

Section 1



Organizational Overview

Contents

I. Introduction.....	26
A. OCTA Board of Directors.....	27
B. OCTA Organizational Structure.....	28
II. Organizational Overview.....	29
A. Fiscal Year (FY) 2012 – 2013.....	29
B. Bus Transit.....	30
C. Commuter Rail.....	30
D. 91 Express Lanes.....	30
E. Freeways.....	30
F. Streets and Roads.....	30
G. Motorist Services.....	31
H. Rideshare.....	31
III. OCTA Divisions.....	32
A. Executive Office.....	32
1. Chief Executive Officer (CEO)	
2. Clerk of the Board	
3. Internal Audit Department	
B. Finance and Administration (F&A) Division.....	33
1. Executive Director of F&A	
2. Director Finance and Administration	
a) Accounting and Financial Reporting Department	
b) Financial Planning and Analysis Department	
c) General Services Section	
3. General Manager Treasury/Toll Roads Department	
4. Information Systems (IS) Department	
5. Contracts Administration and Materials Management (CMM) Department	
C. Human Resources and Organizational Development (HROD) Division.....	36
1. Executive Director of HROD	
2. Human Resources Department	
3. Risk Management Department	
4. Labor and Employee Relations Department	
5. Health, safety, and Environmental Compliance (HSEC) Department	
6. Management Services Section	
7. Training and Development Department	
D. Government Relations Division.....	39
1. Executive Director of Government Relations	
2. State and Federal Relations Department	
3. Regional Initiatives Department	
E. Planning Division.....	41

1.	Executive Director Planning	
2.	Strategic Planning	
	a) Regional Modeling and Traffic Operations Section	
	b) Geographic Information (GIS) Section	
	c) Capital Programs Section	
	d) Measure M Local Programs Section	
	e) Transportation Planning Department	
	(1) Long-Range Planning and Corridor Studies Section	
	(2) Environmental Programs Section	
	(3) Transit and Non-Motorized Planning Section	
3.	M2 Program Management Office (PMO)	
F.	Capital Programs Division.....	45
1.	Highway Programs Department	
2.	Rail Programs and Facilities Engineering Department	
3.	Project Controls Section	
G.	External Affairs Division.....	46
1.	Executive Director of External Affairs	
2.	Community and Media Relations Department	
3.	Strategic Communications Department	
4.	Marketing Department	
	a) Marketing Programs Section	
	b) Customer Engagement Section	
	c) Digital Communications and Creative Section	
	d) Vanpool and Bike Programs	
H.	Transit Division.....	48
1.	General Manager and Assistant Manager	
	a) Bus Operations Department	
	(1) Central Communications Section	
	(2) Field Operations Section	
	(3) Operations Training Section	
	b) Transit Programs Management Department	
	c) Community and Transportation Services	
	d) Operations Analysis Section	
2.	Motorist Services Department	
3.	Maintenance Department	
	a) Base Operations	
	b) MRM/Facilities Maintenance	
	c) Transit Technical Services	
4.	Service Planning and Customer Advocacy Department	
	a) Customer Advocacy	
	b) Stops and Zones	
5.	Security and Emergency Preparedness Department	

I. Introduction

The Orange County Transportation Authority (OCTA) was created by state law in 1991 as a merger of the former operating agency (the Orange County Transit District) with the planning and funding agency (the Orange County Transportation Commission) and several other related agencies (Listed below). As a multi-modal transportation agency, OCTA has broad-ranging responsibilities and works in partnership with federal, state, regional, and local agencies to fund, implement, and maintain transportation programs, and services throughout Orange County.

The seven agencies consolidated to form OCTA include:

- Orange County Transportation Commission
- Orange County Transit District (OCTD)
- Consolidated Transportation Services Agency
- Orange County Local Transportation Authority
- Orange County Service Authority for Freeway Emergencies
- Orange County Congestion Management Agency
- Service Authority for Abandoned Vehicles



OCTA is governed by an 18-member Board of Directors (Board) consisting of the five Orange County Board of Supervisors, ten city representatives selected by all of the cities within the County, two public members selected by these 15 Board Members, and a representative appointed by the Governor of California serving in a non-voting capacity. The Chief Executive Officer manages OCTA and acts in accordance with the directions, goals, and policies approved by the Board.

A. OCTA Board of Directors: The OCTA Board of Directors is comprised of 18 individuals that represent Orange County. Specifically, 17 Board members govern OCTA with the Caltrans District Director serving as the 18th member in an ex-officio capacity. **Below are the photos of the 2014 OCTA Board of Directors.**

Shawn Nelson
Chairman
 Supervisor, District 4
 County of Orange



Jeffrey Lalloway
Vice Chairman
 Council Member
 City of Irvine



Patricia Bates
Director
 Supervisor, District 5
 County of Orange



Lori Donchak
Director
 Council Member
 City of San Clemente



Matthew Harper
Director
 Council Member
 City of Huntington
 Beach



Michael Hennessey
Director
 Public Member



Steve Jones
 Council Member
 City of Garden Grove



Gary A. Miller
Director
 Mayor, City of Seal
 Beach



John Moorlach
Director
 Supervisor, District 2
 County of Orange



Al Murray
Director
 Mayor Pro Tem,
 City of Tustin



Janet Nguyen
Director
 Supervisor, District
 1 County of Orange



Miguel Pulido
Director
 Mayor, City of
 Santa Ana



Tim Shaw
Director
 Council Member
 City of La Habra



Todd Spitzer
Director
 Supervisor, District 3
 County of Orange



Tom Tait
Director
 Mayor, City of
 Anaheim



Frank Ury
Director
 Council Member
 City of Mission
 Viejo



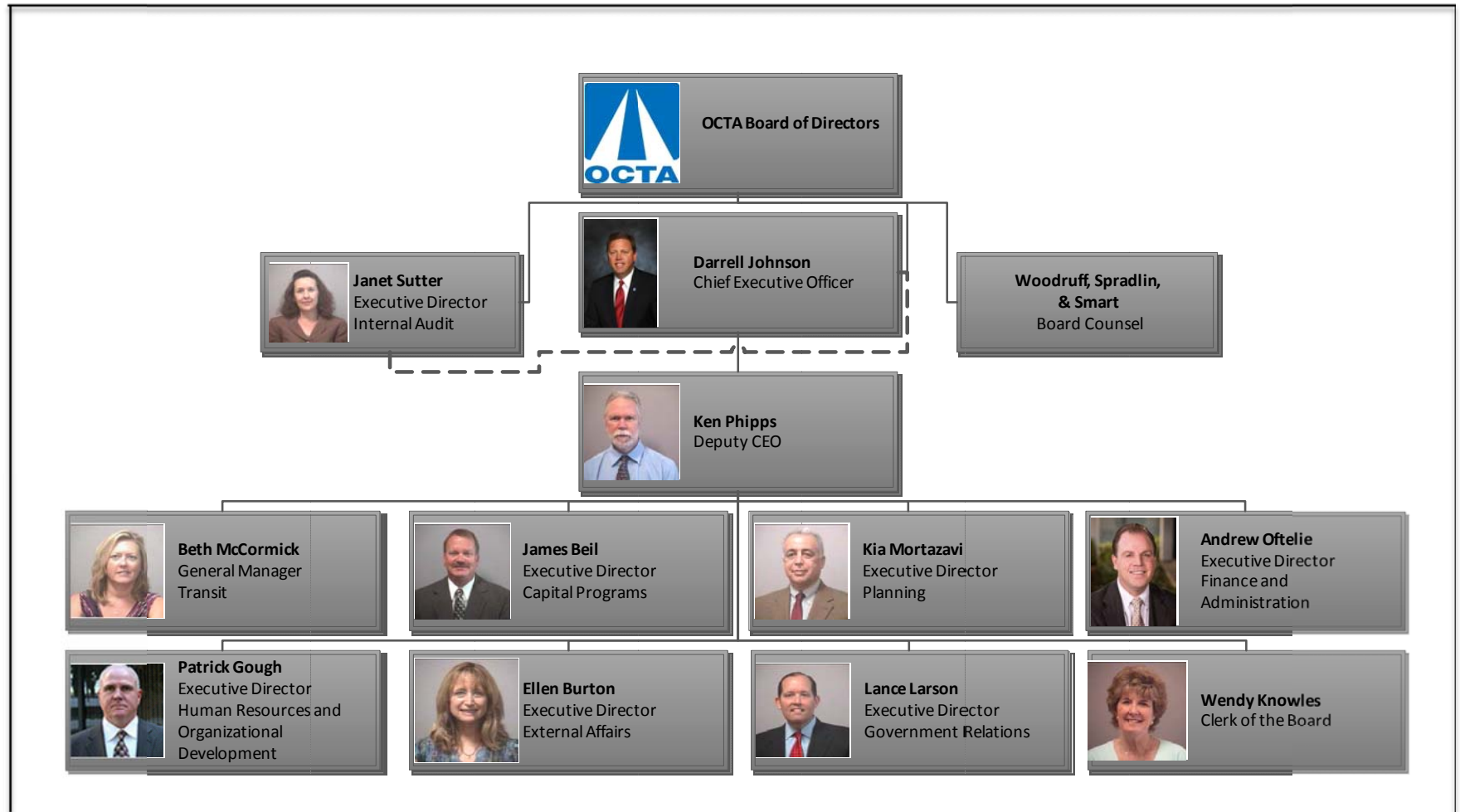
Gregory T.
Winterbottom
 Public Member



Ryan Chamberlain
Director
 Caltrans District 12
 Ex-Officio Member



B. OCTA Organizational Structure: The Orange County Transportation Authority (OCTA) is the public sector transportation planning body and mass transit service provider for Orange County, California. Operational authority is provided by the Chief Executive Officer leading 7 divisions.



II. Organizational Overview

OCTA is a multi-modal transportation agency formed through consolidation in 1991, of the former operating agency (the Orange County Transit District) and several other transportation-related agencies. OCTA builds, designs, operates, plans, maintains, and regulates the robust transportation network within Orange County. In addition to the four modes of transportation (transit, driving, bicycling, and walking) OCTA oversees paratransit services, taxi services, light rail, commuter rail, and high-occupancy managed lanes.

In addition to serving the County, OCTA works collaboratively with partner agencies to expand and improve regional connectivity. Critical to renewing and maintaining the County's transit system, OCTA develops strategies to address transit capital needs which include proactively seeking stable long-term funding solutions, maintain a strategic perspective in capital investments, and increasing awareness of transit's capital needs and the broad impacts on the region.

A. Fiscal Year (FY) 2012-13 – Statistics

- \$1.1 billion budget
- 1,518 employees plus 732 contract employees
- Countywide bus service with more than 50 million annual fixed-route boardings and 546 vehicles
- ACCESS paratransit service with 1.3 million annual boardings and 248 vehicles
- Vanpool program with service to 102 worksites and more than 1.1 million annual passenger trips
- Partnerships with cities and non-profit organizations providing \$5 million in funding to support special needs transportation for seniors and persons with disabilities providing almost 500,000 trips annually
- Funded and supervised three Metrolink rail lines serving 4.17 million annual passengers in FY 2011-12
- Owner of the 91 Express Lanes, a 10-mile toll facility serving 11.9 million annual trips in FY 2011-12
- Administer Measure M (M1), the package of transportation improvements promised to Orange County voters in 1990 when they approved a half-cent sales tax for transportation. Renewed by the voters in 2006, Measure M2 (M2) will provide funding for freeway, streets and roads, and transit improvements for 30 years. It also has an enhanced environmental protection and mitigation program.
- Provider of motorist services that include the freeway emergency call box system, the Freeway Service Patrol, the Orange County Taxi Administration Program (OCTAP), and the Go 511 program

B. Bus Transit

OCTA is Orange County's primary provider of public transportation offering fixed-route bus, rail connections (StationLink), express, and ACCESS paratransit services. As a result of the recent economic downturn and reductions in sales tax and state revenues, OCTA has had to significantly reduce bus service levels. Between December 2008 and March 2010, bus service was cut approximately 20 percent from 1.93 million revenue vehicle hours (RVH) to 1.55 million RVH. Additionally, over 200,000 RVH (or 18 percent of overall bus service) were transitioned from directly-operated fixed-route bus service to contracted fixed-route as a cost-savings strategy. In an effort to manage demand and growth on ACCESS paratransit service, OCTA has implemented a number of strategies including replacing ACCESS vehicles with taxis for ACCESS trips during very low demand periods, as well as during periods of high demand when there are more trips requested than available ACCESS vehicles. In addition to these changes to the ACCESS program, OCTA has worked to create several partnership programs which offer transportation alternatives for seniors and persons with disabilities and deferred nearly \$18.5 million ACCESS costs during FY 2011 – 12.

C. Commuter Rail

OCTA funds and supervises Metrolink service in Orange County with three Metrolink lines – the Orange County (OC) Line, the Inland Empire-Orange County (IEOC) Line, and the 91 (Riverside – Fullerton – Los Angeles) Line. One of the centerpieces of the Measure M2 program includes the expansion of Metrolink service which is currently under-way with added trains, track capacity, station improvements, and connecting transit services.

D. 91 Express Lanes

OCTA owns and operates the four-lane, 10-mile toll facility located in the median of State Route 91 (SR-91) between State Route 55 (SR-55) and the Orange/Riverside County Line. OCTA's purchase of the 91 Express lanes cleared the way for traffic improvements along the SR-91 corridor by eliminating the non-compete provision that limited new highway expansion.

E. Freeways

OCTA assists with planning, funding, and delivering freeway projects with improvements under way throughout the County, primarily through the Measure M2 freeway program. The first completed project in the M2 plan was the SR-91 eastbound lane addition, which opened in December 2010. Another freeway project, the West County Connectors, will create seamless carpool connections between State Route 22 (SR-22) and Interstate 405 (I-405) and Interstate 605 (I-605). This project broke ground in June 2010 and is at the midway point to completion. In addition, construction began on the northbound lane on the State Route 57 (SR-57) between Orangethorpe Avenue and Lambert Road. In South Orange County, work began in 2013 on extending the carpool lane on the I-5 between San Juan Creek Road and Avenida Pico.

F. Streets and Roads

OCTA administers a variety of funding programs for cities to widen streets, improve intersections, coordinate signals, build over and undercrossings where streets intersect rail lines, and rehabilitate pavement. As of June 30, 2012, M1 has provided more than \$594 million in formula funding to help cities with street maintenance, rehabilitation, and other projects. Since the inception of M1, nearly \$695 million has been awarded to local agencies on a competitive basis.

G. Motorist Services

OCTA provides emergency call boxes through the Service Authority for Freeway Emergencies (SAFE), emergency towing services with its Freeway Service Patrol (FSP), and provides funding to cities to remove abandoned vehicles through the Service Authority for Abandoned Vehicles (SAAV). In addition, OCTA oversees the Orange County Taxi Administration Program (OCTAP) which issues taxi business, driver, and vehicle permits on behalf of Orange County's 34 cities.

H. Rideshare

OCTA provides transportation options to commuters as alternatives to driving alone. Services include carpool matching, vanpooling, and employer assistance to meet air quality mandates.

III. OCTA Divisions

A. Executive Office

The Executive Office Division is comprised of three departments. This Division is responsible for providing management direction to all divisions, accurately recording and preserving the OCTA's official and historical records, and the examination and evaluation of financial, administrative, and operational activities and controls.

1. Chief Executive Officer (CEO)

The CEO is responsible for providing management direction to all divisions and programs within OCTA and implementing the policy directives as articulated by the Board of Directors. The CEO and Deputy CEO's primary responsibilities include development and refinement of the organizational structure of OCTA, establishing and executing strategic plans, and fostering an environment conducive to employee development.

2. Clerk of the Board

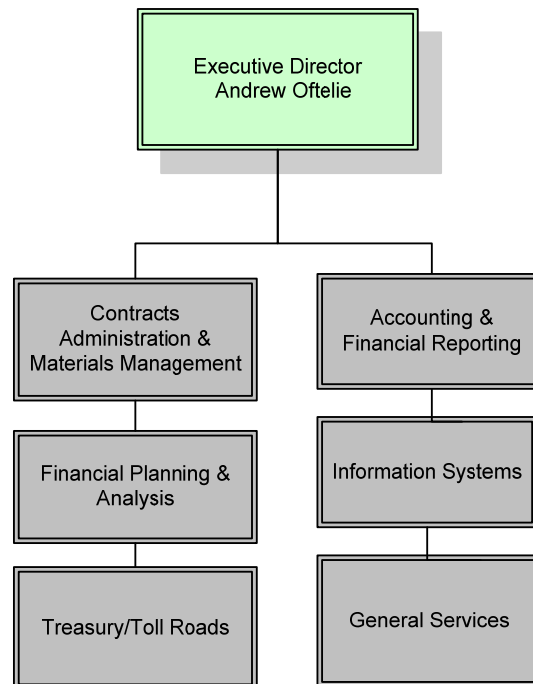
The Clerk of the Board is in charge of accurately recording and preserving the OCTA's official and historical records and making them available to the public upon request. This department is responsible for the entire Board and Committee agenda processes, including preparation and distribution of agendas, ensuring public meetings are held in compliance with California open meeting laws, recording actions taken by the Board of Directors and Committees, and maintaining a comprehensive records management system supporting Board and Committee actions. This department is responsible for Board Members' compensation and travel and provides direct meeting and administrative support to the Board of Directors. This department also receives and processes all legal documents served upon OCTA, as well as collect and process the annual Statement of Economic Interests annual filing.

3. Internal Audit Department

The Internal Audit Department is responsible for examining and evaluating financial, administrative, and operational activities and controls of OCTA, supplying management personnel at all levels with information to assist in their control of the assets and operations for which they have a fiduciary responsibility. The department provides a wide range of auditing services including oversight of the annual independent financial audit, performing operational audits, contract compliance audits, internal control assessments, investigations, pre-award Buy America reviews, and pre award price reviews. The department also administers and investigates complaints received through OCTA's fraud hotline. State and Federal Triennial reviews are also coordinated by the department.

B. Finance and Administration (F&A) Division

The F&A Division supports OCTA's goals and objectives through a wide range of fiduciary and administrative activities. This division analyzes fiscal issues and advises the Board of Directors in the areas of long-term financing, fund planning, annual budget, and compliance with generally accepted accounting standards. Staff works closely with federal, state, and local agencies to ensure the continued and successful receipt of grant funding and compliance with enabling regulations. The division is responsible for contract management, purchasing, and materials management. The Information Systems Department provides guidance for the implementation of technology, while the General Services Section oversees facilities management, records management, and a variety of other support functions.



1. Executive Director of F&A

The Executive Director of F&A encompasses the general oversight and management of the division. The department is responsible for initiating division-wide policy directives and the obtainment of goals and objectives. The department undertakes all F&A personnel actions and ensures compliance with personnel related policies and procedures.

2. Director of the Finance and Administration Department

a) Accounting and Financial Reporting Department

The Accounting and Financial Reporting Department is responsible for the general accounting, financial reporting, fixed asset accounting, grant accounting, treasury accounting, accounts payable, accounts receivable, billing, and payroll functions. The department also manages the inventory and distribution of OCTA's bus passes as well as the processing of all bus fare collections. "The General Accounting Section produces a number of annual reports and audited financial statements including the Comprehensive Annual Financial Report (CAFR), the Orange County Local Transportation Authority (OCLTA) Financial Statements, National Transit Database (NTD) Report, the Cost Allocation Plan, Measure M Status Report, and the 91 Express Lanes Financial Statements.

b) Financial Planning and Analysis Department

The Financial Planning and Analysis Department is responsible for developing and maintaining the financial plans of OCTA. These plans include the annual budget, Comprehensive Business Plan (CBP), and fixed asset replacement planning. The department is responsible for conducting various fiscal studies, monitoring expenditures, reporting budget variances, and verifying budget authority for requisitions. The department also ensures that grant reports are completed in a timely and accurate manner to maximize federal and other discretionary funding. In addition, the department oversees the Transportation Development Act (TDA) programs, property tax, gas tax exchange, and senior and disabled fare subsidy programs.

c) General Services Section

The General Services Section provides a variety of support services to the OCTA, including all matters relating to lease agreements, office renovations, furniture assignment and upkeep, and acts as liaison between property management and the Authority. In addition, the general services section oversees records management, mail services, reprographics and the OCTA's receptionist staff. The responsibilities also cover OCTA Headquarters construction projects. The OCTA-wide Internal Communications program is administered to promote communications to employees and their families. The Intranet, Digital Signage, eNews, and quarterly Between the Lines newsletter are the primary tools used to provide employees with up-to-date information. Recognition events and employee programs are also sponsored by this section.

3. General Manager Treasury/Toll Roads Department

The General Manager Treasury/Toll Roads Department is managed by OCTA's Treasurer, who is responsible for the investment portfolio and debt obligations. The department also manages OCTA's cash flow requirements, oversees and directs the investment of cash assets, monitors the performance of investment managers, oversees the investment components of the defined contribution programs, and develops financing strategies to support operational goals and capital programs/ acquisitions. The department also works closely with bond rating agencies to maintain OCTA's strong credit ratings and to ensure that OCTA is well received by the investment community. The OCTA Treasurer also oversees the operations of the 91 Toll Road, serving as the General Manager. The Toll Road staff oversees all aspects of the State Route 91 Express Lanes toll road franchise from contracted operations and maintenance to customer service, violations processing, marketing, budgeting, and reporting. Staff also provides policy recommendations for OCTA Board of Director consideration and serves as the key liaison with the State Route 91 Advisory Committee.

4. Information Systems (IS) Department

The IS Department manages the effective and secure delivery of computing and communication solutions to all OCTA business units. It achieves this by deploying a world class technology infrastructure and employing talented staff that strive to meet the needs of the OCTA and its customers. The value added services offered include a reliable computing and communications environment, systems and business support, business intelligence, project management, responsive help desk and customer support, and technology training that are all sensibly used to address business problems and needs. Information Systems is also responsible for developing OCTA's Information Technology Plan. The plan establishes technology standards and long term technical investment recommendations and priorities that will keep OCTA's technology infrastructure effective, modern, and most importantly, aligned with the needs of OCTA's customers and business units. Information Systems partners with our business units to safeguard all OCTA data and ensure that we comply with all industry, state and federal data security and protection regulations and best practices.

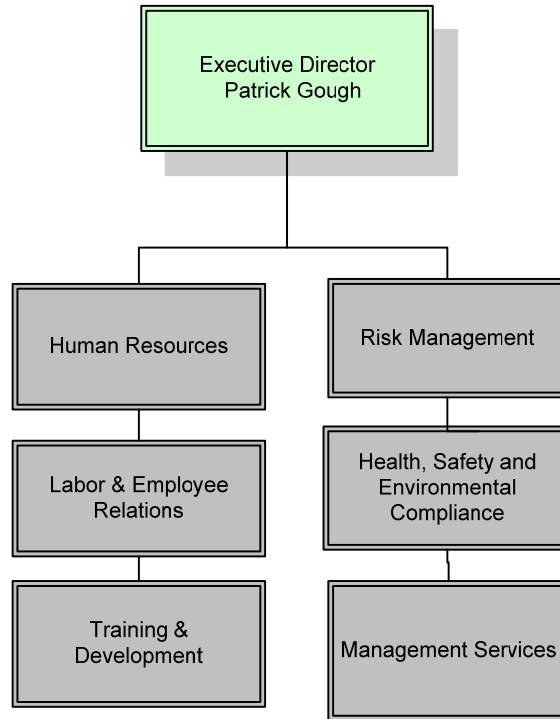
5. Contracts Administration and Materials Management (CAMM) Department

The CAMM Department is responsible for contracting and purchasing all goods and services, implementing the federal Disadvantaged Business Enterprise program, stocking and issuing bus parts, implementing a parts warranty program and managing the bus inventory. The department staff handles all procurement activity including the preparation of solicitation documents, conducting pre-proposal meetings, chairing evaluation committee meetings, negotiating contract terms and conditions, and administering the contractual aspects of the project through completion.

The Materials Management section handles all parts receiving and stocking, disposition of surplus goods and equipment, and administers OCTA's warranty program. In addition, the CAMM department is actively involved with a variety of vendor outreach activities.

C. Human Resources and Organizational Development (HROD) Division

The Human Resources and Organizational Development (HROD) Division supports the Orange County Transportation Authority’s goals, and objectives by ensuring the development, and welfare of its employees through long-term strategic planning, and partnership. The HROD Division carries the responsibility for OCTA’s functions in relation to employment, compensation, benefits, risk management, training, labor, employee relations, health, safety, environmental compliance, management services, and organizational development. The following describes the primary responsibilities for each department within the HROD Division.



1. Executive Director of HROD

The Executive Director of HROD provides top down strategic initiatives in support of the operational, financial, and long term functions of the HR&OD Division and OCTA. The Executive Director, in concert with Board direction, aligns the divisions within OCTA for talent acquisition and management as well as workforce development, state and federal regulations compliance, and risk mitigation. The Executive Director oversees the Management Services activities, investigating best practices, organizational efficiencies, and proactively develops strategic initiatives for OCTA-wide implementation.

2. Human Resources (HR) Department

The HR Department is responsible for HR planning, employment processes, administering compensation and employee benefits, as well as providing employee services. Activities include benefit programs, performance management, employee health insurance, retirement programs, recruitment and selection, wage, salary administration, job descriptions, job evaluations, and leaves of absence. In addition to the above services, the HR Department serves as an advisor to both the internal and external customer when focusing on human resources issues. The Human Resources Department provides strategic and professional HR service to over 1,500 employees.

3. Risk Management Department

The Risk Management Department is responsible for protecting OCTA's assets and property from the adverse consequences of accidental loss. The Risk Management Department evaluates and procures all appropriate forms and limits of liability for property and other related insurance coverage. The Risk Management Department manages OCTA's self-insured liability, subrogation, workers' compensation programs, as well as develops and recommends strategically focused loss control programs to reduce claims losses. The Risk Management Department is directly responsible for in-house adjusting and resolution of all liability claims and manages a contracted third party administrator responsible for handling injured worker's claims. The Risk Management Department also actively pursues reimbursement for all liability, workers' compensation losses, or damage to OCTA property caused by third parties, and pursues recovery.

4. Labor and Employee Relations Department

The Labor and Employee Relations Department is responsible for administering three collective bargaining agreements, which provide terms and conditions of employment for approximately 1000 represented employees. The Department serves as liaison between the unions and management, reviews grievance matters during the third step of the grievance process, prepares for and participates in grievance arbitrations and collective bargaining agreement negotiations. In addition the Department is responsible for developing the annual Equal Employment Opportunity/Affirmative Action Plan (EEO/AAP), which is required by the Federal Transit Administration (FTA).

5. Health, Safety, and Environmental Compliance (HSEC) Department

The HSEC Department is responsible for ensuring OCTA's operations are compliant with applicable health, safety and environmental standards, codes, and regulations. The professional staff of the department develops and implements employee, fleet, and system safety programs and training to help mitigate employee injury and illnesses as well as damage to equipment and property. The HSEC Department will continue to support administrative, operations, and construction activities through health and safety program management which includes planned inspections, accident and incident investigations, hazard identification and resolution, regulatory agency liaison, program development and implementation, as well as maintenance.

6. Management Services Section

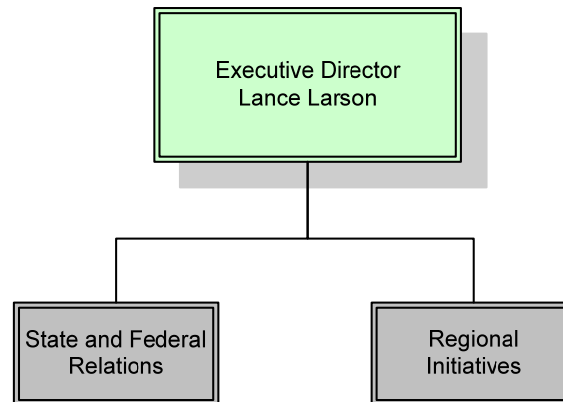
The Management Services Section is responsible for providing leadership, direction, planning, administration, and oversight for the development, implementation, and maintenance of the OCTA Strategic Plan, the Board Chairman Initiatives, as well as the CEO Initiatives and Action Plan. The Management Services Section works with division and department senior-level management on their plans and performance metrics supporting the division strategies. The Management Services Section is responsible for strategic and business process improvements, performance metrics, and reporting of metrics to all stakeholders on a monthly, quarterly, and annual basis.

7. Training and Development Section

The Training and Development Section is responsible for all development activities in the Talent Management lifecycle, including onboarding, skills acquisition, development, and succession. The Training and Development Department oversees New Employee Orientation, supervisory training, management and leadership academies, succession planning, team building, business skills development, technical skills enhancement and training, and organizational development activities. The department functions as an internal consultant to other divisions, providing transition planning, experiential training, competency assessment, and development planning. The Department also administers OCTA's mentor program and the Educational Reimbursement Program for OCTA. This Department retains a strategic focus, ensuring alignment between the Strategic Plan and core competencies.

D. Government Relations Division

The Government Relations Division is comprised of two departments. This Division serves as OCTA's liaison with Members of the California State Legislature and the United States Congress. In addition, it is responsible for developing and maintaining a competitive and proactive grant funding program.



1. Executive Director of Government Relations

The Executive Director of Government Relations is responsible for providing management direction to Federal, State, and Regional Government relations, while developing programs within OCTA and implementing the policy directives as articulated by the Board of Directors. The Executive Director's primary responsibilities include protecting and advancing OCTA's interests at the federal, state, and regional levels, establishing and executing strategic plan initiatives, and fostering an environment conducive to employee development. The Executive Director and staff actively seek OCTA Executive Management and OCTA Board Member participation where appropriate in advancing its mission.

2. State and Federal Relations Department

The State and Federal Relations Department serves as OCTA's liaison with Members of the California State Legislature and the United States Congress. The Department is responsible for securing state and federal funding, influencing legislative and regulatory actions, and assisting in the development and execution of the OCTA Board of Directors approved legislative agendas for Sacramento and Washington D.C. Following the adoption of the annual state and federal legislative platforms, the Department works to promote transportation needs, funding priorities, and policies that enable OCTA to provide the right mix of programs and services to fit the needs of the county and maximize the return of state and federal funding to OCTA. The Department works with state and federal agencies, state and national advocacy groups, transit operators, environmental advocates, labor leaders, business advocacy groups, and other industry stakeholders to advance policies, programs, industry-wide legislative and regulatory actions that benefit Orange County.

The State and Federal Relations Department is also responsible for developing and maintaining a competitive and proactive grant funding program that is responsive to the needs of the OCTA. These efforts include maximizing funding opportunities from all grant resources, promoting the favorable formulation of grant-related legislation and rule making, and serving as the OCTA's primary point of contact with funding agencies. The Department is responsible for timely grant applications, performance of awarded grants, and the responsible use of grant revenues.

3. Regional Initiatives Department

The Regional Initiatives Department serves as the liaison between OCTA and Orange County cities, the County of Orange, other special districts and Southern California's regional stakeholders charged with active coordination of planning efforts related to local and regional transportation initiatives. Working with all Orange County local jurisdictions and regional partners, this function coordinates the integration of policies and projects from the Long Range Transportation Plan (LRTP) with Los Angeles, Riverside, San Bernardino, Ventura, and San Diego Counties. OCTA participates in a number of transportation-related initiatives within the two Metropolitan Planning Organizations in Southern California -- the Southern California Association of Government and the San Diego Association of Governments. These initiatives address key multicounty mobility and coordination issues including the movement of goods from the ports of Los Angeles and Long Beach through the region including Orange County; development of regional policies for operation and management of carpool and/or managed lanes; and implementation of sub-regional programs, such as the Four Corners Study.

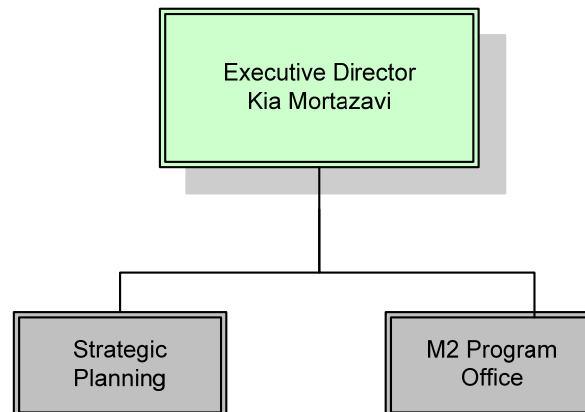
The objective is to ensure intercounty cooperation on transportation proposals facilities and advocacy for Orange County interests and priorities. The Regional Initiatives Department is in lock-step with OCTA's state and federal initiatives, helping to facilitate, promote, develop, and implement OCTA's priorities, programs, projects, and services.

E. Planning Division

OCTA's Planning Division is responsible for developing future transportation solutions and securing funding for projects in collaboration with local and regional transportation agencies, while ensuring adherence to Measure M2 (M2) requirements and compliance with state and federal mandates. Underpinning this work effort is the stated mission of the Planning Division: to provide planning and programming for transportation projects that meet the mobility needs of Orange County, consistent with the OCTA Strategic Plan. Critical planning and programming tasks are carried out through the three core functions of the Planning Division:

1. Planning
2. Programming
3. Program Management

The Planning function brings a multi-disciplinary team together to plan for major new projects and programs. Additionally, this team provides analytic support such as environmental review, transportation modeling, traffic signal synchronization, and geographic information system capabilities for other OCTA divisions and outside agencies (e.g., Orange County cities). The Programming function recommends funding for major new projects and programs – through M2 competitive programs, as well as with state and federal funds. The Program Management function ensures compliance with the M2 Ordinance including leading the required periodic reviews and development of plan adjustments.



1. Executive Director of Planning

The Executive Director of Planning sets the direction for, and leads the Planning, Programming, and Program Management efforts, as well as coordination of supporting activities with other OCTA divisions and external parties. The Strategic Planning Department identifies major new projects and programs and recommends funding for their implementation. This involves broad-scale information gathering, problem definition, alternatives development and evaluation, and an emphasis on the future implications of present decisions. In addition to planning for freeways, streets and roads, transit, bikeway, and environmental initiatives, this Department provides analytic support for the overall agency. Strategic Planning recommends the long-range vision for mobility for OCTA. This allows OCTA to plan projects (transit line, highway projects, or street or bikeway projects) that consider possible locations, timing, modes, and fund sources.

2. Strategic Planning Department

a) Regional Modeling and Traffic Operations Section

The Regional Modeling and Traffic Operations Section use state-of-the-practice analysis tools to simulate the “real world” transportation system and assess the benefits and impacts of potential transportation solutions. Computer models are used to predict future travel patterns in response to changes in the transportation system, regional development, and demographics. The Regional Modeling and Traffic Operations group develops transit ridership and traffic forecasts for major transportation planning and project development activities. The Traffic Operations unit is responsible for implementing multi-jurisdictional regional traffic signal synchronization projects. Important aspects of this responsibility involve leading the implementation of multi-agency signal synchronization efforts and oversight of the M2 competitive grants for the Regional Traffic Signal Synchronization Program.

b) Geographic Information Systems (GIS) Section

The GIS Section employs information technology to deliver analytical maps and information products to support the Planning Division and numerous other business functions throughout OCTA. In addition to maps and information products, the GIS section automates and streamlines repetitive and time consuming data analysis business processes, leading to the creation of planning and monitoring products that are not otherwise available.

GIS maintains the official inventory of the MPAH, supports M2 programs such as the Freeway Environmental Mitigation Program and traffic signal synchronization projects, as well as provides support to other major OCTA functions including the rail service expansion, Transit Planning, Marketing, and Outreach Departments, as well as many other functional areas by providing timely access to customized technical data and information products.

c) Capital Programs Section

The Capital Programs Section identifies projects through the transportation planning process, and programs state and federal funds to maximize their use to implement the highways, rail, bus, and streets and roads program of projects. Generally, transportation programming is the commitment of state and federal transportation funds over a multi-year period to particular projects and phases of implementation. Separate programming documents that consolidate various programming commitments, prepared and adopted for different purposes, are required under state and federal law. Once funds are committed, the programming function works with the Capital Programs Division to ensure that the projects are delivered consistent with commitments to the scope and schedule of the project, officially permitted uses, timely use of funds, and regulatory matters.

Another primary function of the section is programming and administration of state and federal transportation funding programs through the Federal Transportation Improvement Program, submittal of grant applications, and acting as the Regional Transportation Planning Agency and liaison to the California Transportation Commission.

d) Measure M Local Programs Section

The Measure M Local Programs Section develops, implements, and administers the M2 grant programs for streets and roads (Projects O, P, and Q), Transit Extensions to Metrolink (Project S), Community-Based Transit/Circulators (Project V), and the Environmental Cleanup Program (Project X). Activities include the commitment of local transportation sales tax funds to competitively funded projects. Once

funds are committed, the local programming function makes certain the projects are delivered consistent with the M2 Ordinance-approved scope and schedule of the project.

e) Transportation Planning Department

(1) Long-Range Planning and Corridor Studies Section

The Long Range Planning and Corridor Studies Section are responsible for long-range regional transportation planning efforts and developing transportation project concepts (from inception through preliminary engineering) for specific corridors and subareas of the County. These work efforts include coordination with stakeholders to develop priorities for transportation infrastructure improvements, as well as completion of necessary environmental and technical details to qualify specific projects for local, state, and federal funds.

The section's major work activities include:

- Developing and maintaining OCTA's Long-Range Transportation Plan (LRTP) – OCTA's vision for Orange County's transportation system.
- Ensuring regional (multi-county) plans are consistent with OCTA policies and priorities.
- Coordinating with the Orange County Council of Governments on the development of the Orange County's Sustainable Communities Strategy and other regional issues.
- Working with the Southern California Association of Governments (SCAG) on the development of the Regional Transportation Plan (RTP) to ensure that OCTA's projects and policies are incorporated into the larger Southern California RTP, and to allow OCTA to address regional issues such as AB 32 and SB 375.
- Coordinating with local/regional, state, and federal agencies on air quality monitoring and air quality conformity issues, consistent with the Clean Air Act.
- Coordinating with local/regional, state, and federal agencies on highway and multimodal corridor planning studies.
- Preparing conceptual engineering and planning studies for subsequent policy decisions and project development phases.
- Managing the Master Plan of Arterial Highways (MPAH) Program to promote an integrated county wide arterial highway system.
- Administering the Congestion Management Program, including conducting biennial traffic counts and reporting to local/regional, state, and federal agencies."¹

¹ FY 2013-14 Budget pg. 218

This effort includes reviewing initial eligibility requirements prior to award of funds, and project review after completion to ensure funds were appropriately expended. Lastly, this section is responsible for ensuring that local jurisdictions meet eligibility requirements for funding as required by Ordinance No. 3.

(2) Environmental Programs Section

The Environmental Programs Section is responsible for the M2 Environmental Programs, specifically implementing the Freeway Environmental Mitigation Program and Environmental Cleanup Program (Project X). This group also provides environmental expertise and support services to the other OCTA divisions as resources permit. The Freeway Environmental Mitigation Program's goals and objectives are to facilitate streamlining the biological resources permitting process for the M2 freeway projects through early acquisition and restoration of select open-space properties in collaboration with state and federal resources. This Section also oversees M2 programs to improve the water quality of Orange County's coast, bays, and waterways. In addition, this group is responsible for the OCTA Freeway Retrofit Soundwall Program and, in conjunction with the Long-Range Planning and Corridor Studies section, is working to complete several conceptual engineering and planning studies for the M2 freeway projects.

(3) Transit and Non-Motorized Planning Section

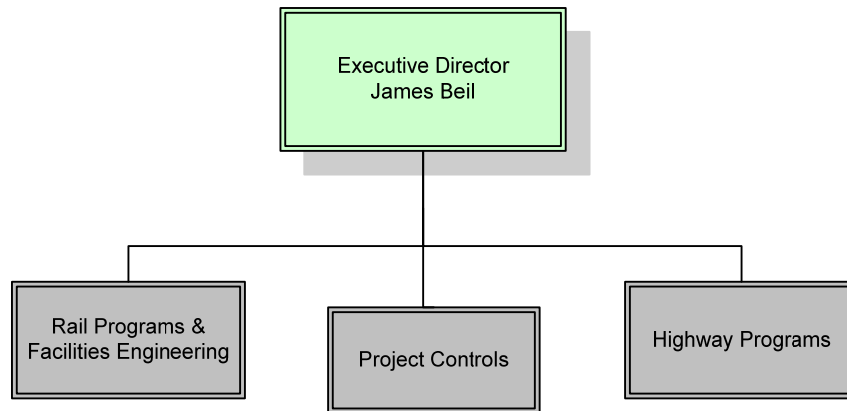
The Transit and Non-Motorized Planning Section develops plans and strategies for near-term transit service improvements as well bikeway needs. In support of fixed route transit, this section is responsible for developing and updating the Short-Range Transit Plan and Bus Capital Plans. In support of non-motorized transportation, the section conducts regional bikeway studies. The section also prepares the related project definition studies and implementation plans for the above mentioned efforts. To fill its roles, this group works with outside transit agencies, transit advocacy, bikeway advocacy, and local jurisdictions.

3. M2 Program Management Office (PMO)

The Measure M Program Management Office (PMO) department is committed to ensuring OCTA fulfills the promises made in Measure M including project and program activities of M2 and closeout activities of M1 consistent with the requirements of OCTA's constituents and stakeholders. This means not only completing the projects described in the M2 Transportation Investment Plan, but adhering to numerous specific requirements and high standards of quality called for in both Measures. The PMO is intended to provide unified oversight and action to ensure successful delivery and serves as the central point of advocacy and information. While other organizational units within OCTA carry out the Transportation Investment Plan's individual projects and programs, the PMO monitors and as appropriate, analyses, assesses, facilitates, coordinates, and reports on M1 and M2 activities and progress. Although the collection of revenues for M1 concluded, the PMO continues to ensure that all reporting on M1 projects and programs continues during the closeout years which are anticipated to continue through 2015. The PMO department supports OCTA's long-term direction and priorities towards completion of M1 and delivery of M2, and ensures seamless, effective, interdivisional communications and compliance with the M1 and M2 Ordinance.

F. Capital Programs Division

The Capital Programs Division is responsible for implementing OCTA's highway, railroad grade separation, and rail capital improvement projects throughout the county. The program of projects managed by the division includes Measure M1 and M2 along with state and federal funded projects. The Division is responsible for project development activities from the initial environmental phase through construction completion. In addition to developing a variety of capital projects, the Division is also responsible for improving and expanding rail service in Orange County in cooperation with the Southern California Regional Rail Authority and LOSSAN Joint Powers Authority.



1. Highway Programs Department

The Highway Programs Department ensures that freeway and highway improvement projects are implemented, including Measure M, state, and federally-funded projects. This Department provides overall management of projects and manages the implementation of individual projects design and construction, including other capital projects approved by the OCTA Board of Directors.

2. Rail Programs and Facilities Engineering Department

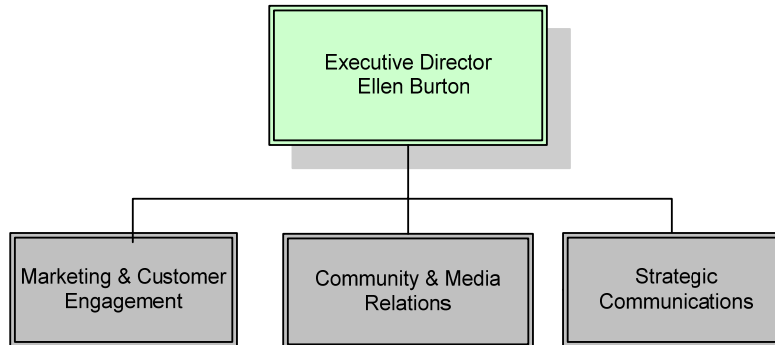
The primary responsibility of the Rail Programs Department is to expand Orange County's rail system and related transit services to provide more robust and more frequent service that supports and matches the growth and development patterns of the county and region. The design and implementation of a countywide high-capacity rail transit system, anchored on the backbone of the existing Metrolink system and Amtrak rail line, is the centerpiece of Renewed Measure M. This includes the 30-minute Metrolink service, local transit connectors, grade crossing safety, and quiet zone improvements, and development of key rail station into gateways to regional rail. Given this priority, rail and rail-related work comprise two-thirds of this Department's work effort.

3. Project Controls Section

The Project Controls Section is an integral part of project management and serves as an essential support function to the Highway Delivery and Rail Departments. Its primary role is to develop master schedules and establish budgets for the various capital programs and projects managed by the Capital Programs Division. The Project Controls Section also monitors the schedule delivery, budget, and cost status of projects throughout the multi-year development and delivery process.

G. External Affairs Division

The External Affairs Division supports the OCTA's goals and objectives through a wide range of communications, marketing, media relations, and community outreach programs.



1. Executive Director of External Affairs

The Executive Director of External Affairs reports to the CEO and is responsible for development and implementation of the annual External Affairs work program and coordination of communications activities in support of other OCTA divisions. Reporting directly to the Executive Director are three work units: marketing and customer relations, community and media relations, and strategic communications. The roles and responsibilities of the various work units within the Division are summarized below.

2. Community and Media Relations Department

The Community and Media Relations Department focuses on public communications in support of capital project development. Community relations staff implements public outreach and involvement programs to inform and advance the development of transportation projects. Staff works with stakeholders to ensure that the planning and environmental review process reflects a diverse range of positions, opinions, and concerns. During construction phases, staff conducts community outreach and public awareness programs to keep the public informed and create opportunities for problem solving to help projects move forward. Media relations staff develops public information programs. In addition to issuing news releases, updating online media communications, and fulfilling media requests for information, staff works strategically and creatively to gain media coverage of OCTA policies, programs, promotions, and services. Staff regularly files press releases, organizes media briefings and roundtables, and arranges tours and schedules interviews and filming sessions.

3. The Strategic Communications Department

The Strategic Communications Department conducts market research and supports transparency initiatives. This group also responds to various OCTA initiatives such as performance-based management/metrics, an expanded speaker's bureau, and performance assessments. This Department handles Measure M reporting and dashboard content management, Citizen / Other committee staffing (Taxpayers Oversight, Citizen Advisory, Special Needs in Transit Advisory, and Environmental / Water Quality committees), OCTA speaker's bureau, transportation planning study outreach, stakeholder database, corporate communications such as annual reports, Board Briefing Book, and customer and constituent research.

4. Marketing Department

The Marketing Department is responsible for creating awareness and building usage of OCTA services and programs. These initiatives include digital communications (the OCTA website, Text4Next, e-Bus Book, and other e-communications), creative support services, the vanpool, bicycle and rideshare programs, customer relations, and pass sales.

a) Marketing Programs Section

The Marketing Programs Section creates awareness and promotes usage of OCTA services including bus, Metrolink, 91 Express Lanes, and motorist services. Staff also administers the bus advertising revenue contract. This section provides outreach to schools, senior centers, and community events. The goal is to raise awareness, teach people “how to ride” bus/rail transit, and ultimately build ridership.

b) Customer Engagement Section

The Customer Engagement Section is OCTA’s customer advocacy group, providing customer feedback primarily for OCTA bus and ACCESS service. Customer engagement staff oversees the operation of the outsourced telephone information center which assists customers with trip planning and provides general information to bus riders seven days a week, 365 days a year and handles more than 810,000 calls per year. This Section also staffs the OCTA Store and administers OCTA’s retail pass program which includes more than 190 outlets.

c) Digital Communications and Creative Services Section

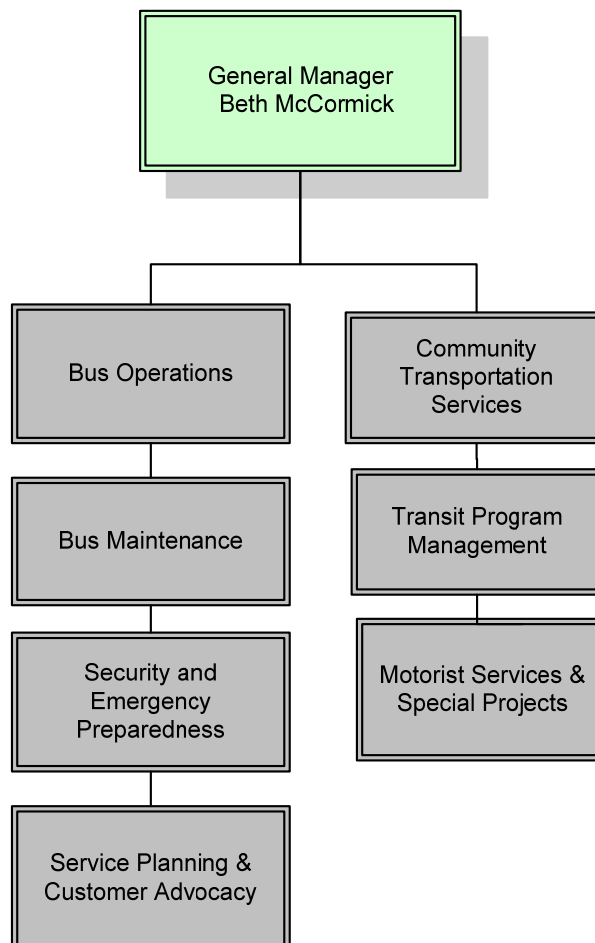
The Digital Communications and Creative Services Section staff provides technical expertise and tools to support OCTA communication and marketing goals. Staff develops online public information via OCTA’s website, mobile devices, emails, and social media to engage customers and the community in a cost-effective way. In addition, this Section writes, designs, and produces public information materials in support of OCTA’s internal, corporate, and service communication programs.

a) Vanpool and Bike Programs

The Vanpool & Bike Programs team conducts outreach and provides rideshare services to employers, employees, and colleges to encourage usage of alternatives to single occupant vehicle travel. In addition, staff markets and administers OCTA’s growing vanpool and bike-share programs.

H. Transit Division

The Transit Division is one of OCTA's core business units delivering fixed route and paratransit bus services and motorist services to Orange County. Fixed route service includes local fixed route, community fixed route, express, Station Link (rail feeder), and special shuttle services. Paratransit bus services consist of ACCESS service, the complementary paratransit service required by the American's with Disabilities Act, and alternative programs providing service to seniors and persons with disabilities. Motorist Services include the Service Authority for Freeway Emergencies (SAFE) and the Orange County Taxi Administration Program (OCTAP). The Transit Division is responsible for the implementation, monitoring, and safety of all transit and motorist services. The Transit Division works collaboratively with all other OCTA divisions, to provide the public with safe, clean, reliable and efficient transit services. In addition, performance metrics are in place to measure system safety, courtesy, and reliability.



1. General Manager and Assistant General Manager

The Transit Division General Manager and Assistant General Manager are responsible for the day-to-day management of OCTA's transit services, encompassing the planning, operations, and maintenance functions. These management positions are also accountable for reporting the Division's financial and operational performance to the Chief Executive Officer and the Board of Directors. The General Manager and Assistant General Manager play a major role in leading OCTA's most publicly recognized service, including the development and implementation of strategies to improve the operation of the transit system. Other responsibilities include budget and financial reporting, operations performance monitoring, oversight of transit capital projects, strategic planning, managing the coach operator and maintenance collective bargaining units, organizational development, development of authoritywide emergency preparedness programs, and ensuring public safety by contracting with the Orange County Sheriff's Department for Transit Police Services.

a) Bus Operations Department

The Bus Operations Department manages the delivery of bus service for OCTA's countywide fixed route bus system from three facilities located in the cities of Anaheim, Garden Grove, and Santa Ana. Each operations base includes a staff of professional managers, supervisors, window dispatchers, and extra board administrators to support service delivery. The primary function of the operating base is to ensure that all scheduled bus service is delivered. This work begins with the window dispatchers who are responsible for ensuring that all daily work assignments are covered. The base staff is responsible for oversight of coach operator performance including customer service, safety, and the administration of established work rules and the collective bargaining agreement. The Bus Operations Department also includes support functions such as Central Communications, Field Operations, and Operations Training.

(1) Central Communications Section

The Central Communications Section maintains a wireless communications link to all in-service buses to provide real-time service management, prevent or address service disruptions, and maintain the ability to quickly respond to emergencies. Central Communications staff also coordinates in-vehicle communications for Field Operations, Maintenance, and Transit Police Services, and serves as a central source for problem resolution. In addition, the section is considered part of the first responders' team on behalf of OCTA for any major emergency or disaster event in Orange County following the National Incident Management System (NIMS).

(2) Field Operations Section

The Field Operations Section is responsible for actively managing the bus service on the street. Field supervisors ensure that customer service and safety standards are achieved and service disruptions are minimized. Other responsibilities include coach operator mentoring and coaching, accident investigation, detour implementation, and conducting field evaluations of services, facilities, and bus stops.

(3) Operations Training Section

The Operations Training Section is responsible for training coach operators, conducting training campaigns at bases, retraining operators, and conducting the Annual Required Training (ART) for veteran coach operators mandated by the Department of Motor Vehicles (DMV). The training staff has played a key role in aligning the training programs corresponding customer service training.

b) Community Transportation Services (CTS) Department

The CTS Department is comprised of contract transportation oversight and the development of community partnerships to provide alternative transportation options for seniors and persons with disabilities. Oversight of contract operations includes monitoring vendor performance to effectively deliver transit services including ACCESS, OCTA's complementary paratransit service required by the Americans with Disabilities Act (ADA); contracted fixed route, including express bus service, StationLink rail feeder service which provides the connection between Metrolink commuter trains and employment centers, and the Same-Day Taxi Program for ADA-eligible passengers. The CTS staff provides direct oversight of contractor performance to ensure OCTA's operating and vehicle maintenance standards are achieved and maintained per contract guidelines, and OCTA standards. Under a successful effort to develop community partnerships, the department works with cities, the Orange County Office on Aging, the Regional Center of Orange County, adult day healthcare programs, Regional Center day programs, and private non-profit programs to implement alternative transportation services in the community. CTS staff also provides oversight of transit programs receiving federal grant funding for services for seniors, persons with disabilities, and persons of low income.

c) Transit Programs Management Department

The Transit Programs Management Department provides project management support for a variety of capital projects as well as operations analysis. The Department is responsible for managing and implementing technology projects to improve the efficiency of operations. Key projects currently in place, being implemented, or in the development phase include: Intelligent Transit Management System (ITMS) to upgrade the existing radio system for both ACCESS and fixed-route services, upgrade the servers and access points for on-board video surveillance system (OBVSS) to improve Wi-Fi coverage at all bases and speed-up the uploading of recorded videos, explore fare integration technology and policies to improve regional transit, and replace the aging fluid management system to monitor fuel consumption, to name a few.

d) Operations Analysis Section

The Operations Analysis Section supports the Transit Division by preparing unbiased, independent, and value-added financial and administrative analyses. Staff conducts research, analyzes operational data, and manages projects in the Transit Division. A key role of this unit is to ensure that capital and service needs for the Division are accurately reflected in the Comprehensive Business Plan and the Bus Capital plan. This unit is responsible for a number of projects including coach operator manpower planning, revenue fleet planning, preparing the Transit Division Dashboard which summarizes performance measures each quarter, developing and tracking the Division budget, preparing the National Transit Database (NTD) monthly and annual reporting, and project management of the Anaheim Transportation Network and the City of Irvine iShuttle contract agreements along with other special projects.

2. Motorist Services Department

The Motorist Services Department plans, directs, and administers several elements of the OCTA family of services. These include the Service Authority for Freeway Emergencies (SAFE) and the Orange County Taxi Administration Program (OCTAP). SAFE operates the Freeway Service Patrol (FSP) program, the call box system, and the 511 motorist aid traveler information system. OCTAP regulates the taxicab industry for the County of Orange and its 34 cities and is funded through company, vehicle, and driver permit fees. For these programs, the Motorist Services Department personnel ensure that management and operational controls and resources are in place to effectively and efficiently implement these programs.

3. Maintenance Department

The Maintenance Department is responsible for providing and maintaining a multitude of items, including the directly-operated fixed-route revenue and non-revenue fleets, as well as associated operations and maintenance facilities. In addition, the Department is responsible for heavy maintenance and electronics support for directly-operated and contractor-operated revenue fleets, and procurement of all OCTA rolling stock. The Department consists of five sections, which include: three Maintenance Base Operations, Maintenance Resource Management (MRM)/Facilities Maintenance, and Transit Technical Services (TTS). The department performs routine maintenance on an active fleet of revenue vehicles consisting of 40-foot liquefied natural gas (LNG) buses, 40-foot compressed natural gas (CNG) buses, 60-foot diesel articulated buses, and heavy maintenance for directly-operated and contracted fixed-route vehicles. In addition to the revenue fleet, the Department also maintains non-revenue support vehicles (approximately 230 miscellaneous equipment, cars, trucks, and vans), and a contingency fleet of 49 buses.

a) Base Operations

Base Operations has three vehicle maintenance facilities located in the cities of Anaheim, Garden Grove, and Santa Ana which provide preventive maintenance, servicing, fueling, fare collection, and bus cleaning functions. The Anaheim Base operates 24 hours per day Monday through Friday, and Garden Grove and Santa Ana Bases operate 24 hours a day, seven days a week. In addition to vehicle maintenance activities, the Santa Ana Base also houses TTS, Maintenance Training and a number of specialty shops including the body shop, upholstery shop, rebuild shop, machine shop, electronics, and the automotive shop.

b) MRM/Facilities Maintenance

MRM/Facilities Maintenance is comprised of four functional units: Fleet Analysis, Maintenance Administration, Contract Support Management, and Facilities Maintenance. Staff in this Section is responsible for managing the systems that track, schedule, and report on all OCTA vehicle maintenance activities, movement of all vehicles between bases, and disposal of assets after they reach their useful life. Staff conducts research and analysis on fleet performance, manages the Department budget, and prepares reports to track monthly maintenance performance indicators and vendor compliance. Facilities Maintenance performs all maintenance for OCTA-owned properties, buildings, and equipment, including five operating bases (Anaheim, Garden Grove, Santa Ana, Irvine Sand Canyon, and Irvine Construction Circle), seven transit centers, and two OCTA park-and-ride centers.

c) Transit Technical Services

Transit Technical Services includes a variety of maintenance support functions including engineering and quality assurance and controls, fleet document control, environmental compliance and reporting, vehicle change design and implementation, and maintenance training. This section provides expertise in the areas of: air quality, alternative fuels, bus rehabilitation, diagnosis and resolution of equipment issues, and the purchase and implementation of new technology and equipment. In addition, staff provides quality assurance during all phases of vehicle acquisition including both in-plant and on-site acceptance, fleet inspections, warranty assistance for fleet defects, and manages the specialized tooling recalibration program.

4. Service Planning and Customer Advocacy Department

The Service Planning and Customer Advocacy Department is comprised of three functional areas: Service Planning and Scheduling, Customer Advocacy, and Stops and Zones. The primary tasks of Service Planning and Scheduling are to create bus schedules, determine vehicle requirements, and develop coach operator work assignments. The Department also participates in market studies, manages the service change process, is responsible for frequency, span, coverage of service, applies service goals and guidelines, and monitors bus system performance.

a) Customer Advocacy Section

The Customer Advocacy Section is designed to represent the interests of the agency's internal and external customers as part of the Transit Division's decision-making process. All Department staff are customer advocates and work to improve communication, understanding, and comprehensive decision making by acting as problem solvers that facilitate travel throughout Orange County.

b) Stops and Zones Section

The Stops and Zones Section is responsible for establishing new bus stops and maintaining the agency's 6,200 plus bus stop locations. The section provides expertise to city traffic engineers, planners, architects, and developers regarding the safe placement of bus stops, appropriate transit and passenger amenities, and ADA-mandated accessibility issues. Staff also reviews street improvement projects, environmental impact reports submitted by various agencies, and maintains the County's bus stop database on a daily basis.

5. Security and Emergency Preparedness Department

The Security and Emergency Preparedness Department performs the two essential functions described in its namesake. The security area includes physical security concerns such as: protecting employees, customers, and visitors, asset protection, threat assessment, intelligence gathering, monitoring homeland security issues and trends, and maintaining liaison with relevant agencies and other jurisdictions. The Department manager oversees a contract with the Orange County Sheriff's Department (OCSA) for Transit Police Services (TPS). Under this contract, the OCSA provides security and law enforcement services for all of OCTA's bus operations, OCTA-owned transit and operating facilities, OCTA-owned railroad right-of-way, and security at OCTA Board meetings. Major projects within the security field include enhancement of physical security measures at OCTA bases, initiating model programs in anti-terrorism and anti-crime within bus operations and rail right-of-way, and continuing the award-winning Tracking Automated Graffiti Reporting System (TAGRS). Emergency preparedness encompasses all OCTA actions to prepare for, respond to, and recover from disasters. Planning, training OCTA personnel, exercising emergency plans, and coordinating with the County of Orange Emergency Management Bureau are ongoing activities. Major projects in the Emergency Preparedness Department include a progressive training and exercise program to enhance OCTA's disaster response capabilities, continuing to develop the emergency management training and exercise design team, providing emergency management training for senior executives, and building organization resiliency through an aggressive Continuity of Operations (COOP) program. Many projects in the Security and Emergency Preparedness Department are grant funded by the federal Transit Security Grant Program, State Proposition 1B funds, and other grant sources.