



2018 CEO INITIATIVES AND ACTION PLAN

FEBRUARY 26, 2018



10 CEO INITIATIVES FOR 2018

1. Enhance Safety and Security Measures
2. Cultivate Organizational Excellence
3. Implement the Transit Vision of Orange County
4. Ready the OC Streetcar Project for Construction
5. Begin Construction of the I-405 Design-Build Project
6. Deliver Capital Projects
7. Modernize the 91 Express Lanes Toll Management Systems
8. Develop Sustainable Plans and Programs Based on Future Growth Projections
9. Promote Environmentally Friendly Initiatives
10. Secure a Viable Financial Future

2018 CEO Initiatives and Action Plan

Ten CEO Initiatives

1. Enhance Safety and Security Measures (10 Milestones)
2. Cultivate Organizational Excellence (14 Milestones)
3. Implement the Transit Vision of Orange County (11 Milestones)
4. Ready the OC Streetcar Project for Construction (5 Milestones)
5. Begin Construction of the I-405 Design-Build Project (4 Milestones)
6. Deliver Capital Projects (13 Milestones)
7. Modernize the 91 Express Lanes Toll Management Systems (3 Milestones)
8. Develop Sustainable Plans and Programs Based on Future Growth Projections (12 Milestones)
9. Promote Environmentally Friendly Initiatives (6 Milestones)
10. Secure a Viable Financial Future (6 milestones)

2018 CEO Milestone Summary

66 Projects/Programs, 84 Milestones

<i>Number of Milestones by Quarter</i>	
Q1	10 Milestones
Q2	24 Milestones
Q3	22 Milestones
Q4	28 Milestones
Total	84 Milestones

<i>Number of Milestones by Division</i>	
1. Capital Division	21 Milestones
2. Executive Office	8 Milestones
3. External Affairs Division	3 Milestones
4. Finance and Administration Division	12 Milestones
5. Human Resources and Organizational Development Division	10 Milestones
6. Planning Division	21 Milestones
7. Transit Division	9 Milestones
Total	84 Milestones

On Track	Completed	Timetable Adjusted	At Risk	Carryover	Board Initiatives Supported
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Initiative 1: Enhance Safety and Security Measures

Project	Milestone	Division	Q1	Q2	Q3	Q4
1. Safety Value	Milestone: Incorporate the newly adopted Safety Value as one of HR's employee performance evaluation criteria - Q1 Note: Halogen employee reviews have Safety as a core value that each employee is required to be assessed against.	HROD				
2. Drug and Alcohol Program	Milestone: Revise and update OCTA's Drug and Alcohol Program Manual – Q2	HROD				
3. Emergency Operations Plans	Milestone: Present to ESC the updated Emergency Operations Plans – Q3	EXEC				
4. Safety Management System (SMS) Readiness	Milestone: Conduct a 3 rd party SMS readiness/compliance gap analysis for presentation to the ESC – Q3	HROD				
5. Safety Security Emergency Preparedness Plan (SSEPP)	Milestone: Present to ESC the SSEPP plan – Q3	EXEC				
6. Transit System Vulnerability Assessment	Milestone: Present to the F&A Committee the completed project assessment – Q3	EXEC				
7. Crisis Communication	Milestone: Update and distribute the Crisis Communication Plan – Q3	EXEC				
8. Facilities Security Camera System	Milestone: Begin construction of upgrades to security camera systems at the Santa Ana and Garden Grove Bus Bases - Q3. Note: On Jan 22, 2018, the BOD approved the request to issue the RFP for installation of the new video surveillance camera system at the Santa Ana and Garden Grove bus bases.	CAP				
9. Transit Security Operations Center (TSOC)	Milestone: Complete TSOC environmental – Q4	CAP				
10. Cybersecurity	Milestone: Conduct cyber security intrusion testing throughout the year. Make cyber recommendations to ESC throughout the year and install security measures and software to prevent intrusion. Report to ESC quarterly - Q4.	F&A				

Initiative 2: Cultivate Organizational Excellence

Project	Milestone	Division	Q1	Q2	Q3	Q4
1. Early Career Program	Milestone: Implement Early Career Program courses – Q2	HROD				
2. Succession Planning	Milestone: Implement development plans – Q2	HROD				

On Track	Completed	Timetable Adjusted	At Risk	Carryover	Board Initiatives Supported
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Initiative 2: Cultivate Organizational Excellence, continued

<i>Project</i>	<i>Milestone</i>	<i>Division</i>	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>
3. <i>Personal Salary Resolution (PSR)</i>	Milestone: Board approval of the PSR – Q2	HROD				
4. <i>Carryover 2017- IS System Upgrades. Complete Lawson Upgrade.</i>	Milestone: Upgrade Lawson Software, go live – Q2	F&A				
5. <i>OCTA Attitudinal and Awareness Survey</i>	Milestone: Deliver to the Board the results of the OCTA Attitudinal and Awareness Survey – Q2	EA				
6. <i>Employee Benefits</i>	Milestone: Renewal of the Employee Benefits contracts through the California State Association of Counties – Q3	HROD				
7. <i>Collective Bargaining Agreement</i>	Milestone: Board approval of Coach Operator's agreement – Q2	HROD				
8. <i>Information Systems Risk Assessment</i>	Milestone: Conduct a comprehensive risk assessment of the OCTA Information Systems environment and incorporate results into the FY 2018-19 Internal Audit Plan – Q3	EXEC				
9. <i>Metrics Dashboard</i>	Milestone: Demonstrate Metrics Dashboard to ESC – Q3	PLN				
10. <i>2018 Employee Engagement Survey</i>	Milestone: Conduct and deliver the Employee Engagement Survey. Report results to ESC – Q4	HROD				
11. <i>Employee Engagement Survey Action Plan</i>	Milestone: Present to ESC quarterly progress on the implementation of the 2017 Employee Engagement Action Plan – Q4	HROD				
12. <i>OCTA Desktop Replacement</i>	Milestone: Replace old desktops with new desktops and operating systems – Q4	F&A				
13. <i>Legislative Platforms</i>	Milestone: Board approval of 2019 State and Federal Platforms – Q4	EA				
14. <i>Federal/State Legislative Reports</i>	Milestone: Present to the Board monthly Federal/State Legislative Reports – Q4	EA				

Initiative 3: Implement the Transit Vision of Orange County

<i>Project</i>	<i>Milestone</i>	<i>Division</i>	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>
1. <i>Carryover 2017 - Phase II, Mobile ticketing system for fixed route buses.</i>	Milestone: Complete Phase II installation of mobile readers on active fleet vehicles – Q1	F&A				
2. <i>OC ACCESS Online</i>	Milestone: Launch OC ACCESS Online – Q1	TRN				

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Initiative 3: Implement the Transit Vision of Orange County, continued

<i>Project</i>	<i>Milestone</i>	<i>Division</i>	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>
3. <i>Project V, Community Circulators</i>	Milestone: BOD award of grants to Community Circulator services – Q2. Note: On Jan 22, 2018 the BOD directed staff to return with revised Project V Guidelines for a potential call for projects. On Feb 12, 2018, the BOD approved Project V guidelines and Call for Projects.	PLN				
4. <i>Same Day Taxi Service</i>	Milestone: BOD award of consultant services for the same day taxi services - Q2 Note: On Feb 12, 2018, the BOD approved the release of the request for proposals for taxi service providers.	TRN				
5. <i>Freeway Service Patrol (FSP)</i>	Milestone: BOD award of selected FSP providers for FSP services - Q2 Note: On Feb 12, 2018, the BOD approved the release of the request for proposals for FSP services for four service areas.	TRN				
6. <i>Hydrogen Fuel Cell Bus Purchase</i>	Milestone: Receive first article, hydrogen bus – Q3	TRN				
7. <i>Micro-Transit Demonstration Project</i>	Milestone: Implement OC Flex Service – Q3	TRN				
8. <i>iShuttle Project V</i>	Milestone: Accept delivery of new iShuttle buses for expanded iShuttle service – Q3	TRN				
9. <i>Carryover 2017 - Near Zero NOx Emission Engines</i>	Milestone: Complete engine repower on 98 New Flyer buses – Q4	TRN				
10. <i>Hydrogen Fuel Cell Bus Purchase</i>	Milestone: Begin receiving remaining nine production buses – Q4	TRN				
11. <i>EZ Wallet Demonstration</i>	Milestone: Initiate a demonstration project of EZ Wallet – Q4	TRN				

Initiative 4: Ready the OC Streetcar Project for Construction

<i>Project</i>	<i>Milestone</i>	<i>Division</i>	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>
1. <i>Carryover 2017 - OC Streetcar Project</i>	Milestone: Execute the Federal New Starts Capital Investment Grant Program full funding grant agreement – Q2	CAP				
2. <i>Carryover 2017 - OC Streetcar Project</i>	Milestone: BOD award of the contract for the manufacturing and delivery of the streetcar rail vehicles - Q1 Note: Feb 26, 2018, OC Streetcar Vehicle Procurement Award.	CAP				

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Initiative 4: Ready the OC Streetcar Project for Construction, continued

Project	Milestone	Division	Q1	Q2	Q3	Q4
3. OC Streetcar Project	Milestone: Board approval to release the RFP for the management and operations of the OC Streetcar – Q1	EXEC				
4. OC Streetcar Project	Milestone: Board award of the construction contract – Q2	CAP				
5. OC Streetcar Project	Milestone: Begin construction of the OC Streetcar Project – Q3	CAP				

Initiative 5: Begin Construction of the I-405 Design-Build Project

Project	Milestone	Division	Q1	Q2	Q3	Q4
1. I-405 Design-Build Project	Milestone: Begin construction of the I-405 Design-Build Project - Q1 Note: On Jan 26, 2018, a ground-breaking ceremony was held in Costa Mesa to begin construction on the I-405 Design Build Project.	CAP				
2. Carryover 2017 - 405 Express Lanes. Back-Office System, Customer Service and Traffic Operations Staffing	Milestone: Board approval to release the RFP for the back-office system, customer service and traffic operations staffing – Q3	EXEC				
3. I-405 Design-Build Project	Milestone: Present to the Board an update on the implementation of the Plan of Finance for the I-405 project – Q4	F&A				
4. I-405 Design-Build Project	Milestone: Acquire and deliver 143 ROW parcels for construction to the design-build per contract commitments – Q1-Q4	CAP				

Initiative 6: Deliver Capital Projects

Project	Milestone	Division	Q1	Q2	Q3	Q4
1. Carryover 2017 - Hydrogen Fueling Station at the Santa Ana Base	Milestone: Award fueling station construction contract - Q1. Issue notice to proceed for design and construction of fueling station - Q1 Note: On Nov 13, 2017, the BOD authorized the CEO to negotiate and execute the contract for the construction, operation, and maintenance of a hydrogen fuel station.	CAP				

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Initiative 6: Deliver Capital Projects, continued

Project	Milestone	Division	Q1	Q2	Q3	Q4
2. M2: I-5, SR-73 to Oso Parkway Design Project	Milestone: Complete 100% design – Q1	CAP				
3. M2: I-5, SR-55 to SR-57	Milestone: Award of construction contract – Q2	CAP				
4. I-5 Widening from Avenida Pico to San Juan Creek Road	Milestone: Open the new carpool lanes on I-5 from Pico to San Juan Creek Road – Q2	CAP				
5. Anaheim Canyon Plan Specifications and Estimate	Milestone: Professional engineering services. Deliverable will be the 60% plan, specifications & estimate (PS&E) – Q3	CAP				
6. M2: I-5, Alicia Parkway to El Toro Road	Milestone: Complete 100% design – Q3	CAP				
7. Placentia Metrolink Station	Milestone: Board award of construction contract – Q3 (subject to BNSF approval)	CAP				
8. Carryover 2017 - Hydrogen Fueling Station. Construct Hydrogen Fueling Station at the Santa Ana Base	Milestone: Commission into service the Hydrogen Fueling Station at the Santa Ana Base – Q4	CAP				
9. Carryover 2017 - San Juan Capistrano Passing Siding Project	Milestone: Begin construction – Q4	CAP				
10. M2: I-5, I-405 to SR-55	Milestone: Complete the environmental document – Q4	CAP				
11. M2: I-5, Oso Parkway to Alicia Parkway	Milestone: BOD award of construction contract - Q4 Note: On Feb 12, 2018, the BOD authorized execution of a COOP agreement with Caltrans for construction management services for this project. On Feb 12, 2018, I-5 Oso to Alicia - Update Feb 26, 2018, I-5 Oso to Alicia Construction Management RFP Release.	CAP				
12. M2: I-605/Katella Avenue Interchange	Milestone: Complete the environmental document – Q4	CAP				
13. M2: SR-57 NB – Orangewood Avenue to Katella Avenue	Milestone: Circulate the environmental document for public comment – Q4	CAP				

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Initiative 7: Modernize the 91 Express Lanes Toll Management Systems

Project	Milestone	Division	Q1	Q2	Q3	Q4
1. 91 Express Lanes – 405 Express Lanes	Milestone: BOD award of contractor for the Electronic Toll and Traffic Management (ETTM) system for the 91 Express Lanes 405 Express Lanes - Q1 Note: Feb 26, 2018, Contract Award for Toll System Integrator	EXEC				
2. SR-91 Implementation Plan	Milestone: Present for Board approval the SR-91 Implementation Plan – Q2	PLN				
3. OCTA Credit Rating	Milestone: Present to the Board OCTA's current credit rating against outstanding debt – Q4	F&A				

Initiative 8: Develop Sustainable Plans and Programs Based on Future Growth Projections

Project	Milestone	Division	Q1	Q2	Q3	Q4
1. Transit Master Plan	Milestone: Present to BOD the Final Transit Master Plan - Q1 Note: On Feb 12, 2018, the Transit Master Plan (OC Transit Vision) Draft Final Report was delivered to the BOD for consideration.	PLN				
2. OC Bus 360°, Biannual Progress Report	Milestone: Present to the Transit Committee the OC Bus 360° update – Q2	PLN				
3. STIP	Milestone: Present to the Board the CTC approval of the 2018 STIP – Q2	PLN				
4. Streets and Roads	Milestone: Award up to \$8 million for the Regional Traffic Signal Synchronization Program to provide intersection improvements – Q2	PLN				
5. Streets and Roads	Milestone: Award up to \$32 million for streets projects through the M2 Regional Capacity Program – Q2	PLN				
6. Intelligent Transportation System (ITS) Strategic Deployment Plan	Milestone: Award consultant services contract to update the ITS Strategic Deployment Plan – Q3	PLN				
7. Next 10	Milestone: Present to the Board the Next 10 Plan market conditions review – Q3	PLN				

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Initiative 8: Develop Sustainable Plans and Programs Based on Future Growth Projections, continued

<i>Project</i>	<i>Milestone</i>	<i>Division</i>	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>
8. <i>Transit Asset Management (TAM) Plan</i>	Milestone: Submit final TAM Plan to the FTA – Q3	PLN				
9. <i>Transit Corridor Study</i>	Milestone: Board award of consultant services for the Transit Corridor Study – Q4	PLN				
10. <i>Long-Range Transportation Plan</i>	Milestone: Present to the Board the final plan – Q4	PLN				
11. <i>OC Bus 360°, Biannual Progress Report</i>	Milestone: Present to the Transit Committee the OC Bus 360° update – Q4	PLN				
12. <i>LA Metro Collaboration</i>	Milestone: Collaborate with LA Metro on regional plans and report as required throughout the year – Q4.	PLN				

Initiative 9: Promote Environmentally Friendly Initiatives

<i>Project</i>	<i>Milestone</i>	<i>Division</i>	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>
1. <i>Bike Safety Training Program</i>	Milestone: Award contract for bike safety training program – Q2	PLN				
2. <i>M2 Environmental Programs</i>	Milestone: Freeway Mitigation Program – Finalize resource management plans for the remaining 2 properties – EOC Q3	PLN				
3. <i>Active Transportation</i>	Milestone: Present to the Board the OC Active Transportation Plan – Q4	PLN				
4. <i>Bicycle Corridor Improvement Program (BCIP)</i>	Milestone: Release BCIP Call for Projects – Q4	PLN				
5. <i>M2 Environmental Programs</i>	Milestone: Allocate M2 Environmental Cleanup Program Tier 1 Water Quality Grant Funding - Q4 Note: Mar 12, 2018, Release Tier 1 Call for Projects.	PLN				
6. <i>M2 Environmental Programs</i>	Milestone: Fund the environmental program endowment and provide quarterly reports to the Board – Q1 – Q4	F&A				

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Initiative 10: Secure a Viable Financial Future

<i>Project</i>	<i>Milestone</i>	<i>Division</i>	<i>Q1</i>	<i>Q2</i>	<i>Q3</i>	<i>Q4</i>
1. <i>Carryover 2017 - CBP. Revise the Comprehensive Business Plan (CBP)</i>	Milestone: BOD approval of the CBP - Q2 Note: Mar 26, 2018, CBP	F&A				
2. <i>Commercial Banking</i>	Milestone: Board approval of new commercial banking contract – Q2	F&A				
3. <i>FY 2018-19 Budget Adoption</i>	Milestone: Board adoption of the OCTA FY 2018-19 Budget – Q2	F&A				
4. <i>I-405 Design-Build Project</i>	Milestone: Request first TIFIA loan disbursement – Q2	F&A				
5. <i>CAFR</i>	Milestone: Present to the Board the FY 2017 - 18 CAFR, which includes audited financial statements earning and unmodified audit opinion – Q4	F&A				
6. <i>SB 1</i>	Milestone: Ensure fair distribution of SB-1 funding to Orange County projects. Report to Finance Committee as needed - Q1-Q4 Note: On Jan 22, 2018, the BOD approved Funding recommendations for the SB 1 (Chapter 5, Statutes of 2017) State of Good Repair program for fiscal year 2017-18 funds.	PLN				

On Track	Completed	Timetable Adjusted	At Risk	Carryover	Board Initiatives Supported
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ACRONYMS

BNSF – Burlington Northern Santa Fe Railway	LA Metro – Los Angeles Metropolitan Transportation Authority
Board – Board of Directors	M2 – Measure M2
CAFR – Comprehensive Annual Financial Report	NB - Northbound
CAP – Capital Programs	OCTA – Orange County Transportation Authority
CEO – Chief Executive Officer	PLN – Planning
CTC – California Transportation Commission	Q1 – First Quarter
EA – External Affairs	Q2 - Second Quarter
EOC – Environmental Oversight Committee	Q3 - Third Quarter
ESC – Executive Steering Committee	Q4 - Fourth Quarter
EXEC – Executive Office	RFP - Request for Proposals
F&A – Finance and Administration Committee	ROW – Right-of-Way
FTA – Federal Transit Administration	SB 1 (Chapter 5, Statutes 2017)
FY – Fiscal Year	SR-55 – State Route 55
HR – Human Resources	SR-57 – State Route 57
HROD – Human Resources & Organizational Development	SR-73 – State Route 73
I-5 – Interstate 5	SR-91 – State Route 91
I-605 – Interstate 605	STIP – State Transportation Improvement Program
I-405 – Interstate 405	TIFIA – Transportation Infrastructure Finance Act
IS – Information Services	TRN – Transit