



ORANGE COUNTY TRANSPORTATION AUTHORITY

**2011 Chief Executive Officer Action Plan - End of Year
Report**

Supplemental Info.



March 26, 2012

To: Members of the Board of Directors

From: Will Kempton, Chief Executive Officer

Subject: **2011 Chief Executive Officer Action Plan – End of Year Report**

Attached is the 2011 Chief Executive Officer (CEO) Action Plan end of year report. This report is a summation of all activities of the CEO's major initiatives accomplished from January 1, 2011 through December 31, 2011.

CEO Action Plan

The 2011 CEO Action Plan (Action Plan) began in January 2011. The Action Plan consisted of 12 goals (initiatives) with 48 supporting strategies. An overview of the 2011 CEO Goals is provided in Attachment A.

The first progress report for the Action Plan covered the first quarter (Q1) of 2011 and was transmitted to the Board of Directors (Board) in April 2011. The second progress report for the Action Plan covered the second quarter of 2011 and was transmitted to the Board in August 2011. The third progress report for the Action Plan covered the third quarter (Q3) through November 14 and was transmitted to the Board in November 2011.

Fourth Quarter Status

By the end of the fourth quarter, 41 of the 48 supporting strategies were completed. The remaining seven strategies carried over to the 2012 CEO Action Plan. The seven carryover strategies are shown in Attachment B with a yellow status (Timetable Adjusted). An update of the disposition of the carryover strategies is provided in the status notes.

Major Accomplishments for Calendar Year 2011

The remainder of this Action Plan update focuses on the Orange County Transportation Authority's (OCTA) significant accomplishments from January 2011 through December 2011. The 2011 accomplishments are categorized according to the Strategic Plan goal areas and the CEO initiatives they support.

❖ **Strategic Plan Goal Area: Mobility**

➤ **CEO Initiative: Advance Capital Program Delivery**

✓ **Long Range Transportation Plan (LRTP):** The OCTA Board approved the LRTP in early 2011. Significant progress has been made for planned improvements on Interstate 5 (I-5) from El Toro Road to State Route 73 (SR-73), with the environmental phase started in the fall of 2011. The other major project with important progress is the planned I-5 carpool extension between San Juan Creek Road in San Juan Capistrano and Avenida Pico in San Clemente.

Interstate 405 is in the environmental process with the California Department of Transportation (Caltrans), and OCTA is preparing an environmental impact report/environmental impact statement scheduled for Board review, public review, and citizen engagement in early 2012. The project includes planned transportation improvements between SR-73 and Interstate 605.

✓ **Traffic Signal Synchronization:** OCTA began working with Caltrans, the County of Orange, and local cities in the spring of 2008 to develop a master plan for countywide traffic signal synchronization. The master plan utilizes an anticipated \$450 million from Measure M2 (M2) and will synchronize 2,000 signalized intersections, covering over 800 miles of Orange County streets. At the end of 2011, ten traffic signal synchronization projects had been completed, which improved travel speeds by 15 percent for motorists in Brea, Costa Mesa, Fountain Valley, Fullerton, Garden Grove, Orange, Santa Ana, Seal Beach, and Westminster. These traffic signal synchronization projects covered 180 miles and 702 traffic signals.

✓ **Highway Gap Closures:** OCTA awarded \$56 million in funds to 46 regional capacity projects. Of the total amount for regional capacity projects, \$11.3 million will be used specifically for gap closures as defined by this initiative.

✓ **Countywide and Regional Managed Lane Principles:** On December 5, 2011, the Board adopted the Toll Lane Planning and Implementation Principles. These principles provide a framework for future Board decisions and negotiations in regards to the planning and implementation of toll lanes that affect Orange County's highway system and its users. These principles are meant to apply solely to new facilities implemented and/or operated by OCTA.

✓ **State Route 91 (SR-91):** On August 22, 2011, OCTA and Caltrans broke ground on the SR-91 Westbound and Eastbound Lane Addition Project. The new lanes will increase capacity and relieve congestion along a six-mile stretch of freeway that connects commuters with Yorba Linda, Anaheim Hills, and Riverside County. In addition to the new lanes, a total of four on/off ramps will be realigned and widened, including Lakeview Avenue, Imperial Highway, and Weir Canyon. The realigned and widened on/off ramps will improve driving operations, making safer and smoother transitions for motorists. The completion of this project is expected in early 2013.

✓ **OC Bridges Project:** The OC Bridges grade separation program began in October 2011 with a ground breaking ceremony in Placentia. The ceremony marked the beginning of construction on the Placentia Avenue and Kraemer Boulevard underscrossings.

➤ **CEO Initiative: Create a New Transit Vision for Orange County**

✓ **Transit System Study:** OCTA completed a comprehensive transit study designed to find more efficient, cost-effective, and sustainable ways to operate transit services in Orange County. The findings and recommendations from the Transit System Study were discussed during the October 24, 2011 Board meeting. An incremental approach was adopted to implement the recommendations included in the study's ten-year planning horizon. Pilot projects were presented that allow testing of faster and more cost-effective services. Staff was directed to return in early 2012, with implementation plans for pilot projects for fiscal year 2012–13.

✓ **Fixed-Route Contracting Plan:** OCTA's transition from directly-operated fixed-route bus service to contracted service is currently at 15.6 percent of the total revenue vehicle hours provided. Coach operator, maintenance, and facility resources continue to be evaluated as part of the transition plan, with a target of achieving conversion to a level of 20.7 percent contracted fixed-route service with the October 2012 service change. The transition of service beyond the October 2012 service change is currently under evaluation, with a decision expected in the fall of 2012 for the February 2013 service change.

✓ **Bus Radio Communications System:** In April 2006, OCTA engaged EIGER Tech Systems to conduct an assessment of the OCTA Integrated Transportation Communication System (ITCS) radio network. In February 2008, EIGER Tech Systems completed the study and submitted their recommendation to convert the ITCS radio network links from analog modems to digital point-to-point telecommunication carrier circuitry known as Open Sky 2.

Open Sky 2 technology upgrades ITCS to the Intelligent Transit Management System (ITMS) and brings OCTA into compliance with the Federal Communication Commission narrowbanding mandate effective in 2013. The upgrade to ITMS will enable OCTA to consolidate radio communications into one system for all OCTA bus services, including directly-operated fixed-route, contracted fixed-route, and ACCESS service. By the end of calendar year 2011, OCTA was in factory acceptance testing of communication equipment and ongoing installation of six communication towers. This project will be completed in Q3, 2012.

✓ ***Bikeway Projects:*** OCTA has convened important coordination meetings with north Orange County cities to identify regional priority bikeway corridors. Through discussions with bike advocates, implementing agencies, as well as city and county officials, OCTA has established tiers for priority bikeway corridors for local agencies to consider for implementation.

➤ ***CEO Initiative: Improve LOSSAN Services and Position Rail as a Viable Transportation Option***

✓ ***Metrolink Expansion Program:*** Metrolink expanded rail service and introduced new fare options as part of the Metrolink Service Expansion Program. Service expansion included six new trains on weekdays and expanded seasonal service on weekends during the summer months. The six new weekday trains operate between Fullerton and Laguna Niguel/Mission Viejo stations during the afternoon and evening hours.

✓ ***Metrolink Marketing Expansion Programs:*** OCTA External Affairs Division expanded Metrolink marketing through several campaigns such as the OCLink pass and the Angels Express. The Angels Express provided Metrolink train service for home baseball games at Angel Stadium and generated 20,613 passengers. OCTA, working with the Anaheim Ducks hockey team, also launched the Ducks Express service on October 14, 2011, taking fans to and from the Anaheim Ducks hockey games at the Honda Center.

✓ ***New Tustin Metrolink Station Parking Structure:*** A new 823-space parking structure was opened at the Tustin Metrolink Station in October 2011. OCTA's M2 program contributed \$8.25 million to the project with an additional \$9.35 million in state funds to build the new parking garage.

✓ ***New Pass Introductions:*** OCTA introduced two new passes in 2011. The first was the all-weekend Metrolink pass that costs \$10 and is valid systemwide from 7:00 P.M. Fridays until midnight on Sundays. The second

was the OCLINK all-day pass that costs \$7 and is valid on any local OCTA bus as well as any Orange County or Inland Empire – Orange County Metrolink train.

✓ ***New Starts and Small Starts Program Approach:***

In September 2011, the OCTA Board directed staff to continue the development of the Anaheim and the Santa Ana/Garden Grove fixed-guideway proposals for consideration under the New Starts and Small Starts Program. The program provides cities with Federal Transit Administration-awarded funds for the construction of new fixed-guideway systems or extensions to existing fixed-guideway systems.

➤ ***CEO Initiative: Participate in Planning for High-Speed Rail***

✓ ***High-Speed Rail:*** Throughout 2011, the OCTA Executive Office and the Capital Programs Division staff participated in high-speed rail program planning and development for planned future high-speed rail in Orange County.

❖ **Strategic Plan Goal Area: Public Service**

➤ ***CEO Initiative: Develop Public-Private Partnership Opportunities***

✓ ***VONS Partnership:*** In June 2011, OCTA partnered with VONS to sell OCTA bus and rail passes at all 30 Orange County grocery store locations.

✓ ***U2 Concert:*** Metrolink provided special train service (paid for by concert promoter LiveNation) to/from the U2 concert at Angel Stadium on June 17 and 18, 2011. Ridership was tremendous, with a total of more than 11,000 riders on those two nights.

✓ ***OCTA's \$50 Summer Youth Bus Pass:*** The Youth Bus Pass provided unlimited travel on Orange County buses for those riders 18 years old and under from June 1 to August 31, 2011. The Youth Bus Pass was made available for purchase on the OCTA website, at the OCTA Store, and at all Orange County Ralphs locations.

➤ ***CEO Initiative: Maintain a High Level of Transparency at OCTA***

✓ ***Public Awareness and Perception:*** OCTA conducted several research projects in 2011. Those projects include: Attitudinal and Awareness Research, Bus Customer Satisfaction Survey, and 91 Express Lanes

Customer Satisfaction Survey. The findings from these surveys will help establish a baseline to measure public and customer feedback on OCTA's programs, projects, and services.

✓ **Freeway Service Patrol First Roadeo Competition:** The Freeway Service Patrol program hosted its first Tow Truck Roadeo at OCTA's Garden Grove Base during its quarterly training session to demonstrate their capabilities and commitment to public safety and public service.

✓ **36th Annual Bus and Maintenance Roadeo:** OCTA transit officials hosted the Annual Bus and Maintenance Roadeo in late September at the Santa Ana bus yard. Teams consisting of three coach operators from the Anaheim, Garden Grove, and Santa Ana yards demonstrated their skills on a course designed to test both skill and accuracy, competing against the clock and each other for top honors.

❖ **Strategic Plan Goal Area: Fiscal Sustainability**

➤ **CEO Initiative: Support Fiscal and Environmental Sustainability**

✓ **Breaking Down Barriers initiative:** The Breaking Down Barriers initiative is generating national attention. In August 2011, Gary Miller, (R-CA), introduced to Congress the Breaking Down Barriers Act of 2011. The proposal outlines \$35 billion in annual funding for transportation projects along with changes to current programs and processes. Consistent with recommendations from OCTA, key provisions in the bill will break down the bureaucratic barriers to project delivery and expedite project implementation, including making the environmental review process more efficient, integrating planning and programming approaches, and delegating the responsibility for environmental review to the states.

✓ **Retirement of Measure M (M1) Bonds:** \$85 million in debt obligation was retired in Q1. On February 15, 2011, OCTA remitted the final debt service payment for the M1 program. The payment of \$85 million was funded with M1 sales tax receipts and bond reserve funds. Over the life of the M1 program, OCTA issued more than \$1.3 billion to advance various freeway, transit, and streets and roads projects. The first issuance of the program dated back to January 1991.

✓ **Sunset M1 Actions Requiring Tax Oversight Committee:** The Planning Division presented the Transportation 2020 Committee with an amendment to the M1 Ordinance which will streamline closeout activities. The

amendment was presented and approved by the OCTA Board in September 2011.

✓ **California Transportation Commission (CTC) Funding:**

In 2011, the CTC approved \$186.7 million in funding allocations for 32 Orange County transportation projects. Allocated funds included \$100.1 million for five freeway projects, \$37.6 million for two railroad grade separation projects, \$35.2 million for five transit projects, and \$13.8 million for twenty local projects which included sixteen Transportation Enhancement projects.

❖ **Strategic Plan Goal Area: Stewardship**

➤ **CEO Initiative: Support Fiscal and Environmental Sustainability**

✓ **Freeway Mitigation Funds:** In the past year, five properties totaling approximately 945 acres of wilderness habitat have been preserved through OCTA's Freeway Environmental Mitigation Program, which protects the county's natural resources while adhering to the promise made to voters to implement 13 freeway projects as part of M2.

✓ **Habitat Restoration Projects:** OCTA issued a \$5 million call for projects for habitat restoration projects. Five restoration projects were previously funded through M2, including the Big Bend property in Laguna Beach, the City Parcel restoration project in San Juan Capistrano, the Fairview Park Wetlands & Riparian Habitat Project in Costa Mesa, the Irvine Ranch Conservancy project within the County of Orange, and the University of California Irvine ecological reserve in the City of Irvine. OCTA contributed funds to these restoration projects through the M2 mitigation program.

✓ **Greenhouse Gas Inventory:** OCTA has completed the first ever Greenhouse Gas Inventory. This important inventory will help OCTA establish a metric to reduce greenhouse gases from this baseline inventory.

✓ **Sustainable Communities Strategy:** Both the Orange County Council of Governments (OCCOG) and the OCTA Board unanimously approved the strategy to combine transportation and land-use elements in order to achieve state-mandated emission reduction targets. Orange County's strategy was transmitted to the Southern California Association of Governments (SCAG) and will be part of the SCAG report.

❖ **Strategic Plan Goal Area: Organizational Excellence**

➤ **CEO Initiative: Complete and Implement the OCTA Strategic Plan**

✓ **OCTA Strategic Plan:** The OCTA Strategic Plan was completed in February 2011 and approved by the Board. The Plan has become an important tool to help OCTA staff develop divisional, program, project, and personnel metrics to assess efficiency and effectiveness.

➤ **CEO Initiative: Effectively Manage Employee Healthcare Program**

✓ **Employee Healthcare Program:** In October 2011, the OCTA Board approved all agreements for health insurance services falling within the Board directive to contain cost increases to no more than five percent in 2012 and develop a more strategic approach to controlling healthcare costs on a go-forward basis.

➤ **CEO Initiative: Complete Labor Negotiations**

✓ **Labor Negotiations:** Earlier in 2011, the Transportation Communications Union, which represents facility technicians along with the parts and revenue clerks, completed negotiations with OCTA staff with mutually satisfactory results.

➤ **CEO Initiative: Develop Long-Term Solution for OCCOG Administration**

✓ **Long-Term Solution for OCCOG Administration:** Since early 2011, OCTA management has worked with OCCOG to define options for the future of OCCOG after the administrative agreement between the two agencies expires in June, 2013. The OCCOG Executive Management Committee and the OCCOG Board have discussed various options through 2011 leading to direction to meet with the Orange County City Manager Association to discuss some viable options. Through these discussions it has been determined by OCCOG that there is value in the organization continuing as a self-sustaining agency post OCTA's administrative agreement. Additional discussions will continue in early 2012 including potential dues increases for member agencies, including OCTA.

➤ **Other Significant Organizational Excellence Accomplishments**

✓ **M2 Project U:** This paratransit funding program for seniors and persons with disabilities has 25 cities in Orange County participating.

✓ **The American Public Transportation Association (APTA):** APTA awarded OCTA with its “Merit of Safety Award” for its safety and security program. APTA announced the award at its annual conference in Memphis.

OCTA also won three Ad Wheel awards at the same APTA conference. OCTA was recognized with the grand prize for efforts on the OCTA Annual Report.

✓ **California Transportation Foundation:** The California Transportation Foundation announced that OCTA and Caltrans took top prize as the I-5 Gateway Project was named the statewide Freeway/Expressway Project of the Year.

✓ **OCTA’s Public Communications Team:** OCTA’s Public Communications team won both the prestigious National Bronze Anvil Award of Commendation from the Public Relations Society of America and the PROTOS Award of Excellence from the Public Relations Society of America-Orange County Chapter. The awards were for the Creative Tactic category for the Railroading Merit Badge Day that demonstrated OCTA’s unique partnership with the Boy Scouts of America and Knott’s Berry Farm to promote a unique and positive way to reach a key demographic about rail safety.

✓ **Leadership Development Academy (LDA):** OCTA launched its first LDA for twelve participants in 2011. The LDA is the Orange County Transportation Authority’s proactive, strengths-based approach to develop managers who demonstrate potential to perform at the highest leadership level. In keeping with OCTA’s strategic goal of implementing succession planning and cross-divisional leadership development, the LDA focused on providing competency-based training and strategic insights through direct interaction with key business leaders internally and externally. Evaluation results indicated significant increase in observable leadership skills (most notably strategic perspective).

WK:lw
Attachments



ORANGE COUNTY TRANSPORTATION AUTHORITY

**2011 Chief Executive Officer Action Plan - End of Year
Report**

Attachment A

CEO WILL KEMPTON'S 2011 Goals



1. Complete and Implement the OCTA Strategic Plan



2. Advance Capital Program Delivery



3. Create a New Transit Vision for Orange County



4. Improve LOSSAN Services and Position Rail as a Viable Transportation Option



5. Participate in Planning for High-Speed Rail



6. Develop Public-Private Partnership Opportunities



7. Support Fiscal and Environmental Sustainability



8. Effectively Manage Employee Healthcare Program



9. Complete Labor Negotiations



10. Maintain a High Level of Transparency at OCTA



11. Develop Long-Term Solution for OCCOG Administration



12. Complete 2010 Carryover Goals



ORANGE COUNTY TRANSPORTATION AUTHORITY

**2011 Chief Executive Officer Action Plan - End of Year
Report**







Attachment B





2011 CEO Action Plan



Strategic Goal Area: Mobility

"Deliver programs, projects and services to improve the movement of people and goods throughout Orange County and the region."







	Strategy	Timetable for completion	Staff Lead	Status Notes	Status
1	Deliver planned Capital Action Plan milestones each quarter.	 Q1 – Q4	Jim Beil	Completed in Q4 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 1, 2, 4, 6 Supports Chair Goals: 1, 3, 4, 5	2011-M-1	Kia Mortazavi		
2	Begin construction to convert SR-55 carpool lanes to continuous access.	 Q1	Jim Beil	Completed in Q1 of Calendar Year 2011.	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 2, 12 Supports Chair Goals: 4	2011-M-2		Carryover Project 2010	
3	Affirm financially viable alternative and begin early I-405 widening alternative delivery process activities.	 Q4	Jim Beil	An update on the project schedule and strategic financial and delivery plan presented to the Board in December 2011. I-405 options were discussed extensively at the Feb 27, 2012 Board Workshop.	
	Initiatives Supported		Key Staff		
	Supports CEO Goals: 2, 6, 12 Supports Chair Goals: 4	2011-M-3		Carryover Project 2010 Carryover Project 2011	

1 Legend: On Track  Timetable adjusted  At Risk  Goal Met 

Updated March 2012







2011 CEO Action Plan



	Strategy	Timetable for completion	Staff Lead	Status Notes	Status
4	Execute a lease for the Anaheim Regional Transportation Intermodal Center site with City of Anaheim.	 Q4	Jim Beil	OCTA and City of Anaheim will likely not execute lease until Q2 of calendar year 2012. Capital Programs Division is planning to update the Board in April 2012.	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 4 Supports Chair Goals: 6	2011-M-4		Carryover Project 2011	
5	Receive, review and comment on findings of Anaheim and Santa Ana fixed guideway alternatives analysis and activities.	 Q1 – Q2	Jim Beil	Completed in Q2 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 2, 4 Supports Chair Goals: 6	2011-M-5			
6	Recommend LRTP to SCAG.	 Q1 – Q2	Kia Mortazavi	Completed in Q1 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 1, 12 Supports Chair Goals: 2	2011-M-6		Carryover Project 2010	







2011 CEO Action Plan



	Strategy	Timetable for completion	Staff Lead	Status Notes	Status
7	Document alignment of the Major Investment Study recommendations with the LRTP.	 Q3	Kia Mortazavi	Completed in Q2 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 1 Supports Chair Goals: 2	2011-M-7			
8	Award traffic signal coordination grants to synchronize traffic lights along 10 corridors.	 Q2	Kia Mortazavi	Completed in Q2 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 2 Supports Chair Goals: 3	2011-M-8			
9	Develop a robust arterial road system with an emphasis on important Master Plan of Arterial Highways gap closures.	 Q4	Kia Mortazavi	Completed in Q3 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 2 Supports Chair Goals: 3	2011-M-9			



2011 CEO Action Plan



	Strategy	Timetable for completion	Staff Lead	Status Notes	Status
10	Award \$56 million in competitive street and road projects.	 Q2	Kia Mortazavi	Completed in Q2 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 2 Supports Chair Goals: 3	2011-M-10			
11	Complete Transit System Study; develop recommendations/strategies to address deployment of reduced service levels while maintaining cost efficiencies and effectiveness.	 Q4	Kia Mortazavi	Completed in Q4 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 3, 12 Supports Chair Goals: 7	2011-M-11	Beth McCormick	Carryover Project 2010	
12	Develop funding policies and issue a call-for-projects for rubber tire "Go Local" projects.	 Q4	Kia Mortazavi	Completed in Q4 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 3, 4 Supports Chair Goals: 5, 7	2011-M-12			

2011 CEO Action Plan




	Strategy	Timetable for completion	Staff Lead	Status Notes	Status
13	Implement M2 Project U (paratransit) funding programs for seniors and persons with disabilities.	 Q3	Beth McCormick	Completed in Q3 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 3 Supports Chair Goals: 7	2011-M-13	Ken Phipps	Completed in Q3 Adjusted from Q2 to Q3.	
	Strategy	Timetable for completion	Staff Lead	Status Notes	Status
14	Monitor and participate in high-speed rail activities and planning.	 Q1 – Q4	Darrell Johnson	Completed in Q4 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 5 Supports Chair Goals: 6	2011-M-14	Jim Beil		

2011 CEO Action Plan







Strategic Goal Area: Public Service

“Enhance customer satisfaction by understanding, connecting with and serving our diverse communities and partners.”

	Strategy	Timetable for completion	Staff Lead	Status Notes	Status
15	Prepare a set of countywide and regionally managed lane principles involving toll facilities and carpool lanes.	 Q4	Will Kempton	Completed in Q4 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 6, 12 Supports Chair Goals: 6	2011-PS-1	Kia Mortazavi	Carryover Project 2010	
16	Expand Metrolink marketing and position rail as a viable transportation option.	 Q1 – Q4	Ellen Burton	Completed in Q4 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 3, 4 Supports Chair Goals: 7	2011-PS-2			







2011 CEO Action Plan



	Strategy	Timetable for completion	Staff Lead	Status Notes	Status
17	Lead the effort for standardized rail ticketing, transfer policies, and procedures in Orange County.	 Q1 – Q4	Beth McCormick	OCTA Transit Programs management staff has taken the lead on developing a regional committee, called the "Super Users Group", to discuss regional fare integration. OCTA will also host a vendor workshop during Q1 of 2012 to evaluate the latest available fare collection technology and equipment.	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 3, 4, 12 Supports Chair Goals: 7	2011-PS-3	Jim Beil	Carryover Project 2010 Carryover Project 2011	
18	Develop Capital Program dashboard format.	 Q2	Jim Beil	Completed in Q2 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 10 Supports Chair Goals: 9	2011-PS-4	Ellen Burton		



2011 CEO Action Plan



	Strategy	Timetable for completion	Staff Lead	Status Notes	Status
19	Assess public awareness and perception of OCTA and its services.	 Q3 – Q4	Ellen Burton	All public awareness and perception surveys and results will be completed and presented to the Board in 2012.	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 1, 3, 4, 10 Supports Chair Goals: 9	2011-PS-5		Carryover Project 2011	
20	Implement and monitor metrics to assess effectiveness and future application of digital communications.	 Q1 – Q4	Ellen Burton	Completed in Q4 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 10, 12 Supports Chair Goals: 9	2011-PS-6		Carryover Project 2010	
21	Develop a technically sound and politically effective strategy for staffing boards, commissions and agencies where OCTA is seeking funds or interacting with entities that have common purpose in influencing transportation funding and policy.	 Q4	Lance Larson	Completed in Q4 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 11, 12 Supports Chair Goals: 6	2011-PS-7		Carryover Project 2010	

2011 CEO Action Plan









	Strategy	Timetable for completion	Staff Lead	Status Notes	Status
22	Finalize "Breaking Down Barriers" approach and integrate recommendations into OCTA advocacy efforts and any transportation reauthorization proposals or other significant initiatives from Congress or the administration.	 Q4	Lance Larson	Completed in Q3 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 2 Supports Chair Goals: 8	2011-PS-8			

2011 CEO Action Plan









Strategic Goal Area: Fiscal Sustainability

“Ensure fiscal health through prudent financial management and by protecting and leveraging available revenue sources.”

	Strategy	Timetable for completion	Staff Lead	Status Notes	Status
23	Retire remaining M1 bonds.	 Q1	Ken Phipps	Completed in Q1 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 7 Supports Chair Goals: 10	2011-FS-1	Kirk Avila		
24	Establish and seek Board approval of metrics to govern reduction or restoration of bus service.	 Q4	Kia Mortazavi	Completed in Q4 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 3, 7, 12 Supports Chair Goals: 7	2011-FS-2	Beth McCormick Ken Phipps Ellen Burton	Carryover Project 2010	
25	Establish and secure Board approval for metrics to govern the addition or reduction of Metrolink rail service and supporting bus service.	 Q4	Jim Beil	Metrolink’s ability to provide required meaningful data in a timely manner is a concern. Draft concepts were brought to Board in December 2011.	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 4, 7 Supports Chair Goals: 7	2011-FS-3		Carryover Project 2011	







2011 CEO Action Plan



	Strategy	Timetable for completion	Staff Lead	Status Notes	Status
26	Resolve Hyundai Rotem rail car deployment plan and cost sharing with Southern California Regional Rail Authority and member agencies.	 Q4	Jim Beil	Completed in Q3 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 4, 7, 12 Supports Chair Goals: 6	2011-FS-4		Carryover Project 2010	
27	Report to the Board on the status of state and federal revenue by comparing current fiscal year revenue from state and federal sources by key program to an average of the three previous years.	 Q4	Kia Mortazavi	Completed in Q4 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 7, 12 Supports Chair Goals: 9	2011-FS-5	Lance Larson Ken Phipps	Carryover Project 2010	
28	Advocate to maintain existing state transit and highways commitments as the state resolves its budget crisis.	 Q3 – Q4	Lance Larson	Completed in Q4 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 7, 12 Supports Chair Goals: 6	2011-FS-6		Carryover Project 2010	





2011 CEO Action Plan



	Strategy	Timetable for completion	Staff Lead	Status Notes	Status
29	Prepare to sunset M1, including all actions requiring Taxpayer Oversight Committee actions.	 Q3	Kia Mortazavi	Completed in Q3 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 7, 10, 12 Supports Chair Goals: 10	2011-FS-7	Ken Phipps Jim Beil	Carryover Project 2010	
30	Adopt a Comprehensive Business Plan and address Metrolink expansion and bankruptcy funding. Provide most current M2 forecast.	 Q2	Ken Phipps	Completed in Q2 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 7 Supports Chair Goals: 2	2011-FS-8			
31	Prepare internal training program to better educate employees on time card charges to appropriate projects.	 Q4	Ken Phipps	Completed in Q3 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 7 Supports Chair Goals: 9	2011-FS-9	Paddy Gough Ellen Burton		

2011 CEO Action Plan





	Strategy	Timetable for completion	Staff Lead	Status Notes	Status
32	Report on fixed-route contracting plan; achieve goal of 20 percent by end of year.	 Q2 – Q4	Beth McCormick	By December 31, 2011, OCTA's transition of directly-operated fixed route to contracted service was at 15.6% of the total revenue vehicle hours provided. Coach operator, maintenance, and facility resources continue to be evaluated as part of the transition plan, with a target of achieving a level of 20.7% contracted fixed route service with the October 2012 service change.	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 3, 7, 12 Supports Chair Goals: 7	2011-FS-10		Carryover Project 2010 Carryover Project 2011	
33	Develop New Starts and Small Starts program approach considering capital and operating costs, possible funding sources, and methods of program delivery and future ownership.	 Q3	Jim Beil	Completed in Q4 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 2, 4 Supports Chair Goals: 6	2011-FS-11	Lance Larson Kia Mortazavi		



2011 CEO Action Plan



Strategic Goal Area: Stewardship







“Embrace responsible policies and practices designed to promote environmental sustainability and enhance the safety and quality of life in Orange County.”

	Strategy	Timetable for completion	Staff Lead	Status Notes	Status
34	Establish a baseline to measure current emissions by completing a greenhouse gas inventory.	 Q3	Paddy Gough	Completed in Q3 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 7 Supports Chair Goals: 1	2011-S-1			

	Strategy	Timetable for completion	Staff Lead	Status Notes	Status
35	Upgrade existing bus radio communications systems to ensure continuity of operations and enhanced functionality.	 Q1 – Q4	Beth McCormick	This is a two year project with an estimated completion in June 2012. In Q3, two hilltop antennas were installed and factory acceptance testing was conducted. Additional factory acceptance testing is scheduled early 2012. Project has been delayed by four months due to Affiliated Computer Services Transport Solutions, Inc. (ACS) project management changes and the factory acceptance test.	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 3 Supports Chair Goals: 7	2011-S-2	Erin Rogers	Carryover Project 2011	







2011 CEO Action Plan



	Strategy	Timetable for completion	Staff Lead	Status Notes	Status
36	Complete the first cycle allocations of M2 water quality program funds.	 Q3	Kia Mortazavi	Completed in Q3 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 2, 7 Supports Chair Goals: 1	2011-S-3			
37	Complete the first cycle allocations of freeway mitigation funds.	 Q2	Kia Mortazavi	Completed in Q2 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 2, 7 Supports Chair Goals: 1	2011-S-4			
38	Develop longer term projections and timelines for M2 water quality and freeway mitigation funds.	 Q4	Kia Mortazavi	Completed in Q4 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 7 Supports Chair Goals: 1	2011-S-5		Adjusted from Q2 to Q4	



2011 CEO Action Plan



	Strategy	Timetable for completion	Staff Lead	Status Notes	Status
39	Issue Call-for-Projects for habitat restorations projects.	 Q2	Kia Mortazavi	Completed in Q2 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 2, 7 Supports Chair Goals: 1	2011-S-6			
40	Begin development of sub-regional bikeway implementation plans.	 Q4	Kia Mortazavi	Completed in Q4 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 7 Supports Chair Goals: 1	2011-S-7	Ellen Burton		
41	Present draft Orange County Sustainable Communities Strategy (SCS) plan to OCTA Board of Directors.	 Q2	Lance Larson	Completed in Q2 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 7 Supports Chair Goals: 1	2011-S-8	Dave Simpson Kia Mortazavi	Completed in Q2	

2011 CEO Action Plan









	Strategy	Timetable for completion	Staff Lead	Status Notes	Status
42	Work with OCCOG to adopt Orange County SCS.	 Q2	Lance Larson	Completed in Q2 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 7 Supports Chair Goals: 1	2011-S-9	Dave Simpson		

2011 CEO Action Plan









Strategic Goal Area: Organizational Excellence

“Continue the tradition of being a high-performing organization through employee development and efficient business practices.”

	Strategy	Timetable for completion	Point of Contact	Status Notes	Status
43	Develop a new strategic plan for OCTA.	 Q1	Paddy Gough	Completed in Q1 of Calendar Year 2011	
	Initiatives Supported		Key Staff		
	Supports CEO Goals: 1 Supports Chair Goals: 9	2011-E-1	Executive Team		
44	Integrate strategic plan with Chairman and CEO Goals; performance planning and employee evaluations. Assign implementation activities.	 Q1 – Q4	Paddy Gough	Completed in Q3 of Calendar Year 2011	
	Initiatives Supported		Key Staff		
	Supports CEO Goals: 1 Supports Chair Goals: 9	2011-E-2	Executive Team		
45	Complete TCU negotiations without service disruptions.	 Q1	Paddy Gough	Completed in Q1 of Calendar Year 2011.	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 9, 12 Supports Chair Goals: 9	2011-E-3		Carryover Project 2010	

2011 CEO Action Plan



	Strategy	Timetable for completion	Staff Lead	Status Notes	Status
46	Coordinate internal development of talent management strategy	 Q1	Paddy Gough	Completed in Q1 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 1, 12 Supports Chair Goals: 9	2011-E-4		Carryover Project 2010	
47	Develop and recommend cost control measures for OCTA health care plans tied to a specific metric or change in recurring operating revenue	 Q1 – Q4	Paddy Gough	Completed in Q4 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 8, 12 Supports Chair Goals: 9	2011-E-5		Carryover Project 2010	
48	Review and present options for future OCCOG management to OCTA and OCCOG boards. Review and present options for future to OCCOG and OCTA Boards.	 Q4	Lance Larson	Completed in Q4 of Calendar Year 2011	
	Initiatives Supported		Other Key Staff		
	Supports CEO Goals: 11 Supports Chair Goals: 6	2011-E-6			