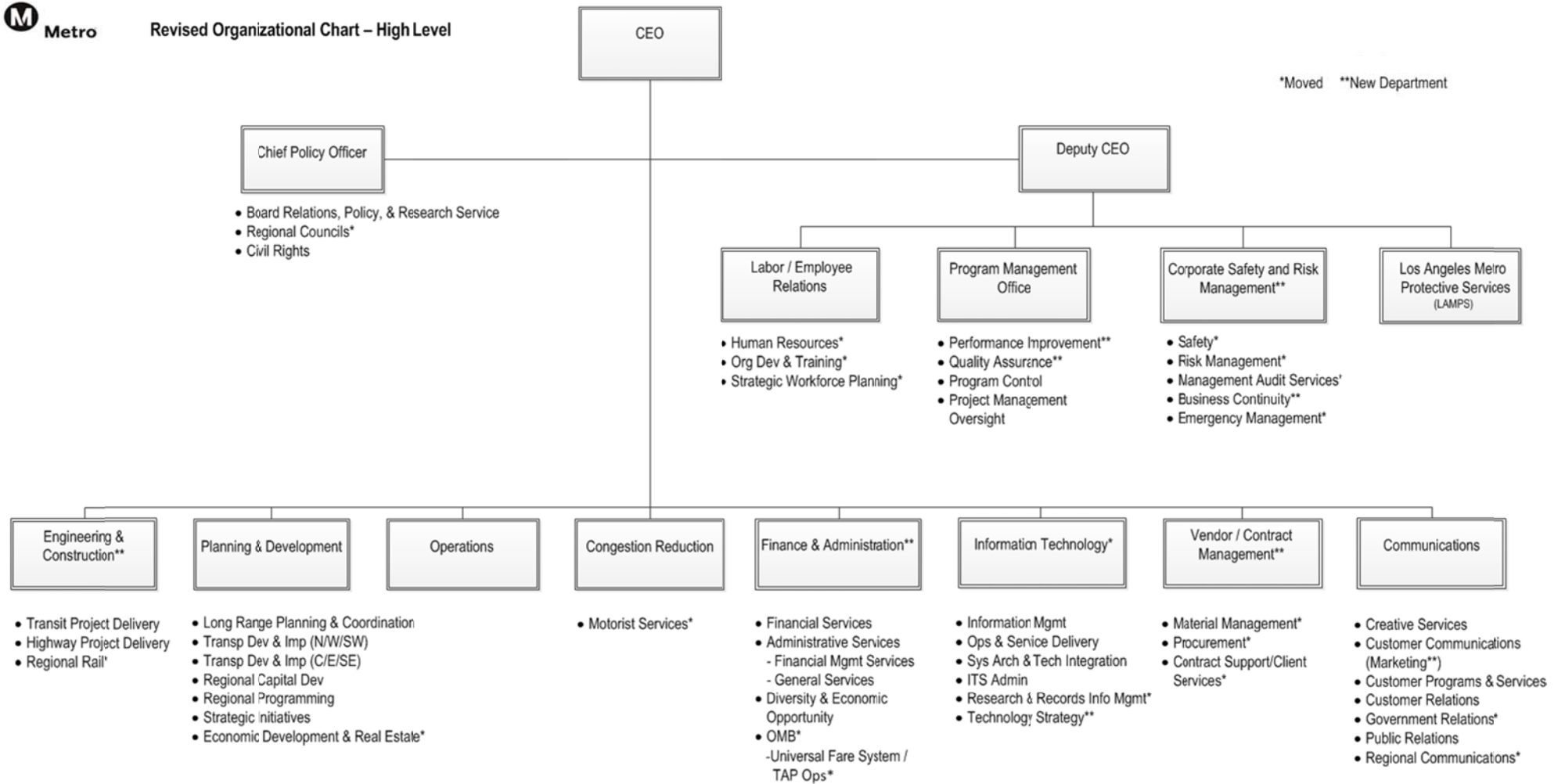


# REVISED ORGANIZATION CHART



## DIRECT REPORTS TO THE CHIEF EXECUTIVE OFFICER

The consolidation and re-organization reduces the span of control of the Chief Executive Officer to a more manageable size from 22 to 10.

Group/Department	Change Description	FAQ
<p><b>Deputy CEO</b></p> <ul style="list-style-type: none"> <li>• Labor/Employee Relations</li> <li>• Program Management Office</li> <li>• Corporate Risk Management</li> <li>• Los Angeles Metro Protective Services</li> </ul>	<p>Focuses the responsibilities of the Deputy CEO by grouping units responsible for financial management oversight, labor relations, performance, and risk.</p> <p>See Direct Reports to the Deputy CEO section below for details.</p>	<p>Question: Why move some units and not others?</p> <p>Answer: In order to maintain executive level oversight and Board visibility, some units must report the CEO or Deputy CEO. In other cases, some units perform planning or operational functions that more logically fall under separate groupings.</p> <p>See Direct Reports to the Deputy CEO section below for additional questions and answers.</p>
<p><b>Chief Policy Officer</b></p> <ul style="list-style-type: none"> <li>• Board Relations, Policy, and Research</li> <li>• Regional Councils</li> <li>• Civil Rights</li> </ul>	<p>Consolidates departments responsible for external relations and reporting.</p>	<p>Question: What is the benefit of consolidating?</p> <p>Answer: Currently these groups have individual requirements for reports and data resulting in multiple requests for information and multiple reports. Consolidation makes it possible to leverage similar data and information requests from Metro departments as well as standardization of reporting.</p>
<p><b>Engineering &amp; Construction</b></p> <ul style="list-style-type: none"> <li>• Transit Project Delivery <ul style="list-style-type: none"> <li>○ Project Engineering</li> <li>○ Quality Management</li> <li>○ Construction</li> </ul> </li> <li>• Highway Project Delivery <ul style="list-style-type: none"> <li>○ Highway Program A</li> <li>○ Highway Program B</li> </ul> </li> <li>• Regional Rail*</li> </ul>	<p>Consolidates departments responsible for construction projects.</p>	<p>Question: Why consolidate TPD, HPD, and Regional Rail?</p> <p>Answer: The new structure promotes collaboration between TPD, HPD and Regional Rail. Consolidation also centralizes management and tracking of all construction and related activities. The goal is to ensure coordination of actions and sharing of lessons learned.</p>

Group/Department	Change Description	FAQ
<p><b>Planning &amp; Development</b></p> <ul style="list-style-type: none"> <li>• Long Range Planning &amp; Coordination</li> <li>• Transportation Dev &amp; Impl (N/W/SW)</li> <li>• Transportation Dev &amp; Impl (C/E/SE)</li> <li>• Regional Capital Development</li> <li>• Regional Programming</li> <li>• Strategic Initiatives</li> <li>• Economic Development &amp; Real Estate</li> </ul>	<p>Consolidates departments responsible for planning and development. Moves Economic Development &amp; Real Estate from the CEO and Regional Rail from the Deputy CEO.</p>	<p>Question: Why consolidate planning and development functions?</p> <p>Answer: Consolidation of planning and development functions promotes collaboration between groups and allows for better coordination of activities. In addition the creation of a centralized planning and development group emphasizes the strategic importance of planning.</p>
<p><b>Operations</b></p> <ul style="list-style-type: none"> <li>• Ops Admin &amp; Financial Management Services</li> <li>• Rail Ops</li> <li>• Transit Capital Projects</li> <li>• Service Development</li> <li>• Deputy COO               <ul style="list-style-type: none"> <li>○ Maintenance</li> <li>○ Bus Operations</li> <li>○ Metro Parking Program</li> </ul> </li> </ul>	<p>No change in reporting to the CEO.</p>	<p>Question: Why are there no changes in Operations?</p> <p>Answer: This major unit is in alignment with functioning as the central group responsible for bus and rail operations.</p>
<p><b>Congestion Reduction</b></p> <ul style="list-style-type: none"> <li>• Ops &amp; Service Delivery</li> <li>• Transportation Planning</li> <li>• Motorist Services</li> </ul>	<p>No change in reporting to the CEO. Moves Motorist Services from Highway Project Delivery.</p> <p>Consolidates functions responsible for reducing recurring and non-recurring freeway congestion.</p>	<p>Question: Why move Motorist Services under Congestion Reduction?</p> <p>Answer: To consolidate functions related to reducing congestion (recurring and non-recurring on the freeway). Recurring congestion is being addressed by Express Lanes. Non-Recurring congestion is being addressed by Motorist Services through the use of tow trucks, 511 services, etc.</p>

Group/Department	Change Description	FAQ
<p><b>Finance and Administration</b></p> <ul style="list-style-type: none"> <li>• Financial Services               <ul style="list-style-type: none"> <li>○ Treasury</li> <li>○ Accounting</li> </ul> </li> <li>• Administrative Services               <ul style="list-style-type: none"> <li>○ Financial Management Services</li> <li>○ General Services</li> </ul> </li> <li>• Diversity &amp; Economic Opportunity</li> <li>• OMB               <ul style="list-style-type: none"> <li>○ Universal Fare System / TAP Ops</li> </ul> </li> </ul>	<p>Consolidates Financial Services and Administrative Services, Diversity Economic Opportunity, and OMB</p>	<p>Question: Why group Financial Services with Administrative Services?</p> <p>Answer: Grouping Financial Services and Administrative Services consolidates units responsible for internal financial and administrative (support) services. Finance and administrative functions are often related especially since personnel expenses and future cost commitments are major financial planning requirements.</p> <p>Question: Why move OMB from the CEO to Finance and Administration?</p> <p>Answer: OMB is a key function and unit. Moving OMB provides for high level oversight while reducing the span of control of direct reports to the CEO (allowing the CEO to more effectively manage the organization).</p> <p>Question: Why no changes within OMB?</p> <p>Answer: This unit is in alignment with acting as the group responsible for overseeing budget activities.</p>

Group/Department	Change Description	FAQ
<p><b>Information Technology</b></p> <ul style="list-style-type: none"> <li>• Information Management</li> <li>• Ops &amp; Service Delivery</li> <li>• Sys Arch &amp; Tech Integration</li> <li>• ITS Administration</li> <li>• Technology Strategy</li> <li>• Research &amp; Records Info Management</li> </ul>	<p>Moves Information Technology from Administrative Services to a direct report to the CEO.</p>	<p>Question: Why move IT?</p> <p>Answer: Making Information Technology a direct report to the CEO emphasizes the importance of IT as a major common support organization that is key in implementing the strategic direction of Metro and provides greater visibility to the Board of Directors.</p> <p>Question: What is Technology Strategy and why add it?</p> <p>Answer: Technology is a common backbone of every service provided by Metro. Understanding the effect of future innovation and how technology can be used to support Metro's current operations and future strategies is key to providing efficient and effective services (internally within Metro and externally to the public).</p>
<p><b>Vendor / Contract Management</b></p> <ul style="list-style-type: none"> <li>• Material Management</li> <li>• Procurement</li> <li>• Contract Support / Client Service</li> </ul>	<p>Creates a new unit responsible for all vendor and contract issues reporting directly to the CEO.</p>	<p>Question: Why create a top-level Vendor / Contract Management unit?</p> <p>Answer: The creation of a Vendor / Contract Management unit consolidates procurement and logistics responsibilities to facilitate delivery of Measure R programs. This provides the opportunity for greater control and coordination of similar requirements and efforts that support major construction projects and operational needs. A separate unit also emphasizes the importance of vendor and contract management and critical nature of this group.</p>

Group/Department	Change Description	FAQ
<p><b>Communications</b></p> <ul style="list-style-type: none"> <li>• Creative Services</li> <li>• Customer Communications (Marketing)</li> <li>• Customer Programs &amp; Services</li> <li>• Customer Relations</li> <li>• Government Relations</li> <li>• Public Relations</li> <li>• Regional Communications</li> </ul>	<p>Moves Government and Community Relations under Communications from the CEO.</p>	<p>Question: Why move Government and Community Relations to Communications?</p> <p>Answer: Government and Community Relations are responsible for interacting and communicating to government entities and the public. Consolidating these units under Communications encourages collaboration and coordination of messaging and unified communications.</p> <p>Question: Why create an emphasis on Marketing?</p> <p>Answer: Marketing is a key function (and related support element of public and government relations activities). Designating Marketing as an individual function consolidates marketing activities and demonstrates “marketing” as a key function within Communications.</p>

## DIRECT REPORTS TO THE DEPUTY CEO

Group/Department	Change Description	FAQ
<p><b>Labor/Employee Relations</b></p> <ul style="list-style-type: none"> <li>• Human Resources</li> <li>• Org Dev &amp; Training</li> <li>• Strategic Workforce Planning</li> </ul>	<p>Moves Labor/Employee Relations to the Deputy CEO from the CEO.</p>	<p>Question: Why move Labor/Employee relations from the CEO to Deputy CEO?</p> <p>Answer: Labor/Employee Relations is a key function and unit. Moving Labor/Employee Relations under the Deputy CEO maintains CEO level oversight while reducing the span of control of direct reports to the CEO (allowing the CEO to more effectively manage the organization).</p> <p>Question: Why move Human Resources, Organizational Development &amp; Training, and Strategic Workforce Planning to Labor/Employee Relations?</p> <p>Answer: As Metro moves forward and develops human resources and relations are key requirements to ensure the future capabilities of the organization. This includes effective hiring and retention practices, encouraging and building internal capabilities, and workforce planning.</p>

Group/Department	Change Description	FAQ
<p><b>Program Management Office</b></p> <ul style="list-style-type: none"> <li>• Performance Improvement</li> <li>• Quality Assurance</li> <li>• Program Control</li> <li>• Project Management Oversight (includes Program &amp; Project Management Training)</li> </ul>	<p>Creates a new Program Management Office unit responsible for performance and program management. Creates a new Quality Assurance Department. Also creates a separate department for Program &amp; Project Management Training.</p>	<p>Question: Why create a Program Management Office? What is it for?</p> <p>Answer: The Program Management Office consolidates responsibilities for Project governance and leadership (includes project communications, project information management, and alignment related to change initiatives and performance improvement/quality).</p> <p>Question: What are Performance Improvement and Quality Assurance going to be responsible for?</p> <p>Answer: These groups are responsible for tracking progress, identifying problems, and taking action to ensure that problems are addressed in a timely manner.</p> <p>Question: Why is a Program &amp; Project Management Training group required?</p> <p>Answer: As Metro develops and implements standardized project management principles and techniques across the organization, standardized training will be required to ensure understanding and maintain consistency. Currently, the lack of common standards has been cited as an issue within Metro. Consequently a specific group responsible for project management training will be able to develop materials and processes to ensure that consistent practices are maintained.</p>



Group/Department	Change Description	FAQ
<p><b>Corporate Safety and Risk Management</b></p> <ul style="list-style-type: none"> <li>• Safety</li> <li>• Risk Management</li> <li>• Management Audit Services</li> <li>• Business Continuity</li> <li>• Emergency Management</li> </ul>	<p>Consolidates all groups involved in managing safety and risk. Moves Risk Management from Financial Services.</p>	<p>Question: Why consolidate these units? Why include Management Audit Services?</p> <p>Answer: Each department in this group manages risk – whether physical safety risks, insurance/ fiscal, or compliance risk. Consolidating these groups centralizes these functions. Furthermore, creating a separate Corporate Safety and Risk Management function reduces the current span of control of the Deputy CEO while maintaining oversight through a new head of Risk Management.</p> <p>Question: Why rename Emergency Preparedness to Emergency Management?</p> <p>Answer: The responsibilities of this group go beyond preparing for an emergency. Activities include management of the incident response during an emergency.</p> <p>Question: Why create a Business Continuity group? What does it do? How is it different from Emergency Management?</p> <p>Answer: Business Continuity focuses on the uninterrupted flow of business processes and operations. Business Continuity includes back-office activities as well as public-facing processes that must be maintained or resumed following a major disruption.</p> <p>Question: Why rename Corporate Safety to Safety?</p> <p>Answer: The responsibilities of this group include all Metro locations. Not just managing safety at the corporate office.</p>

Group/Department	Chang Description	FAQ
<p><b>Los Angeles Metro Protective Services (LAMPS)</b></p>	<p>No change.</p>	<p>Question: Why not move LA Metro Protective Services under Corporate Risk Management?</p> <p>Answer: LA Metro Protective Services is responsible for fare enforcement and our law enforcement contract. Consequently visibility to the Board of Directors and CEO level oversight is required. Furthermore, investigations may involve multiple units and high-level authority is required.</p>

## GENERAL QUESTIONS AND RESPONSES

Question	Response
<p>What does a High Performance Culture look and feel like vs. a High Performance Trusting Culture?</p>	<p>A High Performance Culture includes continuous improvement, defined goals, a purpose-driven mentality, measures (e.g., Key Performance Indicators, Scorecards, etc.), continuous improvement, individual and team empowerment, and proactive communications. Incorporating “trust” highlights the fundamental role that trust serves in individual and team interaction, shared expectations, consistency in action, motivation, and cultural sustainability.</p>
<p>Why have you decided that Metro should be a High Performance Trusting Culture?</p>	<p>In order to meet the challenges of Measure R as well as the need to build a truly comprehensive transportation agency for the public, it is critical that we work together to continually improve our performance in terms of effectively maintaining current operations while adjusting to the growing needs of the public. As part of this effort, trust is critical. Not just trust in our direction and leadership but also trust between departments and employees and confidence that we are all working together to achieve the same vision.</p>
<p>Who is going to be affected both internally and externally?</p>	<p>Everyone within Metro will be affected in some way by the organizational changes being implemented. Some will be affected directly through new reporting relationships, while the entire agency will be affected positively by improved communications and an ability to more effectively work with each other. In fact the planned realignment of the organization is designed to facilitate the establishment of a High Performance Trusting Culture at Metro. Externally, these changes will allow us to more quickly respond to the needs of the public with a focus on service excellence.</p> <p>The organizational change to a High Performance Trusting Culture will enable us to improve our capabilities and services to the public. Trust is a fundamental requirement for high performance since everyone at Metro depends on each other in some way. So how we work together is as important as what we do. Trust must be in place at the individual level, department level, and as an agency for us to effectively deliver in our commitments to each other and the public.</p>

Question	Response
Who is accountable for leading this change?	The CEO is responsible for leading the change effort and ultimately is the person accountable. However, everyone at Metro is responsible for putting forth their best efforts to implement the changes being implemented, participating in the process, and actively working towards improving the organization.
When is the start and the end of the effort?	We have already started the process through discussions within the senior leadership team. Since multiple administrative changes are required and some new departments will be created, the process will require several months to complete. As part of the changes being implemented, communication, shared understanding, and employee involvement is essential. Consequently the CEO's Office will provide ongoing updates as the changes being implemented are rolled out.
Will anyone lose their job as part of the process? Will there be separation packages?	There are no planned layoffs as part of the re-organization, performance improvement, or cultural changes being implemented. There may be some changes at the individual level in some areas. Furthermore, normal turnover rates are expected and from time-to-time some may choose to leave the organization on their own. In either case, if a person leaves the organization, standard procedures and policies will apply.
How are we going to start this effort?	<p>The process will involve:</p> <ul style="list-style-type: none"> <li>• Changes to align reporting structures and the Organization Chart (including Cost Center alignment for financial reporting purposes, e.g., Cost Center numbers, General Ledger accounts, etc.).</li> <li>• The implementation of several new departments</li> <li>• Executive and management meetings to implement performance improvement processes and cultural change</li> <li>• Department level meetings with employees to explain the changes being implemented</li> <li>• Implementation of a communications program and ongoing communications and announcements</li> <li>• Further development of opportunities for employees to contribute to the process and provide their input</li> </ul>

Question	Response
<p>What can we expect to occur as we embark these changes?</p>	<p>The changes that are being made in the organizational structure are designed to align functional groups which should result in greater efficiencies and improved internal coordination. The new structure also reduces the number of direct reports to the CEO and Deputy CEO which places more responsibility at the group and department level which will allow for greater focus throughout the organization. From the larger perspective, the creation of a high performance trusting culture requires all of us to make a commitment to improving our communications and working relationships as well as our overall performance standards.</p>
<p>How are we going to approach this cultural change? What is the process to move the culture?</p>	<p>Cultural change and building a high performance trusting culture involves re-thinking everything we do – from how we approach problems to how we interact with each other. The process starts with an individual commitment by each of us, starting at the Executive level down to each person within the agency. From there, the process includes aligning the organization to position it to achieve high performance and trust.</p> <p>For example, we must all “take the risk” to ask ourselves if we have done all we could or if we need to reach out to other people or departments in order to ensure that the end results of our efforts optimally meet the needs of the agency and public.</p> <p>Ongoing awareness, education, and implementing day-to-day practices that reinforce a focus on performance and trust are essential elements to the process. While not everyone will always agree on every aspect of the effort, it is hoped that people will give it serious thought and consideration in order for us to reduce internal silos, improve the development of our workforce, and complete the major projects that Metro is implementing.</p> <p>As part of the process, we are assembling a leadership team dedicated to change and performance improvement. This group will periodically provide communications and build the program to improve Metro’s processes, culture, and level of trust.</p>

Question	Response
<p>How are we going to know we have made it?</p>	<p>As with any improvement effort, some changes will be rapid and highly visible. Other changes will be slow and incremental. In fact, true cultural change is a process that must gradually become embedded into the day-do-day work <i>and thinking</i> processes of the organization. A true high performing trusting culture is a continuous effort that does not “end” but rather adapts and responds to changing needs while maintaining its core values. What does become evident is that trust within the organization will increase, working relationships will improve, and everyone will demonstrate a commitment to achieving the agency’s fundamental purpose, i.e., serving the public and honoring the commitments we have to each other.</p>
<p>What happens if everyone does not agree that we need to be a High Performance Trusting Culture?</p>	<p>Improvement is not optional but a realization that the status quo is not adequate and that doing things the same old way is not sufficient. As we embark on changing the culture at Metro, we believe that the improvements implemented will become the standard. While there will be skeptics, we hope that people will give it serious consideration and time to see how the changes being implemented will work. Ultimately we believe that demonstrating success will encourage involvement in the process.</p> <p>What is expected at all levels is a cooperative attitude to build and sustain a positive culture within Metro. While questions are encouraged, simply having a negative attitude is not an option. Instead of saying “that won’t work here” we ask that people bring solutions to the table to address “how can we best approach the issue”.</p>

Question	Response
<p>I believe we are already a High Performance Trusting Culture so what's the big deal?</p>	<p>While we are all proud of the work that Metro has done in the past and continues to do, we can do better. This is evidenced by the feedback we have received from employees as well as from the independent studies that have been conducted internally. Examples include:</p> <ul style="list-style-type: none"> <li>• A need to remove silos between departments and encourage teamwork</li> <li>• Meet multiple workforce challenges including internal development</li> <li>• Provide an increasing number of services to the public</li> <li>• Function in a central role in the future development of the Los Angeles Region</li> <li>• Finally the total wave of demands on Metro continues to drive us to improve with an emphasis on results that will serve needs of the next generation</li> </ul> <p>Moving forward, Metro faces many challenges including completing the portfolio of major projects for Measure R, maintaining efficient operations in a constantly changing environment, and meeting the ever increasing expectations of the public. In order to meet these challenges, it is imperative that Metro take a proactive approach.</p> <p>High performance cannot be truly achieved without trust. We must trust each other and work cooperatively towards our common goals.</p>
<p>How will this cultural change affect Measure R?</p>	<p>The changes being made will enhance our ability to effectively deliver Measure R projects. Furthermore, the cultural shift being implemented will result in performance improvement in terms of increased cooperation and collaboration across groups as well as the individual level. This will lead to greater efficiencies and improved delivery of Measure R projects.</p>

Question	Response
<p>How will this cultural change affect me?</p>	<p>We believe that the cultural changes being implemented will provide a positive opportunity for everyone to contribute and participate in making Metro an organization that will serve as a model in the transportation industry. Some changes involve more frequent and better communications. Other changes will encourage personal involvement and require a shift in thinking from a task-based culture to a performance-focused mentality, i.e., checking off tasks from a list is not sufficient. Everyone must consider how we approach tasks and how we can improve the process.</p>
<p>Some departments will be realigned under new groupings as part of the process, does this mean that some people will be demoted or promoted?</p>	<p>The changes in the organizational structure are not meant to denote promotions or demotions to individuals but rather the creation of logical groupings of related processes. It would be an error to assume that the changes are based solely on an assessment of individuals.</p> <p>It must be noted and understood that the CEO will continue to have frequent interactions with Executives whether they report directly to the CEO, the Deputy CEO, or the Chief Policy Officer.</p>