Strategic Plan Briefing

PowerPoint
Strategic Planning Briefing
February 14, 2011
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
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.
Planning Process
Phase One

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

**Research**
- Combined Planning Document
- Best Practices

Board Workshop

Phase Two

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

Board Mid-Course Review

Board Adoption

Strategic Plan
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)
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
STRATEGIC PLAN FRAMEWORK

values

Integrity
Customer Focus
Can-do Spirit
Communication
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.

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

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

Public Service

- Public Awareness & Perception
- Customer Satisfaction
- Community Engagement
- Collaborative Planning
Objectives
Fiscal Sustainability

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

Stewardship

- Project Delivery
- Environmental Sustainability
- Safety
Objectives

Organizational Excellence

- People Development
- Processes Improvements
- Systems Efficiencies
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
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

**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
  - CAF completed to date

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

**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
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

- **Update Objectives & Targets**: Strategic Objectives, Performance Targets, Chair and CEO Goals
- **Budget for Division/Department Priority Actions**: Budget Guidance
- **Monitor and Report On Key Outcomes/Assess Progress**: Fiscal Year (July-June)
- **Implement Strategies**: Ongoing
- **Environmental Scan**: External Trends, Internal Conditions, Issues and Opportunities, Assessment of Fiscal Capacity and Available Resources

**January - June**

**November**
FY 2011-12 Annual Budget Development

- CHAIR GOALS
- CEO GOALS
- Confirm Directions
- Apply Measures/Refine Initiatives
- Divisions Submit Budgets
- Adopt Agency Budget
- Monitor Performance

Strategic Plan