

OCTA Board of Directors Workshop

September 27, 2010



STRATEGIC PLANNING FOR
PERFORMANCE-BASED MANAGEMENT

Agenda Overview

- Welcome and Workshop Purpose
- Project Overview and Progress Update
- Strategic Plan Board Direction
- Next Steps and Conclusions



Purpose of the Workshop

- Review progress
- Seek Board input into the Strategic Plan
- Set stage for Phase Two
 - Vision
 - Mission
 - Strategic Goals
 - Performance Measures



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Progress Overview



Phase One

Phase Two

Consultation

- Opinion Leaders
- Employee Survey
- Employee Focus Groups
- Department SWOT Meetings

Board Workshop

Research

- Combined Planning Document
- Best Practices

Development

- Vision
- Mission
- Key Measures
- Goals
- Objectives

Board Mid-Course Review

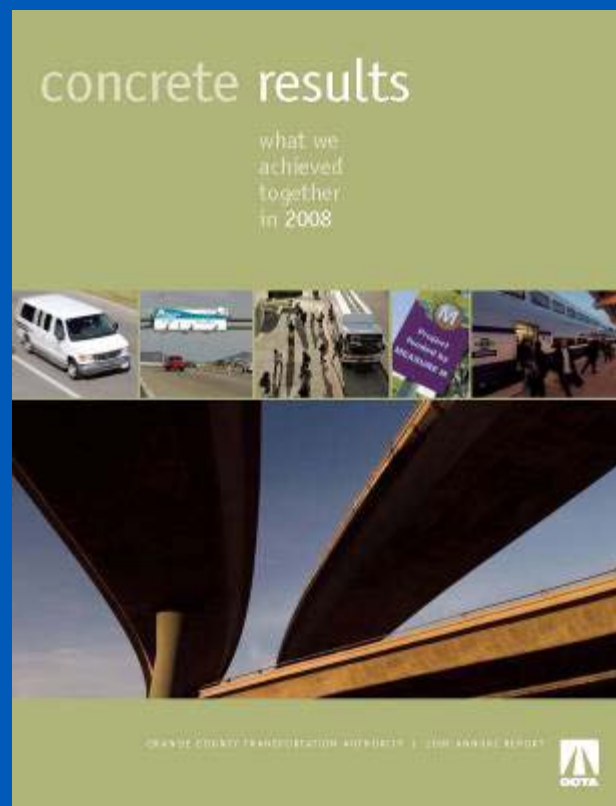


Strategic Plan

Board Adoption

Builds on OCTA's Current Goals/Plans

- Chairman's Goals
- CEO Goals
- New Directions – Long Range Transportation plan (2006)
- Renewed Measure M Early Action Plan (2007)
- Comprehensive Business Plan (2008)
- 5-Year Transit Plan (2008)
- Annual Reports



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Performance-Based Management

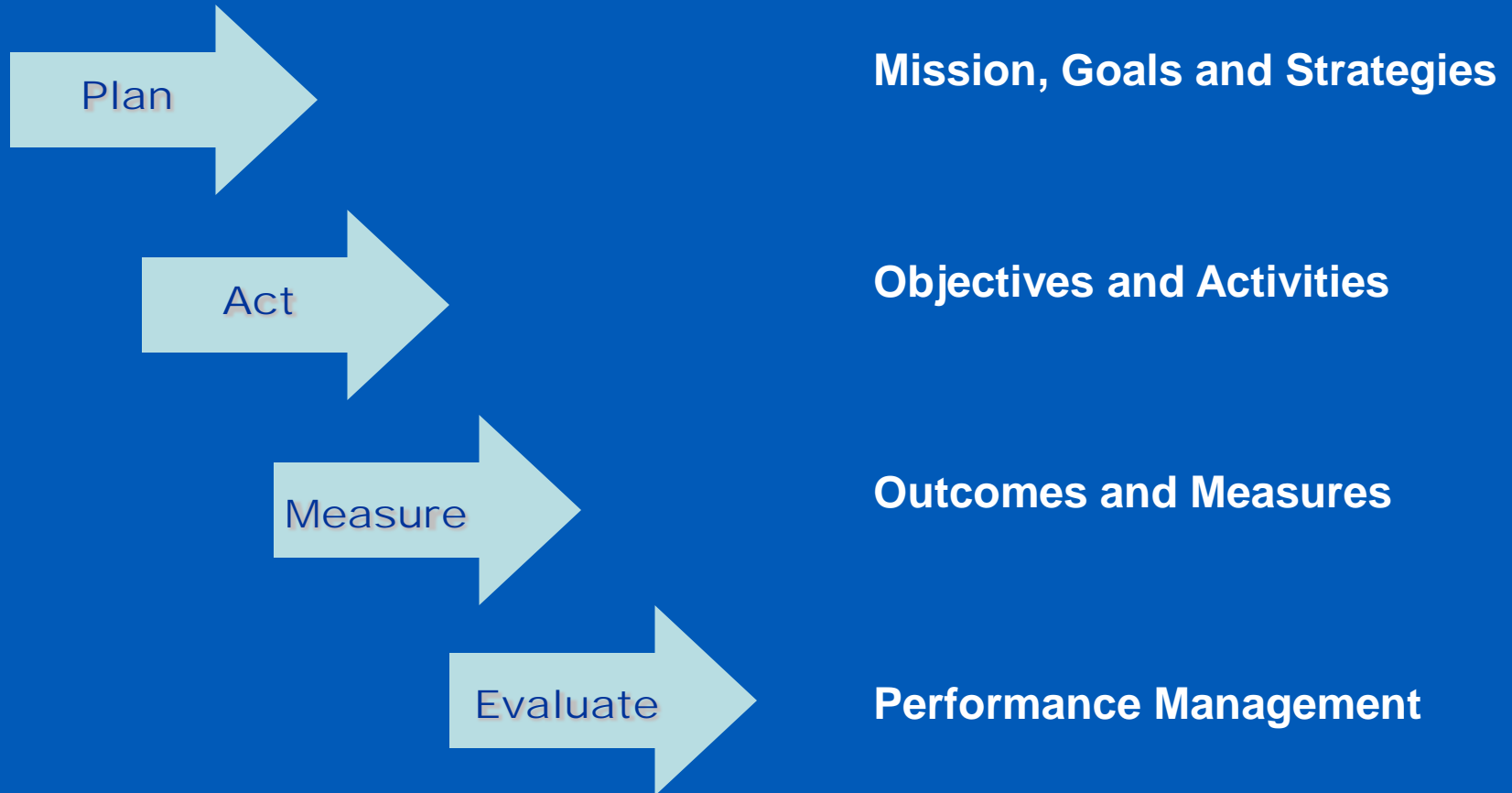


Performance-Based Management: Top-to-Bottom Accountability

- Balanced Scorecard
- Performance-Based Management
- Talent Management



Performance-Based Management



Why Performance Management?

- Focus on Results
 - Programs and resources are aligned with mission and desired results
 - Clearly identified organizational and programmatic outcomes
- Increase Organizational Accountability
 - Frequent reporting
 - Relentless follow-up
- Enable Strategic Decision-Making, Planning and Investments
 - Decisions are driven by timely, accurate and pertinent data
 - Promote creativity and a learning environment
 - Reward and recognition for individual and organizational results

Key Trends in Performance Management Best Practice Review

- Move toward greater use of “dashboards” or “scorecards” to inform public, boards, executive management and staff
- Expand measurement to include all aspects of operational and administrative functions
- Use performance measures to evaluate: organizational performance, departmental performance and individual performance
- Greater use of performance-based contracting

Sample Balanced Scorecard

Balanced Scorecard

Financial		●		●	
Customer	●	●			●
Process	●				
Professional Development			●		●

Goals



Objectives/Strategies

-
-
-
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Relationship to Talent Management

- Defines workforce/talent needs for the future
- Focuses efforts of current workforce
- Identifies areas for development
- Sets clear expectations and path forward



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Internal and External Views of OCTA



Top-to-Bottom Engagement

- Key Leader Interviews
- Executive Management Interviews
- Employee Survey
- Employee Focus Groups
- Departmental/Division Meetings
- Continual Communication Through Website



Internal Views – Employee Participation

- Employee Survey
- 4 Focus Groups
- 7 Division/Department Meetings – Union/Non-union participation
- Project website – www.octa2016.org



Thank you for logging in!

[The Plan](#)[The Process](#)[Get Involved](#)[Frequently Asked Questions](#)[Project Team](#)[Contact Us](#)
Everything

- [My Settings](#)
- [My Recent Info](#)
- [My Clickboard](#)
- [My Groups](#)
- [Admin Page](#)
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- [Log Out](#)
- [Help](#)

welcome

Welcome to the OCTA Strategic Plan 2016 website, a resource for OCTA Board members and staff interested in the Agency's current strategic planning process. Visit the site to learn how the Agency is planning for its future and to find out how you can get involved.



WHAT'S NEW



Thank you for taking the Employee Survey!

Thanks to all who participated in the employee survey. [Learn more....](#)



Welcome to OCTA's new 2016 Strategic Plan Website

Check back soon for the most recent information about development of OCTA's Strategic Plan. [Learn more...](#)

UPCOMING EVENTS

Government Relations SWOT Focus Group

- Date: Sep 20, 2010
- Time: 9:00 am - 11:00 am
- Where: CR 1112

Board Workshop

- Date: Sep 27, 2010
- Time: 9:00 am - 11:30 pm
- Where: CR 103/104

Internal Views – Employee Observations

- Values statements reflect current organization
- OCTA is well-respected as a leader and contributor to the community
- Staff is committed to quality and project delivery
- They want a more interdepartmental, multimodal approach
- Employees recognize need for new approaches: systems, technology, delivery
- Staff welcomes clarity of purpose through a Strategic Plan

External Views – Groups Interviewed

- Center for Urban Infrastructure
- City of Lake Forest
- Conservation Clarity
- Disney
- Hospital Association of California
- Irvine Company
- L A/Orange Counties Building Trades Council
- LSA Associates
- Orange County Business Council
- Transportation Corridors Agencies
- Vietnamese-American Chamber of Commerce

External Views – OCTA's Most Important Services

- Planning and implementation
- Road building and congestion relief
- Obtaining and leveraging funding
- Providing multi-modal transportation
- Providing and improving transit for transit-dependent and special needs customers
- Supplying expertise
- Coordinating with other agencies, private sector
- Meeting environmental goals

External Views -- What OCTA Could Do, or Could Do Better

- Continue to provide leadership on SB 375
- Improve bus service
- Strengthen special-needs services
- Focus on arterials as well as freeways
- Increase use of the private sector
- Better engage communities and businesses
- Implement disincentives for driving
- Reduce road spending
- Improve coordination with TCA

External Views -- Visions of OCTA's Future

- Continued OCTA excellence
- Improved and reinvented transit services
 - Appeal to discretionary users
 - Reduce driving
- Ongoing AB 32/SB 375 leadership and credibility
- Pursuit of innovative pricing and funding
- Increased trust from environmental community
- More engagement in goods movement issues

Overall Direction

A model agency – forward thinking and innovative yet fiscally conservative



Trends

- Continued funding instability and diversity
- Increased sustainability requirements
- Growing competition in demands for service



Trends

- Changing means of project delivery and operations
- Increased demand for communications – transparent/digital
- Growing competition for workforce



The screenshot displays the OCTA website interface. At the top, the OCTA logo and name are visible. A navigation menu includes links for 'About OCTA', 'Bus', 'Van', 'RideWay', 'Stations', 'Express Lanes', 'Projects & Programs', and 'Share the Ride'. A search bar is located in the top right corner. The main content area features a large banner for 'OCTAGO' with the text 'When's your next bus? OCTAGO knows.' and a 'FIND OUT MORE' button. Below this, there are several smaller promotional tiles: 'Just click PLAY MY BUS ON THE TRIP', 'BUY MY PASS', 'GET A 91 TRANSPONDER', 'Measure M2 - Ensuring tomorrow's transportation', and 'October 10, 2010 Service Change'. The footer contains contact information and a copyright notice for 2015.

Board Discussion

- Trends
- Opportunities
- Vision

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Summary and Next Steps



Next Steps

- Develop Framework for Performance Measures
- Identify Agency wide and Departmental Objectives
- Conduct Board Mid-Course Briefing
- Develop Draft Strategic Plan and Review with Board
- Launch Strategic Plan implementation with 2011-2012 Budget Initiation



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