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CEO Roger Snoble addresses full house at staff meeting.



PHOTOS: GAYLE ANDERSON

## CEO Launches New Organizational Structure to Meet Metro's Challenges

- New organization consolidates some staff functions
- Gives CEO more direct oversight in key areas
- See also:



CEO Roger Snoble

By BILL HEARD, Editor

(July 27, 2005) Choosing the morning when the crew of Discovery blasted off from Cape Canaveral for America's return to space, CEO Roger Snoble launched Metro's new organizational structure and offered employees an opportunity to work together on a series of "Tiger Teams" focused on critical areas of the agency.

Alluding to the successful space shot, Snoble said, "This is a good day to focus on our challenges. We have the opportunity to look down the road and ask where we want to be four or five years from now and how do we get there."

In remarks leading up to presentation of the revised organization, Snoble said meeting Metro's mobility goals would be hampered by a structural deficit that will continue to grow in FY 2007 and 2008, and could approach \$2 billion within 10 years.

Those deficits are, in part, due to the increased bus service mandated by federal Consent Decree – service that he said “hasn't produced any new riders or higher revenues.”

To prepare the agency to meet the challenges ahead, the CEO described a somewhat streamlined organization that consolidates a number of staff functions.

The new structure is intended – among other things – to reduce fragmentation and duplication of effort, build the agency's capability and link common activities, improve service planning, and define the roles and responsibilities of capital projects, and the roles and responsibilities of labor.

### **Plans 'Tiger Teams'**

Snoble also laid out a plan for “Tiger Teams” composed of assigned and volunteer staff to attack five important areas: customer signage, customer amenities, Universal Fare System/TAP, safety and energy.

See article: [Some Employees Will Earn Their Stripes as 'Tiger Team' Members](#)

He said Tiger Team members, who will be drawn from various departments within Metro, will be chosen in the next few weeks and indicated that other teams may be formed later to address other problem areas.

Pointing to the revised organizational chart, Snoble said Management Audit Services, Board Relations and Policy Research, and Economic Development will now report directly to him. A new executive will soon be named to head Economic Development, which also will include Real Estate Administration.

This move permits the CEO to maintain more effective oversight of departments through the audit function, ensures the high quality of information passed along to the Board, and highlights joint development of housing and businesses along major transit corridors.

Two departments that had reported to the Office of the CEO – Government Relations and Community Relations – now will join Media Relations, Marketing, rideshare, and other customer-focused departments within Communications.

The consolidation will place these departments in proximity, Snoble said, where they “can work more closely together and be closer to our customers.”

### **Business Services unit**

The Business Services unit, previously titled Support Services, will include “all the functions that support the rest of the agency,” he said. Under that unit will be Human Resources, Labor Relations, Employee Benefits, Organizational Development & Training, Finance, Treasury, Office of Management and Budget, ITS, Accounting and Safety.

The Procurement Department, which will take in Diversity and Economic Opportunity, also will be included in Business Services.

The CEO will have "dotted-line" relationships with Government Relations, Diversity and Economic Opportunity, Safety and Labor Relations. All four are responsible for areas critical to the operation of Metro.

Snoble said minor efficiency and streamlining changes had been made in departments reporting to Deputy CEO John Catoe, while no changes had been made in the Countywide Planning and Capital Management (Construction) units.

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