






# 2010 CEO ACTION PLAN




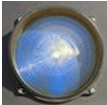


Orange County  
Transportation Authority

Program Area	Activities / Metrics	Timetable	Key Staff	Status
 <p><b>Executive Office</b></p> <p><b>Goal:</b> Develop an Integrated Toll/Express Lane Network for Orange County.</p> <p><b>Objective:</b> Develop the managed lanes concept into a countywide and regional toll and carpool network.</p>	<p>Prepare a countywide and regional managed lanes principles involving toll facilities and carpool lanes by mid-2010.</p>	<p>Q4</p>	<p>Will Kempton</p>	<p>At risk. The internal version of the 2010 LRTP outlines long range managed lane goals. Current efforts are focused on negotiations with RCTC on the extension of the 91 express lanes/ SR91/241 connector and on study of potential managed lane options for I-405. A set of principles for HOV, express and toll lanes can be presented to the OCTA Board early in 2011.</p>  <p><b>At Risk</b></p>
	<p>Engage neighboring counties and the Transportation Corridor Agencies in a regional dialog on consistent operations of managed lanes that provides a consistent and seamless transportation experience for motorists.</p>	<p>Ongoing</p>	<p>Kris Murray Jim Kenan</p>	<p>The Policy-board level 91 Advisory Committee meets quarterly. Southern California transportation agency CEOs meet monthly. Los Angeles is exploring issues for 405 expansion from the Orange County line to LAX. A 91 Express Lanes cooperative agreement between Orange and Riverside counties is being negotiated.</p>  <p><b>On Track</b></p>
	<p>Continue to explore express lanes on Interstate 405 and direct toll connector from SR-91 Express Lanes to SR-241.</p>	<p>Ongoing</p>	<p>Kia Mortazavi Jim Beil</p>	<p>I-405 traffic and revenue study scheduled for November board meeting. TCA to take lead on 241/91 connector work.</p>  <p><b>On Track</b></p>
	<p>Develop preliminary OCTA Express Lane operating policies and procedures for the SR91/241 connector possible I-405 express lanes and 91 express lanes extension in Riverside County.</p>	<p>Q4</p>	<p>Kirk Avila Jim Kenan</p>	<p>At risk. Express lane policies and procedures will be developed after cooperative agreement with Riverside is executed, status of express lane operator is decided, and three-party operating agreement is signed. Initial cooperative agreement may be completed and executed by OC and Riverside County Boards of Directors in 2010. OCTA managed lanes policies and procedures deferred until 2011.</p>  <p><b>At Risk</b></p>

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<p><b>Goal:</b> Work with Local and Regional Partners to Implement SB 375.</p> <p><b>Objective:</b> Ensure internal coordination on key cross-divisional goals and responsibilities.</p>	Provide a clear internal strategy and definition of internal duties for SB 375 issues and present go-forward strategy to OCTA Board in the first quarter of 2010.	Q3	Darrell Johnson Kris Murray Kia Mortazavi	Significant action has taken place on SB 375, including clear agreements with OCTA, OCCOG and SCAG. Definition of internal duties have evolved and will be memorialized.  On Track
<p><b>Goal:</b> Effectively Manage Ongoing OCTA Programs.</p>	Provide a clear definition of duties for M2 and present a go-forward strategy to the Board with a revised Early Action Plan.	Q2	Kia Mortazavi Jim Beil	Goal achieved.  Goal Met
<p><b>Goal:</b> Protect and Advance OCTA Interests at the Federal, State and Local Levels.</p>	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 a common purpose in influencing transportation funding and policy.	Q4	Darrell Johnson	Timetable adjusted.  Timetable Adjusted
<p><b>Goal:</b> Build Sustainability into OCTA's Operations.</p>	Oversee development of an integrated, strategic agency-wide approach (including staffing) to environmental planning that includes project development through environmental clearance, operations, facilities management and implementation of the M2 environmental programs.	Q4	Kia Mortazavi Beth McCormick Jim Beil	Timetable adjusted. A significant number of sustainability projects, including environmental planning, facilities management, solar energy projects, and the M2 freeway environmental program are moving forward, but all projects have not been inventoried agency-wide or integrated into a comprehensive plan. Responsibility for preparing and monitoring a comprehensive sustainability plan needs to be assigned within Executive Management. Work can be completed in 2010, but would likely be presented to OCTA Board in 2011  Timetable Adjusted

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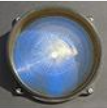



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<p><b>Goal:</b> Sustain OCTA as a Workplace of Choice.</p>	<p>Coordinate internal development of talent management strategy with Human Resources and each Division Director.</p>	<p>Q4</p>	<p>Paddy Gough</p>	<p>Identified employee development and talent management programs will be included in OCTA Strategic Plan.</p>	 <b>On Track</b>
<p><b>Goal:</b> Develop a New Strategic Plan for OCTA.</p>	<p>Coordinate the internal development of a new OCTA Strategic Plan.</p>	<p>Q4</p>	<p>Paddy Gough</p>	<p>Consultant hired, internal team operating, Board and Executive workshops complete, Strategic Plan scheduled for Board of Directors approval in December.</p>	 <b>On Track</b>

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 <p><b>Development</b></p> <p><b>Goal:</b> Effectively Manage Ongoing OCTA Programs.</p> <p><b>Objective:</b> Respond to the changing economic environment and reductions in capital and operating resources.</p>	<p>Complete all M2 requirements for local funding eligibility and allocation as outlined in the M2 Early Action Plan.</p>	<p>Q3</p>	<p>Kia Mortazavi</p>	<p>All M2 streets and roads eligibility requirements were sent to cities and county in Q3. Preliminary review of some eligibility packages now underway. Transition from M1 to M2 eligibility on track for April 2011.</p>  <p>Goal Met</p>
	<p>Update and extend the M2 Early Action Plan to include all major OCTA capital projects.</p>	<p>Q4</p>	<p>Jim Beil</p>	<p>Schedule adjusted. Most M2 projects now on new project management program, other major projects, including grade separation projects and major bus capital, will be added to project control and scheduling system. Accelerating high priority projects while keeping projects on time and on budget becomes on-going effort.</p>  <p>Timetable Adjusted</p>
	<p>Find new ways to accelerate high-priority projects and keep projects on-time and on-budget.</p>	<p>Ongoing</p>	<p>Jim Beil</p>	<p>Breaking Down Barriers program aimed at accelerating high-priority projects and controlling budgets.</p>  <p>On Track</p>
	<p>Report to the Board quarterly on the revised Early Action Plan.</p>	<p>Ongoing</p>	<p>Jim Beil</p>	<p>Quarterly reports remain on-time.</p>  <p>On Track</p>

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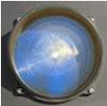

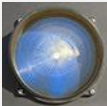

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<p><b>Goal:</b> Continue the Conversion of HOV Lanes to Continuous Access.</p> <p><b>Objective:</b> Implement plan of action to convert Orange County carpool lanes to continuous access.</p>	<p>Begin construction to convert SR-55 carpool lanes to continuous access.</p>	<p>Moved to 2011</p>	<p>Jim Beil</p>	<p>Schedule adjusted. A countywide plan for conversion is in place. Caltrans is scheduled to deliver final Plans and Specifications for SR-55 to the Headquarters Engineer's Office in October. Construction contract "ready to list" designation anticipated in December 2010. Caltrans construction contract expected to be advertised in January 2011 with a scheduled February 11 (Q1 2011) opening of bids. Construction expected to be underway within Q1 2011.</p> <div data-bbox="1913 386 2022 495" style="text-align: right;"> </div> <p style="text-align: right;"><b>At Risk</b></p>

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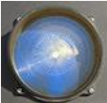


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Program Area	Activities / Metrics	Timetable	Key Staff	Status
 <p><b>External Affairs</b></p> <p><b>Goal:</b> Reinforce and Enhance OCTA's Positive Image.</p> <p><b>Objective:</b> Highlight OCTA activities and programs by increasing use of e-communications, including direct-mail communications on predetermined schedule, use of social networking platforms, and telephone applications.</p>	Produce an e-communications strategy designed to cost-effectively expand traditional OCTA outreach efforts.	Q1	Ellen Burton	Goal achieved.  Goal Met
	Develop metrics and benchmarks to assess the effectiveness and future application of social media and other e-communications strategies for OCTA outreach and communications.	Q4	Ellen Burton	Timetable adjusted. Metrics and benchmarks scheduled for presentation to Legislative & Communications Committee October 21.  Timetable Adjusted
	Increase the OCTA's e-mail list of more than 3,000 regular contacts into a targeted 8,000 contact database for e-communications, including video presentations.	Q3	Ellen Burton	At close of Q3, 15,640 unique e-mails are in active use.  Goal Met
<p><b>Goal:</b> Reinforce and Enhance OCTA's Positive Image.</p> <p><b>Objective:</b> Assess public attitudes, awareness and opinions about OCTA programs, projects and services and monitor public perception about transportation services in the County.</p>	Create a two-year plan to benchmark awareness levels, attitudes and perspectives. Include a broad range of stakeholders including customers, employees, vendors, voters, opinion leaders and peer agencies. Evaluate various assessment tools including surveys, interviews and polling.	Ongoing	Ellen Burton	Timetable adjusted. Presented assessment concepts and schedules to Executive Committee August 2. Plan will be formalized and financed as part of 2011-2012 budget submittal. Goal and meeting assessment metrics to be carried over into 2011.  At Risk

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 <b>Finance &amp; Administration</b>   <b>Internal Audit</b>  <b>Goal:</b> Effectively Manage Ongoing OCTA Programs.  <b>Objective:</b> Successfully manage financial transition from M1 to M2.	Set up M2 accountability and reporting protocols by year-end.	Q1	Ken Phipps Kathleen O'Connell	Goal achieved.  Goal Met
	Review and make recommendations on revenue forecast procedures for M2 by mid-year.	Q2		Goal achieved.  Goal Met
	Prepare to close the books on M1 rail transit and street & roads programs, including all actions requiring any Taxpayers Oversight Committee approvals.	Q4	Darrell Johnson Kia Mortazavi	Schedule adjusted. Preliminary plans developed to close M1 freeway, transit and streets and roads elements, but the plans have not been finalized or set for Board action. This goal will be completed in Q1 of 2011.  At Risk

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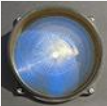





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 <p><b>Government Relations</b></p> <p><b>Goal:</b> Protect and Advance OCTA Interests at the Federal, State and Local Levels.</p> <p><b>Objective:</b> Protect and increase OCTA financial support from state and federal sources by program over the next three years.</p>	<p>On an annual basis, report to the Board of Directors on the status of state and federal revenue by comparing OCTA's annual revenue from state and federal sources by program to an average of the three previous years.</p>	Q4	Kris Murray	<p>Timetable adjusted. Because of delays in federal and state budget and cose-of-session legislative actions , the Board of Directors annual status report is set for November 22.</p>  <p>Timetable Adjusted</p>
	<p>Maintain existing state transit and highways commitments as the state resolves its budget crisis.</p>	Q4		<p>Timetable adjusted. With unprecedented state budget delays and with Proposition 22 on the November 2 ballot, the status of transportation funding from state and federal sources was unclear at the end of Q3.</p>  <p>Timetable Adjusted</p>
	<p>Position OCTA to receive new revenue from a federal jobs bill and from the re-authorization of the federal transportation bill. (need new specific language here)</p>	Q4		<p>Orange County projects have received new federal dollars, relationships are being enhanced but a new federal authorization bill is not anticipated in 2010 or 2011. New federal representation is in the works to best position OCTA for changes in the 2010 election cycle.</p>  <p>On Track</p>



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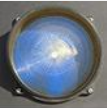



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 <b>Human Resources &amp; Organizational Development</b>   <b>Legal Counsel</b>  <b>Goal:</b> Sustain OCTA as a Workplace of Choice  <b>Objective:</b> Successfully negotiate new three-year labor agreements before current contracts expire.	Tie OCTA cost of new agreement to a specific operating metric, like CPI growth or change in recurring operating revenue.	Q1	Paddy Gough Ken Smart	Goal achieved.  Goal Met
	Maintain 70 percent directly operated bus services.	Q3		Timetable adjusted. Coach operator agreement completed in Q3.  Goal Met  Maintenance agreement negotiations ongoing in Q4.  Timetable Adjusted
	Avoid bus service disruptions during discussions of new labor contracts.	Q3 Coach Operators; Q4 Maintenance		Timetable adjusted. Coach operator agreement completed without service disruption.  Goal Met  Maintenance workers negotiations ongoing in Q4.  Timetable Adjusted
<b>Objective:</b> Manage OCTA health care cost growth.	Develop and recommend cost control measures for OCTA's health care plans tied to a specific metric such as CPI growth or change in recurring operating revenue.	Q4	Paddy Gough	Health care cost proposal for coach operators complete, maintenance workers agreement being negotiated, proposal for administrative employees scheduled for Board of Directors action in Q4.  On Track

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 <p><b>Rail Programs</b></p> <p><b>Goal:</b> Integrate Rail Services in the LOSSAN Corridor.</p> <p>Acceleration of High Speed Rail connection between LA and Anaheim.</p> <p><b>Objective:</b> Integrate Metrolink, Amtrak, future High Speed Rail and Orange County bus service to provide train riders with a seamless transportation experience.</p>	<p>Adopt a Los Angeles to San Diego (LOSSAN) corridor improvement and operations plan leading to better integration of rail passenger services in 2010.</p>	Q1	Darrell Johnson Jim Beil	<p>Plan adopted, 2010 corridor expansion plans delayed.</p>  <p>Goal Met</p>
	<p>Lead the effort for standardized rail ticketing, transfer and feeder service policies and procedures in Orange County.</p>	Q3	Beth McCormick	<p>Timetable adjusted. Study completed, integration efforts keyed to delayed Metrolink expansion, the Stage 3 Go Local Program and coordination with Los Angeles and San Diego counties.</p>  <p>Timetable Adjusted</p>
	<p>Define the roles and capital and operation responsibilities of OCTA, Metrolink, the High Speed Rail Authority and the other passenger rail partners.</p>	Q4		<p>Timetable adjusted, at risk for 2010. Collaborative discussions have lead to a nine-agency MOU for high speed rail development and a three-county agreement to hire a consultant to help develop the business case for LOSSAN Corridor improvements, but an agreed-upon overall strategy will not be completed in 2010. This goal is on track for completion in 2011.</p>  <p>At Risk</p>
<p><b>Goal:</b> Effectively Manage Ongoing OCTA Programs.</p> <p><b>Objective:</b> Provide a financially and operationally sound policy framework for the allocation of resources to Metrolink rail services.</p>	<p>Establish and secure Board approval for metrics to govern the addition or reduction of Metrolink rail service and supporting bus service.</p>	Q4	Ken Phipps Ellen Burton Jim Beil	<p>In 2010 priority for Metrolink improvements shifted to safety projects. New services will be added in 2011. Recommended service metrics will precede authorization for new services.</p>  <p>Timetable Adjusted</p>

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 <p><b>Transit</b></p> <p><b>Goal:</b> Increase the Efficiency of OCTA Operations.</p> <p><b>Objective:</b> Implement bus service reduction, prepare for additional reductions based on reduced state revenues, and plan to restore or introduce new service based on defined metrics.</p>	<p>Develop and recommend a new bus system service design to accommodate reduced revenues and increase efficiency and customer service.</p>	<p>Q3 to mid-2011</p>	<p>Kia Mortazavi Beth McCormick</p>	<p>At-risk for 2010. Transit Service Re-design moved from operations division to planning division in Q3, new financially sustainable transit design plan anticipated in mid-2011. Transit re-design project may be influenced by Proposition 22 outcome and relationship of Go Local and Access programs to mainline bus service.</p>  <p><b>At Risk</b></p>
	<p>Establish and seek Board approval of metrics to govern addition or restoration of service:</p> <ul style="list-style-type: none"> <li>• Set farebox revenue standards by service type before new services are added or restored.</li> <li>• Set cost-per-vehicle-hour standards by service type before new services are added or restored.</li> <li>• Set load factor standards by service type and set a frequency standard for core area service before new services are added or restored.</li> <li>• Obtain customer input and measure satisfaction.</li> </ul>	<p>Q3 to mid-2011</p>	<p>Ken Phipps Ellen Burton Kia Mortazavi Beth McCormick</p>	<p>Metrics will be based on data used or developed as part of Transit Re-design project.</p>  <p><b>At Risk</b></p>