 21,034               |
| 7240 Health Care                      | 97,510                | 110,855              | 100,967              |
| 7260 Compensated Absences             | 53,576                | 93,747               | 94,407               |
| 7270 Workers' Compensation            | 22,732                | 15,028               | 14,388               |
| 7280 Other Benefits                   | 81,924                | 60,915               | 58,018               |
| <b>Subtotal Salaries and Benefits</b> | <b>\$ 1,195,017</b>   | <b>\$ 1,372,326</b>  | <b>\$ 1,397,296</b>  |
| <u>Services and Supplies</u>          |                       |                      |                      |
| 7510 Professional Services            | 5,529                 | 736,000              | 125,000              |
| 7650 Travel, Training, and Mileage    | 2,262                 | 7,894                | 7,894                |
| 7660 Office Expense                   | 0                     | 1,000                | 1,000                |
| 7670 Miscellaneous Expense            | 1,720                 | 2,610                | 2,775                |
| <b>Subtotal Services and Supplies</b> | <b>\$ 9,511</b>       | <b>\$ 747,504</b>    | <b>\$ 136,669</b>    |
| <b>Internal Audit Total</b>           | <b>\$ 1,204,528</b>   | <b>\$ 2,119,830</b>  | <b>\$ 1,533,965</b>  |



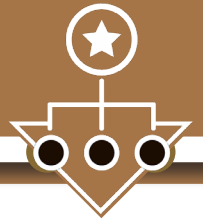
## Executive Office

### Express Lanes

The Express Lanes Department oversees the operations of the 91 Express Lanes, the 405 Express Lanes (to be operational in the year 2023), and Motorist Services which includes the SAFE. It oversees all aspects of OCTA's toll road franchise from contracted operations and maintenance to customer service, violations processing, marketing, budgeting, and reporting. Staff also provide Express Lanes policy recommendations for OCTA Board consideration and serves as the key liaison with the State Route 91 Advisory Committee.

Motorist Services plans, directs, and administers services included in SAFE. SAFE operates the FSP Program, the Freeway Call Box system, and the Southern California 511 motorist aid traveler information system. For these programs, the Motorist Services Department personnel ensure that management, operational controls, and resources are in place to implement these programs effectively and efficiently.

| Department Expenses by Account                   | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|-----------------------|----------------------|----------------------|
| <b>Express Lanes and Motorist Services</b>       |                       |                      |                      |
| <u>Salaries and Benefits</u>                     |                       |                      |                      |
| 7110 Salaries-Regular Employees                  | 1,063,989             | 1,345,606            | 1,176,818            |
| 7209 Deferred Compensation                       | 45,368                | 40,070               | 34,868               |
| 7210 Pensions                                    | 361,938               | 488,274              | 416,029              |
| 7220 Insurances                                  | 27,172                | 36,083               | 30,954               |
| 7240 Health Care                                 | 211,941               | 262,033              | 210,849              |
| 7260 Compensated Absences                        | 80,205                | 163,964              | 138,943              |
| 7270 Workers' Compensation                       | 35,945                | 30,056               | 23,980               |
| 7280 Other Benefits                              | 138,022               | 108,845              | 81,060               |
| <b>Subtotal Salaries and Benefits</b>            | <b>\$ 1,964,580</b>   | <b>\$ 2,474,931</b>  | <b>\$ 2,113,501</b>  |
| <u>Services and Supplies</u>                     |                       |                      |                      |
| 7650 Travel, Training, and Mileage               | 0                     | 1,939                | 1,993                |
| <b>Subtotal Services and Supplies</b>            | <b>\$ 0</b>           | <b>\$ 1,939</b>      | <b>\$ 1,993</b>      |
| <b>Express Lanes and Motorist Services Total</b> | <b>\$ 1,964,580</b>   | <b>\$ 2,476,870</b>  | <b>\$ 2,115,494</b>  |



## Public Information Office

The Public Information Office develops public information programs related to the various projects and services which OCTA delivers. Staff works strategically and creatively to gain consistent, clear media coverage of OCTA's policies, programs, promotions, and services. In addition to issuing news releases, staff also works on updating online media communications, and

fulfilling media requests for information. Staff regularly files press releases, organizes media briefings and roundtables, arranges tours, and schedules interview and filming sessions. The Public Information Office is responsible for OCTA speaker's bureau and corporate communications such as annual reports, Board briefing books, and fact sheets.

| Department Expenses by Account         | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|-----------------------|----------------------|----------------------|
| <b>Public Information Office</b>       |                       |                      |                      |
| <u>Salaries and Benefits</u>           |                       |                      |                      |
| 7110 Salaries-Regular Employees        | 400,032               | 430,796              | 489,469              |
| 7150 Extra Help Employees              | 9,890                 | 10,625               | 10,200               |
| 7209 Deferred Compensation             | 17,086                | 12,852               | 14,502               |
| 7210 Pensions                          | 137,230               | 155,132              | 172,222              |
| 7220 Insurances                        | 10,460                | 11,574               | 12,874               |
| 7240 Health Care                       | 27,300                | 31,595               | 30,658               |
| 7260 Compensated Absences              | 42,867                | 52,592               | 57,790               |
| 7270 Workers' Compensation             | 13,711                | 10,019               | 9,592                |
| 7280 Other Benefits                    | 36,789                | 29,024               | 29,897               |
| <b>Subtotal Salaries and Benefits</b>  | <b>\$ 695,365</b>     | <b>\$ 744,209</b>    | <b>\$ 827,204</b>    |
| <u>Services and Supplies</u>           |                       |                      |                      |
| 7510 Professional Services             | 0                     | 200,000              | 6,000                |
| 7610 Outside Services                  | 35,751                | 50,000               | 40,000               |
| 7650 Travel, Training, and Mileage     | 1,257                 | 2,034                | 2,453                |
| 7660 Office Expense                    | 2,083                 | 5,500                | 5,500                |
| 7670 Miscellaneous Expense             | 11,565                | 18,790               | 37,790               |
| <b>Subtotal Services and Supplies</b>  | <b>\$ 50,656</b>      | <b>\$ 276,324</b>    | <b>\$ 91,743</b>     |
| <b>Public Information Office Total</b> | <b>\$ 746,021</b>     | <b>\$ 1,020,533</b>  | <b>\$ 918,947</b>    |



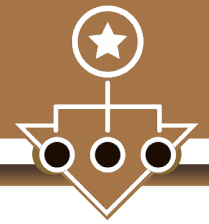
## Executive Office

### Clerk of the Board

The Clerk of the Board oversees the accurate recording and preserving of OCTA's official and historical records, in addition to providing them to the public upon request. The department is responsible for the entire Board and Committee agenda process, including: preparation and distribution of agendas, ensuring

public meetings are held in compliance with California open meeting laws, recording of actions taken by the Board and Committees, and maintaining a comprehensive records management system supporting Board and Committee actions.

| Department Expenses by Account        | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---------------------------------------|-----------------------|----------------------|----------------------|
| <b>Clerk of the Board</b>             |                       |                      |                      |
| <u>Salaries and Benefits</u>          |                       |                      |                      |
| 7110 Salaries-Regular Employees       | 221,373               | 373,591              | 455,203              |
| 7150 Extra Help Employees             | 90,500                | 93,500               | 93,500               |
| 7209 Deferred Compensation            | 4,773                 | 11,011               | 13,488               |
| 7210 Pensions                         | 73,697                | 132,569              | 159,810              |
| 7220 Insurances                       | 9,408                 | 9,915                | 11,975               |
| 7240 Health Care                      | 176,181               | 84,648               | 106,089              |
| 7260 Compensated Absences             | 19,503                | 45,060               | 53,744               |
| 7270 Workers' Compensation            | 10,071                | 10,019               | 9,592                |
| 7280 Other Benefits                   | 46,054                | 176,667              | 27,804               |
| <b>Subtotal Salaries and Benefits</b> | <b>\$ 651,560</b>     | <b>\$ 936,980</b>    | <b>\$ 931,205</b>    |
| <u>Services and Supplies</u>          |                       |                      |                      |
| 7510 Professional Services            | 1,000                 | 0                    | 0                    |
| 7610 Outside Services                 | 14,636                | 28,600               | 58,610               |
| 7650 Travel, Training, and Mileage    | 3,375                 | 21,963               | 25,981               |
| 7660 Office Expense                   | 5,566                 | 8,500                | 9,500                |
| 7670 Miscellaneous Expense            | 8,941                 | 12,200               | 12,670               |
| <b>Subtotal Services and Supplies</b> | <b>\$ 33,518</b>      | <b>\$ 71,263</b>     | <b>\$ 106,761</b>    |
| <b>Clerk of the Board Total</b>       | <b>\$ 685,078</b>     | <b>\$ 1,008,243</b>  | <b>\$ 1,037,966</b>  |



## Security and Emergency Preparedness

Security and Emergency Preparedness oversees physical security concerns such as protecting employees, customers, visitors, and assets. The department does this by conducting regular activities including: threat assessments, intelligence gathering, monitoring homeland security issues and trends, and maintaining communication with relevant agencies and other jurisdictions. In addition, the department manages a contract

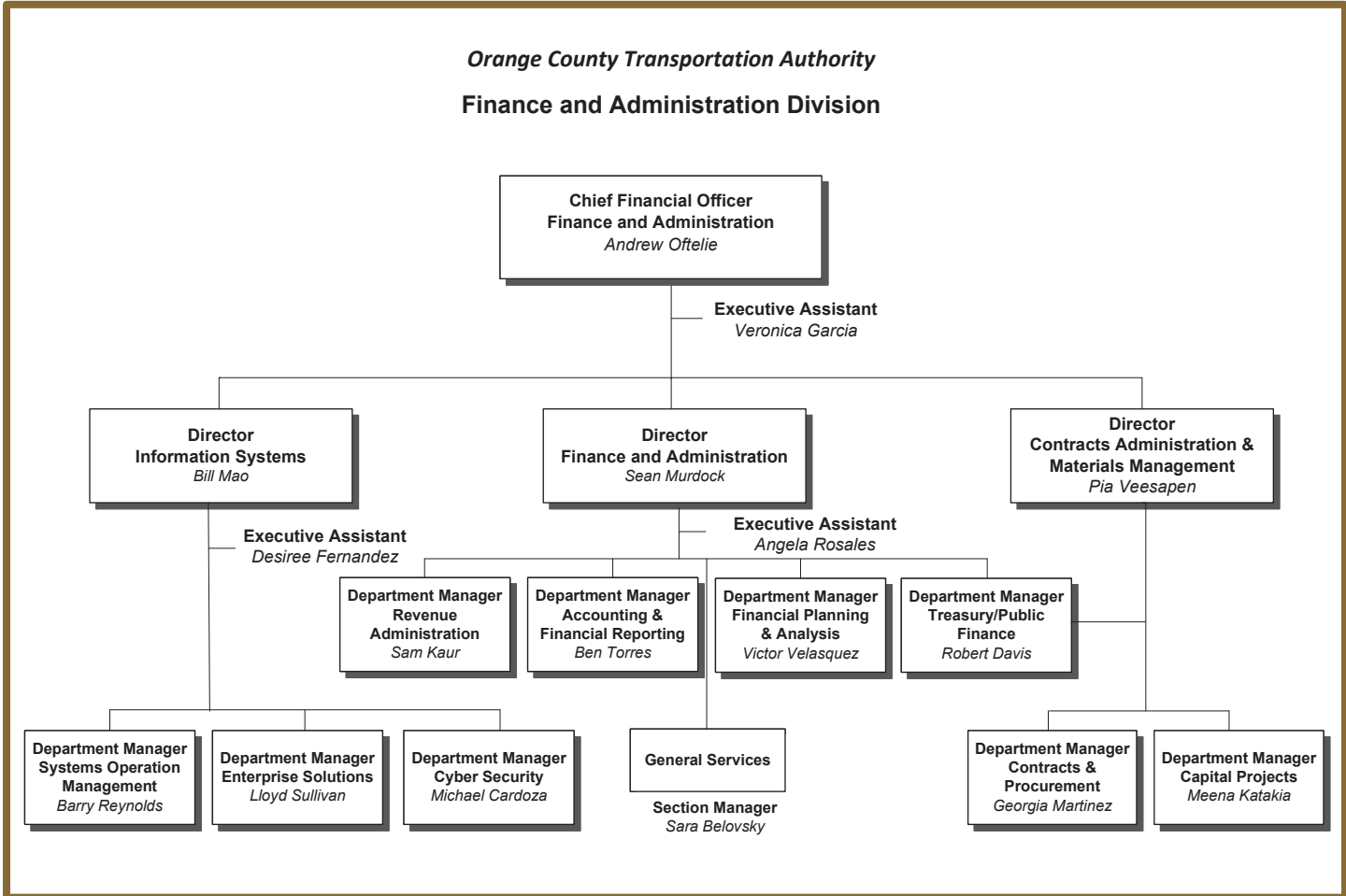
with the Orange County Sheriff's Department (OCSD) for Transit Police services. Under this contract, the OCSD provides security and law enforcement services for OCTA's bus operations, OCTA-owned transit and operating facilities, OCTA-owned railroad right-of-way, and security at OCTA Board meetings. The department encompasses all OCTA actions to prepare for, respond to, and recover from disasters.

| Department Expenses by Account                   | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|-----------------------|----------------------|----------------------|
| <b>Security and Emergency Preparedness</b>       |                       |                      |                      |
| <u>Salaries and Benefits</u>                     |                       |                      |                      |
| 7110 Salaries-Regular Employees                  | 373,858               | 507,738              | 613,396              |
| 7209 Deferred Compensation                       | 8,940                 | 15,148               | 18,173               |
| 7210 Pensions                                    | 130,195               | 182,368              | 215,346              |
| 7220 Insurances                                  | 9,225                 | 13,637               | 16,136               |
| 7240 Health Care                                 | 67,263                | 89,847               | 121,629              |
| 7260 Compensated Absences                        | 47,508                | 61,986               | 72,422               |
| 7270 Workers' Compensation                       | 12,155                | 12,523               | 14,388               |
| 7280 Other Benefits                              | 11,979                | 34,206               | 37,467               |
| <b>Subtotal Salaries and Benefits</b>            | <b>\$ 661,123</b>     | <b>\$ 917,453</b>    | <b>\$ 1,108,957</b>  |
| <u>Services and Supplies</u>                     |                       |                      |                      |
| 7510 Professional Services                       | 407,602               | 429,000              | 369,000              |
| 7610 Outside Services                            | 7,399,501             | 7,978,911            | 8,725,351            |
| 7650 Travel, Training, and Mileage               | 2,098                 | 14,011               | 14,011               |
| 7660 Office Expense                              | 1,455                 | 3,500                | 3,500                |
| 7670 Miscellaneous Expense                       | 1,555                 | 4,740                | 4,800                |
| 7750 Maintenance Expense                         | 12,362                | 14,850               | 12,599               |
| 7790 Other Materials and Supplies                | 25,622                | 28,000               | 28,000               |
| <b>Subtotal Services and Supplies</b>            | <b>\$ 7,850,195</b>   | <b>\$ 8,473,012</b>  | <b>\$ 9,157,261</b>  |
| <u>Capital Expenditure</u>                       |                       |                      |                      |
| 9020 Capital Expenditure-Locally Funded          | 21,853                | 0                    | 36,000               |
| <b>Subtotal Capital Expenditure</b>              | <b>\$ 21,853</b>      | <b>\$ 0</b>          | <b>\$ 36,000</b>     |
| <b>Security and Emergency Preparedness Total</b> | <b>\$ 8,533,171</b>   | <b>\$ 9,390,465</b>  | <b>\$ 10,302,218</b> |



# Finance and Administration

## Finance and Administration Division Organizational Chart



### Finance and Administration Division

The Finance and Administration (F&A) Division supports OCTA's goals and objectives through a wide range of fiduciary and administrative activities. This division analyzes fiscal issues and advises the Board of Directors (Board) in the areas of long-term financing, fund planning, annual budgeting, treasury, debt management, and compliance with generally accepted accounting standards. Staff work closely with federal,

state, and local agencies to ensure continued and successful receipt of grant funding and compliance with enabling regulations. The division is responsible for contract management, purchasing, materials management, guidance for the implementation of technology, oversight of facilities management, records management, and a variety of other support functions.





## Finance and Administration Staffing

| Division Staffing by Department - Job Family             | FY 2020-21<br>Budget | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|----------------------|----------------------|----------------------|
| <b>Chief Financial Officer</b>                           |                      |                      |                      |
| Chief Financial Officer                                  | 1.00                 | 1.00                 | 1.00                 |
| Director   | 1.00                 | 1.00                 | 1.00                 |
| Executive Assistant                                      | 2.00                 | 2.00                 | 2.00                 |
| <b>Chief Financial Officer</b>                           | <b>4.00</b>          | <b>4.00</b>          | <b>4.00</b>          |
| <b>Accounting and Financial Reporting</b>                |                      |                      |                      |
| Accountant   | 4.00                 | 4.00                 | 5.00                 |
| Accounting Specialist                                    | 9.00                 | 9.00                 | 9.00                 |
| Business Systems Analyst                                 | 1.00                 | 1.00                 | 1.00                 |
| Department/Program Manager                               | 1.00                 | 1.00                 | 1.00                 |
| Section/Department Manager                               | 5.00                 | 5.00                 | 5.00                 |
| <b>Accounting and Financial Reporting</b>                | <b>20.00</b>         | <b>20.00</b>         | <b>21.00</b>         |
| <b>Financial Planning and Analysis</b>                   |                      |                      |                      |
| Business Systems Analyst                                 | 0.00                 | 0.00                 | 1.00                 |
| Department/Program Manager                               | 1.00                 | 1.00                 | 1.00                 |
| Financial Analyst  | 7.00                 | 8.00                 | 8.00                 |
| Section/Department Manager                               | 3.00                 | 3.00                 | 3.00                 |
| <b>Financial Planning and Analysis</b>                   | <b>11.00</b>         | <b>12.00</b>         | <b>13.00</b>         |
| <b>Revenue Administration</b>                            |                      |                      |                      |
| Department/Program Manager                               | 1.00                 | 1.00                 | 1.00                 |
| Financial Analyst  | 5.00                 | 5.00                 | 5.00                 |
| Section/Department Manager                               | 2.00                 | 2.00                 | 2.00                 |
| <b>Revenue Administration</b>                            | <b>8.00</b>          | <b>8.00</b>          | <b>8.00</b>          |
| <b>Contracts Administration and Materials Management</b> |                      |                      |                      |
| Business Systems Analyst                                 | 1.00                 | 1.00                 | 1.00                 |
| Business Unit Analyst                                    | 1.00                 | 0.00                 | 0.00                 |
| Contract Administrator                                   | 19.00                | 19.00                | 20.00                |
| DBE Specialist   | 0.00                 | 1.00                 | 1.00                 |
| Department/Program Manager                               | 2.00                 | 2.00                 | 2.00                 |
| Director   | 1.00                 | 1.00                 | 1.00                 |
| Executive Assistant                                      | 2.00                 | 2.00                 | 2.00                 |
| Inventory Analyst  | 1.00                 | 1.00                 | 1.00                 |
| Materials Management Planner                             | 1.00                 | 1.00                 | 1.00                 |
| Section Supervisor                                       | 3.00                 | 3.00                 | 3.00                 |
| Section/Department Manager                               | 5.00                 | 5.00                 | 5.00                 |
| Warranty Coordinator                                     | 2.00                 | 2.00                 | 2.00                 |
| Equipment Parts Clerk                                    | 17.00                | 17.00                | 18.00                |
| Stockroom Clerk  | 2.00                 | 2.00                 | 2.00                 |
| <b>Contracts Administration and Materials Management</b> | <b>57.00</b>         | <b>57.00</b>         | <b>59.00</b>         |

*Continued next page...*



# Finance and Administration

## Finance and Administration Staffing, continued

| Division Staffing by Department - Job Family | FY 2020-21<br>Budget | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|----------------------|----------------------|----------------------|
| <u>Information Systems</u>                   |                      |                      |                      |
| Applications Analyst                         | 0.00                 | 0.00                 | 6.00                 |
| Business Computing Solutions Specialist      | 9.00                 | 9.00                 | 3.00                 |
| Cyber Security Compliance Analyst            | 0.00                 | 0.00                 | 1.00                 |
| Cyber Security Engineer                      | 0.00                 | 0.00                 | 2.00                 |
| Cyber Security Intrusion Analyst             | 0.00                 | 0.00                 | 1.00                 |
| Cyber Security Risk Analyst                  | 0.00                 | 0.00                 | 1.00                 |
| Data Warehouse Architect                     | 3.00                 | 3.00                 | 3.00                 |
| Database Administrator                       | 1.00                 | 1.00                 | 1.00                 |
| Department/Program Manager                   | 3.00                 | 3.00                 | 3.00                 |
| Director                                     | 1.00                 | 1.00                 | 1.00                 |
| Executive Assistant                          | 1.00                 | 1.00                 | 1.00                 |
| Help Desk Technician                         | 3.00                 | 3.00                 | 3.00                 |
| Intranet/Multimedia Specialist               | 1.00                 | 0.00                 | 0.00                 |
| IS Project Manager                           | 4.00                 | 4.00                 | 3.00                 |
| IS Security Analyst                          | 2.00                 | 2.00                 | 0.00                 |
| Network Administrator                        | 0.00                 | 1.00                 | 1.00                 |
| Network Analyst                              | 1.00                 | 1.00                 | 1.00                 |
| Programmer Analyst                           | 1.00                 | 1.00                 | 1.00                 |
| Section/Department Manager                   | 4.00                 | 4.00                 | 5.00                 |
| Systems Software Analyst                     | 4.00                 | 3.00                 | 3.00                 |
| Telecommunications                           | 1.00                 | 1.00                 | 1.00                 |
| <b>Information Systems</b>                   | <b>39.00</b>         | <b>38.00</b>         | <b>41.00</b>         |
| <u>General Services</u>                      |                      |                      |                      |
| Code Administrator                           | 1.00                 | 0.00                 | 0.00                 |
| Digital Reprographic Specialist              | 3.00                 | 3.00                 | 3.00                 |
| Executive Assistant                          | 9.50                 | 11.50                | 11.50                |
| Pass Sales Coordinator                       | 1.00                 | 1.00                 | 1.00                 |
| Records Administrator                        | 1.00                 | 1.00                 | 1.00                 |
| Section Supervisor                           | 3.00                 | 3.00                 | 2.00                 |
| Section/Department Manager                   | 2.00                 | 2.00                 | 3.00                 |
| <b>General Services</b>                      | <b>20.50</b>         | <b>21.50</b>         | <b>21.50</b>         |
| <u>Treasury Department</u>                   |                      |                      |                      |
| Department/Program Manager                   | 1.00                 | 1.00                 | 1.00                 |
| Deputy Treasurer                             | 1.00                 | 1.00                 | 1.00                 |
| <b>Treasury Department</b>                   | <b>2.00</b>          | <b>2.00</b>          | <b>2.00</b>          |
| <b>Total Finance and Administration</b>      | <b>161.50</b>        | <b>162.50</b>        | <b>169.50</b>        |



## Finance and Administration Expenses by Account

| Description                             | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---|-----------------------|----------------------|----------------------|
| <u>Salaries and Benefits</u>            |                       |                      |                      |
| 7110 Salaries-Regular Employees         | 13,940,227            | 14,737,309           | 16,417,473           |
| 7150 Extra Help Employees               | 123,915               | 101,250              | 114,600              |
| 7209 Deferred Compensation              | 354,863               | 427,101              | 473,870              |
| 7210 Pensions                           | 4,751,114             | 5,284,673            | 5,770,856            |
| 7220 Insurances                         | 353,488               | 389,838              | 426,592              |
| 7240 Health Care                        | 2,608,543             | 2,802,419            | 2,775,269            |
| 7260 Compensated Absences               | 1,346,164             | 1,807,572            | 2,000,608            |
| 7270 Workers' Compensation              | 469,942               | 390,124              | 386,157              |
| 7280 Other Benefits                     | 1,389,143             | 1,033,807            | 1,043,422            |
| <b>Subtotal Salaries and Benefits</b>   | <b>\$ 25,337,399</b>  | <b>\$ 26,974,093</b> | <b>\$ 29,408,847</b> |
| <u>Services and Supplies</u>            |                       |                      |                      |
| 7510 Professional Services              | 8,458,210             | 9,037,602            | 8,449,420            |
| 7610 Outside Services                   | 6,676,616             | 8,891,637            | 10,083,412           |
| 7630 Advertising Fees                   | 67,786                | 64,000               | 70,000               |
| 7640 Utilities                          | 3,047,260             | 3,045,622            | 3,260,044            |
| 7650 Travel, Training, and Mileage      | 74,538                | 115,071              | 118,387              |
| 7660 Office Expense                     | 1,228,767             | 4,362,539            | 1,907,191            |
| 7670 Miscellaneous Expense              | 199,258               | 202,652              | 206,742              |
| 7690 Leases                             | 4,612,492             | 4,774,895            | 671,000              |
| 7750 Maintenance Expense                | -2,690,314            | 402,000              | 402,000              |
| 7790 Other Materials and Supplies       | 15,878                | 37,504               | 142,004              |
| 7820 Taxes                              | 10,533                | 0                    | 12,000               |
| 7830 Contributions to Other Agencies    | 20,295                | 13,530               | 13,620               |
| <b>Subtotal Services and Supplies</b>   | <b>\$ 21,721,319</b>  | <b>\$ 30,947,052</b> | <b>\$ 25,335,820</b> |
| <u>Capital Expenditure</u>              |                       |                      |                      |
| 9020 Capital Expenditure-Locally Funded | 3,213,932             | 2,835,775            | 22,314,574           |
| <b>Subtotal Capital Expenditure</b>     | <b>\$ 3,213,932</b>   | <b>\$ 2,835,775</b>  | <b>\$ 22,314,574</b> |
| <b>Total Uses</b>                       | <b>\$ 50,272,650</b>  | <b>\$ 60,756,920</b> | <b>\$ 77,059,241</b> |



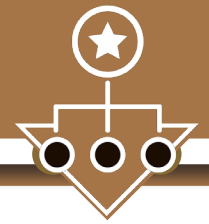
## Finance and Administration

### Chief Financial Officer, Finance and Administration (F&A)

The Chief Financial Officer provides general oversight and management of the division. The department is responsible for initiating division-wide policy directives and the attainment of goals and objectives.

The department undertakes all F&A personnel actions and ensures compliance with personnel related policies and procedures.

| Department Expenses by Account        | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---------------------------------------|-----------------------|----------------------|----------------------|
| <b>Chief Financial Officer</b>        |                       |                      |                      |
| <u>Salaries and Benefits</u>          |                       |                      |                      |
| 7110 Salaries-Regular Employees       | 587,317               | 592,664              | 632,569              |
| 7209 Deferred Compensation            | 31,257                | 17,680               | 18,742               |
| 7210 Pensions                         | 205,890               | 218,749              | 227,843              |
| 7220 Insurances                       | 14,784                | 15,920               | 16,638               |
| 7240 Health Care                      | 81,001                | 78,972               | 76,524               |
| 7260 Compensated Absences             | 54,458                | 72,355               | 74,686               |
| 7270 Workers' Compensation            | 20,705                | 10,019               | 9,592                |
| 7280 Other Benefits                   | 96,904                | 58,288               | 56,998               |
| <b>Subtotal Salaries and Benefits</b> | <b>\$ 1,092,316</b>   | <b>\$ 1,064,647</b>  | <b>\$ 1,113,592</b>  |
| <u>Services and Supplies</u>          |                       |                      |                      |
| 7510 Professional Services            | 1,354,646             | 880,000              | 930,000              |
| 7650 Travel, Training, and Mileage    | 5,460                 | 4,702                | 6,077                |
| 7660 Office Expense                   | 81                    | 2,000                | 2,000                |
| 7670 Miscellaneous Expense            | 48,161                | 35,170               | 34,920               |
| 7830 Contributions to Other Agencies  | 20,295                | 13,530               | 13,620               |
| <b>Subtotal Services and Supplies</b> | <b>\$ 1,428,643</b>   | <b>\$ 935,402</b>    | <b>\$ 986,617</b>    |
| <b>Chief Financial Officer Total</b>  | <b>\$ 2,520,959</b>   | <b>\$ 2,000,049</b>  | <b>\$ 2,100,209</b>  |



## Accounting and Financial Reporting

The Accounting and Financial Reporting Department is responsible for general accounting, financial reporting, fixed-asset accounting, treasury accounting, accounts payable, accounts receivable, billing, and payroll functions. The department also produces annual reports and audited financial statements including

the Comprehensive Annual Financial Report, Orange County Local Transportation Authority financial statements, National Transit Database report, Cost Allocation Plan, Measure M2 financial status reports, and 91 Express Lanes financial statements.

| Department Expenses by Account                  | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---|-----------------------|----------------------|----------------------|
| <b>Accounting and Financial Reporting</b>       |                       |                      |                      |
| <u>Salaries and Benefits</u>                    |                       |                      |                      |
| 7110 Salaries-Regular Employees                 | 1,659,736             | 1,688,855            | 1,883,064            |
| 7209 Deferred Compensation                      | 36,423                | 50,118               | 55,390               |
| 7210 Pensions                                   | 552,906               | 603,432              | 656,419              |
| 7220 Insurances                                 | 40,743                | 45,126               | 49,182               |
| 7240 Health Care                                | 366,805               | 369,194              | 368,489              |
| 7260 Compensated Absences                       | 143,280               | 205,079              | 220,740              |
| 7270 Workers' Compensation                      | 54,260                | 50,093               | 50,359               |
| 7280 Other Benefits                             | 143,582               | 113,376              | 114,394              |
| <b>Subtotal Salaries and Benefits</b>           | <b>\$ 2,997,735</b>   | <b>\$ 3,125,273</b>  | <b>\$ 3,398,037</b>  |
| <u>Services and Supplies</u>                    |                       |                      |                      |
| 7510 Professional Services                      | 2,945                 | 55,700               | 45,700               |
| 7610 Outside Services                           | 13,526                | 67,900               | 72,900               |
| 7630 Advertising Fees                           | 4,110                 | 2,500                | 2,500                |
| 7650 Travel, Training, and Mileage              | 2,105                 | 11,699               | 12,015               |
| 7660 Office Expense                             | 13,499                | 41,480               | 14,150               |
| 7670 Miscellaneous Expense                      | 8,202                 | 11,670               | 12,130               |
| <b>Subtotal Services and Supplies</b>           | <b>\$ 44,387</b>      | <b>\$ 190,949</b>    | <b>\$ 159,395</b>    |
| <u>Capital Expenditure</u>                      |                       |                      |                      |
| 9020 Capital Expenditure-Locally Funded         | 8,040                 | 25,000               | 85,000               |
| <b>Subtotal Capital Expenditure</b>             | <b>\$ 8,040</b>       | <b>\$ 25,000</b>     | <b>\$ 85,000</b>     |
| <b>Accounting and Financial Reporting Total</b> | <b>\$ 3,050,162</b>   | <b>\$ 3,341,222</b>  | <b>\$ 3,642,432</b>  |



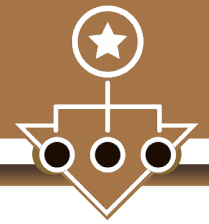
## Finance and Administration

### Financial Planning and Analysis

The Financial Planning and Analysis Department is responsible for developing and maintaining the financial plans of OCTA. These plans include the annual budget, Comprehensive Business Plan, and fixed-asset replacement planning. The department is also respon-

sible for conducting various fiscal studies, monitoring expenditures, reporting budget variances, overseeing bus transit contracts, and verifying budget authority for requisitions.

| Department Expenses by Account               | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|-----------------------|----------------------|----------------------|
| <b>Financial Planning and Analysis</b>       |                       |                      |                      |
| <u>Salaries and Benefits</u>                 |                       |                      |                      |
| 7110 Salaries-Regular Employees              | 896,611               | 993,646              | 1,269,337            |
| 7150 Extra Help Employees                    | 14,483                | 11,250               | 10,800               |
| 7209 Deferred Compensation                   | 18,651                | 29,437               | 37,341               |
| 7210 Pensions                                | 297,173               | 354,805              | 442,877              |
| 7220 Insurances                              | 23,589                | 26,504               | 33,156               |
| 7240 Health Care                             | 138,392               | 163,024              | 160,498              |
| 7260 Compensated Absences                    | 74,863                | 120,452              | 148,807              |
| 7270 Workers' Compensation                   | 28,824                | 30,056               | 31,174               |
| 7280 Other Benefits                          | 54,883                | 66,472               | 78,181               |
| <b>Subtotal Salaries and Benefits</b>        | <b>\$ 1,547,469</b>   | <b>\$ 1,795,646</b>  | <b>\$ 2,212,171</b>  |
| <u>Services and Supplies</u>                 |                       |                      |                      |
| 7510 Professional Services                   | 576,072               | 236,000              | 248,518              |
| 7650 Travel, Training, and Mileage           | 0                     | 5,869                | 5,819                |
| 7660 Office Expense                          | 11,329                | 6,440                | 39,507               |
| 7670 Miscellaneous Expense                   | 230                   | 575                  | 600                  |
| <b>Subtotal Services and Supplies</b>        | <b>\$ 587,631</b>     | <b>\$ 248,884</b>    | <b>\$ 294,444</b>    |
| <b>Financial Planning and Analysis Total</b> | <b>\$ 2,135,100</b>   | <b>\$ 2,044,530</b>  | <b>\$ 2,506,615</b>  |



## Revenue Administration

The Revenue Administration Department is tasked with the management and administration of all federal and state grants from the point of grant award through the close-out process. The department ensures accurate and timely receipt of all grant funds and certifies that OCTA meets all federal and state compliance re-

quirements. In addition, this department is responsible for all revenue administration, including fare policy and adjustments, fare stabilization revenue, administration of the Transportation Development Act, and local sales tax revenue administration.

| Department Expenses by Account          | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---|-----------------------|----------------------|----------------------|
| <b>Revenue Administration</b>           |                       |                      |                      |
| <u>Salaries and Benefits</u>            |                       |                      |                      |
| 7110 Salaries-Regular Employees         | 629,409               | 698,195              | 805,883              |
| 7150 Extra Help Employees               | 12,880                | 11,250               | 18,000               |
| 7209 Deferred Compensation              | 18,110                | 20,831               | 23,876               |
| 7210 Pensions                           | 210,094               | 251,198              | 283,331              |
| 7220 Insurances                         | 16,173                | 18,752               | 21,201               |
| 7240 Health Care                        | 76,323                | 95,769               | 86,164               |
| 7260 Compensated Absences               | 54,756                | 85,237               | 95,151               |
| 7270 Workers' Compensation              | 20,363                | 20,037               | 19,184               |
| 7280 Other Benefits                     | 31,635                | 47,039               | 49,223               |
| <b>Subtotal Salaries and Benefits</b>   | <b>\$ 1,069,743</b>   | <b>\$ 1,248,308</b>  | <b>\$ 1,402,013</b>  |
| <u>Services and Supplies</u>            |                       |                      |                      |
| 7510 Professional Services              | 188,714               | 526,160              | 480,327              |
| 7610 Outside Services                   | 199,399               | 429,369              | 288,280              |
| 7650 Travel, Training, and Mileage      | 2,341                 | 7,405                | 7,405                |
| 7660 Office Expense                     | 28                    | 7,700                | 7,700                |
| 7670 Miscellaneous Expense              | 0                     | 1,010                | 1,010                |
| <b>Subtotal Services and Supplies</b>   | <b>\$ 390,482</b>     | <b>\$ 971,644</b>    | <b>\$ 784,722</b>    |
| <u>Capital Expenditure</u>              |                       |                      |                      |
| 9020 Capital Expenditure-Locally Funded | 0                     | 16,400               | 8,500,000            |
| <b>Subtotal Capital Expenditure</b>     | <b>\$ 0</b>           | <b>\$ 16,400</b>     | <b>\$ 8,500,000</b>  |
| <b>Revenue Administration Total</b>     | <b>\$ 1,460,225</b>   | <b>\$ 2,236,352</b>  | <b>\$ 10,686,735</b> |



## Finance and Administration

### Contracts Administration and Materials Management (CAMM)

The CAMM Department is responsible for contracting and purchasing all goods and services, implementing the federal Disadvantaged Business Enterprise Program, stocking and issuing bus parts, implementing a parts warranty program, and managing the bus inventory. The department handles all procurement activity

including the preparation of solicitation documents, conducting pre-proposal meetings, chairing vendor evaluation meetings, negotiating contract terms and conditions, and administering the contractual aspects of the project through completion.

| Department Expenses by Account                                 | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|-----------------------|----------------------|----------------------|
| <b>Contracts Administration and Materials Management</b>       |                       |                      |                      |
| <u>Salaries and Benefits</u>                                   |                       |                      |                      |
| 7110 Salaries-Regular Employees                                | 4,291,443             | 4,591,012            | 4,944,365            |
| 7150 Extra Help Employees                                      | 68,517                | 57,500               | 55,200               |
| 7209 Deferred Compensation                                     | 105,902               | 125,530              | 135,270              |
| 7210 Pensions  | 1,483,158             | 1,643,462            | 1,747,903            |
| 7220 Insurances  | 107,696               | 118,293              | 125,962              |
| 7240 Health Care   | 903,069               | 961,218              | 925,137              |
| 7260 Compensated Absences                                      | 505,483               | 573,519              | 651,253              |
| 7270 Workers' Compensation                                     | 146,143               | 125,884              | 123,574              |
| 7280 Other Benefits  | 421,403               | 325,045              | 316,419              |
| <b>Subtotal Salaries and Benefits</b>                          | <b>\$ 8,032,814</b>   | <b>\$ 8,521,463</b>  | <b>\$ 9,025,083</b>  |
| <u>Services and Supplies</u>                                   |                       |                      |                      |
| 7510 Professional Services                                     | 208,832               | 398,000              | 298,000              |
| 7610 Outside Services  | 23,118                | 35,800               | 169,800              |
| 7630 Advertising Fees  | 62,223                | 60,000               | 66,000               |
| 7650 Travel, Training, and Mileage                             | 2,785                 | 12,360               | 12,403               |
| 7660 Office Expense  | 7,390                 | 27,700               | 12,700               |
| 7670 Miscellaneous Expense                                     | 89,043                | 95,087               | 95,147               |
| 7750 Maintenance Expense                                       | -2,701,727            | 400,000              | 400,000              |
| 7790 Other Materials and Supplies                              | 1,588                 | 2,000                | 102,000              |
| <b>Subtotal Services and Supplies</b>                          | <b>\$ -2,306,748</b>  | <b>\$ 1,030,947</b>  | <b>\$ 1,156,050</b>  |
| <u>Capital Expenditure</u>                                     |                       |                      |                      |
| 9020 Capital Expenditure-Locally Funded                        | 0                     | 144,000              | 0                    |
| <b>Subtotal Capital Expenditure</b>                            | <b>\$ 0</b>           | <b>\$ 144,000</b>    | <b>\$ 0</b>          |
| <b>Contracts Administration and Materials Management Total</b> | <b>\$ 5,726,066</b>   | <b>\$ 9,696,410</b>  | <b>\$ 10,181,133</b> |





## Information Systems

The Information Systems Department manages the effective and secure delivery of computing and communication solutions to all OCTA business units. The department is responsible for providing reliable computing, systems and business support, business intelligence/

analytics, cybersecurity, and technology training. The department is also responsible for OCTA's Innovation Office which researches and deploys innovative ideas and technologies in the transportation industry.

| Department Expenses by Account          | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---|-----------------------|----------------------|----------------------|
| <b>Information Systems</b>              |                       |                      |                      |
| <u>Salaries and Benefits</u>            |                       |                      |                      |
| 7110 Salaries-Regular Employees         | 4,522,874             | 4,605,632            | 5,179,012            |
| 7150 Extra Help Employees               | 28,035                | 21,250               | 30,600               |
| 7209 Deferred Compensation              | 111,048               | 137,252              | 153,292              |
| 7210 Pensions                           | 1,537,752             | 1,656,187            | 1,820,488            |
| 7220 Insurances                         | 115,061               | 123,595              | 136,094              |
| 7240 Health Care                        | 675,947               | 687,701              | 699,285              |
| 7260 Compensated Absences               | 363,731               | 561,661              | 610,880              |
| 7270 Workers' Compensation              | 155,031               | 95,175               | 95,920               |
| 7280 Other Benefits                     | 531,041               | 319,139              | 325,213              |
| <b>Subtotal Salaries and Benefits</b>   | <b>\$ 8,040,520</b>   | <b>\$ 8,207,592</b>  | <b>\$ 9,050,784</b>  |
| <u>Services and Supplies</u>            |                       |                      |                      |
| 7510 Professional Services              | 5,965,345             | 6,871,192            | 6,371,875            |
| 7610 Outside Services                   | 6,088,160             | 7,409,352            | 8,591,732            |
| 7640 Utilities                          | 906,469               | 1,023,520            | 1,068,825            |
| 7650 Travel, Training, and Mileage      | 59,913                | 61,950               | 62,737               |
| 7660 Office Expense                     | 851,511               | 3,413,625            | 929,140              |
| 7670 Miscellaneous Expense              | 1,119                 | 2,750                | 1,550                |
| 7750 Maintenance Expense                | 2,588                 | 2,000                | 2,000                |
| 7820 Taxes                              | 10,533                | 0                    | 12,000               |
| <b>Subtotal Services and Supplies</b>   | <b>\$ 13,885,638</b>  | <b>\$ 18,784,389</b> | <b>\$ 17,039,859</b> |
| <u>Capital Expenditure</u>              |                       |                      |                      |
| 9020 Capital Expenditure-Locally Funded | 2,912,820             | 2,635,000            | 9,004,600            |
| <b>Subtotal Capital Expenditure</b>     | <b>\$ 2,912,820</b>   | <b>\$ 2,635,000</b>  | <b>\$ 9,004,600</b>  |
| <b>Information Systems Total</b>        | <b>\$ 24,838,978</b>  | <b>\$ 29,626,981</b> | <b>\$ 35,095,243</b> |



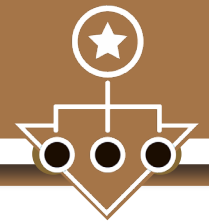
# Finance and Administration

## General Services

General Services provides a variety of support services to OCTA, including all matters relating to lease agreements, office renovations, furniture assignment and upkeep, and communication between property man-

agement and OCTA. In addition, the department oversees records management, mail services, reprographics, OCTA Store, and OCTA's receptionist staff.

| Department Expenses by Account          | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---|-----------------------|----------------------|----------------------|
| <b>General Services</b>                 |                       |                      |                      |
| <u>Salaries and Benefits</u>            |                       |                      |                      |
| 7110 Salaries-Regular Employees         | 1,137,404             | 1,357,552            | 1,465,259            |
| 7209 Deferred Compensation              | 27,839                | 39,995               | 42,909               |
| 7210 Pensions                           | 392,093               | 481,501              | 508,445              |
| 7220 Insurances                         | 30,427                | 36,014               | 38,099               |
| 7240 Health Care                        | 332,879               | 410,729              | 424,464              |
| 7260 Compensated Absences               | 134,890               | 163,662              | 170,992              |
| 7270 Workers' Compensation              | 38,114                | 53,851               | 51,558               |
| 7280 Other Benefits                     | 109,043               | 90,316               | 88,458               |
| <b>Subtotal Salaries and Benefits</b>   | <b>\$ 2,202,689</b>   | <b>\$ 2,633,620</b>  | <b>\$ 2,790,184</b>  |
| <u>Services and Supplies</u>            |                       |                      |                      |
| 7510 Professional Services              | 10,396                | 550                  | 0                    |
| 7610 Outside Services                   | 352,413               | 949,216              | 960,700              |
| 7630 Advertising Fees                   | 1,453                 | 1,500                | 1,500                |
| 7640 Utilities                          | 2,140,791             | 2,022,102            | 2,191,219            |
| 7650 Travel, Training, and Mileage      | 1,309                 | 8,547                | 8,404                |
| 7660 Office Expense                     | 186,379               | 674,894              | 707,294              |
| 7670 Miscellaneous Expense              | 10,137                | 15,090               | 21,090               |
| 7690 Leases                             | 4,612,492             | 4,774,895            | 671,000              |
| 7750 Maintenance Expense                | 8,825                 | 0                    | 0                    |
| 7790 Other Materials and Supplies       | 14,290                | 35,504               | 40,004               |
| <b>Subtotal Services and Supplies</b>   | <b>\$ 7,338,485</b>   | <b>\$ 8,482,298</b>  | <b>\$ 4,601,211</b>  |
| <u>Capital Expenditure</u>              |                       |                      |                      |
| 9020 Capital Expenditure-Locally Funded | 293,072               | 15,375               | 4,724,974            |
| <b>Subtotal Capital Expenditure</b>     | <b>\$ 293,072</b>     | <b>\$ 15,375</b>     | <b>\$ 4,724,974</b>  |
| <b>General Services Total</b>           | <b>\$ 9,834,246</b>   | <b>\$ 11,131,293</b> | <b>\$ 12,116,369</b> |



## Treasury

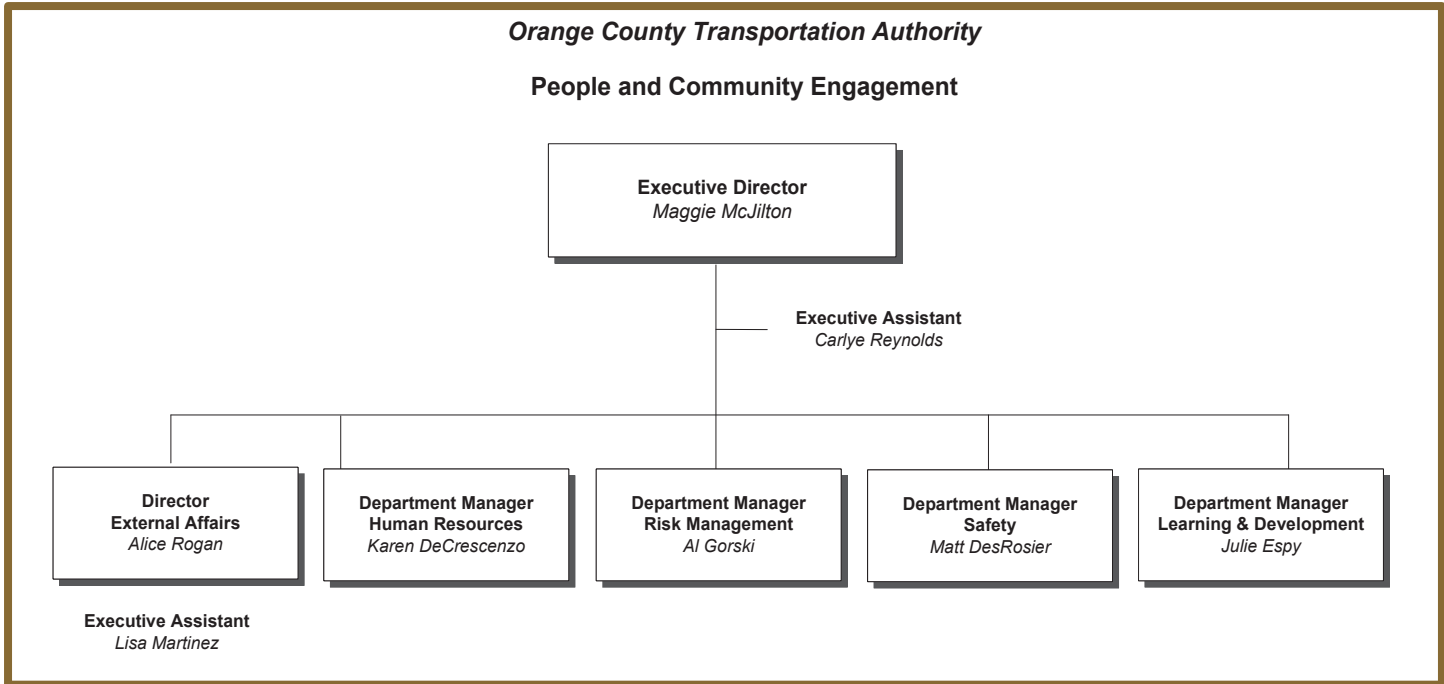
The Treasury Department is responsible for OCTA's investment portfolio and debt obligations. The department also manages OCTA's cash flow requirements, oversees and directs the investment of cash assets, monitors the performance of investment managers, oversees the investment components of the defined

contribution programs, and develops financing strategies to support operational goals and capital programs/acquisitions. The department also works closely with bond-rating agencies to maintain OCTA's strong credit ratings and to ensure that OCTA is well received by the investment community.

| Department Expenses by Account        | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---------------------------------------|-----------------------|----------------------|----------------------|
| <b>Treasury Department</b>            |                       |                      |                      |
| <u>Salaries and Benefits</u>          |                       |                      |                      |
| 7110 Salaries-Regular Employees       | 215,433               | 209,753              | 237,984              |
| 7209 Deferred Compensation            | 5,633                 | 6,258                | 7,050                |
| 7210 Pensions                         | 72,048                | 75,339               | 83,550               |
| 7220 Insurances                       | 5,015                 | 5,634                | 6,260                |
| 7240 Health Care                      | 34,127                | 35,812               | 34,708               |
| 7260 Compensated Absences             | 14,703                | 25,607               | 28,099               |
| 7270 Workers' Compensation            | 6,502                 | 5,009                | 4,796                |
| 7280 Other Benefits                   | 652                   | 14,132               | 14,536               |
| <b>Subtotal Salaries and Benefits</b> | <b>\$ 354,113</b>     | <b>\$ 377,544</b>    | <b>\$ 416,983</b>    |
| <u>Services and Supplies</u>          |                       |                      |                      |
| 7510 Professional Services            | 151,260               | 70,000               | 75,000               |
| 7650 Travel, Training, and Mileage    | 625                   | 2,539                | 3,527                |
| 7660 Office Expense                   | 158,550               | 188,700              | 194,700              |
| 7670 Miscellaneous Expense            | 42,366                | 41,300               | 40,295               |
| <b>Subtotal Services and Supplies</b> | <b>\$ 352,801</b>     | <b>\$ 302,539</b>    | <b>\$ 313,522</b>    |
| <b>Treasury Department Total</b>      | <b>\$ 706,914</b>     | <b>\$ 680,083</b>    | <b>\$ 730,505</b>    |



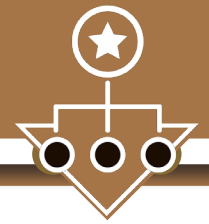
## People and Community Engagement Organizational Chart



### People and Community Engagement Division (PACE)

The PACE Division supports OCTA's goals and objectives by contributing to the development and welfare of its employees by implementing long-term strategic planning and partnership. The PACE Division carries the responsibility for OCTA's functions in relation to employment compensation and benefits, risk management, training, labor, employee relations, health, safety, environmental compliance, management services, internal communications, and organizational development.

The PACE Division is responsible for providing overall management and strategic direction for the external affairs for OCTA. That includes promotion, outreach, marketing, and customer engagement for all OCTA's projects, programs, and services. In addition, this division oversees all customer-facing programs of public or promotional outreach.



## People and Community Engagement Staffing

| Division Staffing by Department - Job Family | FY 2020-21<br>Budget | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|----------------------|----------------------|----------------------|
| <u>Executive Director, PACE</u>              |                      |                      |                      |
| Communications Specialist                    | 0.00                 | 1.00                 | 1.00                 |
| Employee Relations Representative            | 1.00                 | 0.00                 | 0.00                 |
| Executive Assistant                          | 1.00                 | 1.00                 | 1.00                 |
| Executive Director                           | 1.00                 | 1.00                 | 1.00                 |
| <b>Executive Director, PACE</b>              | <b>3.00</b>          | <b>3.00</b>          | <b>3.00</b>          |
| <u>Human Resources</u>                       |                      |                      |                      |
| Benefit Analyst                              | 3.00                 | 3.00                 | 3.00                 |
| Business Systems Analyst                     | 1.00                 | 1.00                 | 1.00                 |
| Compensation Analyst                         | 2.00                 | 2.00                 | 3.00                 |
| Department/Program Manager                   | 2.00                 | 2.00                 | 2.00                 |
| Employee Relations Representative            | 1.00                 | 1.00                 | 1.00                 |
| Executive Assistant                          | 2.00                 | 2.00                 | 2.00                 |
| Human Resources Representative               | 7.00                 | 7.00                 | 7.00                 |
| Section Supervisor                           | 1.00                 | 1.00                 | 1.00                 |
| Section/Department Manager                   | 4.00                 | 4.00                 | 4.00                 |
| Talent Acquisition Specialist                | 2.00                 | 2.00                 | 2.00                 |
| Wellness Coordinator                         | 1.00                 | 1.00                 | 1.00                 |
| <b>Human Resources</b>                       | <b>26.00</b>         | <b>26.00</b>         | <b>27.00</b>         |
| <u>Learning and Development</u>              |                      |                      |                      |
| Department/Program Manager                   | 1.00                 | 1.00                 | 1.00                 |
| Executive Assistant                          | 1.00                 | 1.00                 | 1.00                 |
| Learning and Development Specialist          | 3.00                 | 3.00                 | 3.00                 |
| <b>Learning and Development</b>              | <b>5.00</b>          | <b>5.00</b>          | <b>5.00</b>          |
| <u>Risk Management</u>                       |                      |                      |                      |
| Claims Representative                        | 1.00                 | 1.00                 | 1.00                 |
| Department/Program Manager                   | 1.00                 | 1.00                 | 1.00                 |
| Executive Assistant                          | 3.00                 | 3.00                 | 3.00                 |
| Section/Department Manager                   | 1.00                 | 1.00                 | 1.00                 |
| Worker's Compensation Program Specialist     | 1.00                 | 1.00                 | 1.00                 |
| <b>Risk Management</b>                       | <b>7.00</b>          | <b>7.00</b>          | <b>7.00</b>          |
| <u>Safety</u>                                |                      |                      |                      |
| Department/Program Manager                   | 2.00                 | 2.00                 | 2.00                 |
| Executive Assistant                          | 1.00                 | 1.00                 | 1.00                 |
| Safety Specialist                            | 6.00                 | 6.00                 | 7.00                 |
| <b>Safety</b>                                | <b>9.00</b>          | <b>9.00</b>          | <b>10.00</b>         |

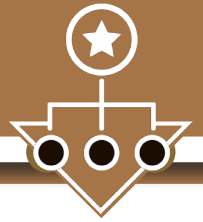
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# People and Community Engagement

## People and Community Engagement Staffing, continued

| Division Staffing by Department - Job Family   | FY 2020-21<br>Budget | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|----------------------|----------------------|----------------------|
| <u>Director, Marketing and Public Outreach</u> |                      |                      |                      |
| Director                                       | 1.00                 | 1.00                 | 1.00                 |
| Executive Assistant                            | 1.00                 | 1.00                 | 1.00                 |
| Marketing Specialist                           | 0.00                 | 0.00                 | 1.00                 |
| <b>Director, Marketing and Public Outreach</b> | <b>2.00</b>          | <b>2.00</b>          | <b>3.00</b>          |
| <u>Marketing &amp; Customer Engagement</u>     |                      |                      |                      |
| Creative Services Specialist                   | 2.00                 | 2.00                 | 2.00                 |
| Customer Relations Representative              | 2.00                 | 3.00                 | 3.00                 |
| Department/Program Manager                     | 1.00                 | 1.00                 | 2.00                 |
| External Affairs Administrator                 | 1.00                 | 0.00                 | 0.00                 |
| Marketing Specialist                           | 9.00                 | 9.00                 | 8.00                 |
| Section/Department Manager                     | 4.00                 | 5.00                 | 5.00                 |
| Web Developer                                  | 2.00                 | 1.00                 | 1.00                 |
| <b>Marketing &amp; Customer Engagement</b>     | <b>21.00</b>         | <b>21.00</b>         | <b>21.00</b>         |
| <u>Public Outreach</u>                         |                      |                      |                      |
| Community Relations Specialist                 | 9.00                 | 9.00                 | 9.00                 |
| Department/Program Manager                     | 1.00                 | 1.00                 | 1.00                 |
| Section/Department Manager                     | 2.00                 | 2.00                 | 2.00                 |
| <b>Public Outreach</b>                         | <b>12.00</b>         | <b>12.00</b>         | <b>12.00</b>         |
| <b>Total PACE</b>                              | <b>85.00</b>         | <b>85.00</b>         | <b>88.00</b>         |



## People and Community Engagement Expenses by Account

| Description                             | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---|-----------------------|----------------------|----------------------|
| <u>Salaries and Benefits</u>            |                       |                      |                      |
| 7110 Salaries-Regular Employees         | 7,014,243             | 7,895,534            | 8,796,463            |
| 7150 Extra Help Employees               | 133,805               | 317,375              | 295,200              |
| 7209 Deferred Compensation              | 195,961               | 234,697              | 259,922              |
| 7210 Pensions                           | 2,403,702             | 2,851,479            | 3,104,794            |
| 7220 Insurances                         | 183,484               | 211,338              | 230,762              |
| 7240 Health Care                        | 1,295,794             | 1,514,710            | 1,490,261            |
| 7260 Compensated Absences               | 754,148               | 960,413              | 1,035,796            |
| 7270 Workers' Compensation              | 239,737               | 212,895              | 215,821              |
| 7280 Other Benefits                     | 735,541               | 976,269              | 1,057,114            |
| <b>Subtotal Salaries and Benefits</b>   | <b>\$ 12,956,415</b>  | <b>\$ 15,174,710</b> | <b>\$ 16,486,133</b> |
| <u>Services and Supplies</u>            |                       |                      |                      |
| 7510 Professional Services              | 2,539,006             | 4,364,330            | 5,381,397            |
| 7540 Insurance Claims Expense           | 74                    | 0                    | 0                    |
| 7610 Outside Services                   | 167,261               | 376,379              | 805,079              |
| 7630 Advertising Fees                   | 26,627                | 325,000              | 255,000              |
| 7650 Travel, Training, and Mileage      | 56,228                | 90,217               | 107,347              |
| 7660 Office Expense                     | 101,055               | 161,060              | 258,601              |
| 7670 Miscellaneous Expense              | 73,317                | 233,399              | 263,229              |
| 7790 Other Materials and Supplies       | 8,622                 | 82,544               | 82,944               |
| 7830 Contributions to Other Agencies    | 172                   | 30,000               | 30,000               |
| <b>Subtotal Services and Supplies</b>   | <b>\$ 2,972,362</b>   | <b>\$ 5,662,929</b>  | <b>\$ 7,183,597</b>  |
| <u>Capital Expenditure</u>              |                       |                      |                      |
| 9020 Capital Expenditure-Locally Funded | 102,158               | 0                    | 65,000               |
| <b>Subtotal Capital Expenditure</b>     | <b>\$ 102,158</b>     | <b>\$ 0</b>          | <b>\$ 65,000</b>     |
| <b>Total Uses</b>                       | <b>\$ 16,030,935</b>  | <b>\$ 20,837,639</b> | <b>\$ 23,734,730</b> |



## People and Community Engagement

### Executive Director, PACE

The Executive Director of PACE provides strategic initiatives in support of the operational, financial, and long-term functions of the PACE Division and OCTA. The Executive Director, in alignment with direction from the Board of Directors, aligns the divisions within OCTA for talent acquisition and management, as well as workforce development, compliance with state and

federal regulations, and risk mitigation. In addition, the executive director of PACE provides strategic direction to support the operational, and financial functions for the promotion, outreach, marketing, and customer engagement for all OCTA's projects, programs, and services.

| Department Expenses by Account          | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---|-----------------------|----------------------|----------------------|
| <b>Executive Director, PACE</b>         |                       |                      |                      |
| <u>Salaries and Benefits</u>            |                       |                      |                      |
| 7110 Salaries-Regular Employees         | 371,386               | 380,062              | 411,941              |
| 7150 Extra Help Employees               | 0                     | 0                    | 10,800               |
| 7209 Deferred Compensation              | 12,984                | 11,325               | 12,175               |
| 7210 Pensions                           | 95,876                | 139,288              | 147,558              |
| 7220 Insurances                         | 8,929                 | 10,198               | 10,808               |
| 7240 Health Care                        | 28,048                | 27,457               | 26,661               |
| 7260 Compensated Absences               | 36,374                | 46,345               | 48,518               |
| 7270 Workers' Compensation              | 11,476                | 7,514                | 7,194                |
| 7280 Other Benefits                     | 24,423                | 34,755               | 34,280               |
| <b>Subtotal Salaries and Benefits</b>   | <b>\$ 589,496</b>     | <b>\$ 656,944</b>    | <b>\$ 709,935</b>    |
| <u>Services and Supplies</u>            |                       |                      |                      |
| 7650 Travel, Training, and Mileage      | 1,090                 | 3,401                | 3,684                |
| 7660 Office Expense                     | 5,073                 | 16,000               | 16,000               |
| 7670 Miscellaneous Expense              | 1,140                 | 6,200                | 6,155                |
| 7790 Other Materials and Supplies       | 318                   | 500                  | 500                  |
| <b>Subtotal Services and Supplies</b>   | <b>\$ 7,621</b>       | <b>\$ 26,101</b>     | <b>\$ 26,339</b>     |
| <u>Capital Expenditure</u>              |                       |                      |                      |
| 9020 Capital Expenditure-Locally Funded | 37,155                | 0                    | 0                    |
| <b>Subtotal Capital Expenditure</b>     | <b>\$ 37,155</b>      | <b>\$ 0</b>          | <b>\$ 0</b>          |
| <b>Executive Director, PACE Total</b>   | <b>\$ 634,272</b>     | <b>\$ 683,045</b>    | <b>\$ 736,274</b>    |





## Human Resources

The Human Resources Department is responsible for human resource planning, employment processes, administering employees benefits and compensation, resolving employee grievances, and overseeing labor and employee relations. Activities include performance management, employee health insurance, retirement and benefit programs, recruitment and selection, wage

administration, and job evaluations. The department is also responsible for administering three collective bargaining agreements with represented employees, facilitating resolution of workplace conflicts, and administering dispute resolution procedures for both represented and non-represented employees.

| Department Expenses by Account          | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---|-----------------------|----------------------|----------------------|
| <b>Human Resources</b>                  |                       |                      |                      |
| <u>Salaries and Benefits</u>            |                       |                      |                      |
| 7110 Salaries-Regular Employees         | 1,936,196             | 2,308,264            | 2,585,970            |
| 7150 Extra Help Employees               | 21,254                | 216,125              | 186,600              |
| 7209 Deferred Compensation              | 44,411                | 68,791               | 76,542               |
| 7210 Pensions                           | 681,293               | 844,449              | 921,993              |
| 7220 Insurances                         | 51,818                | 61,945               | 67,958               |
| 7240 Health Care                        | 361,257               | 466,268              | 451,996              |
| 7260 Compensated Absences               | 197,994               | 281,496              | 305,023              |
| 7270 Workers' Compensation              | 68,931                | 65,121               | 67,145               |
| 7280 Other Benefits                     | 268,171               | 483,245              | 510,700              |
| <b>Subtotal Salaries and Benefits</b>   | <b>\$ 3,631,325</b>   | <b>\$ 4,795,704</b>  | <b>\$ 5,173,927</b>  |
| <u>Services and Supplies</u>            |                       |                      |                      |
| 7510 Professional Services              | 301,568               | 913,400              | 1,023,267            |
| 7540 Insurance Claims Expense           | 74                    | 0                    | 0                    |
| 7610 Outside Services                   | 48,535                | 116,779              | 489,079              |
| 7630 Advertising Fees                   | 12,845                | 150,000              | 130,000              |
| 7650 Travel, Training, and Mileage      | 10,774                | 21,656               | 23,640               |
| 7660 Office Expense                     | 38,254                | 54,800               | 86,420               |
| 7670 Miscellaneous Expense              | 8,972                 | 84,719               | 91,269               |
| 7790 Other Materials and Supplies       | 3,704                 | 64,344               | 64,744               |
| <b>Subtotal Services and Supplies</b>   | <b>\$ 424,726</b>     | <b>\$ 1,405,698</b>  | <b>\$ 1,908,419</b>  |
| <u>Capital Expenditure</u>              |                       |                      |                      |
| 9020 Capital Expenditure-Locally Funded | 25,975                | 0                    | 0                    |
| <b>Subtotal Capital Expenditure</b>     | <b>\$ 25,975</b>      | <b>\$ 0</b>          | <b>\$ 0</b>          |
| <b>Human Resources Total</b>            | <b>\$ 4,082,026</b>   | <b>\$ 6,201,402</b>  | <b>\$ 7,082,346</b>  |



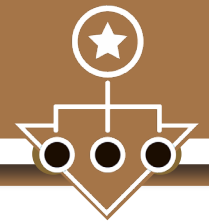
## People and Community Engagement

### Learning and Development

The Learning and Development Department is responsible for all learning and development activities throughout the talent management lifecycle. The department functions as an internal consultant to other divisions, providing customized training, competency assessments, professional development, and assistance

with acquiring and building training. The department also administers OCTA's Mentor and Leadership Program and the Education Reimbursement Program for OCTA staff. This department retains a strategic focus by ensuring the alignment between the strategic plan and core competencies.

| Department Expenses by Account        | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---------------------------------------|-----------------------|----------------------|----------------------|
| <b>Learning and Development</b>       |                       |                      |                      |
| <u>Salaries and Benefits</u>          |                       |                      |                      |
| 7110 Salaries-Regular Employees       | 406,329               | 451,817              | 478,845              |
| 7150 Extra Help Employees             | 27,979                | 21,250               | 20,400               |
| 7209 Deferred Compensation            | 14,723                | 13,479               | 14,187               |
| 7210 Pensions                         | 140,629               | 163,081              | 168,875              |
| 7220 Insurances                       | 11,134                | 12,137               | 12,593               |
| 7240 Health Care                      | 67,430                | 82,987               | 72,399               |
| 7260 Compensated Absences             | 43,798                | 55,160               | 56,538               |
| 7270 Workers' Compensation            | 14,119                | 12,523               | 11,990               |
| 7280 Other Benefits                   | 119,167               | 130,440              | 179,247              |
| <b>Subtotal Salaries and Benefits</b> | <b>\$ 845,308</b>     | <b>\$ 942,874</b>    | <b>\$ 1,015,074</b>  |
| <u>Services and Supplies</u>          |                       |                      |                      |
| 7510 Professional Services            | 108,006               | 64,500               | 154,500              |
| 7650 Travel, Training, and Mileage    | 39,102                | 33,913               | 48,587               |
| 7660 Office Expense                   | 27,876                | 25,760               | 95,181               |
| 7670 Miscellaneous Expense            | 8,377                 | 16,890               | 18,440               |
| <b>Subtotal Services and Supplies</b> | <b>\$ 183,361</b>     | <b>\$ 141,063</b>    | <b>\$ 316,708</b>    |
| <b>Learning and Development Total</b> | <b>\$ 1,028,669</b>   | <b>\$ 1,083,937</b>  | <b>\$ 1,331,782</b>  |



## Risk Management

The Risk Management Department is responsible for protecting OCTA’s assets and property from the adverse consequences of accidental losses. The department investigates claims, evaluates and procures all appropriate forms and limits of liability, property, and

other related insurance coverage. Additionally, the department manages OCTA’s self-insured liability, subrogation, and workers’ compensation programs. This department develops and recommends strategically focused loss control programs to reduce claims losses.

| Department Expenses by Account        | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---------------------------------------|-----------------------|----------------------|----------------------|
| <b>Risk Management</b>                |                       |                      |                      |
| <u>Salaries and Benefits</u>          |                       |                      |                      |
| 7110 Salaries-Regular Employees       | 619,448               | 635,654              | 675,960              |
| 7209 Deferred Compensation            | 24,427                | 18,964               | 20,027               |
| 7210 Pensions                         | 213,124               | 228,314              | 237,311              |
| 7220 Insurances                       | 15,332                | 17,076               | 17,780               |
| 7240 Health Care                      | 126,468               | 127,319              | 123,264              |
| 7260 Compensated Absences             | 68,918                | 77,603               | 79,809               |
| 7270 Workers' Compensation            | 20,467                | 17,532               | 16,786               |
| 7280 Other Benefits                   | 40,774                | 42,826               | 41,288               |
| <b>Subtotal Salaries and Benefits</b> | <b>\$ 1,128,958</b>   | <b>\$ 1,165,288</b>  | <b>\$ 1,212,225</b>  |
| <u>Services and Supplies</u>          |                       |                      |                      |
| 7610 Outside Services                 | 272                   | 40,000               | 40,000               |
| 7650 Travel, Training, and Mileage    | 6                     | 4,308                | 4,308                |
| 7660 Office Expense                   | 127                   | 0                    | 500                  |
| 7670 Miscellaneous Expense            | 621                   | 2,100                | 2,100                |
| <b>Subtotal Services and Supplies</b> | <b>\$ 1,026</b>       | <b>\$ 46,408</b>     | <b>\$ 46,908</b>     |
| <b>Risk Management Total</b>          | <b>\$ 1,129,984</b>   | <b>\$ 1,211,696</b>  | <b>\$ 1,259,133</b>  |



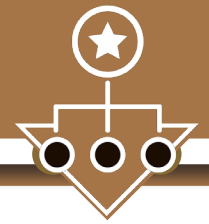
## People and Community Engagement

### Safety

The Safety and Environmental Department is responsible for ensuring OCTA is compliant with all applicable health, safety, and environmental standards,

codes, and regulations. The department develops and implements authority-wide employee, fleet, and system safety programs.

| Department Expenses by Account          | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---|-----------------------|----------------------|----------------------|
| <b>Safety</b>                           |                       |                      |                      |
| <u>Salaries and Benefits</u>            |                       |                      |                      |
| 7110 Salaries-Regular Employees         | 855,450               | 939,635              | 1,083,522            |
| 7150 Extra Help Employees               | 0                     | 0                    | 10,800               |
| 7209 Deferred Compensation              | 17,965                | 28,031               | 32,103               |
| 7210 Pensions                           | 290,739               | 337,498              | 380,800              |
| 7220 Insurances                         | 21,749                | 25,243               | 28,501               |
| 7240 Health Care                        | 153,654               | 182,506              | 191,449              |
| 7260 Compensated Absences               | 86,934                | 114,713              | 127,928              |
| 7270 Workers' Compensation              | 28,058                | 22,542               | 23,980               |
| 7280 Other Benefits                     | 67,075                | 63,306               | 66,182               |
| <b>Subtotal Salaries and Benefits</b>   | <b>\$ 1,521,624</b>   | <b>\$ 1,713,474</b>  | <b>\$ 1,945,265</b>  |
| <u>Services and Supplies</u>            |                       |                      |                      |
| 7510 Professional Services              | 199,094               | 425,050              | 438,550              |
| 7610 Outside Services                   | 107,713               | 145,000              | 145,000              |
| 7650 Travel, Training, and Mileage      | 2,134                 | 9,007                | 9,134                |
| 7660 Office Expense                     | 1,841                 | 0                    | 7,000                |
| 7670 Miscellaneous Expense              | 46,082                | 98,225               | 98,225               |
| 7790 Other Materials and Supplies       | 4,306                 | 10,700               | 10,700               |
| <b>Subtotal Services and Supplies</b>   | <b>\$ 361,170</b>     | <b>\$ 687,982</b>    | <b>\$ 708,609</b>    |
| <u>Capital Expenditure</u>              |                       |                      |                      |
| 9020 Capital Expenditure-Locally Funded | 39,028                | 0                    | 65,000               |
| <b>Subtotal Capital Expenditure</b>     | <b>\$ 39,028</b>      | <b>\$ 0</b>          | <b>\$ 65,000</b>     |
| <b>Safety Total</b>                     | <b>\$ 1,921,822</b>   | <b>\$ 2,401,456</b>  | <b>\$ 2,718,874</b>  |



## Director, Marketing and Public Outreach

The Director of Marketing and Public Outreach oversees public outreach, diverse communities' outreach, and marketing activities in support of all phases of capital project development, planning, and construction to support OCTA's projects, programs, and services. The director also oversees the coordination of

OCTA's public committees. In addition, the director establishes and provides oversight to programs that create awareness to promote usage of OCTA services including Bus and Rail Transit, 91 Express Lanes, and local community services.

| Department Expenses by Account                       | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|-----------------------|----------------------|----------------------|
| <b>Director, Marketing and Public Outreach</b>       |                       |                      |                      |
| <u>Salaries and Benefits</u>                         |                       |                      |                      |
| 7110 Salaries-Regular Employees                      | 236,151               | 250,103              | 336,778              |
| 7209 Deferred Compensation                           | 11,441                | 7,410                | 9,978                |
| 7210 Pensions  | 85,183                | 92,142               | 121,116              |
| 7220 Insurances                                      | 5,883                 | 6,671                | 8,858                |
| 7240 Health Care                                     | 41,408                | 42,184               | 49,146               |
| 7260 Compensated Absences                            | 27,163                | 30,321               | 39,762               |
| 7270 Workers' Compensation                           | 8,095                 | 5,009                | 7,194                |
| 7280 Other Benefits                                  | 22,923                | 25,913               | 29,750               |
| <b>Subtotal Salaries and Benefits</b>                | <b>\$ 438,247</b>     | <b>\$ 459,753</b>    | <b>\$ 602,582</b>    |
| <u>Services and Supplies</u>                         |                       |                      |                      |
| 7510 Professional Services                           | 36,450                | 20,000               | 20,000               |
| 7650 Travel, Training, and Mileage                   | 600                   | 555                  | 646                  |
| 7660 Office Expense                                  | 1,670                 | 11,000               | 11,000               |
| 7670 Miscellaneous Expense                           | 157                   | 5,095                | 5,095                |
| <b>Subtotal Services and Supplies</b>                | <b>\$ 38,877</b>      | <b>\$ 36,650</b>     | <b>\$ 36,741</b>     |
| <b>Director, Marketing and Public Outreach Total</b> | <b>\$ 477,124</b>     | <b>\$ 496,403</b>    | <b>\$ 639,323</b>    |



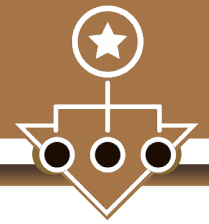
## People and Community Engagement

### Marketing and Customer Engagement

Marketing and Customer Engagement is OCTA's promotions and customer relations group. The department is responsible for providing customer feedback for OCTA bus, rail transit, and ACCESS paratransit services. The department oversees the operation of the customer information center, assisting customers with trip planning and general information to transit riders seven days a week, 365 days a year. Staff gather customer feedback through customer roundtables and the

Special Needs in Transit Advisory Committee. Staff also provides technical expertise and tools to support communication and marketing goals as well as produce public information materials in support of OCTA's internal and service communication programs. In addition, staff administer OCTA's rideshare and van-pool programs, promote usage including Bus and Rail Transit, and 91 Express Lanes.

| Department Expenses by Account                   | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|-----------------------|----------------------|----------------------|
| <b>Marketing &amp; Customer Engagement</b>       |                       |                      |                      |
| <u>Salaries and Benefits</u>                     |                       |                      |                      |
| 7110 Salaries-Regular Employees                  | 1,558,444             | 1,827,403            | 2,036,067            |
| 7150 Extra Help Employees                        | 35,303                | 46,250               | 34,200               |
| 7209 Deferred Compensation                       | 44,302                | 53,922               | 59,733               |
| 7210 Pensions                                    | 531,776               | 650,917              | 709,068              |
| 7220 Insurances                                  | 41,363                | 48,553               | 53,034               |
| 7240 Health Care                                 | 285,298               | 348,860              | 330,026              |
| 7260 Compensated Absences                        | 150,148               | 220,658              | 238,029              |
| 7270 Workers' Compensation                       | 52,882                | 52,598               | 52,756               |
| 7280 Other Benefits                              | 143,049               | 121,769              | 123,143              |
| <b>Subtotal Salaries and Benefits</b>            | <b>\$ 2,842,565</b>   | <b>\$ 3,370,930</b>  | <b>\$ 3,636,056</b>  |
| <u>Services and Supplies</u>                     |                       |                      |                      |
| 7510 Professional Services                       | 1,701,185             | 2,447,880            | 3,192,880            |
| 7610 Outside Services                            | 8,168                 | 64,600               | 131,000              |
| 7630 Advertising Fees                            | 13,782                | 155,000              | 105,000              |
| 7650 Travel, Training, and Mileage               | 1,860                 | 10,666               | 10,637               |
| 7660 Office Expense                              | 26,214                | 53,500               | 42,500               |
| 7670 Miscellaneous Expense                       | 3,220                 | 6,965                | 6,965                |
| 7790 Other Materials and Supplies                | 294                   | 7,000                | 7,000                |
| 7830 Contributions to Other Agencies             | 172                   | 30,000               | 30,000               |
| <b>Subtotal Services and Supplies</b>            | <b>\$ 1,754,895</b>   | <b>\$ 2,775,611</b>  | <b>\$ 3,525,982</b>  |
| <b>Marketing &amp; Customer Engagement Total</b> | <b>\$ 4,597,460</b>   | <b>\$ 6,146,541</b>  | <b>\$ 7,162,038</b>  |



## Public Outreach

Public Outreach focuses on public communications in support of all phases of capital project development, planning, and construction for OCTA’s projects, programs, and services. The department implements public outreach and involvement programs to inform any affected parties and advance the development of transportation projects. Working with stakeholders, Public Outreach ensures that the planning and environmen-

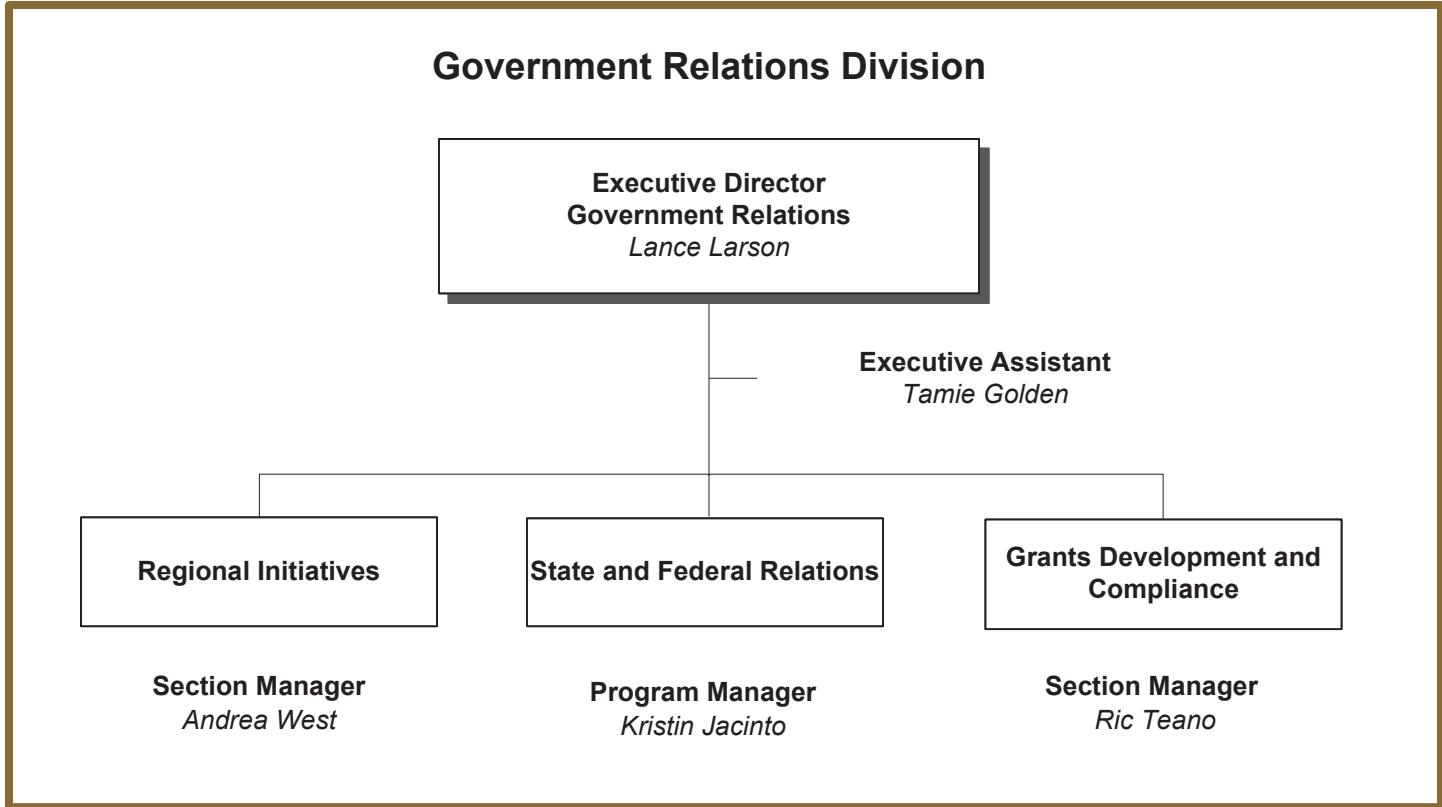
tal review process reflects a diverse range of positions, opinions, and concerns. In addition, outreach staff inform the public about upcoming construction activities and help to mitigate construction impacts. Staff in the department also assist other departments and divisions to communicate effectively to the diverse stakeholder audiences and customers of OCTA’s projects, programs, and services.

| Department Expenses by Account        | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---------------------------------------|-----------------------|----------------------|----------------------|
| <b>Public Outreach</b>                |                       |                      |                      |
| <u>Salaries and Benefits</u>          |                       |                      |                      |
| 7110 Salaries-Regular Employees       | 1,030,839             | 1,102,596            | 1,187,380            |
| 7150 Extra Help Employees             | 49,269                | 33,750               | 32,400               |
| 7209 Deferred Compensation            | 25,708                | 32,775               | 35,177               |
| 7210 Pensions                         | 365,082               | 395,790              | 418,073              |
| 7220 Insurances                       | 27,276                | 29,515               | 31,230               |
| 7240 Health Care                      | 232,231               | 237,129              | 245,320              |
| 7260 Compensated Absences             | 142,819               | 134,117              | 140,189              |
| 7270 Workers' Compensation            | 35,709                | 30,056               | 28,776               |
| 7280 Other Benefits                   | 49,959                | 74,015               | 72,524               |
| <b>Subtotal Salaries and Benefits</b> | <b>\$ 1,958,892</b>   | <b>\$ 2,069,743</b>  | <b>\$ 2,191,069</b>  |
| <u>Services and Supplies</u>          |                       |                      |                      |
| 7510 Professional Services            | 192,703               | 493,500              | 552,200              |
| 7610 Outside Services                 | 2,573                 | 10,000               | 0                    |
| 7630 Advertising Fees                 | 0                     | 20,000               | 20,000               |
| 7650 Travel, Training, and Mileage    | 662                   | 6,711                | 6,711                |
| 7670 Miscellaneous Expense            | 4,748                 | 13,205               | 34,980               |
| <b>Subtotal Services and Supplies</b> | <b>\$ 200,686</b>     | <b>\$ 543,416</b>    | <b>\$ 613,891</b>    |
| <b>Public Outreach Total</b>          | <b>\$ 2,159,578</b>   | <b>\$ 2,613,159</b>  | <b>\$ 2,804,960</b>  |



# Government Relations

## Government Relations Division Organizational Chart



### Government Relations Division

The Government Relations Division serves as OCTA's liaison with members of the California State Legislature, United States Congress, and regional elected of-

icials and representatives. In addition, the division is the agency's focal point for state and federal compliance oversight and subrecipient monitoring activities.

| Division Staffing by Department - Job Family    | FY 2020-21<br>Budget | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---|----------------------|----------------------|----------------------|
| <u>Executive Director, Government Relations</u> |                      |                      |                      |
| Business Unit Analyst                           | 1.00                 | 1.00                 | 1.00                 |
| Department/Program Manager                      | 1.00                 | 1.00                 | 1.00                 |
| Executive Assistant                             | 1.00                 | 1.00                 | 1.00                 |
| Executive Director                              | 1.00                 | 1.00                 | 1.00                 |
| Government Relations Representative             | 3.50                 | 3.50                 | 3.00                 |
| Section/Department Manager                      | 2.00                 | 2.00                 | 2.00                 |
| <b>Executive Director, Government Relations</b> | <b>9.50</b>          | <b>9.50</b>          | <b>9.00</b>          |
| <b>Total Government Relations</b>               | <b>9.50</b>          | <b>9.50</b>          | <b>9.00</b>          |





**Executive Director, Government Relations**

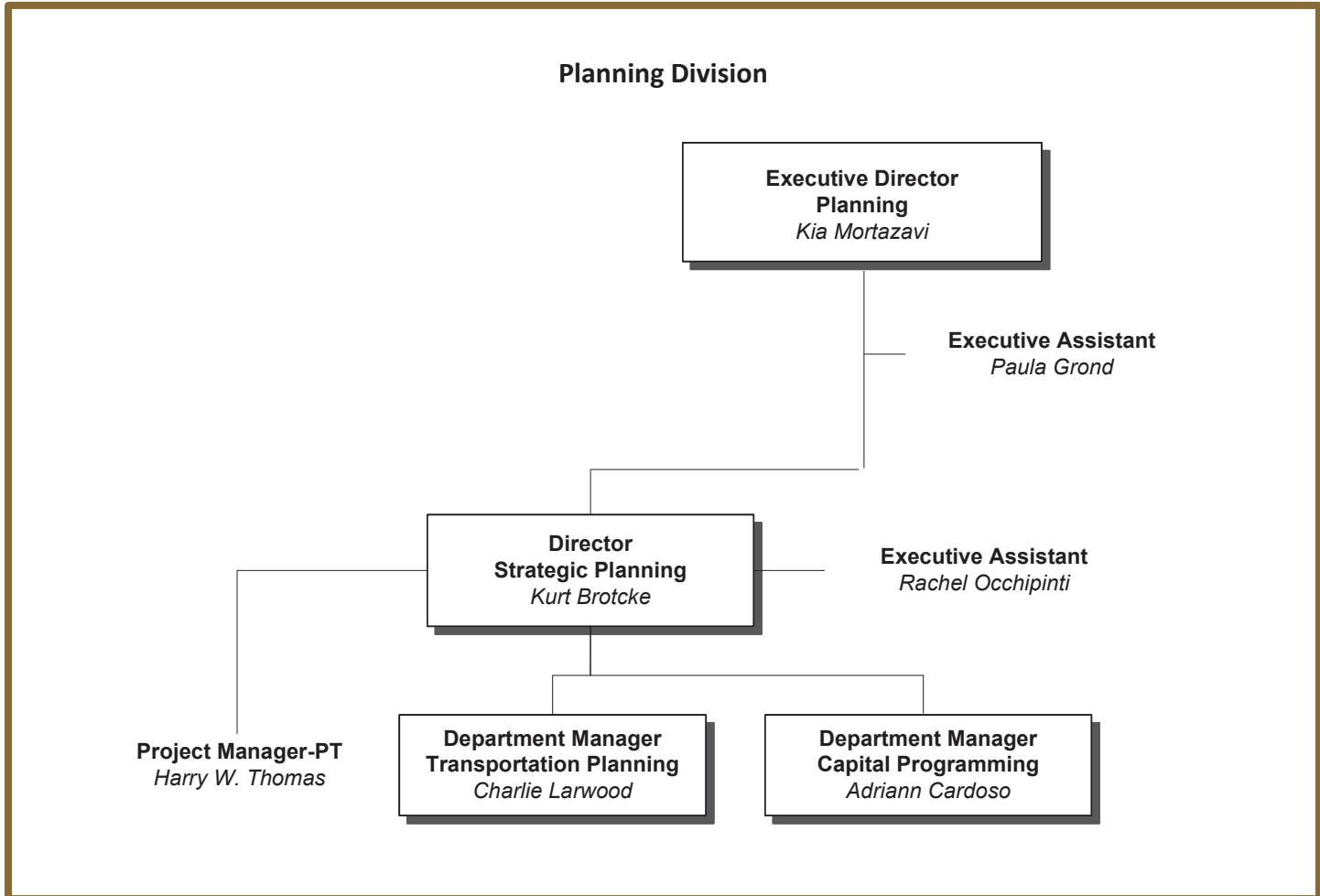
The Executive Director of Government Relations is responsible for providing overall management and strategic direction for the advocacy of all OCTA’s projects, programs, and services. This includes monitoring, analyzing, and responding to government actions and decisions that affect how OCTA receives funding,

plans for projects, and delivers services. The Executive Director is responsible for providing management direction for federal, state, and regional government relations including direction for the application of external grant funding opportunities.

| Department Expenses by Account                        | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---|-----------------------|----------------------|----------------------|
| <b>Executive Director, Government Relations</b>       |                       |                      |                      |
| <u>Salaries and Benefits</u>                          |                       |                      |                      |
| 7110 Salaries-Regular Employees                       | 989,477               | 994,612              | 1,034,742            |
| 7150 Extra Help Employees                             | 5,313                 | 25,000               | 24,000               |
| 7209 Deferred Compensation                            | 38,830                | 29,643               | 30,656               |
| 7210 Pensions   | 334,393               | 360,760              | 367,052              |
| 7220 Insurances                                       | 24,614                | 26,692               | 27,222               |
| 7240 Health Care                                      | 146,833               | 146,697              | 134,299              |
| 7260 Compensated Absences                             | 79,906                | 121,304              | 122,168              |
| 7270 Workers' Compensation                            | 32,928                | 25,046               | 23,980               |
| 7280 Other Benefits                                   | 115,673               | 76,120               | 72,383               |
| <b>Subtotal Salaries and Benefits</b>                 | <b>\$ 1,767,967</b>   | <b>\$ 1,805,874</b>  | <b>\$ 1,836,502</b>  |
| <u>Services and Supplies</u>                          |                       |                      |                      |
| 7510 Professional Services                            | 439,156               | 45,000               | 1,195,000            |
| 7610 Outside Services                                 | 0                     | 500                  | 500                  |
| 7650 Travel, Training, and Mileage                    | 4,365                 | 44,133               | 45,635               |
| 7660 Office Expense                                   | 394                   | 4,450                | 5,500                |
| 7670 Miscellaneous Expense                            | 14,545                | 32,140               | 34,850               |
| 7790 Other Materials and Supplies                     | 0                     | 400                  | 500                  |
| <b>Subtotal Services and Supplies</b>                 | <b>\$ 458,460</b>     | <b>\$ 126,623</b>    | <b>\$ 1,281,985</b>  |
| <b>Executive Director, Government Relations Total</b> | <b>\$ 2,226,427</b>   | <b>\$ 1,932,497</b>  | <b>\$ 3,118,487</b>  |



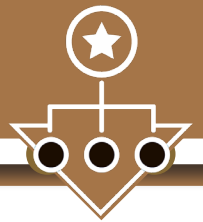
## Planning Division Organizational Chart



### Planning Division

OCTA’s Planning Division is responsible for developing future transportation solutions and securing funding for transportation improvements in collaboration with local and regional transportation agencies while ensuring adherence to Board of Directors (Board) policies and direction, Measure M2 requirements, and

compliance with state and federal mandates. The stated mission of the Planning Division is to provide planning and programming for transportation initiatives that meet the mobility needs of Orange County, consistent with the OCTA Strategic Plan.



**Planning Division Staffing**

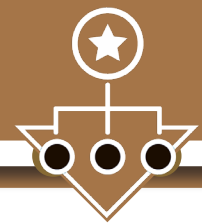
| Division Staffing by Department - Job Family | FY 2020-21<br>Budget | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|----------------------|----------------------|----------------------|
| <u>Executive Director, Planning</u>          |                      |                      |                      |
| Department/Program Manager                   | 1.00                 | 1.00                 | 1.00                 |
| Executive Assistant                          | 1.00                 | 1.00                 | 1.00                 |
| Executive Director                           | 1.00                 | 1.00                 | 1.00                 |
| Program Management Analyst                   | 2.00                 | 2.00                 | 2.00                 |
| <b>Executive Director, Planning</b>          | <b>5.00</b>          | <b>5.00</b>          | <b>5.00</b>          |
| <u>Director, Strategic Planning</u>          |                      |                      |                      |
| Director                                     | 1.00                 | 1.00                 | 1.00                 |
| Executive Assistant                          | 1.00                 | 1.00                 | 1.00                 |
| Project Manager                              | 1.00                 | 1.00                 | 1.00                 |
| <b>Director, Strategic Planning</b>          | <b>3.00</b>          | <b>3.00</b>          | <b>3.00</b>          |
| <u>Planning and Analysis</u>                 |                      |                      |                      |
| Department/Program Manager                   | 3.00                 | 3.00                 | 3.00                 |
| GIS Analyst                                  | 2.00                 | 2.00                 | 2.00                 |
| Project Manager                              | 3.00                 | 3.00                 | 3.00                 |
| Section/Department Manager                   | 4.00                 | 4.00                 | 4.00                 |
| Strategic Plan Administrator                 | 1.00                 | 1.00                 | 1.00                 |
| Transportation Analyst                       | 9.50                 | 10.00                | 11.00                |
| Transportation Funding Analyst               | 1.00                 | 1.00                 | 1.00                 |
| <b>Planning and Analysis</b>                 | <b>23.50</b>         | <b>24.00</b>         | <b>25.00</b>         |
| <u>Capital and Local Programs</u>            |                      |                      |                      |
| Business Unit Analyst                        | 1.00                 | 1.00                 | 0.00                 |
| Department/Program Manager                   | 1.00                 | 1.00                 | 1.00                 |
| Section/Department Manager                   | 5.00                 | 5.00                 | 5.00                 |
| Transportation Funding Analyst               | 4.50                 | 4.50                 | 7.50                 |
| <b>Capital and Local Programs</b>            | <b>11.50</b>         | <b>11.50</b>         | <b>13.50</b>         |
| <b>Total Planning</b>                        | <b>43.00</b>         | <b>43.50</b>         | <b>46.50</b>         |



# Planning

## Planning Division Expenses by Account

| Description                           | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---------------------------------------|-----------------------|----------------------|----------------------|
| <u>Salaries and Benefits</u>          |                       |                      |                      |
| 7110 Salaries-Regular Employees       | 4,276,794             | 4,730,565            | 5,296,833            |
| 7150 Extra Help Employees             | 103,248               | 108,125              | 105,000              |
| 7209 Deferred Compensation            | 140,363               | 141,131              | 156,934              |
| 7210 Pensions                         | 1,408,166             | 1,731,369            | 1,893,335            |
| 7220 Insurances                       | 111,546               | 127,080              | 139,318              |
| 7240 Health Care                      | 668,665               | 758,288              | 776,313              |
| 7260 Compensated Absences             | 412,837               | 577,518              | 625,378              |
| 7270 Workers' Compensation            | 146,306               | 108,953              | 111,507              |
| 7280 Other Benefits                   | 481,705               | 340,373              | 341,894              |
| <b>Subtotal Salaries and Benefits</b> | <b>\$ 7,749,630</b>   | <b>\$ 8,623,402</b>  | <b>\$ 9,446,512</b>  |
| <u>Services and Supplies</u>          |                       |                      |                      |
| 7510 Professional Services            | 1,604,095             | 8,484,000            | 5,460,336            |
| 7650 Travel, Training, and Mileage    | 2,999                 | 30,934               | 36,771               |
| 7660 Office Expense                   | 1,506                 | 19,160               | 18,000               |
| 7670 Miscellaneous Expense            | 4,848                 | 28,547               | 27,847               |
| 7790 Other Materials and Supplies     | 18,260                | 0                    | 0                    |
| <b>Subtotal Services and Supplies</b> | <b>\$ 1,631,708</b>   | <b>\$ 8,562,641</b>  | <b>\$ 5,542,954</b>  |
| <b>Total Uses</b>                     | <b>\$ 9,381,338</b>   | <b>\$ 17,186,043</b> | <b>\$ 14,989,466</b> |



### Executive Director, Planning

The Executive Director of Planning sets the division’s direction and leads the planning, programming, program management efforts, and coordinates supporting activities with other OCTA divisions and external parties.

The Program Management Office (PMO) ensures seamless and effective interdivisional communications of the M2 Transportation Investment Plan and Ordinance No. 3. In addition, the PMO leads the im-

plementation of safeguard measures called for in Ordinance No. 3, including preparing quarterly reports to the Board, Triennial Performance Assessments, and Ten-Year Comprehensive reviews. While multiple organizational units within OCTA carry out the various activities related to M2, including finance, delivery, and accountability, the PMO is responsible for assessing, facilitating, and providing direction as needed to ensure OCTA succeeds in meeting the public’s expectations.

| Department Expenses by Account            | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---|-----------------------|----------------------|----------------------|
| <b>Executive Director, Planning</b>       |                       |                      |                      |
| <u>Salaries and Benefits</u>              |                       |                      |                      |
| 7110 Salaries-Regular Employees           | 515,828               | 584,959              | 625,022              |
| 7150 Extra Help Employees                 | 12,157                | 11,250               | 10,800               |
| 7209 Deferred Compensation                | 17,808                | 17,451               | 18,518               |
| 7210 Pensions                             | 169,418               | 213,465              | 222,715              |
| 7220 Insurances                           | 14,260                | 15,715               | 16,439               |
| 7240 Health Care                          | 58,291                | 72,973               | 70,119               |
| 7260 Compensated Absences                 | 29,719                | 71,413               | 73,794               |
| 7270 Workers' Compensation                | 18,027                | 12,523               | 11,990               |
| 7280 Other Benefits                       | 108,694               | 48,591               | 47,358               |
| <b>Subtotal Salaries and Benefits</b>     | <b>\$ 944,202</b>     | <b>\$ 1,048,340</b>  | <b>\$ 1,096,755</b>  |
| <u>Services and Supplies</u>              |                       |                      |                      |
| 7650 Travel, Training, and Mileage        | 0                     | 741                  | 823                  |
| 7670 Miscellaneous Expense                | 0                     | 6,500                | 6,500                |
| <b>Subtotal Services and Supplies</b>     | <b>\$ 0</b>           | <b>\$ 7,241</b>      | <b>\$ 7,323</b>      |
| <b>Executive Director, Planning Total</b> | <b>\$ 944,202</b>     | <b>\$ 1,055,581</b>  | <b>\$ 1,104,078</b>  |



## Planning

### Director, Strategic Planning

Strategic Planning identifies and recommends funding for the implementation of new major projects and programs in conjunction with external transit agencies, transit advocacy, bikeway, pedestrian stakeholders, and local jurisdictions. In addition to planning for free-ways, streets and roads, transit, bikeways, and environmental initiatives, this department provides analyt-

ical support for the overall agency. It also recommends the long-range vision for mobility in Orange County. Finally, the department recommends direction and monitors the implementation of the OCTA Strategic Plan, as well as supports the development and implementation of Board Chairman Initiatives, CEO Initiatives, and the Action Plan.

| Department Expenses by Account            | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---|-----------------------|----------------------|----------------------|
| <b>Director, Strategic Planning</b>       |                       |                      |                      |
| <u>Salaries and Benefits</u>              |                       |                      |                      |
| 7110 Salaries-Regular Employees           | 314,501               | 344,658              | 367,687              |
| 7209 Deferred Compensation                | 17,343                | 10,283               | 10,893               |
| 7210 Pensions                             | 57,966                | 149,050              | 156,029              |
| 7220 Insurances                           | 8,399                 | 9,258                | 9,671                |
| 7240 Health Care                          | 36,597                | 52,855               | 50,568               |
| 7260 Compensated Absences                 | 32,000                | 42,076               | 43,412               |
| 7270 Workers' Compensation                | 11,261                | 7,514                | 7,194                |
| 7280 Other Benefits                       | 57,148                | 32,400               | 31,638               |
| <b>Subtotal Salaries and Benefits</b>     | <b>\$ 535,215</b>     | <b>\$ 648,094</b>    | <b>\$ 677,092</b>    |
| <u>Services and Supplies</u>              |                       |                      |                      |
| 7650 Travel, Training, and Mileage        | 215                   | 3,394                | 3,394                |
| 7660 Office Expense                       | 1,506                 | 8,660                | 7,500                |
| 7670 Miscellaneous Expense                | 640                   | 500                  | 500                  |
| <b>Subtotal Services and Supplies</b>     | <b>\$ 2,361</b>       | <b>\$ 12,554</b>     | <b>\$ 11,394</b>     |
| <b>Director, Strategic Planning Total</b> | <b>\$ 537,576</b>     | <b>\$ 660,648</b>    | <b>\$ 688,486</b>    |



### Planning and Analysis

Planning and Analysis is responsible for the long-range regional transportation planning efforts, developing transportation project concepts, plans, and strategies for near-term transit service improvements. In addition, the department conducts regional bikeway and pedestrian studies in support of non-motorized transportation. The department also leads the implementa-

tion of the M2 Freeway EMP and Environmental Clean-up Program. Planning and Analysis is also responsible for implementing multi-jurisdictional regional traffic signal synchronization projects and employs information technology to deliver analytical maps and information products through the geographic information system.

| Department Expenses by Account        | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---------------------------------------|-----------------------|----------------------|----------------------|
| <b>Planning and Analysis</b>          |                       |                      |                      |
| <u>Salaries and Benefits</u>          |                       |                      |                      |
| 7110 Salaries-Regular Employees       | 2,360,499             | 2,650,610            | 2,877,506            |
| 7150 Extra Help Employees             | 58,815                | 60,625               | 58,200               |
| 7209 Deferred Compensation            | 73,408                | 79,077               | 85,254               |
| 7210 Pensions                         | 812,684               | 954,317              | 1,012,395            |
| 7220 Insurances                       | 61,869                | 71,205               | 75,689               |
| 7240 Health Care                      | 376,732               | 415,499              | 425,419              |
| 7260 Compensated Absences             | 248,074               | 323,594              | 339,737              |
| 7270 Workers' Compensation            | 81,363                | 60,112               | 59,950               |
| 7280 Other Benefits                   | 257,904               | 181,881              | 175,759              |
| <b>Subtotal Salaries and Benefits</b> | <b>\$ 4,331,348</b>   | <b>\$ 4,796,920</b>  | <b>\$ 5,109,909</b>  |
| <u>Services and Supplies</u>          |                       |                      |                      |
| 7510 Professional Services            | 1,604,095             | 8,484,000            | 5,460,336            |
| 7650 Travel, Training, and Mileage    | 1,916                 | 11,585               | 14,843               |
| 7670 Miscellaneous Expense            | 2,514                 | 14,877               | 14,102               |
| 7790 Other Materials and Supplies     | 18,260                | 0                    | 0                    |
| <b>Subtotal Services and Supplies</b> | <b>\$ 1,626,785</b>   | <b>\$ 8,510,462</b>  | <b>\$ 5,489,281</b>  |
| <b>Planning and Analysis Total</b>    | <b>\$ 5,958,133</b>   | <b>\$ 13,307,382</b> | <b>\$ 10,599,190</b> |



## Planning

### Capital & Local Program

Capital and Local Programs is responsible for funding local, state, and federal programs by identifying, pursuing, and securing new state and federal funds. The department develops, implements, and administers the M2 grant programs for streets and roads, transit extensions to Metrolink, community-based transit/cir-

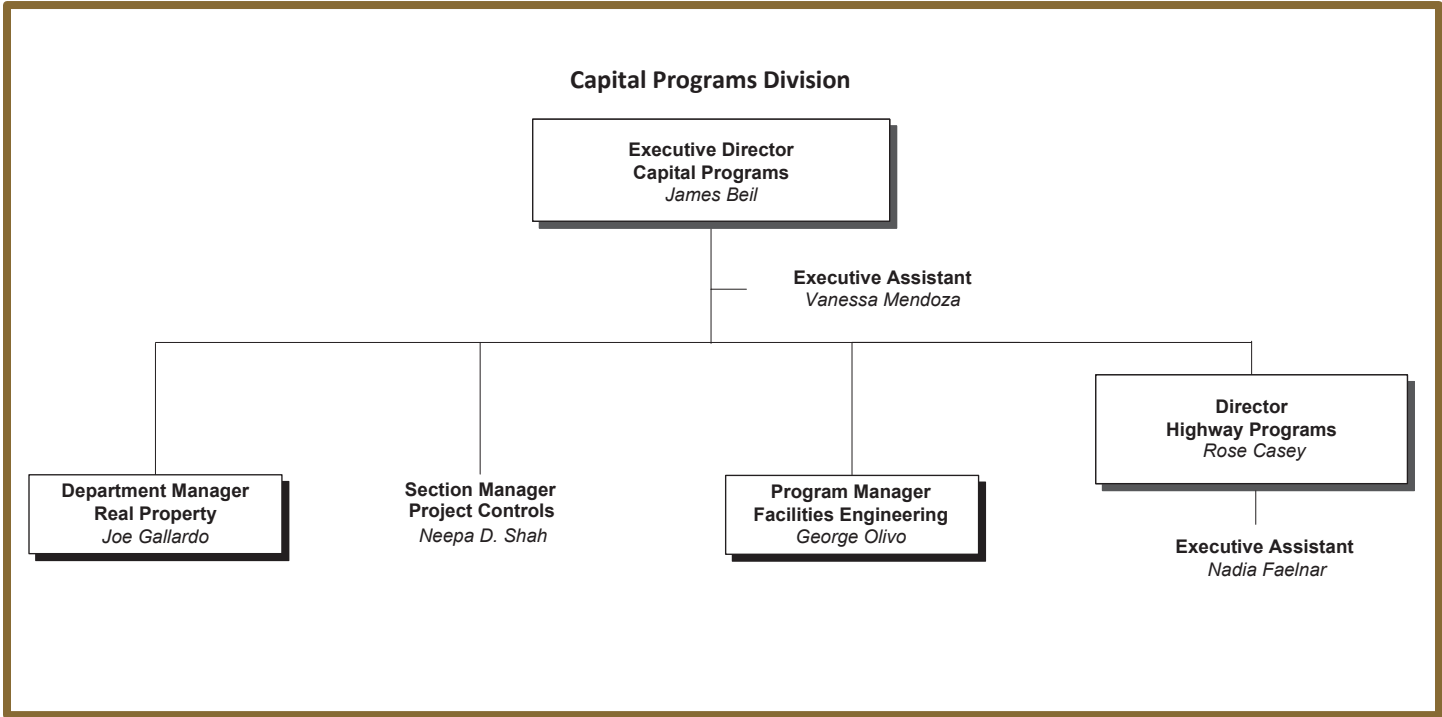
culators, transit stop amenities, and assists in administering water quality grants. In addition, it is responsible for ensuring that local jurisdictions meet eligibility requirements for Measure M2 funding as required by Ordinance No. 3.

| Department Expenses by Account          | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---|-----------------------|----------------------|----------------------|
| <b>Capital and Local Programs</b>       |                       |                      |                      |
| <u>Salaries and Benefits</u>            |                       |                      |                      |
| 7110 Salaries-Regular Employees         | 1,085,966             | 1,150,338            | 1,426,618            |
| 7150 Extra Help Employees               | 32,276                | 36,250               | 36,000               |
| 7209 Deferred Compensation              | 31,804                | 34,320               | 42,269               |
| 7210 Pensions                           | 368,098               | 414,537              | 502,196              |
| 7220 Insurances                         | 27,018                | 30,902               | 37,519               |
| 7240 Health Care                        | 197,045               | 216,961              | 230,207              |
| 7260 Compensated Absences               | 103,044               | 140,435              | 168,435              |
| 7270 Workers' Compensation              | 35,655                | 28,804               | 32,373               |
| 7280 Other Benefits                     | 57,959                | 77,501               | 87,139               |
| <b>Subtotal Salaries and Benefits</b>   | <b>\$ 1,938,865</b>   | <b>\$ 2,130,048</b>  | <b>\$ 2,562,756</b>  |
| <u>Services and Supplies</u>            |                       |                      |                      |
| 7650 Travel, Training, and Mileage      | 868                   | 15,214               | 17,711               |
| 7660 Office Expense                     | 0                     | 10,500               | 10,500               |
| 7670 Miscellaneous Expense              | 1,694                 | 6,670                | 6,745                |
| <b>Subtotal Services and Supplies</b>   | <b>\$ 2,562</b>       | <b>\$ 32,384</b>     | <b>\$ 34,956</b>     |
| <b>Capital and Local Programs Total</b> | <b>\$ 1,941,427</b>   | <b>\$ 2,162,432</b>  | <b>\$ 2,597,712</b>  |





Capital Programs Division Organizational Chart



Capital Programs Division

The Capital Programs Division is responsible for implementing OCTA’s highway projects, railroad grade separation projects, rail capital improvement projects, bus and transit facility improvements, and real estate services. The program of projects managed by the division includes Measure M2 (M2) and other state and federal funded projects. The division is responsible for

project development activities from the initial preliminary engineering and environmental phase through construction completion. In addition to developing a variety of capital improvement projects, the division is also responsible for OCTA-owned transit and rail right-of-way management and leasing.



# Capital Programs

## Capital Programs Division Staffing

| Division Staffing by Department - Job Family | FY 2020-21<br>Budget | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|----------------------|----------------------|----------------------|
| <u>Executive Director, Capital Programs</u>  |                      |                      |                      |
| Civil Engineer                               | 1.00                 | 1.00                 | 1.00                 |
| Department/Program Manager                   | 3.00                 | 3.00                 | 3.00                 |
| Executive Assistant                          | 2.00                 | 2.00                 | 2.00                 |
| Executive Director                           | 1.00                 | 1.00                 | 1.00                 |
| Project Controls Analyst                     | 4.00                 | 4.00                 | 4.00                 |
| Project Manager                              | 2.00                 | 2.00                 | 2.00                 |
| Real Property Agent                          | 6.00                 | 6.00                 | 6.00                 |
| <b>Executive Director, Capital Programs</b>  | <b>19.00</b>         | <b>19.00</b>         | <b>19.00</b>         |
| <u>Rail</u>                                  |                      |                      |                      |
| Department/Program Manager                   | 2.00                 | 2.00                 | 2.00                 |
| Project Manager                              | 2.00                 | 2.00                 | 2.00                 |
| <b>Rail</b>                                  | <b>4.00</b>          | <b>4.00</b>          | <b>4.00</b>          |
| <u>Highway Project Delivery</u>              |                      |                      |                      |
| Department/Program Manager                   | 4.00                 | 4.00                 | 5.00                 |
| Director                                     | 1.00                 | 1.00                 | 1.00                 |
| Executive Assistant                          | 2.00                 | 2.00                 | 2.00                 |
| Project Manager                              | 4.00                 | 4.00                 | 3.00                 |
| <b>Highway Project Delivery</b>              | <b>11.00</b>         | <b>11.00</b>         | <b>11.00</b>         |
| <b>Total Capital Programs</b>                | <b>34.00</b>         | <b>34.00</b>         | <b>34.00</b>         |



## Capital Programs Division Expenses by Account

| Description                             | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---|-----------------------|----------------------|----------------------|
| <u>Salaries and Benefits</u>            |                       |                      |                      |
| 7110 Salaries-Regular Employees         | 3,775,237             | 4,207,160            | 4,564,801            |
| 7150 Extra Help Employees               | 24,105                | 31,875               | 20,400               |
| 7209 Deferred Compensation              | 127,066               | 125,453              | 135,183              |
| 7210 Pensions                           | 1,280,671             | 1,517,478            | 1,608,406            |
| 7220 Insurances                         | 97,237                | 112,973              | 120,015              |
| 7240 Health Care                        | 547,233               | 587,951              | 605,483              |
| 7260 Compensated Absences               | 381,716               | 513,383              | 538,712              |
| 7270 Workers' Compensation              | 128,032               | 85,158               | 81,532               |
| 7280 Other Benefits                     | 433,886               | 301,671              | 297,057              |
| <b>Subtotal Salaries and Benefits</b>   | <b>\$ 6,795,183</b>   | <b>\$ 7,483,102</b>  | <b>\$ 7,971,589</b>  |
| <u>Services and Supplies</u>            |                       |                      |                      |
| 7510 Professional Services              | 527,522               | 1,055,000            | 820,000              |
| 7610 Outside Services                   | 820,835               | 1,450,000            | 2,000,000            |
| 7630 Advertising Fees                   | 550                   | 2,000                | 2,000                |
| 7640 Utilities                          | 180                   | 0                    | 0                    |
| 7650 Travel, Training, and Mileage      | 5,504                 | 25,945               | 27,101               |
| 7660 Office Expense                     | 6,853                 | 27,398               | 24,153               |
| 7670 Miscellaneous Expense              | 9,814                 | 11,234               | 11,620               |
| 7690 Leases                             | 52,960                | 90,000               | 0                    |
| <b>Subtotal Services and Supplies</b>   | <b>\$ 1,424,218</b>   | <b>\$ 2,661,577</b>  | <b>\$ 2,884,874</b>  |
| <u>Capital Expenditure</u>              |                       |                      |                      |
| 9020 Capital Expenditure-Locally Funded | 1,623,738             | 5,129,000            | 5,208,000            |
| <b>Subtotal Capital Expenditure</b>     | <b>\$ 1,623,738</b>   | <b>\$ 5,129,000</b>  | <b>\$ 5,208,000</b>  |
| <b>Total Uses</b>                       | <b>\$ 9,843,139</b>   | <b>\$ 15,273,679</b> | <b>\$ 16,064,463</b> |



## Capital Programs

### Executive Director, Capital Programs

The Executive Director of Capital Programs has the responsibility of ensuring that OCTA's highway and rail improvements are delivered in agreement with Board direction. The Capital Programs Division is organized around two functional areas to carry out its responsibilities and Capital Program's critical tasks through Project Controls and Real Property. Project Controls

acts as an essential support function to the Highway Programs Department by developing schedules and establishing budgets for the various capital improvement projects. Real Property handles OCTA's right-of-way and real property activity, including real estate appraisal and right-of-way acquisition, relocation assistance, and property leases.

| Department Expenses by Account                    | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---|-----------------------|----------------------|----------------------|
| <b>Executive Director, Capital Programs</b>       |                       |                      |                      |
| <u>Salaries and Benefits</u>                      |                       |                      |                      |
| 7110 Salaries-Regular Employees                   | 1,943,244             | 2,110,514            | 2,265,819            |
| 7150 Extra Help Employees                         | 18,435                | 31,875               | 20,400               |
| 7209 Deferred Compensation                        | 59,795                | 62,903               | 67,071               |
| 7210 Pensions                                     | 655,891               | 761,469              | 798,413              |
| 7220 Insurances                                   | 50,037                | 56,644               | 59,547               |
| 7240 Health Care                                  | 275,854               | 298,791              | 297,606              |
| 7260 Compensated Absences                         | 186,352               | 257,417              | 267,279              |
| 7270 Workers' Compensation                        | 65,209                | 47,588               | 45,562               |
| 7280 Other Benefits                               | 209,990               | 151,233              | 147,455              |
| <b>Subtotal Salaries and Benefits</b>             | <b>\$ 3,464,807</b>   | <b>\$ 3,778,434</b>  | <b>\$ 3,969,152</b>  |
| <u>Services and Supplies</u>                      |                       |                      |                      |
| 7510 Professional Services                        | 527,522               | 1,055,000            | 820,000              |
| 7610 Outside Services                             | 820,835               | 1,450,000            | 2,000,000            |
| 7630 Advertising Fees                             | 550                   | 2,000                | 2,000                |
| 7650 Travel, Training, and Mileage                | 1,547                 | 10,791               | 11,166               |
| 7660 Office Expense                               | 4,380                 | 19,200               | 16,025               |
| 7670 Miscellaneous Expense                        | 2,025                 | 6,065                | 6,181                |
| 7690 Leases                                       | 52,960                | 90,000               | 0                    |
| <b>Subtotal Services and Supplies</b>             | <b>\$ 1,409,819</b>   | <b>\$ 2,633,056</b>  | <b>\$ 2,855,372</b>  |
| <u>Capital Expenditure</u>                        |                       |                      |                      |
| 9020 Capital Expenditure-Locally Funded           | 1,623,738             | 5,129,000            | 5,208,000            |
| <b>Subtotal Capital Expenditure</b>               | <b>\$ 1,623,738</b>   | <b>\$ 5,129,000</b>  | <b>\$ 5,208,000</b>  |
| <b>Executive Director, Capital Programs Total</b> | <b>\$ 6,498,364</b>   | <b>\$ 11,540,490</b> | <b>\$ 12,032,524</b> |



## Rail

The Rail Department is primarily responsible for sustaining, improving, and expanding Orange County's rail system by providing rail and transit facilities and upgrades that support and match the growth and development patterns of the county and region. In addition, the department is responsible for many complementary transit projects and programs such as the development and implementation of an efficient rail

transit system using OCTA owned railroad right-of-way in Orange County. These responsibilities include sustaining local transit connectors, developing grade separations and grade crossing safety improvements, which allow local agencies to establish railroad quiet zones, and constructing key rail stations and gateways to regional rail.

| Department Expenses by Account        | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---------------------------------------|-----------------------|----------------------|----------------------|
| <b>Rail</b>                           |                       |                      |                      |
| <u>Salaries and Benefits</u>          |                       |                      |                      |
| 7110 Salaries-Regular Employees       | 345,399               | 553,853              | 612,213              |
| 7209 Deferred Compensation            | 11,722                | 16,523               | 18,139               |
| 7210 Pensions                         | 117,025               | 198,933              | 214,931              |
| 7220 Insurances                       | 10,933                | 14,882               | 16,102               |
| 7240 Health Care                      | 42,560                | 45,421               | 65,127               |
| 7260 Compensated Absences             | 59,567                | 67,617               | 72,281               |
| 7270 Workers' Compensation            | 12,918                | 10,019               | 9,592                |
| 7280 Other Benefits                   | 79,162                | 37,315               | 37,394               |
| <b>Subtotal Salaries and Benefits</b> | <b>\$ 679,286</b>     | <b>\$ 944,563</b>    | <b>\$ 1,045,779</b>  |
| <u>Services and Supplies</u>          |                       |                      |                      |
| 7650 Travel, Training, and Mileage    | 540                   | 9,938                | 9,938                |
| 7660 Office Expense                   | 1,141                 | 3,198                | 3,128                |
| 7670 Miscellaneous Expense            | 5,799                 | 1,710                | 1,710                |
| <b>Subtotal Services and Supplies</b> | <b>\$ 7,480</b>       | <b>\$ 14,846</b>     | <b>\$ 14,776</b>     |
| <b>Rail Total</b>                     | <b>\$ 686,766</b>     | <b>\$ 959,409</b>    | <b>\$ 1,060,555</b>  |



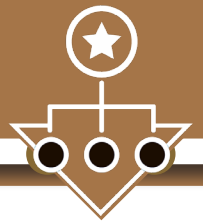
## Capital Programs

### Highway Project Delivery

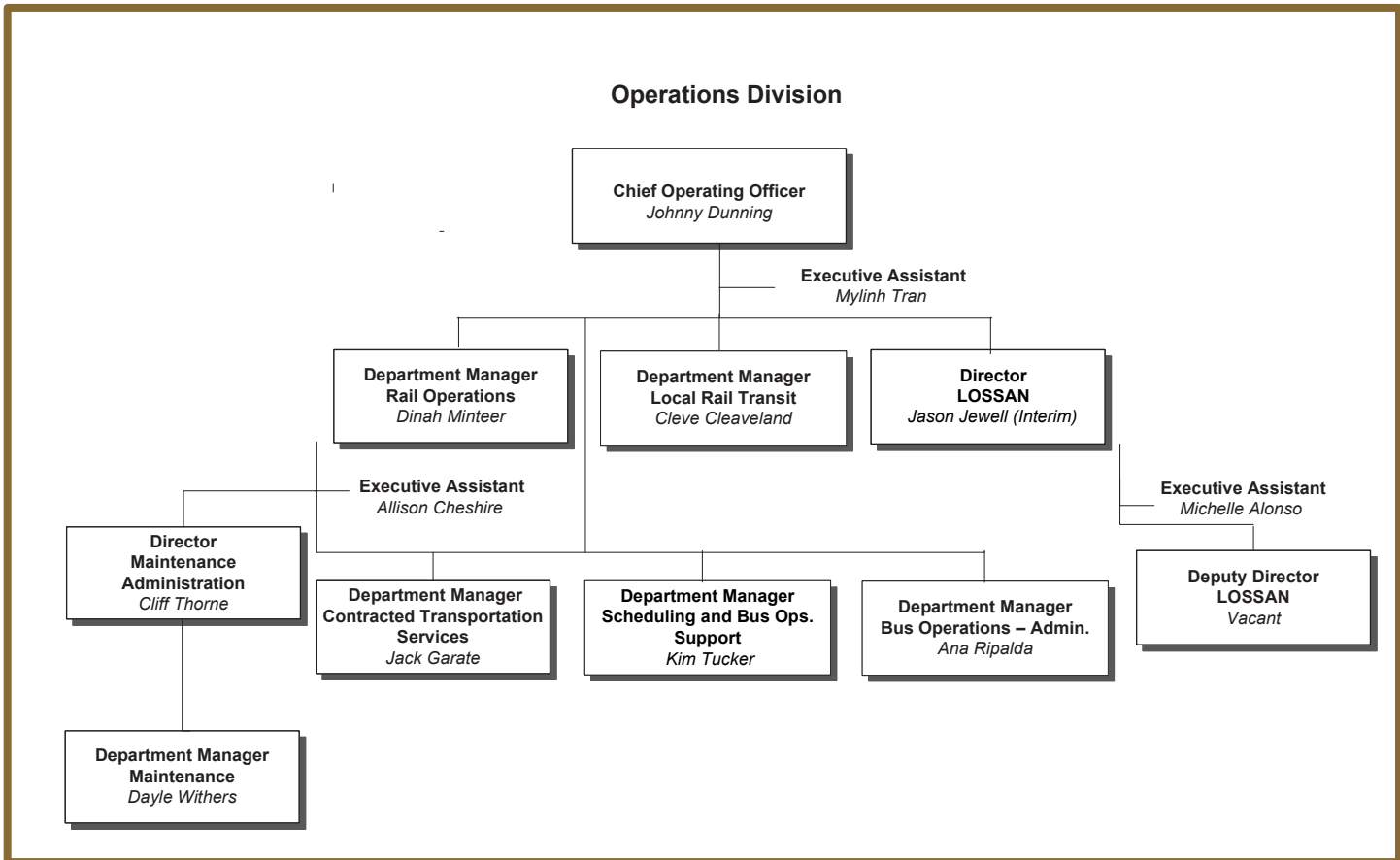
Highway Project Delivery ensures freeway and highway improvement projects that OCTA has promised to Orange County residents are built. The department is responsible for managing the implementation of freeway and highway projects in the M2 Program of

projects within Orange County. The program of projects also includes other major construction projects deemed to be regionally significant. The department also manages the implementation of individual projects within the program of projects.

| Department Expenses by Account        | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---------------------------------------|-----------------------|----------------------|----------------------|
| <b>Highway Project Delivery</b>       |                       |                      |                      |
| <u>Salaries and Benefits</u>          |                       |                      |                      |
| 7110 Salaries-Regular Employees       | 1,486,594             | 1,542,793            | 1,686,769            |
| 7150 Extra Help Employees             | 5,670                 | 0                    | 0                    |
| 7209 Deferred Compensation            | 55,549                | 46,027               | 49,973               |
| 7210 Pensions                         | 507,755               | 557,076              | 595,062              |
| 7220 Insurances                       | 36,267                | 41,447               | 44,366               |
| 7240 Health Care                      | 228,819               | 243,739              | 242,750              |
| 7260 Compensated Absences             | 135,797               | 188,349              | 199,152              |
| 7270 Workers' Compensation            | 49,905                | 27,551               | 26,378               |
| 7280 Other Benefits                   | 144,734               | 113,123              | 112,208              |
| <b>Subtotal Salaries and Benefits</b> | <b>\$ 2,651,090</b>   | <b>\$ 2,760,105</b>  | <b>\$ 2,956,658</b>  |
| <u>Services and Supplies</u>          |                       |                      |                      |
| 7640 Utilities                        | 180                   | 0                    | 0                    |
| 7650 Travel, Training, and Mileage    | 3,417                 | 5,216                | 5,997                |
| 7660 Office Expense                   | 1,332                 | 5,000                | 5,000                |
| 7670 Miscellaneous Expense            | 1,990                 | 3,459                | 3,729                |
| <b>Subtotal Services and Supplies</b> | <b>\$ 6,919</b>       | <b>\$ 13,675</b>     | <b>\$ 14,726</b>     |
| <b>Highway Project Delivery Total</b> | <b>\$ 2,658,009</b>   | <b>\$ 2,773,780</b>  | <b>\$ 2,971,384</b>  |



### Operations Division Organizational Chart



### Operations Division

The Operations Division is one of OCTA’s core business units delivering fixed-route and paratransit bus services. Fixed-route service includes local fixed-route, community fixed-route, express, Stationlink, and special shuttle services. Paratransit bus services consist of OC ACCESS service, the complementary paratransit service required by the ADA, and alternative programs providing service to seniors and persons with disabilities. The Operations Division is responsible for the implementation, monitoring, and performance of all transit services. To accomplish this mission, performance metrics that measure system safety, courtesy, and reliability are closely monitored.

Among the services provided, the Operations Division also includes Regional Rail Operations, Local Rail, and LOSSAN Rail Corridor Agency. Regional Rail Operations is primarily responsible for sustaining, improving, and expanding operations of Orange County’s rail system by providing coordinated Metrolink rail service. The Local Rail is responsible for the development of a modern streetcar line that connects the SARTC to downtown Santa Ana and a new transportation hub near the intersection of Harbor Boulevard and Westminster Avenue in Garden Grove. The LOSSAN Rail Corridor Agency is a Joint Powers Authority originally formed in 1989 that works to increase ridership, revenue, capacity, reliability, coordination, and safety on the rail corridor between San Diego, Los Angeles, and San Luis Obispo.



# Operations

## Operations Division Staffing

| Division Staffing by Department - Job Family | FY 2020-21<br>Budget | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|----------------------|----------------------|----------------------|
| <u>Chief Operating Officer</u>               |                      |                      |                      |
| Chief Operating Officer                      | 1.00                 | 1.00                 | 1.00                 |
| Project Manager                              | 2.00                 | 2.00                 | 1.00                 |
| <b>Chief Operating Officer</b>               | <b>3.00</b>          | <b>3.00</b>          | <b>2.00</b>          |
| <u>Executive Director, Bus Operations</u>    |                      |                      |                      |
| Executive Assistant                          | 2.00                 | 2.00                 | 2.00                 |
| Executive Director                           | 1.00                 | 1.00                 | 1.00                 |
| <b>Executive Director, Bus Operations</b>    | <b>3.00</b>          | <b>3.00</b>          | <b>3.00</b>          |
| <u>Bus Operations</u>                        |                      |                      |                      |
| Base Manager                                 | 2.00                 | 2.00                 | 2.00                 |
| Bus Operations Supervisor                    | 44.00                | 44.00                | 44.00                |
| Coach Operator                               | 634.00               | 600.00               | 631.00               |
| Department/Program Manager                   | 1.00                 | 1.00                 | 1.00                 |
| Executive Assistant                          | 6.50                 | 6.50                 | 6.50                 |
| Section Supervisor                           | 8.00                 | 8.00                 | 8.00                 |
| Section/Department Manager                   | 4.00                 | 4.00                 | 4.00                 |
| <b>Bus Operations</b>                        | <b>699.50</b>        | <b>665.50</b>        | <b>696.50</b>        |
| <u>Contract Transportation Services</u>      |                      |                      |                      |
| Business Unit Analyst                        | 2.00                 | 2.00                 | 2.00                 |
| Community Transportation Coordinator         | 1.00                 | 1.00                 | 1.00                 |
| Department/Program Manager                   | 2.00                 | 2.00                 | 2.00                 |
| Executive Assistant                          | 1.50                 | 1.50                 | 2.50                 |
| Maintenance Field Administrator              | 3.00                 | 3.00                 | 4.00                 |
| Program Management Analyst                   | 1.00                 | 1.00                 | 1.00                 |
| Section/Department Manager                   | 7.00                 | 7.00                 | 7.00                 |
| <b>Contract Transportation Services</b>      | <b>17.50</b>         | <b>17.50</b>         | <b>19.50</b>         |

Continued next page...





**Operations Division Staffing, continued**

| Division Staffing by Department - Job Family | FY 2020-21<br>Budget | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|----------------------|----------------------|----------------------|
| <u>Maintenance</u>                           |                      |                      |                      |
| Base Manager                                 | 3.00                 | 3.00                 | 3.00                 |
| Business Unit Analyst                        | 1.00                 | 1.00                 | 1.00                 |
| Department/Program Manager                   | 1.00                 | 1.00                 | 1.00                 |
| Director                                     | 0.00                 | 0.00                 | 1.00                 |
| Executive Assistant                          | 4.50                 | 4.50                 | 5.50                 |
| Facilities Maintenance Supervisor            | 2.00                 | 3.00                 | 3.00                 |
| Fleet Analyst                                | 5.00                 | 5.00                 | 5.00                 |
| Maintenance Instructor                       | 2.00                 | 2.00                 | 2.00                 |
| Maintenance Planner                          | 1.00                 | 1.00                 | 1.00                 |
| Maintenance Supervisor                       | 16.00                | 16.00                | 16.00                |
| Mechanic                                     | 107.00               | 101.00               | 101.00               |
| Section/Department Manager                   | 7.00                 | 7.00                 | 7.00                 |
| Electronic Technician                        | 14.00                | 13.00                | 13.00                |
| Facilities Technician                        | 18.00                | 19.00                | 19.00                |
| Machinist                                    | 2.00                 | 2.00                 | 2.00                 |
| Service Worker                               | 40.00                | 37.00                | 37.00                |
| <b>Maintenance</b>                           | <b>223.50</b>        | <b>215.50</b>        | <b>217.50</b>        |
| <u>Scheduling and Bus Operations Support</u> |                      |                      |                      |
| Department/Program Manager                   | 1.00                 | 1.00                 | 1.00                 |
| Executive Assistant                          | 1.00                 | 1.00                 | 1.00                 |
| Schedule Checker/Analyst                     | 5.00                 | 5.00                 | 5.00                 |
| Section Supervisor                           | 1.00                 | 1.00                 | 1.00                 |
| Section/Department Manager                   | 2.00                 | 3.00                 | 3.00                 |
| Stops & Zones Analyst                        | 1.00                 | 1.00                 | 1.00                 |
| Stops & Zones Planner                        | 1.00                 | 1.00                 | 1.00                 |
| <b>Scheduling and Bus Operations Support</b> | <b>12.00</b>         | <b>13.00</b>         | <b>13.00</b>         |
| <u>Regional Rail</u>                         |                      |                      |                      |
| Department/Program Manager                   | 1.00                 | 1.00                 | 1.00                 |
| Rail Maintenance-of-Way Administrator        | 0.00                 | 1.00                 | 1.00                 |
| Section/Department Manager                   | 2.00                 | 2.00                 | 2.00                 |
| Transportation Modeling Analyst              | 1.00                 | 1.00                 | 1.00                 |
| <b>Regional Rail</b>                         | <b>4.00</b>          | <b>5.00</b>          | <b>5.00</b>          |
| <u>Local Rail</u>                            |                      |                      |                      |
| Business Unit Analyst                        | 0.00                 | 0.00                 | 1.00                 |
| Department/Program Manager                   | 1.00                 | 1.00                 | 1.00                 |
| Operations Analyst                           | 0.00                 | 0.00                 | 1.00                 |
| Section/Department Manager                   | 0.00                 | 1.00                 | 1.00                 |
| <b>Local Rail</b>                            | <b>1.00</b>          | <b>2.00</b>          | <b>4.00</b>          |

Continued next page...



# Operations

## Operations Division Staffing, continued

| Division Staffing by Department - Job Family | FY 2020-21<br>Budget | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|----------------------|----------------------|----------------------|
| <u>LOSSAN Staff Administration</u>           |                      |                      |                      |
| Accountant                                   | 1.00                 | 2.00                 | 2.00                 |
| Department/Program Manager                   | 2.00                 | 1.00                 | 1.00                 |
| Deputy Director                              | 0.00                 | 1.00                 | 1.00                 |
| Director                                     | 1.00                 | 1.00                 | 1.00                 |
| Executive Assistant                          | 1.00                 | 1.00                 | 1.00                 |
| Marketing Specialist                         | 3.00                 | 3.00                 | 3.00                 |
| Project Manager                              | 0.00                 | 1.00                 | 1.00                 |
| Safety Specialist                            | 1.00                 | 1.00                 | 1.00                 |
| Section/Department Manager                   | 4.00                 | 5.00                 | 5.00                 |
| Transportation Analyst                       | 1.00                 | 1.00                 | 1.00                 |
| Transportation Funding Analyst               | 0.00                 | 1.00                 | 1.00                 |
| <b>LOSSAN Staff Administration</b>           | <b>14.00</b>         | <b>18.00</b>         | <b>18.00</b>         |
| <b>Total Operations</b>                      | <b>978.50</b>        | <b>942.50</b>        | <b>978.50</b>        |



**Operations Division Expenses by Account**

| Description                             | FY 2020-21<br>Actuals | FY 2021-22<br>Budget  | FY 2022-23<br>Budget  |
|---|-----------------------|-----------------------|-----------------------|
| <u>Salaries and Benefits</u>            |                       |                       |                       |
| 7110 Salaries-Regular Employees         | 53,117,951            | 58,162,124            | 62,703,441            |
| 7150 Extra Help Employees               | 458,826               | 947,935               | 861,106               |
| 7209 Deferred Compensation              | 1,129,965             | 1,179,111             | 1,407,952             |
| 7210 Pensions                           | 20,345,808            | 22,209,476            | 23,777,664            |
| 7220 Insurances                         | 1,247,179             | 1,471,653             | 1,485,431             |
| 7240 Health Care                        | 15,120,261            | 15,548,138            | 16,042,214            |
| 7260 Compensated Absences               | 8,935,226             | 8,353,121             | 9,698,613             |
| 7270 Workers' Compensation              | 7,390,234             | 6,669,776             | 6,101,536             |
| 7280 Other Benefits                     | 2,155,176             | 2,995,022             | 3,031,356             |
| <b>Subtotal Salaries and Benefits</b>   | <b>\$ 109,900,626</b> | <b>\$ 117,536,356</b> | <b>\$ 125,109,313</b> |
| <u>Services and Supplies</u>            |                       |                       |                       |
| 7310 Contract Transportation            | 67,228,449            | 87,218,527            | 100,030,919           |
| 7510 Professional Services              | 1,862,592             | 2,125,330             | 2,013,992             |
| 7540 Insurance Claims Expense           | -16,492               | 0                     | 0                     |
| 7610 Outside Services                   | 6,444,312             | 7,290,179             | 6,156,656             |
| 7630 Advertising Fees                   | 2,933                 | 5,000                 | 5,000                 |
| 7640 Utilities                          | 0                     | 1,872                 | 2,500                 |
| 7650 Travel, Training, and Mileage      | 19,430                | 172,515               | 169,738               |
| 7660 Office Expense                     | 138,721               | 407,863               | 294,091               |
| 7670 Miscellaneous Expense              | 116,365               | 206,646               | 232,454               |
| 7710 Fuels and Lubricants               | 10,583,752            | 12,495,163            | 17,256,806            |
| 7740 Tires and Tubes                    | 1,472,552             | 1,593,418             | 1,698,258             |
| 7750 Maintenance Expense                | 6,556,139             | 5,697,072             | 6,286,040             |
| 7780 General Equipment/Structures       | 71,816                | 0                     | 0                     |
| 7790 Other Materials and Supplies       | 1,047,372             | 1,205,430             | 1,401,170             |
| 7820 Taxes                              | 56,158                | 64,787                | 69,328                |
| 7830 Contributions to Other Agencies    | 310,821               | 2,321,020             | 2,115,914             |
| <b>Subtotal Services and Supplies</b>   | <b>\$ 95,894,920</b>  | <b>\$ 120,804,822</b> | <b>\$ 137,732,866</b> |
| <u>Capital Expenditure</u>              |                       |                       |                       |
| 9020 Capital Expenditure-Locally Funded | 115,971,602           | 12,979,960            | 113,403,789           |
| <b>Subtotal Capital Expenditure</b>     | <b>\$ 115,971,602</b> | <b>\$ 12,979,960</b>  | <b>\$ 113,403,789</b> |
| <b>Total Uses</b>                       | <b>\$ 321,767,148</b> | <b>\$ 251,321,138</b> | <b>\$ 376,245,968</b> |



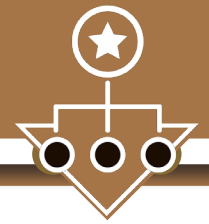
## Operations

### Chief Operating Officer

The Chief Operating Officer works to meet the existing and future transportation needs of Orange County and is responsible for the coordination of all the divisions projects, programs, services, and initiatives including Bus Operations, Maintenance, Regional Rail Opera-

tions, Local Rail Operations, and LOSSAN. The Chief Operating Officer is also accountable for reporting the division's financial and operational performance to the Chief Executive Officer and the Board of Directors.

| Department Expenses by Account        | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---------------------------------------|-----------------------|----------------------|----------------------|
| <b>Chief Operating Officer</b>        |                       |                      |                      |
| <u>Salaries and Benefits</u>          |                       |                      |                      |
| 7110 Salaries-Regular Employees       | 180,654               | 350,028              | 324,511              |
| 7209 Deferred Compensation            | 5,357                 | 10,443               | 9,615                |
| 7210 Pensions                         | 61,988                | 128,660              | 116,809              |
| 7220 Insurances                       | 5,511                 | 9,403                | 8,537                |
| 7240 Health Care                      | 36,098                | 51,990               | 27,704               |
| 7260 Compensated Absences             | 17,887                | 42,733               | 38,314               |
| 7270 Workers' Compensation            | 6,010                 | 7,514                | 4,796                |
| 7280 Other Benefits                   | 15,019                | 32,761               | 29,002               |
| <b>Subtotal Salaries and Benefits</b> | <b>\$ 328,524</b>     | <b>\$ 633,532</b>    | <b>\$ 559,288</b>    |
| <u>Services and Supplies</u>          |                       |                      |                      |
| 7650 Travel, Training, and Mileage    | 215                   | 10,100               | 4,400                |
| 7670 Miscellaneous Expense            | 24                    | 1,185                | 700                  |
| <b>Subtotal Services and Supplies</b> | <b>\$ 239</b>         | <b>\$ 11,285</b>     | <b>\$ 5,100</b>      |
| <b>Chief Operating Officer Total</b>  | <b>\$ 328,763</b>     | <b>\$ 644,817</b>    | <b>\$ 564,388</b>    |



**Executive Director, Bus Operations**

The General Manager of Bus Operations is responsible for the day-to-day management of OCTA’s bus operations, encompassing the scheduling, operations, and maintenance functions. The General Manager plays a major role in leading OCTA’s most publicly recognized service including the development and imple-

mentation of strategies to improve the operation of the bus system. Other responsibilities include oversight of bus capital projects, managing the coach operator and maintenance collective bargaining units, and organizational development.

| Department Expenses by Account                  | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---|-----------------------|----------------------|----------------------|
| <b>Executive Director, Bus Operations</b>       |                       |                      |                      |
| <u>Salaries and Benefits</u>                    |                       |                      |                      |
| 7110 Salaries-Regular Employees                 | 347,218               | 375,398              | 385,737              |
| 7209 Deferred Compensation                      | 17,056                | 11,199               | 11,428               |
| 7210 Pensions                                   | 129,001               | 137,773              | 138,305              |
| 7220 Insurances                                 | 8,832                 | 10,082               | 10,145               |
| 7240 Health Care                                | 60,209                | 67,361               | 47,518               |
| 7260 Compensated Absences                       | 58,040                | 45,829               | 45,544               |
| 7270 Workers' Compensation                      | 12,046                | 7,514                | 7,194                |
| 7280 Other Benefits                             | 21,296                | 34,472               | 34,696               |
| <b>Subtotal Salaries and Benefits</b>           | <b>\$ 653,698</b>     | <b>\$ 689,628</b>    | <b>\$ 680,567</b>    |
| <u>Services and Supplies</u>                    |                       |                      |                      |
| 7650 Travel, Training, and Mileage              | 0                     | 7,432                | 7,432                |
| 7660 Office Expense                             | 46                    | 6,000                | 6,000                |
| 7670 Miscellaneous Expense                      | 349                   | 22,469               | 22,469               |
| <b>Subtotal Services and Supplies</b>           | <b>\$ 395</b>         | <b>\$ 35,901</b>     | <b>\$ 35,901</b>     |
| <b>Executive Director, Bus Operations Total</b> | <b>\$ 654,093</b>     | <b>\$ 725,529</b>    | <b>\$ 716,468</b>    |



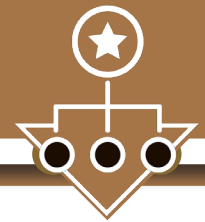
# Operations

## Bus Operations

Bus Operations manages the delivery of bus service for OCTA's countywide fixed-route bus system from two facilities located in the cities of Garden Grove and Santa Ana. The primary function of the operating base is to ensure that all scheduled bus service is delivered in a quality manner. The base staff is responsible for oversight of coach operator performance including safety, courtesy, and reliability. Other responsibilities include ensuring that all coach operators comply with local, state, and federal laws, and the administration of established work rules and the collective bargaining agreement. The Bus Operations Department also includes support functions such as Central Communications, Field Operations, and Operations Training.

Central Communications maintains a wireless communications link to all in-service buses to provide real-time service management, prevent or address service disruptions, and maintain the ability to respond to emergencies quickly. Field Operations is responsible for actively managing the bus service on the street. Operations Training is responsible for training coach operators, conducting training campaigns at bases, retraining operators, and conducting the Annual Required Training for veteran coach operators.

| Department Expenses by Account          | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---|-----------------------|----------------------|----------------------|
| <b>Bus Operations</b>                   |                       |                      |                      |
| <u>Salaries and Benefits</u>            |                       |                      |                      |
| 7110 Salaries-Regular Employees         | 34,406,606            | 37,255,584           | 40,772,804           |
| 7150 Extra Help Employees               | 375,822               | 801,450              | 703,906              |
| 7209 Deferred Compensation              | 864,763               | 854,707              | 1,051,371            |
| 7210 Pensions                           | 13,390,416            | 14,341,758           | 15,521,851           |
| 7220 Insurances                         | 818,621               | 977,567              | 970,157              |
| 7240 Health Care                        | 10,797,681            | 11,049,413           | 11,290,232           |
| 7260 Compensated Absences               | 5,928,084             | 5,491,135            | 6,256,646            |
| 7270 Workers' Compensation              | 6,196,603             | 5,635,308            | 5,108,325            |
| 7280 Other Benefits                     | 952,910               | 1,405,312            | 1,520,497            |
| <b>Subtotal Salaries and Benefits</b>   | <b>\$ 73,731,506</b>  | <b>\$ 77,812,234</b> | <b>\$ 83,195,789</b> |
| <u>Services and Supplies</u>            |                       |                      |                      |
| 7510 Professional Services              | 231,999               | 0                    | 0                    |
| 7540 Insurance Claims Expense           | -18,549               | 0                    | 0                    |
| 7610 Outside Services                   | 161,204               | 286,068              | 291,985              |
| 7650 Travel, Training, and Mileage      | 2,315                 | 20,907               | 20,933               |
| 7660 Office Expense                     | 26,380                | 52,552               | 55,657               |
| 7670 Miscellaneous Expense              | 37,097                | 62,455               | 67,477               |
| 7780 General Equipment/Structures       | 6,816                 | 0                    | 0                    |
| 7790 Other Materials and Supplies       | 18,171                | 30,430               | 41,950               |
| <b>Subtotal Services and Supplies</b>   | <b>\$ 465,433</b>     | <b>\$ 452,412</b>    | <b>\$ 478,002</b>    |
| <u>Capital Expenditure</u>              |                       |                      |                      |
| 9020 Capital Expenditure-Locally Funded | 13,226                | 0                    | 0                    |
| <b>Subtotal Capital Expenditure</b>     | <b>\$ 13,226</b>      | <b>\$ 0</b>          | <b>\$ 0</b>          |
| <b>Bus Operations Total</b>             | <b>\$ 74,210,165</b>  | <b>\$ 78,264,646</b> | <b>\$ 83,673,791</b> |



### Contract Transportation Services

Contract Transportation Services is responsible for contract transportation oversight. Oversight of contract operations includes monitoring vendor performance to effectively deliver transit services including OC ACCESS, OCTA’s complementary paratransit service; contracted fixed-route, including express bus service, and the Stationlink rail feeder service which provides the connection between Metrolink commuter trains and employment centers; micro-transit, vanpool, OC Flex, and the

Same-Day Taxi Program for ADA eligible passengers. The contracted services staff provides direct oversight of the contractors’ performance to ensure OCTA’s operating and vehicle maintenance standards are achieved per contract guidelines and OCTA standards. Contracted services are operated out of three OCTA facilities, with fixed-route service operated from Anaheim and Irvine Sand Canyon and OC ACCESS service from Irvine Construction Circle.

| Department Expenses by Account                | FY 2020-21<br>Actuals | FY 2021-22<br>Budget  | FY 2022-23<br>Budget  |
|---|-----------------------|-----------------------|-----------------------|
| <b>Contract Transportation Services</b>       |                       |                       |                       |
| <u>Salaries and Benefits</u>                  |                       |                       |                       |
| 7110 Salaries-Regular Employees               | 1,470,177             | 1,531,430             | 1,828,780             |
| 7150 Extra Help Employees                     | 18,747                | 46,250                | 42,600                |
| 7209 Deferred Compensation                    | 36,658                | 45,690                | 54,183                |
| 7210 Pensions                                 | 468,339               | 551,797               | 643,632               |
| 7220 Insurances                               | 38,043                | 41,144                | 48,099                |
| 7240 Health Care                              | 292,670               | 314,270               | 353,317               |
| 7260 Compensated Absences                     | 152,472               | 186,964               | 215,918               |
| 7270 Workers' Compensation                    | 49,074                | 46,335                | 46,761                |
| 7280 Other Benefits                           | 116,115               | 103,176               | 111,701               |
| <b>Subtotal Salaries and Benefits</b>         | <b>\$ 2,642,295</b>   | <b>\$ 2,867,056</b>   | <b>\$ 3,344,991</b>   |
| <u>Services and Supplies</u>                  |                       |                       |                       |
| 7310 Contract Transportation                  | 67,228,449            | 87,218,527            | 100,030,919           |
| 7510 Professional Services                    | 865,885               | 1,713,532             | 1,596,068             |
| 7610 Outside Services                         | 375,553               | 511,209               | 404,392               |
| 7650 Travel, Training, and Mileage            | 6,542                 | 12,222                | 11,157                |
| 7660 Office Expense                           | 17,691                | 202,786               | 119,486               |
| 7670 Miscellaneous Expense                    | 15,144                | 35,539                | 30,469                |
| 7710 Fuels and Lubricants                     | 5,387,101             | 7,060,148             | 9,590,905             |
| 7740 Tires and Tubes                          | 751,262               | 845,112               | 893,708               |
| 7750 Maintenance Expense                      | 456,622               | 483,622               | 488,127               |
| 7820 Taxes                                    | 21,508                | 21,287                | 29,439                |
| 7830 Contributions to Other Agencies          | 310,673               | 2,321,020             | 2,115,914             |
| <b>Subtotal Services and Supplies</b>         | <b>\$ 75,436,430</b>  | <b>\$ 100,425,004</b> | <b>\$ 115,310,584</b> |
| <u>Capital Expenditure</u>                    |                       |                       |                       |
| 9020 Capital Expenditure-Locally Funded       | 5,412                 | 0                     | 116,719               |
| <b>Subtotal Capital Expenditure</b>           | <b>\$ 5,412</b>       | <b>\$ 0</b>           | <b>\$ 116,719</b>     |
| <b>Contract Transportation Services Total</b> | <b>\$ 78,084,137</b>  | <b>\$ 103,292,060</b> | <b>\$ 118,772,294</b> |



# Operations

## Maintenance

Maintenance is responsible for providing and maintaining a multitude of items, including the directly operated fixed-route revenue and non-revenue fleets, as well as associated operations and maintenance facilities. In addition, the department is responsible for heavy maintenance and electronics support for directly operated and contractor operated revenue fleets, and procurement of all OCTA rolling stock.

The department performs routine maintenance on an active fleet of revenue vehicles. In addition to the revenue fleet, the department also maintains non-revenue support vehicles and a contingency fleet of buses.

The department consists of five sections, which include: maintenance training, base operations, Maintenance Resource Management, Transit Technical Services and Facilities.

| Department Expenses by Account          | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget  |
|---|-----------------------|----------------------|-----------------------|
| <b>Maintenance</b>                      |                       |                      |                       |
| <u>Salaries and Benefits</u>            |                       |                      |                       |
| 7110 Salaries-Regular Employees         | 13,529,329            | 14,661,043           | 14,991,231            |
| 7150 Extra Help Employees               | 1,800                 | 23,750               | 22,800                |
| 7209 Deferred Compensation              | 120,502               | 139,477              | 152,466               |
| 7210 Pensions                           | 5,301,152             | 5,625,006            | 5,820,554             |
| 7220 Insurances                         | 295,683               | 327,578              | 334,064               |
| 7240 Health Care                        | 3,398,738             | 3,446,653            | 3,685,268             |
| 7260 Compensated Absences               | 2,404,751             | 2,105,252            | 2,628,546             |
| 7270 Workers' Compensation              | 1,020,877             | 880,434              | 838,539               |
| 7280 Other Benefits                     | 840,290               | 1,131,521            | 1,047,379             |
| <b>Subtotal Salaries and Benefits</b>   | <b>\$ 26,913,122</b>  | <b>\$ 28,340,714</b> | <b>\$ 29,520,847</b>  |
| <u>Services and Supplies</u>            |                       |                      |                       |
| 7510 Professional Services              | 595,426               | 174,095              | 205,556               |
| 7540 Insurance Claims Expense           | 2,057                 | 0                    | 0                     |
| 7610 Outside Services                   | 5,278,853             | 5,938,146            | 4,869,928             |
| 7640 Utilities                          | 0                     | 1,872                | 2,500                 |
| 7650 Travel, Training, and Mileage      | 6,428                 | 94,596               | 74,254                |
| 7660 Office Expense                     | 84,279                | 132,300              | 99,483                |
| 7670 Miscellaneous Expense              | 47,700                | 70,723               | 95,949                |
| 7710 Fuels and Lubricants               | 5,196,651             | 5,435,015            | 7,665,901             |
| 7740 Tires and Tubes                    | 721,290               | 748,306              | 804,550               |
| 7750 Maintenance Expense                | 6,099,517             | 5,213,450            | 5,797,913             |
| 7780 General Equipment/Structures       | 65,000                | 0                    | 0                     |
| 7790 Other Materials and Supplies       | 1,009,840             | 1,141,000            | 1,300,220             |
| 7820 Taxes                              | 34,650                | 43,500               | 39,889                |
| <b>Subtotal Services and Supplies</b>   | <b>\$ 19,141,691</b>  | <b>\$ 18,993,003</b> | <b>\$ 20,956,143</b>  |
| <u>Capital Expenditure</u>              |                       |                      |                       |
| 9020 Capital Expenditure-Locally Funded | 115,705,383           | 12,979,960           | 113,157,070           |
| <b>Subtotal Capital Expenditure</b>     | <b>\$ 115,705,383</b> | <b>\$ 12,979,960</b> | <b>\$ 113,157,070</b> |
| <b>Maintenance Total</b>                | <b>\$ 161,760,196</b> | <b>\$ 60,313,677</b> | <b>\$ 163,634,060</b> |





### Scheduling and Bus Operations Support

Scheduling and Bus Operations Support Department is comprised of three functional areas: Scheduling, Stops and Zones, and Customer Advocacy. Scheduling creates bus schedules, determines vehicle requirements, and develops coach operator work assignments. The Stops and Zones function is responsible for

establishing and maintaining bus stops, layover zones and maintaining the agency’s nearly 5,400 bus stop locations. The Customer Advocacy function is designed to represent the interests of the agency’s internal and external customers as part of the Operations Division’s decision-making process.

| Department Expenses by Account                     | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|-----------------------|----------------------|----------------------|
| <b>Scheduling and Bus Operations Support</b>       |                       |                      |                      |
| <u>Salaries and Benefits</u>                       |                       |                      |                      |
| 7110 Salaries-Regular Employees                    | 886,052               | 1,085,367            | 1,158,769            |
| 7150 Extra Help Employees                          | 62,457                | 76,485               | 91,800               |
| 7209 Deferred Compensation                         | 23,446                | 30,979               | 32,851               |
| 7210 Pensions                                      | 294,734               | 375,809              | 392,703              |
| 7220 Insurances                                    | 23,461                | 27,896               | 29,164               |
| 7240 Health Care                                   | 146,885               | 166,386              | 181,998              |
| 7260 Compensated Absences                          | 89,011                | 126,769              | 130,913              |
| 7270 Workers' Compensation                         | 30,503                | 30,056               | 31,174               |
| 7280 Other Benefits                                | 60,213                | 69,957               | 67,723               |
| <b>Subtotal Salaries and Benefits</b>              | <b>\$ 1,616,762</b>   | <b>\$ 1,989,704</b>  | <b>\$ 2,117,095</b>  |
| <u>Services and Supplies</u>                       |                       |                      |                      |
| 7510 Professional Services                         | 169,282               | 237,703              | 212,368              |
| 7610 Outside Services                              | 596,453               | 554,756              | 590,351              |
| 7650 Travel, Training, and Mileage                 | 3,221                 | 5,973                | 6,938                |
| 7660 Office Expense                                | 692                   | 1,925                | 2,165                |
| 7670 Miscellaneous Expense                         | 220                   | 545                  | 545                  |
| 7790 Other Materials and Supplies                  | 19,361                | 34,000               | 59,000               |
| <b>Subtotal Services and Supplies</b>              | <b>\$ 789,229</b>     | <b>\$ 834,902</b>    | <b>\$ 871,367</b>    |
| <u>Capital Expenditure</u>                         |                       |                      |                      |
| 9020 Capital Expenditure-Locally Funded            | 207,448               | 0                    | 0                    |
| <b>Subtotal Capital Expenditure</b>                | <b>\$ 207,448</b>     | <b>\$ 0</b>          | <b>\$ 0</b>          |
| <b>Scheduling and Bus Operations Support Total</b> | <b>\$ 2,613,439</b>   | <b>\$ 2,824,606</b>  | <b>\$ 2,988,462</b>  |



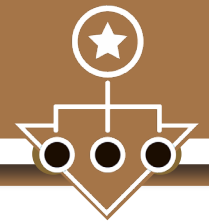
# Operations

## Regional Rail

Regional Rail is primarily responsible for sustaining, improving, and expanding operations of Orange County's rail system by providing coordinated Metrolink rail service that supports and matches the growth and development patterns of the county and region. This

is accomplished through the coordination of activities with the SCRRA, local cities, regional entities, and state and federal agencies. Through the direction of these responsibilities, the department supports the growth of an efficient rail transit system in Orange County.

| Department Expenses by Account          | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---|-----------------------|----------------------|----------------------|
| <b>Regional Rail</b>                    |                       |                      |                      |
| <u>Salaries and Benefits</u>            |                       |                      |                      |
| 7110 Salaries-Regular Employees         | 405,404               | 483,810              | 512,975              |
| 7209 Deferred Compensation              | 11,972                | 14,434               | 15,197               |
| 7210 Pensions                           | 141,171               | 173,774              | 180,092              |
| 7220 Insurances                         | 9,845                 | 12,995               | 13,494               |
| 7240 Health Care                        | 72,016                | 80,585               | 92,540               |
| 7260 Compensated Absences               | 48,615                | 59,063               | 60,568               |
| 7270 Workers' Compensation              | 12,896                | 12,523               | 11,990               |
| 7280 Other Benefits                     | 6,281                 | 32,595               | 31,334               |
| <b>Subtotal Salaries and Benefits</b>   | <b>\$ 708,200</b>     | <b>\$ 869,779</b>    | <b>\$ 918,190</b>    |
| <u>Services and Supplies</u>            |                       |                      |                      |
| 7650 Travel, Training, and Mileage      | 0                     | 3,423                | 5,074                |
| 7660 Office Expense                     | 598                   | 2,000                | 2,000                |
| 7670 Miscellaneous Expense              | 24                    | 1,140                | 1,935                |
| <b>Subtotal Services and Supplies</b>   | <b>\$ 622</b>         | <b>\$ 6,563</b>      | <b>\$ 9,009</b>      |
| <u>Capital Expenditure</u>              |                       |                      |                      |
| 9020 Capital Expenditure-Locally Funded | 40,133                | 0                    | 0                    |
| <b>Subtotal Capital Expenditure</b>     | <b>\$ 40,133</b>      | <b>\$ 0</b>          | <b>\$ 0</b>          |
| <b>Regional Rail Total</b>              | <b>\$ 748,955</b>     | <b>\$ 876,342</b>    | <b>\$ 927,199</b>    |



**Local Rail**

Local Rail supports the development of a 4.15-mile route modern streetcar line branded OC Streetcar that will connect the SARTC to downtown Santa Ana and a new transportation hub near the intersection of Harbor

Boulevard and Westminster Avenue in Garden Grove. The streetcar project is anticipated to be complete in early 2024. This department is responsible for the implementation of the Operations and Maintenance of the Local Rail.

| Department Expenses by Account        | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|---------------------------------------|-----------------------|----------------------|----------------------|
| <b>Local Rail</b>                     |                       |                      |                      |
| <u>Salaries and Benefits</u>          |                       |                      |                      |
| 7110 Salaries-Regular Employees       | 257,146               | 298,290              | 499,763              |
| 7209 Deferred Compensation            | 6,881                 | 8,899                | 14,807               |
| 7210 Pensions                         | 74,801                | 107,140              | 175,453              |
| 7220 Insurances                       | 5,536                 | 8,011                | 13,143               |
| 7240 Health Care                      | 16,917                | 35,180               | 52,233               |
| 7260 Compensated Absences             | 12,624                | 36,416               | 59,005               |
| 7270 Workers' Compensation            | 7,863                 | 5,009                | 9,592                |
| 7280 Other Benefits                   | 20,616                | 23,960               | 34,525               |
| <b>Subtotal Salaries and Benefits</b> | <b>\$ 402,384</b>     | <b>\$ 522,905</b>    | <b>\$ 858,521</b>    |
| <u>Services and Supplies</u>          |                       |                      |                      |
| 7650 Travel, Training, and Mileage    | 709                   | 10,882               | 26,000               |
| 7660 Office Expense                   | 0                     | 1,500                | 4,000                |
| 7670 Miscellaneous Expense            | 0                     | 7,950                | 6,050                |
| <b>Subtotal Services and Supplies</b> | <b>\$ 709</b>         | <b>\$ 20,332</b>     | <b>\$ 36,050</b>     |
| <b>Local Rail Total</b>               | <b>\$ 403,093</b>     | <b>\$ 543,237</b>    | <b>\$ 894,571</b>    |



## Operations

### LOSSAN Staff Administration

OCTA was selected to serve as the managing agency for the LOSSAN Rail Corridor Agency in August 2013. Following execution of the Interagency Transfer Agreement (ITA) between the LOSSAN Agency and the State of California in July 2015, the LOSSAN Agency assumed full administrative responsibility for management of the Pacific Surfliner intercity rail service. The ITA was amended in July 2018 for a three-year term, with two option terms for renewal. The LOSSAN Agency is administered by dedicated OCTA staff. These positions are funded through the ITA by the State of California.

The LOSSAN Agency is a Joint Powers Authority originally formed in 1989 that works to increase ridership, revenue, capacity, reliability, coordination, and safety on the rail corridor between San Diego, Los Angeles, and San Luis Obispo. It is governed by an 11-member Board of Directors composed of officials representing rail owners, operators, and planning agencies along the rail corridor. The 351-mile LOSSAN rail corridor travels through a six-county coastal region in Southern California and is the second busiest intercity passenger rail corridor in the United States.

| Department Expenses by Account           | FY 2020-21<br>Actuals | FY 2021-22<br>Budget | FY 2022-23<br>Budget |
|--|-----------------------|----------------------|----------------------|
| <b>LOSSAN Staff Administration</b>       |                       |                      |                      |
| <u>Salaries and Benefits</u>             |                       |                      |                      |
| 7110 Salaries-Regular Employees          | 1,600,863             | 2,121,174            | 2,228,871            |
| 7209 Deferred Compensation               | 42,263                | 63,283               | 66,034               |
| 7210 Pensions                            | 470,762               | 767,759              | 788,265              |
| 7220 Insurances                          | 40,365                | 56,977               | 58,628               |
| 7240 Health Care                         | 284,505               | 336,300              | 311,404              |
| 7260 Compensated Absences                | 215,042               | 258,960              | 263,159              |
| 7270 Workers' Compensation               | 53,047                | 45,083               | 43,165               |
| 7280 Other Benefits                      | 115,579               | 161,268              | 154,499              |
| <b>Subtotal Salaries and Benefits</b>    | <b>\$ 2,822,426</b>   | <b>\$ 3,810,804</b>  | <b>\$ 3,914,025</b>  |
| <u>Services and Supplies</u>             |                       |                      |                      |
| 7610 Outside Services                    | 32,249                | 0                    | 0                    |
| 7630 Advertising Fees                    | 2,933                 | 5,000                | 5,000                |
| 7650 Travel, Training, and Mileage       | 0                     | 6,980                | 13,550               |
| 7660 Office Expense                      | 9,035                 | 8,800                | 5,300                |
| 7670 Miscellaneous Expense               | 15,807                | 4,640                | 6,860                |
| 7830 Contributions to Other Agencies     | 148                   | 0                    | 0                    |
| <b>Subtotal Services and Supplies</b>    | <b>\$ 60,172</b>      | <b>\$ 25,420</b>     | <b>\$ 30,710</b>     |
| <u>Capital Expenditure</u>               |                       |                      |                      |
| 9020 Capital Expenditure-Locally Funded  | 0                     | 0                    | 130,000              |
| <b>Subtotal Capital Expenditure</b>      | <b>\$ 0</b>           | <b>\$ 0</b>          | <b>\$ 130,000</b>    |
| <b>LOSSAN Staff Administration Total</b> | <b>\$ 2,882,598</b>   | <b>\$ 3,836,224</b>  | <b>\$ 4,074,735</b>  |

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# APPENDIX



**ORANGE COUNTY TRANSPORTATION AUTHORITY**

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## Fund Descriptions

### General Fund

The General Fund supports the non-transit administrative functions of OCTA. It provides the administrative functions for OCTA, including management direction, financial and accounting services, treasury management, design and implementation of the Orange County transportation system, personnel management, and communications with various OCTA constituencies. These services are allocated to OCTA's operating funds through a cost allocation methodology approved by the FTA.

### Local Transportation Fund (LTF)

The LTF was established in 1971 through the TDA and is derived from a one-quarter cent state sales tax collected in Orange County. LTF revenues are used only for public transit and provide funding for a variety of transportation services including regional transportation planning, bus stop improvements, fixed-route bus operations, and paratransit services.

### Orange County Unified Transportation Trust (OCUTT) Fund

The OCUTT Fund was established with interest earnings from LTF revenues. This fund was nearly depleted in December 1995 when, as part of the TDA Diversion Financial Recovery Plan, the Board approved the transfer of \$34.4 million in OCUTT funds to fund future bus operations. Currently, OCUTT accumulates fund balance from interest earned on the Capital Projects fund.

### Service Authority for Freeway Emergencies (SAFE) Fund

The SAFE Fund is responsible for the maintenance and operation of call boxes on Orange County freeways. This fund also includes the FSP program that consists of a fleet of tow trucks dedicated to assisting stranded motorists during peak travel hours. The operation of the SAFE program is funded by a yearly assessment on motor vehicle registration.

### State Transit Assistance (STA) Fund

The STA Fund, created by the California Legislature in 1979, provides a second source of TDA funding for transportation planning and mass transportation purposes. STA Fund revenues are derived from sales tax on diesel fuel. As of 2017, this revenue was increased based on the passage of the Road Repair and Accountability Act. These revenues may be used for capital and operating expenditures related to public transportation.

### LTA Measure (M2) Fund

The LTA Fund incorporates all activities associated with the M2 Ordinance approved in November 2006. The Ordinance extended the already established one-half percent sales tax to fund transportation-related projects. The M2 Ordinance will cover a 30-year period beginning April 1, 2011 to March 31, 2041. All sales tax revenues, bond proceeds, interest earnings, and project expenditures beginning in 2007 through 2041 are accounted for in this fund.

### Regional Rail Fund

The Regional Rail Fund accounts for the operation of regional rail service and the maintenance of OCTA-owned right-of-way. This fund supports OCTA's long-term operating and capital funding of Metrolink regional rail services.

### Orange County Transit District (OCTD) Fund

The OCTD Fund is an enterprise fund that supports the administrative, operational, and capital functions of the fixed-route, rail feeder, express, and paratransit bus service.

### Local Rail Fund

The Local Rail Fund supports the operating costs of the Local Rail service. The service will launch following completion of construction in the upcoming years.



### **Express Lanes Funds**

The Express Lanes Funds support the 91 Express Lanes and 405 Express Lanes. The 91 Express Lanes Fund is an enterprise fund that supports the operational and capital functions of the 91 Express Lanes. The 405 Express Lanes Fund supports the express lanes portion of the I-405 Improvement Project.

### **Internal Service Funds**

The Internal Service Funds were established to account for the costs of OCTA benefits and insurance programs. There are two internal service funds which record all applicable revenues and expenditures associated with PL&PD and Workers' Compensation.

### **Scholarship Fund**

Every year in September, OCTA staff can sign up to donate money to this fund. This money is used to give scholarships to staff's family for college costs. To receive money from this fund, students must write an essay as to why they want to attend college. The essays are judged, and winners are awarded according to the amount of funding collected in that fiscal year.

### **Transit Development Capital Projects Fund**

The OCTD Capital Projects Fund was established to track federally funded capital projects administered by OCTA in which OCTD is the grantee or legal recipient. Current projects include the OC Streetcar and Transit Security Operations Center projects.

### **Measure M2 Bond Debt Service Fund**

The M2 Bond Debt Service Fund accumulates the financial resources required for the repayment of long-term debt. Funds to accommodate principal and interest payments are accumulated and debt service transactions are recorded in this fund.

### **American Public Transportation Association (APTA) Fund**

The APTA Fund supports revenues and expenditures associated with OCTA's hosting of the APTA Expo.

### **Additional Retiree Benefit Account (ARBA) Trust Fund**

The OCTA currently provides a supplemental retirement benefit known as the ARBA. This benefit is offered to retired members of the OCERS in order to assist career OCTA employees in maintaining health insurance coverage following their retirement from OCTA service. OCTA does not provide retiree medical benefits. The ARBA benefit has been funded and administered pursuant to a 1994 Memorandum of Understanding with OCERS and its subsequent amendments (collectively, the ARBA Agreement). The ARBA benefit was originally funded through excess earnings of the retirement system and held as part of the unallocated fund balance. As the unallocated fund balance was reduced due to benefit payments and market performance, participating agencies began contributing 0.5 percent, then later 1.0 percent of payroll. OCTA continues to allocate internally, approximately 1.0 percent of payroll to fund the benefit.



## Glossary

**Amended Budget:** The approved budget as amended by the Board of Directors through the course of a fiscal year.

**Appropriation:** Legal authorization to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and to the time when it may be expended.

**Approved Budget:** The official budget as approved by the Board of Directors.

**Budget:** A plan of financial operations comprised of estimated expenditures for a given period (one fiscal year) and the proposed means of financing the expenditures (through revenues and reserves).

**Capital Expenditure:** Outlay for vehicles, equipment, and tools with a total cost of greater than \$5,000 and an initial useful life in excess of one year.

**Construction Capital Expenditure:** Outlay for the construction or purchase of a facility that is expected to provide service for a considerable period.

**Contracted Service:** Services rendered in support of OCTA operations and activities by external parties. These are generally based upon formal contracts or purchase orders.

**Debt Service Fund:** A fund established for the payment of interest and principal on all debt.

**Department:** An organizational subgroup of a division.

**Designation:** Funds put aside in the current year for future year expenditures.

**Division:** A major organizational group with overall management responsibility for an operation or a group of related operations within a functional area.

**Encumbrance:** The commitment of appropriated funds to purchase goods or services. At OCTA, encumbrances are defined by a specific scope of work, typi-

cally firm-fixed price contracts and purchase orders for non-inventory goods.

**Expenditures:** Decreases in net financial resources. Expenditures include current operating and capital expenses that require the current or future use of net current assets, debt service, and capital outlays.

**Expenses:** Decreases in net total assets. Expenses represent the total cost of operations during a period regardless of the timing of related expenditures.

**External Budget:** The legally approved budget net of inter-fund transfers. Those amounts in the budget representing transfers and inter-fund reimbursements are subtracted from the legally adopted budget amount.

**Farebox Revenue:** Fares received from passengers boarding OCTA's fixed-route and paratransit bus service.

**Fiscal Year:** A 12-month period to which the annual budget applies and at the end of which a government determines its financial position, the results of its operations, and adopts a budget for the coming year. OCTA's fiscal year is from July 1 to June 30.

**Full-Time Equivalent (FTE):** The conversion of full-time and part-time employee hours to an equivalent of a full-time position. For example: one person working half time would count as 0.5 FTE.

**Fund:** A fund is an independent fiscal and accounting entity. A fund has self-balancing accounts, recording resources, related liabilities, obligations, reserves, and equities segregated for the purpose of carrying out specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

**Fund Balance:** A term used to express the equity (assets minus liabilities) of governmental fund and fiduciary fund types.



**General Fund:** The General Fund is the general operating fund of OCTA. All general tax revenues and other receipts that are not allocated by law or contractual agreement to some other fund are accounted for in this fund. Expenditures of this fund include the general operating expenses and other costs that are not paid through other funds.

**Generally Accepted Accounting Principles (GAAP):** Uniform minimum standards for financial accounting and reporting. They govern the form and content of the basic financial statements of an entity. GAAP encompasses the conventions, rules, and procedures necessary to define accepted accounting practices at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provides a standard by which to measure financial presentations.

**Internal Budget:** The legally adopted budget including all inter-fund transfers and other internally designated objects.

**Internal Service Fund:** Internal Service Funds account for the revenues and expenditures associated with employee health care programs, the public liability and property damage program, and the workers' compensation program.

**Modified Accrual Basis:** The accrual basis of accounting where revenues are recognized when they become both "measurable" and "available" to finance expenditures of the current period. All governmental funds and agency funds are accounted for using the modified accrual basis of accounting.

**Object Code:** The classification of expenditures in terms of what is bought and paid for grouped into major object codes by subject.

**Objective:** A simply stated readily measurable statement of aim or expected accomplishment within the fiscal year. A good statement of objective should imply a specific standard of performance for a given program.

**Operating Budget:** A budget which focuses on every day operating activities and programs.

**Operating Transfers:** Legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended.

**Proposed Budget:** A budget in its preliminary preparation stage prior to review and adoption by the Board of Directors.

**Revenue:** Monies that OCTA receives as income such as sales taxes, farebox revenue, fees from specific services, receipts from other governments, fines, grants, and interest income.

**Salary and Benefit Expenses:** Compensation paid to or on behalf of OCTA employees for salaries and wages, overtime, and benefits.

**Taxes:** Compulsory charges levied by a government for financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, user charges.

**Use of Prior Year Designations:** Funds set aside in prior years to be used on current year operational expenses.



### Gann Appropriation Limit

In November 1979 the voters of the State of California approved Proposition 4, commonly known as the Gann Initiative. The Proposition created Article XIII B of the State Constitution, placing limits on the amount of revenue that can be spent by public agencies from the “proceeds of taxes.” Proposition 4 became effective for Fiscal Year 1980-81, but the formula for calculating the limits was based on FY 1978-79 (base year) revenues.

In 1980, the State Legislature added Section 9710 to the Government Code, providing that the governing body of each local jurisdiction must establish, by resolution, an appropriations limit for the following year. The appropriation limit for any fiscal year is equal to the previous year’s limit adjusted for population changes and changes in the California per capita personal income.

The LTA or M2 and the OCTA General Fund representing the functions of the Orange County Transportation Commission (OCTC), now a part of OCTA, are subject to the requirements of Article XIII B. Both agencies receive tax revenues, the LTA from the one-half cent local sales tax and the OCTA General Fund from one-quarter cent state sales tax allocations for administration, planning, and programming of the LTF, which is exempt from the Gann limits on the spending of certain tax revenues. Appropriation limits are calculated for

and applied to both legal entities and are reviewed as part of OCTA’s annual financial audit.

In accordance with the requirements of the Article XIII B implementing legislation, the Board of Directors voted to approve OCTA Resolution No. 2022-030 and LTA Resolution No. 2022-029 on June 13, 2022 establishing appropriations limits for the OCTA General Fund at \$14,071,204 and the Local Transportation Authority (LTA or Measure M2 Fund) at \$2,126,550,391. The total amount authorized to be expended by the OCTA General Fund and LTA Fund from tax proceeds and interest from tax proceeds is \$5,800,145 and \$426,023,007 respectively. Both appropriations fall within the limits set by the Gann Initiative.

Based on historic trends and future projections, it appears that OCTA’s and LTA’s use of the proceeds of taxes (as defined by Article XIII B) will continue to fall below the Gann appropriations limits. The projected gap between OCTA’s projected use of “proceeds of taxes” and the Gann appropriations limits remains significant over the next decade.

**The resolutions and calculations for the FY 2022-23 appropriation limits are on the following pages.**



**RESOLUTION No. 2022-030 OF THE  
ORANGE COUNTY TRANSPORTATION AUTHORITY - GENERAL FUND  
ESTABLISHING APPROPRIATIONS LIMIT FOR  
FISCAL YEAR 2022-23**

**WHEREAS**, Article XIII B of the California Constitution and Sections 7900 through 7913 of the California Government Code require the establishment of an appropriations limit; and

**WHEREAS**, appropriations limits are applicable to funds received from the proceeds of taxes and interest earned on such proceeds.

**NOW, THEREFORE, BE IT RESOLVED** as follows:

1. The Orange County Transportation Authority - General Fund hereby determines that pursuant to Section 7902b of the California Government Code, the appropriations limit for the Orange County Transportation Authority - General Fund for fiscal year 2022-23 is \$14,071,204.
2. The total amount authorized to be expended by the Orange County Transportation Authority - General Fund during fiscal year 2022-23 from the proceeds of taxes, including interest earned from the investment of the proceeds of taxes, is \$5,800,145.
3. The appropriations limit for fiscal year 2022-23 exceeds proceeds of taxes for fiscal year 2022-23 by \$8,271,059.

ADOPTED, SIGNED, AND APPROVED this 13th day of June 2022.


**AYES:** Chairman Murphy, Vice Chairman Hernandez, and Directors Bartlett, Delgleize, Foley, Harper, Hennessey, Jones, Jung, Muller, Nguyen, and Wagner

**NOES:** None

**ABSENT:** Directors Chaffee, Do, Goodell, and Sarmiento

**ATTEST:**

  
 \_\_\_\_\_  
 Andrea West  
 Interim Clerk of the Board

  
 \_\_\_\_\_  
 Mark A. Murphy, Chairman  
 Orange County Transportation Authority

OCTA Resolution No. 2022-030



**RESOLUTION No. 2022-029 OF THE  
ORANGE COUNTY LOCAL TRANSPORTATION AUTHORITY/MEASURE M2  
ESTABLISHING APPROPRIATIONS LIMIT FOR  
FISCAL YEAR 2022-23**

**WHEREAS**, Article XIII B of the California constitution and Sections 7900 through 7913 of the California Government Code require the establishment of an appropriations limit; and

**WHEREAS**, appropriations limits are applicable to funds received from the proceeds of taxes and interest earned on such proceeds.

**NOW, THEREFORE, BE IT RESOLVED** as follows:

1. The Orange County Local Transportation Authority/Measure M2 hereby determines that pursuant to Section 7902b of the California Government Code, the appropriations limit for the Orange County Local Transportation Authority/Measure M2 for fiscal year 2022-23 is \$2,126,550,391.
2. The total amount authorized to be expended by the Orange County Local Transportation Authority/Measure M2 during the Fiscal Year 2022-23 from the proceeds of taxes, including interest earned from the investment of the proceeds of taxes, is \$426,023,007.
3. The appropriations limit for fiscal year 2022-23 exceeds proceeds of taxes for fiscal year 2022-23 by \$1,700,527,384.

ADOPTED SIGNED AND APPROVED this 13th day of June 2022.

**AYES:** Chairman Murphy, Vice Chairman Hernandez, and Directors Bartlett, Delgleize, Foley, Harper, Hennessey, Jones, Jung, Muller, Nguyen, and Wagner

**NOES:** None

**ABSENT:** Directors Chaffee, Do, Goodell, and Sarmiento

**ATTEST:**

Andrea West  
Interim Clerk of the Board

Mark A. Murphy, Chairman  
Orange County Local Transportation Authority

OCLTA Resolution No. 2022-029



**RESOLUTION OF THE BOARD OF DIRECTORS FOR  
THE ORANGE COUNTY TRANSPORTATION AUTHORITY  
APPROVING AN OPERATING AND CAPITAL BUDGET  
FISCAL YEAR 2022-23**

**WHEREAS**, the Chief Executive Officer and staff have prepared and presented to the Board of Directors a proposed operating and capital budget in the amount of \$1,650.2 million for fiscal year 2022-23;

**WHEREAS**, said Chief Executive Officer and staff did conduct a public workshop before the Board of Directors on May 9, 2022, in the Board Chambers, at which time the proposed budget was considered;

**WHEREAS**, a public hearing was conducted on June 13, 2022, at which the public was invited to express its views and objections to said budget; and;

**WHEREAS**, the original of said proposed budget will be revised to reflect each and all of the amendments, changes, and modifications which the Board of Directors, up to the time of the approval of this resolution, believes should be made in said proposed budget as so submitted and to correct any non-substantive errors or omissions.

**NOW, THEREFORE BE IT RESOLVED**, by the Board of Directors of the Orange County Transportation Authority as follows:

1. The operating and capital budget of the Orange County Transportation Authority and all affiliated agencies for the fiscal year July 1, 2022 through June 30, 2023, is hereby approved, a copy of which is on file with the Clerk of the Board.
2. The Clerk of the Board shall certify to the passage and approval of this resolution, and it shall thereupon be in full force and effect.

ADOPTED, SIGNED, AND APPROVED this 13th day of June 2022.

AYES: Chairman Murphy, Vice Chairman Hernandez, and Directors Bartlett, Delgleize, Foley, Goodell, Harper, Hennessey, Jones, Jung, Muller, Nguyen, and Sarmiento

NOES: Director Wagner

ABSENT: Directors Chaffee and Do

ATTEST:

Andrea West  
Interim Clerk of the Board

Mark A. Murphy, Chairman  
Orange County Transportation Authority

OCTA Resolution No. 2022-024





### Map of Orange County



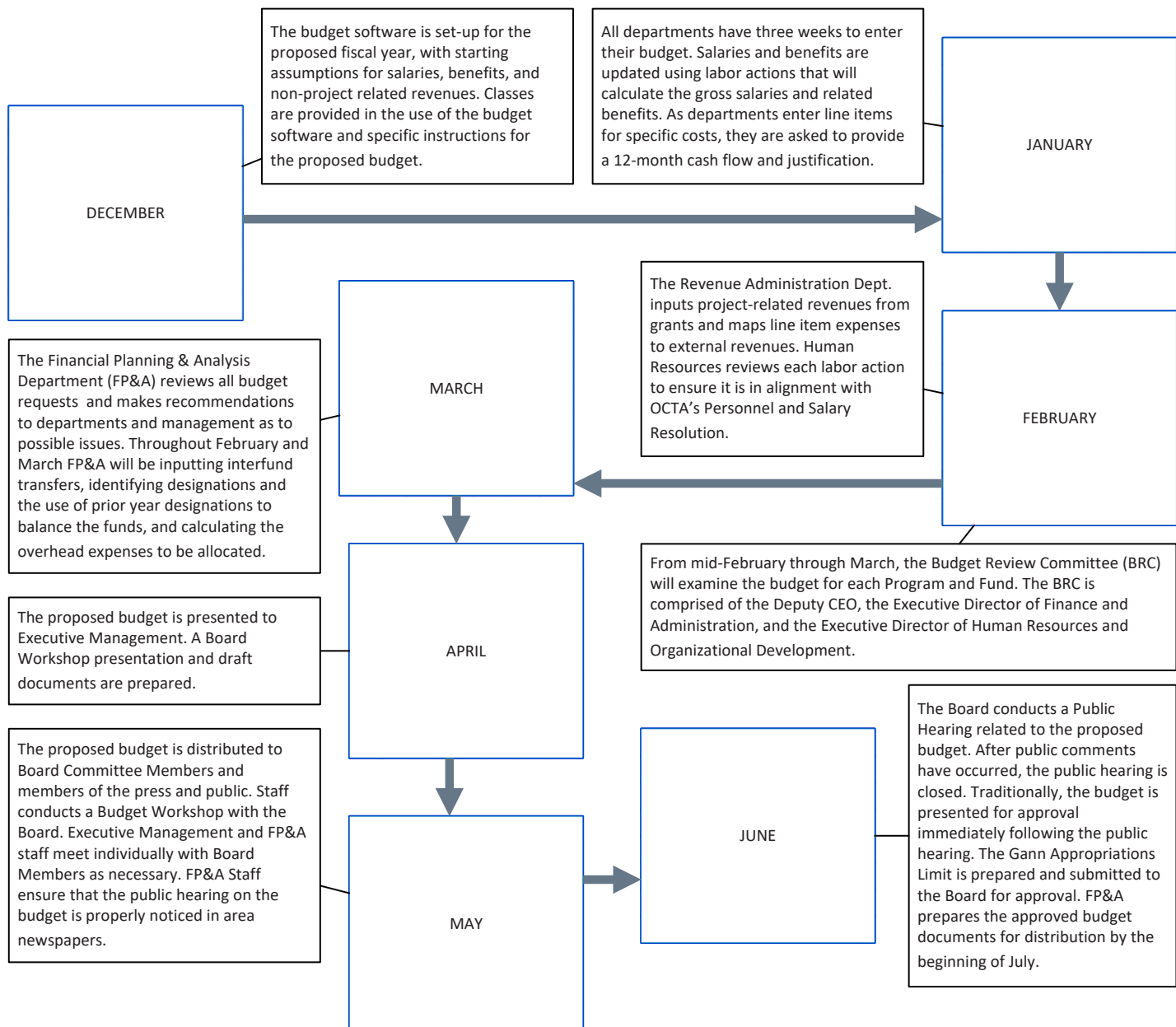
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### Budget Calendar

Every year, OCTA develops its staffing, operating, and capital plans for the upcoming fiscal year. The product of this effort is an approved fiscal year budget. The budget outlines the expected funding sources and expenditures that represent OCTA’s year-long commitment to transportation projects and services.

Altogether, budget preparation takes approximately seven months. Work typically begins with revenue projections in December and culminates in June with a Public Hearing and Board approval of the budget. The budget calendar is outlined below.





## Financial Reporting

OCTA accounts for its operations by using separate funds to manage and report financial activities. The General Fund finances most administrative and planning functions. Enterprise funds are used to account for operation of the Orange County Transit District and 91 Express Lanes. Special Revenue and Capital Project Funds are used to account for revenue sources restricted by regulation or Board policy. Expendable trust funds account for money set-aside in special accounts by the Board to subsidize such services as bus operations.

Following approval, the budget is incorporated into the accounting system, where the budget is compared with actual performance throughout the fiscal year. The budget is an evolving document that will change as economic and business conditions warrant. Changes to the budget will take the form of budget transfers or Board-approved amendments. Once the budget is adopted by the Board, the budget team tracks the performance of the actuals in comparison to the approved budget and reports the progress to Executive Management and to the Board on a quarterly basis.

OCTA utilizes several financial policies in guiding day-to-day operations and ensuring long-term financial sustainability. While there are overriding agency-wide financial policies, some financial policies are program-specific. A brief description of the major financial policies follows:

### **Budget Policy**

OCTA's Budget Policy articulates that an annual budget will be prepared in accordance with the CBP, will be subject to a public hearing, and expenses will be controlled at the "Major Object" level. The three Major Objects for expenses at OCTA are salaries and benefits, services and supplies, and capital expenditures.

The approved budget can be amended by the Board to alter both appropriations and estimated revenues as unforeseen circumstances arise. Division and department heads are authorized to approve appropriation transfers within major objects. Appropriation trans-

fers between major objects require Board approval. Accordingly, the legal level of budgetary control at which expenditures cannot exceed appropriations for budgeted funds, is at the major object level. Apart from accounts that have been encumbered, appropriations lapse at year-end.

### **OCTA's Debt Policy**

OCTA's Treasurer is responsible for the sale of debt for the specific OCTA entities that are legally authorized to issue and guarantee debt: Orange County Local Transportation Authority, Orange County Transit District, Service Authority for Freeway Emergencies, and the 91 Express Lanes. OCTA's main objectives in the sale of debt are to:

- Obtain the lowest possible cost of funds for each of OCTA's borrowing programs.
- Obtain the highest possible credit ratings that allow sufficient flexibility.
- Minimize risk exposure to variable rate debt and/or derivatives.
- Maintain the required secondary market disclosure with the rating agencies, institutional, and retail investors.

OCTA's Comprehensive Debt Management Policy contains the policies and the procedures that govern all debt sales. All participants performing services on OCTA's debt sales must comply with the policies and procedures and are expected to consistently perform at a level which provides maximum benefit to OCTA. The Treasurer, after consultation with and approval by OCTA's Finance and Administration Committee, reserves the right to remove any participant from an OCTA transaction or underwriting pool at any time for substandard performance or failure to abide by OCTA's Comprehensive Debt Management Policy. The

Treasurer actively manages all phases of each financing. All decisions related to each transaction are subject to the Treasurer's approval. In order to obtain more details related to OCTA's Comprehensive Debt Management Policy, contact OCTA's Treasury Department.



### Basis of Accounting

OCTA's accounting records are maintained in full accordance with GAAP as established by the Government Accounting Standards Board. The basis for budgeting is also in accordance with GAAP except for certain multi-year contracts, for which the entire amount of the contract is budgeted and encumbered in the year of execution.

All governmental funds use the modified accrual basis of accounting. Under the modified accrual basis of accounting, revenues are recognized when susceptible to accrual (e.g., when they become both measurable and available). "Measurable" means the amount of the transaction can be determined and "available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period. Expenditures are recorded when the related fund liability is incurred.

Principal and interest on general long-term debt are recorded when payment is due. Those revenues susceptible to accrual are sales taxes collected and held by the state at year-end on behalf of OCTA, intergovernmental revenues, interest revenue, and fines and fees. Property taxes are considered available if they are collected within 60 days after year-end.

In applying the "susceptible to accrual" concept to intergovernmental revenues, there are essentially two types of revenues. In one, monies must be expended on the specific purpose or project before any amounts will be paid to OCTA; therefore, revenues are recognized based upon the expenditures incurred. In the other, monies are virtually unrestricted and are usually revocable only for failure to comply with prescribed compliance requirements. These resources are reflected as revenues at the time of receipt or earlier if the susceptible-to-accrual criterion is met.

On a periodic basis, OCTA reviews the financial health of each of its programs by developing a long-term financial planning document called the CBP. As part of this process, each program is reviewed over a 20-year horizon. For the bus program, the goal is to determine

a financially sustainable level of service and an accompanying capital plan based on anticipated revenues.

Capital requirements are listed at a granular level in the CBP, meaning that OCTA assets are cataloged with an expected cost, depreciation, and an inflation factor. After taking into consideration any expected grant revenues for each asset, OCTA uses these three factors to determine how much in local funding needs to be set aside each year so that each asset can be replaced when it reaches the end of its useful life. For example, a standard 40-foot bus costs approximately \$600,000 and is depreciated over 18 years. If a bus is entirely locally funded, it would mean that \$33,333 ( $\$600,000 / 18$  years) would need to be set aside each year to replace that bus after 18 years. This process is applied to each OCTA asset and establishes a total amount of local funds that needs to be set aside each year.

### OCTA's Reserve Policy

The Orange County Transportation Authority operates programs whose revenues can be greatly impacted during times of economic uncertainty or recession. These decreases in revenue can stem from reduced sales tax revenue, reduced fare or toll revenue, or less support from Federal or State sources. As a result, OCTA has a history of maintaining reserves implemented through its CBP and annual budget process.

OCTA operates three programs: Bus, 91 Express Lanes, and Motorist Services, that are reliant on stable revenue sources and are most immediately impacted during periods of economic uncertainty. Decreases in revenue can produce immediate impacts to their ability to fund operating and capital requirements. As a result, operating and capital reserves can help mitigate the impacts to service levels and the funding of capital projects during times of economic uncertainty. In preparation for future economic downturns, OCTA has formalized a reserve policy for the three programs. The Reserve Policy addresses three reserve categories within each of the programs. The three reserve categories are: operating, capital, and debt.



Each year, OCTA sets aside operating funds for future capital expenditures to support the transit system. The process of establishing the set-aside involves analyzing available grant revenues and capital requirements over the next 20 years to determine the amount that needs to be set-aside in the upcoming budget year.

OCTA undertakes a conservative approach to funding its ongoing capital requirements to support the local Bus Program. This process involves the establishment of a capital replacement fund that is funded each year during the annual budget process. Put simply, OCTA saves for a portion of each of its planned capital assets each year so that when an asset reaches its useful life, OCTA has the cash resources on-hand to replace the asset. This conservative, private sector-style approach affords OCTA the opportunity to maximize revenues for operating purposes by avoiding interest costs associated with debt service payments, protects the operation from wild fluctuations in funds available for service, and ensures that capital assets do not fall into a state of disrepair.

*California Society of  
Municipal Finance Officers*

*Certificate of Award*

*Operating Budget Excellence Award  
Fiscal Year 2021-2022*

*Presented to the*

*Orange County Transportation Authority*

For meeting the criteria established to achieve the CSMFO Excellence Award in Budgeting.

*February 28, 2022*



*Marcus Pimentel*

*Marcus Pimentel  
CSMFO President*

*Michael Manno*

*Michael Manno, Chair  
Recognition Committee*

*Dedicated Excellence in Municipal Financial Reporting*



## Cash Flow Statement - Bus Program

| (millions)   | 2020-21          | 2021-22      | 2022-23       | 2023-24      | 2024-25        | 2029-30       | 2034-35       | 2039-40       |
|--|------------------|--------------|---------------|--------------|----------------|---------------|---------------|---------------|
| <b>Beginning balance - operating</b>                             | \$ 46.2          | 216.2        | 300.3         | 364.4        | 400.5          | 396.1         | 225.1         | 84.7          |
| <b>Cash flows from operating activities:</b>                     |                  |              |               |              |                |               |               |               |
| <b>Sources of funds:</b>   |                  |              |               |              |                |               |               |               |
| Sales tax revenue  | 149.1            | 154.8        | 159.3         | 164.2        | 168.2          | 191.3         | 216.4         | 242.8         |
| Federal formula grant 5307                                       | 51.3             | 55.0         | 53.8          | 54.0         | 55.7           | 64.5          | 71.5          | 83.0          |
| Passenger fares  | 21.0             | 30.0         | 33.9          | 37.8         | 40.5           | 47.5          | 48.9          | 54.7          |
| State transit assistance fund                                    | 12.6             | 13.7         | 16.9          | 18.7         | 19.4           | 19.4          | 19.4          | 19.4          |
| Property tax revenue   | 18.7             | 19.5         | 20.5          | 21.4         | 22.4           | 28.2          | 35.5          | 44.6          |
| California Senate Bill 1 oper.                                   | 10.0             | 11.0         | 13.7          | 15.3         | 15.9           | 15.9          | 15.9          | 15.9          |
| Federal Supplemental Funding                                     | 73.2             | 95.7         | 71.3          | 51.7         | 0.0            | 0.0           | 0.0           | 0.0           |
| Miscellaneous revenues   | 13.2             | 12.0         | 11.9          | 11.3         | 11.6           | 12.8          | 13.6          | 14.8          |
| Advertising revenue  | 3.5              | 4.0          | 4.1           | 4.2          | 4.3            | 4.8           | 5.3           | 5.9           |
| Interest on operating investments                                | 0.4              | 2.0          | 3.5           | 4.6          | 6.1            | 7.2           | 4.1           | 1.5           |
| <b>Total sources of funds</b>                                    | \$ <b>352.8</b>  | <b>397.6</b> | <b>388.8</b>  | <b>383.2</b> | <b>344.1</b>   | <b>391.5</b>  | <b>430.5</b>  | <b>482.6</b>  |
| <b>Cash flows from operating activities:</b>                     |                  |              |               |              |                |               |               |               |
| <b>Uses of funds:</b>  |                  |              |               |              |                |               |               |               |
| Salaries and benefits  | 109.1            | 114.6        | 119.8         | 123.7        | 127.7          | 151.2         | 162.8         | 195.7         |
| Purchased transportation services                                | 70.9             | 89.8         | 94.1          | 92.6         | 95.3           | 107.3         | 122.8         | 137.8         |
| Administrative service expense                                   | 42.3             | 44.9         | 47.4          | 49.9         | 52.6           | 67.4          | 80.2          | 101.3         |
| Professional services  | 21.1             | 24.0         | 25.4          | 26.0         | 26.6           | 29.7          | 33.2          | 37.0          |
| Maintenance, parts and fuel                                      | 15.0             | 18.1         | 19.5          | 20.3         | 21.1           | 25.3          | 35.5          | 42.6          |
| General and administrative                                       | 3.7              | 4.1          | 4.3           | 4.4          | 4.5            | 5.0           | 5.5           | 6.2           |
| Other operating expense  | 3.5              | 4.2          | 4.5           | 4.6          | 4.8            | 5.3           | 6.0           | 6.7           |
| Designation to capital   | (82.6)           | 13.9         | 9.7           | 25.4         | (72.0)         | 28.3          | 39.1          | (46.7)        |
| <b>Total uses of funds</b>                                       | \$ <b>182.9</b>  | <b>313.5</b> | <b>324.7</b>  | <b>347.1</b> | <b>260.5</b>   | <b>419.4</b>  | <b>485.1</b>  | <b>480.6</b>  |
| <b>Net cash provided by operations</b>                           | \$ <b>169.9</b>  | <b>84.1</b>  | <b>64.1</b>   | <b>36.2</b>  | <b>83.5</b>    | <b>(27.9)</b> | <b>(54.5)</b> | <b>2.0</b>    |
| <b>Available cash - operating</b>                                | \$ <b>216.2</b>  | <b>300.3</b> | <b>364.4</b>  | <b>400.5</b> | <b>484.1</b>   | <b>368.2</b>  | <b>170.6</b>  | <b>86.7</b>   |
| <b>Beginning balance - capital</b>                               | \$ <b>398.1</b>  | <b>315.2</b> | <b>313.1</b>  | <b>291.7</b> | <b>319.5</b>   | <b>336.7</b>  | <b>245.9</b>  | <b>271.4</b>  |
| Contribution to capital  | (82.6)           | 13.9         | 9.7           | 25.4         | (72.0)         | 28.3          | 39.1          | (46.7)        |
| Federal Formula Grants 5337/5339                                 | 10.3             | 10.5         | 10.7          | 11.0         | 11.2           | 12.5          | 13.9          | 15.4          |
| Senate Bill 1 SGR  | 5.1              | 5.2          | 5.3           | 5.4          | 5.5            | 6.2           | 6.8           | 7.6           |
| Federal Supplemental Funding                                     | 5.0              | 5.0          | 0.0           | 0.0          | 0.0            | 0.0           | 0.0           | 0.0           |
| Capital grants/other capital revenues                            | 0.5              | 11.7         | 18.4          | 2.5          | 101.9          | 0.0           | 0.0           | 0.0           |
| Capital expenditures   | (24.8)           | (51.0)       | (69.0)        | (20.2)       | (158.1)        | (31.4)        | (34.1)        | (46.5)        |
| Interest on capital investments                                  | 3.6              | 2.8          | 3.5           | 3.7          | 4.8            | 6.1           | 4.4           | 4.7           |
| <b>Net cash used by capital and related financing activities</b> | \$ <b>(83.0)</b> | <b>(2.1)</b> | <b>(21.4)</b> | <b>27.7</b>  | <b>(106.7)</b> | <b>21.6</b>   | <b>30.1</b>   | <b>(65.4)</b> |
| <b>Available cash - capital</b>                                  | \$ <b>315.2</b>  | <b>313.1</b> | <b>291.7</b>  | <b>319.5</b> | <b>212.8</b>   | <b>358.4</b>  | <b>276.0</b>  | <b>206.0</b>  |



# Appendix

## Cash Flow Statement - Regional Rail Program

| (millions)   | 2020-21         | 2021-22       | 2022-23      | 2023-24       | 2024-25      | 2029-30       | 2034-35       | 2039-40       |
|--|-----------------|---------------|--------------|---------------|--------------|---------------|---------------|---------------|
| <b>Beginning balance</b>   | \$ 198.0        | 199.8         | 214.4        | 221.5         | 206.9        | 158.0         | 100.7         | 42.7          |
| <b>Cash flows from operating activities:</b>                     |                 |               |              |               |              |               |               |               |
| <b>Sources of funds:</b>   |                 |               |              |               |              |               |               |               |
| Measure M2 sales tax (Project R)                                 | 29.0            | 29.8          | 30.9         | 31.9          | 32.7         | 38.5          | 45.8          | 53.6          |
| Federal operating revenue  | 8.5             | 8.5           | 8.5          | 8.5           | 8.5          | 7.5           | 7.3           | 7.3           |
| Miscellaneous revenue  | 15.9            | 5.0           | 3.0          | 2.9           | 3.0          | 1.2           | 1.3           | 1.4           |
| Federal Supplemental Funding                                     | 17.5            | 39.3          | 22.4         | 0.0           | 0.0          | 0.0           | 0.0           | 0.0           |
| <b>Total sources of funds</b>                                    | \$ <b>71.0</b>  | <b>82.6</b>   | <b>64.9</b>  | <b>43.4</b>   | <b>44.1</b>  | <b>47.2</b>   | <b>54.4</b>   | <b>62.4</b>   |
| <b>Cash flows from operating activities:</b>                     |                 |               |              |               |              |               |               |               |
| <b>Uses of funds:</b>  |                 |               |              |               |              |               |               |               |
| Subsidy to SCRRRA  | 46.3            | 39.3          | 33.8         | 35.0          | 28.3         | 31.1          | 34.0          | 37.2          |
| Management fee expense   | 2.8             | 2.9           | 3.1          | 3.2           | 3.4          | 4.2           | 4.5           | 5.5           |
| Professional services  | 7.3             | 6.9           | 6.7          | 6.8           | 6.9          | 7.6           | 8.3           | 9.1           |
| Repayment of Proposition 116 Funds                               | 3.1             | 3.2           | 3.3          | 3.4           | 3.5          | 4.1           | 4.7           | 5.5           |
| Other operating expenses   | 2.3             | 2.3           | 2.9          | 2.8           | 2.8          | 3.2           | 3.8           | 4.3           |
| <b>Total uses of funds</b>                                       | \$ <b>61.7</b>  | <b>54.6</b>   | <b>49.9</b>  | <b>51.3</b>   | <b>45.0</b>  | <b>50.1</b>   | <b>55.3</b>   | <b>61.7</b>   |
| <b>Net cash provided by operations</b>                           | \$ <b>9.3</b>   | <b>28.0</b>   | <b>15.0</b>  | <b>(7.9)</b>  | <b>(0.8)</b> | <b>(2.9)</b>  | <b>(0.9)</b>  | <b>0.7</b>    |
| <b>Cash flows from capital and related financing activities:</b> |                 |               |              |               |              |               |               |               |
| Capital grants/other capital revenues                            | 47.4            | 22.8          | 15.9         | 3.3           | 3.1          | 2.7           | 21.4          | 110.1         |
| Acquisition/construction of capital assets                       | (55.3)          | (36.6)        | (24.8)       | (11.5)        | (11.5)       | (11.9)        | (31.5)        | (121.1)       |
| Principal & interest paid on TECP/bonds                          | (1.0)           | (1.0)         | (1.0)        | (1.0)         | (1.4)        | (2.0)         | (2.0)         | (2.0)         |
| <b>Net cash used by capital and related financing activities</b> | \$ <b>(9.0)</b> | <b>(14.8)</b> | <b>(9.9)</b> | <b>(9.3)</b>  | <b>(9.8)</b> | <b>(11.2)</b> | <b>(12.0)</b> | <b>(13.0)</b> |
| <b>Cash flows from investing activities:</b>                     |                 |               |              |               |              |               |               |               |
| Interest on investments  | 1.4             | 1.4           | 2.1          | 2.5           | 2.7          | 2.7           | 1.6           | 0.6           |
| <b>Net cash provided by investing activities</b>                 | \$ <b>1.4</b>   | <b>1.4</b>    | <b>2.1</b>   | <b>2.5</b>    | <b>2.7</b>   | <b>2.7</b>    | <b>1.6</b>    | <b>0.6</b>    |
| <b>Net increase/decrease in cash</b>                             | \$ <b>1.7</b>   | <b>14.6</b>   | <b>7.2</b>   | <b>(14.6)</b> | <b>(7.9)</b> | <b>(11.5)</b> | <b>(11.3)</b> | <b>(11.7)</b> |
| <b>Available cash</b>  | \$ <b>199.8</b> | <b>214.4</b>  | <b>221.5</b> | <b>206.9</b>  | <b>199.0</b> | <b>146.6</b>  | <b>89.4</b>   | <b>31.0</b>   |





## Cash Flow Statement - Measure M2

| (millions)   | 2020-21    | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2029-30 | 2034-35 | 2039-40 |
|--|------------|---------|---------|---------|---------|---------|---------|---------|
| <b>Beginning balance</b>                               | \$ 1,110.7 | 780.6   | 522.7   | 642.6   | 439.4   | 227.5   | 304.9   | 216.3   |
| <b>Sources of funds:</b>                               |            |         |         |         |         |         |         |         |
| Sales tax revenue                                      | 304.9      | 315.9   | 327.2   | 338.7   | 346.8   | 409.6   | 481.0   | 558.7   |
| Bond proceeds  | -          | -       | 573.0   | -       | -       | -       | -       | -       |
| Interest   | 7.5        | 5.2     | 5.3     | 5.2     | 4.9     | 5.2     | 11.5    | 18.0    |
| Other revenues (private, local, state, & fed. funding) | 240.9      | 307.0   | 204.4   | 159.8   | 191.9   | 0.0     | 75.6    | -       |
| <b>Total sources of funds</b>                          | \$ 553.3   | 628.0   | 1,110.0 | 503.8   | 543.6   | 414.8   | 568.1   | 576.8   |
| <b>Debt service</b>                                    |            |         |         |         |         |         |         |         |
| Gross debt service on TECP/bonds                       | 42.6       | 42.6    | 85.3    | 85.3    | 88.2    | 92.1    | 92.0    | 91.9    |
| <b>Total debt service payments</b>                     | 42.6       | 42.6    | 85.3    | 85.3    | 88.2    | 92.1    | 92.0    | 91.9    |
| <b>Program expenditures</b>                            |            |         |         |         |         |         |         |         |
| Freeway projects                                       | 461.2      | 540.8   | 573.6   | 402.3   | 263.2   | 57.2    | 199.0   | 159.1   |
| Streets & roads projects                               | 126.1      | 125.8   | 127.7   | 129.6   | 134.9   | 116.5   | 134.6   | 168.8   |
| Transit projects                                       | 230.8      | 149.2   | 180.6   | 68.9    | 97.4    | 91.6    | 111.4   | 126.2   |
| Environmental cleanup                                  | 7.8        | 12.0    | 6.8     | 4.2     | 11.8    | 7.7     | 5.2     | 5.6     |
| Taxpayer safeguards & audits                           | 6.3        | 6.5     | 6.8     | 7.0     | 7.2     | 8.5     | 9.9     | 11.5    |
| Non-project related expenditures                       | 8.7        | 9.1     | 9.4     | 9.7     | 9.9     | 11.7    | 13.8    | 16.0    |
| <b>Total program expenditures</b>                      | 840.9      | 843.3   | 904.8   | 621.7   | 524.4   | 293.2   | 473.9   | 487.3   |
| <b>Net cash provided by operations</b>                 | \$ (330.2) | (257.9) | 119.9   | (203.2) | (69.0)  | 29.5    | 2.2     | (2.5)   |
| <b>Available cash</b>                                  | \$ 780.6   | 522.7   | 642.6   | 439.4   | 370.4   | 257.0   | 307.0   | 213.8   |



# Appendix

## Cash Flow Statement - 91 Express Lanes

| (millions)   | 2020-21   | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2029-30 | 2034-35 | 2039-40 |
|--|-----------|---------|---------|---------|---------|---------|---------|---------|
| <b>Beginning balance</b>   | \$ 198.9  | 189.4   | 182.0   | 186.2   | 291.9   | 34.8    | 166.2   | 203.6   |
| <b>Cash flows from operating activities:</b>                     |           |         |         |         |         |         |         |         |
| <b>Sources of funds:</b>   |           |         |         |         |         |         |         |         |
| Toll revenue   | 40.7      | 42.3    | 44.7    | 47.2    | 49.9    | 65.9    | 79.0    | 89.0    |
| Non-Toll Revenue   | 3.6       | 4.6     | 4.7     | 4.7     | 4.8     | 5.0     | 5.3     | 5.6     |
| <b>Total sources of funds</b>                                    | \$ 44.3   | 46.9    | 49.3    | 51.9    | 54.7    | 70.9    | 84.3    | 94.6    |
| <b>Cash flows from operating activities:</b>                     |           |         |         |         |         |         |         |         |
| <b>Uses of funds:</b>  |           |         |         |         |         |         |         |         |
| Management fee expense   | 3.1       | 3.4     | 3.5     | 3.7     | 3.9     | 5.0     | 6.0     | 7.5     |
| Professional services  | 10.2      | 12.0    | 10.5    | 10.2    | 10.8    | 11.9    | 12.8    | 14.3    |
| General and administrative                                       | 1.9       | 2.1     | 2.1     | 2.1     | 2.1     | 2.3     | 2.4     | 2.5     |
| Other operating expenses   | 5.4       | 7.4     | 4.4     | 4.5     | 4.5     | 4.8     | 5.1     | 5.4     |
| <b>Total uses of funds</b>                                       | \$ 20.6   | 24.8    | 20.6    | 20.5    | 21.4    | 24.0    | 26.3    | 29.7    |
| <b>Net cash provided by operations</b>                           | \$ 23.7   | 22.1    | 28.8    | 31.4    | 33.3    | 46.9    | 58.1    | 64.8    |
| <b>Cash flows from capital and related financing activities:</b> |           |         |         |         |         |         |         |         |
| Capital grants/other capital revenues                            | 0.0       | 0.0     | 0.0     | 0.0     | 0.0     | 0.0     | 0.0     | 0.0     |
| Acquisition/construction of capital assets                       | (24.0)    | (20.3)  | (15.8)  | (29.7)  | (85.0)  | (6.5)   | (68.3)  | (7.7)   |
| Bond proceeds  | 0.0       | 0.0     | 0.0     | 119.6   | 0.0     | 0.0     | 0.0     | 0.0     |
| Principal & interest paid on bonds                               | (10.8)    | (10.8)  | (10.8)  | (19.2)  | (19.2)  | (19.2)  | (8.4)   | (8.4)   |
| <b>Net cash used by capital and related financing activities</b> | \$ (34.7) | (31.1)  | (26.6)  | 70.6    | (104.2) | (25.8)  | (76.7)  | (16.1)  |
| <b>Cash flows from investing activities:</b>                     |           |         |         |         |         |         |         |         |
| Interest on investments  | 0.2       | 0.2     | 0.3     | 1.0     | 0.4     | 0.7     | 0.7     | 0.8     |
| Interest from capital replacement fund                           | 1.4       | 1.3     | 1.8     | 2.6     | 3.3     | 0.4     | 2.5     | 3.8     |
| <b>Net cash provided by investing activities</b>                 | \$ 1.6    | 1.6     | 2.1     | 3.7     | 3.7     | 1.1     | 3.3     | 4.6     |
| <b>Net increase/decrease in cash</b>                             | \$ (9.5)  | (7.4)   | 4.2     | 105.7   | (67.2)  | 22.2    | (15.4)  | 53.3    |
| <b>Available cash</b>  | \$ 189.4  | 182.0   | 186.2   | 291.9   | 224.7   | 57.0    | 150.9   | 256.9   |



## Cash Flow Statement - SAFE

| (millions)   | 2020-21  | 2021-22 | 2022-23 | 2023-24 | 2024-25 | 2029-30 | 2034-35 | 2039-40 |
|--|----------|---------|---------|---------|---------|---------|---------|---------|
| <b>Beginning balance</b>   | \$ 2.8   | 1.4     | 1.3     | 1.5     | 1.5     | 1.5     | 1.7     | 1.9     |
| <b>Cash flows from operating activities:</b>                     |          |         |         |         |         |         |         |         |
| <b>Sources of funds:</b>   |          |         |         |         |         |         |         |         |
| Freeway Service Patrol   | 4.2      | 5.9     | 6.0     | 5.5     | 5.3     | 6.4     | 7.3     | 8.6     |
| Callbox  | 3.0      | 3.0     | 3.1     | 3.1     | 3.1     | 3.2     | 3.3     | 3.3     |
| <b>Total sources of funds</b>                                    | \$ 7.2   | 9.0     | 9.1     | 8.6     | 8.4     | 9.6     | 10.6    | 11.9    |
| <b>Cash flows from operating activities:</b>                     |          |         |         |         |         |         |         |         |
| <b>Uses of funds:</b>  |          |         |         |         |         |         |         |         |
| Salaries and benefits  | 0.0      | 0.0     | 0.0     | 0.0     | 0.0     | 0.0     | 0.0     | 0.0     |
| Management fee expense   | 0.9      | 1.0     | 1.1     | 1.1     | 1.2     | 1.5     | 1.8     | 2.3     |
| Professional services  | 7.1      | 7.9     | 7.8     | 7.4     | 7.2     | 7.9     | 8.7     | 9.5     |
| General and administrative                                       | 0.0      | 0.0     | 0.0     | 0.0     | 0.0     | 0.0     | 0.0     | 0.0     |
| Other operating expenses   | 0.0      | 0.0     | 0.0     | 0.0     | 0.0     | 0.0     | 0.0     | 0.0     |
| <b>Total uses of funds</b>                                       | \$ 8.1   | 9.0     | 8.9     | 8.6     | 8.4     | 9.5     | 10.5    | 11.8    |
| <b>Net cash provided by operations</b>                           | \$ (0.9) | (0.0)   | 0.2     | 0.0     | (0.0)   | 0.1     | 0.1     | 0.1     |
| <b>Cash flows from capital and related financing activities:</b> |          |         |         |         |         |         |         |         |
| Capital grants/other capital revenues                            | 0.0      | 0.0     | 0.0     | 0.0     | 0.0     | 0.0     | 0.0     | 0.0     |
| Acquisition/construction of capital assets                       | (0.5)    | (0.1)   | (0.1)   | (0.1)   | (0.1)   | (0.1)   | (0.1)   | (0.1)   |
| <b>Net cash used by capital and related financing activities</b> | \$ (0.5) | (0.1)   | (0.1)   | (0.1)   | (0.1)   | (0.1)   | (0.1)   | (0.1)   |
| <b>Cash flows from investing activities:</b>                     |          |         |         |         |         |         |         |         |
| Interest on investments  | 0.0      | 0.0     | 0.0     | 0.0     | 0.0     | 0.0     | 0.0     | 0.0     |
| <b>Net cash provided by investing activities</b>                 | \$ 0.0   | 0.0     | 0.0     | 0.0     | 0.0     | 0.0     | 0.0     | 0.0     |
| <b>Net increase/decrease in cash</b>                             | \$ (1.4) | (0.1)   | 0.1     | (0.0)   | (0.0)   | 0.0     | 0.0     | 0.0     |
| <b>Available cash</b>  | \$ 1.4   | 1.3     | 1.5     | 1.5     | 1.4     | 1.5     | 1.7     | 1.9     |

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