

MTA Senior Staff Reorganization Expected to Clarify Responsibilities, Streamline Decision-Making

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By BILL HEARD, Editor

(April 21) CEO Julian Burke is setting into motion a reorganization of the MTA's senior staff that is aimed at clarifying departmental responsibilities, improving teamwork, increasing personal responsibility and accountability and streamlining decision-making within the agency.

"...(W)e are one agency and we win as a team when we find the right balance between the specialization of each department and agency-wide strategic integration," Burke wrote in a memo to senior staff.

"...(W)e are refocusing our efforts to be more results-oriented, with shared objectives across functional units," he wrote. "And finally, we need to improve management accountability by empowering people at different levels to have ownership and accountability for their work."

Two major groupings

Under Burke's plan, the organization will be divided into groupings of Strategic Business Units and a Support Services Business Unit. The three strategic business units - Transit Operations, Countywide Planning and Development, and Construction and Engineering - will report to Deputy CEO and Chief Operating Officer Allan Lipsky.

Lipsky also will be responsible for System Safety and Security, New Business Development, Internal Audit and Strategic Planning and Analysis.

The Support Services Business Unit will report to Chief Financial Officer Dick Brumbaugh. That unit will comprise Administration, Procurement, Human Resources, Finance, Management Audit Services and Risk Management.

Several staff functions will continue to report directly to Burke - Government Relations, Public Relations, Labor Relations, Board Research Services and Equal Employment Opportunity Compliance.

No position or title changes

Although the reorganization does not include changes in current positions, titles or authority, the CEO said, "it will accomplish a consolidation that supports a more integrated and effective delivery of all transportation, construction and support services."

Two major elements of the new organizational focus are a seven-member Executive Leadership Team and an eight-member Support Services Team.

The members of the Executive Leadership Team (ELT), chaired by Deputy CEO Lipsky, will be Brumbaugh, Assistant County Counsel Steve Carnevale, Tom Conner of Transit Operations, Jim de la Loza of Countywide Planning and Development and Charles Stark of Engineering and Construction. The CEO will attend ELT meetings as requested.

Maintain strategic focus

The ELT, which will meet twice monthly, is expected to support the CEO and Deputy CEO "in carrying out our overall management responsibilities, helping us maintain a strategic focus and direction for the agency,"

including financial policy and strategy, Burke said.

Members of the Support Services Team (SST), chaired by CFO Brumbaugh, will be Lipsky, Carnevale, Ray Inge, executive officer, Human Resources; Gwen Williams, interim executive officer, Procurement; Frank Cardenas, executive officer, Administration; Terry Matsumoto, executive officer, Finance; Bill Bernsdorf, managing director, Management Audit Services; and Deborah Guy, managing director, Risk Management. The CEO will attend SST meetings as requested.

The SST, which will meet monthly, will support the Deputy CEO's leadership and management efforts and "will give particular attention to the common issues of these six departments in increasing the efficiency of providing support services to their 'clients,'" Burke said.

Senior Management Forum

The entire leadership group and their direct reports also will be convened as the "Senior Management Forum." Burke expects the Forum to improve communications and foster cooperation among the various MTA departments.

The Senior Management Forum will meet each month following Board meetings "to debrief on Board items, to share information critical to organizational effectiveness and to further facilitate...(inter-departmental) goals..." Burke wrote.

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