



January 22, 2018

To: Members of the Board of Directors

From: Darrell Johnson, Chief Executive Officer

Subject: 2017 Chief Executive Officer's Initiatives and Action Plan – End-of-Year Report

The 2017 Chief Executive Officer's (CEO) Initiatives (Attachment A) and Action Plan (Attachment B) were presented to the Orange County Transportation Authority's (OCTA) Board of Directors (Board) on February 13, 2017. Updates on the action plan are provided quarterly, and this year-end report for 2017 consists of ten initiatives, implemented through 57 programs, and monitored through 89 milestones. The Action Plan supports the 2017 OCTA Board Strategic Initiatives (Attachment C), and OCTA's Strategic Plan goal areas of mobility, public service, fiscal sustainability, stewardship, and organizational excellence.

#### End-of-Year Status and Highlights

By the end of 2017, 75 of 89 milestones were completed. Attachment C provides a summary of all 89 milestones, and highlights (in orange) the ones that carried over into 2018. Some milestones slipped due to a combination of external influences, such as coordination with outside agencies and/or internal scheduling issues.

Major accomplishments in 2017 are highlighted below.

#### CEO Initiative 1: Explore and Deploy Innovative Technology Solutions

- Same Day Taxi Mobile Application: On March 29, 2017, The OC Same Day Taxi Mobile Application (Pilot Program) became available. With the new OC Same Day Taxi Application, users are able to: book trips; view the nearest available taxi vehicle; receive a real-time estimated wait time; know the exact taxi fare before booking; track the vehicle progress on the application map; and view web-based information about OC ACCESS.
- OCTA Information System Upgrades: In 2017, OCTA enhanced its information management technology by upgrading several of its software applications, namely Ellipse (enterprise asset management system), IFAS (integrated financial accounting system), and HASTAS (transit scheduling

system). These software upgrades were necessary to improve productivity.

CEO Initiative 2: Deliver Capital Projects

- Interstate 405 (I-405) Improvement Project Notice to Proceed (NTP) #1: In November 2016, the Board awarded a design-build contract to a joint venture team, OC 405 Partners, for the I-405 Improvement Project. In January 2017, the design build contract was executed and NTP No. 1 for design was issued, authorizing implementation of the largest highway project under construction in California.
- OC Bridges, Lakeview Avenue Grade Separation Project: By November 2017, all seven grade separation projects under the OC Bridges Program were open to traffic. This was a \$663 million program to improve motorist safety by separating car traffic from rail.

On June 6, 2017, the Lakeview Avenue overcrossing opened to motorists ahead of schedule. Lakeview Avenue was elevated and realigned.

- Interstate 5 (I-5) High-Occupancy Vehicle (HOV) Project: On July 24, 2017, the Board approved the release of request for proposals to provide construction management support services for the I-5 HOV Project from State Route 55 (SR-55) to State Route 57. On November 13, 2017, the Board awarded the construction management contract. This project will add a second HOV lane adjacent to the existing HOV lane and restripe for a continuous ingress/egress access.
- SR-55 Widening from the I-405 to the I-5: On September 11, 2017, the Board approved the selection of the firm to prepare the plans, specifications, and estimates for the SR-55 Improvement Project. The project will add new lanes (approximately six miles) on the SR-55, starting north of the I-405 to south of the I-5 connectors, to increase freeway capacity and reduce congestion in the central Orange County area.

CEO Initiative 3: Protect Environmental Resources

- Hydrogen Fuel Cell Bus: In February 2017, OCTA, in partnership with the Center for Transportation and the Environment, received more than \$13 million to purchase ten zero-emission hydrogen fuel cell buses, and for the construction and maintenance of necessary infrastructure. This new bus service will allow OCTA to gain experience with operation and maintenance of zero emission buses.

- Measure M2 (M2) Environmental Mitigation Program: In June 2017, the final permits for the Natural Community Conservation Plan/Habitat Conservation Plan (NCCP/HCP) for the M2 Preserves (Preserves) were approved by the Wildlife Agencies (California Department of Fish and Wildlife, and the United States Fish and Wildlife Service). As part of the NCCP/HCP process, in September 2016, the Board approved retaining a fund manager (California Community Foundation) to establish an endowment for the long-term management of the Preserves. Completion of these activities enables OCTA to utilize the investment in the preserves to address project level impacts.

CEO Initiative 4: Advocate for Reliable funding

- I-405 Transportation Infrastructure Finance and Innovation Act (TIFIA): On July 26, 2017, OCTA successfully secured a \$629 million low interest TIFIA loan with the United States Department of Transportation for the I-405 Improvement Project. OCTA received a 2.91 percent interest rate, which is expected to save more than \$300 million in financing costs over the 35-year life of the loan, compared to toll revenue bond financing. The loan will cover one-third of the \$1.9 billion project.
- Fiscal Year (FY) 2017-18 Budget and Personnel and Salary Resolution (PSR): On June 12, 2017, the Board approved FY 2017-18 Budget by resolution. OCTA's budget presents a balanced plan of sources and uses of funds, while providing for the current and future transportation needs of Orange County. The Board also approved changes to the PSR as part of the budget approval process.

CEO Initiative 5: Collaborate with Regional Partners

- 91 Express Lanes Extension: In March 2017, after three years of construction, Riverside County Transportation Commission extended the 91 Express Lanes from Orange County to Interstate 15 in Riverside County. The roughly \$1.4 billion widening project added two new express lanes in each direction, as well as one additional general purpose lane on both sides of State Route 91. The extension seamlessly connects Orange County express lane travelers to Riverside County's express lanes.

- SR-55 between I-405 and Interstate 5 (I-5): On June 12, 2017, the Board authorized the negotiation and execution of a cooperative agreement with the California Department of Transportation (Caltrans) to provide oversight of the final design for the SR-55 Improvement Project between the I-405 and the I-5. This action was part of joint OCTA/Caltrans efforts to expedite the project.

CEO Initiative 6: Create a New Transportation Vision for Orange County

- Transit Master Plan - Opportunity Corridors: On July 28, 2017, the Board directed staff to finalize Transit Opportunity Corridors in the draft Transit Master Plan. The Transit Master Plan - Opportunity Corridors aims to integrate bus, rail, and paratransit services by combining stop locations and anchoring each end of the corridor with major transit hubs. The plan will also identify future potential transit corridor studies and recommend changes to existing transit service.
- ACCESS Bus Purchase: By the end of the third quarter, OCTA completed acceptance of 132 new ACCESS buses. All buses have been placed in service, and older buses have been retired.
- OC Bus 360°: OCTA is implementing a comprehensive effort to reposition the bus system in response to changing market conditions. The goals are to reverse ridership declines by reducing passenger travel times, improving travel speeds, and designing services to benefit existing customers and attract new customers.

On November 13, 2017, the Board received a plan update. Elements of the OC Bus 360° plan are proving successful, and new strategies are being pursued to improve productivity. These new strategies include fixed-route changes, new local services, testing new technologies, on-demand transit, and reviewing ways to further reduce costs. Currently, OCTA is soliciting letters of interest from local agencies for recommendations related to a potential future Project V call.

CEO Initiative 7: Maintain Momentum in Delivery of Projects and Programs

- Measure M Regional Capacity Program (RCP): On April 10, 2017, the Board approved funding for 13 projects, in the amount of \$32.24 million, from the 2017 RCP call for projects. The Board additionally approved \$2.5 million to fund five projects from the 2017 Regional Traffic Signal Synchronization Program. This action funds projects that will help address congestion on local arterials.

- OC Streetcar Project: On December 11, 2017, the Board approved the release of the invitation for bids for construction. This followed Board approval for Request for Construction Pre-qualification on August 14, 2017.

**CEO Initiative 8: Streamline Safety and Security Measures**

- Continuity of Operations Plans: In May 2017, OCTA completed a revision of its Continuity of Operations Plans. These updated plans ensure that primary mission essential functions continue to be performed during a wide range of emergencies, including acts of nature, accidents, and technological or attack-related emergencies.
- Emergency Operations Plans: In the second quarter, OCTA executed a consultant contract to update OCTA's Emergency Operations Plans. These plans provide a framework for preparedness, response, and recovery after a disaster or emergency. The plans identify the resources, systems, and procedures that are needed before, during, and immediately after an emergency.

**CEO Initiative 9: Promote Alternative Travel Options**

- Vanpool Program: On June 12, 2017, the Board approved the selection of a contractor to provide commuter vanpool services. The Vanpool Program continues to grow and now has 540 vanpools in operation.

**CEO Initiative 10: Lead as the Workplace of Choice**

- Employee Pension Reform Plan: In April 2013, the Board approved a phased pension reform plan implementing the California Public Employees' Pension Reform Act. By January 1, 2017, the plan was fully implemented with all administrative employees paying 100 percent of their employee contribution.
- Leadership Development Academy (LDA): In January 2017, OCTA launched the third cohort of the LDA, OCTA's senior professional development program. The program is designed to grow and support the next generation of leaders by providing developmental opportunities in the critical leadership core competencies.

- Health Care Benefit Contract: On August 28, 2017, the Board approved the execution of multiple agreements with various companies to provide medical, dental, vision, life, accidental death and dismemberment, and disability plans for all OCTA employees for calendar year 2018.

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Attachments