



Transportation Corridor Agencies' 2023 Highlights





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The Transportation Corridor Agencies (TCA) planned, financed, constructed and now operate The Toll Roads, State Routes 73, 133, 241 and 261 in Orange County, California. In 2023, TCA continued to carry out our mission and vision by improving regional mobility and enhancing quality of life.

As we drive into the new year, we look back at some of our most notable achievements.

Mission

Implement and operate a highway network of congestion-free travel alternatives with a focus on customer service, innovation and self-reliant financial approaches while considering regional transportation needs and opportunities.

Vision

Promote enhanced mobility, safety and environmental quality as essential components of Orange County's vibrant economy and quality of life that benefit all residents and road users.

A scenic view of a sunset over a city and a winding road with a car. The sun is low on the horizon, casting a warm orange glow over the city and the hills. A white car is driving away on a winding road in the foreground.

New Leadership, Celebrated Milestones and Bright Horizons

2023 has been marked by significant triumphs, milestones and engagement that continue to solidify the Transportation Corridor Agencies (TCA) as a trailblazer in the future of mobility in the region. We are proud to lead the Agencies as we continue to advance our mission and vision.

Following the retirement of Interim CEO Valarie McFall, we welcomed a new Chief Executive Officer – Ryan Chamberlain, bringing over 25 years of extensive transportation experience. His excellent track record of fostering strong relationships with stakeholders and regional transportation agencies is a tremendous asset to TCA, helping move the Agencies forward.

In 2023, our commitment to fiscal management and innovative financial approaches have led to the Agencies accomplishing the early paydown of \$150.8 million in bond principal resulting in a savings of \$150 million in interest. Since 2019, the Agencies have reduced debt by \$1.275 billion because of our sound fiscal practices, which includes bond refundings for savings without extending any bond maturity dates.

With the adoption of our Fiscal Year 2024 Capital Improvement Plan, we look forward to future mobility improvements such as the 241/91 Express Connector and the 73 Catalina View project that will improve traffic management to meet the growing regional demands.

TCA continues to be at the forefront of tolling innovation with a solid footprint as a mobility solutions-based leader for the region. As we stand on the threshold of a new year, we pause to reflect on the milestones that have shaped our journey, while looking ahead to continued success.



John Taylor

Foothill/Eastern TCA Chair and
San Juan Capistrano City Council Member



Will O'Neill

San Joaquin Hills TCA Chair and
Newport Beach Mayor Pro Tem

Foothill/Eastern Transportation Corridor Agency Board of Directors



Chair
John Taylor
San Juan Capistrano



Vice Chair
Patricia Kelley
Mission Viejo



Ashleigh Aitken
Anaheim



Mike Frost
Dana Point



Farrah Khan
Irvine



Scott Voigts
Lake Forest



Denis Bilodeau
Orange



Anthony Beall
Rancho Santa
Margarita



David Penaloza
Santa Ana



Austin Lombard
Tustin



Beth Haney
Yorba Linda



Donald P. Wagner
County of Orange
3rd District



Doug Chaffee
County of Orange
4th District



Katrina Foley
County of Orange
5th District



Mario Orso
Ex-Officio Member
Caltrans District 12

San Joaquin Hills Transportation Corridor Agency Board of Directors



Chair
Will O'Neill
Newport Beach



Vice Chair
Janine Heft
Laguna Hills



Richard Hurt
Aliso Viejo



Arlis Reynolds
Costa Mesa



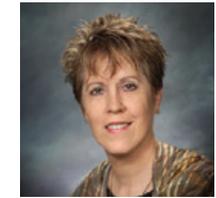
Jamey Federico
Dana Point



Farrah Khan
Irvine



Stephanie Oddo
Laguna Niguel



Cynthia Conners
Laguna Woods



Patricia Kelley
Mission Viejo



John Taylor
San Juan Capistrano



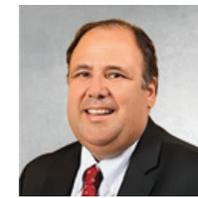
David Penaloza
Santa Ana



Donald P. Wagner
County of Orange
3rd District



Katrina Foley
County of Orange
5th District



Mario Orso
Ex-Officio Member
Caltrans District 12



New Board Leadership

In January, TCA's Boards of Directors selected Chairs and Vice Chairs to lead each Agency in carrying out the combined goal of enhancing mobility, safety and environmental quality and continuing to improve the quality of life for residents and road users alike.

The Foothill/Eastern Transportation Corridor Agency (F/ETCA) Board unanimously voted to elect San Juan Capistrano Council Member John Taylor as Chair, with Mission Viejo Mayor Pro Tem Trish Kelley as Vice Chair for 2023.

The San Joaquin Hills Transportation Corridor Agency (SJHTCA) Board unanimously voted to reappoint Newport Beach Mayor Pro Tem Will O'Neill to serve as Chair of the SJHTCA, with Laguna Hills Mayor Janine Heft retaining the role of Vice Chair.

New Members

F/ETCA

- Ashleigh Aitken, Anaheim Mayor
- Mike Frost, Dana Point Mayor
- Denis Bilodeau, Orange City Council Member
- Beth Haney, Yorba Linda City Council Member
- Katrina Foley, Orange County Supervisor, 5th District

SJHTCA

- Jamey Federico, Dana Point Mayor Pro Tem
- Stephanie Oddo, Laguna Niguel City Council Member
- Katrina Foley, Orange County Supervisor, 5th District



Open Market Bond Buyback Program

TCA's innovative and award-winning financial approach is core to the Agencies' successes and has delivered infrastructure that today would cost more than \$12 billion.

In January, the Joint Boards of Directors approved an open market bond buyback program as an enhancement to its Early Bond Paydown Program. It positions TCA to take advantage of bond market opportunities to further reduce debt by using unrestricted cash to purchase and retire F/ETCA and SJHTCA bonds in the open market.

By May, the Agencies accomplished the early paydown of \$150.8 million in bond principal and saved \$150 million in interest through the program. This builds on the Agencies' prior early paydown of bond debt in July 2022, for a combined savings of \$330 million in interest.

“This early paydown of bond debt is another example of the commitment both Agencies have to fiscal stewardship, as well as fulfilling the plan of action laid out in our Strategic Plan.”

— Will O'Neill, San Joaquin Hills TCA Chair
and Newport Beach Mayor Pro Tem

Fitch Ratings

F/ETCA Bonds Upgraded

In February, as an indication of TCA's financial strength, Fitch Ratings upgraded F/ETCA's senior-lien and junior-lien bonds to BBB+ and BBB respectively, with outlook positive.

“The upgrade reflects (F/ETCA’s) prudent fiscal management and bond buybacks which has resulted in an improved debt profile coupled with a track record of continued strong traffic and revenue performance. The system has demonstrated strong traffic growth in six consecutive years leading up to the pandemic and has since shown a near full recovery, with revenues surpassing pre-pandemic levels.” — Fitch Ratings

MOODY’S

F/ETCA Bonds Upgraded

F/ETCA continued to strengthen its economic position in the bond market with Moody’s Investors Service upgrading the Agency’s bonds to Baa1 in October.

“Strong fiscal management is core to the Agencies’ past and future success. These rating decisions help create opportunities for the Agencies to further reduce debt and strengthen our economic position in the bond market. Staff continues its commitment to working with our two Boards of Directors to focus on debt management strategies while fulfilling the Agencies’ mission of providing congestion relief for the region.” — Amy Potter, TCA Chief Financial Officer

**STANDARD
& POOR’S**

This year, Standard & Poor’s affirmed its A and A- ratings for F/ETCA and SJHTCA senior-lien and junior-lien bonds.



Customer Service System Upgrades

In October, TCA upgraded The Toll Roads' customer service system to better serve drivers and enhance user experience. In addition, it allows TCA to provide operational support for other agencies, such as the Boards of Directors' approved Cooperative Agreement with San Bernardino County Transportation Authority (SBCTA).

“Customer service is a high priority for TCA and this system upgrade improved our ability to continue to provide outstanding customer service to The Toll Roads’ 265,000 daily drivers.”

— Vincent Valdez, Chief Toll Operations Officer



Accountholders



Pay Toll Now



Violators

CUSTOMER



Over 2 million
customer calls fielded



34 seconds
average wait time



Responded to
67,962 emails

Customer Service Shines

Providing exceptional customer service to accountholders and toll road drivers continues to be a high priority for TCA. The customer service team delivered outstanding results in 2023. Quarterly analytics were shared with the Boards of Directors and the public. The Agencies identify aggressive performance goals which are measured by several indicators, including customer feedback and staff performance.

By taking a customer-centric approach to daily operations, the Agencies provide drivers with increased convenience and high-quality service.



To the Cloud

TCA staff provided an analysis of costs savings and system efficiency to the Joint Boards of Directors, recommending upgrading the current customer service phone system to a cloud-based platform. This upgrade will increase customer convenience and better support the more than 2.3 million FasTrak[®] accountholders with The Toll Roads. The cloud-based platform will allow for new customer service features, including a self-service, speech-enabled interactive voice response (IVR), virtual assistants, the ability to enhance quality through a call and a screen recording feature.

Mobility Enhancing Projects

Adopted by the Boards in June, the FY24 Capital Improvement Plan supports the Strategic Plan goals for regional mobility and incorporating forward-looking solutions to address increased demand. It represents an approximately \$511 million investment for the F/ETCA and approximately \$37 million investment for SJHTCA in current capital projects through 2030.





Quelling Queue-Jumping

TCA, in coordination with the California Department of Transportation (Caltrans), completed the installation of approximately 80 new channelizers on the northbound 241 Toll Road connector to the 91 Freeway to enhance safety for drivers in the area.

Additional channelizers were installed based on TCA, CHP and the public's observations of queue-jumping at the dirt median between the eastbound and westbound 91 Freeway connector ramps. The channelizers provide countermeasures to enhance driver safety and lessen the risks associated with rapid braking near the merge point.

“We always look for ways to improve mobility on The Toll Roads and promote safe and courteous driving habits for all of our customers.”

— Ryan Chamberlain, Chief Executive Officer





Smoother Roads Ahead

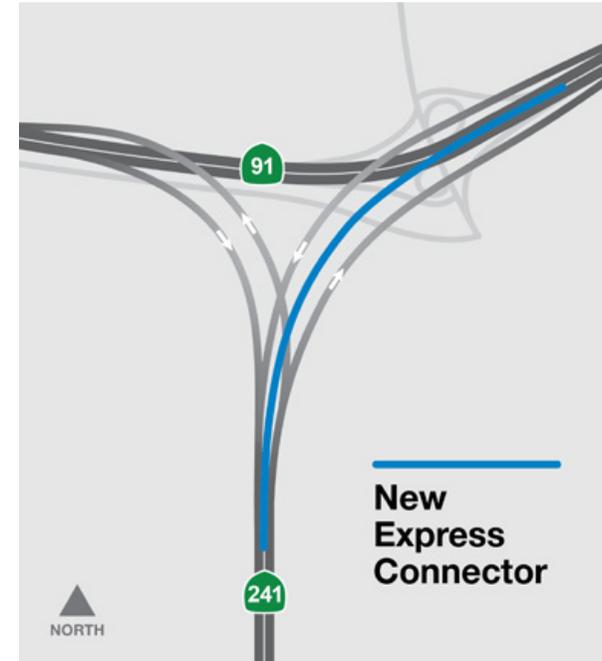
Caltrans, in coordination with TCA, began paving work in September on the 241 Toll Road at Loma Ridge to resolve the uneven roadway pavement along this stretch of the road.

The 241 Pavement Repair project is estimated to be completed by in 2024 and requires several directional closures. Pavement work on the Loma Ridge segment began on southbound 241 Toll Road with nighttime closures for several weeks. Crews then shifted to the northbound 241 Toll Road for additional paving operations in mid-October. Crews will mobilize at the Windy Ridge segment in early 2024. After work in completed near Windy Ridge, final pavement smoothing and lane striping will take place.

“By installing moisture mitigation measures combined with the pavement resurfacing work, motorists will soon encounter a smoother ride and an enhanced driving experience while traveling along the 241 Toll Road.”

— **Stephanie Blanco**, Chief Capital Programs Officer





Regional Partners



241/91 Express Connector Project

Planning efforts continue for the 241/91 Express Connector that will ultimately provide a direct connection between the 241 Toll Road and the 91 Express Lanes. The project — a complex, multi-agency effort — is nearing completion of the final design phase. When completed, the 241/91 Express Connector will provide meaningful improvements to congestion for drivers in Orange County and the Inland Empire.



Road With a View, Not Congestion

Catalina View Improvements Project

The SJHTCA Board of Directors reaffirmed its commitment to proposed improvements on the 73 Toll Road at Catalina View. With population growth and traffic numbers continuing to rise post-pandemic, recent analysis indicates demand returning on roadways throughout the region. At the direction of the Board of Directors, staff will continue preliminary engineering and environmental planning activities to develop operational improvements and maintain the 73 as a congestion-free alternative for drivers.



Environmental Stewardship

For more than a quarter century, TCA's environmental initiatives have preserved scenic beauty and healthy ecosystems while building sustainable transportation solutions. Today, TCA protects more than 2,000 acres of natural habitat and open space throughout Orange County.

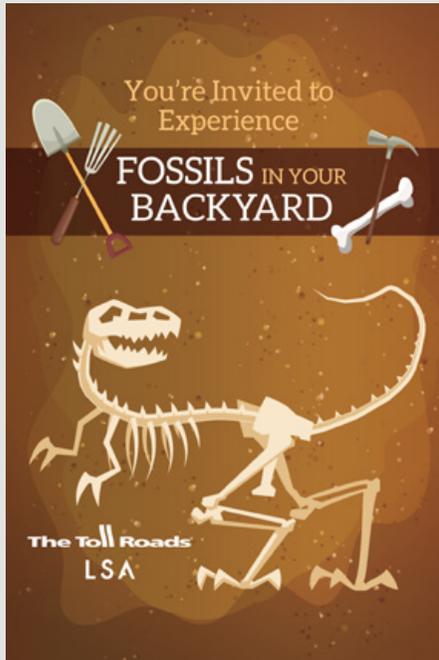


Cattle Grazing Program Earns Recognition

TCA is completing its final year of the award-winning, three-year pilot program where cattle graze the land at the Agencies' 23-acre Live Oak Plaza Conservation Area. Due to the success, the program was highlighted on KCAL 9 and appeared on the front page of The Orange County Register.

Grazing is used as a means to restore native vegetation while mitigating the risk of wildfires through the removal of non-native grasses and plants. Not only is grazing a natural alternative to using harsh chemicals to maintain the land, it is also more financially prudent. The Boards will soon evaluate the performance of the pilot program and consider it as a potential permanent land management tool.





Unearth Prehistoric Orange County with Fossils in Your Backyard

The Toll Roads relaunched the beloved Fossils in Your Backyard program, a community-based educational outreach effort that allows school age children to get hands-on lessons about paleontology and archaeology with a professional scientist. Students touch and interact with fossils and replicas to learn what Orange County was like millions of years ago.

“Relaunching and enhancing these types of educational programs provides a great forum to share how TCA discovered and protected artifacts found during the construction of The Toll Roads. Balancing mobility needs in the region, while also protecting the natural habitat, is a focal point for the Agencies.”

**— John Taylor, F/ETCA Chair and
San Juan Capistrano City Council Member**





Explore Natural Orange County

In May, The Toll Roads invited the public to escape daily life and join staff on a restoration specialist and biologist-led walk through the beautiful Upper Chiquita Canyon Conservation Area. Attendees explored the 1,182-acre site and admired an area rich with coastal sage scrub, oak woodland, grassland and natural drainage habitats.



Over **2,000 Acres** of habitat and open space



17 environmental sites



40 Safe undercrossings for wildlife

TCA in the Community

Building partnerships throughout TCA's member cities and beyond helps to engage the community, share information about The Toll Roads and FasTrak while providing extended customer service.

“Being out in the community helps us gather valuable feedback, which in turn, helps us better serve our customers.”

— Michele Miller, Chief External Affairs Officer



ENGAGED



180,000
people at
41 Events

GAVE



85
Updates
at chamber
meetings

REACHED



15,000+
community members
through our partner
organizations sharing our
communications



Local Solutions, Global Ideas

TCA continues to be at the forefront of tolling innovation and has established itself as an industry leader. Through meaningful partnerships, both locally and globally, TCA is able to share information, experiences and best practices. This year, the Agencies hosted both Jasa Marga, Indonesia’s largest toll operator, and State Tolling Corporation, a government-owned entity in Melbourne, Australia. Opportunities like these allow us to learn from each other and move the industry forward.

In addition, TCA Chief Toll Operations Officer, Vincent Valdez, was elected to serve on IBTTA’s board of directors, who are responsible for charting the vision and course of the association. IBTTA is the worldwide association for the owners and operators of toll facilities and the businesses that serve them. Founded in 1932, IBTTA has members in 23 countries on six continents.



A Collaborative Approach

TCA has spent decades cultivating partnerships that advance the shared goals of our communities. In 2023, we collaborated with our partner agencies working together to identify, plan and implement projects that improved mobility throughout the region. This includes our partnership with Orange County Public Works to repair and replace channelizers along northbound 241 Toll Road, to upgrading TCA's back office system to accommodate processing tolls for SBCTA's future I-10 Express Lanes customers in 2024.

These alliances have led to enhanced mobility over the years and helped to improve quality-of-life throughout the region.





Driving Towards a Better Tomorrow

As an Orange County native, I watched with excitement as the future 241 Toll Road was graded in the 90s. Today, I am honored to have the opportunity to carry on TCA's legacy of innovation and visionary leadership to further improve regional mobility.

Over 40 years ago, local leaders came together to develop and implement a plan to respond to the increased population and traffic congestion in the region. These visionaries knew they had to work together to solve for the anticipated growth in order to sustain economic prosperity and quality of life for Orange County residents. With this vision came The Toll Roads, which put TCA on the map as an essential mobility partner in the region, bringing much needed traffic relief to south Orange County.

Imagine what the county would be like if we didn't have The Toll Roads? Today, more than 265,000 trips are taken each weekday on The Toll Roads. Without them, local interstates would need to add two to three lanes to manage current demand. But our work is not done.

We know that the path towards progress is paved with successful partnerships. Just like the bold visionaries of the past, we need to come together to plan and solve the issues drivers experience today. Our customers' mobility challenges are the same challenges our partners manage in Orange and Riverside counties, which is why partnerships are key in working towards solutions for mobility choices when it matters most.

TCA has a long history of strong leadership, dedication to improving mobility and commitment to innovation. We will build on the partnerships we have and work together to deliver meaningful improvements that help sustain our quality of life and fuel our economy.

I look forward to serving the millions of drivers who use The Toll Roads each year to get to work, home or other destinations with ease.

Ryan Chamberlain
Chief Executive Officer,
Transportation Corridor Agencies

