



February 13, 2012

To: Members of the Board of Directors
From: Will Kempton, Chief Executive Officer
Subject: **2012 Chief Executive Officer (CEO) Initiatives and Action Plan**

This memo summarizes the Chief Executive Officer (CEO) Initiatives and Action Plan for 2012.

The initiatives and Action Plan directly support the values, vision, mission, and goals of the 2016 Orange County Transportation Authority (OCTA) Strategic Plan (Strategic Plan) which the OCTA Board of Directors (Board) approved in February of 2011. Further, these initiatives and Action Plan support the Chair's 2012 Strategic Initiatives.

For 2012, there are 14 CEO Initiatives and 54 Division Strategies. A report detailing the progress of the initiatives and strategies will be provided to the Board each quarter.

The following is a summary of my 2012 initiatives with the corresponding Strategic Plan goal areas and Chair Initiatives they support.

Mobility

CEO Initiative 1 - Accelerate delivery of the Capital Program

Supports Chair Initiatives:

- 3: Expedite Capital Project Delivery*
- 5: Take Advantage of Funding Opportunities*
- 7: Select I-405 Locally Preferred Strategy*

Key Strategies:

- Evaluate alternatives for I-405 widening. Select locally preferred alternative that is financially viable.
- Prepare a renewed measure M (M2) implementation plan and update Capital Action Plan.
- Implement high priority bus capital projects.

CEO Initiative 2 - Test new bus transit concepts

Supports Chair Initiative 2: Create Ridership Programs

Key Strategies:

- Develop a three year plan of pilot programs that test the feasibility of the new transit concepts.
- Explore new transit corridors.

CEO Initiative 3 - Improve passenger rail service

Supports Chair Initiatives:

- 1: Improve Passenger Rail Service*
- 4: Build Collaborative Relationships*

Key Strategies:

- Establish and secure Board approval for metrics to govern the addition or reduction of Metrolink rail service and supporting bus service.
- Facilitate regional commuter and intercity rail service integration within the Los Angeles – San Diego corridor (LOSSAN).
- Lead the effort for standardized regional fare integration for bus and rail ticketing, transfer policies and procedures in Orange County.

CEO Initiative 4 - Improve first and last mile connections to passenger rail

Supports Chair Initiatives:

- 1: Improve Passenger Rail Service*
- 2: Create Ridership Programs*

Key Strategies:

- Explore bike sharing program.
- Pursue station van concepts.

CEO Initiative 5 - Develop marketing programs to stimulate trial use of the bus and rail transit

Supports Chair Initiative 2: Create Ridership Programs

Key Strategies:

- Assess bus and rail customer satisfaction.
- Develop comprehensive marketing and ridership plans and programs for bus and rail.

CEO Initiative 6 - Optimize Street and bikeway networks

Supports Chair Initiatives:

- 5: Take Advantage of Funding Opportunities*
- 6: Optimize Street and Bikeway Networks*

Key Strategy: Develop a county wide bikeway strategy.

CEO Initiative 7 - Enhance collaborative partnerships with local and regional agencies and business community

Supports Chair Initiative 4: Build Collaborative Relationships

Key Strategies:

- Implement Public Private Partnership for special needs transit.
- Partner with Orange County businesses to enhance their employees' mobility choices.

Public Service

CEO Initiative 8 - Work to maintain the public trust

Supports Chair Initiative 4: Build Collaborative Relationships

Key Strategies:

- Attain finding of compliance from Taxpayer Oversight Committee (TOC) for M1 and M2.
- Ensure Title VI requirement compliance.

Fiscal Sustainability

CEO Initiative 9 - Expand leverage opportunities and seek new revenues

Supports Chair Initiative 5: Take Advantage of Funding Opportunities

Key Strategies:

- Develop a long term real-estate strategy.
- Finalize project selection recommendations for active M2 calls for projects and initiate new calls for Projects O, P, S, and X.

CEO Initiative 10 - Ensure the long term financial viability of all programs

Supports Chair Initiative 9: Enhance Efficiency and Effectiveness

Key Strategies:

- Manage and track M2 administrative costs against the M2 one percent cap.
- Reevaluate fixed-route multi-year service and facilities contracting plan and establish targets for FY 2012 – 13.
- Develop principles encompassing “Breaking Down Barriers” recommendations.
- Prepare a bus capital plan to guide the planning and programming of transit capital investments.

Stewardship

CEO Initiative 11 - Emphasize environmental stewardship and sustainability in projects and operations

Supports Chair Initiative 8: Support Sustainability Initiatives

Key Strategies:

- Prepare countywide mitigation plan for measure M2 freeway projects.
- Complete a draft plan to guide regional investments for the M2 water quality program.

CEO Initiative 12 - Maintain OCTA's high commitment to health and safety

Supports Chair Initiative 9: Enhance Efficiency and Effectiveness

Key Strategy: Maintain employee safety and limit chemical, physical, and biological exposure by conducting an Industrial Hygiene assessment of OCTA operations and facilities.

Organizational Excellence

CEO Initiative 13 - Advance workforce development and maximize human capital potential

Supports Chair Initiative 9: Enhance Efficiency and Effectiveness

Key Strategy: Invest in our employees through training programs that provide for enhanced personal and professional development.

CEO Initiative 14 - Ensure transparency, accountability and efficiency in operations

Supports Chair Initiatives:

4: Build Collaborative Relationships

9: Enhance Efficiency and Effectiveness

Key Strategy: Ensure transparency by providing the public with access to all our published information. Upgrade our web technology and enhance OCTA and Measure M websites to be more intuitive and usable for finding and downloading information about OCTA's finances, programs, and plans.

WK:lw

Attachments

2012 Initiatives

CEO Will Kempton



1 Accelerate delivery of the capital program.



2 Test new bus transit concepts.



3 Improve passenger rail service.



4 Improve first and last mile connections to passenger rail.



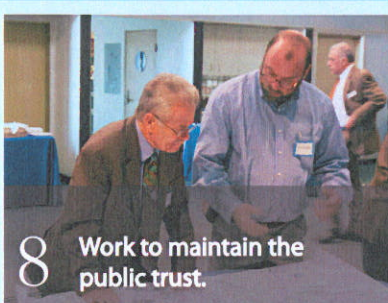
5 Develop marketing programs to stimulate trial use of the bus and rail transit.



6 Optimize street and bikeway networks.



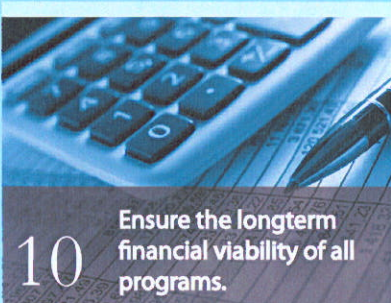
7 Enhance collaborative partnerships with local and regional agencies and business community.



8 Work to maintain the public trust.



9 Expand leverage opportunities and seek new revenues.



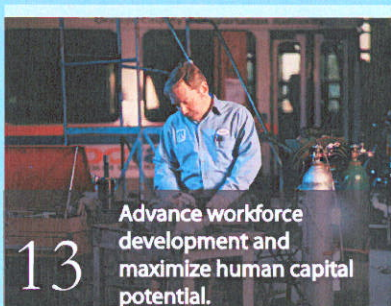
10 Ensure the longterm financial viability of all programs.



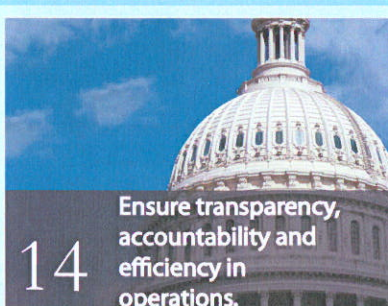
11 Emphasize environmental stewardship and sustainability in projects and operations.



12 Maintain OCTA's high commitment to health and safety.



13 Advance workforce development and maximize human capital potential.



14 Ensure transparency, accountability and efficiency in operations.



9 STRATEGIC INITIATIVES FOR 2012



1 IMPROVE PASSENGER RAIL SERVICE

- Expand first and last mile options.
- Enhance passenger rail stations and amenities.
- Advocate for legislative policies supporting local control along the LOSSAN corridor.



2 CREATE RIDERSHIP PROGRAMS

- Explore Metrolink market potential.
- Assess bus and rail customer satisfaction.
- Develop marketing programs to stimulate trial use of bus and rail transit.



3 EXPEDITE CAPITAL PROJECT DELIVERY

- Develop a funding strategy to fast-track M2 implementation.
- Ensure public safety and timely movement of goods and traffic by advancing the OC Bridges program.



4 BUILD COLLABORATIVE RELATIONSHIPS

- Participate in regional planning efforts.
- Create collaborative relationships with agencies that affect and influence transportation in Orange County.



5 TAKE ADVANTAGE OF FUNDING OPPORTUNITIES

- Participate in federal reauthorization.
- Augment traditional revenues with federal, state and local grants.
- Advance Breaking Down Barriers initiative.



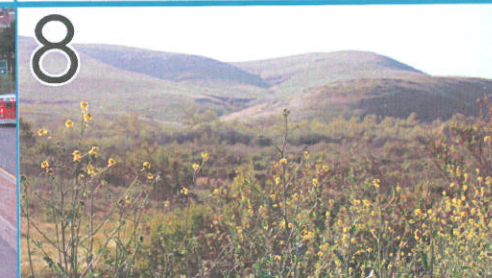
6 OPTIMIZE STREET AND BIKEWAY NETWORKS

- Develop bicycle plans and initiate a call for projects.
- Invest in streets and roads capacity and signal synchronization.



7 SELECT I-405 LOCALLY PREFERRED STRATEGY

- Create a dialog related to project funding alternatives.
- Discuss public-private partnerships and project delivery options.



8 SUPPORT SUSTAINABILITY INITIATIVES

- Implement M2 freeway and water quality environmental programs.
- Emphasize sustainability and environmental stewardship in projects and operations.



9 ENHANCE EFFICIENCY AND EFFECTIVENESS

- Analyze long-term options for the OCTA headquarters.
- Maximize human capital potential.
- Adopt a balanced budget that includes cost containment strategies.