

OC Streetcar Operations and Maintenance Organization Plan

Organization Options

- In-House Operations
- Operations and Maintenance Contractor (O&M)
- Management by Private Contractor
- In-House Operations/Maintenance Contractor

Key Considerations

Consideration	Description
Cost	Annual operating cost.
Operational Flexibility	Flexibility in job responsibilities and work assignments. Inflexible work rules will lead to higher costs to operate.
Quality of Service	Safe, reliable, and courteous service. Good on-time performance and minimum of missed trips/service interruptions.
Organizational Impacts	Ability to incorporate operation into the Orange County Transportation Authority (OCTA).
Qualifications of Personnel	Ability to attract and retain experienced personnel.
Proven Success/Performance	Demonstrated successful experience in streetcar and similar rail operations for start-up and continuing operations.

Comparative Evaluation of O&M Options

QUALITATIVE ANALYSIS OF OPERATIONS OPTIONS	IN-HOUSE	O&M CONTRACTOR	MANAGEMENT BY PRIVATE CONTRACTOR	IN-HOUSE OPERATIONS/ MAINTENANCE CONTRACTOR
Cost		✓		
Operations Flexibility		✓	✓	
Quality of Service- Short Term		✓	✓	
Quality of Service- Long Term	✓			✓
Organization Impact		✓	✓	
Qualified Personnel - Short Term		✓	✓	
Qualified Personnel - Long Term	✓			✓
Proven Success/ Performance (For agencies with no prior rail operations experience)		✓	✓	

Recommendation: O&M Contractor

- OCTA can rely on experienced operating firms to organize its initial rail operations more effectively.
- The initial operation service quality is best supported by experienced private contractors.
- The O&M Contractor option is projected to have the least cost.
- The O&M Contractor option will provide a stronger base of experience in developing and training the employees for the service.

Next Steps

- Pending Board of Directors' approval, a request for proposal will be released fall 2017 with an anticipated notice-to-proceed by September 2018.
- Key personnel retained and on board within 24 months of starting operations (December 2018).
- At least six months in advance of operations (June 2020), the core group of supervisors and foremen for the O&M on board and prepared to train the operators and mechanics.