



2019

CEO INITIATIVES AND ACTION PLAN



CEO INITIATIVES & ACTION PLAN 2019

1

CULTIVATE ORGANIZATIONAL EXCELLENCE

- Board approval of the maintenance CBA between OCTA and Teamsters Union
- Develop and implement the action plan from the 2018 Employee Engagement Survey

2

DELIVER ON THE PROMISES OF MEASURE M

- Continue progressing freeway projects throughout the county
- Initiate bridge construction on the I-405 Improvement Project

3

ENHANCE SAFETY & SECURITY MEASURES

- Conduct a pilot program to evaluate if the use of safety awareness monitors and operator barriers improve coach operator safety
- Conduct training on the OCTA Crisis Communications Plan and revise as necessary

4

EXPAND TRANSIT OPPORTUNITIES

- Put into service Hydrogen Fuel Cell Buses
- Award the contract for the Operations and Maintenance of the OC Streetcar

5

IMPLEMENT MAJOR CAPITAL PROJECTS

- Award construction contract for the Anaheim Canyon Metrolink Station Improvements
- Report on status of construction to meet scheduled service start of the OC Streetcar

6

MAINTAIN OPEN COMMUNICATION WITH STAKEHOLDERS

- Develop priorities for upcoming Transportation Act consistent with legislative platforms
- Conduct and present results of the Bus Customer Survey

7

OPTIMIZE EXPRESS & MANAGED LANES

- Begin operations of the new customer service center for the 91 Express Lanes
- Release the RFP for back-office system, customer service and traffic operations staffing

8

PLAN FOR FUTURE GROWTH

- Award consultant contract for the OC to LA Transit Connections Study
- Award contract to study multi-modal transportation needs in South Orange County

9

PRESERVE FISCAL SUSTAINABILITY THROUGH PRUDENT FINANCIAL PLANNING

- Administer reimbursements from the Federal Full Funding Grant Agreement for the OC Streetcar
- Successfully draw from the TIFIA loan and from M2 Sales Tax revenue bonds

10

PROMOTE ENVIRONMENTAL STEWARDSHIP & ALTERNATIVE TRANSPORTATION

- Award consultant contract for Safe Routes to School Action Plan
- Approve grant funding allocations for M2, Tier 1 Water Quality program

2019 CEO Initiatives and Action Plan

Ten CEO Initiatives

1. Cultivate Organizational Excellence (9 Milestones)
2. Deliver on the Promises of Measure M (12 Milestones)
3. Enhance Safety and Security Measures (7 Milestones)
4. Expand Transit Opportunities (14 Milestones)
5. Implement Major Capital Projects (9 Milestones)
6. Maintain Open Communications with Stakeholders (7 Milestones)
7. Optimize Express and Managed Lanes (4 Milestones)
8. Plan for Future Growth (11 Milestones)
9. Preserve Fiscal Sustainability Through Prudent Financial Planning (9 Milestones)
10. Promote Environmental Stewardship and Alternative Transportation (6 milestones)

2019 CEO Milestone Summary

73 Projects, 88 Milestones

Number of Milestones by Quarter	
Quarter Due	Number
First Quarter	17
Second Quarter	22
Third Quarter	10
Fourth Quarter	39

Number of Milestones by Division	
Division	Number
Capital Division	24
Executive Office	6
External Affairs Division	7
Finance and Administration Division	8
Human Resources and Organizational Excellence Division	8
Operations Division	11
Planning Division	24

1. CULTIVATE ORGANIZATIONAL EXCELLENCE

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
1. Employee Rotation Pilot Program	Milestone: Launch the Employee Rotation Pilot Program - Q1.	HROD				
2. Coach Operator Recruitment	Milestone: Increase the number of new certified coach operators by 10% from 36 in FY18-19 to 40 in FY 19-20. Report to ESC - Q2.	HROD				
3. Personnel and Salary Resolution	Milestone: Board approval of PSR - Q2.	HROD				
4. 2019 Employee Engagement Survey	Milestone: Develop and implement the action plan from the 2018 Employee Engagement Survey. Provide ESC with quarterly updates - Q1 - Q4.	HROD				
5. Collective Bargaining Agreement	Milestone: Board approval of the maintenance CBA between OCTA and Teamsters Union - Q4.	HROD				
6. Light Duty Program	Milestone: Implement a light duty pilot program by Q4. Present program policies to ESC - Q4.	HROD				
7. Management Development Academy	Milestone: Conduct the MDA and present the participants to the Board - Q4.	HROD				
8. Safety Management System	Milestone: Update the Board on the SMS and the ESC on the related Public Transportation Agency Safety Plan – Q4.	PLN				
9. Succession Planning	Milestone: Complete a talent assessment of all administrative employees to guide the employee's career path, next role and the employee's development plan and present to ESC - Q2 - Q4.	HROD				

2. DELIVER ON THE PROMISES OF MEASURE M

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
1. I-5, SR-55 to SR-57	Milestone: Begin construction - Q1, 2019.	CAP				

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2. DELIVER ON THE PROMISES OF MEASURE M

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
2. SR-57 NB – Orangewood Avenue to Katella Avenue	Milestone: Complete environmental - Q1.	CAP				
3. I-5, Alicia Parkway to El Toro Road (Carryover 2018)	Milestone: Complete 100% Design - Q2	CAP				
4. I-5, I-405 to SR-55 (Carryover 2018)	Milestone: Submit final environmental document to Caltrans for approval - Q2.	CAP				
5. I-5, SR-73 to El Toro Road (Carryover 2018)	Milestone: Caltrans award of construction contract - Q2.	CAP				
6. I-5, SR-73 to El Toro Road	Milestone: Begin construction of the I-5, Oso Parkway to Alicia Parkway (Segment 2) - Q2.	CAP				
7. SR-55, I-405 to I-5	Milestone: Start ROW acquisition - Q2.	CAP				
8. SR-91, SR-55 to SR-57	Milestone: Submit final environmental document to Caltrans for approval - Q3.	CAP				
9. I-405 Design-Build Project	Milestone: Initiate bridge reconstruction • Harbor UC Widen - Q1 • Fairview - Q1 • Harbor On-Ramp Bridge - Q1 • Bolsa OC - Q1 • Heil Pedestrian OC - Q2 • Talbert - Q3 • Bushard - Q3 • Westminster - Q3	CAP				
10. I-405 Design-Build Project	Milestone: Completion of ROW phase (report possession of property). Completion - Q4.	CAP				
11. I-5, El Toro Interchange	Milestone: Support Caltrans efforts to complete Environmental - Q4.	CAP				
12. I-5, SR-73 to El Toro Road	Milestone: Begin construction of the I-5, SR-73 to Oso Parkway (Segment 1) - Q4.	CAP				

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3. ENHANCE SAFETY AND SECURITY MEASURES

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
1. Emergency Management Functional Exercise	Milestone: Exercise the EOP and report results to ESC in Q1.	EXEC				
2. Facility Security Camera System	Milestone: Complete security camera installation at Santa Ana and Garden Grove bus bases - Q1.	CAP				
3. Facility Security Camera System	Milestone: Complete security camera installation at contracted bases and OCTA administration bldg. - Q3.	CAP				
4. Transit Security Operations Center	Milestone: Board award of consultant contract for the design of the TSOC - Q3.	CAP				
5. Coach Operator Safety	Milestone: Conduct a pilot program to evaluate if the use of safety awareness monitors and operator barriers improve coach operator safety. Report results to ESC - Q4.	OPS				
6. Crisis Communication Training	Milestone: Conduct a tabletop exercise for the Crisis Communications team and make any necessary updates or revisions to the Crisis Communications Plan – Q4.	EXEC				
7. Data Center Relocation	Milestone: Relocate the data center out of state - Q4.	F&A				

4. EXPAND TRANSIT OPPORTUNITIES

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
1. 529 Bravo! Service	Milestone: Launch Bravo! 529 service on Beach Boulevard - Q1.	OPS				
2. Bus Fleet Outlook Plan	Milestone: Update Outlook plan and present to ESC – Q1.	PLN				
3. EZ Wallet Demonstration (Carryover 2018)	Milestone: Initiate a demonstration project of EZ Wallet – Q1.	OPS				

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4. EXPAND TRANSIT OPPORTUNITIES CONTINUED

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
4. Hydrogen Fuel Cell Buses (Carryover 2018)	Milestone: Final receipt of nine Hydrogen Fuel Cell Buses - Q2.	OPS				
5. Emergency Call Towers	Milestone: Install ten Emergency Call Towers at selected transit centers – complete work - Q2.	OPS				
6. Fare Collection Study	Milestone: Complete Phase I of the Fare Collection Study and present the results to Executive Management for consideration of moving to Phase II of the study - Q2.	F&A				
7. Near Zero Emission Engines	Milestone: Install Near Zero Emission engine on prototype articulated bus – complete install - Q2.	OPS				
8. OC Flex	Milestone: Update Board on the OC Flex demo - Q2.	OPS				
9. Safe Transit Stops, Project W	Milestone: Board approval of funding recommendations for the Safe Transit Stops Program – Q2.	PLN				
10. iShuttle Project V	Milestone: Complete procurement of iShuttle replacement vehicles - Q3.	OPS				
11. OC Bus 360° Biannual Progress Reports	Milestone: OC Bus 360° Biannual Progress Reports. Q2 - Q4.	PLN				
12. OC Flex	Milestone: Upon completion of the one-year micro-transit pilot program, evaluate the program against established performance measures, and report results to ESC - Q4.	OPS				
13. OC Streetcar	Milestone: Board award of operations & maintenance contract – Q4.	OPS				
14. OC Streetcar	Milestone: Siemens to initiate production of first S-70 vehicle - Q4.	OPS				

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5. IMPLEMENT MAJOR CAPITAL PROJECTS

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
1. Fullerton Transportation Center Revitalization	Milestone: Board award of contract to revitalize the facility - Q1.	CAP				
2. Hydrogen Fueling Station at Santa Ana Base (Carryover 2017)	Milestone: Commission the hydrogen fueling station - Q1.	CAP				
3. San Juan Capistrano Rail Passing Siding Project (Carryover 2017)	Milestone: Begin construction - Q1.	CAP				
4. Orange Transportation Center Metrolink Parking Structure	Milestone: Complete construction (addition of 611 parking spaces) - Q1.	CAP				
5. Anaheim Canyon Metrolink Station Improvements	Milestone: Board award of the construction contract - Q4.	CAP				
6. Placentia Metrolink Rail Station (Carryover 2018)	Milestone: Begin construction in Q4.	CAP				
7. OC Streetcar	Milestone: Report on status of construction to meet service startup date. Q1 - Q4	CAP				
8. Orange County Rail Maintenance Facility	Milestone: Begin environmental and preliminary design - Q4.	CAP				
9. San Juan Creek Bridge	Milestone: Develop funding plan - Q4.	CAP				

6. MAINTAIN OPEN COMMUNICATION WITH STAKEHOLDERS

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
1. Federal Transportation Act	Milestone: Develop priorities for upcoming Transportation Act consistent with legislative platforms. Present to ESC - Q3.	EA				

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6. MAINTAIN OPEN COMMUNICATION WITH STAKEHOLDERS CONTINUED

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
2. Bus Customer Survey	Milestone: Present to the Board the results of the survey - Q4.	EA				
3. College Pass Program	Milestone: Expand the college pass partnership program through outreach with local colleges/universities. Q1 – Q4.	EA				
4. Communications and Public Outreach	Milestone: Conduct ongoing outreach programs to support capital projects and planning studies. Q1-Q4	EA				
5. Legislative Forums	Milestone: Conduct local legislative forums quarterly and present results to ESC. Q1- Q4.	EA				
6. Legislative Platforms	Milestone: Board approval of 2020 State and Federal Legislative Platforms – Q4.	EA				
7. Marketing	Milestone: Conduct ongoing campaigns to promote bus, rail, OC Flex, rideshare and vanpool services and support bus service changes. Q1-Q4	EA				

7. OPTIMIZE EXPRESS AND MANAGED LANES

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
1. 91 Express Lanes. 6C transition	Milestone: Upgrade back-office system to accommodate 6C protocol and rollout new account structure. Provide new 6C transponders to customers - Q1.	EXEC				
2. 91 Express Lanes. Customer Service Center Relocation	Milestone: Begin operating customer service center at new location - Q2.	EXEC				
3. 91 Express Lanes. Back-Office System (Carryover 2017)	Milestone: Board approval to release the RFP for back-office system, customer service and traffic operations staffing in Q2.	EXEC				
4. OC Managed Lanes Study	Milestone: Award managed lanes consultant contract - Q3.	PLN				

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8. PLAN FOR FUTURE GROWTH

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
1. M2 Triennial Performance Assessment	Milestone: Present to Board the results of the M2 Triennial Performance Assessment – Q2.	PLN				
2. OC to LA Transit Connections Study	Milestone: Award consultant contract for the OC to LA Transit Connections Study – Q2.	PLN				
3. SR-91 Implementation Plan	Milestone: Present for Board approval the SR-91 Implementation Plan – Q2.	PLN				
4. Streets & Roads	Milestone: Board approval of RTSSP and RCP funds for projects – Q2.	PLN				
5. Beach Boulevard Corridor Study	Milestone: Develop conceptual alternatives with the corridor cities. Present alternatives to the Board in Q3.	PLN				
6. Fullerton Park & Ride	Milestone: Present to ESC the final report with recommendations for joint development - Q3	PLN				
7. Bristol Street Transit Corridor Study	Milestone: Present draft alternatives to Transit Committee – Q4.	PLN				
8. Congestion Management Program	Milestone: Board adoption of the 2019 Congestion Management Program Report – Q4.	PLN				
9. Planning Activities	Milestone: Present to the Board, biannual reports on regional planning activities, including the 2020 Regional Transportation Plan. Q2 - Q4.	PLN				
10. South Orange County Multimodal Study	Milestone: Board award of contract to study multimodal transportation needs in southern Orange County - Q4.	PLN				
11. SR-91 Corridor Projects	Milestone: Develop SOW of short, medium, and long-term work for the SR-91 mainline improvements in conjunction with RCTC – Q4.	PLN				

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9. PRESERVE FISCAL SUSTAINABILITY THROUGH PRUDENT FINANCIAL PLANNING

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
1. Federal Obligation Authority Plan	Milestone: Present to the Board the Federal Obligation Authority Plan – Q1.	PLN				
2. OC Streetcar	Milestone: Administer reimbursement from Federal Full Funding Grant Agreement - Q1.	F&A				
3. FY 2019-20 Budget Adoption	Milestone: Board adoption of the OCTA FY 2019-20 Budget - Q2.	F&A				
4. State Triennial Review	Milestone: Obtain required State Triennial Review of OCTA, as the regional transportation planning entity, and OCTD, as the transit operator. Present results to the Board – Q2.	EXEC				
5. Credit Ratings	Milestone: Conduct annual rating agency trip - Q3.	F&A				
6. Treasury Functional Review	Milestone: Complete external review of treasury functions - Q3.	F&A				
7. 2020 STIP	Milestone: Board approval of the 2020 STIP proposal – Q4.	PLN				
8. Comprehensive Annual Financial Report	Milestone: Present to the Board an unmodified opinion from the external auditors and present the annual financial statements - Q4.	F&A				
9. I-405 Design-Build Project	Milestone: Successfully draw on the TIFIA loan and M2 sales tax revenue bonds - Q4.	F&A				

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10. PROMOTE ENVIRONMENTAL STEWARDSHIP AND ALTERNATIVE TRANSPORTATION

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
1. Bicycle Safety Training Program	Milestone: Award contract for bicycle safety training program – Q1.	PLN				
2. Safe Routes to School Action Plan	Milestone: Board approval of consultant selection for Safe Routes to Schools Action Plan – Q1.	PLN				
3. Bicycle Corridor Improvement Program (OC)	Milestone: Board approval of projects from the 2019 call for projects - Q2.	PLN				
4. Environmental Programs, Project X	Milestone: Board approval of grant funding allocations for M2, Tier 1 Water Quality Program – Q4.	PLN				
5. M2 Environmental Programs	Milestone: Present to the Board biannual progress reports. Q2 - Q4.	PLN				
6. OCTA Innovation	Milestone: Biannual reports to the Board. Q2 - Q4.	PLN				

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Acronyms

Board – Board of Directors	PLN – Planning
Caltrans – California Department of Transportation	PSR – Personnel and Salary Resolution
CAP – Capital Programs	Q1 – First Quarter
CBA – Collective Bargaining Agreement	Q2 – Second Quarter
CEO – Chief Executive Officer	Q3 – Third Quarter
EA – External Affairs	Q4 – Fourth Quarter
EOP – Emergency Operations Plan	RCP – Regional Capacity Program
ESC – Executive Steering Committee	RFP – Request for Proposal
EXEC – Executive Office	RCTC – Riverside County Transportation Commission
F&A – Finance and Administration	ROW – Right-of-Way
FY – Fiscal Year	RTSSP – Regional Transportation Signal Synchronization Program
HROD – Human Resources and Organizational Development	SR-55 – State Route 55
I-405 – Interstate 405	SR-57 – State Route 57
I-5 – Interstate 5	SR-73 – State Route 73
M2 – Measure M2	SR-91 – State Route 91
MDA – Management Development Academy	SMS – Safety Management System
NB - Northbound	SOW – Scope of Work
OCTA – Orange County Transportation Authority	SRTS – Safe Route to Schools
OCTD – Orange County Transit District	SOW – Scope of Work
OPS - Operations	TIFIA – Transportation Infrastructure Finance and Innovation Act