




February 13, 2017

To: Members of the Board of Directors

From: Darrell Johnson, Chief Executive Officer 

Subject: 2016 Chief Executive Officer's Initiatives and Action Plan – End-of-Year Report

The 2016 Chief Executive Officer's (CEO) Initiatives (Attachment A) and Action Plan were presented to the Orange County Transportation Authority's (OCTA) Board of Directors (Board) on February 22, 2016. The Action Plan, which is reported on a quarterly basis, consists of 12 initiatives, implemented through 66 strategies, and monitored through 90 milestones. The Action Plan supports the 2016 OCTA Board Strategic Initiatives (Attachment B), and OCTA's Strategic Plan goal areas of mobility, public service, fiscal sustainability, stewardship, and organizational excellence. The first quarter Action Plan status was presented to the Board on May 23, 2016; the second quarter status was presented to the Board on August 22, 2016; and the third quarter was presented on November 28, 2016.

End-of-Year Status and Highlights

By the end of 2016, 81 out of 90 milestones were completed. Attachment C provides a summary of all 90 milestones and highlights (in orange) the milestones that carried over into 2017. Milestones slipped due to a combination of external influences, such as coordination with outside agencies and/or internal scheduling issues.

Major accomplishments in 2016 are highlighted below.

- CEO Initiative 1: Advance Capital Projects

Regional Capacity Program (RCP): In April 2016, the Board approved programming over \$38 million in RCP funds to 19 local agency projects. The RCP is a Measure M2 (M2) funding program that provides funds to add roadway capacity and relieve congested streets.

Regional Traffic Signal Synchronization Program (RTSSP): In April 2016, the Board approved allocating \$12.43 million to seven local agency projects. The RTSSP is an M2 Program that provides funding for multi-jurisdictional signal synchronization projects to improve traffic flow along major arterials.

Orangethorpe Avenue Overcrossing Project: In May 2016, the Orangethorpe Avenue overcrossing was opened to traffic. This project constructed a bridge to allow vehicles to pass over the BNSF Railway tracks and to separate rail and roadway traffic

State Route 91 (SR-91) Interchange Project from Tustin Avenue to State Route 55 (SR-55): In June 2016, traffic lanes on this interchange project were opened to travelers. The project added a westbound auxiliary lane beginning at the northbound SR-55 to the westbound SR-91 connector, through the Tustin Avenue interchange.

Interstate 5 (I-5)/El Toro Road Interchange Project: On October 10, 2016, the Board entered into a cooperative agreement with the California Department of Transportation to provide environmental phase services for preparation of the project report and the environmental document for the I-5/El Toro Road Interchange Project.

I-405 Improvement Project: On November 14, 2016, the Board authorized the CEO to negotiate and execute an agreement, in the amount of \$1,217,065,000, for the design and construction of the I-405 Improvement Project through a design-build contract.

- **CEO Initiative 2: Design Mobility Services for Future Needs**

Countywide Transit Master Plan (Plan): In May 2016, the Board approved the selection of a consultant to develop the Plan. The Plan will take a high-level look at long-term transit needs throughout Orange County. The Plan will identify a series of corridors suitable for additional transit and future potential investments

OC Bus 360° Program: In June 2016, consistent with Board direction given in February 2016, several significant changes to the transit system were implemented. They are:

- **Route Service Adjustments**: For the first phase of the program, 13 of 26 bus routes were chosen for route modifications. Six routes had significantly improved schedule frequencies applied, while five routes were discontinued wholly or in-part and two new OCTA bus routes were implemented.

- **Bravo! Route 560:** As part of the OC Bus 360° Program, the new Bravo! Route 560 was implemented, serving much of the Route 60 operating corridor between Santa Ana and Long Beach.
- **Bus Stop Spacing Efficiency Program:** As described in the February 2016 Bus Service Change Program report, the Bus Stop Spacing Efficiency Program launched in February as another initiative developed in response to customer input regarding the need to speed up bus travel. OCTA bus Routes 53 and 64 comprised the services involved in the pilot project where 35 bus stops were consolidated.
- **Public Outreach:** Public outreach and feedback was a significant component in determining the first phase of the OC Bus 360° Program incorporated in the Bus Service Change Program. The program was reviewed by OCTA stakeholders, riders, community organizations, cities, educational institutions, and the public at-large.

Project V Local Community-Based Circulators: In June 2016, the Board approved Project V funding of more than \$26.7 million to 17 local agency projects to provide community-based transit circulators. The funding is being provided through Measure M, the county's half-cent sales tax for transportation improvements.

Mobile Routers and Related Equipment: In June 2016, as part of an effort to provide a convenient customer experience, the Board approved the selection of a vendor to install new mobile routers and related equipment. The new routers will support the Mobile Ticketing Application, such as ticket readers. The new mobile routers will also support on-board surveillance systems for the transfer of video and bus monitoring.

Hydrogen Fuel Cell Bus: In May 2016, OCTA unveiled its first zero-emission hydrogen fuel cell bus. The new bus is part of a two-year demonstration project to complement the existing fleet. Funding for the project was provided by the Federal Transit Administration under the National Fuel Cell Bus Program. The program includes the testing and demonstration of fuel cell bus technology.

Fare Adjustments and Ridership Promotions: On November 28, 2016, a fare policy study was presented to the Board, and a set of changes to improve OCTA's fare policy was recommended.

- CEO Initiative 3: Expand Active Transportation

Bicycle Corridor Improvement Program: On March 14, 2016, the Board approved the release of the Bicycle Corridor Improvement Program 2016 call, using up to \$20 million in Congestion Mitigation and Air Quality funds.

On August 8, 2016, the Board approved \$42.07 million for 27 bicycle facility projects.

- CEO Initiative 4: Educate Customers on Upcoming Programs

30-Day Youth Summer Bus Pass: In April 2016, the Board approved plans to use funds from the state Low Carbon Transit Operations Program to subsidize fares for the prepaid youth monthly pass. The 30-Day Youth Summer Bus Pass is valid for unlimited rides on fixed routes from June until August.

Rail Safety Education: In May 2016, the national nonprofit rail safety education group, Operation LifeSaver, released an animated public service video announcement to warn smartphone users of the dangers of taking selfies while on train tracks.

- CEO Initiative 5: Maintain Open Communication with Stakeholders

Long-Range Transportation Plan: On January 11, 2016, the Board directed staff to prepare and submit comments on the Draft 2016-2040 Regional Transportation Plan/Sustainable Communities Strategy and the associated program environmental impact report, prior to the February 1, 2016 comment deadline.

Measure M1 and M2 Annual Public Hearing: On April 25, 2016, the Taxpayer Oversight Committee (TOC) conducted the Measure M Annual Public Hearing. For the 25th consecutive year, the TOC determined that OCTA is proceeding in compliance with the Measure M Ordinance.

Annual Legislative Platforms: On November 28, 2016, the Board adopted the state and federal legislative platforms, which had been revised based upon input from stakeholder groups.

- CEO Initiative 6: Safeguard Public Investments in Transportation

State Triennial Review: In April 2016, the state Triennial Performance audit of OCTA was conducted. The audits are required by the Transportation Development Act and covered the period from fiscal year 2012-13 through 2014-15. The auditors found OCTA and the Orange County Transit District to be in compliance with all Federal Transit Administration and Transportation Development Act regulations. No recommendations were made.

OC Streetcar Project Update and Revised Capital Funding Plan: On July 25, 2016, the Board approved a revised funding plan for the OC Streetcar. With completion of 30 percent design, consistent with Federal New Starts requirements, an updated funding plan was presented to the Board for approval.

- CEO Initiative 7: Preserve Fiscal Stability Through Prudent Financial Planning

OCTA's FY 2016-17 Budget: In June 2016, the Board approved the FY 2016-17, \$1.16 billion balanced budget.

- CEO Initiative 8: Deliver on the Promise of Measure M

M2 Delivery Plan – Next 10: On November 16, 2016, the Board adopted the Next 10 Plan. Anticipated lower sales tax revenue and a new forecasting methodology adopted in March 2016 prompted the need to revisit the assumptions built into the M2020 Plan. As a result, a new program/project delivery framework for the next ten years, called the Next 10 Plan, was presented to the Board.

M2 Triennial Performance Review: On August 8, 2016, the Board received a report on the findings of the M2 Triennial Performance Review. The performance assessment, which is conducted every three years to evaluate the management of the M2 program delivery, found OCTA is delivering the program effectively and efficiently.

- CEO Initiative 9: Protect Environmental Resources

M2 Water Quality Program: On September 12, 2016, the Board approved the Tier 1 programming recommendations for \$2,769,943 of M2 Environmental Cleanup Program funding for Project X (water quality) sixth call.

Environmental Mitigation Program Endowment Funding Manager: On September 9, 2016, the Board approved the selection of the California Community Foundation as an endowment fund manager for the M2 Freeway Environmental Mitigation Program.

- CEO Initiative 10: Enhance Security and Safety Measures

Threat and Hazard Identification and Risk Assessment (THIRA) and Business Impact Analysis (BIA): On September 6, 2016, staff completed the THIRA and BIA. These studies provided a risk assessment for OCTA to understand and estimate its capability requirements. The outputs of this process inform a variety of emergency management efforts, including: emergency operations planning, mutual aid agreements, and hazard mitigation planning.

Transit Security and Operations Center: On December 12, 2016, the Board approved the selection of a firm to perform environmental clearance and design work for the proposed Transit Security and Operations Center at the preferred site in the City of Anaheim.

- CEO Initiative 11: Attract and Retain a Diverse and Engaged Workforce

Collective Bargaining Agreements: On May 9, 2016, negotiations with Teamsters Local 952 regarding the coach operators was completed.

Generational awareness: On June 29, 2016, a contract was awarded to Generation Matter Inc., to gauge generational awareness.

- CEO Initiative 12: Leverage Technology to Improve Business Operations

OCTA Boardroom and Conference Center Renovations: In February 2016, the renovations to the OCTA Boardroom and Conference Center were completed. The new space can now accommodate large public meetings with better public access.

Data Center Co-Locations: In July 2016, the Finance and Administration Division approved the vendor selection to assist in migration strategies for a dual data center. The second data center is necessary as a failsafe and backup under the continuity of operations plan.