

CEO ACTION PLAN

ORANGE COUNTY TRANSPORTATION AUTHORITY

2020 BOARD AND CEO INITIATIVES

BALANCED & FORWARD THINKING



STEVE JONES
Chairman

DARRELL E. JOHNSON
Chief Executive Officer

2020 Board Initiatives

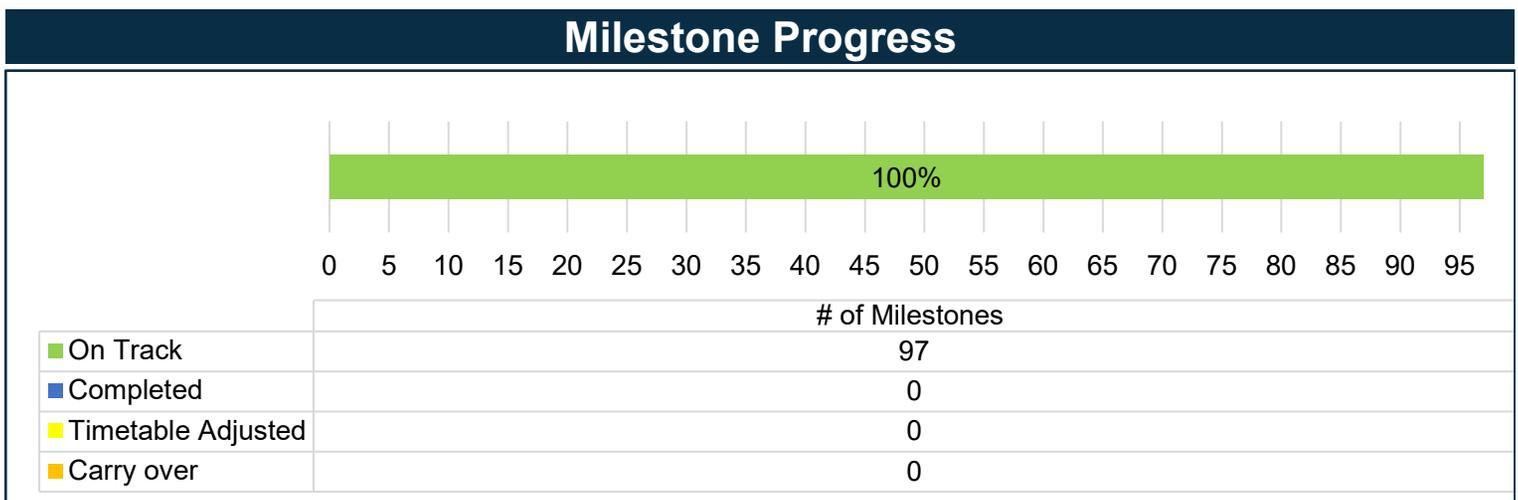
1. Comprehensive Mobility Solutions
2. Regional Leadership & Public Transparency
3. Resiliency, Sustainability & Innovation
4. Fiscal Accountability
5. Organizational Excellence

2020 CEO Initiatives

1. Enhance Transit Service Quality and Customer Experience
2. Deliver OC Go - Next 10 Plan Commitments
3. Collaborate with Local and Regional Partners
4. Ensure Public Accountability and Transparency
5. Advance Climate Resiliency and Sustainability
6. Promote and Deploy Innovative Technology
7. Champion Fiscal Responsibility
8. Strengthen Safety and Security Measures
9. Develop and Maximize Workforce Potential

2020 CEO Milestone Summary

Number of Milestones by Quarter	
Quarter Due	Number
First Quarter	15
Second Quarter	30
Third Quarter	24
Fourth Quarter	28
TOTAL	97



FIRST QUARTER (Q1)

0 of 15 Completed - 0%

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	Bus Fleet	Ensure Asset Preservation	Present 40-foot bus replacement RFP to Board - Q1					
2.	OC ACCESS	Review OC ACCESS Service	Present results and recommendations from service delivery model study to ESC - Q1					
3.	Orange County Rail Maintenance Facility (2019 Carryover)	Build a Local Rail Maintenance Facility	Begin environmental and preliminary design - Q1					
4.	San Juan Creek Railroad Bridge	Ensure Asset Preservation	Obtain environmental approval and initiate ROW acquisition to replace 100 Year-Old Railroad Bridge - Q1					
5.	I-5, SR-73 to El Toro Road (2019 Carryover)	Begin Construction	Initiate construction activities for Segment 1 on I-5 between SR-73 and Oso Parkway - Q1					
6.	OC Streetcar (2019 Carryover)	Award Operations and Maintenance Contract	Present recommendation for contract award to Board - Q1					
7.	SR-91, SR-55 to SR-57	Begin Design	Present release of RFP for design of Segment 3 on SR-91 between Acacia Avenue to La Palma Avenue to Board - Q1					
8.	Fare Collection System	Modernize Fare Collection System	Present Farebox replacement alternatives to Transit Committee - Q1					
9.	OC Flex	Test New Transit Delivery Models	Provide an update with recommendations on next steps to Board - Q1					

FIRST QUARTER (Q1) (Continued)

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
10.	Signal Synchronization Technology	Future Proof Infrastructure	Initiate discussions with local agencies on advanced signal system improvements - Q1					
11.	Coach Operator Security	Enhance Security Measures for Coach Operators	Provide update in closed session to Board - Q1					
12.	Facility Security Camera System (2019 Carryover)	Secure All OCTA Facilities	Complete security camera installation - Q1					
13.	LDA	Provide Professional Development Programs	Select and launch the fourth cohort of the LDA to grow the next generation of leaders - Q1					
14.	Transit Master Plan	Seek Direction of Future Transit Options	Present prior Transit Master Plan for discussion to Transit Committee - Q1					
15.	M2 Eligibility - City of Santa Ana and City of Stanton	Ensure Timely Audit Of Expenditure Report and MOE	Upon receipt, audit City of Santa Ana's and City of Stanton's Expenditure Reports and MOE requirements to bring recommendation at earliest meeting for action to Board - Q1					

SECOND QUARTER (Q2)

0 of 30 Completed - 0%

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	Fullerton Transportation Center Revitalization	Enhance Passenger Experience	Complete construction - Q2					
2.	OC ACCESS	Ensure Asset Preservation	Present OC ACCESS vehicle replacement contract to Board - Q2					
3.	OC ACCESS	Ensure Service Continuity	Present OC ACCESS service provider RFP to Board - Q2					
4.	Anaheim Canyon Metrolink Station Improvement (2019 Carryover)	Initiate Construction for Passenger Enhancements	Present recommendation for construction contract award to Board - Q2					
5.	Community Based Transit Circulators	Fund Community Based Transit Options	Present recommendations for Transit Circulator projects (Project V) grant awards to Board - Q2					
6.	I-5, El Toro Interchange	Seek Consensus on Project Alternative	Provide progress report on path forward based on input from the affected cities to Board - Q2					
7.	I-5, I-405 to SR-55	Initiate Design Phase	Present release of RFP for design of Segment 2 on I-5 between Yale Avenue and SR-55 to Board - Q2					
8.	I-5, SR-73 to El Toro Road	Initiate Construction	Achieve Ready to List status for Segment 3 on I-5 between Alicia Parkway and El Toro Road - Q2					
9.	I-605/Katella Avenue Interchange	Begin Design	Present release of RFP for design consultant services to Board - Q2					

SECOND QUARTER (Q2) (Continued)

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
10.	Placentia Metrolink Station (2019 Carryover - Revised)	Provide Construction Start Progress	Provide update on agreements necessary to initiate construction to Transit Committee - Q2					
11.	SR-55, I-405 to I-5	Complete Design	Submit 100 percent design plans for approval to Caltrans - Q2					
12.	SR-55, I-5 to SR-91	Complete Environmental	Submit final environmental document for approval to Caltrans - Q2					
13.	SR-91, SR-55 to SR-57	Begin Design	Present recommendation for award of design contract for Segment 2 on SR-91 between La Palma Avenue and SR-55 to Board - Q2					
14.	SR-91, SR-55 to SR-57 (2019 Carryover)	Complete Environmental	Submit final environmental document for approval to Caltrans - Q2					
15.	Streets & Roads	Fund Streets and Roads Improvements	Present recommendations for RCP (Project O) and RTSSP (Project P) projects grant awards to Board - Q2					
16.	Agency Climate Resiliency and Sustainability Practices	Perform Gap Analysis on Agency Sustainability Practices and Preparedness for Natural and Human Induced Hazards	Inventory agency wide practices, including comparative analysis with peer agencies and present next steps for Plan development to ESC – Q2					

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

SECOND QUARTER (Q2) (Continued)

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
17.	Zero Emission Bus Roll Out	Prepare Roll Out Plan for Zero Emission Bus Implementation	Present for adoption to Board - Q2					
18.	Dynamic Digital Bus Stop Signage	Deploy Pilot Real Time Bus Digital Signs	Provide an interim update on implementation to ESC – Q2					
19.	Fullerton Park and Ride Joint Development	Opportunities for Public/Private Partnership to Increase Transit Interest	Present the results from the study for future consideration of joint development opportunities to Board – Q2					
20.	Mobility On Demand	Support Mobility on Demand	Provide update on demand responsive services proposed through Project V to Board - Q2					
21.	OCTA's Operating and Capital Budget	Develop a FY 2020-21 Balanced Budget	Present a comprehensive balanced OCTA FY 2020-21 Budget for adoption to Board - Q2					
22.	Cybersecurity Training	Protect OCTA's Information Systems	Require completion of annual cybersecurity training for all employees - Q2					
23.	Cybersecurity Training	Protect OCTA's Information Systems	Continue implementation of Cyber Security Roadmap and provide an update to Executive Committee - Q2					

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

SECOND QUARTER (Q2) (Continued)

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
24.	TPS	Protect Transit Operations	Present contract for TPS to Board - Q2					
25.	ECA	Provide ECA to Grow New Professionals	Select and launch the second cohort of the ECA - Q2					
26.	Personnel and Salary Resolution	Update Personnel Policies	Present recommendations to Board - Q2					
27.	Transportation Communications Union Collective Bargaining Agreement	Negotiate and Renew Agreement	Present parts clerks and facilities technicians agreement to Board - Q2					
28.	Beach Boulevard Corridor Study	Study Corridor Transportation Improvement Options	Present draft final report to Regional Planning and Highways Committee - Q2					
29.	I-5, Pico to San Diego County Line	Initiate the Environmental Phase to complete Orange County's High-Occupancy Vehicle Lane System	Provide update to Board - Q2					
30.	SAFE Rule	Monitor Implementation of SAFE Rule	Provide an update to Legislative and Communications Committee - Q2					

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

THIRD QUARTER (Q3)

0 of 24 Completed - 0%

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	Human Services Transportation Coordinated Plan	Coordinate Transportation Delivery Services	Present final plan to Board - Q3					
2.	OC Bus 2.0	Develop Strategies for Service Improvement	Present Improvement Plan to Board - Q3					
3.	I-405 Improvement Project (2019 Carryover)	Complete Possession of Property Rights	Complete ROW Phase (obtain legal possession) - Q3					
4.	Hazard Mitigation Plan	Develop a Plan of Actions	Issue an RFP for a Plan of Sustained Actions Needed to Reduce Risks to Life and Property from All Hazards - Q3					
5.	Near Zero Emission Engines	Install Cleanest CNG Engine Technology	Complete near zero emission engine installation on 20 articulated buses - Q3					
6.	Zero Emission Battery Electric Buses	Evaluate Large Bus (BRAVO) Battery Electric Technology	Present release of vehicle procurement RFP to Board - Q3					
7.	Zero Emission Bus Update	Report on Transit Technology	Present fleet and equipment performance update to Board - Q3					
8.	Zero Emission Relief Vehicles	Reduce Emissions From Coach Operator Relief Vehicles	Present request for purchase of zero emission vehicles to Board - Q3					
9.	Bravo Service Enhancements	Develop BRAVO Enhancement Strategy	Create a speed and amenity task force and present recommendations to Board – Q3					
10.	Express Lanes Network Study	Assess Freeway Operations Strategies	Present recommendations to Regional Planning and Highways Committee - Q3					
11.	Strategic Transit Technology Plan	Develop Road Map for Future Transit Technology Improvements	Initiate procurement for consultant services - Q3					

THIRD QUARTER (Q3) (Continued)

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
12.	405 Express Lanes Back Office System	Implement Transaction Processing System	Present the RFP for back office system and customer service to Board - Q3					
13.	Credit Ratings	Maintain OCTA's Positive Credit Rating	Conduct annual rating agency trip - Q3					
14.	Express Lanes Roadside Assistance	Ensure Roadside Safety	Present release of SR-91 and I-405 Express Lanes roadside assistance RFP to Board - Q3					
15.	SMS	Ensure Operational Safety	Present the Public Transportation Agency Safety Plan to Board - Q3					
16.	Coach Operator Collective Bargaining Agreement	Negotiate and Renew Agreement	Present agreement to Board - Q3					
17.	Employee Health Insurance Renewal Programs	Secure Competitive Health Benefits	Present health insurance recommendations to Board - Q3					
18.	Employee Rotation Program	Develop Employees through Job Rotation	Launch annual program to develop future leaders with a broadened understanding of OCTA - Q3					
19.	College Pass Program	Initiate Post Pilot Next Steps	Work with colleges to extend the pass program beyond the pilot phase for Santa Ana College and Santiago Canyon College - Q3					
20.	OC to LA Transit Connections Study	Study Regional Transit Connection Opportunities	Present update to Transit Committee - Q3					
21.	SR-91 Implementation Plan	Collaborate with RCTC to update the Plan in support of regional SR-91 Corridor Transportation Improvements	Present Plan to Board – Q3					

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

THIRD QUARTER (Q3) (Continued)

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
22.	Diversity Outreach	Conduct Diversity Outreach Programs to Support Capital Projects, Planning Studies and Marketing	Provide annual update to Board - Q3					
23.	Legislative Priorities	Provide End of Session Report	Discuss outcomes of legislative priorities, including protection of toll agency interoperability and enforcement practices and any reform of the Transportation Development Act with Legislative and Communications Committee - Q3					
24.	Transportation Needs Assessment	Conduct Assessment to Gain Insight on Current and Potential Customers	Present results to Board - Q3					

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

FOURTH QUARTER (Q4)

0 of 28 Completed - 0%

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
1.	I-405 Improvement Project	Continue to Advance Construction	Complete McFadden Avenue bridge - Q4					
2.	Next 10 Plan	Ensure M2 Delivery Commitment	Review and present status of the Next 10 Plan deliverables to Board - Q4					
3.	OC Streetcar	Ensure Vehicle Delivery	Finish assembly of one complete vehicle - Q4					
4.	SR-55, I-405 to I-5	Initiate Construction	Achieve Ready to List status - Q4					
5.	Agency Climate Resiliency and Sustainability Strategies	Create a Comprehensive Plan	Using information from the gap analysis completed in Q2, initiate procurement to develop a Climate Resiliency and Sustainability Plan – Q4					
6.	Congestion Management Program / SB 743 (Chapter 386, Statutes of 2013) Consistency	Support SB 743 requirements	Develop VMT Analysis Guidelines and present recommendations to ESC - Q4					
7.	M2 Environmental Cleanup Program	Fund Water Quality Improvements	Present programming recommendations for Tier 1 Projects (Project X) grant awards to Board - Q4					
8.	OC Flex	Test New Transit Delivery Models	Upon completion of the micro-transit pilot program, present results and recommendations to ESC - Q4					
9.	Comprehensive Annual Financial Report	Ensure Accountability and Transparency	Obtain an unmodified opinion from the external auditors and provide the annual financial statements to Board - Q4					

FOURTH QUARTER (Q4) (Continued)

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
10.	Comprehensive Business Plan	Develop OCTA's Business Plan	Provide a summary of OCTA's FY 2020-21 long-term financial plan for adoption to Board - Q4					
11.	Federal Obligation Authority Plan	Maximize Federal Formula Funding Opportunities	Present the Federal Obligation Authority Plan to Board – Q4					
12.	New Budget Software Implementation	Ensure Long Term OCTA Budget System Support	Transition from internally developed software to commercial software during 2020 for development of FY 2021-22 budget - Q4					
13.	Treasury Functional Review (2019 Carryover - Revised)	Conduct an External Review of Treasury Functions	Initiate procurement for consultant services - Q4					
14.	Crisis Communication	Ensure Agency and Staff Preparedness	Conduct a tabletop exercise for the Crisis Communications team and revise Crisis Communications Plan as appropriate – Q4					
15.	APTA Expo	Host National Conference	Lead efforts to host APTA Expo 2020 in Anaheim - Q4					
16.	South Orange County Multimodal Study	Study Regional Multimodal Transportation Improvement Options	Provide an update to Board - Q4					
17.	241/91 ELC Project	Provide 241/91 ELC Project Progress	Provide an update on the status of the project with a discussion on the development of the agreements related to the term sheet to Board - Q4					
18.	State Active Transportation Program	Support Local Efforts to Secure Active Transportation Funding	Provide an update and priorities to Board - Q4					

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

FOURTH QUARTER (Q4) (Continued)

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
19.	Federal Transportation Reauthorization	Monitor Reauthorization Efforts	Report on discussions consistent with legislative platforms to Board - Q4					
20.	Legislative Platforms	Set Legislative Priorities	Present 2021 State and Federal Legislative Platforms to Board - Q4					
21.	OC Streetcar	Continue to Advance Construction	Report on status of construction to meet March 2022 service startup date Q1-Q4					
22.	Outreach Activities	Conduct Outreach to Support Capital Projects and Planning Studies	Provide quarterly I-405 and OC Streetcar updates and other projects and studies as appropriate to Board - Q1-Q4					
23.	Active Transportation Initiatives	Implement Programs in Support of Non-Motorized Transportation	Provide biannual updates on Safe Routes to School, OC Loop and Safety Programs to Board - Q2 and Q4					
24.	M2 Environmental Mitigation Programs	Ensure Comprehensive Freeway Program Mitigation	Present biannual progress reports to Board - Q2 and Q4					
25.	OCTA Innovation Ideas	Explore Innovation Opportunities through Inter-divisional Team Meetings	Present biannual updates to Board – Q2 and Q4					

ON TRACK

COMPLETED

TIMETABLE ADJUSTED

CARRYOVER

FOURTH QUARTER (Q4) (Continued)

#	Project/ Program	Objective	Milestone	Notes	Q1	Q2	Q3	Q4
26.	Legislative Forums	Communicate Transportation Needs and Challenges	Conduct forums with local delegation representatives and present report to ESC - Q2 and Q4					
27.	Marketing Activities	Promote and Educate Public on OCTA Services	Present biannual updates on ongoing campaigns promoting bus, rail, OC Flex, rideshare, vanpool services and bus service changes to Legislative and Communications Committee - Q2 and Q4					
28.	Regional Planning Activities	Highlight Transportation Planning Activities	Present biannual reports on activities underway that impact OCTA and the Southern California Region to Board - Q2 and Q4					

Acronyms

APTA – American Public Transportation Association	Q1 – First Quarter
Board – Board of Directors	Q2 – Second Quarter
Caltrans – California Department of Transportation	Q3 – Third Quarter
CEO – Chief Executive Officer	Q4 – Fourth Quarter
CNG – Compressed Natural Gas	RCTC – Riverside County Transportation Commission
ECA – Early Career Academy	RCP – Regional Capacity Program
ELC – Express Lanes Connector	RFP – Request for Proposals
ESC – Executive Steering Committee	ROW – Right-of-Way
FY – Fiscal Year	RTSSP – Regional Transportation Signal Synchronization Program
I-5 – Interstate 5	SR-55 – State Route 55
I-405 – Interstate 405	SR-57 – State Route 57
I-605 – Interstate 605	SR-73 – State Route 73
LDA – Leadership Development Academy	SR-91 – State Route 91
M2 – Measure M2	SAFE Rule – Safer Affordable Fuel-Efficient Rule
MOE- Maintenance of Effort	TSP – Transit Services Police
OCTA – Orange County Transportation Authority	VMT – Vehicle Miles Traveled