

Introduction



# The Framework

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## I. The Framework

The Orange County Transportation Authority (OCTA) 2014 – 2019 Strategic Plan (Strategic Plan) defines future directions and priorities of OCTA. The Strategic Plan will help guide decision-making, while facilitating ongoing planning and implementation within OCTA.

The core elements of the Strategic Plan and the relationships between them are presented in the Strategic Plan Framework on page 22. The outline is a graphic display of this framework, which offers a visual, high-level overview of the OCTA Strategic Plan.

The Strategic Plan Framework consists of the following elements:

- The **Values** that express the beliefs and principles that guide OCTA and are the basis from which each staff member operates.
- The **Vision** that describes the ideal future OCTA is striving to create.
- The **Mission** statement that summarizes the purpose of OCTA and the role it plays in achieving the vision.
- The **Goal Areas** which describe broad statements of general direction OCTA is leading toward.
- The **Objectives** that represent expected results or measurable targets that OCTA will need to achieve in order to make progress toward the achievement of each Goal.

## II. Introduction

The OCTA 2014 - 2019 Strategic Plan update sets the direction for OCTA during the next five calendar years and forms the basis for OCTA's two-year capital and operating budgets.

Two years ago, the original Strategic Plan (Version 1.0) was developed through an inclusive process of employees, the OCTA Board of Directors, and outside stakeholders. Under the original plan, OCTA was to update the Strategic Plan every two years to provide the most recent developments of OCTA's capital and operating budgets. Additionally, an annual Chairman's Initiatives and Chief Executive Officer (CEO) Initiatives and Action Plan were developed to submit to the OCTA Board of Directors (Board) each year to track and report on OCTA's progress and performance.

The update to the Strategic Plan integrates and creates consistency with all the plans OCTA and its regional, state, and federal counterparts develop or contribute to. By taking this approach, OCTA has created a comprehensive Strategic Plan which captures the external constraints and objectives that the region, state, and federal agencies require of OCTA.

With this approach, OCTA is positioned to accommodate future external constraints, meanwhile setting priorities to address Orange County's transportation, environmental sustainability, population growth, and socio-economic challenges.

### III. The Process

A strategic plan is a living document that must be regularly updated. The first step in the revision process included evaluating progress and making necessary mid-course corrections. By assessing both the benefits and opportunities available in the first OCTA Strategic Plan, staff identified broader organizational plans and objectives to be included within the updated Plan. By taking a fresh look, staff has developed a more comprehensive 2014 – 2019 OCTA Strategic Plan, while still incorporating the strengths of the first OCTA Strategic Plan.

#### **Benefits of Strategic Plan (Version 1.0):**

- Providing guidance and balance to OCTA programs and projects
- Providing the OCTA Board of Directors and OCTA Leadership with goals and objectives for planning
- Establishing the familiar organizational values, vision, mission, goals, and objectives

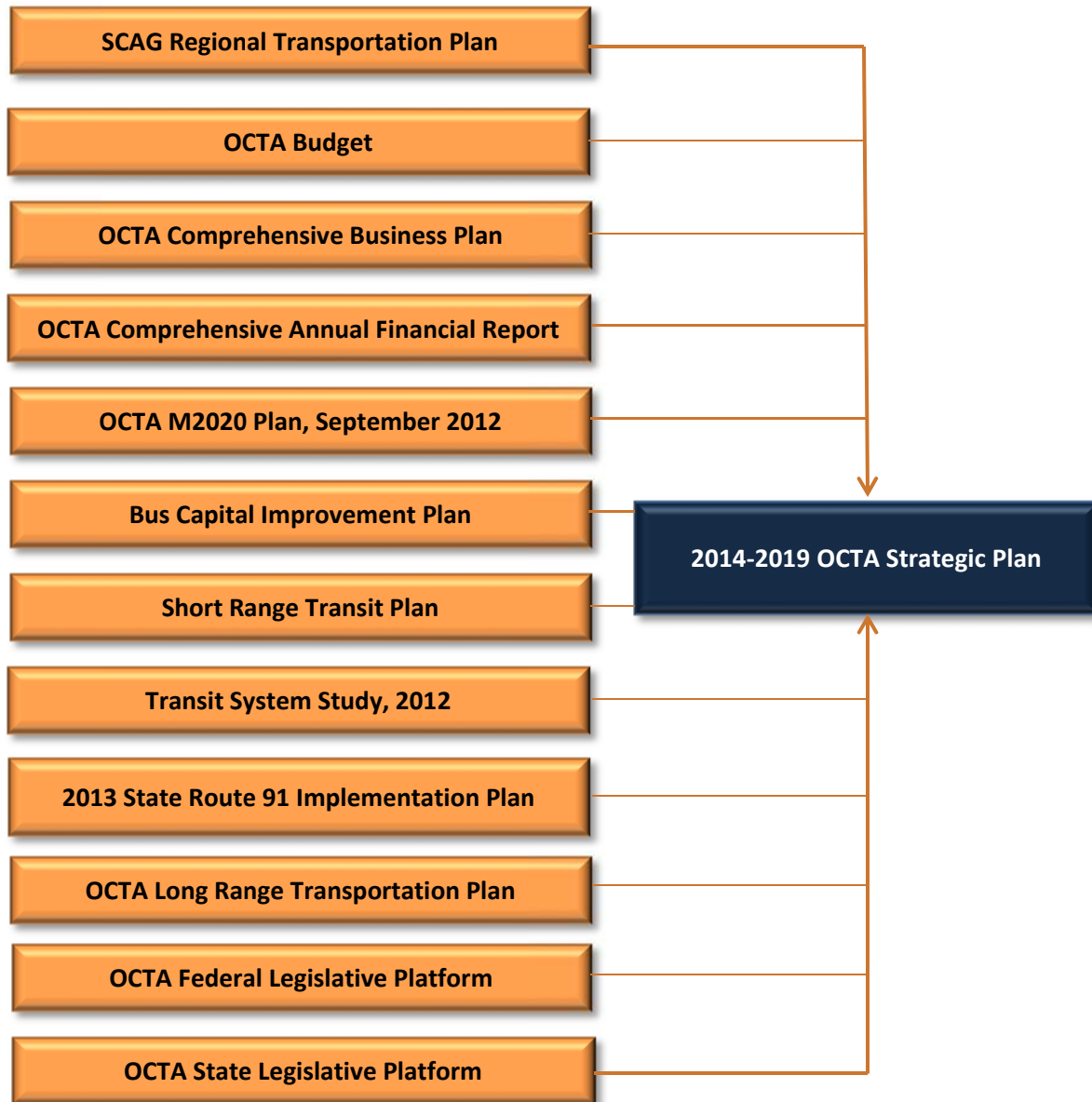
#### **Version 1.0 also provided strategic direction for development of the:**

- Chairman's Annual Initiatives
- Annual CEO Initiatives and Action Plan
- Annual budget development
- Development of a performance-based management plan, defining objectives, and performance measures.

The updating process has provided valuable opportunities for improvement, which have been realized in the 2014 – 2019 OCTA Strategic Plan. By taking these improvements into account, the 2014 - 2019 OCTA Strategic Plan has been developed as a culmination of an extensive effort to develop a compendium of OCTA, regional, and state plans to successfully implement a balanced transportation program over the next five years. The process included revisions to the key trends, review of state and federal mandates, and review of state, regional, and local plans.

#### IV. Integration of Plans

The goal of the 2014 - 2019 OCTA Strategic Plan is to present a compendium of internal and external plans, programs, and mandates that OCTA is responsible for and implements. The graphic below shows the various sources used:



## V. The Strategic Plan Framework

The OCTA 2014-2019 Strategic Plan focuses on strategies which are seen as key objectives for organizational process improvement over the next five years. The plan addresses both key external and internal driving forces that are influencing or have the potential to affect OCTA's vision, mission, values, goals, and objectives.

### A. OCTA Vision

The **Vision** describes the ideal future that OCTA is striving to create. The **Vision** reflects the priorities and values of the staff and its stakeholders.

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

### B. OCTA Mission

As a countywide transportation authority, we serve millions of people per day. The **Mission** describes the main functions of OCTA and its role in achieving the **Vision**. The Mission gives the overall charge and purpose of OCTA. All OCTA activities relate to one or more aspects of the **Mission** statement.

**Mission:** Develop and deliver transportation solutions that enhance the quality of life and keep Orange County moving.

### C. OCTA Values

As the transportation agency for one of the most dynamic counties in the nation, OCTA **Values** reflect the constituents we serve. In order to advance this mission, OCTA has adopted a set of values to guide its actions:

**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.

**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.

### D. OCTA Goals and Objectives

OCTA **Goals** are dedicated to delivering practical transportation solutions to Orange County. These goals directly carryout the authority's mission, by setting the precedent for future OCTA planning efforts. **Objectives** are derived from the **Goals** and detail the specific results that need to be achieved in order to make progress toward each **Goal**.

**1. Goal Area - Mobility:** Deliver programs, projects, and services to improve the movement of people and goods throughout Orange County and the region.

#### **Mobility Objectives**

- ***Travel Time and Speed:*** Deliver infrastructure investments that accommodate growth while maintaining travel time and speeds.
- ***Capacity and Level of Service:*** Expand capacity to accommodate growth while sustaining level of service on roadways.
- ***Operational Performance:*** Improve operating performance on OCTA operated modes of travel.
- ***Quality and Ease of Use:*** Improve quality and ease of use of transportation systems.

**2. Goal Area - Public Service:** Enhance customer satisfaction by understanding, connecting with, and serving our diverse communities and partners.

#### **Public Service Objectives**

- ***Public Awareness and Perception:*** Increase public awareness and improve perception of OCTA programs and services.
- ***Customer Satisfaction:*** Continually strive to improve customer satisfaction.
- ***Community Engagement:*** Continue to engage and educate the community in OCTA initiatives.
- ***Collaborative Planning:*** Build and sustain productive relationships and partnerships.

**3. Goal Area - Fiscal Sustainability:** Ensure fiscal health through prudent financial management and by protecting and leveraging available revenue sources.

#### **Fiscal Sustainability Objectives**

- ***Financial Management:*** Ensure OCTA's financial future through proper resource mobilization, prioritization of programs, the budgetary process, efficient management of resources, and exercising controls.
- ***Efficient Operations:*** Ensure that division operations are efficient in terms of using as little resources as needed, and effective in terms of meeting customer requirements.
- ***External Funding Maximized:*** Seek and maintain external funding sources to help fund transportation programs and projects.



**4. Goal Area - Stewardship:** Embrace responsible policies and practices designed to promote environmental sustainability and enhance the safety and quality of life in Orange County.

#### **Stewardship Objectives**

- ***Project Delivery:*** Develop a project reporting method for all capital programs focused on financial efficiencies and project schedule timelines.
- ***Environmental Sustainability:*** Consider environmental sustainability in planning and operations.
- ***Safety:*** Encourage continual improvement in OCTA's safety and health programs.

**5. Goal Area - Organizational Excellence:** Continue the tradition of being a high-performing organization through employee development and efficient business practices.

#### **Organizational Excellence Objectives**

- ***People Development:*** Implement human capital management strategies and systems to achieve the overall mission, objectives, and success of OCTA while meeting the needs of employees and other stakeholders.
- ***Process Improvements:*** Improve OCTA's processes through a systematic and functional approach to optimize business processes and procedures to achieve increasingly efficient results.
- ***Systems Efficiencies:*** Increase alignment of systems and technology with OCTA business needs.

## VI. Implementing the Strategic Plan

A key strategy to successfully implementing the Strategic Plan includes linking the plan to performance measures that create accountability for implementation and allow progress toward plan achievement to be tracked. The Strategic Plan has three performance measures in place to track achievements:

- (1) **Division Performance Measures:** Specific performance measures were assigned to OCTA divisions as part of the Strategic Plan Version 1.0. While updating the Plan, staff identified that modifications to the performance measures were required. Through a collaborative process, the 2014 - 2019 Strategic Plan division performance measures will be redeveloped to capture viable measures for each of OCTA's divisions.
- (2) **Chief Executive Officer's Initiatives:** Developed on an annual basis to achieve the Strategic Plans goal area objectives. Derived from the CEO Initiatives is an annual action plan that reports the success of the CEO Initiatives.
- (3) **Chairman's Initiatives:** Developed on an annual basis for the Chairman of the OCTA Board of Directors. These initiatives directly support the OCTA Strategic Plan goal areas.

### B. Chairman Initiatives and CEO Initiatives Development Process

At the beginning of each calendar year, through a strategic planning process, OCTA staff identifies and defines priority initiatives to be developed into the Chairman's Initiatives and CEO's Initiatives.

The **Chairman's Initiatives** are developed in advance of the CEO's Initiatives; these initiatives implement the major programs and projects according to the Strategic Plan. These initiatives highlight the key strategies and targets to be accomplished throughout the calendar year. Once the Chairman's Initiatives have been finalized they are presented to the Board for review. Following this initial presentation, a bi-annual report on the progress of the Chairman's Initiatives are then presented to the Board for review.

The **CEO's Initiatives** are developed through a series of workshops in accordance with the Chairman's Initiatives and link specific programs and projects to Strategic Plan goal areas. From the CEO's Initiatives, an Action Plan is created detailing specific projects and programs to be completed within a calendar year. The Action Plan is a performance report linking accomplishments in the CEO's Initiatives to the OCTA Strategic Plan. Upon finalization, the CEO's Initiatives and Action Plan are delivered to the Board for review, and each quarter thereafter, the Board will receive a report on the progress of the Action Plan to ensure accountability (For reference, the 2014 CEO Initiatives are provided on page 21). Each initiative is linked to the Strategic Plan goal area it supports.



## STRATEGIC PLAN FRAMEWORK

