

Strategic Planning Briefing

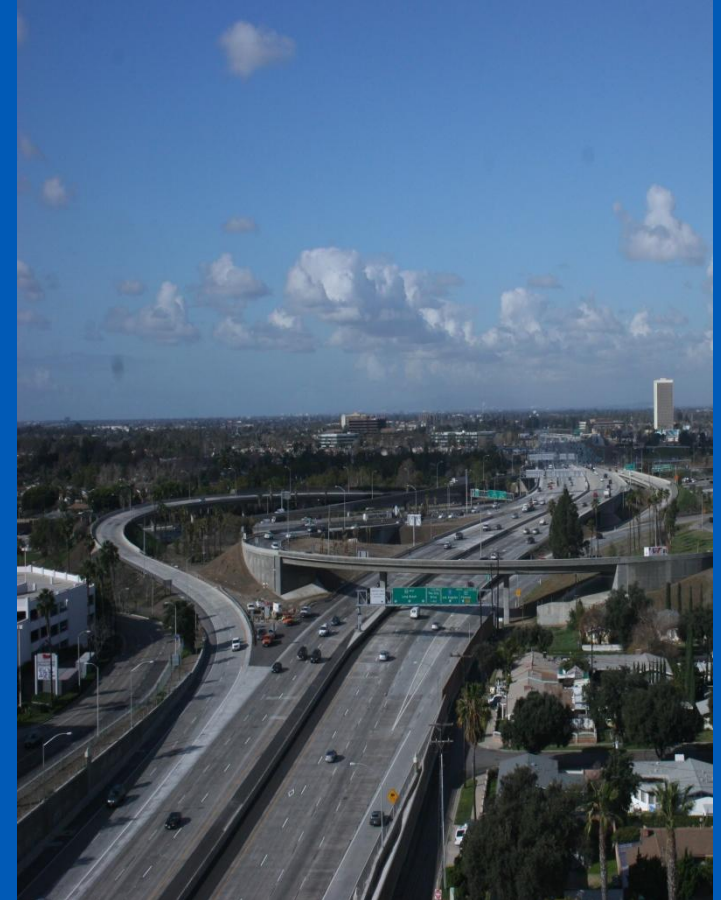
February 14, 2011



STRATEGIC PLANNING FOR
PERFORMANCE-BASED MANAGEMENT

Briefing Overview

- Strategic Plan Purpose and Need
- Planning Process
- Key Trends and Implications
- Strategic Plan Framework
- Strategic Initiatives
- Balanced Scorecard to Measure Progress
- Strategic Plan in Action
- Summary and Next Steps



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Strategic Plan Purpose and Need



Strategic Plan Purpose and Need

- Fulfill need for accountability and measure what taxpayer investment is buying
- Maximize opportunity in a time of transition
- Position for delivery - Sunset M1 and advance M2
- Address multiple challenges – demographic, economic, funding, and regulatory
- Balance competing needs yet deliver on promises.

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Planning Process



Phase One

Phase Two

Consultation

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

Board Workshop

Research

- Combined Planning Document
- Best Practices

Development

- Values
- Vision
- Mission
- Goals
- Objectives
- Strategic Initiatives
- Balanced Scorecard

Board Mid-Course Review

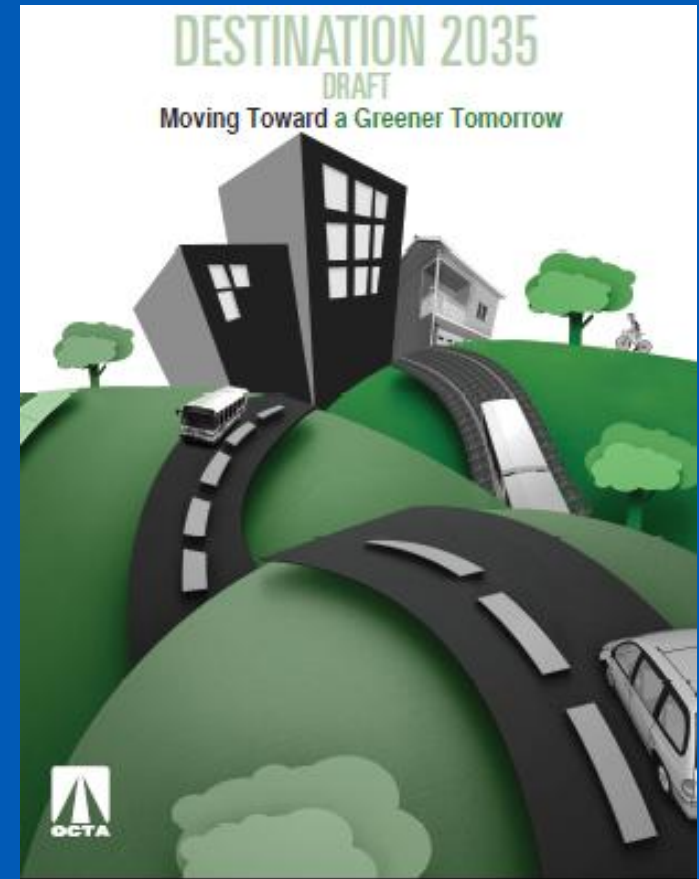


Strategic Plan

Board Adoption

Builds on OCTA's Current Plans

- Chair's Goals
- CEO Goals
- Destination 2035 – Long Range Transportation Plan
- Renewed Measure M Capital Action Plan
- Comprehensive Business Plan
- 5-Year Transit Plan
- Annual Reports



Top-to-Bottom Engagement

- Board of Directors Monthly Updates
- Strategic Plan Oversight Committee Participation
- External Stakeholder/Key Leader Interviews
- Executive Management Engagement
- Departmental/Division Meetings
- Employee Survey
- Employee Focus Groups
- Continual Communication through Website

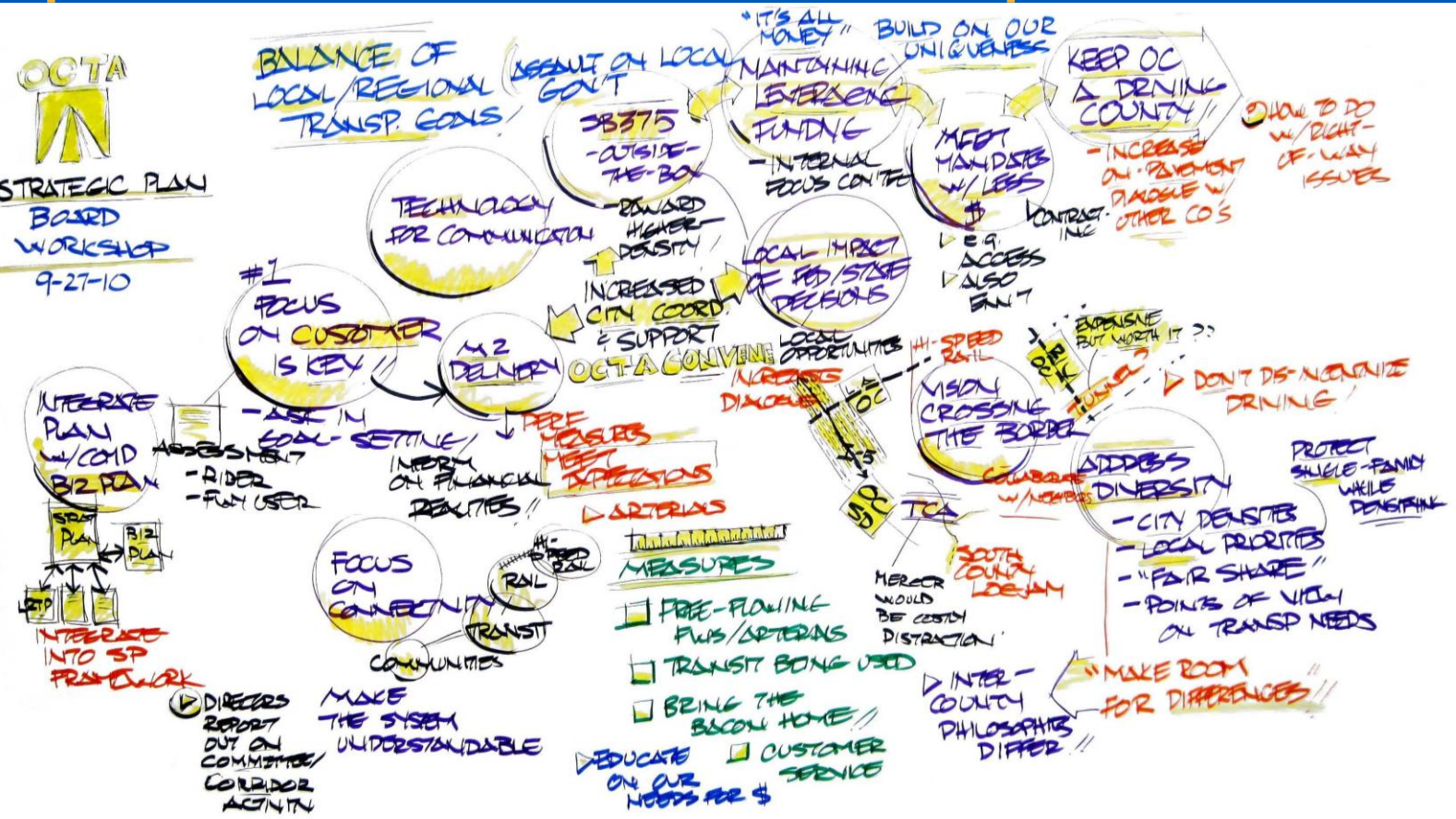


External Views – Groups Interviewed

- Cities
- Transportation Corridor Agency (TCA)
- Business Community
- Environmental/Conservation Groups (e.g., Conservation Clarity)
- Chambers of Commerce
- Land Owners and Developers
- Professional Trade Groups Including Unions
- Policy Organizations (e.g. Center for Urban Infrastructure)

September Board Workshop

OCTA
STRATEGIC PLAN
BOARD
WORKSHOP
9-27-10



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Key Trends and Implications



Trends

- Population and employment growth creating more travel and worsening congestion
- A recovering economy leading to further goods movement growth
- Environmental, regulatory and right-of-way constraints limiting physical expansion



Trends

- Downward restructuring of State and Federal funding
- Public demanding increased government transparency
- Workforce aging while competition for top performers is increasing



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Strategic Plan
Framework



STRATEGIC PLAN FRAMEWORK



values

Customer Focus

Can-do Spirit

Communication

Integrity

Teamwork

vision

An integrated and balanced transportation system that supports the diverse travel needs and reflects the character of Orange County.

mission

Develop and deliver transportation solutions to enhance quality of life and keep Orange County moving.

goals



Mobility

Public Service

Fiscal Sustainability

Stewardship

Organizational Excellence

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

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

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

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

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

OBJECTIVES:

- Travel Time and Speed
- Capacity and Level of Service
- Operational Performance
- Quality and Ease of Use

OBJECTIVES:

- Public Awareness and Perception
- Customer Satisfaction
- Community Engagement
- Collaborative Planning

OBJECTIVES:

- Financial Management
- Efficient Operations
- External Funding Maximized
- Investment Protection

OBJECTIVES:

- Project Delivery
- Environmental Sustainability
- Safety

OBJECTIVES:

- People Development
- Processes Improvements
- Systems Efficiencies

Values

Integrity

We deliver as promised and do so ethically, fairly and with transparency.

Customer Focus

We treat our customers with care, consideration and respect, providing friendly and reliable professional service responsive to their needs.



Values

Can-do Spirit

We tackle challenges with innovation, vision and strategic thinking.

Communication

We provide consistent, timely and reliable information in an open, honest and straightforward manner.

Teamwork

We work well together from a sense of shared purpose and mutual respect.



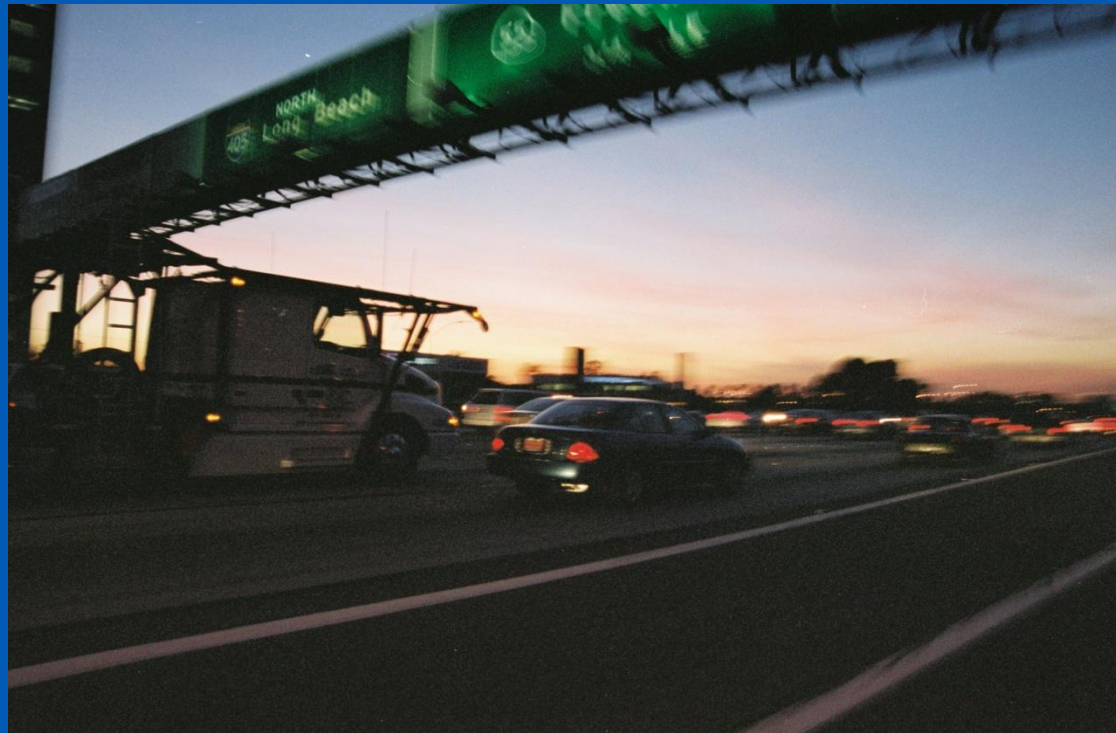
Vision

An integrated and balanced transportation system that supports the diverse travel needs and reflects the character of Orange County.



Mission

Develop and deliver transportation solutions to enhance quality of life and keep Orange County moving.



Goals

Mobility

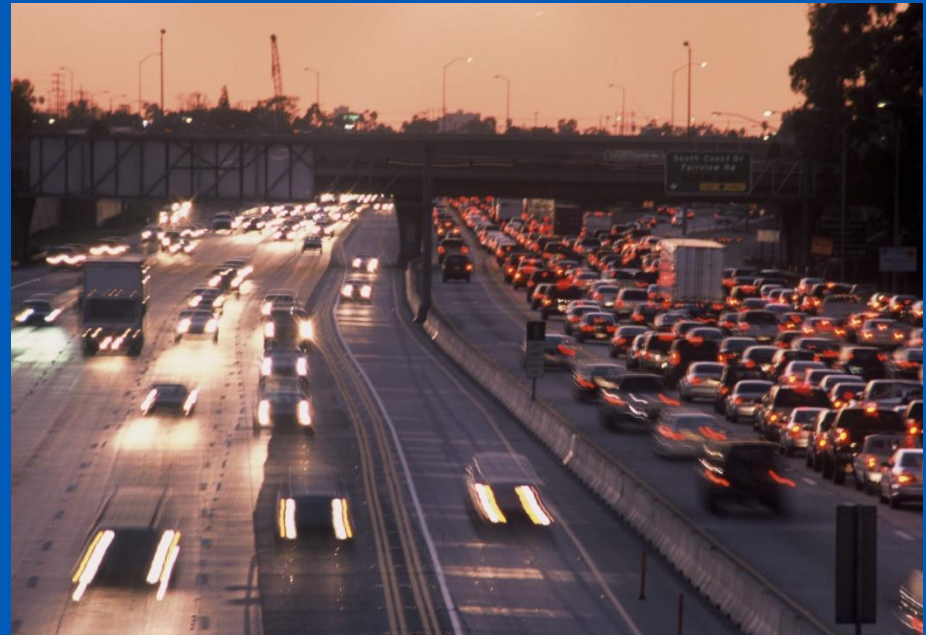
Deliver programs, projects and services to improve the movement of people and goods throughout Orange County and the region.

Public Service

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

Fiscal Sustainability

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



Goals

Stewardship

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

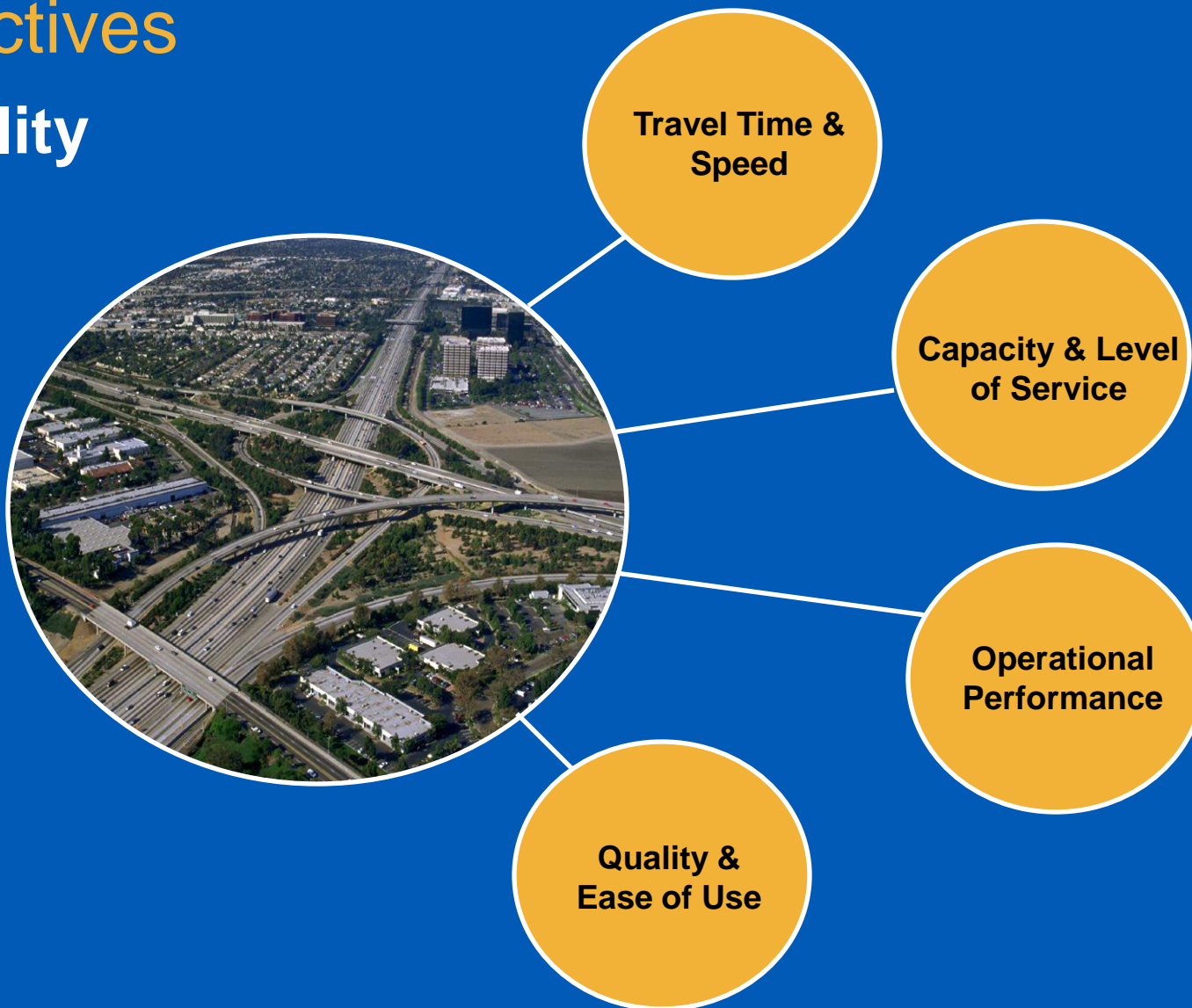
Organizational Excellence

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



Objectives

Mobility



Objectives

Public Service



Objectives

Fiscal Sustainability



Objectives

Stewardship



Project Delivery

**Environmental
Sustainability**

Safety

Objectives

Organizational Excellence



**People
Development**

**Processes
Improvements**

**Systems
Efficiencies**

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Strategic Initiatives



Strategic Initiatives from 2011 to 2016

- Deliver the Capital Action Plan
- Create and Implement a Vision for the Future Transit System
- Sunset Measure M1 and Advance Measure M2
- Strengthen Regional Connections



Strategic Initiatives from 2011 to 2016

- Enhance Customer Satisfaction
- Ensure Fiscal Sustainability
- Promote Environmental Sustainability
- Pursue Public-Private Partnerships
- Sustain Organizational Excellence



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Balanced Scorecard to Measure Progress



Key Trends in Performance Management Best Practice Review

- Increased use of “dashboards” or “scorecards” to inform
- Application of balanced scorecard to monitor organizational performance from four key perspectives – customer, employee, financial and process
- Measurement to include all aspects of operation
- Greater use of performance measures to secure specific outcomes

Performance Will Be Measured

- Communicate results of programs and services
- Provide better information for effective decision-making including resource allocation
- Supply continuous feedback for performance improvement



Performance-Based Management

- Measure progress in terms meaningful to customers and employees
- Ensure programs and resources are aligned with mission and desired results
- Increase organizational accountability
 - Frequent reporting and relentless follow-up
 - Decisions driven by timely, accurate and pertinent data
 - Reward and recognition for individual and organizational results
- Use a balanced scorecard “dashboard” to monitor progress

→ DRIVEN BY PERFORMANCE, TRANSPARENCY AND ACCOUNTABILITY

Mobility

Travel Time and Speed

- Mean Travel Time to Work
- Average Freeway Speeds
- Travel Time by Transit

Capacity and Level of Service

- Intersection LOS
- Freeway Capacity
- Bus LOS
- Rail Trips

Operational Performance

- Corridor Performance
- Fixed Route Ridership
- Access Ridership
- Metrolink Ridership
- Vanpool Passenger Trips
- FSP Assists

Quality and Ease of Use

- On-Time Performance
 - Directly operated fixed route
 - Contracted fixed route
 - ACCESS
- HOV Lanes/Continuous Access
- Bus/Rail Day Pass Sales
- Pre-Paid Fares

Public Service

Public Awareness and Perception

- Agency
- Bus
- Metrolink
- Vanpool
- 91 Express Lanes
- FSP
- Measure M

Customer Satisfaction

- Agency
- Bus
- Metrolink
- 91 Express Lanes
- Measure M
- Text 4 Next Messages

Community Engagement

- Citizen/Community Meetings
- Website Hits

Collaborative Planning

- Employers Served
- Business Outreach Events

Fiscal Sustainability

Financial Management

- Projected Revenue vs. Actuals
- Budget Expended by Division

Efficient Operations

- Revenue Vehicle Hours
- Subsidy per Passenger per Mode
- Bus Farebox Recovery Ratio
- Vanpool ROI

External Funding Maximized

- Debt Coverage Ratio
- 91 Express Lane Transponder Sales

Investment Protection

- Investment Earnings
- Pavement Conditions Index

Stewardship

Project Delivery

- Capital Projects on Budget
- Capital Action Plan on schedule
- CAP completed to date

Environmental Sustainability

- Greenhouse Gas Emissions
- Clean Bus Fleet
- Environmental Mitigation Projects

Safety

- Preventable Employee Accidents
- Project Related Accidents

Organizational Excellence

People Development

- Integration of Core Competencies
- Turnover
- Discrimination Complaints

Processes Improvements

- Customer Satisfaction
 - Key Departments
- RFP Processing Time

Systems Efficiencies

- Major System Uptime
- Cyber Security Incidents
- Customer Satisfaction with Help Desk

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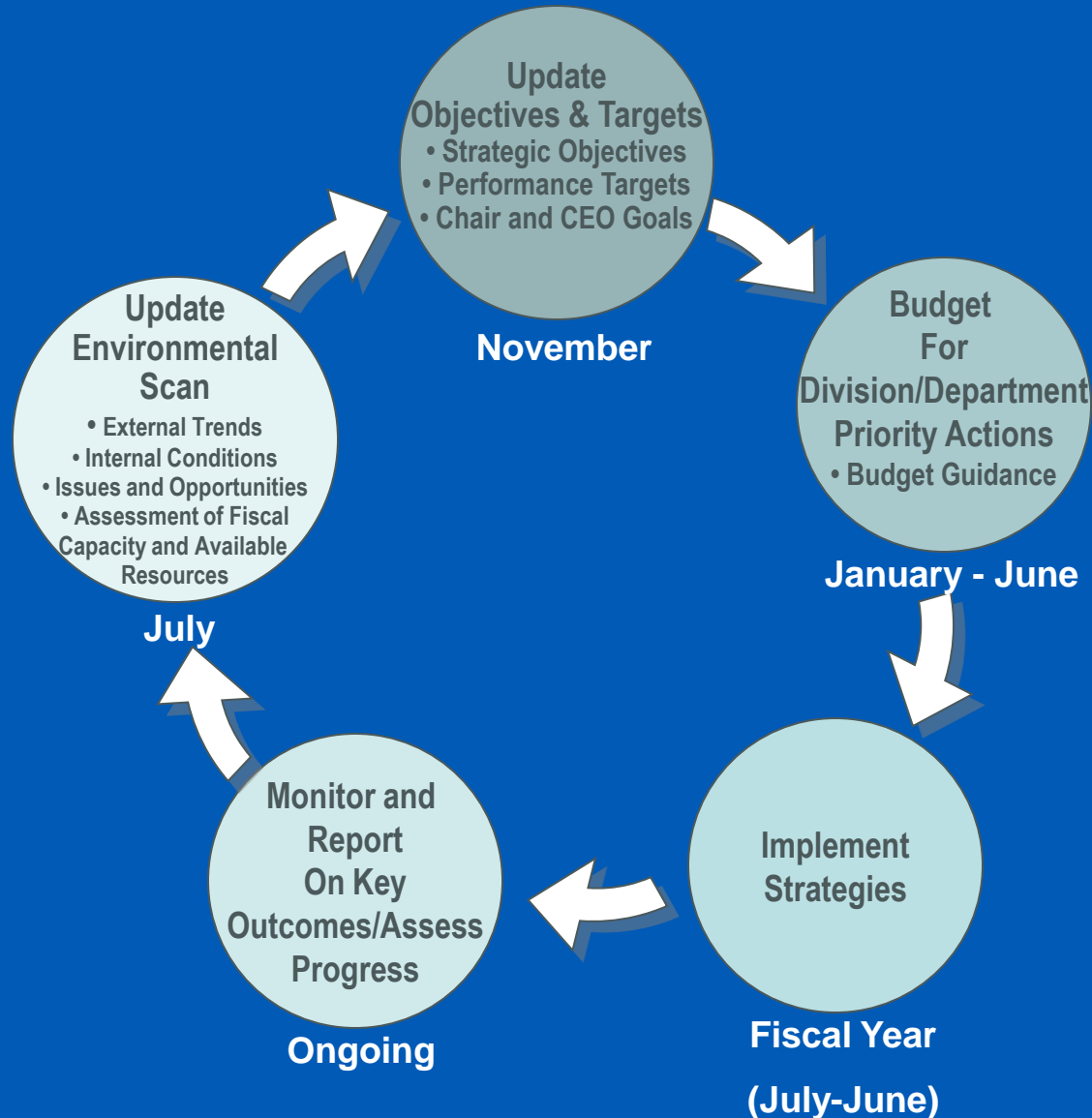
Strategic Plan In Action



Strategic Planning Cycle

- Use performance measures to evaluate
- Monitor and report on key performance indicators throughout the year
- Update trends analysis
- Assess fiscal capacity and available resources
- Update and communicate strategic objectives and performance targets
- Develop and coordinate work programs, translating strategic objectives into actions

Strategic Planning Cycle



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Summary and Next Steps



FY 2011-12 Annual Budget Development

