

2019

CEO INITIATIVES AND ACTION PLAN



CEO INITIATIVES & ACTION PLAN 2019

1 CULTIVATE ORGANIZATIONAL EXCELLENCE

- Board approval of the maintenance CBA between OCTA and Teamsters Union
- Develop and implement the action plan from the 2018 Employee Engagement Survey

2 DELIVER ON THE PROMISES OF MEASURE M

- Continue progressing freeway projects throughout the county
- Initiate bridge construction on the I-405 Improvement Project

3 ENHANCE SAFETY & SECURITY MEASURES

- Conduct a pilot program to evaluate if the use of safety awareness monitors and operator barriers improve coach operator safety
- Conduct training on the OCTA Crisis Communications Plan and revise as necessary

4 EXPAND TRANSIT OPPORTUNITIES

- Put into service Hydrogen Fuel Cell Buses
- Award the contract for the Operations and Maintenance of the OC Streetcar

5 IMPLEMENT MAJOR CAPITAL PROJECTS

- Award construction contract for the Anaheim Canyon Metrolink Station Improvements
- Report on status of construction to meet scheduled service start of the OC Streetcar

6 MAINTAIN OPEN COMMUNICATION WITH STAKEHOLDERS

- Develop priorities for upcoming Transportation Act consistent with legislative platforms
- Conduct and present results of the Bus Customer Survey

7 OPTIMIZE EXPRESS & MANAGED LANES

- Begin operations of the new customer service center for the 91 Express Lanes
- Release the RFP for back-office system, customer service and traffic operations staffing

8 PLAN FOR FUTURE GROWTH

- Award consultant contract for the OC to LA Transit Connections Study
- Award contract to study multi-modal transportation needs in South Orange County

9 PRESERVE FISCAL SUSTAINABILITY THROUGH PRUDENT FINANCIAL PLANNING

- Administer reimbursements from the Federal Full Funding Grant Agreement for the OC Streetcar
- Successfully draw from the TIFIA loan and from M2 Sales Tax revenue bonds

10 PROMOTE ENVIRONMENTAL STEWARDSHIP & ALTERNATIVE TRANSPORTATION

- Award consultant contract for Safe Routes to School Action Plan
- Approve grant funding allocations for M2, Tier 1 Water Quality program



2019 CEO Initiatives and Action Plan

Ten CEO Initiatives

1. Cultivate Organizational Excellence (9 Milestones)
2. Deliver on the Promises of Measure M (12 Milestones)
3. Enhance Safety and Security Measures (7 Milestones)
4. Expand Transit Opportunities (14 Milestones)
5. Implement Major Capital Projects (9 Milestones)
6. Maintain Open Communications with Stakeholders (7 Milestones)
7. Optimize Express and Managed Lanes (4 Milestones)
8. Plan for Future Growth (11 Milestones)
9. Preserve Fiscal Sustainability Through Prudent Financial Planning (9 Milestones)
10. Promote Environmental Stewardship and Alternative Transportation (6 milestones)

2019 CEO Milestone Summary

73 Projects, 88 Milestones

Number of Milestones by Quarter	
Quarter Due	Number
First Quarter	17
Second Quarter	22
Third Quarter	10
Fourth Quarter	39

Number of Milestones by Division	
Division	Number
Capital Division	24
Executive Office	6
External Affairs Division	7
Finance and Administration Division	8
Human Resources and Organizational Excellence Division	9
Operations Division	11
Planning Division	23

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
1. 529 Bravo! Service	<p>Milestone: Launch Bravo! service on Beach Boulevard - Q1.</p> <p>Note: 529 Bravo! service was launched on February 11, 2019, with the February service change.</p>	OPS				
2. 91 Express Lanes. 6C transition	<p>Milestone: Upgrade back-office system to accommodate 6C protocol and rollout new account structure. Provide new 6C transponders to customers - Q1.</p> <p>Note: The upgrade to the back-office system, rollout of new account structure and distribution of 6C transponders will commence once the Kapsch TrafficCom USA, Inc., lane system installations for both OCTA and RCTC have been completed. There have been delays in these installations, and they are not expected to be complete until the second quarter of 2019. Distribution of the new 6C transponders to customers will begin after the back-office system changes have been made. Timetable adjusted to Q2.</p>	EXEC				
3. Fullerton Transportation Center Revitalization	<p>Milestone: Board award of contract to revitalize the facility - Q1.</p> <p>Note: Board award is anticipated to be completed on May 13, 2019. Timetable adjusted to Q2.</p>	CAP				
4. Bicycle Safety Training Program	<p>Milestone: Award contract for Bicycle Safety Training Program – Q1.</p> <p>Note: RFP issued on February 8. Anticipated contract award in April. Timetable adjusted to Q2.</p>	PLN				
5. Bus Fleet Outlook Plan	<p>Milestone: Update Outlook plan and present to ESC – Q1</p> <p>Note: On March 18, 2019, the plan was presented to ESC.</p>	PLN				
6. Hydrogen Fueling Station at Santa Ana Base (Carryover 2017)	<p>Milestone: Commission the hydrogen fueling station - Q1.</p> <p>Note: Equipment was set on March 13th. On March 14th piping was completed. OCTA inspection and commissioning will run through the end of April. Timetable adjusted to Q2.</p>	CAP				
7. San Juan Capistrano Rail Passing Siding Project (Carryover 2017)	<p>Milestone: Begin construction - Q1.</p> <p>Note: On January 14, 2019, the Board approved the firm for construction of this project. On March 12, 2019, the Notice to Proceed with construction was issued.</p>	CAP				

ON TRACK	COMPLETED	TIMETABLE ADJUSTED	CARRYOVER	AT RISK	BOARD INITIATIVE
----------	-----------	--------------------	-----------	---------	------------------

Q1 CONTINUED

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
8. EZ Wallet Demonstration (Carryover 2018)	<p>Milestone: Initiate a demonstration project of EZ Wallet – Q1.</p> <p>Note: The EZ Wallet demonstration project began on January 14, 2019.</p>	OPS				
9. Emergency Management Functional Exercise	<p>Milestone: Exercise the EOP and report results to ESC in Q1.</p> <p>Note: On January 30, 2019, security and emergency preparedness facilitated an enhanced table-top exercise involving a 7.8 earthquake originating at the southern terminus of the San Andreas Fault. The exercise was a success, and the after-action report will be delivered to ESC in Q2. Timetable adjusted to Q2.</p>	EXEC				
10. Employee Rotation Pilot Program	<p>Milestone: Launch the Employee Rotation Pilot Program - Q1.</p> <p>Note: The Employee Rotation Program was launched in the first quarter. ESC has been updated twice, and the program is in its second rotation.</p>	HROD				
11. Facility Security Camera System	<p>Milestone: Complete security camera installation at Santa Ana and Garden Grove Bus Bases - Q1.</p> <p>Note: Installation of the security cameras have been completed. Inspection and closeout are being completed.</p>	CAP				
12. Federal Obligation Authority Plan	<p>Milestone: Present to the Board the federal Obligation Authority Plan – Q1.</p> <p>Note: On January 14, 2019, the Board received the federal fiscal year 2018-19 Obligation Authority Plan.</p>	PLN				
13. I-5, SR-55 to SR-57	<p>Milestone: Begin construction - Q1, 2019.</p> <p>Note: In February 2019, construction of this project began.</p>	CAP				
14. OC Streetcar	<p>Milestone: Administer reimbursement from federal FFGA grant funding - Q1.</p> <p>Note: In Q1, 2019, OCTA administered reimbursement of \$8.3 million from the federal FFGA for the OC Streetcar, which represents the first draws on the FFGA for the project.</p>	F&A				

ON TRACK	COMPLETED	TIMETABLE ADJUSTED	CARRYOVER	AT RISK	BOARD INITIATIVE
----------	-----------	--------------------	-----------	---------	------------------

Q1 CONTINUED

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
15. Orange Transportation Center Metrolink Parking Structure	Milestone: Complete construction (addition of 611 parking spaces) - Q1. Note: Project construction is complete and open to the public. Closeout efforts are underway.	CAP				
16. Safe Routes to School Action Plan	Milestone: Board approval of consultant selection for Safe Routes to School Action Plan - Q1. Note: On March 11, 2019, the Board approved the consultant selection for this project.	PLN				
17. SR-57 NB – Orangewood Avenue to Katella Avenue	Milestone: Complete environmental - Q1. Note: On March 29, 2019, the federal environmental approval and the project report for the NB SR-57 improvements from Orangewood Avenue to Katella Avenue were signed by Caltrans.	CAP				

Q2

2 of 22 COMPLETED, 9%

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
1. 2019 - 20 Budget Adoption	Milestone: Board adoption of the OCTA FY 2019-20 Budget - Q2.	F&A				
2. 91 Express Lanes. Customer Service Center Relocation	Milestone: Begin operations of new customer service center - Q2. Note: On January 14, 2019, the Board authorized additional funding for the 91 Express Lanes customer service center. On February 25, 2019, the Board received an update on the 91 Express Lanes.	EXEC				
3. Bicycle Corridor Improvement Program (OC)	Milestone: Board approval of projects from the 2019 call for projects - Q2.	PLN				
4. 91 Express Lanes. Back-Office System (Carryover 2017)	Milestone: Board approval to release the RFP for back-office system, customer service, and traffic operations staffing in Q2.	EXEC				
5. Hydrogen Fuel Cell Buses (Carryover 2018)	Milestone: Final receipt of nine hydrogen fuel cell buses - Q2. Note: On February 25, 2019, the Board received an update on the hydrogen fuel cell buses and the fueling station.	OPS				
6. I-5, Alicia Parkway to El Toro Road (Carryover 2018)	Milestone: Complete 100% Design - Q2	CAP				

ON TRACK

COMPLETED

TIMETABLE
ADJUSTED

CARRYOVER

AT RISK

BOARD
INITIATIVE

Q2 CONTINUED

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
7. I-5, I-405 to SR-55 (Carryover 2018)	Milestone: Submit final environmental document to Caltrans for approval - Q2.	CAP				
8. I-5, SR-73 to El Toro Road (Carryover 2018)	Milestone: Caltrans award of construction contract - Q2.	CAP				
9. Coach Operator Recruitment (CORe)	Milestone: Increase the number of new certified coach operators by 10% from 36 in FY 2018-19 to 40% in FY 2019-20. Report to ESC - Q2. Report to ESC - Q2.	HROD				
10. Emergency Call Towers	Milestone: Install ten Emergency Call Towers at selected transit centers - complete work - Q2 Note: Installation of Emergency Call Towers was completed in Q1.	OPS	Early Complete			
11. Fare Collection Study	Milestone: Complete Phase I of the Fare Collection Study and present the results to Executive Management for consideration of moving to Phase II of the study - Q2.	F&A				
12. I-5, SR-73 to El Toro Road	Milestone: Begin construction of the I-5, Oso Parkway to Alicia Parkway (Segment 2) - Q2. Note: On March 11, 2019, the Board received an update on this project.	CAP				
13. M2 Triennial Performance Assessment	Milestone: Present to Board the results of the M2 Triennial Performance Assessment - Q2. Note: On March 11, 2019, the Board received the results of M2 Triennial Performance Assessment. The Board directed staff to implement an action plan in response to findings.	PLN	Early Complete			
14. Near Zero Emission Engines	Milestone: Install near-zero emission engine on prototype articulated bus – complete install - Q2.	OPS				
15. OC Flex	Milestone: Update Board on the OC Flex demo - Q2.	OPS				
16. OC to LA Transit Connections Study	Milestone: Award consultant contract for the OC to LA Transit Connections Study - Q2.	PLN				
17. PSR	Milestone: Board approval of PSR - Q2.	HROD				
18. Safe Transit Stops, Project W	Milestone: Board approval of funding recommendations for the Safe Transit Stops Program - Q2.	PLN				
19. SR-55, I-405 to I-5	Milestone: Start ROW acquisition - Q2. Note: On March 11, 2019, the Board received an update on this project.	CAP				

ON TRACK	COMPLETED	TIMETABLE ADJUSTED	CARRYOVER	AT RISK	BOARD INITIATIVE
----------	-----------	--------------------	-----------	---------	------------------

Q2 CONTINUED

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
20. SR-91 Implementation Plan	Milestone: Present for Board approval the SR-91 Implementation Plan - Q2.	PLN				
21. State Triennial Review	Milestone: Obtain required State Triennial Review of OCTA, as the regional transportation planning entity, and OCTD, as the transit operator. Present results to the Board - Q2.	EXEC				
22. Streets & Roads	Milestone: Board approval of RTSSP and RCP funds for projects - Q2. Note: On February 11, 2019, the Board received an update on the RTSSP.	PLN				

Q3

0 of 10 COMPLETED, 0%

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
1. Beach Boulevard Corridor Study	Milestone: Develop conceptual alternatives with the corridor cities. Present alternatives to the Board in Q3.	PLN				
2. Credit Ratings	Milestone: Conduct annual rating agency trip - Q3.	F&A				
3. Facility Security Camera System	Milestone: Complete security camera installation at contracted bases and OCTA administration building. - Q3.	CAP				
4. Federal Transportation Act	Milestone: Develop priorities for upcoming Federal Transportation Act consistent with legislative platforms. Present to ESC - Q3.	EA				
5. Fullerton Park & Ride	Milestone: Present to ESC the final report with recommendations for joint development - Q3	PLN				
6. iShuttle	Milestone: Complete procurement of iShuttle replacement vehicles - Q3. Note: On February 25, 2019, the Board received the Project V Ridership Report.	OPS				
7. OC Managed Lanes Study	Milestone: Award Managed Lanes consultant contract - Q3.	PLN				
8. SR-91, SR-55 to SR-57	Milestone: Submit final environmental document to Caltrans for approval - Q3.	CAP				

ON TRACK

COMPLETED

TIMETABLE
ADJUSTED

CARRYOVER

AT RISK

BOARD
INITIATIVE

Q3 CONTINUED

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
9. TSOC	Milestone: Board award of consultant contract for the design of the TSOC - Q3. Note: On January 28, 2019, the Board approved the transfer of property from OCTA to OCTD for the purposed site of building the TSOC.	CAP				
10. Treasury Functional Review	Milestone: Complete external review of Treasury functions - Q3.	F&A				

Q4

0 of 39 COMPLETED, 0%

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
1. Bristol Street Transit Corridor Study	Milestone: Present draft alternatives to Transit Committee - Q4.	PLN				
2. 2019 Employee Engagement Survey	Milestone: Develop and implement the action plan from the 2018 Employee Engagement Survey. Provide ESC with quarterly updates - Q1 - Q4.	HROD				
3. 2020 STIP	Milestone: Board approval of the 2020 STIP proposal - Q4.	PLN				
4. Anaheim Canyon Metrolink Station Improvements	Milestone: Board award of the construction contract - Q4. Note: On January 14, 2019, the Board approved the firm to provide construction management services for this project.	CAP				
5. Transportation Needs Assessment	Milestone: Present progress report to Board - Q4.	EA				
6. Placentia Metrolink Rail Station (Carryover 2018)	Milestone: Begin construction in Q4.	CAP				
7. Coach Operator Safety	Milestone: Conduct a pilot program to evaluate if the use of safety awareness monitors and operator barriers improve coach operator safety. Report results to ESC - Q4	OPS				
8. CBA	Milestone: Board approval of the maintenance CBA between OCTA and Teamsters Union - Q4.	HROD				
9. College Pass Program	Milestone: Expand the college pass partnership program through outreach with local colleges/universities. Q1 - Q4.	EA				

ON TRACK

COMPLETED

TIMETABLE
ADJUSTED

CARRYOVER

AT RISK

BOARD
INITIATIVE

Q4 CONTINUED

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
10. Communications and Public Outreach	Milestone: Conduct ongoing outreach programs to support capital projects and planning studies. Q1-Q4.	EA				
11. Comprehensive Annual Financial Report	Milestone: Present to the Board an unmodified opinion from the external auditors and present the annual financial statements - Q4.	F&A				
12. Congestion Management Program	Milestone: Board adoption of the 2019 Congestion Management Program Report - Q4.	PLN				
13. Crisis Communication Training	Milestone: Conduct a tabletop exercise for the Crisis Communications team and make any necessary updates or revisions to the Crisis Communications Plan - Q4.	EXEC				
14. Data Center Relocation	Milestone: Relocate the data center out of state - Q4.	F&A				
15. Environmental Programs, Project X	Milestone: Board approval of grant funding allocations for M2, Tier 1 Water Quality Program - Q4. Note: On March 11, 2019, the Board authorized the issuance of the 2019 Environmental Cleanup Program Tier 1 call for projects.	PLN				
16. I-405 Improvement Project	Milestone: Initiate bridge reconstruction <ul style="list-style-type: none"> • Harbor UC Widen - Q1, Note: Utility relocation, site preparation, and settlement fills initiated in Q1. • Fairview - Q1, Note: Traffic shift and partial bridge demolition initiated in Q1. • Harbor On-Ramp Bridge - Q1, Note: Utility relocation, site preparation, and settlement fills initiated in Q1. • Bolsa OC - Q1, Note: Traffic shift and temporary ramp initiated in Q1; however, partial bridge demolition in Q2 (initiation of bridge construction) • Heil Ped OC - Q2 • Talbert - Q3 • Bushard - Q3 • Westminster - Q3 Note: On January 14, 2019, the Board received the I-405 Improvement Project update.	CAP				
17. I-405 Design-Build Project	Milestone: Successfully draw on the TIFIA loan, M2 sales tax revenue bonds - Q4.	F&A				

ON TRACK	COMPLETED	TIMETABLE ADJUSTED	CARRYOVER	AT RISK	BOARD INITIATIVE
----------	-----------	--------------------	-----------	---------	------------------

FOURTH QUARTER (Q4) CONTINUED

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
18. I-405 Improvement Project	Milestone: Completion of ROW Phase. (Report possession of property by quarter). Completion - Q4. Note: On March 25, 2019, the Board adopted Resolutions of Necessity for this project.	CAP				
19. I-5, El Toro Interchange	Milestone: Support Caltrans efforts to complete environmental - Q4. Note: On March 11, 2019, Caltrans provided an update to the Board on this project.	CAP				
20. I-5, SR-73 to El Toro Road	Milestone: Begin construction of the I-5, SR-73 to Oso Parkway (Segment 1) - Q4. Note: On January 14, 2019, the Board authorized an amendment for increased funds for additional design services.	CAP				
21. Legislative Forums	Milestone: Conduct local legislative forums quarterly and present results to ESC – Q1- Q4.	EA				
22. Legislative Platforms	Milestone: Board approval of 2020 State and Federal Legislative Platforms – Q4.	EA				
23. Light Duty Program	Milestone: Implement a light duty pilot program by Q4. Present program policies to ESC - Q4.	HROD				
24. M2 Environmental Programs	Milestone: Present to the Board biannual progress reports – Q2 - Q4	PLN				
25. MDA	Milestone: Conduct the MDA and present the participants to the Board - Q4.	HROD				
26. Marketing	Milestone: Conduct ongoing campaigns to promote bus, rail, OC Flex, rideshare and vanpool services, and support bus service changes. Q1-Q4 Note: Q1: Launched a multifaceted, multilingual marketing campaign to promote ridership on the new Bravo 529!. Promoted weekend group ridership for OC Flex.	EA				
27. OC Bus 360° Biannual Progress Reports	Milestone: OC Bus 360° Biannual Progress Reports – Q2 - Q4.	PLN				
28. OC Flex	Milestone: Upon completion of the one-year micro-transit pilot program, evaluate the program against established performances measures and report results to ESC - Q4.	OPS				
29. OC Streetcar	Milestone: Board award of O&M contract - Q4. Note: Board award for O&M scheduled for January 27, 2020. Carryover to 2020.	OPS				

ON TRACK

COMPLETED

TIMETABLE
ADJUSTED

CARRYOVER

AT RISK

BOARD
INITIATIVE

Q4 CONTINUED

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
30. OC Streetcar	Milestone: Siemens to initiate production of first S-70 vehicle - Q4.	OPS				
31. OC Streetcar	Milestone: Report on status of construction to meet March 2022 service startup date. Q1 - Q4 Note: On March 25, 2019, the Board received an update on this project.	CAP				
32. OCTA Innovation	Milestone: Biannual reports to the Board – Q2 - Q4.	PLN				
33. Orange County Rail Maintenance Facility	Milestone: Begin environmental and preliminary design - Q4.	CAP				
34. Planning Activities	Milestone: Present to the Board, biannual reports on regional planning activities, including the 2020 Regional Transportation Plan – Q2 - Q4. Note: On March 11, 2019, the Board received a report on regional planning activities regarding the Southern California Association of Governments.	PLN				
35. SMS	Milestone: Update the Board on the SMS and the ESC on the related Public Transportation Agency Safety Plan.	HROD				
36. San Juan Creek Bridge	Milestone: Develop funding plan - Q4.	CAP				
37. South Orange County Multimodal Study	Milestone: Board award contract to study multimodal transportation needs in southern Orange County - Q4.	PLN				
38. SR-91 Corridor Projects	Milestone: Develop SOW of short-, medium-, and long-term work for the SR-91 mainline improvements in conjunction with RCTC – Q4.	PLN				
39. Succession Planning	Milestone: Complete a talent assessment of all administrative employees to guide the employee's career path, next role, and the employee's development plan, and present to ESC - Q2 - Q4.	HROD				

ON TRACK

COMPLETED

TIMETABLE
ADJUSTED

CARRYOVER

AT RISK

BOARD
INITIATIVE

Acronyms

Board – Board of Directors	OPS - Operations
Caltrans – California Department of Transportation	PLN – Planning
CAP – Capital Programs	PSR – Personnel and Salary Resolution
CBA – Collective Bargaining Agreement	Q1 – First Quarter
CEO – Chief Executive Officer	Q2 – Second Quarter
EA – External Affairs	Q3 – Third Quarter
EOP – Emergency Operations Plan	Q4 – Fourth Quarter
ESC – Executive Steering Committee	RCP – Regional Capacity Program
EXEC – Executive Office	RFP – Request for Proposals
F&A – Finance and Administration	RCTC – Riverside County Transportation Commission
FFGA – Full Funding Grant Agreement	ROW – Right-of-Way
FY – Fiscal Year	RTSSP – Regional Transportation Signal Synchronization Program
HROD – Human Resources and Organizational Development	SR-55 – State Route 55
I-405 – Interstate 405	SR-57 – State Route 57
I-5 – Interstate 5	SR-73 – State Route 73
M2 – Measure M2	SR-91 – State Route 91
MDA – Management Development Academy	SMS – Safety Management System
NB - Northbound	SOW – Scope of Work
O&M – Operations and Maintenance	STIP – State Transportation Improvement Program
OCTA – Orange County Transportation Authority	TIFIA – Transportation Infrastructure Finance and Innovation Act
OCTD – Orange County Transit District	TSOC – Transit Security Operations Center