



2018 CEO INITIATIVES AND ACTION PLAN



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, 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

1ST QUARTER MILESTONES

8 OF 10 COMPLETED 80%

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
1. <i>Safety Value</i>	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. <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. Note: Completed. All readers have been installed.	F&A				
3. <i>Carryover 2017 - Hydrogen Fueling Station at the Santa Ana Base</i>	Milestone: Award fueling station construction contract – Q1. Issue NTP for design and construction of fueling station – Q1. Note: On November 13, 2017, the Board authorized the CEO to negotiate and execute the contract for the construction, operation, and maintenance of a hydrogen fuel station. On January 25, 2018, contract was awarded. NTP was issued on January 25, 2018.	CAP				
4. <i>OC ACCESS Online</i>	Milestone: Launch OC ACCESS Online – Q1 Note: OC ACCESS launched in Q1.	TRN				
5. <i>Carryover 2017 – OC Streetcar Project</i>	Milestone: Board award of the contract for the manufacturing and delivery of the streetcar rail vehicles – Q1. Note: On March 26, 2018, the Board approved the firm to provide eight streetcar vehicles contingent upon successful completion of a pre-award audit to confirm compliance with federal Buy America requirements.	CAP				
6. <i>OC Streetcar Project</i>	Milestone: Board approval to release the RFP for the management and operations of the OC Streetcar - Q1 Note: The revised O & M release date is October/November 2018 based upon the revised Project delivery schedule. Adjusted to Q4.	EXEC				
7. <i>I-405 Design-Build Project</i>	Milestone: Begin construction of the I-405 Design-Build Project – Q1. Note: On January 26, 2018, a ground-breaking ceremony was held in Costa Mesa to begin construction on the I-405 Design-Build Project.	CAP				
8. <i>M2: I-5, SR-73 to Oso Parkway Design Project</i>	Milestone: Complete 100% design - Q1. Note: Planned 100% design completion scheduled for August 2018. Schedule slip was due to outside state agency reviews. Adjusted to Q3.	CAP				

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

1ST QUARTER MILESTONES, continued

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
9. 91 Express Lanes – 405 Express Lanes	Milestone: Board award of contractor for the ETTM system for the 91 Express Lanes 405 Express Lanes – Q1. Note: February 26, 2018, the Board approved the contract award for the Toll System Integrator.	EXEC				
10. Transit Master Plan	Milestone: Present to Board the final Transit Master Plan – Q. Note: On February 12, 2018, the Transit Master Plan (OC Transit Vision) final report was delivered to the Board for consideration.	PLN				

2nd QUARTER MILESTONES

0 OF 24 COMPLETED 0%

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
1. Drug and Alcohol Program	Milestone: Revise and update OCTA's Drug and Alcohol Program Manual – Q2.	HROD				
2. Early Career Program	Milestone: Implement Early Career Program courses – Q2.	HROD				
3. Succession Planning	Milestone: Implement development plans – Q2.	HROD				
4. (PSR)	Milestone: Board approval of the PSR – Q2.	HROD				
5. Collective Bargaining Agreement	Milestone: Board approval of Coach Operator's agreement – Q2. Note: February 26, 2018, agreement update to Board. March 26, 2018, closed session update to Board.	HROD				
6. Carryover 2017 – IS System Upgrades/ Complete Lawson upgrade	Milestone: Upgrade Lawson Software and go live – Q2.	F&A				
7. OCTA Attitudinal and Awareness Survey	Milestone: Deliver to the Board the results of the OCTA Attitudinal and Awareness Survey – Q2.	EA				
8. Carryover 2017 – OC Streetcar Project	Milestone: Execute the Federal New Starts Capital Investment Grant Program full funding grant agreement – Q2.	CAP				

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

2nd QUARTER MILESTONES, continued

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
9. OC Streetcar Project	Milestone: Board award of the construction contract – Q2. Note: On March 26, 2018, the Board received an OC Streetcar Update.	CAP				
10. I-5 Widening from Avenida Pico to San Juan Creek Road	Milestone: Open the new carpool lanes on I-5 from Avenida Pico to San Juan Creek Road – Q2.	CAP				
11. M2: I-5, SR-55 to SR-57	Milestone: Board award of construction contract – Q2.	CAP				
12. SR-91 Implementation Plan	Milestone: Present for Board approval the SR-91 Implementation Plan – Q2.	PLN				
13. OC Bus 360° Biannual Progress Report	Milestone: Present to Transit Committee the OC Bus 360° update – Q2.	PLN				
14. STIP	Milestone: Present to Board the CTC approval of 2018 STIP - Q2.	PLN				
15. Streets and Roads	Milestone: Award up to \$8 million for the Regional Traffic Signal Synchronization Program to provide intersection improvements – Q2.	PLN				
16. Streets and Roads	Milestone: Award up to \$32 million for streets projects through the M2 Regional Capacity Program – Q2.	PLN				
17. Bicycle Safety Training Program	Milestone: Award contract for bike safety training program – Q2.	PLN				
18. Carryover 2017 - Revise the CBP	Milestone: Board approval of the CBP – Q2.	F&A				
19. Commercial Banking	Milestone: Board approval of new commercial banking contract – Q2.	F&A				
20. FY 2018-19 Budget Adoption	Milestone: Board adoption of the OCTA FY 2018-19 Budget – Q2.	F&A				
21. I-405 Design-Build Project	Milestone: Request first TIFIA loan disbursement – Q2.	F&A				
22. Same Day Taxi Service	Milestone: Board award of consultant services for the same day taxi services – Q2. Note: On February 12, 2018, the Board approved the release of the request for proposals for taxi service providers.	TRN				

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

2nd QUARTER MILESTONES, continued

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
23. <i>Project V Community Circulators</i>	Milestone: Board award of grants to Community Circulator services – Q2. Note: On January 22, 2018 the Board directed staff to return with revised Project V Guidelines for a potential call for projects. On February 12, 2018, the Board approved Project V Guidelines and call for projects.	PLN				
24. <i>Freeway Service Patrol</i>	Milestone: Board award of selected Freeway Service Patrol providers for Freeway Service Patrol services – Q2. Note: On February 12, 2018, the Board approved the release of the request for proposals for Freeway Service Patrol services for four service areas.	TRN				

3rd QUARTER MILESTONES

0 OF 22 COMPLETED 0%

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
1. <i>Emergency Operations Plans</i>	Milestone: Present to ESC the updated Emergency Operations Plans – Q3.	EXEC				
2. <i>Safety Management System Readiness</i>	Milestone: Conduct a third-party Safety Management System readiness/compliance gap analysis for presentation to the ESC – Q3.	HROD				
3. <i>Safety Security Emergency Preparedness Plan</i>	Milestone: Present to ESC the Safety Security Emergency Preparedness Plan – Q3.	EXEC				
4. <i>Transit System Vulnerability Assessment</i>	Milestone: Present to the F&A Committee the completed project assessment – Q3.	EXEC				
5. <i>Crisis Communication Plan</i>	Milestone: Update and distribute the Crisis Communication Plan – Q3.	EXEC				
6. <i>Facility Security Camera System</i>	Milestone: Begin construction of upgrades to security camera systems at the Santa Ana and Garden Grove bus bases – Q3. Note: On January 22, 2018, the Board 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				

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

3rd QUARTER MILESTONES, continued

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
7. <i>Employee Benefits</i>	Milestone: Renewal of the employee benefits contracts through the California State Association of Counties – Q3.	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>Hydrogen Fuel Cell Bus Purchases</i>	Milestone: Receive first article, hydrogen bus – Q3.	TRN				
11. <i>Micro-Transit Demonstration Project</i>	Milestone: Implement OC Flex Service – Q3 Note: On March 26, 2018, the Board approved the firm to provide operation and maintenance services for the micro-transit pilot program.	TRN				
12. <i>OC Streetcar Project</i>	Milestone: Begin construction of the OC Streetcar Project – Q3.	CAP				
13. <i>Carryover 2017 - 405 Express Lanes, Back-Office System, Customer Service, and Traffic Operations Staffing</i>	Milestone: Board approval to release the RFP for the back-office system, customer service and traffic operations staffing – Q3.	EXEC				
14. <i>Anaheim Canyon Plan Specifications and Estimate</i>	Milestone: Professional Engineering Services. Deliverable will be the 60% PS&E – Q3.	CAP				
15. <i>M2: I-5, Alicia Parkway to El Toro Road</i>	Milestone: Complete 100% design – Q3.	CAP				
16. <i>Placentia Metrolink Station</i>	Milestone: Board award of construction contract – Q3 (subject to BNSF Railway approval).	CAP				
17. <i>Intelligent Transportation System Strategic Deployment Plan</i>	Milestone: Award consultant services contract to update the Intelligent Transportation System Strategic Deployment Plan – Q3.	PLN				
18. <i>Next 10</i>	Milestone: Present to Board the Next 10 Plan market conditions review – Q3.	PLN				
19. <i>M2 Environmental Programs</i>	Milestone: Freeway Mitigation Program – Finalize resource management plans for the remaining two properties – EOC Q3.	PLN				

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

3rd QUARTER MILESTONES, continued

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
20. Transit Asset Management Plan	Milestone: Submit final Transit Asset Management Plan to the FTA – Q3.	PLN				
21. M2 Environmental Programs	Milestone: Fund the environmental program endowment and provide quarterly reports to the Board – Q1-Q4.	F&A				
22. iShuttle Project V	Milestone: Accept delivery of new iShuttle buses for expanded iShuttle service – Q3.	TRN				

4th QUARTER MILESTONES

0 OF 28 COMPLETED 0%

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
1. Transit Security Operations Center	Milestone: Complete Transit Security Operations Center environmental – Q4.	CAP				
2. 2018 Employee Engagement Survey	Milestone: Conduct and deliver the Employee Engagement Survey. Report results to ESC and OCTA - Q4.	HROD				
3. Employee Engagement Survey Action Plan	Milestone: Present to ESC quarterly progress on the implementation of the 2017 Employee Engagement Action Plan – Q4.	HROD				
4. OCTA Desktop Replacement	Milestone: Replace old desktops with new desktops and operating systems – Q4.	F&A				
5. Legislative Platforms	Milestone: Board approval of 2019 state and federal platforms – Q4.	EA				
6. Federal/State Legislative Reports	Milestone: Present to the Board monthly federal/state legislative reports – Q4. Note: On February 26, 2018, the Board received the state and federal reports. March 26, 2018, the Board received the state and federal reports.	EA				
7. Carryover 2017 – Near Zero NOx Emission Engines	Milestone: Complete engine repower on 98 New Flyer buses – Q4.	TRN				
8. Hydrogen Fuel Cell Bus Purchases	Milestone: Begin receiving remaining nine production buses – Q4.	TRN				
9. 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				
10. I-405 Design-Build Project	Milestone: Present to the Board an update on the implementation of the financial plan for the I-405 project – Q4.	F&A				

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

4th QUARTER MILESTONES, continued

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
11. I-405 Design-Build Project	Milestone: Acquire and deliver 143 ROW parcels for construction to the design-build per contract commitments – Q1-Q4. Note: On February 26, 2018, the Board adopted resolutions of necessity on several properties within the construction area. On March 26, 2018, the Board adopted resolutions of necessity for the project.	CAP				
12. Carryover 2017 – San Juan Capistrano Passing Siding Project	Milestone: Begin construction – Q4.	CAP				
13. M2: I-5, I-405 to SR-55	Milestone: Complete the environmental document – Q4.	CAP				
14. M2: I-5, Oso Parkway to Alicia Parkway	Milestone: Board award of construction contract – Q4. Note: On February 12, 2018, the Board authorized execution of a cooperative agreement with Caltrans for construction management services for this project. On February 12, 2018, I-5 Oso Parkway to Alicia Parkway – update to Board. February 26, 2018, I-5 Oso Parkway to Alicia Parkway construction management RFP released.	CAP				
15. M2: I-605/Katella Avenue Interchange	Milestone: Complete the Environmental Document – Q4.	CAP				
16. M2: SR-57 Northbound - Orangewood Avenue to Katella Avenue	Milestone: Circulate the environmental document for public comment – Q4.	CAP				
17. OCTA Credit Rating	Milestone: Present to the Board OCTA's current credit rating against outstanding debt – Q4.	F&A				
18. Transit Corridor Study	Milestone: Board award of consultant services for the Transit Corridor Study – Q4.	PLN				
19. LRTP	Milestone: Present to the Board the final plan – Q4. Note: On February 12, 2018, the Board received an update to the 2018 LRTP.	PLN				
20. OC Bus 360° Biannual Progress Report	Milestone: Present to Transit Committee the OC Bus 360° update – Q4.	PLN				
21. Active Transportation	Milestone: Present to Board the OC Active Transportation Plan – Q4.	PLN				
22. Bicycle Corridor Improvement Program	Milestone: Release Bicycle Corridor Improvement Program call for projects – Q4.	PLN				

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

4th QUARTER MILESTONES, continued

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
23. M2 Environmental Programs	Milestone: Allocate M2 Environmental Cleanup Program Tier 1 water quality grant funding – Q4. Note: Mar 12, 2018, release Tier 1 call for projects.	PLN				
24. CAFR	Milestone: Present to the Board the FY 2017-18 CAFR, which includes audited financial statements earning and unmodified audit opinion – Q4.	F&A				
25. EZ Wallet Demonstration	Milestone: Initiate a demonstration project of EZ Wallet – Q4.	TRN				
26. LA Metro Collaboration	Milestone: Collaborate with LA Metro on regional plans and report as required throughout the year – Q4.	PLN				
27. SB 1 (Chapter 5, Statutes of 2017)	Milestone: Ensure fair distribution of SB 1 funding to Orange County projects. Report to Finance Committee as needed – Q1-Q4. Note: On January 22, 2018, the Board approved funding recommendations for the SB 1 State of Good Repair Program for FY 2017-18 funds.	PLN				
28. Cyber security	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				

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

Acronyms

Board – Board of Directors	PLN – Planning
CAFR – Comprehensive Annual Financial Report	PS&E – Plan Specifications and Estimates
Caltrans – California Department of Transportation	PSR – Personnel and Salary Resolution
CAP – Capital Programs	Q1 – First Quarter
CBP – Comprehensive Business Plan	Q2 – Second Quarter
CEO – Chief Executive Officer	Q3 – Third Quarter
CTC – California Transportation Commission	Q4 – Fourth Quarter
EA – External Affairs	RFP – Request for Proposal
EOC – Environmental Oversight Committee	ROW – Right of Way
ESC – Executive Steering Committee	SR-55 – State Route 55
ETTM – Electronic Toll and Traffic Management	SR-73 – State Route 73
EXEC – Executive Committee	SR-91 – State Route 91
F&A – Finance and Administration	STIP – State Transportation Improvement Program
FTA – Federal Transit Administration	TIFIA – Transportation Infrastructure and Innovation Act
FY – Fiscal Year	TRN – Transit
HROD – Human Resources and Organizational Development	
HR – Human Resources	
I-405 – Interstate 405	
I-5 – Interstate 5	
I-605 – Interstate 605	
IS – Information Systems	
L RTP – Long Range Transportation Plan	
LA Metro – Los Angeles County Metropolitan Transportation Authority	
M2 – Measure M2	
NTP – Notice to Proceed	
O&M – Operations and Maintenance	
OCTA – Orange County Transportation Authority	