

2016 CEO INITIATIVES AND ACTION PLAN END-OF-YEAR REPORT



12 CEO INITIATIVES FOR 2016

1. Advance Capital Projects
2. Design Mobility Services for Future Needs
3. Expand Active Transportation
4. Educate Customers on Upcoming Programs
5. Maintain Open Communications with Stakeholders
6. Safeguard Public Investments in Transportation
7. Preserve Fiscal Stability through Prudent Financial Planning
8. Deliver on the Promise of Measure M
9. Protect Environmental Resources
10. Enhance Security and Safety Measures
11. Attract and Retain a Diverse and Engaged Workforce
12. Leverage Technology to Improve Business Operations

2016 CEO INITIATIVES AND ACTION PLAN REVIEW

2016 CEO INITIATIVES STATISTICS

- 12 CEO Initiatives
 - 66 Strategies
 - 90 Milestones

STATISTICS BY QUARTER

Quarter	# of Milestones	#Completed Early	# Completed on Time	# Completed Late	Total Completed	# Carried Over	Percent Complete
Q1	14	0	12	2	14	0	100 percent
Q2	29	1	21	5	27	2	93 percent
Q3	19	6	4	7	17	2	90 percent
Q4	28	5	18	0	23	5	82 percent
Total	90	12	55	14	81	9	90 percent

REASONS FOR CARRYOVERS

Nine carryover milestones from calendar year 2016 to 2017 - There are usually several reasons a milestone may slip from one quarter to another, or from one calendar year to another. The table below categorizes the adjustments into four categories

# of Milestones	Reason for Carryover
2	Internal adjustments due to underestimation of cost and/or schedule
1	Internal adjustment due to change in the scope of the project.
2	External adjustment due to another agency's change in scope, cost and/or schedule
4	External adjustment due to waiting for another agency to complete a request, such as federal approval, grant requests, and schedule, etc.

CEO ACTION PLAN DELIVERY

MILESTONE THRESHOLDS:

- ☐ On Track
- ☐ Completed
- ☐ At Risk
- ☐ Carryover
- ☐ Timetable Adjusted



90 Total Milestones

Q1 - MILESTONE DESCRIPTIONS	DIVISION	Q1	Q2	Q3	Q4
1. SR-91 Pavement Rehab – BOARD approval of the cooperative agreement with Caltrans. Board 2/8	CAP				
2. Metrolink Orange Parking – Board approval of cooperative agreement with City of Orange Board 5/23	CAP				
3. Bus Service Plan – Recommendation to Board Board 2/22	PLN				
4. OC Bus Fleet – Take delivery of first ACCESS buses with new branding 3/2016	TRN				
5. Hydrogen Fuel Cell Demo Bus – Board approval of the cooperative agreement Board 2/22	TRN				
6. Mobile Ticketing System - Board approval for vendor to provide electronic readers. Board 10/24	TRN				
7. I-5 HOV Lane Extension Study (Avenida Pico to San Diego Line) – Board approval of consultant Board 1/11	PLN				
8. Bicycle Corridor Improvement Program – Issue the call for bike and pedestrian improvements Board 3/14	PLN				
9. LRTP – Submit comments to SCAG on the draft RTP Board 1/11	PLN				
10. Pension Reform – Employee pay 75 percent of pension contributions 1/2016	F&A				
11. Sales Tax Projections – Present to F&A committee, sales tax forecasting model options F&A 3/23	F&A				
12. Employee Development Programs – Implement new mechanic apprenticeship program	HROD				
13. Internal Ethics Courses – Offer online courses	HROD				
14. OCTA's Boardroom/Conference Center – Complete Center renovations	F&A				
Q1 Status: 14/14 Completed 14 of 14 Milestones Completed = 100 percent					

Q2 – MILESTONE DESCRIPTIONS	DIVISION	Q1	Q2	Q3	Q4
1. I-405 Improvement Project – Complete a traffic and revenue study for Board. Board 4/25	F&A				
2. I-405 Improvement Project – Complete the toll policy and finance plan for Board Board 5/23	F&A				
3. I-405 Improvement Project – Submit project for CTC approval and report to Board Board 5/23	CAP				
4. SR-55 Improvement Projects – Board approval of consultant for environmental phase (I-5 to SR-91) Board 4/11	CAP				
5. OC Streetcar – Obtain FTA approval for engineering phase (Note: Working with FTA schedule - Fall 2016). Carryover 2017 1/11/2017	CAP				
6. OC Streetcar – Report to Board on securing cap-and-trade funds Board 7/25	CAP				
7. OC Streetcar – Present Board vehicle procurement approach Board 4/25	CAP				
8. Bus Service Plan – Begin implementing Board-approved Bus Service Plan Board 5/9	TRN				
9. Express Service Routes – Begin Bravo! Route 560 6/2016	TRN				
10. Express Service Routes – Begin express service 64X 2/2016	TRN				
11. OC Bus Fleet – Take delivery of 40-foot and 60-foot buses 4/2016	TRN				
12. Fare Recommendations and Ridership Promotions – Present to Board Fare Model Study Board 5/9	F&A				
13. Fare Recommendations and Ridership Promotions - Board approval of fare adjustment scenarios (Note: Item to Board on August 22, public comment in September, final study recommendations in November) Board 11/28	F&A				
14. Mobile Ticketing System – Pilot Mobile Ticketing to include college passes and Xpress services Board 5/23	TRN				
15. Countywide Transit Master Plan – Award consultant contract for Transit Master Plan Board 5/23	PLN				
16. Fullerton Transportation Center – Award consultant contract for Center study Board 5/23	PLN				
17. Pacific Coast Highway Study – Present study to Board Board 4/11	PLN				
18. Active Transportation Checklist – Distribute plan internally ESC 5/2016	PLN				
19. 511 Signage – Begin installation of 511 signs with Caltrans Board 5/23	TRN				
20. RCTC – Board approval of 2016 SR-91 Implementation Plan for State submission Board 6/13	PLN				
21. TCA – Board review SR-241/SR-91 Connector traffic revenue study (Note: Working with TCA's project schedule)	F&A				

Q2 – MILESTONE DESCRIPTIONS CONTINUED	DIVISION	Q1	Q2	Q3	Q4
22a. Union Negotiations – Complete CBA negotiations (Note: CBA for Coach Operators completed on 5/9) 5/2016	HROD				
22b. Union Negotiations – Complete maintenance negotiations (Note: Maintenance employees completed on 7/25) 7/2016	HROD				
23. OCTA Budget - Board approval of FY 2016 – 17 budget Board 6/13	F&A				
24. M2 Annual Public Hearing – Present public hearing findings to Board Board 4/25	PLN				
25. M2 Triennial Performance Review – Present M2 performance to Board Board 8/8	PLN				
26. Bus Wash Reclamation System – Award contract 5/2016	TRN				
27. Employee Development Program – Award Generational Awareness contract. Awarded 6/29 6/2016	HROD				
28. New Employee On-Boarding Software – Launch new software 4/2016	HROD				
29. Strategic Plan, Performance Metrics – Finalize metrics for ESC consideration ESC 8/8 8/2016	PLN				
Q2 Status: 27/29 Completed 27 of 29 Milestones Completed = 93 percent					

Q3 – MILESTONE DESCRIPTIONS	DIVISION	Q1	Q2	Q3	Q4
1. I-405 Improvement Project – Report to Board on TIFIA funding submission Letter of Interest submitted in February. Met with the US DOT in August 2016, regarding TIFIA funding. Will report to Board in October Board 10/24	F&A				
2. I-605/Katella Avenue – Board approval of consultant for environmental phase Board 4/11	CAP				
3. SR-91 Improvement Projects – Open lanes to traffic on the SR 91/Tustin Avenue to SR-55 5/2016	CAP				
4. SR-91 Improvement Projects – Open lanes to traffic on SR-91/I-5 to SR-57 3/2016	CAP				
5. OC Bridges Program – Open lanes to traffic on Orangethorpe Avenue Overcrossing 5/2016	CAP				
6. Comprehensive Transportation Funding Program – Board approval of 2016 RCP award Board 4/11	PLN				
7. Community Circulators – Board approval of selected Project V grant projects Board 5/23	PLN				
8. OC Sidewalk Inventory – Present the GIS OC sidewalk inventory to executive leadership ESC 10/17	PLN				
9. Bicycle Corridor Improvement Program – Board approval of projects Board 8/8	PLN				
10. Active Transportation Plan – Board approval of consultant. scope of work is written, CTC allocation in August, RFP Released 9/15 Board 1/9/2017	PLN				
11. M2 Awareness – Present M2 signage improvement approach to L&C Committee. Completed focus group recommendations in August L&C 11/17	EA				
12. Metrolink Annual Ridership Report – Present to Board Board 10/24	CAP				
13. Mobility Management Program Study – Board approval of consultant for program study in Q3. (Note: Grant available in Q3 – consultant selection in 2017)	TRN				
14. M2 Water Quality Program – Board approval of Project X (water) projects. Tier 1 sixth call Board 9/12	PLN				
15. Freeway Mitigation Program – Board approval of the finalized conservation plan Board 11/28	PLN				
16. Continuity of Operations Planning Docs – Complete THIRA and BIA ESC 9/6	EXEC				
17. Transit Security and Operations Center – Board approval of environmental consultant contract Board 12/12	CAP				
18. Employee Development Program – Launch third LDA. Began the 2017 LDA in October/November 2016.	HROD				
19. Data Center Co-Locations – Vendor selection completed to assist in migration strategies. Under \$250,000, no Board approval necessary. 7/2016	F&A				
Q3 Status: 17/19 Completed 17 of 19 Milestones Completed = 90 percent					

Q4 – MILESTONE DESCRIPTIONS	DIVISION	Q1	Q2	Q3	Q4
1. I-405 Improvement Project – Board approval of design-build consultant contract Board 11/14	CAP				
2. I-5/EI Toro road Interchange – Board approval of cooperative agreement with Caltrans Board 10/10	CAP				
3. SR-55/I-405 to I-5 Improvement Project – Board approval of design phase consultant contract. Environmental 2017. Design 2018 (Accommodations for Caltrans modification requests) Carryover 2017/2018	CAP				
4. Comprehensive Transportation Funding Program – Board approval of release of 2017 call, Regional Capacity Program Board 8/8	PLN				
5. Comprehensive Transportation Funding Program – Board approval of release of 2017 call for RTSSP Board 8/8	CAP				
6. San Juan Capistrano Passing Siding Project – Board release of construction RFP. In October 2017, in coordination with the CPUC, additional scope for this project was proposed. This impacted the schedule by five months. Carryover 2017	CAP				
7. Harbor Boulevard Transit Corridor Study – Present results to Board June 27 th , Board requested to include Anaheim Rapid Connection in study. October 13 th , Board approved additional funds to complete scope of work. Carryover 2017	PLN				
8. Bus and Streetcar Interface Plan – Draft plan to TRN TRN 12/8	PLN				
9. Joint Development Opportunities – Complete Laguna Hills Transportation Center Study. Study is completed and under review	PLN				
10. Annual Legislative Platforms – Complete state and federal platforms board Board 11/28	GR				
11. Triennial Reviews – Present to Board Completed Q2	PLN				
12. Comprehensive Business Plan - Complete the FY 2016 – 17 and present to Board. Adjustments needed due to change in projected revenues. Carryover 2017	F&A				
13. Freeway Mitigation Program – Establish endowment plans for mitigation properties to Board Board 9/26	PLN				
14. Freeway Mitigation Program – Finalize RMP for five of seven properties. RMP could not be released until the conservation plan was finalized in November 2016. Carryover 2017	PLN				
15. HSEC – Update HSEC training guide (Note: Internal update)	HROD				

Q1 - Q4 – MILESTONE DESCRIPTIONS	DIVISION	Q1	Q2	Q3	Q4
16. Metrolink Station and Placentia Station – Provide update to Board as necessary 6/27, Cooperative agreement with the City of Placentia for the Placentia Metrolink Commuter Rail Station Project 6/27, Placentia Metrolink Commuter Rail Station Project funding 9/26, Amendment to agreement for the design of the Placentia Metrolink Commuter Rail Station	CAP				
17. Demand Response – Explore alternate transportation roles and present to board for consideration 5/9, M2 Project U Senior Non-Emergency Medical Transportation Program 5/23, Amendment to Agreement with Yellow Cab of Greater OC, Inc., for the Provision of Same-Day Taxi Services	TRN				
18. Target Marketing – Implement marketing campaigns <div> <div> Bravo! 560 OC Bus 360° June Service Change Customer Communications June Service Change Route Promotion Angles Express Bus Promotion Hispanic Marketing Asian Marketing Youth Summer Pass College Program High School Program </div> <div> OC Rail Express Mobile Ticketing launch campaign Hispanic door hanger promotion Commuter campaign University Pass campaign Hispanic group price pass program development October service change customer communication October service change route promotion Huntington Beach air show event support New Year's Eve promotion </div> </div>	EA				
19. Bicycle and Pedestrian Safety – Provide updates to L&C as necessary 3/14, Grant award for the OC Active Transportation Plan 6/13, Agreement for the San Clemente Pier Station Lighting Project 8/8, Funding recommendations for the 2016 Bicycle Corridor Improvement Program 9/13, Grant award for active transportation safety videos 10/3, RP&H, Active Transportation Program Local Project Prioritization Methodology	EA				
20. Rail Marketing – Provide updates to the L&C as necessary February, Lunar New Year March, Festival of Whales March, Swallows Day Parade March, Mercado April, Angles Express July, Ocean Festival May – August, Weekend Summer Campaign December – March, Weekend Winter Campaign	EA				

Q1 – Q4 – MILESTONE DESCRIPTIONS CONTINUED	DIVISION	Q1	Q2	Q3	Q4
21. Rail Safety Education – Implement rail safety activities and programs 5/23, Rail Programs and Facilities Engineering Report 8/22, Rail Programs and Facilities Engineering Report	EA				
22. Complete Streets – Report progress to the RP&H as necessary	PLN				
23. RCTC – Cooperate with RCTC on extension of the 91 Express Lanes. Provide updates to RP&H 6/13, BOARD approved the 2016 SR-91 Implementation Plan for submission to the State	EA				
24. TCA – Support South County solutions. Provide updates as necessary	EA				
25. State Legislative Reports – Provide quarterly reports to L&C State legislative status report: 1/25, 2/22, 3/28, 4/25, 5/23, 6/27, 7/25, 9/26	GR				
26. Federal Legislative Reports – Provide quarterly reports to L&C Federal Legislative Status Report: 1/25, 2/22, 3/28, 4/25, 5/23, 6/27, 7/25, 9/26 6/27, Schedule for the preparation of the 2017-18 state and federal legislative platforms 9/26, Draft OCTA's 2017-18 state and federal legislative platforms	GR				
27. Employee Development Programs – Conduct programs throughout the year	HROD				
28. OCTA Security Measures – Implement additional security measures as necessary 9/26, 2016 Transit Security Grant Award Authorization	EXEC				
Q4 Status: 23/28 Completed 23 of 28 Milestones Completed = 82 percent					
At Year End 81/90 completed = 90 percent					

ACRONYMS

BIA - Business Impact Analysis	OC – Orange County
Board - Board of Directors	OCTA - Orange County Transportation Authority
Call - Call for Projects	PLN - Planning
Caltrans - California Department of Transportation	Q1 - First Quarter
CAP - Capital Programs	Q2 - Second Quarter
CBA - Collective Bargaining Agreement	Q3 - Third Quarter
CEO – Chief Executive Officer	Q4 - Fourth Quarter
CPUC – California Public Utilities Commission	RCP – Regional Capacity Program
CTC - California Transportation Commission	RCTC - Riverside County Transportation Commission
EA – External Affairs	RFP - Request For Proposals
ESC - Executive Steering Committee	RMP – Resource Management Plan
EXEC – Executive Office	RP&H - Regional Planning and Highways Committee
F&A - Finance and Administration Committee	RTSSP – Regional Traffic Signal Synchronization Program
FTA - Federal Transit Administration	RTP – Regional Transportation Plan
FY – Fiscal Year	SCAG - Southern California Association of Governments
GIS - Geographic Information Systems	SR-55 - State Route 55
GR - Government Relations	SR-57 - State Route 57
HOV - High-Occupancy Vehicle	SR-73 – State Route 73
HROD - Human Resources & Organizational Development Division	SR-91 - State Route 91
HSEC - Health, Safety and Environmental Compliance	SR-241 - State Route 241
I-5 - Interstate 5	TCA - Transportation Corridor Agencies
I-405 - Interstate 405	THIRA - Threat and Hazard Identification and Risk Assessment
I-605 - Interstate 605	TIFIA - Transportation Infrastructure Finance Act
L&C - Legislative & Communications Committee	TRN - Transit Committee
LDA - Leadership Development Academy	US DOT – United States Department of Transportation
L RTP - Long Range Transportation Plan	
M2 - Measure M2	