



## 2017 CEO INITIATIVES AND ACTION PLAN

### 10 CEO INITIATIVES

1. EXPLORE AND DEPLOY INNOVATIVE TECHNOLOGY SOLUTIONS
2. DELIVER CAPITAL PROJECTS
3. PROTECT ENVIRONMENTAL RESOURCES
4. ADVOCATE FOR RELIABLE FUNDING
5. COLLABORATE WITH REGIONAL PARTNERS
6. CREATE A NEW TRANSPORTATION VISION FOR ORANGE COUNTY
7. MAINTAIN MOMENTUM IN DELIVER OF PROJECTS AND PROGRAMS
8. STREAMLINE SAFETY AND SECURITY MEASURES
9. PROMOTE ALTERNATIVE TRAVEL OPTIONS
10. LEAD AS A WORKPLACE OF CHOICE

### 89 MILESTONES SORTED BY DIVISION







DIVISION	# OF MILESTONES
CAPITAL	16
EXTERNAL AFFAIRS	5
EXECUTIVE OFFICE	3
FINANCE & ADMINISTRATION	22
GOVERNMENT RELATIONS	4
HUMAN RESOURCES AND ORGANIZATIONAL DEVELOPMENT	9
PLANNING	19
TRANSIT	11
TOTAL	89

### 89 MILESTONES SORTED BY QUARTER (Q)











QUARTER	# OF MILESTONES
Q1	13
Q2	34
Q3	15
Q4	19
Q1-Q4	8
TOTAL	89

## 2017 Milestones by Initiative (Draft)












Milestone Thresholds:

On Track	
Completed	
At Risk	
Carryover	
Timetable Adjusted	
Board Initiatives Supported	

### INITIATIVE 1: EXPLORE AND DEPLOY INNOVATIVE TECHNOLOGY SOLUTIONS

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
Phase II, Mobile ticketing system for fixed route buses.	Complete Phase II installation of mobile readers on active fleet vehicles. Q1-Q4	F&A				
IS System Upgrades	Upgraded Ellipse Software, go live in Q3.	F&A				
IS System Upgrades	Upgraded Lawson Software, go live in Q3.	F&A				
IS System Upgrades	Upgraded IFAS Software, go live in Q2.	F&A				
IS System Upgrades	Upgraded HASTAS Software, go live in Q2.	F&A				
OCTA Unsolicited Proposal Policy	Present to Board revised OCTA Unsolicited Proposal Policy in Q2.	F&A				
Same Day Taxi Mobile Application	Implement Same Day Taxi mobile application pilot project in Q1.	TRN				

### INITIATIVE 2: DELIVER CAPITAL PROJECTS

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
I-5 Widening from Pico to San Juan Creek Road	Complete construction of the I-5 widening between Vista Hermosa and PCH. Open to traffic between Vista Hermosa and PCH in Q2.	CAP				
I-405 Improvement Project (Design-Build)	Issue NTP #1 (for design) to Design-Build Team in Q1.	CAP				
I-405 Improvement Project (Design-Build)	Issue NTP #2 (for construction) to Design-Build Team in Q2.	CAP				
405 Express Lanes	Release the RFP for the In-Lane Tolling and Traffic Management Systems for the SR-91 and I-405 in Q2.	F&A				
405 Express Lanes	Release the RFP for the back-office system, customer service and traffic operations Staffing in Q4.	F&A				
Lakeview Avenue Grade Separation Project	Open to traffic in Q3, including the ribbon cutting event.	CAP				
Orange Metrolink Station, Parking Structure	Award construction contract in Q1	CAP-R				
17th Street Grade Separation Project	Complete preliminary engineering and environmental phase in Q2.	CAP-R				
I-5 Widening from SR-55 to SR-57	Board award of the Construction Management Contract in Q4.	CAP				
Bus Purchase	Complete acceptance of 157 New Flyer 40' bus order in Q2.	TRN				
Bus Purchase	Complete acceptance of 132 ACCESS buses in Q3.	TRN				

San Juan Capistrano Passing Siding Project	Board release of construction RFP. In October 2016, in coordination with the CPUC, additional scope for this project was proposed. This impacted the schedule by five months. Scheduled for Q2. Jan 23, Board authorized COOP with Southern California Regional Rail Authority for signals, communications, and positive train control. Jan 23, Board authorized increase in project funding from \$34.2 million to \$39.756 million.	CAP				
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### INITIATIVE 3: PROTECT ENVIRONMENTAL RESOURCES

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
M2 Environmental Programs	Revise guidelines and issue call for projects for the M2 Environmental Cleanup Allocation Program Tier 1 Call for Projects in Q2.	PLN				
M2 Environmental Programs	Allocate M2 Environmental Cleanup Program Tier 1 Water Quality Grant Funding in Q4.	PLN				
M2 Environmental Programs	Freeway Mitigation Program – Finalize resource management plans for 5 of 7 properties – EOC Q3	PLN				
M2 Environmental Programs	Seek EOC input and release resource management plans for two of the remaining preserves by Q3	PLN				
M2 Environmental Programs	Finalize the endowment manager's contract and begin making endowment deposits in Q2.	F&A				
Near Zero NOx Emission Engines	Complete engine repower on 98 New Flyer buses by Q4.	TRN				
Hydrogen Fueling Station	Complete final design for new hydrogen fueling station at the Santa Ana Base in Q3.	TRN				

### INITIATIVE 4: ADVOCATE FOR RELIABLE FUNDING

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
CAFR	Present to Board the FY 2016-17 CAFR, which includes audited financial statements earning an unmodified audit opinion, in Q4.	F&A				
CBP	Board approval of the revised CBP in Q4.	F&A				
FY 2017 - 18 Budget Adoption	Board of adoption of the OCTA FY 2017 - 18 Budget in Q2	F&A				
I-405 Improvement Project (Design-Build)	Negotiate the final TIFIA and innovation act program terms and conditions with the US DOT for the I-405 Improvement Project in Q2.	F&A				
I-405 Improvement Project (Design-Build)	Present for Board approval the I-405 Plan of Finance in Q1.	F&A				
LTF	Present options for TDA recovery in Q2.	GR				
OCERS Employee Contributions	All OCTA employees pay 100% of employee contribution in Q1.	F&A				
Bus Fare Recommendations	Implement fare policy recommendations based on approved 2016 fare policy plan, Q1-Q4.	F&A				
STIP	Board approval of projects for the 2018 STIP in Q4	PLN				

INITIATIVE 5: COLLABORATE WITH REGIONAL PARTNERS						
Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
91 Express Lanes	Report actions to be taken to ensure continuity of express lanes operations during the opening of the express lanes in Riverside (RCTC) to the Board. Q1-Q4	EA				
91 Express Lanes	Report to the Board on OCTA's current credit rating against outstanding debt in Q4.	F&A				
91 Express Lanes	Present for Board approval the SR-91 Implementation Plan in Q2.	PLN				
SR-241/91 Connector	Present the SR-241/91 Traffic and Revenue Study to the Board in Q2.	F&A				
SR-241/91 Connector	Present to the Board the potential next steps for OCTA's role and participation with TCA on SR-291/91 Connector.	F&A				
INITIATIVE 6: CREATE A NEW TRANSPORTATION VISION FOR ORANGE COUNTY						
Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
OC Bus 360*, Biannual Progress Report	Report to Board OC 360 service metrics in Q2 & Q4.	PLN				
Contracted Services Report	Report to Board on performance of contracted transit services in Q2.	TRN				
OC Bus 360*, Day Pass Promotion	Present to Board the findings (statistics) from the Transit Day Pass Promotion in Q2.	EA				
OC Bus 360*, Transportation Network Company Pilot Program	Evaluate the viability of transportation network companies as a last mile transportation option and/or alternative to ACCESS by implementing a pilot program utilizing transportation network companies in Q1.	F&A				
OC Streetcar Project	Present to Board OC Streetcar Operations and Maintenance Strategies in Q1.	CAP-R				
LRTP	Kickoff the process for updating the LRTP. Inform CEO of actions by Q2.	PLN				
MPAH	Board approval of the updated MPAH guidelines for complete streets in Q2.	PLN				
Beach Boulevard Corridor Transit Signal Priority Study	CEO approval of the updated Bus Rapid Transit Beach Blvd. Corridor Transit signal priority in Q3.	PLN				
Fullerton Transportation Center Study	Update the Board on the Fullerton Transportation Study in Q4	PLN				
Harbor Boulevard Transit Corridor Study	Present to the Board the Harbor Blvd Transit Corridor Study in Q4.	PLN				
Transit Master Plan	Delivery of draft Transit Master Plan to the Board in Q4.	PLN				
ACCESS Workshop	Present to the Board information on the ACCESS program and future challenges in Q1.	TRN				
Paratransit Growth Management	Determine future prospects of ACCESS paratransit services and report to ESC in Q4.	TRN				
Mobility Management Program	Development of a Mobility Management Plan and implementation of a travel training program by Q4.	TRN				

INITIATIVE 7: MAINTAIN MOMENTUM IN DELIVERY OF PROJECTS AND PROGRAMS						
Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
SR-55 Widening from I-405 to I-5	Report on the preferred alternative for the SR-55 Widening Project to the Board in Q2.	CAP				
SR-55 Widening from I-405 to I-5	Award Design/Engineering contract for the SR-55 Widening Project in Q4.	CAP				
OC Streetcar Project	Award contract for the manufacturing and delivery of streetcar vehicles in Q4 Board approved release of RFP on January 9, 2017.	CAP-R				
OC Streetcar Project	Execute the federal New Starts Capital Investment Grant Program full funding grant agreement in Q3.	CAP-R				
OC Streetcar Project	Complete 90% Design in Q2.	CAP-R				
OC Streetcar Project	Release the invitation for bids for the construction contractor in Q4.	CAP-R				
OC Streetcar Project	Award Public Awareness Outreach Consultant contract in Q3. Board approved release of RFP on January 9, 2017.	EA				
OC Streetcar Project	Obtain Federal Transit Administration acceptance of OC Streetcar Safety Management Plan in Q2.	HROD				
OC Streetcar Project	Obtain FTA approval for engineering phase in Q1. FTA letter of approval was received on January 11, 2017.	CAP-R				
Streets & Roads	Award up to \$32 million for streets projects through the M2 Regional Capacity Program in Q2.	PLN				
Streets & Roads	Award up to \$8 million for the Regional Traffic Signal Synchronization Program to provide intersection improvements in Q2.	PLN				
Federal Legislative Reports	Provide monthly updates on the 2017 Federal Legislative Initiatives. Jan 23.	GR				
Legislative Platforms	Board approval of 2018 State and Federal Platforms in Q4.	GR				
State Legislative Reports	Provide monthly updates on the 2017 State Legislative Initiatives. Jan 23.	GR				
INITIATIVE 8: STREAMLINE SAFETY AND SECURITY MEASURES						
Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
Continuity of Operations Plans	Complete revision of the OCTA Continuity of Operations Plan and present to ESC in Q2.	EXEC				
Emergency Plans	Present updated emergency action plans to ESC in Q2.	EXEC				
Transit System Vulnerability Assessment.	Complete Transit System Vulnerability Assessment and presented to ESC in Q3.	EXEC				
OCTA Maintenance Facilities	Complete Transit Center Modernization Study and develop recommendations in Q2.	TRN				
Facility Security Camera System	Complete upgrade of camera security system at all OCTA facilities by Q4 and present to ESC.	F&A				
Maintenance Practices Assessment	Complete review of current maintenance practices and report to ESC in Q3	TRN				

INITIATIVE 9: PROMOTE ALTERNATIVE TRAVEL OPTIONS						
Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
Active Transportation	Board approval of ATP Cycle 3 recommendations in Q1. Board approved on Jan 9, 2017.	PLN				
Active Transportation	Board approval of consultant for countywide active transportation plan in Q1. Board approved on Jan 9, 2017	PLN				
Active Transportation	Board approval of consultant for the bicycle and pedestrian safety study in Q3.	PLN				
Project V Community Based Circulators	Present to Board the Project V project updates in Q2 & Q4.	PLN				
Vanpool	Board award of vanpool provider contracts in Q2.	EA				
Special Event Services	Promote special event services in Q1-Q4.	EA				
INITIATIVE 10: LEAD AS A WORKPLACE OF CHOICE						
Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
Employee Engagement Survey	Provide Employee Engagement Survey and present results to ESC in Q1.	HROD				
LDA	Prepare and launch third LDA in Q1. Started in late 2016.	HROD				
Personnel Salary and Resolution (PSR) revision.	Board approval of revised PSR in Q2.	HROD				
Collective Bargaining Agreement	Board approval of TCU agreement in Q2	HROD				
Collective Bargaining Agreement	Board approval of Coach Operators agreement in Q3.	HROD				
Collective Bargaining Agreement	Board approval of Maintenance agreement in Q4.	HROD				
OCTA Administration Building	Complete the reconfiguration of the 1st floor of the 600 Building by Q4.	F&A				
Succession Planning	Complete the update of the OCTA Succession Plan in Q2.	HROD				
Health Care Benefit Contract	Board approval of the Health Care Benefit Contract in Q3.	HROD				

## ACRONYMS

		OCERS – Orange County Employees Retirement System
Board - Board of Directors		OCTA - Orange County Transportation Authority
CAFR – Comprehensive Annual Financial Report		PCH – Pacific Coast Highway
CAP – Capital Programs		PLN - Planning
CBA - Collective Bargaining Agreement		Q1 - First Quarter
CEO – Chief Executive Officer		Q2 - Second Quarter
CPUC – California Public Utilities Commission		Q3 - Third Quarter
CTC - California Transportation Commission		Q4 - Fourth Quarter
EA – External Affairs		RCTC - Riverside County Transportation Commission
EOC – Environmental Oversight Committee		RFP - Request For Proposals
ESC - Executive Steering Committee		SR-55 - State Route 55
EX – Executive Office		SR-57 - State Route 57
F&A - Finance and Administration Committee		SR-91 - State Route 91
FTA - Federal Transit Administration		TCA - Transportation Corridor Agencies
FY - Fiscal Year		TCU – Transportation Communication Union
GR - Government Relations		TIFIA - Transportation Infrastructure Finance Act
HRDOD - Human Resources & Organizational Development		TRN - Transit
I-5 - Interstate 5		
I-405 - Interstate 405		
IS – Information Systems		
L&C - Legislative & Communications		
LDA - Leadership Development Academy		
LRTP - Long Range Transportation Plan		
LTF – Local Transportation Funding		
M2 - Measure M2		
NTP – Notice to Proceed		
OC – Orange County		