

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

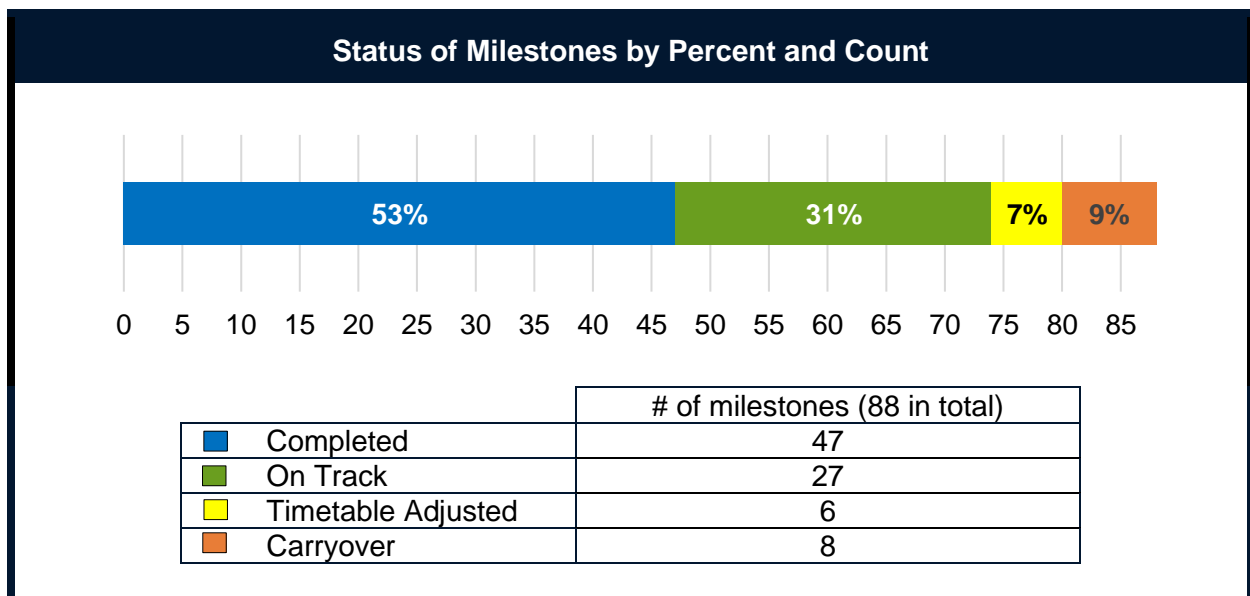
Ten CEO Initiatives

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



FIRST QUARTER

15 of 17 completed – 88%

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
1. 529 Bravo! Service	Milestone: Launch Bravo! service on Beach Boulevard - Q1. Note: 529 Bravo! Service was launched on February 11, 2019, with the February service change.	OPS				
2. 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. Note: The upgrade to the back-office system, rollout of new account structure, and distribution of 6C transponders will commence once the Kapsch TrafficCom USA, Inc., lane system installations for both OCTA and RCTC have been completed (installation begins Q3). Distribution of the new 6C transponders to customers will begin after the lane system installation has been completed (timetable adjusted to Q4). In order to move forward with this milestone, lane system installations for both OCTA and RCTC need to be completed. Due to installation challenges in Riverside, this required additional time. The OCTA westbound direction has been completed and the eastbound direction is scheduled for the first weekend in Q4.	EXEC				
3. Fullerton Transportation Center Revitalization	Milestone: Board award of contract to revitalize the facility - Q1. Note: Contract awarded on May 13, 2019 (timetable adjusted to Q2).	CAP				
4. Bicycle Safety Training Program	Milestone: Award contract for the Bicycle Safety Training Program – Q1. Note: Contract awarded on April 25, 2019. (timetable adjusted to Q2).	PLN				
5. Bus Fleet Outlook Plan	Milestone: Update Outlook Plan and present to ESC – Q1 Note: On March 18, 2019, the plan was presented to ESC.	PLN				

ON TRACK

COMPLETED

TIMETABLE
ADJUSTED

CARRYOVER

AT RISK

BOARD
INITIATIVE

FIRST QUARTER (CONTINUED)

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
6. Hydrogen Fueling Station at Santa Ana Base (Carryover 2017)	Milestone: Commission the hydrogen fueling station - Q1. Note: Construction is substantially completed. August 27, 2019 – commencement of H2 station start-up with purging of systems. Beginning of Q4 – O&M training to take place first two weeks of October for production use; anticipated completion of H2 station start-up and commissioning (timetable adjusted to Q4).	CAP				
7. San Juan Capistrano Rail Passing Siding Project (Carryover 2017)	Milestone: Begin construction - Q1. Note: On January 14, 2019, the Board approved the firm for construction of this project. On March 12, 2019, the Notice to Proceed with construction was issued.	CAP				
8. EZ Wallet Demonstration (Carryover 2018)	Milestone: Initiate a demonstration project of EZ Wallet – Q1. Note: The EZ Wallet demonstration project began on January 14, 2019.	OPS				
9. Emergency Management Functional Exercise	Milestone: Exercise the Emergency Operation Plan and report results to ESC in Q1. Note: On January 30, 2019, Security and Emergency Preparedness conducted an enhanced table-top exercise. The exercise was a success and the after-action report was delivered to ESC in March 2019.	EXEC				
10. Employee Rotation Pilot Program	Milestone: Launch the Employee Rotation Pilot Program - Q1. Note: The Employee Rotation Program was launched in Q1. ESC has been updated twice and the program is in its second rotation.	HROD				
11. Facility Security Camera System	Milestone: Complete security camera installation at Santa Ana and Garden Grove bus bases - Q1 Note: Installation of the security cameras have been completed. Inspection and closeout are being completed.	CAP				

ON TRACK

COMPLETED

TIMETABLE
ADJUSTED

CARRYOVER

AT RISK

BOARD
INITIATIVE

FIRST QUARTER (CONTINUED)

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
12. Federal Obligation Authority Plan	Milestone: Present to the Board the Federal Obligation Authority Plan – Q1. Note: On January 14, 2019, the Board received the federal fiscal year 2018 -19 Obligation Authority Plan.	PLN				
13. I-5, SR-55 to SR-57	Milestone: Begin construction - Q1, 2019. Note: In February 2019, construction of this project began. On April 8, 2019, the Board received an update on the project.	CAP				
14. OC Streetcar	Milestone: Administer reimbursement from Federal Full Funding Grant Agreement grant funding - Q1. Note: In Q1, 2019, OCTA administered reimbursement of \$8.3 million from the Federal Full Funding Grant Agreement for the OC Streetcar, which represents the first draws on the FFGA for the project.	F&A				
15. Orange Transportation Center Metrolink Parking Structure	Milestone: Complete construction (addition of 611 parking spaces) - Q1. Note: Project construction is complete and open to the public. Closeout efforts are underway.	CAP				
16. Safe Routes to School Action Plan	Milestone: Board approval of consultant selection for Safe Routes to School Action Plan – Q1. Note: On March 11, 2019, the Board approved the consultant selection for this project.	PLN				
17. SR-57 NB – Orangewood Avenue to Katella Avenue	Milestone: Complete environmental - Q1. Note: On March 29, 2019, the federal environmental approval and the project report for the NB SR-57 improvements from Orangewood Avenue to Katella Avenue were signed by Caltrans.	CAP				

ON TRACK

COMPLETED

TIMETABLE
ADJUSTED

CARRYOVER

AT RISK

BOARD
INITIATIVE

SECOND QUARTER

21 of 22 completed – 95%

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
1. 2019 – 20 Budget Adoption	Milestone: Board adoption of the OCTA FY 2019 - 20 Budget - Q2. Note: June 10, 2019 – approved by the Board.	F&A				
2. 91 Express Lanes. Customer Service Center Relocation	Milestone: Begin operations of new customer service center - Q2. Note: January 14, 2019 - Board authorized additional funding for the 91 Express Lanes customer service center. March 11, 2019 - 91 Express Lanes customer service center relocation (completed in Q1) grand opening.	EXEC				
3. BCIP (OC)	Milestone: Board approval of projects from the 2019 call for projects - Q2. Note: June 10, 2019 – approved by the Board.	PLN				
4. 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. Note: April 22, 2019 - Board approved the release of RFP for back-office system and customer service center operations services.	EXEC				
5. Hydrogen Fuel Cell Buses (Carryover 2018)	Milestone: Final receipt of nine Hydrogen Fuel Cell Buses - Q2. Note: June 2019 - All nine H2 buses have been delivered.	OPS				
6. I-5, SR-73 to El Toro Road (Carryover 2018)	Milestone: Complete 100% Design (Segment 3 - Alicia Parkway to El Toro Road) - Q2 Note: 100% design completed in May 2019.	CAP				

ON TRACK

COMPLETED

TIMETABLE
ADJUSTED

CARRYOVER

AT RISK

BOARD
INITIATIVE

SECOND QUARTER (CONTINUED)

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
7. I-5, I-405 to SR-55 (Carryover 2018)	Milestone: Submit final environmental document to Caltrans for approval - Q2. Note: May 13, 2019 - draft final environmental document submitted to Caltrans. Final approval anticipated in late 2019.	CAP				
8. I-5, SR-73 to El Toro Road (Carryover 2018)	Milestone: Caltrans award of construction contract (Segment 1 – SR-73 to Oso Parkway) - Q2. Note: July 30, 2019 - advertise project. December 2019 - anticipated award of construction (timetable adjusted to Q4).	CAP				
9. Coach Operator Recruitment (COrE)	Milestone: Increase the number of new certified coach operators by 10% from 36 in FY 2018-19 to 40 in FY 2019-20. Report to ESC - Q2. Note: April 29, 2019 - COrE was delivered to ESC.	HROD				
10. Emergency Call Towers	Milestone: Install ten emergency call towers at selected transit centers – complete work - Q2. Note: Install of emergency call towers completed in Q1.	OPS	Early Complete			
11. 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. Note: Phase I completed in March. Meeting set with CEO (July 2019) to receive approval.	F&A				
12. I-5, SR-73 to El Toro Road	Milestone: Begin construction of the I-5, Oso Parkway to Alicia Parkway (Segment 2) - Q2. Note: April 5, 2019 - Construction contract approved by Caltrans. May 29, 2019 - construction began (first working day).	CAP				
13. M2 Triennial Performance Assessment	Milestone: Present to Board the results of the M2 Triennial Performance Assessment – Q2. Note: March 11, 2019 - Board received the results of M2 Triennial performance assessment and directed staff to implement an action plan in response to findings (staff will track and follow-up with the Board by end of calendar year).	PLN	Early Complete			
14. Near Zero Emission Engines	Milestone: Install Near Zero-Emission engine on prototype articulated bus – complete install - Q2. Note: Installation of Near Zero-Emissions has been completed.	OPS				

ON TRACK

COMPLETED

TIMETABLE
ADJUSTED

CARRYOVER

AT RISK

BOARD
INITIATIVE

SECOND QUARTER (CONTINUED)

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
15. OC Flex	Milestone: Update Board on the OC Flex demo - Q2. Note: The Board approved one-year pilot and directed staff to report back. May 24, 2019 - Presented Micro-Transit Pilot Program six-month review.	OPS				
16. OC to LA Transit Connections Study	Milestone: Award consultant contract for the OC to LA Transit Connections Study – Q2. Note: Procurement was completed in June.	PLN				
17. Personnel and Salary Resolution)	Milestone: Board approval of the personnel and salary resolution - Q2. Note: June 10, 2019 - approved by the Board.	HROD				
18. Safe Transit Stops, Project W	Milestone: Board approval of funding recommendations for the Project W Safe Transit Stops Program – Q2. Note: June 24, 2019 - Project W Safe Transit Stops - 2019 Programming Recommendations.	PLN				
19. SR-55, I-405 to I-5	Milestone: Start ROW acquisition - Q2. Note: March 11, 2019 - Board received an update on this project. June 2019 – ROW acquisition process has begun.	CAP				
20. SR-91 Implementation Plan	Milestone: Present for Board approval the SR-91 Implementation Plan – Q2. Note: July 8, 2019 - SR-91 Implementation Plan to Board (timetable adjusted to Q3 to allow time for coordination).	PLN				
21. 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. Note: May 24, 2019 - presented to Board.	EXEC				
22. Streets & Roads	Milestone: Board approval of RCP (Project O) and RTSSP (Project P) funds for projects – Q2. Note: June 10, 2019 - Project O and Project P call for programming recommendations approved by the Board.	PLN				

ON TRACK

COMPLETED

TIMETABLE
ADJUSTED

CARRYOVER

AT RISK

BOARD
INITIATIVE

THIRD QUARTER

4 of 10 completed – 50%

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
1. Beach Boulevard Corridor Study	Milestone: Develop conceptual alternatives with the corridor cities. Present alternatives to the Board in Q3. Note: September 9, 2019 – presented to Board.	PLN				
2. Credit Ratings	Milestone: Conduct annual rating agency trip - Q3. Note: September 18-20, 2019 – annual rating agency trip occurred.	F&A				
3. Facility Security Camera System	Milestone: Complete security camera installation at contracted bases and OCTA administration bldg. - Q3. Note: June 18, 2019 – executed agreement was issued to the firm to perform video surveillance system installation at the Anaheim, Irvine Construction Circle, and Irvine Sand Canyon bus bases, and the Orange Administration building. January 31, 2020 – anticipated completion date (carryover to 2020 Q1). Due to additional requests for site walks and coordination with administrative staff, base staff and the security team, the procurement schedule was modified to accommodate proposers.	CAP				
4. Federal Transportation Act	Milestone: Develop priorities for upcoming Transportation Act consistent with legislative platforms. Present to ESC - Q3. Note: September 30, 2019 –presented to ESC	EA				
5. Fullerton Park & Ride	Milestone: Present to ESC the final report with recommendations for joint development - Q3. Note: September 24, 2019 –presented to joint development concepts to ESC. This is timetable adjusted to Q4 due to financial analyses that were more complex than anticipated. December 2, 2019 – anticipated to present final report to ESC	PLN				
6. iShuttle	Milestone: Complete procurement of iShuttle replacement vehicles - Q3. Note: September 12, 2019 – item presented to Transit Committee for authorization to purchase 12, 30-foot CNG-powered buses; procurement completed (Board award anticipated for October 2019).	OPS				

ON TRACK

COMPLETED

TIMETABLE
ADJUSTED

CARRYOVER

AT RISK

BOARD
INITIATIVE

THIRD QUARTER (CONTINUED)

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
7. OC Managed Lanes Study	Milestone: Award Managed Lanes consultant contract - Q3. Note: May 2019 - contract awarded (early completion).	PLN		Early Complete		
8. SR-91, SR-55 to SR-57	Milestone: Submit final environmental document to Caltrans for approval - Q3. Note: April/May 2020 – anticipated completion and submittal for final environmental document (carryover to 2020 Q2). Delay due to environmental testing required to address ROW issues.	CAP				
9. Transit Security Operations Center	Milestone: Board award of consultant contract for the design of the TSOC - Q3. Note: May 13, 2019 - Release of TSOC design RFP. May 24, 2019 - TSOC CEQA adoption. Q4 – anticipated Board award agreement for design is December 9, 2019 (timetable adjusted to Q4). Due to difficulty coordinating schedules for internal and external procurement committee members, the evaluation process took additional time that delayed the procurement.	CAP				
10. Treasury Functional Review	Milestone: Complete external review of Treasury functions - Q3. Note: Delay due to Treasury and Public Finance Manager vacancy. Position was filled in Q2. Not enough time to procure a consultant to complete the review this calendar year (carryover to 2020).	F&A				

ON TRACK

COMPLETED

TIMETABLE
ADJUSTED

CARRYOVER

AT RISK

BOARD
INITIATIVE

FOURTH QUARTER (Q4)

7 of 39 completed – 18%

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
1. Bristol Street Transit Corridor Study	Milestone: Present draft alternatives to Transit Committee – Q4. Note: April 22, 2019 – Board received an update on this study along with an update on the purpose and need. October 2019 – anticipated draft alternatives to Transit Committee.	PLN				
2. 2019 Employee Engagement Survey	Milestone: Develop and implement the action plan from the 2018 Employee Engagement Survey. Provide ESC with quarterly updates - Q1 - Q4. Note: March 18, 2019, June 17, 2019 and September 24, 2019 – presented update to ESC. November 18, 2019 – scheduled to present to ESC.	HROD				
3. 2020 State Transportation Improvement Program	Milestone: Board approval of the 2020 STIP proposal – Q4. Note: September 9, 2019 – presented to Board.	PLN			Early Complete	
4. Anaheim Canyon Metrolink Station Improvements	Milestone: Board award of the construction contract - Q4. Note: Advertisement pushed out to December 2019 due to temporary construction easement needed from adjacent property owner. Q2 2020 – anticipated board award of construction (carryover to 2020).	CAP				
5. Transportation Needs Assessment	Milestone: Present progress report to Board - Q4. Note: July 26, 2019 – RFP posted. October 28, 2019 – item scheduled to Board to award contract. December 2019 – anticipated progress report presentation to L&C.	EA				
6. Placentia Metrolink Rail Station (Carryover 2018)	Milestone: Begin construction in Q4. Note: Construction and maintenance agreement between BNSF and SCRRA need to be in place prior to advertisement. Q1 2020 – anticipated advertisement. Q2 2020 – anticipated award of construction contract and start of construction (carryover to 2020).	CAP				
7. 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 Note: Monitors and barriers have been installed on buses; testing continues. October 2019 – data gathered will be analyzed.	OPS				

ON TRACK

COMPLETED

TIMETABLE
ADJUSTED

CARRYOVER

AT RISK

BOARD
INITIATIVE

FOURTH QUARTER (CONTINUED)

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
8. Collective Bargaining Agreement	Milestone: Board approval of the maintenance collective bargaining agreement between OCTA and Teamsters Union - Q4. Note: Negotiations are ongoing but should wrap up by September 30, 2019. Board approval is anticipated on October 14, 2019.	HROD				
9. College Pass Program	Milestone: Expand the college pass partnership program through outreach with local colleges/universities. Q1 – Q4. Note: College Pass Program expanded to include Goldenwest College and Fullerton College.	EA				
10. Communications and Public Outreach	Milestone: Conduct ongoing outreach programs to support capital projects and planning studies. Q1-Q4. Note: Ongoing outreach efforts for Beach Boulevard Corridor Study, Bristol Street Corridor Study, I-5 (SR-73 to El Toro Road), I-5 (SR-55 to SR-57) and I-405 (SR-73 to I-605).	EA				
11. Comprehensive Annual Financial Report (CAFR)	Milestone: Present to the Board an unmodified opinion from the external auditors and present the annual financial statements - Q4. Note: November 25, 2019 - unmodified opinion from external auditors and annual financial statements anticipated to be presented to Board.	F&A				
12. Congestion Management Program	Milestone: Board adoption of the 2019 Congestion Management Program Report – Q4. Note: September 5, 2019 – draft CMP approved to be released at RP&H. September 9, 2019 – anticipated draft Board approval. November 25, 2019 – anticipated final present to Board.	PLN				
13. 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. Note: Planning has started. December 2019 – anticipated date of exercise.	EXEC				
14. Data Center Relocation	Milestone: Relocate the data center out of state - Q4. Note: December 2019 – relocation of data center out of state expected completion.	F&A				

ON TRACK

COMPLETED

TIMETABLE
ADJUSTED

CARRYOVER

AT RISK

BOARD
INITIATIVE

FOURTH QUARTER (CONTINUED)

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
15. Environmental Programs, Project X	Milestone: Board approval of grant funding allocations for M2, Tier 1 Water Quality program – Q4. Note: March 11, 2019 - the Board authorized the issuance of the 2019 Environmental Cleanup Program Tier 1 call for projects. September 9, 2019 – Board approval of programming recommendation.	PLN			Early Complete	
16. I-405 Improvement Project	Milestone: Initiate bridge reconstruction • Harbor Boulevard undercrossing widening - Q1, • Fairview Road - Q1, • Harbor On-Ramp Bridge - Q1, • Bolsa Avenue OC - Q1, • Heil Avenue pedestrian overcrossing - Q2 • Talbert Avenue - Q3 • Bushard Street - Q3 • Westminster - Q3 Note: Slater Bridge was the first bridge to open on August 29, 2019	CAP				
17. I-405 Improvement Project	Milestone: Successfully draw on the TIFIA loan, M2 Sales Tax revenue bonds - Q4. Note: OCTA has successfully received two TIFIA loan disbursements to date and issued M2 Sales Tax revenue bonds on February 26, 2019, ensuring OCTA has the financial capacity in place to successfully deliver the I-405 Improvement Project as scheduled.	F&A				
18. I-405 Improvement Project	Milestone: Completion of ROW phase. (Report possession of property by quarter). Completion - Q4. Note: March 25, 2019 – Resolutions of Necessity. April 8, 2019 – Project Update. May 13, 2019 – Resolutions of Necessity. June 10, 2019 – Resolutions of Necessity. September 9, 2019 – Project update. A Resolution of Necessity for the final remaining property (of 288 properties) is planned to go to the Board on December 9, 2019. Possession of 287 properties is anticipated by the end of the calendar year.	CAP				

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BOARD
INITIATIVE

FOURTH QUARTER (CONTINUED)

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
19. I-5, El Toro Interchange	Milestone: Support Caltrans' efforts to complete environmental - Q4. Note: OCTA has and continues to support Caltrans' efforts to complete environmental.	CAP				
20. I-5, SR-73 to El Toro Road	Milestone: Begin construction of the I-5, SR-73 to Oso Parkway (Segment 1) - Q4. Note: Project advertised in August 2019. Bid opening is scheduled for October 15, 2019, with construction contract award anticipated in December and begin of construction to start in Q1 2020.	CAP				
21. Legislative Forums	Milestone: Conduct local legislative forums quarterly and present results to ESC. Q1- Q4. Note: October 21, 2019 – scheduled to present to ESC.	EA				
22. Legislative Platforms	Milestone: Board approval of 2020 State and Federal Legislative Platforms – Q4. Note: October 28, 2019 – draft anticipated. November 25, 2019 – anticipated Board approval of 2020 State and Federal Legislative Platforms.	EA				
23. Light Duty Program	Milestone: Implement a light duty pilot program by Q4. Present program policies to ESC - Q4. Note: October 2019 – anticipated to present Transitional Work Program Pilot to ESC.	HROD				
24. M2 Environmental Programs	Milestone: Present to the Board biannual progress reports. Q2 - Q4. Note: August 12, 2019 – presented to the Board December 9, 2019 – anticipated to present to Board.	PLN				
25. Management Development Academy	Milestone: Conduct the Management Development Academy and present the participants to the Board - Q4. Note: November 25, 2019 – anticipated to present to Board.	HROD				
26. Marketing	Milestone: Conduct ongoing campaigns to promote bus, rail, OC Flex, rideshare, vanpool services, and support bus service changes. Q1- Q4 Note: Q1: launched a multifaceted, multilingual marketing campaign to promote ridership on the new Bravo 529. Promoted weekend group ridership for OC Flex. May 24, 2019 - I-5 south agreement for public outreach services.	EA				

ON TRACK

COMPLETED

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AT RISK

BOARD
INITIATIVE

FOURTH QUARTER (CONTINUED)

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
27. OC Bus 360° Biannual Progress Reports	Milestone: OC Bus 360° Biannual Progress Reports. Q2 - Q4. Note: April 22, 2019 – Board received OC Bus 360° update. October 14, 2019 – next anticipated Board update.	PLN				
28. OC Flex	Milestone: Upon completion of the one-year micro-transit pilot program, evaluate the program against established performances measures and report results to ESC - Q4. Note: Currently tracking Performance Metrics (month-to-month). October 2019 – Pilot period ends. November/December 2019 – anticipated present to ESC.	OPS				
29. OC Streetcar	Milestone: Board award of O&M contract – Q4. Note: March 2020 – anticipated Board award of O&M contract (carryover to 2020). Award of O&M contract adjusted to be consistent with construction schedule and NTP for when the contractor is needed.	OPS				
30. OC Streetcar	Milestone: Siemens to initiate production of first S-70 vehicle - Q4. Note: September 2019 – Siemens anticipated to initiate production of first S-70 vehicle.	OPS				
31. OC Streetcar	Milestone: Report on status of construction to meet March 2022 service startup date. Q1 - Q4. Note: March 25, 2019 – Board received update on this project. July 22, 2019 - OC Streetcar quarterly update. October 28, 2019 – anticipated OC Streetcar quarterly update.	CAP				
32. OCTA Innovation	Milestone: Biannual reports to the Board. Q2 - Q4. Note: May 24, 2019 – Innovation Board update November 25, 2019 – anticipated Board update.	PLN				
33. Orange County Rail Maintenance Facility	Milestone: Begin environmental and preliminary design - Q4. Note: May 13, 2019 – RFP released. December 2019 – anticipated start of environmental and preliminary design.	CAP				

ON TRACK

COMPLETED

TIMETABLE
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CARRYOVER

AT RISK

BOARD
INITIATIVE

FOURTH QUARTER (CONTINUED)

Project/Program	Milestone	Division	Q1	Q2	Q3	Q4
34. Planning Activities	Milestone: Present to the Board, biannual reports on regional planning activities, including the 2020 Regional Transportation Plan. Q2 - Q4. Note: Presented to Board updates on regional planning activities on March 11, 2019 and September 23, 2019.	PLN			Early Complete	
35. Safety Management System	Milestone: Update the Board on the SMS and the ESC on the related Public Transportation Agency Safety Plan. Note: November 11, 2019 – anticipated to update the Board.	HROD				
36. San Juan Creek Bridge	Milestone: Develop funding plan - Q4. Note: FTA program of projects anticipated to go to the Board on October 14, 2019.	CAP				
37. South Orange County Multimodal Study	Milestone: Board award contract to study multimodal transportation needs in southern Orange County - Q4. Note: August 12, 2019 – contract awarded.	PLN			Early Complete	
38. 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. Note: Draft SOW completed.	PLN				
39. Succession Planning	Milestone: Complete a talent assessment of all administrative employees to guide the employee's career path, next role, the employee's development plan, and present to ESC - Q2 - Q4. Note: June 17, 2019 – presented update to ESC. November 18, 2019 – scheduled to present to ESC.	HROD				

ON TRACK

COMPLETED

TIMETABLE
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AT RISK

BOARD
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Acronyms

BNSF – Burlington Northern Santa Fe	OPS - Operations
Board – Board of Directors	OCTA – Orange County Transportation Authority
Caltrans – California Department of Transportation	OCTD – Orange County Transit District
CAP – Capital Programs	PLN – Planning
CEO – Chief Executive Officer	Q1 – First Quarter
CEQA – California Environmental Quality Act	Q2 – Second Quarter
CM – Construction Management	Q3 – Third Quarter
CMP – Construction Management Plan	Q4 – Fourth Quarter
CNG – Compressed Natural Gas	RCTC – Riverside County Transportation Commission
EA – External Affairs	RCP – Regional Capacity Program
ESC – Executive Steering Committee	RPH – Regional Planning and Highways Committee
EXEC – Executive Office	RFP – Request for Proposals
F&A – Finance and Administration	ROW – Right-of-Way
H2 - Hydrogen	RTSSP – Regional Transportation Signal Synchronization Program
HROD – Human Resources and Organizational Development	SCRRA – Southern California Regional Rail Authority
FTA – Federal Transit Administration	SMS – Safety Management System
FY – Fiscal Year	SR-55 – State Route 55
I-5 – Interstate 5	SR-57 – State Route 57
I-405 – Interstate 405	SR-73 – State Route 73
I-605 – Interstate 605	SR-91 – State Route 91
L&C – Legislative & Communication Committee	SOW – Scope of Work
M2 – Measure M2	STIP – State Transportation Improvement Program
NB - Northbound	TIFIA – Transportation Infrastructure Finance and Innovation Act
NTP – Notice to Proceed	TSOC – Transit Security Operations Center
O&M – Operations and Maintenance	