



Message from the Chief Executive Officer

FY03 and FY04 were great years for Metro and I am pleased that this agency made substantial progress towards achieving its vision, mission, core values and goals. We opened the Metro Gold Line to Pasadena; opened Metro Rapid Lines on Florence Avenue and Van Nuys Boulevard; held the second annual Mobility 21 conference; approved the Short Range Transportation Plan; began construction on the San Fernando Valley Orange Line; and recently obtained funding to begin construction on the Gold Line Eastside Extension. Looking back, this agency achieved many noteworthy accomplishments.

Nonetheless, there are still challenges ahead and yet more to be done if Metro wishes to maintain its competitive position in the region. It is important to remember that the strategic plan was not developed to be a lengthy, detailed document to address a myriad of tasks to be completed over a four-year period. The strategic plan was developed to foster a “shared sense of purpose” and created to demonstrate the important values and beliefs that guide this organization’s individual behaviors.

Recently, a number of important issues have emerged that affect the strategic planning process. The state deficit and subsequent challenging economic times will continue, which has resulted in reduced funding and increased uncertainty regarding future Metro projects, programs and services. Our goal, as we enter into FY05, is to focus on the agency’s core business and top 10 directives for FY05. It is important that each and every Metro employee be grounded in his/her commitment to execute his or her respective strategic course of actions, despite the challenging economic environment. Again, I encourage you to stay focused on the work at hand.

This FY05 update continues to illustrate where this agency wishes to be, what it does and how it will conduct its day-to-day business. The strategic performance plan summarizes the goals, objectives, strategies, and action steps required for this agency to be successful. Simply stated, the updated strategic performance plan will enable this organization to speak with one voice, work better together as a cross-functional and integrated team, and establishes accountability for individual and organizational performance.

As FY05 begins, the pressure to be even more responsive to the changing needs of LA County’s 10 million people has increased. More than ever, the region is relying and depending on each and every Metro employee to continue to work safely, more efficiently and to consistently improve in its response to customers. It is equally important to remember that public transit promotes economic growth in this region and will continue to improve the quality of life for every LA County resident.

Again, I am proud to present Metro’s Updated FY05 Strategic Performance Plan which serves as an agency-wide blueprint and the foundation for how Metro will be “leading the nation in safety, mobility and customer satisfaction” from fiscal year 2003 through 2007.

Roger Snoble
CEO

Metro PROFILE

Metro is unique among the nation's transportation agencies. It serves as transportation planner and coordinator, designer, builder and operator for one of the country's largest, most populous counties. More than 9.6 million people (nearly one-third of California's residents) live, work, and play within its 1,433 square-mile service area.

Besides operating over 2,000 coaches in the Metro Bus fleet, Metro also designed, built and now operates 73.1 miles of Metro Rail service. The Metro Rail system currently consists of 62 stations and several more are in the planning and/or design stage.

In addition to operating its own services Metro funds 16 municipal bus operators and funds a wide array of transportation projects including bikeways and pedestrian facilities, local road and highway improvements, goods movement, and the popular Freeway Service Patrol and Call Boxes.

Recognizing that no one form of transit can solve urban congestion problems, Metro's multimodal approach uses a variety of transportation alternatives to meet the needs of the highly diverse population in the region. The "M" logo of Metro's Metro System is the public symbol of this fully coordinated network.

Metro employs more than 9,000 people in a broad range of technical specialties and services such as Metro Bus & Rail operators and mechanics, construction engineers, safety inspectors, transportation planning professionals, and customer information agents.

Los Angeles County Metro Board of Directors

Frank C. Roberts

*Metro Board Chairman
Mayor, City of Lancaster*

James K. Hahn

*First Vice Chair
Mayor, City of Los Angeles*

Gloria Molina

*Second Vice Chair
Los Angeles County Supervisor
First Supervisorial District*

Michael D. Antonovich

*Los Angeles County Supervisor
Fifth Supervisorial District*

Yvonne B. Burke

*Los Angeles County Supervisor
Second Supervisorial District*

John Fasana

Mayor, City of Duarte

Don Knabe

*Los Angeles County Supervisor
Fourth Supervisorial District*

Tom LaBonge

City Council Member, Los Angeles

Martin Ludlow

City Council Member, Los Angeles

Pam O'Connor

Council Member, Santa Monica

Beatrice Proo

Mayor, City of Pico Rivera

Antonio Villaraigosa

City Council Member, Los Angeles

Zev Yaroslavsky

*Los Angeles County Supervisor
Third Supervisorial District*

The FY2003 – 2007 Strategic Plan can be accessed at the following websites:

www.metro.net or <http://intranet1/>

Table of Contents

Strategic Planning Process Update	5
How the Strategic Plan Impacts Metro Employees – Ongoing	6
How the Strategic Plan Impacts Metro Customers – Ongoing	7
Communication Plan (Model) – Ongoing	8
Leadership Model.....	9
Strategic Plan FY2003 – FY2007	11
Goal 1 Improve transit services.....	13
Goal 2 Deliver quality capital projects on time and within budget.....	23
Goal 3 Exercise fiscal responsibility	27
Goal 4 Provide leadership for the region’s mobility agenda	33
Goal 5 Develop an effective and efficient workforce	45
Individual Performance Plan - Overview	53
Individual Performance Plan - Model.....	54
Individual Performance Plan - SAMPLE	55
Individual Performance Plan PERFORMANCE APPRAISAL PROCESS.....	57
Performance Factors Defined – Values	61
Performance Rating Descriptions.....	63
Special Thanks from the CEO’s Office	65
FY04 Strategic Plan – ACCOMPLISHMENTS	67
Glossary	73

Strategic Planning Process Update

The FY04 version of the strategic plan identified seven strategic goals and identified seven goal teams who met with Metro's Organizational Development & Training (OD&T) department representatives to discuss strategic approaches to existing agency-wide programs, projects and services. More importantly, the goal teams were charged or tasked to determine how this agency will measure its success. This open collaborative process enabled Metro's Executive Management Team an opportunity to break down departmental silos, work better together as a cross-functional and integrated team and to develop new ways of thinking.

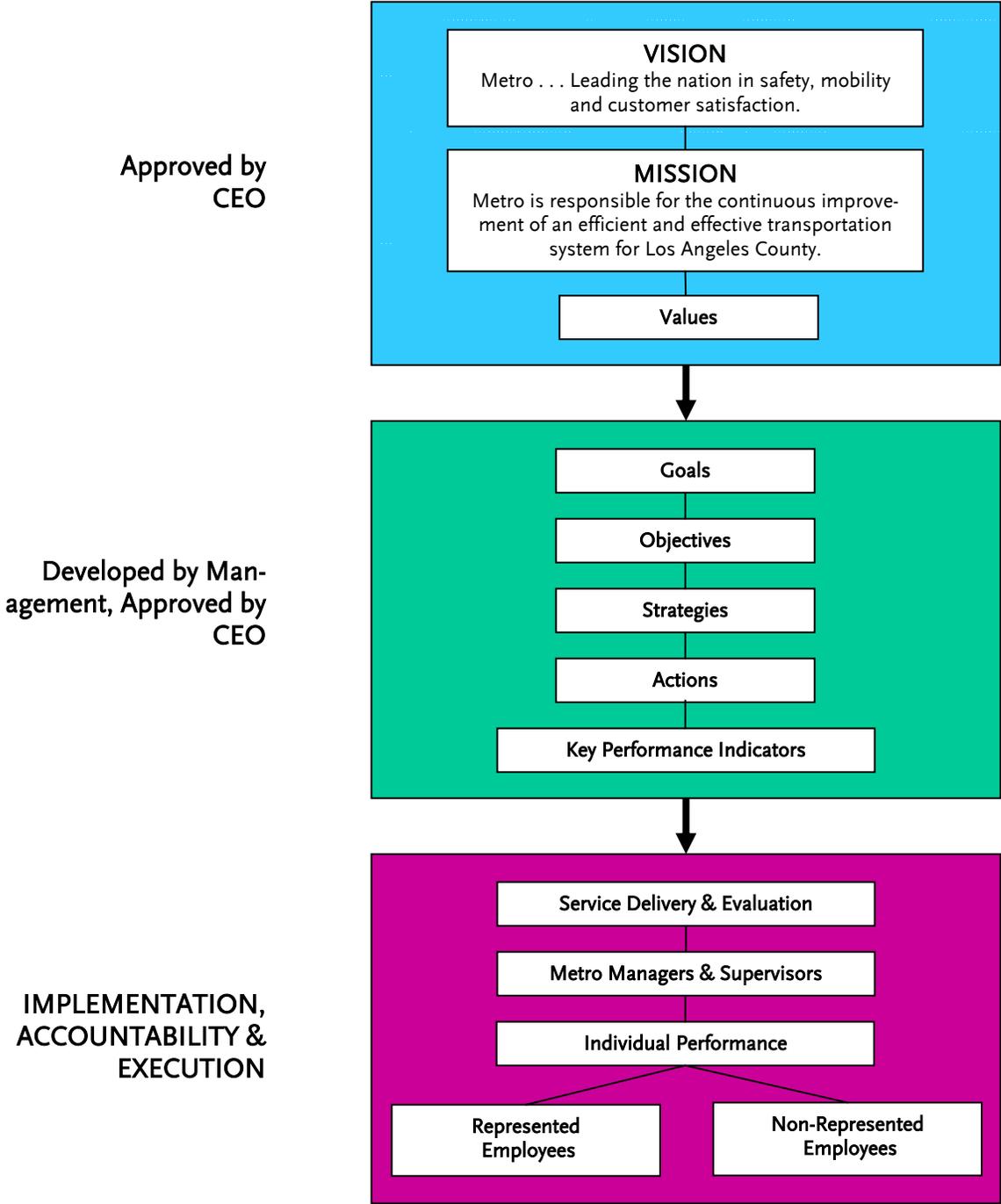
Metro's Executive Management Team (EMT) recently met on several different occasions to update the FY05 version of the strategic plan. The Executive Management Team met to reaffirm their 2005 team commitment to continuous improvement of an efficient and effective transportation system for Los Angeles County, through the identification of five strategic goals. Each strategic goal has one or more objectives, defined by one or more implementation strategies which have been aligned to a series of recommended action steps intended to improve overall operational performance.

The updated FY05 Metro Strategic Performance Plan will continue to be used as the basis for agency-wide direction, decisions and activities. The strategic plan is designed to be a "living document" which means it is an "evolving plan" and not a rigid or fixed document. For this reason, a "quarterly review" process has been established to track and measure the achieved key performance indicators, which permits an opportunity to realign the strategic goals, objectives and strategies.

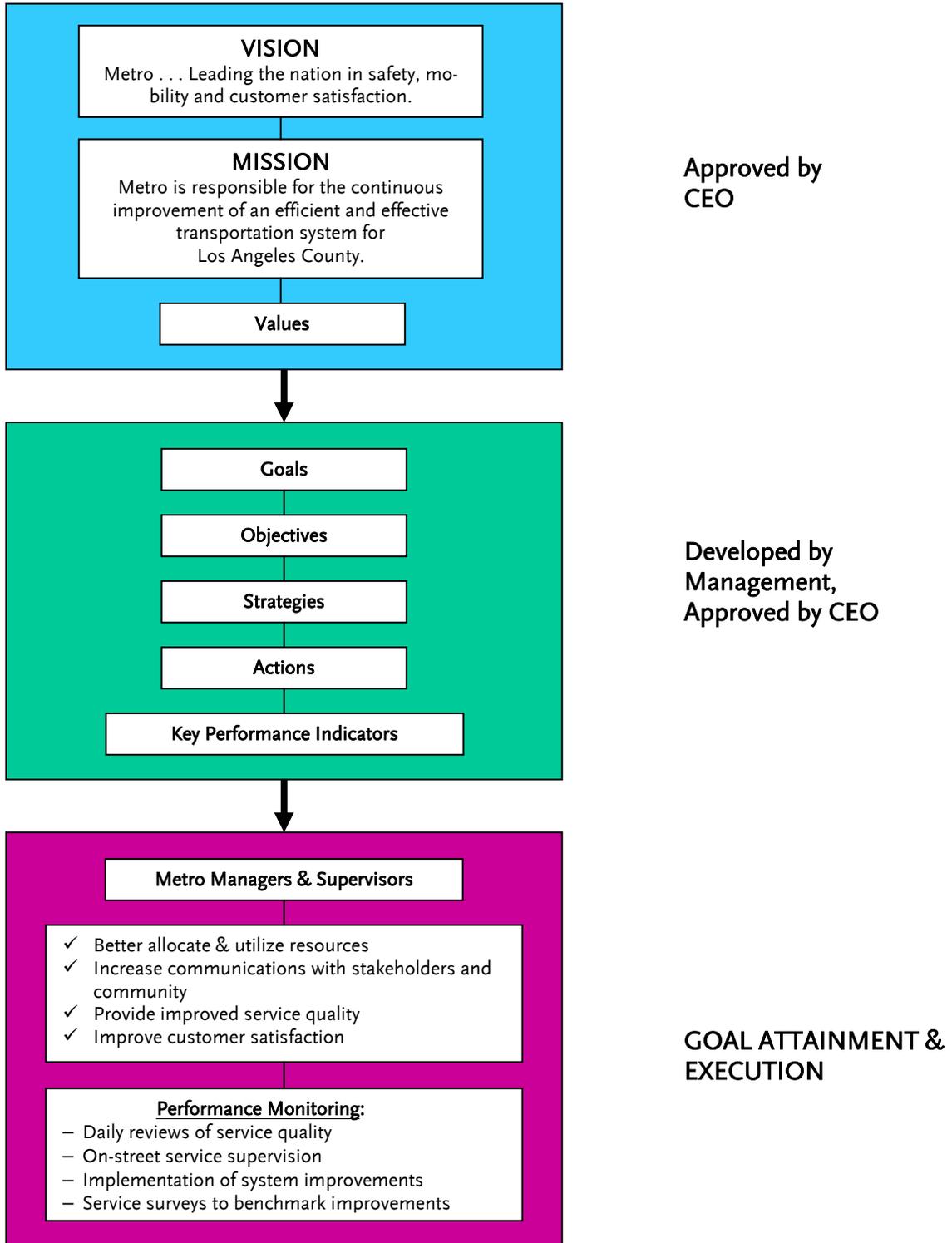
Each strategic goal has an established outcome or key performance indicator and performance measures which have been aligned to key management owners and team support partners for improved management accountability, productivity, and organizational performance.

Each year the CEO will reassess the agency's performance, goals and objectives based upon budget appropriations. The programs and resources listed in the agency-wide strategic plan will be realigned annually based on budget allocations and projections as part of Metro's five-year budget forecast.

How the Strategic Plan Impacts Metro Employees – Ongoing



How the Strategic Plan Impacts Metro Customers – Ongoing



Communication Plan (Model)

Ongoing

Overall, this agency seeks to be recognized as a leader in the national transportation industry. The vision cannot be achieved without the continued commitment, energy and hard work of each and every Metro employee. It is critical that the Metro Team Leaders communicate with one voice at every level of the organization and across every transit mode.

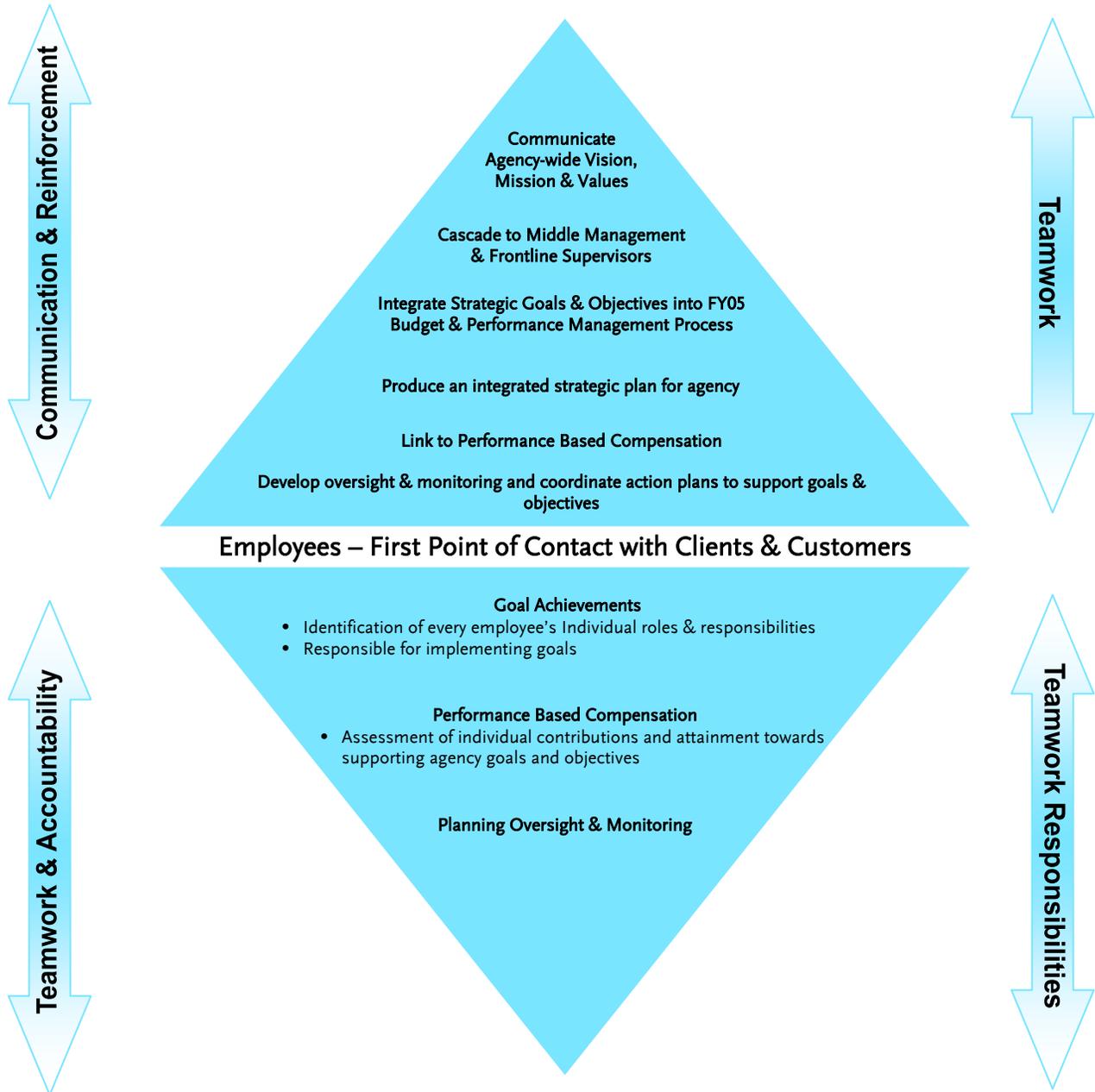
This is the basis for developing an agency-wide Communication Plan that “promotes and fosters open communication”. This model enables each and every employee an opportunity to articulate and communicate the new strategic agency direction. It will strive to improve communication with customers, employees, business partners and/or stakeholders.

The success of the strategic plan can only be achieved through an agency-wide communication and implementation strategy. This communication plan involves every Metro employee and the Metro Communications Department. The Communications Department will develop an agency-wide “brand” for the new strategic direction of the agency. The Communications Department will develop marketing and promotional materials to reinforce the vision, mission, core values, goals and new strategic direction of the agency. This offers every employee an opportunity to own the strategic plan as his or her own and to personally be committed to implement the strategic plan.

The Metro Operations Service Sectors’ various strategic plans (e.g., service, fleet, facilities, etc.) are to be integrated and aligned to support the agency-wide strategic plan. Metro’s Long-Range Transportation Plan has been aligned to include the short and long range Los Angeles County transportation program planning and project initiatives. The strategic goals and objectives will be updated to address the new transportation direction as recommended by the Transportation Coalition.

For your information, the diagram on the following page outlines the Leadership Model to cascade and communicate the strategic plan agency-wide.

Practicing Leadership Model



Strategic Plan FY2003 – FY2007

Vision	Metro . . . leading the nation in safety, mobility and customer satisfaction!
Mission	Metro is responsible for the continuous improvement of an efficient and effective transportation system for Los Angeles County.
Core Business Goals	<p><u>Goal 1:</u> Improve Transit Services</p> <ul style="list-style-type: none"> - Efficiently and effectively operate service sectors - Improve service quality and capacity for bus and rail systems - Maximize fleet capacity to meet service expansion - Improve, expand and add operating facilities - Implement innovative technologies - Improve transit security of bus and rail systems - Acquire and deliver cost effective materials, parts and supplies <p><u>Goal 2:</u> Deliver quality capital projects on time and within budget</p> <ul style="list-style-type: none"> - Design and build quality projects - Develop Integrated Project Tracking System - Streamline Project Delivery System - Work with contractors to provide a safe work site to minimize lost time accidents <p><u>Goal 3:</u> Exercise fiscal responsibility</p> <ul style="list-style-type: none"> - Manage the approved budget - Implement efficient and effective cost allocation plans - Implement an integrated performance monitoring management system - Conduct monthly performance monitoring reviews to assess financial performance - Eliminate duplicate roles & responsibilities - Improve the procurement process <p><u>Goal 4:</u> Provide leadership for the region’s mobility agenda</p> <ul style="list-style-type: none"> - Provide quality planning, technical analysis and programming - Coordinate implementation of multimodal transportation programs with partner agencies - Identify, program, secure and maintain funding for projects, programs and services countywide <p><u>Goal 5:</u> Develop an effective and efficient workforce</p> <ul style="list-style-type: none"> - Enhance a safety conscious culture throughout Metro, its customers and business partners - Recruit and select employees to meet job requirements - Invest in employee development - Deliver consistent communication services to each Metro market segment - Streamline internal processes - Exercise consistent application of the collective bargaining agreements - Strengthen the labor management working relationship

Values	<u>Safety</u>	Safety's 1st for our customers, employees and business partners. Accidents and injuries are preventable.
	<u>Employees</u>	Employees are our most valuable resource and are to be treated with mutual respect and provided opportunities for professional development.
	<u>Fiscal Responsibility</u>	Individually and as a team, we are accountable for safeguarding and wisely spending taxpayer dollars entrusted to Metro.
	<u>Integrity</u>	We rely on the professional ethics and honesty of every Metro employee.
	<u>Innovation</u>	Creativity and innovative thinking are valued and new ideas are welcomed.
	<u>Customer Satisfaction</u>	We strive to exceed the expectations of our customers.
	<u>Teamwork</u>	We actively seek to blend our individual talents in order to be the best in the nation.

Goal 1

Improve transit services

Objective A Efficiently & effectively operate service sectors

Key Owner(s) John Catoe, General Managers, Carolyn Flowers, Rod Goldman, Denise Longley, Matt Raymond

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Streamline procedures for signage, timetables and shake-up coordination	<ol style="list-style-type: none"> 1. Implement work flow and process changes for program management of service change process 2. Adjust Key shake-up budgetary information available in January/February to match proposed outcomes 	<ul style="list-style-type: none"> - Adherence to program timeline to have all materials and deliverables on schedule per master calendar for shake up
2. Implement new Rapid lines	<ol style="list-style-type: none"> 1. Fabricate and install bus signal priority system 2. Fabricate and install stations 3. Prepare/Train Transit Operations Supervisors and coach operators for new service 4. Prepare fleet for service implementation 5. Implement service operating plan 	<ul style="list-style-type: none"> - By June 2008, implement 24 additional Metro Rapid corridors at the average rate of two corridors every six months depending on State funding - Reduce passenger travel times by an average of 20%
3. Improve and maintain cleanliness of buses, railcars, stations and other facilities.	1. Develop, implement, and monitor new Metro Cleanliness Program (Note: Not budgeted in FY05)	<ul style="list-style-type: none"> - Per the Cleanliness Task force recommendations, maintain an average cleanliness rating for the bus fleet of 9.0 and for the rail fleet of 9.5.
4. Promote the usage of transit lines to utilize excess capacity	<ol style="list-style-type: none"> 1. Create 'Know Metro' campaign. 2. Continue route and service promotions program. 	<ul style="list-style-type: none"> - Ridership. - Direct mail response rates.
5. Streamline procedures for signage, timetables and shake-up coordination	<ol style="list-style-type: none"> 1. Establish one point of contact for sign implementation. 2. Create workflows for timetable production and distribution. 	<ul style="list-style-type: none"> - On-time shake-ups

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
6. Upgrade website	<ol style="list-style-type: none"> 1. Implement Google search engine to site. 2. Create archiving and data management systems. 	<ul style="list-style-type: none"> – Web hits. – Successful trip plans.
7. Promote local management of transit service	<ol style="list-style-type: none"> 1. Create 'Know Metro' campaign. 2. Communicate public meetings. 	<ul style="list-style-type: none"> – Meeting attendance. – Awareness of sectors/local service.
8. Enhance customer information service and response	<ol style="list-style-type: none"> 1. Create new complaint tracking reports that identify problem drivers and routes. 2. Implement new TripMaster system. 	<ul style="list-style-type: none"> – Number of trip plans created. – Number of calls managed. – Completion of monthly reports.
9. Track customer satisfaction and public opinion regarding agency products and services	<ol style="list-style-type: none"> 1. Complete semi-annual customer satisfaction surveys 2. Continue on-going public opinion tracking study. 	<ul style="list-style-type: none"> – Complete studies.
10. Integrate graphic standards into agency operations	<ol style="list-style-type: none"> 1. Create graphic standards manual. 2. Create sign standards manual. 3. Continue conversion of vehicles, facilities & signs to new graphic standard. 	<ul style="list-style-type: none"> – Percent of converted signs – Percent of converted vehicles
11. Increase participation in rideshare and pass programs	<ol style="list-style-type: none"> 1. Provide ridematching in real-time via internet. 	<ul style="list-style-type: none"> – Number of ridematches completed.
12. Expand customer outreach	<ol style="list-style-type: none"> 1. Implement new kiosk information test pilot. 	<ul style="list-style-type: none"> – Number of transactions on kiosks.

Objective B

Improve service quality and capacity for bus and rail systems

Key Owner(s)

John Catoe, General Managers, Carolyn Flowers, Rod Goldman, Jim de la Loza, Richard Hunt

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Add service levels per consent decree order	<ol style="list-style-type: none"> 1. Add 290,000 annual in-service hours for Consent Decree load factor compliance 	<ul style="list-style-type: none"> – By December 2004, 290,000 hours added and required operating staff in place

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
2. Implement new Rapid lines	<ol style="list-style-type: none"> 1. Fabricate and install bus signal priority system 2. Fabricate and install stations 3. Prepare/Train Transit Operations Supervisors and coach operators for new service 4. Prepare fleet for service implementation 5. Implement service operating plan 	<ul style="list-style-type: none"> - By June 2008, implement 24 additional Metro Rapid corridors at the average rate of two corridors every six months depending on State funding - Reduce passenger travel times by an average of 20%
3. Improve transit service reliability and on-time performance	<p>BUS:</p> <ol style="list-style-type: none"> 1. Conduct service assessment of all routes to eliminate duplication et al 2. Analyze load ratios mandated by the Consent Decree executing Option One with sixty foot additional buses due FY07 (present to Board March 2004) 3. Build and restructure schedules utilizing passenger data and run time to improve efficiency 4. Create plan to reduce bus traffic accidents 5. Implement Service inspector program (San Gabriel Valley) 6. Evaluate supervisory staffing allocation and effectiveness (Gateway Cities Sector) <p>RAIL:</p> <ol style="list-style-type: none"> 1. Deliver on-time materials 2. Train all operators in manual operation 3. Conduct maintenance and equipment upgrades 4. Monitor trends failures 	<ul style="list-style-type: none"> - BUS AND RAIL: By 2007, increase customer survey satisfaction levels by 20 % - BUS AND RAIL: By 2007, increase mean miles between chargeable mechanical failures to 7,500 or greater for bus and achieve or exceed 15,000 mean miles between chargeable mechanical failures for rail - BUS AND RAIL: By 2007 achieve and exceed in-service, on-time performance of 80% for bus, 99% for light rail, and 99.8% for heavy rail - BUS: By 2007, decrease bus traffic accidents to below 3.00 per 100,000 miles - BUS AND RAIL : By 2007, increase on time pullouts to 100% - BUS: By 2007, achieve and exceed cost per hour goal of \$101.31

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
4. Design and implement bus system restructuring, "Metro Connections"	<ol style="list-style-type: none"> 1. Develop Alternative Service Strategies 2. Prepare Detailed Implementation Plan 3. Implement Service 	<ul style="list-style-type: none"> - Alternative Service Strategies completed Q2FY05 - Implementation Plan by FY2007 - Implement services starting FY2007
5. Promote the usage of transit lines to utilize excess capacity	<ol style="list-style-type: none"> 1. Create 'Know Metro' campaign. 2. Continue route and service promotions program. 	<ul style="list-style-type: none"> - Ridership. - Direct mail response rates.
6. Enhance customer information service and response	<ol style="list-style-type: none"> 1. Create new complaint tracking reports that identify problem drivers and routes. 2. Implement new TripMaster system. 	<ul style="list-style-type: none"> - Number of trip plans created. - Number of calls managed. - Completion of monthly reports.
7. Streamline procedures for signage, timetables and shake-up coordination	<ol style="list-style-type: none"> 1. Establish one point of contact for sign implementation. 2. Create workflows for timetable production and distribution. 	<ul style="list-style-type: none"> - On-time shake-ups
8. Upgrade website	<ol style="list-style-type: none"> 1. Implement Google search engine to site. 2. Create archiving and data management systems. 	<ul style="list-style-type: none"> - Web hits. - Successful trip plans.
9. Integrate graphic standards into agency operations	<ol style="list-style-type: none"> 1. Create graphic standards manual. 2. Create sign standards manual. 3. Continue conversion of vehicles, facilities & signs to new graphic standard. 	<ul style="list-style-type: none"> - Percent of converted signs - Percent of converted vehicles
10. Track customer satisfaction and public opinion regarding agency products and services	<ol style="list-style-type: none"> 1. Complete semi-annual customer satisfaction surveys 2. Continue on-going public opinion tracking study. 	<ul style="list-style-type: none"> - Complete studies.
11. Increase participation in rideshare and pass programs	<ol style="list-style-type: none"> 1. Provide ridematching in real-time via internet. 	<ul style="list-style-type: none"> - Number of ridematches completed.
12. Expand customer outreach through outreach and kiosk program	<ol style="list-style-type: none"> 1. Implement new kiosk information test pilot. 	<ul style="list-style-type: none"> - Number of transactions on kiosks.

Objective C

Maximize Fleet Capacity to meet service expansion

Key Owner(s)Gerald Francis, Bus General Managers,
Matt Raymond, Jim de la Loza, Richard Hunt

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Add Service Levels Per Consent Decree Order	1. Add 290,000 annual in-service hours for Consent Decree load factor compliance	– By December 2004, 290,000 hours added and required operating staff in place
2. Align bus fleet plan and rail infrastructure plan with Financial and Long Range Transportation Plans	1. Purchase and deliver state of the art high capacity buses and rail cars in accordance with bus fleet and rail infrastructure plans.	– By Q4 – FY05, increase the number of technologically advanced bus availability by 20% – Increase the number of rail cars in light rail by 50 by Q4 2007
3. Increase participation in rideshare and pass programs	1. Provide ridematching in real-time via internet.	– Number of ridematches completed.
4. Expand customer outreach through outreach and kiosk program	1. Implement new kiosk information test pilot.	– Number of transactions on kiosks.

Objective D

Improve, expand & add operating facilities

Key Owner(s)Denise Longley, Rod Goldman, Matt Raymond, Lynda Bybee,
General Managers

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Utilize design/build approach for capital improvements projects	1. Secure funding: Long Range Transportation Plan 2. Create plan to implement funding requirements Execute design/build contracts 3. Build/Improve Bus and Rail Facilities in Accordance with Facilities Plans	– Through 2007, execute design/build contracts for specific projects approved by board – Through 2007, 100% of all new capital projects are implemented using streamlined project management process developed by Facilities-Operations.
2. Improve and maintain cleanliness of buses, railcars, stations and other facilities	1. Develop, implement, and monitor new Metro Cleanliness Program (Note: Not budgeted in FY05)	– Per the Cleanliness Task force recommendations, maintain an average cleanliness rating for the bus fleet of 9.0 and for the rail fleet of 9.5.

Objective E

Implement innovative technologies

Key Owner(s)

Richard Hunt, Gerald Francis, Lonnie Mitchell

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Implement Advanced Transportation Management System (ATMS)	<ol style="list-style-type: none"> 1. Procure Federal Communication Commission licenses, antenna site leasing and purchasing agreements 2. Approve final design of complete system 3. Complete testing ATMS system 4. Load schedule data into ATMS system 5. Install ATMS equipment on entire fleet 6. Complete employee training program 7. Complete final acceptance testing of ATMS 8. Complete final acceptance of Automatic Voice Announcement equipment 	<ul style="list-style-type: none"> - Successful completion & acceptance of ATMS by March 2005
2. Implement Universal Fare System (UFS)	<ol style="list-style-type: none"> 1. Confirm applications for farebox 2. Confirm fare structure 3. Approve final farebox design 4. Coordinate Division training programs with Operations Central Instruction 5. Initiate pilot testing at Div 9 Install UFS equipment on all vehicles 	<ul style="list-style-type: none"> - Final acceptance of UFS equipment by end of FY05
3. Implement Maintenance, Materials & Management (M3) System	<ol style="list-style-type: none"> 1. Conduct "organizational change" meetings with division maintenance 2. Develop "charge back" system 3. Finalize with contractor system design/parameters 4. Approve final system design 	<ul style="list-style-type: none"> - Materiels Management and Transit Operations Management to complete M3 installations by Q3, 2005 - Final consultant modifications to M3 by July 2005

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	5. Coordinate training program with divisions 6. Coordinate system implementation 7. Determine and identify M3 reports for management oversight	
4. Launch Transit Access Pass (TAP)	1. Complete design of customer interface materials and fare media. 2. Create appropriate communication materials to support phases of TAP implementation.	– TAP cards issued/used

Objective F Improve transit security of bus and rail systems

Key Owner(s) John Catoe, Carolyn Flowers, Captain Dan Finkelstein

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Increase security presence and improve security systems	1. Increase number of security personnel on the system 2. Initiate civilian fare inspection 3. Implement and sustain community based law enforcement 4. Increase visibility of law enforcement on buses and rail. 5. Institute regular meetings between Law Enforcement Team Leaders and operators, General Managers, sector & division staff, and community leaders as requested, to address critical issues (e.g. security, vandalism, quality of life issues) 6. Patrol all operating and non-operating divisions/locations and security posts at least once daily or nightly; 7. Develop and fund anti-terrorist and security measures as a result of higher alert levels	Visibility: – Perform a minimum of 300 boardings by mode and per month Effectiveness: – Reduce crimes per capita by 5% – Increase arrest rate as compared to reported crimes – Increase Convictions as compared to arrest rates Responsiveness: – Maintain a response time at 100% for calls in the following categories: <ul style="list-style-type: none"> • 10 minutes or less for emergency calls • 20 minutes or less for priority calls • 60 minutes or less for routine calls

Objective G

Acquire and deliver cost effective materials, parts and supplies

Key Owner(s)

Lonnie Mitchell, Ted Montoya, Milo Victoria

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
<p>1. Implement inventory rebuild & manufacturing charge back program (FY05)</p>	<ol style="list-style-type: none"> 1. Develop business workflow and management control measures 2. Enhance M3 to provide charge back functionality for processing component pricing transactions 3. Provide executive management briefing on charge back program 4. Begin program tracking and activity analysis to develop baseline. 5. Develop and implement management reporting requirements 6. Follow-up readiness review briefing to executive management 7. Deploy charge back system on January 2, 2005. 8. Monitor program performance 	<ul style="list-style-type: none"> - Policies, procedures and make or buy guidelines - M3 enhancement to be completed by Q2, 2005 - Executive management briefing - Baseline deliverables - Management reporting - Readiness review briefing completed - Charge back program to be implemented Q3, 2005
<p>2. Implement supplier management program (FY05, 06, 07)</p>	<ol style="list-style-type: none"> 1. Identify and establish the supplier management programs (SMP) project team 2. Define the SMP as (1) supplier performance (2) strategic sourcing (3) supplier development 3. Survey key metro stake holders & clients to gain a better understanding of their expectations and "satisfaction" criteria for a successful SMP. 4. Benchmark & research existing SMP's and practices currently being utilized in other government agencies and private enterprise. 5. Establish the written guidelines for the SMP. 	<ul style="list-style-type: none"> - Measure & evaluate metro's SMP processes to the results of benchmark activities from other government agencies and private enterprises. Exp. Survey data analysis -qualitative & quantitative; comparative gap analysis. - Measure & evaluate results of the metro "key" stakeholder survey and customer satisfaction assessment. Exp. "performance stop light chart." - Measure % metrics for qty of parts to be strategically sourced/total qty of parts per model of rail car & bus types. - Measure qty. of "new strategic suppliers" supporting metro SMP initiatives. - Track & improve metrics for supplier on-time delivery; product/service quality (accepted & rejected parts); and supplier responsiveness/non-responsiveness criteria.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	<ol style="list-style-type: none"> 6. Establish & implement process and tools for managing, monitoring, documenting and reporting supplier performance. 7. Develop & implement a supplier recognition / award program. 	<ul style="list-style-type: none"> – Measure the cost savings as a result of the SMP – Measure qty. of supplier recognition awards.
<p>3. Implement agency-wide material planning program (FY05, 06, 07)</p>	<ol style="list-style-type: none"> 1. Identify key stakeholders of inventory and establish the material planning implementation team. 2. Conduct assessment of current planning effectiveness and prepare gap analysis 3. Establish the organizational forecasting tools to achieve accurate projections of material flow at least cost. 4. Develop and establish decision support system and policy guidelines that will ensure consistent and effective application of the material requirements planning program. 5. Identify and develop short, mid and long-term material requirements for manufacturing, rebuild, repair and refurbishment programs. 6. Translate material requirement plans into acquisition strategies that will provide efficient material flow at least cost. 7. Monitor material planning accuracies 	<ul style="list-style-type: none"> – Identification of program team – Assessment & gap analysis completed – Forecasting model – Completion of material requirements business plan program guidelines – Completion of short, mid and long-term requirements plan. – Development and execution of acquisition plans. – Actual versus plan
<p>4. Implement 10-year material warehousing plan for future inventory storage needs</p>	<ol style="list-style-type: none"> 1. Assemble key stakeholders and establish project team 2. Conduct assessment of current warehousing capacities and prepare gap analysis 3. Prepare 10-Year Warehousing Plan 4. Provide Executive Management Briefing 5. Identify Next Steps 	<ul style="list-style-type: none"> – Identification of project Team – Assessment & Gap Analysis Completed – 10-Year Warehousing Plan Completed – Executive Management Briefed – Next Steps Identified

Goal 2

Deliver quality capital projects on time and within budget

Objective A Design and build quality projects

Key Owner(s) John Catoe, James De la Loza, Rick Thorpe, Dennis Mori, Denise Longley, Joel Sandberg, Roger Dames, Matt Raymond, Lynda Bybee

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Achieve substantial completion of Orange Line construction	<ol style="list-style-type: none"> 1. Develop schedule recovery mitigation plan for Orange Line 2. Communicate project milestones 	<ul style="list-style-type: none"> – By Q1 FY05 mitigate delays due to pavement structural section redesign and recover one month of the 3 current overall schedule delay. <ul style="list-style-type: none"> • In Q2 FY 05 mitigate a 2nd month of 3-month delay. • In Q3 FY05 achieve Milestone 1 for UFS installation access • In Q4 FY 05 achieve substantial completion of Contract C0675 ready for pre-revenue testing – Report project milestone status weekly in project staff meetings and briefings to the CEO as well as in monthly published reports
2. Receive Full Funding Grant Agreement and start Gold Line Eastside Extension construction	<ol style="list-style-type: none"> 1. Obtain federal funding grant agreement (FFGA) and begin construction 	<ul style="list-style-type: none"> – Received FFGA end of FY04 – Issue Construction Notice to Proceed and begin contract C0803 construction by Q1 FY05 – Execute funding agreement with Caltrans, issue construction Notice to Proceed and begin contract C0802 construction by Q2 FY05 – Receive CPUC approval for all grade crossings by end of FY05
3. Build bus facilities to meet the needs of fleet size	<ol style="list-style-type: none"> 1. Initiate construction of new bus facilities 2. Improve existing bus facilities and enhance bus maintenance capabilities 	<ul style="list-style-type: none"> – Implement funded FY04-09 Capital Project Plan as outlined in the Bus Division Strategic Assessment – Locate potential funding sources for proposed bus division construction and expansion projects as per the Bus Division Strategic Assessment

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
4. Begin construction of Division 11 and Division 22 improvements	1. Award design build contracts	<p>Division 11:</p> <p>Q1 FY05 - Revise the scope and secure additional funding. Negotiate or rebid.</p> <p>Q2 FY05 - Award the Contract</p> <p>Q3 FY05 - Complete the Final Design</p> <p>Q4 FY05 - Begin the construction</p> <p>Q4 FY06 - Completion of the Contract</p> <p>Division 22:</p> <p>Q1 FY05 - Award the contract/mobilize</p> <p>Q2 FY05 - Complete the OCS relocations</p> <p>Q3 FY05 - Complete the civil work</p> <p>Q4 FY05 - Complete the building erection</p> <p>Q1 FY06 - Completion of Contract</p>
5. Increase awareness of Orange Line, Eastside and other capital projects	1. Create marketing campaign for Orange Line.	<ul style="list-style-type: none"> - Awareness levels of Orange line. - Ridership on Orange Line.
6. Integrate updated signage standards into capital planning and construction	<ol style="list-style-type: none"> 1. Establish sign standards for projects. 2. Review materials to see if cost-neutral improvements can enhance project. 	<ul style="list-style-type: none"> - Compliance to agency sign standards

Objective B Develop integrated project tracking system

Key Owner(s) Dennis Mori, Brian Boudreau, Denise Longley, Lonnie Mitchell, William Bernsdorf, Michelle Caldwell

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Deliver an Integrated Project Tracking System	1. Communicate project milestones	<ul style="list-style-type: none"> - Report project milestone status weekly in project staff meetings and briefings to the CEO as well as in monthly published reports
2. Complete all project close-outs	1. Develop schedule recovery mitigation plan for Orange Line	<ul style="list-style-type: none"> - See Objective A1

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
3. Establish interdepartmental review of all capital projects to ensure successful implementation	1. Create Project Review Committee.	– Improved integration of project management and operational activities.

Objective C Streamline project delivery system

Key Owner(s) Dennis Mori, Brian Boudreau, Denise Longley, Lonnie Mitchell, William Bernsdorf, Michelle Caldwell

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Streamline the contract administration process	<ol style="list-style-type: none"> 1. Obtain Board Adoption of New Ordinance for Audit of Change Orders 2. Obtain delegation of Contract Officer Authority by Chief Contracting Officer 3. Implement recommendations from Procurement Process Review conducted by Manatt, Phelps & Phillips 	<ul style="list-style-type: none"> – Obtain Adoption by September 2004 and implement immediately – Obtain delegation of authority by September 2004 and implement immediately – Obtain adoption of recommendations and develop detailed plan for implementation by December 2004
2. Develop and implement a comprehensive computer-based project management system	<ol style="list-style-type: none"> 1. Obtain proposal for integrating existing systems and incorporating automated reporting 2. Obtain CEO approval of proposed concept 3. Develop implementation plan and submit for funding as a Capital Project. 	<ul style="list-style-type: none"> – Obtain proposal by September 2004 – Obtain approval by November 2004 – Submit plan for funding by March 2005

Objective D

Work with contractors to provide a safe work site to minimize lost time accidents

Key Owner(s)

Joel Sandberg, Roger Dames, James Brown

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Provide construction contractors' safety statistics per desired cut-off dates	1. Monitor safety compliance on a daily basis. 2. Make safety a part of regularly scheduled project meetings.	– By Q1 FY05 (1) Metro staff will monitor contractor safety implementation on a daily basis and manage safety to achieve a cumulative lost workday incident rate below the national average of 4.0 and the restricted transferred-only incident rate below national average of 1.7. – (2) Present and discuss at least one safety tip at the start of every weekly staff meeting and at the weekly construction progress meetings.

Goal 3

Exercise fiscal responsibility

Objective A

Manage the approved budget

Key Owner(s)

Richard Brumbaugh, Michelle Caldwell, Josie Nicasio,
Elizabeth Bennett, Marion Colston, Carlos Rodriguez

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Monitor actual performance versus planned performance	<ol style="list-style-type: none"> 1. OMB and Accounting will work with each business unit to determine the appropriate monthly financial performance measures and stretch goals for FY06. 2. OMB and Accounting will prepare monthly and quarterly financial performance reviews of each business unit. 3. OMB to provide monthly financial highlight reports to the F&B Committee detailing budget to actual variances including a budget outlook section forecasting the year-end budget variance. 	<ul style="list-style-type: none"> – Complete performance measures and reporting by end of Q1 FY05. – Complete development of stretch goals for FY06 by Q2 FY05. – Monthly reports to F&B Committee begin August 2004.
2. Use the Strategic Plan as the guide to create and operate within budget	<ol style="list-style-type: none"> 1. OMB and OD&T will review all operating and capital strategies in the FY05 Strategic Plan to determine the financial viability of the projects within the 10-year financial plan. 2. OMB and OD&T will collaborate to develop the updated FY06 Strategic Plan and include the fiscal constraints on the proposed capital and operational strategic plans. 	<ul style="list-style-type: none"> – Complete review of FY05 Strategic Plan by end of Q1 FY05. – Complete review of updated FY06 Strategic Plan by end of Q2 FY05.
3. Develop process to manage individual performance to the budget	<ol style="list-style-type: none"> 1. CEO and CFO will meet monthly with the heads of the strategic business units to review the KPIs to assess business unit performance. 	<ul style="list-style-type: none"> – Top Ten KPI's to be completed by end of Q1 FY05. Remaining KPI's for all business units to be completed by end of Q4 FY05. – First meeting to be held during Q2 FY05.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
4. Establish tiered marketing approach to managing campaigns	1. Standard Develop criteria for investing resources in marketing efforts.	– Reduction in expenditures
5. Maximize return on marketing investment	1. Utilize research to track results on marketing campaigns and make adjustments as necessary.	– Response rates – Recall and awareness tracking
6. Maximize free publicity	1. Continue aggressive public and media relations' activities. 2. Continue cable TV shows. 3. Investigate Public Service Announcement opportunities. 4. Continue relationship management with Metro Brief publications.	– Dollar value of media coverage.
7. Introduce multi-year fare restructuring program	1. Bring recommendation to Board for multi-year fare restructuring.	– Increased revenues

Objective B

Implement efficient and effective cost allocation plans

Key Owner(s)

Richard Brumbaugh, Michelle Caldwell, Josie Nicasio, Carlos Rodriguez

Strategy and Action Steps are same as Objective A, C & D.

Objective C

Implement an integrated performance monitoring management system

Key Owner(s)

Richard Brumbaugh, Michelle Caldwell, Josie Nicasio,
Elizabeth Bennett, Carlos Rodriguez

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
<p>1. Identify ten key performance indicators that drive financial performance</p>	<p>1. Meet with stakeholders to determine the measurement requirements and specification.</p> <p>2. Monitor & report the frequency identified by the KPIs</p> <p>3. Monitor & report on the remaining SBU's frequency identified by the KPIs</p>	<ul style="list-style-type: none"> - Obtain Executive Management agreement on the 10 key relevant performance indicators prior to Q1 FY05. - The rollout of the Scorecard Reporting System with the following KPI s in July 2004: <ul style="list-style-type: none"> • Operator Wage Expense per Vehicle Hour • Service Attendant Wage Expense per Vehicle Hour • Mechanic Wage Expense per Vehicle Hour • Lost Work Days • Bus Accidents • Bill Pay • Labor Variance - Rollout the remaining KPIs will be functional by Q2 FY05.
<p>2. Monitor actual performance versus planned performance</p>	<p>1. OMB and Accounting will work with each business unit to determine the appropriate monthly financial performance measures and stretch goals for FY06.</p> <p>2. OMB and Accounting will prepare monthly and quarterly financial performance reviews of each business unit.</p> <p>3. OMB to provide monthly financial highlight reports to the F&B Committee detailing budget to actual variances including a budget outlook section forecasting the year-end budget variance.</p>	<ul style="list-style-type: none"> - Complete performance measures and reporting by end of Q1 FY05. - Complete development of stretch goals for FY06 by Q2 FY05. - Monthly reports to F&B Committee begin August 2004.
<p>3. Develop process to manage individual performance to the budget</p>	<p>1. CEO and CFO will meet monthly with the heads of the strategic business units to review the KPIs to assess business unit performance.</p>	<ul style="list-style-type: none"> - Top Ten KPI's to be completed by end of Q1 FY05. Remaining KPI's for all business units to be completed by end of Q4 FY05. - First meeting to be held during Q2 FY05.

Objective D

Conduct monthly performance monitoring reviews to assess financial performance

Key Owner(s)

Richard Brumbaugh, Michelle Caldwell, Josie Nicasio,
Elizabeth Bennett, Carlos Rodriguez

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Identify ten key performance indicators that drive financial performance	<ol style="list-style-type: none"> 1. Monitor & report the frequency identified by the KPIs. 2. Monitor & report on the remaining SBU's frequency identified by the KPIs. 	<ul style="list-style-type: none"> - Obtain Executive Management agreement on the 10 key relevant performance indicators prior to Q1 FY05. - The rollout the Scorecard Reporting System with the following KPI' s in July 2004: <ul style="list-style-type: none"> • Operator Wage Expense per Vehicle Hour • Service Attendant Wage Expense per Vehicle Hour • Mechanic Wage Expense per Vehicle Hour • Lost Work Days • Bus Accidents • Bill Pay • Labor Variance - Rollout the remaining KPI's will be functional by Q2 FY05.
2. Monitor actual performance versus planned performance	<ol style="list-style-type: none"> 1. OMB and Accounting will work with each business unit to determine the appropriate monthly financial performance measures and stretch goals for FY06. 2. OMB and Accounting will prepare monthly and quarterly financial performance reviews of each business unit. 3. OMB to provide monthly financial highlight reports to the F&B Committee detailing budget to actual variances including a budget outlook section forecasting the year-end budget variance. 	<ul style="list-style-type: none"> - Complete performance measures and reporting by end of Q1 FY05. - Complete development of stretch goals for FY06 by Q2 FY05. - Monthly reports to F&B Committee begin August 2004.
3. Develop process to manage individual performance to the budget	<ol style="list-style-type: none"> 1. Office of the CFO will develop a monthly Executive Officer Report Card detailing the financial performance of their business units. 	<ul style="list-style-type: none"> - Executive Officer Report Card to be developed by end of Q1 FY05. - First meeting to be held during Q2 FY05.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	2. CEO and CFO will meet monthly with the heads of the strategic business units to review the KPIs to assess business unit performance.	

Objective E

Eliminate duplicate roles & responsibilities

Key Owner(s)

Richard Brumbaugh, John Catoe, Maria Guerra, Rick Thorpe, Jim de la Loza, Matt Raymond, Lonnie Mitchell, Elizabeth Bennett, Carolyn Flowers, William Bernsdorf, Marion Colston

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Conduct study of Information Technology organizational structure	1. Engage consultant to conduct study of the procurement processes and rules.	– Consultant was engaged by MASD and work commenced in Q4 FY04 report expected to be received during Q2 FY05.
2. Identify areas to increase efficiency and accountability in managing agency assets	<p>1. CFO and MASD will review the FY04 MASD Internal Control report and identify the top internal control recommendations that would improve agency asset management.</p> <p>2. CFO, MASD and responsible Executive Officers will collaborate to formulate an implementation plan for the top internal control recommendations.</p> <p>3. CFO and MASD will monitor progress of internal control implementation and provide a quarterly report to the Executive Management team.</p>	<p>– Complete review and identification during Q1 FY05.</p> <p>– Complete implementation plans by end of Q2 FY05.</p> <p>– Provide first quarterly report during Q2 FY05.</p>
3. Establish tiered marketing approach to managing campaigns	1. Standard Develop criteria for investing resources in marketing efforts.	– Reduction in expenditures

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
4. Reduce non-essential internal materials	<ol style="list-style-type: none"> 1. Conduct form audit to identify un-needed materials. 2. Convert forms to electronic format. 	– Reduction in expenditures
5. Complete forms online program	<ol style="list-style-type: none"> 1. Upgrade website to be able to handle forms on line. 	– Reduction in expenditures

Objective F Improve the procurement process

Key Owner(s) Richard Brumbaugh, Lonnie Mitchell

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Conduct study of Procurement processes and rules	<ol style="list-style-type: none"> 1. Engage consultant to conduct study of the procurement processes and rules. 2. Follow up on recommendations by consultant to determine feasibility and authority to implement the changes. 	<ul style="list-style-type: none"> – Consultant was engaged by CEO and work commenced in Q4 FY04. Desired outcome is to simplify the procurement manual and decrease cycle time. – CEO and EO of Procurement department received the consultant's draft report in July 2004. Final report including recommendations for potential changes in Board Policy, Metro processes and State Legislation are expected in Q1 FY 05.
2. Work with Procurement clients to improve SOW requirements	<ol style="list-style-type: none"> 1. Develop and conduct training in SOW specification writing. 	<ul style="list-style-type: none"> – Develop and implement training for SOW specification writing by Q2 FY05. – Decrease incidence of reworked requirements after receipt of agreement. – Decrease cycle time of procurement process.
3. Procure and install color printing press	<ol style="list-style-type: none"> 1. Procure and install press. 	– Internal print capacity

Goal 4

Provide leadership for the region’s mobility agenda

Objective A

Provide quality planning, technical analysis and programming

Key Owner(s)

James L. de la Loza, Carol Inge, Gary Clark, Lynda Bybee

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
<p>1. Integrate agency-wide plans (e.g. Service, LRTP, SRTP, Fleet, Facility and Financial forecasting)</p>	<p>1. Working with other Department heads, review agency-wide service and capital plans as an input in developing the Long and Short Range Transportation Plans.</p> <p>2. Integrate recommendations from service and capital plans into the Long & Short Range Transportation Plans, which enhance county-wide mobility, support the countywide transportation system, and can be implemented within available funding.</p>	<ul style="list-style-type: none"> – 100% alignment of all service and capital plans with the Board adopted Long & Short Range Transportation Plans, taking into consideration mobility, system compatibility, and funding availability. – Ensure that all agency-wide service and capital plans are compatible with each other, based on consistent assumptions.
<p>2. Lead the region’s mobility agenda</p>	<p>1. Expand Intelligent Transportation System Program, integrate additional agency, manage real time traffic information system and project IMAJINE phase II. (June 2005)</p> <p>2. Complete Arterial ITS mapping and integrate arterials into RIITS document. (April 2005)</p> <p>3. Initiate work on the Arterial Master Plan. (December 2004)</p> <p>4. Expand joint development opportunities. (June 2005)</p> <p>5. Coordinate assigned sessions for Mobility 21 Annual Conference. (August 2004)</p>	<ul style="list-style-type: none"> – Implement Metro-sponsored plans and projects as scheduled. – 90% projects on budget. – 90% participation at COG/COG working group meetings related to transportation issues. – 100% of Technical Advisory Committee (TAC) meetings chaired

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
<p>3. Provide quality planning, programming and analysis for Los Angeles County projects and programs</p>	<ol style="list-style-type: none"> 1. Begin development of Goods Movement Action Plan. (July 2004) 2. Monitor Caltrans final design of Phase I, Priority 1 Soundwalls (packages 1,2, & 3). (June 2005) 3. Provide technical support to Construction Division during transit project construction. (June 2005) 4. Initiate Metro Rapid corridor planning necessary to implement new Metro Rapid lines. (June 2005) 	<ul style="list-style-type: none"> - Implement Metro-sponsored plans and projects as scheduled. - 90% percent projects on budget.
<p>4. Update Long and Short Range Transportation Plans</p>	<ol style="list-style-type: none"> 1. Prepare strategic financial and economic impact analyses that support LA County short/long range transportation plans. (June 2005) 2. Complete the draft Metro Long Range Transportation Plan. (June 2005) 3. Align plans, projects and financial forecasts for consistency with Long and Short Range Transportation Plans. (June 2005) 4. Conduct travel demand model & GIS analysis for Long Range Transportation Plan, New Starts analysis, and other transportation corridors and technical studies. (June 2005) 5. Conduct regional transit planning activities ensuring coordinated county-wide transit planning and transit system development with municipal operators. Update the Regional Short Range Transit Plan. (June 2005) 	<ul style="list-style-type: none"> - Update the LRTP in accordance with scheduled actions.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
5. Serve as the state mandated Congestion Management Agency for LA County	<ol style="list-style-type: none"> 1. Initiate countywide mitigation fee nexus study through the Congestion Management Program. (June 2005) 2. Conduct annual CMP conformity process for local jurisdictions. (January 2005) 	<ul style="list-style-type: none"> – Implement the Congestion Management Program’s annual conformity process.
6. Provide transportation modeling and GIS to implement effective mobility solutions	<ol style="list-style-type: none"> 1. Conduct travel demand model & GIS analysis for Long Range Transportation Plan, New Starts analysis, and other transportation corridors and technical studies. (June 2005) 	<ul style="list-style-type: none"> – Use the travel demand model and GIS tools to implement the Long Range Transportation Plan, New Starts analysis, and other technical analyses in accordance with scheduled actions
7. Manage multimodal Countywide Call for Projects program, including Signal/ITS, Freeway HOV, Bike, TEA, Arterial and Pedestrian projects	<ol style="list-style-type: none"> 1. Support 2005 Countywide Call for Projects processes. (June 2005) 2. Manage and administer \$4 billion Regional Transportation Programming Database. (June 2005) 3. Manage and administer \$700 million Regional Programs element of Metro Budget. (June 2005) 4. Coordination and project management of Call for Projects process. (June 2005) 	<ul style="list-style-type: none"> – 100% of MOUs developed and submitted for processing (cities). – 100% of MOUs developed and submitted for processing (for municipal operators) – 100% of applications needed to be filed for LA County projects and programs sponsored by others. – 100% of grant applications needed to be filed for Metro projects and programs. – \$750M available to pay on invoices received (for subsidies to others).
8. Conduct multimodal transportation corridor studies	<ol style="list-style-type: none"> 1. Complete 710 South Corridor study. (August 2004) 2. Procure a technical consultant to perform the technical analysis, design and community input for the Crenshaw Corridor Phase I Transit enhancements. (August 2004) 3. Complete North County Combined Highway Corridor study. (August 2004) 4. Complete substantial work on Routes 57/60 interchange technical study. (June 2005) 	<ul style="list-style-type: none"> – Implement Metro-sponsored plans and projects as submitted.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	5. Initiate 710 Gap Closure Feasibility Study. (January 2005) 6. Begin Route 2 EIR. (October 2004)	
9. Plan, promote and execute Mobility 21, California Transit Association (CTA) and Rail-Volution conferences	1. Orchestrate annual meeting 2. Produce all support materials for Mobility 21	– Coordinate annual meeting and quarterly workshops
10. Complete logo conversion	1. Convert logos on all vehicles, facilities and amenities	– Percentage of logos converted
11. Establish standard project review program	1. Establish monthly Project Review Team meeting	– 12 meetings – All projects reviews

Objective B Coordinate implementation of multimodal transportation programs with partner agencies

Key Owner(s) James L. de la Loza, Maria Guerra, John Catoe, Gary Clark, Lynda Bybee, Rick Thorpe

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Lead the region's mobility agenda	1. Expand Intelligent Transportation System Program, integrate additional agency, manage real time traffic information system and project IMAJINE phase II. (June 2005) 2. Complete Arterial ITS mapping and integrate arterials into RIITS document. (April 2005) 3. Initiate work on the Arterial Master Plan. (December 2004) 4. Expand joint development opportunities. (June 2005) 5. Coordinate assigned sessions for Mobility 21 Annual Conference. (August 2004)	– Implement Metro-sponsored plans and projects as scheduled. – 90% projects on budget. – 90% participation at COG/COG working group meetings related to transportation issues. – 100% of Technical Advisory Committee (TAC) meetings chaired

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
2. Provide quality planning, programming and analysis for Los Angeles County projects and programs	<ol style="list-style-type: none"> 1. Begin development of Goods Movement Action Plan. (July 2004) 2. Monitor Caltrans final design of Phase I, Priority 1 Soundwalls (packages 1,2, & 3). (June 2005) 3. Provide technical support to Construction Division during transit project construction. (June 2005) 4. Initiate Metro Rapid corridor planning necessary to implement new Metro Rapid lines. (June 2005) 	<ul style="list-style-type: none"> - Implement Metro-sponsored plans and projects as scheduled. - 90% percent projects on budget.
3. Update Long and Short Range Transportation Plans	<ol style="list-style-type: none"> 1. Prepare strategic financial and economic impact analyses that support LA County short/long range transportation plans. (June 2005) 2. Complete the draft Metro Long Range Transportation Plan. (June 2005) 3. Align plans, projects and financial forecasts for consistency with Long and Short Range Transportation Plans. (June 2005) 4. Conduct travel demand model & GIS analysis for Long Range Transportation Plan, New Starts analysis, and other transportation corridors and technical studies. (June 2005) 5. Conduct regional transit planning activities ensuring coordinated county-wide transit planning and transit system development with municipal operators. Update the Regional Short Range Transit Plan. (June 2005) 	<ul style="list-style-type: none"> - Update the LRTP in accordance with scheduled actions.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
4. Serve as the state mandated Congestion Management Agency for LA County	<ol style="list-style-type: none"> 1. Initiate countywide mitigation fee nexus study through the Congestion Management Program. (June 2005) 2. Conduct annual CMP conformity process for local jurisdictions. (January 2005) 	<ul style="list-style-type: none"> - Implement the Congestion Management Program's annual conformity process.
5. Provide transportation modeling and GIS to implement effective mobility solutions	<ol style="list-style-type: none"> 1. Conduct travel demand model & GIS analysis for Long Range Transportation Plan, New Starts analysis, and other transportation corridors and technical studies. (June 2005) 	<ul style="list-style-type: none"> - Use the travel demand model and GIS tools to implement the Long Range Transportation Plan, New Starts analysis, and other technical analyses in accordance with scheduled actions
6. Identify, program, secure and maintain federal, state and local funding for the region	<ol style="list-style-type: none"> 1. Secure regional, state, and federal approvals for \$11 billion, 2005-2010 LA County RTIP. (June 2005) 2. Manage and administer multi-million dollar regional fund programming balances from STIP, RSTP, CMAQ and TEA programs. (June 2005) 3. Provide funding analyses for Bus Consent Decree as required. (June 2005) 4. Prepare FY 2005 County-wide Funding Sources Guide. (June 2005) 5. Manage and administer \$225 million Prop A and Prop C Local Return Program for LA County. (June 2005) 6. Manage and administer state-mandated 2004 Triennial Audit for transit/paratransit services in LA County. (December 2004) 7. Manage and administer FY 2004 LA County Consolidated NTD Report. (June 2005) 	<ul style="list-style-type: none"> - \$20M received from the Benefits Assessment Districts. - 100% of reassessment requests received and processed on schedule. - 100% of Local Return forms turned around within prescribed time period.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	8. Review and address Countywide Fare Policy issues. (June 2005)	
7. Government Relations and their consultant(s) will secure maximum funding through favorable transportation legislation for the region	1. Review federal, state, and local legislative initiatives and policy issues that may impact LA County transportation funding; support federal, state, and local legislative requests, including Metro federal funding requests for FY 2005 and FY 2006 USDOT Appropriations. (June 2005)	<ul style="list-style-type: none"> – Hold 88 meetings with LA County Congressional Delegation and Key Committee members to advocate support for Metro programs & projects – Make 75 contacts (via distribution of position documents) to advocate support for Metro and/or supported state legislation – Achieve 100% success in implementing Metro legislative programs at federal, state and local levels – Hold 12 meetings (1/month) with South California Legislative Group, CTA, CTC and self-help counties to discuss transportation-related issues – Participate in 20 Rail-volution Committee meetings to plan 2004 Rail-volution Conference – Provide timely input into the review of legislative initiatives and policy issues to secure maximum funding for transportation needs – Provide analyses and data to Government Relations in support of Metro legislative agenda
8. Work with grantor agencies to secure maximum funding for the region	<ol style="list-style-type: none"> 1. Administer and process over \$1 billion in funding agreements for LA County transportation improvements and services. (June 2005) 2. Manage and administer \$1 billion in Countywide Transit Fund Allocations for Cities, Munis, Sub-Regional Paratransit Providers, and Metrolink. (June 2005) 3. Secure over \$550 million in new grant awards, allocations and other approvals from FTA, CTC, and Caltrans for various regional transit capital projects. (June 2005) 	<ul style="list-style-type: none"> – Perform New Starts Analyses per FTA-set submittal deadlines. – 100% of STIP allocation requests received. – 100% of STIP time extension requests received. – 100% of FAP Program funding allocated on schedule.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	<p>4. Manage and administer over \$3.0 billion in federal, state, and local grant funding (from FY 2005 and previous years) for Metro projects and programs. (June 2005)</p> <p>5. Manage and administer \$15 million, LA County Federal Pass-Through Grant Program for various cities and agencies. (June 2005)</p>	
<p>9. Manage multimodal Countywide Call for Projects program, including Signal/ITS, Freeway HOV, Bike, TEA, Arterial and Pedestrian projects</p>	<p>1. Support 2005 Countywide Call for Projects processes. (June 2005)</p> <p>2. Manage and administer \$4 billion Regional Transportation Programming Database. (June 2005)</p> <p>3. Manage and administer \$700 million Regional Programs element of Metro Budget. (June 2005)</p> <p>4. Coordination and project management of Call for Projects process. (June 2005)</p>	<ul style="list-style-type: none"> – 100% of MOUs developed and submitted for processing (cities). – 100% of MOUs developed and submitted for processing (for municipal operators) – 100% of applications needed to be filed for LA County projects and programs sponsored by others. – 100% of grant applications needed to be filed for Metro projects and programs. – \$750M available to pay on invoices received (for subsidies to others).
<p>10. Conduct multimodal transportation corridor studies</p>	<p>1. Complete 710 South Corridor study. (August 2004)</p> <p>2. Procure a technical consultant to perform the technical analysis, design and community input for the Crenshaw Corridor Phase I Transit enhancements. (August 2004)</p> <p>3. Complete North County Combined Highway Corridor study. (August 2004)</p> <p>4. Complete substantial work on Routes 57/60 interchange technical study. (June 2005)</p> <p>5. Initiate 710 Gap Closure Feasibility Study. (January 2005)</p>	<ul style="list-style-type: none"> – Implement Metro-sponsored plans and projects as submitted.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	6. Begin Route 2 EIR. (October 2004)	
11. Continue unified branding initiative for all Metro projects and services.	1. Continue logo conversion on facilities and vehicles.	– Percentage of conversions.
12. Plan, Promote and execute Mobility 21, CTA and Rail-Volution conferences	1. Orchestrate annual meeting 2. Produce all support materials for Mobility 21	– Coordinate annual meeting and quarterly workshops
13. Complete logo conversion	1. Convert logos on all vehicles, facilities and amenities	– Percentage of logos converted
14. Establish standard project review program	1. Establish monthly Project Review Team meeting	– 12 meetings – All projects reviews

Objective C Identify, program, secure and maintain funding for projects, programs and services countywide

Key Owner(s) James L. de la Loza, Maria Guerra, John Catoe, Gary Clark, Lynda Bybee, Rick Thorpe

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Receive Full Funding Grant Agreement and start Gold Line Eastside Extension construction	1. Negotiate and have executed a \$491 million FFGA with FTA for Eastside Extension LRT Project. (July 2004)	– Provide technical and policy analysis to support the execution of a FFGS with FTA for the Eastside Extension LRT Project – Process and administer \$491 million FFGA for Eastside Extension LRT Project
2. Identify, program, secure and maintain federal, state and local funding for the region	1. Secure regional, state, and federal approvals for \$11 billion, 2005-2010 LA County RTIP. (June 2005) 2. Manage and administer multi-million dollar regional fund programming balances from STIP, RSTP, CMAQ and TEA programs. (June 2005) 3. Provide funding analyses for Bus Consent Decree as required. (June 2005)	– \$20M received from the Benefits Assessment Districts. – 100% of reassessment requests received and processed on schedule. – 100% of Local Return forms turned around within prescribed time period.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	<ol style="list-style-type: none"> 4. Prepare FY 2005 County-wide Funding Sources Guide. (June 2005) 5. Manage and administer \$225 million Prop A and Prop C Local Return Program for LA County. (June 2005) 6. Manage and administer state-mandated 2004 Triennial Audit for transit/paratransit services in LA County. (December 2004) 7. Manage and administer FY 2004 LA County Consolidated NTD Report. (June 2005) 8. Review and address Countywide Fare Policy issues. (June 2005) 	
<p>3. Work with grantor agencies to secure maximum funding for the region</p>	<ol style="list-style-type: none"> 1. Administer and process over \$1 billion in funding agreements for LA County transportation improvements and services. (June 2005) 2. Manage and administer \$1 billion in Countywide Transit Fund Allocations for Cities, Munis, Sub-Regional Paratransit Providers, and Metrolink. (June 2005) 3. Secure over \$550 million in new grant awards, allocations and other approvals from FTA, CTC, and Caltrans for various regional transit capital projects. (June 2005) 4. Manage and administer over \$3.0 billion in federal, state, and local grant funding (from FY 2005 and previous years) for Metro projects and programs. (June 2005) 	<ul style="list-style-type: none"> – Perform New Starts Analyses per FTA-set submittal deadlines. – 100% of STIP allocation requests received. – 100% of STIP time extension requests received. – 100% of FAP Program funding allocated on schedule.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	5. Manage and administer \$15 million, LA County Federal Pass-Through Grant Program for various cities and agencies. (June 2005)	
4. Establish standard project review program	1. Establish monthly Project Review Team meeting	<ul style="list-style-type: none"> – 12 meetings – All projects reviews

Goal 5

Develop an effective and efficient workforce

Objective A

Enhance a safety conscious culture throughout Metro, its customers and business partners

Key Owner(s)

Andrea Burnside, General Managers, Brenda Diederichs, Don Ott, Stefan Chasnov, Greg Kildare

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Develop/ implement Return to Work Program	<ol style="list-style-type: none"> 1. Develop and implement tracking process for the different types of leave of absences. 2. Update job descriptions and standards for all job classifications to ensure employees who return to work after illness/injury have the ability to perform the work. 3. Partner with Metro Management to comply with the Metro Return to Work Program. 4. Develop work-hardening steps as part of the return to work. 5. Present to Senior Management a comprehensive work hardening Program for final approval. 6. Design/develop an internal database system to track transitional duty employees. 	<ul style="list-style-type: none"> - Reduce lost workdays to average of 1099 per 100 employees, by 06/30/05. - Reduce the ratio of indemnity claims to total Worker Compensation claims to 69% by 06/30/05. - Reduce the number of new worker compensation claims per 100 employees to a rate of 20 by 06/30/05. - Reduce the amount of total worker compensation payments (costs per claim) to \$528,198 per 100 employees by 06/30/05. - New workers' compensation claims

Objective B

Recruit and select employees to meet job requirements

Key Owner(s)

Maria Guerra, Brenda Diederichs, Don Ott, Linda Wright,
Marion Colston, Stefan Chasnov, Andrea Burnside, Greg Kildare

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Conduct a workforce analysis	<ol style="list-style-type: none"> 1. Review the American Public Transit Association's Bus Operation Selection System process and other agency systems. 2. Maintain a qualified workforce identifying staff needs, changing skills, abilities and positions. 3. Re-evaluate and modify selection process for rail operators. 4. Complete an exit interview or survey. 5. Review and analyze Metro workforce in relation to attrition, Equal Employment Opportunity/Diversity and hard-to-fill positions. 	<ul style="list-style-type: none"> - By 2007, process job audits within 14 days - By 2007, increase number of managers promoted from the internal workforce - By Q3 & Q4 FY05, identify and forecast the total number of positions required to conduct Metro's day-to-day core business each year through 2007. - By 2007, reduce Rail hiring process cycle time for rail operators by 25% - By 2006, track the total number of exit interviews completed by HR per year - By Q3 & Q4 FY05, based on the total number of positions required, complete review of 50% of hard-to-fill positions as defined by the Human Resources Department, per year.
2. Analyze total compensation in relation to recruitment & compensation	<ol style="list-style-type: none"> 1. Review Time Off with Pay Program, Public Employee's Retirement System, benefits, tuition assistance. 2. Maintain market competitiveness in relation to compensation 3. Analyze overtime pay regarding entry level positions 	<ul style="list-style-type: none"> - By 2006, conduct salary survey for all employee classifications every two years - By 2006, complete 100% of salary compensation reviews for all job classifications every two years. - By 2006, reduce overtime costs for all job classifications per year by 20%.
3. Keep agency & individuals competitive (skills assessment)	<ol style="list-style-type: none"> 1. Reduce turnover rates 2. Modify minimum qualifications for recruitment 3. Retain training inventory (internal & external) 	<ul style="list-style-type: none"> - By 2007, decrease attrition rate of Business Development Operations Facility operators by 10% during the probationary period - By the end of Q1 FY05, 75% of all hiring departments will determine and update the minimum qualifications required for each job classification. - By the end of Q4 FY05, 50% of all external training reported to OD&T's central database, per year through 2007.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
4. Streamline Human resources policies and processes/ efficiently manage human resources	<ol style="list-style-type: none"> 1. Track the number of applicants successfully completing probation 2. Analyze hiring process step-by-step to eliminate redundancies duplication. <ul style="list-style-type: none"> • Develop “How To” training manuals for hiring department managers • Increase recruitment and selection accountability of the hiring departments 3. Project future skill needs, identify current skills, and identify gaps 	<ul style="list-style-type: none"> - By 2007, report on the total number of applicants per year who successfully completed their probationary period. - By Q4 FY05, reduce the number of weeks to recruit and select a new employee from 5 weeks to 4.5 weeks - By end of Q1 FY05, train 100% of all managers/supervisors on HR hiring practices - By Q4 FY05, 75% of hiring departments will make decisions on qualified applicants within 15 days.

Objective C Invest in employee development

Key Owner(s) Maria Guerra, Brenda Diederichs, Don Ott, Linda Wright, Marion Colston, Stefan Chasnov, Andrea Burnside, Greg Kildare

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Design, develop, acquire and realign training programs	<ol style="list-style-type: none"> 1. Conduct a Transit Operations & Corporate agency-wide training needs assessment via the Training Council representatives each fiscal year 2. Create individual Employee Development Plans as part of Performance Based Compensation Program 3. Integrate & utilization of Metro’s centralized training databases 4. Partner with professional and transit associations (i.e. TFLEX, DACUM, American Public Transit Association) to share knowledge and information 	<ul style="list-style-type: none"> - By Q4 FY04, decrease overall per hour cost of employee training activities by 10 % per year through 2007. - By Q1 FY04, train 100% of all managers/supervisors on IPP program, per year through 2007. - By Q1 FY04, 75% utilization of OD&T’s online training registration and tracking database by Metro’s Training Council representatives, through 2007. - By Q4 FY04, partner with other transit associations and stakeholders and secure FTA funding as required per year, through 2007.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
2. Determine career paths	<ol style="list-style-type: none"> 1. Provide employees with information regarding career paths & steps to promotion 2. Create mentoring, apprenticeships, on-the-job training and/or job rotation programs for Metro jobs. 3. Create a Metro University with internal guest lecturers, using an internal training series format. 	<ul style="list-style-type: none"> - By 2007, increase average training hours per month for contract employees by 5% - By 2007, increase average training hours per month for non-contract employees by 10% - By Q3 FY05, determine and increase the number of Metro jobs that have a career path by 10% per year, through 2007. - By Q4 FY05, identify and increase the number of Metro jobs by 10% per year, as having a succession planning program, through 2007. - By Q2 FY05, identify 5-10 volunteer internal Metro lecturers interested in facilitating/lecturing internal Metro employees in one core business practice.
3. Succession planning	<ol style="list-style-type: none"> 1. Maintain a sufficient number of employees in the Qualified Candidate Pool 2. Develop a list of qualified employees, who are trained and ready to move into a position 3. Create Transportation Management Trainee Program, job rotation program, on-the-job training program and/or apprenticeship program for Metro employees. 	<ul style="list-style-type: none"> - By 2007, increase number of job openings filled by internal candidates by 5 % - By Q4 FY04, identify 15% of all Metro employees who are certified and qualified to promote in lateral, promotional Metro positions, per year, through 2007. - By Q3 FY05, identify 3 pilot programs for Metro employees who are certified as having completed a succession planning program requirement (e.g., management trainee program, job rotation program, on-the-job training program and/or apprenticeship program, etc.).

Objective D Deliver consistent communication services to each Metro market segment

Key Owner(s) Maria Guerra, Brenda Diederichs, Don Ott, Linda Wright, Marion Colston, Stefan Chasnov, Andrea Burnside, Greg Kildare

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Improve Employment communication outreach	<ol style="list-style-type: none"> 1. Participate in job fairs 2. Monitor transportation industry market sources to use as potential source of recruitment 	<ul style="list-style-type: none"> - By 2007, increase the number of attended job fairs per year by 2. - By 2007, reduce the amount of time to a Transit Operations employee from 8 to 5 weeks a year.

Objective E Streamline internal processes

Key Owner(s) Maria Guerra, Brenda Diederichs, Don Ott, Linda Wright, Marion Colston, Stefan Chasnov, Andrea Burnside, Greg Kildare

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Streamline Human Resources Policies and Processes/ Efficiently Manage Human Resources	<ol style="list-style-type: none"> 1. Track the number of applicants successfully completing probation 2. Analyze hiring process step-by-step to eliminate redundancies duplication. <ul style="list-style-type: none"> • Develop “How To” training manuals for hiring department managers • Increase recruitment and selection accountability of the hiring departments 3. Project future skill needs, identify current skills, and identify gaps 	<ul style="list-style-type: none"> - By 2007, report on the total number of applicants per year who successfully completed their probationary period. - By Q4 FY05, reduce the number of weeks to recruit and select a new employee from 5 weeks to 4.5 weeks - By end of Q1 FY05, train 100% of all managers/supervisors on HR hiring practices - By Q4 FY05, 75% of hiring departments will make decisions on qualified applicants within 15 days.

Objective F

Exercise consistent application of the collective bargaining agreements

Key Owner(s)

Maria Guerra, Brenda Diederichs, Don Ott, Linda Wright,
Marion Colston, Stefan Chasnov, Andrea Burnside, Greg Kildare

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Improve employee communication outreach	<ol style="list-style-type: none"> 1. Conduct in-service training sessions for all MOP training programs 2. Partner with OD&T to conduct 2 in-service training sessions with Transit Operations management on approved labor agreements 3. EO, Labor & Employee Relations meet bi-weekly with GMs and the DCEO. 	<ul style="list-style-type: none"> - By 2007, convene an in-service training session Q2 & Q4 of each year. - Improve response time to UTU grievances after hearings: by FY05 Q4, respond to 95% within 45 days of hearing. - Maintain current level of response time to ATU grievances after hearings: 100% response within 22 days.
2. Design, develop, acquire and realign training programs	<ol style="list-style-type: none"> 1. Provide labor and employee relations training to sector staff at their sectors 2. Meet bi-monthly with Transportation management and quarterly with Maintenance management to review contract interpretation. 	<ul style="list-style-type: none"> - By FY05 Q4 have monthly scheduled labor training sessions at all the Sectors. - Maintain current schedule of meetings through FY05 and begin in FY06 to utilize meeting to develop productivity changes and improvements to the collective bargaining agreements during negotiations in 2006.

Objective G

Strengthen the labor management working relationship

Key Owner(s)

Maria Guerra, Brenda Diederichs, Don Ott, Linda Wright, Marion Colston, Stefan Chasnov, Andrea Burnside, Greg Kildare

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Improve employee communication outreach	<ol style="list-style-type: none"> 1. Conduct in-service training sessions for all MOP training programs 2. Partner with OD&T to conduct 2 in-service training sessions with Transit Operations management on approved labor agreements 3. Labor Relations hosts quarterly labor/management meetings. 4. Labor Relations meets regularly with each union to introduce new policies, programs, systems, etc. 5. Labor Relations meets regularly with each union to resolve grievances and appeals. 	<ul style="list-style-type: none"> - By 2007, convene an in-service training session Q2 & Q4 of each year. - Labor/management meeting held each quarter
2. Design, develop, acquire and realign training programs	1. Convene Joint Labor Management Meetings throughout life cycle of proposed project to partner in the development and application of all training programs.	<ul style="list-style-type: none"> - By the end of the 2006 round of negotiations, labor and management make joint presentations on the application of contractual changes. - By 2007, labor and management jointly develop training material in the application of new statutes and enactment of new labor laws.

Individual Performance Plan - Overview

The strategic plan will be used as the basis for agency-wide direction, decisions and activities. The strategic plan is designed to be a “living document” which means it is an “evolving plan” and not a rigid or fixed document. For this reason, a “quarterly review” process has been established to track and measure the achieved key performance indicators, which will permit an opportunity to realign the strategic goals, objectives and strategies. Each year Metro will reassess its performance, goals and objectives based upon budget appropriations. The programs and resources listed in the agency-wide strategic plan will be realigned annually based on budget allocations and projections as part of Metro’s five-year budget forecast.

As a result of this process, the next step is to accomplish the agency’s vision, mission and goals through each individual employee. The strategic plan, in this case, will function as a roadmap focused on each employee’s individual role and responsibilities, with one primary objective, agency-wide performance measurements and outcomes.

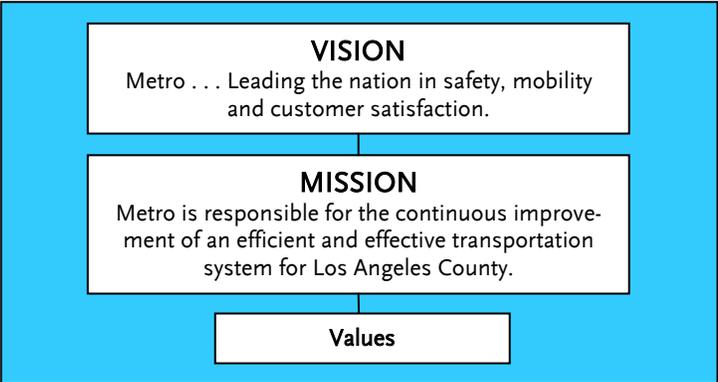
It is for this reason; I am requesting that every manager/supervisor complete a written individual performance plan for his or her employee(s). This individual performance plan will act as the new performance appraisal evaluation process for non-represented and represented employees, and will include a 4-step performance planning process to include a **start of year review, mid-year review, end of year review and the performance appraisal conference.**

I have instructed the Administration Department to design/develop an “*Individual Performance Planning Workbook*” to ensure each employee is given an opportunity to understand the critical role he or she plays in accomplishing the agency-wide strategic goals. This workbook is designed to enable the employee to state what he or she is responsible for doing to help support the vision, mission and goals of the agency. This workbook will enable every employee to know what timelines and deliverables will be needed when, for what purpose, and how the stated objectives are to be accomplished.

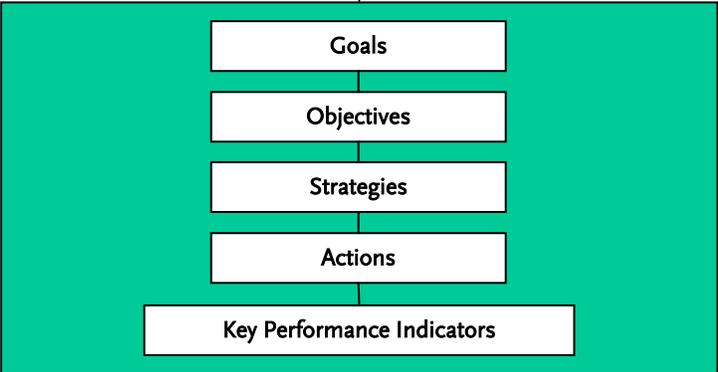
More importantly, this workbook will demonstrate that the agency has one common purpose to “*lead the nation in safety, mobility and customer satisfaction*”. The Individual Performance Planning Workbook will clearly outline who is responsible for ensuring the performance measurements and outcomes are achieved.

Individual Performance Plan - Model

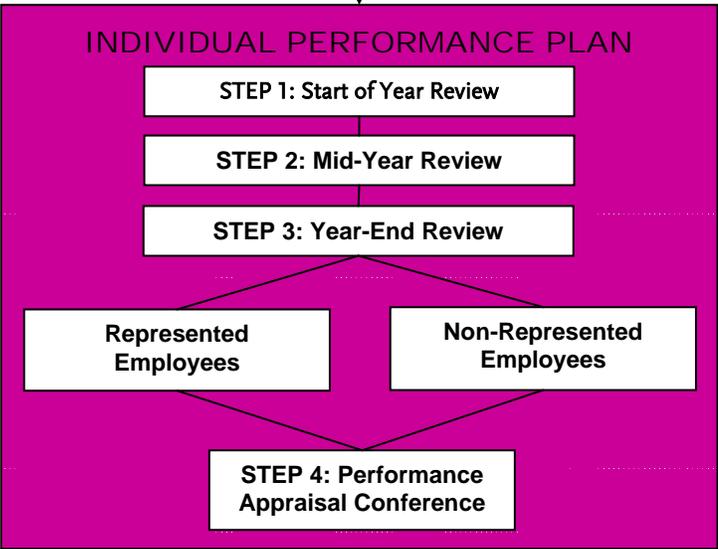
Approved by CEO



Developed by Management, Approved by CEO



Developed by Supervisor & Employee



Individual Performance Plan - SAMPLE

EMPLOYEE INFORMATION				
Name (Last, First, Middle Initial)			Badge Number	Job Classification
Department	Cost Center	Employee Status <input type="checkbox"/> At-will <input type="checkbox"/> Regular <input type="checkbox"/> Probation	Purpose of Review <input type="checkbox"/> Start of Year <input type="checkbox"/> Probationary <input type="checkbox"/> Mid-Year <input type="checkbox"/> Year-End	Review Period (dates) From: To:
SECTION I: PERFORMANCE FACTORS –Values				
VALUES	DESCRIPTION			RATING
Safety	Safety's 1st for our customers, employees and business partners. Accidents and injuries are preventable.			Commendable
Employees	Employees are our most valuable resource and are to be treated with mutual respect and provided opportunities for professional development.			Commendable
Fiscal Responsibility	Individually and as a team, we are accountable for safeguarding and wisely spending taxpayer dollars entrusted to Metro.			Commendable
Integrity	We rely on the professional ethics and honesty of every Metro employee.			Commendable
Innovation	Creativity and innovative thinking are valued and new ideas are welcomed.			Commendable
Customer Satisfaction	We strive to exceed the expectations of our customers.			Commendable
Teamwork	We actively seek to blend our individual talents in order to be the best in the nation.			Commendable
SECTION II: PERFORMANCE OBJECTIVES – Core Business Goals				
CORE BUSINESS GOALS	STRATEGY	INDIVIDUAL PERFORMANCE OBJECTIVES		RATING
Improve transit services	Streamline procedures for signage, timetables and shake-up coordination	<i>[Include detailed action steps to be performed this fiscal year]</i>		Commendable
	Implement new Rapid lines	<i>[Include detailed action steps to be performed this fiscal year]</i>		Commendable
	Improve and maintain cleanliness of buses, rail-cars, stations and other facilities	<i>[Include detailed action steps to be performed this fiscal year]</i>		Commendable
Deliver quality capital projects on time and within budget	Achieve substantial completion of Orange Line construction	<i>[Include detailed action steps to be performed this fiscal year]</i>		Commendable
	Receive Full Funding Grant Agreement and start Gold Line Eastside Extension construction	<i>[Include detailed action steps to be performed this fiscal year]</i>		Commendable
	Build bus facilities to meet the needs of fleet size	<i>[Include detailed action steps to be performed this fiscal year]</i>		Commendable

Professional Development:

SECTION III: OVERALL PERFORMANCE RATING

Outstanding Commendable Effective Needs Improvement Unacceptable

Supervisor Comments:

Employee Comments:

SECTION IV: SIGNATURES & APPROVALS

Your signature below indicates that you have reviewed and discussed this Performance Appraisal with your Supervisor. Your signature does not necessarily mean that you agree with the performance rating(s). You may write your comments in the space provided (above) or attach a separate document.

Employee Signature: _____ Date: _____

Supervisor: Your signature below indicates that you have reviewed and discussed this Performance Appraisal with your employee. If the employee refuses to sign, you must indicate this in the space provided and explain the reason (if known).

Name:

Title:

Supervisor Signature: _____ Date: _____

Reviewer: Your signature below indicates that you have reviewed, discussed and accept the Supervisor's completed Performance Appraisal of his/her employee.

Name:

Title:

Reviewer Signature: _____ Date: _____

Individual Performance Plan

PERFORMANCE APPRAISAL PROCESS

General Instructions: (Please refer to HR Policy 3-15)

The performance appraisal process is designed to support the agency-wide core values that maintain each employee is an integral part of the Metro organization and a valued employee responsible for ensuring that the vision, mission and goals are accomplished. For this reason, the performance appraisal process has been enhanced to permit each employee to have individual input into the performance planning process with regard to goal setting, productivity, performance measurements and the achievement of performance outcomes.

Metro's performance appraisal process is an important tool that enables Supervisors to effectively lead and manage the employee(s) under their direct supervision. The Individual Performance Plan will be used to determine and assess an employee's overall performance and will identify goals and objectives directly related to each employee's work.

This instrument will be used as the basis for conducting performance reviews. A new form should be used to complete steps 1, 2 & 3 in the Performance Planning Process:

- **STEP 1: Start of Year Review** – Complete a start of year review at the beginning of the fiscal year or when an employee's assignment changes (i.e. promotion, lateral transfer, demotion, etc.)
- **STEP 2: Mid Year Review** – Complete a mid-year review during the middle of the fiscal year to evaluate and monitor the employee's performance to date. Complete a mid probationary review (or 3-month review) during an employee's probationary period to evaluate and monitor the employee's performance to date.
- **STEP 3: Year End Review** – Complete the year-end review at the end of the fiscal year (or at the end of the employee's 6-month probationary period) to evaluate the employee's overall performance.
- **STEP 4: Performance Appraisal Conference** – Conduct a performance appraisal conference for each employee once Executive Officer Approval has been granted. Appraisal conferences provide each employee an opportunity to receive an overall performance rating based on his/her individual performance plan.

SECTION I – Performance Factors –Values

This section of the performance appraisal instrument is to be completed at the year-end review. As part of the start of year review process, the Supervisor will review the core values with each employee to ensure every employee understands the attributes required to be an Metro employee. At the end of year review, the Supervisor will check the appropriate performance rating for each performance factor. Supervisors are to consider one factor at a time to ensure that each performance rating is fair and accurate.

Supervisors are to provide additional written comments to support or expand upon any performance ratings given, particularly a rating, which is Unacceptable, Needs, *Improvement* or *Outstanding*. (See HR Policy 3-15)

SECTION II – Performance Objectives – Core Business Goals

This section of the performance appraisal instrument is to be completed at the start of year review. As part of the start of year review process, the Supervisor will meet with each employee to:

- Review the strategic planning goals that are to be linked to the individual employee's performance objectives;
- Identify specific performance objectives and the corresponding strategic goals and action plans the individual employee is to support or perform; and
- List any and all projects/programs and performance objectives for which the employee is responsible for completing.

During the mid-year review, Supervisors are to provide performance feedback and make necessary revisions to the Individual Performance Plan objectives, if required. In addition, Supervisors record achievements, provide progress updates and communicate to the employee whether his/her performance "meets" or "exceeds" the stated objective.

Professional Development

This section of the performance appraisal instrument is to be completed at the start of year review. Supervisors list specific training needs (if necessary) and develop an appropriate action plan to promote continuous improvement of the workforce he/she leads or manages.

SECTION III – Overall Performance Rating

This section of the performance appraisal instrument is to be completed at the year-end review. The Supervisor selects the overall performance rating that represents the employee's individual performance for the review period. When rating the employee, Supervisors must consider the performance factors, performance measures and performance outcomes in relationship to the unit, department, division and agency.

Comments

Supervisors write comments to support the overall performance rating. (See HR Policy 3-15)

The employee may add his/her written comments concerning his/her performance evaluation and returns the form to his/her immediate Supervisor.

SECTION IV– Signatures & Approvals

This section of the performance appraisal instrument is to be completed at the year-end review. The Supervisor signs and dates the completed performance appraisal form and forwards the “original” form to the next higher level of management for review and signature.

The next higher level of management will meet with the employee’s immediate Supervisor to review the appraisal and make a decision regarding the employee’s overall performance. The overall performance rating will be forwarded to the respective Executive Officer for final approval.

Once approved, the year-end review process will continue as follows:

- Supervisor schedules a confidential performance appraisal conference with the individual employee to provide the employee with his or her completed appraisal.
- Employee reviews, signs and dates the completed performance appraisal. At this time, employee may indicate (in writing) if he or she disagrees with the evaluation.
- Supervisor provides employee with a copy of the completed appraisal once the review process has been completed and all required signatures have been provided.
- Supervisor forwards all completed appraisal forms to the Human Resources Compensation Unit.

Performance Factors Defined – Values

Safety:

- Responsible for personal safety and accountable for group's safety performance
- Develops personal and group Safety Action Plan (SAP) to meet agency's and group's safety objectives and job responsibilities
- Knows and understands safety policy and principles and follows safety rules, practices, procedures and adheres to standards
- Maintains a safe and healthy place to work
- Maintains an active interest in safety by attending and participating in safety meetings, making suggestions to improve safety, and staying alert to observe and correct or report unsafe practices and conditions

Employees:

- Treats others with mutual respect and dignity
- Works to support others in reaching their goals through sharing information and building alliances as a valuable resource
- Establishes and maintains positive and productive working relationships with internal clients
- Seeks to provide service to others regardless of their position in the organization
- Participates in and promotes professional development activities that include in-house and external training, academic and educational degree programs or professional certifications

Fiscal Responsibility:

- Accountable for safeguarding and wisely spending taxpayer dollars
- Accurately estimates expense levels to deliver projects on time and within budget
- Submits accurate and timely invoices
- Identifies and pursues streamlining opportunities to improve methods, procedures, and practices that will increase efficiency
- Makes sound decisions about the cost/benefit of a project or a program to the agency

Integrity:

- Demonstrates professional and personal ethics
- Is honest, trustworthy, reliable, dependable and takes responsibility for his/her actions
- Accepts responsibility for tasks and personally commits to achieve agency goals
- Applies good judgment and professional and personal ethics to business decisions and actions
- Conducts work which is consistent with agency policies
- Respects and maintains confidentiality

Innovation:

- Supports the agency vision, mission and goals
- Functions with a keen sense of the future
- Generates new ideas and creative solutions
- Inspires and supports creative thinking in others and considers their ideas and suggestions with an open mind
- Initiates and accepts change when necessary
- Shows enthusiasm for new ideas, programs, projects and procedures

Customer Satisfaction:

- Strives to exceed customer expectations
- Communicates accurate and appropriate information to clients and customers
- Listens, anticipates and provides solutions to customer needs
- Promotes a positive image of the agency
- Maintains courtesy and diplomacy with clients and customers
- Makes self available to respond to customer needs in a timely manner
- Seeks to prevent unnecessary delays for customers

Teamwork:

- Actively seeks to blend individual talents to achieve team goals
- Commits to work toward the shared organizational goals and objectives of the agency
- Supports and assists other business units in achieving their goals
- Participates and promotes inter/intra departmental cooperation
- Supports team accomplishments and willing to help others succeed
- Participates in team activities

Performance Rating Descriptions

Outstanding Performance (O) – Superior; greatly surpasses others in the quality and merit of his/her performance; reserved for those individuals whose performance is clearly exceptional; planned goals & objectives by the employee and the supervisor are greatly exceeded; employee's performance significantly contributes to the achievement of the department and Metro/PTSC goals & objectives.

Commendable Performance (C) – Performance consistently exceeds all job requirements; employee's performance exceeds most goals & objectives; employee's performance exemplifies notable skill and initiative; employee exceeds most other employees in the same position.

Effective Performance (E) – Performs and consistently meets all job requirements; does what is necessary to get the job done.

Needs Improvement (I) – Performance meets some, but not all of the critical job requirements; most goals & objectives are not met; employee's performance is likely to be improved by a specific plan of improvement.

Unacceptable (U) – Work performance is inadequate and does not meet the requirements; performance is below the minimum requirements of the job; goals & objectives have not been met; will be subject to termination based on requirements established in a plan of improvement.

Special Thanks from the CEO's Office

Staff members throughout Metro have played a role in developing the strategic plan. The contributors include:

Roger Snoble
John Catoe
Maria Guerra
Manuella Abrahamian
David Armijo
Holly Balderas
Mike Barnes
Matt Barrett
Elizabeth Bennett
William Bernsdorf
Jacqueline Bobo
Brian Boudreau
Danielle Boutier
Geri Brodie
James Brown
Richard Brumbaugh
Andrea Burnside
Lynda Bybee
Michelle Caldwell
Diego Cardoso
Steve Carnevale
Robert Chappell
Stefan Chasnov
Eli Choueiry
Gary Clark
Alexander Clifford

Dana Coffey
Marion Colston-Fayyaz
Diane Corral-Lopez
Roger F. Dames
Aspet Davidian
Michael Davis
Jim De La Loza
Brenda Diederichs
Maya Emsden
Bruce Feerer
Frank Flores
Carolyn Flowers
Juli Fowler
Gerald Francis
Henry Fuks
Michael B. Funnye
Jack Gabig
Cynthia Gibson
Rod Goldman
Karen Gorman
Gail Harvey
William Heard
Dieter Hemsing
Ruthe Holden
Richard Hunt
Carol Inge

Michele Jackson
Tom Jasmin
Andrea Karabenick
Joanne Kawai
Greg Kildare
Jeanne Kinsel
Ram Krishna
Michael Lejeune
Paul Lennon
Marc Littman
Denise Longley
Shawn Lowe
Marta Maestas
Mark Maloney
Velma C. Marshall
Terry Matsumoto
Brad McAllester
Jim McElroy
April McKay
Donna Mills
Lonnie Mitchell
Ted Montoya
William Moore
Dennis Mori
Warren Morse
Steve Mullaly

Josie V. Nicasio
Helen Ortiz
Don Ott
Nellie Quevedo
Matt Raymond
Theresa Renn
Jeff Ringsrud
John Roberts
Carlos Rodriguez
Joel Sandberg
Cynthia Shavers
Candace Smith
Brian Soto
Gary Spivack
Cosette Stark
David Sutton
Rick Thorpe
Robert Torres
Milo Victoria
Bruce Warrensford
Linda Wright
Mary E. Moore,
PROCORP Assoc.
Cynthia Olmstead,
MPA, Inc.

FY04 Strategic Plan – ACCOMPLISHMENTS

(Last updated May 2004)

Goals	Objective	Strategy	Accomplishments	
Goal #1: Create a “safety” conscious culture throughout Metro and its customers and business partners.	A: Reduce bus, rail, employee and customer accidents and injuries by 51% based on 2001 actuals.	1. Include the Safety 1st requirement in the procurement of all agency-wide contracts.	Item 1: All new construction contracts include language specifying safety requirements. These items are completed. Both elements contractor safety record review and safety requirements will be completed by 1/31/04.	
			Item 2: Incorporate new safety record criteria in all non-construction solicitations have been completed by Procurement and Corporate Safety. Work continues on refining on refining elements for inclusion.	
		2. Increase customer awareness of safety.	Item 3: Charge back system to improve accident cost allocation system for all accidents to business units, has been completed as part of M3 - Risk Management.	
			3. Implement Strategic Safety Management Plan	Bring Valley Oak System in-house for real time reporting of WC information
	B: Develop and implement a Return-to-Work Program for Metro employees.		1. Review and refine Metro approved leave time policies and required support documentation forms.	Item 1: Established an interdisciplinary committee was completed. Item 2: Refined policies, procedures and required support documentation forms were been completed. Item 3: Presented to Senior Management: policy, procedure and support documentation forms for approval was completed. This strategy was completed by 1/30/04 in time for training program.
			3. Transition employees back to work from injuries.	Item 5: Negotiated with UTU, safety violations as a major infraction was completed by 1/30/04 in time for training program.
Goal #2: Improve transit systems.	A: Efficiently and effectively operate service sectors	1. Establish and implement local governance.	Item 1: Initiated delegation of board authority to councils. Item 2: Convened regular governance council meetings. Item 3: Governance Councils perform fiduciary responsibilities develop inter-organizational plan to ensure effective communications with Governance Council representatives and Sector staff.	

Goals	Objective	Strategy	Accomplishments
			<p>Item 4: Provide Council Representatives with tour service sector facilities.</p> <p>Item 5: Provide Council Representatives with monthly performance and financial reports.</p> <p>All items were completed and the final approval of the Westside/Central Governance Council by the Metro Board.</p>
		<p>2. Align & coordinate administrative support functions for service sectors.</p>	<p>Item 1: Benchmark improvements in cost efficiencies & effectiveness.</p> <p>Item 2: Establish OCI, BOC, Central Maintenance full charge-back system.</p> <p>Item 3: Reviewed what works and what does not work and make recommendations as to what should be re-deployed to the sectors. Determine what is missing in terms of support. All Administrative support functions re-aligned to support service sectors. Based on experience, adjustments made to original sector org. chart. Initiate new full chargeback system for OCI, BOC, Central Maintenance by July 1, 2004.</p>
	<p>B: Improve service quality and capacity of the bus and rail systems.</p>	<p>3. Improve Rail Operator announcements</p> <p>6. Design and implement bus system restructuring</p>	<p>Item 1: Procure a communications system (Blue and Red lines).</p> <p>Item 2: Standardize Operator announcements.</p> <p>Item 3: Train Operators on announcement protocols.</p> <p>Item 4: Review technology of communications systems</p> <p>Item 5: Issue contract for replacement of public address systems. All items completed By Q2 FY04 as per the communications plan.</p> <p>Strategy #6, Item 1: Establish project management team. Completed initial briefings with Metro Board Members and other stakeholders.</p>
	<p>C: Maximize fleet capacity to meet service expansion.</p>	<p>1. Purchase state-of-the-art high capacity buses</p>	<p>Item 3: Selected manufacturer for 200 60' Compressed Natural Gas articulated buses. The North American Bus Industries has been awarded the contract for the 200 articulated buses.</p>

Goals	Objective	Strategy	Accomplishments
<p>Goal #3: Attract, develop and retain employees.</p>	<p>A: Attract and retain employees.</p>	<p>1. Improve employment communications outreach.</p>	<p>Item 1: Distribute employment brochures – market career opportunities - completed mostly for Bus Operators.</p> <p>Identified and developed strategies for Rail “hard-to-fill” positions. Regarding placing 25% of positions within 90 days, this is completed and exceeded. The average time from requisition to job offer is 20 days.</p> <p>Item 2: Advertise success stories, benefits, diverse functions/geographic locations, new technologies, opportunities to acquire transferable skills, “Top 10 Reasons to Work for Metro”. Benefits brochures for non-contract employees are completed and in use.</p> <p>Item 3: Correlate media distribution activities with job inquiries.</p> <p>Item 4: Participate in job fairs. Convened 3rd Bus Operator Job Fair in February 2004.</p>
		<p>3. Streamline and modify the recruitment, selection and other Human Resources processes.</p>	<p>Item 1: Reassess minimum qualifications. Time to complete competitive recruitments has been reduced by 50%. The average amount of time to hire Bus Operators has been reduced by 40%. Mechanics and Service Attendants are in a continuous hiring mode.</p> <p>Item 2: Review screening process. Overhauled recruitment process July 2003.</p> <p>Item 4: Provide recruitment counseling to communicate expectations of position</p> <p>Item 7: Apply performance evaluations consistently across the organization. OD&T provided training for employees and manager regarding the new IPP process and policy. Organizational values, goals and objectives were incorporated into the IPP measures. AFSCME will utilize IPP instrument as well.</p> <p>Item: Analyze hiring process step-by-step to eliminate redundancies duplication.</p> <ul style="list-style-type: none"> – Where possible, replace paper with electronic transaction – Modify application form – Set specific timelines for completion of steps in the hiring process – Develop “How To” booklet on hiring for use by departments

Goals	Objective	Strategy	Accomplishments
		5. Conduct a workforce analysis.	Item 6: Review and analyze workforce in relation to attrition, Equal Employment Opportunity/Diversity and hard-to-fill positions. Completed Q1 FY04.
		6. Analyze total compensation in relation to recruitment and compensation.	Item 1: Review the Time Off With Pay program, Public Employee's Retirement System benefits, tuition assistance. Approved additional days for non-represented employees September 2002. The policy was revised December 2002.
	B: Invest in employee development.	1. Keep agency & individuals competitive (skills assessment)	Item 4: Retain training inventory (internal & external). Item 6: Increase tuition assistance.
		2. Design, develop, acquire and realign training programs.	Item 2: Create Individual Performance Plans as part of the Performance Based Compensation Program. Create individual Employee Development Plans as part of Performance Based Compensation Program and part of the IPP electronic appraisal process. Q1, FY04, all internal training has an icon or link to all non-contract employees completed training sessions. Item 5: Partner with professional and transit Associations (i.e. T-Flex, SCR TTC, APTA, etc.) to share knowledge and information - 2-year commitment. Southern CA Regional Transit Training Consortium.
Goal #4: Generate support for agency initiatives.	Increase awareness and improve public perception.		
Goal #5: Deliver quality capital projects on time and within budget.	A: Design/create and implement a project management delivery system.	1. Define types of projects	<ul style="list-style-type: none"> • Orange Line – Receive Metro Board Approval of Project Budget to begin Construction. • Develop FY05 Capital Work Plan for Bus Facilities with prioritized projects by 3rd Quarter FY04. • Develop prioritized Project List of Rail Capital Program Projects for FY05 by end of 3rd Quarter FY04.

Goals	Objective	Strategy	Accomplishments
		2. Define roles & responsibilities for each type of project	<ul style="list-style-type: none"> • Orange Line – Finalize Project Management Plans by 1st Quarter of FY04. • Eastside Extension – Finalize Project Management Plans by 1st Quarter of FY04. • Bus Facility Capital Program Projects: Identify Metro Project Managers, Engineering Project Leads, develop staffing plans including procurement staff, and resource loaded schedules. • Rail Capital Program Projects – Identify Metro Rail Operations Project Managers, technical and administrative support functions and develop staffing plans and resource loaded schedules.
		3. Align & integrate with support functions	<p>Item 3: Orange Line – Open Integrated Project Office and Implement Project-Quest System</p> <p>Eastside Extension – Finalize Integrated Project Office Org Chart and Staffing Plans</p> <p>Bus Capital Program: Identify key project team members and assign appropriate project management, technical and contract admin staff</p> <p>Rail Capital Program - Identify key project team members and assign appropriate project management, technical and administrative staff based scope of projects.</p>
		4. Develop templates for major/minor capital projects	<ul style="list-style-type: none"> • Item 2: Rail Capital Program – Develop templates by end of 1st Quarter FY04. • Item 3: Orange Line – Develop template as part of Project Management Plan by 1st Quarter of FY04. Eastside Extension – Develop template as part of Project Management Plan by 1st Quarter of FY04. Bus Facilities Program: Develop templates by 1st Qtr FY04.

Goals	Objective	Strategy	Accomplishments
<p>Goal #6: Provide leadership for the region's mobility agenda through responsive planning and resource allocation.</p>	<p>Provide quality planning, technical analysis and programming.</p>	<p>1. Conduct technical analysis & outreach to determine mobility challenges & solutions.</p>	<p>Items: 1 – 10 Developed performance measures. Evaluated potential projects and programs. Identified available funding, developed financial forecasts, and determined possible economic impacts. Convened/conducted outreach programs. Obtained Board action on final short-range transportation plan. Initiated update of Long Range Transportation Plan. The Metro Board approved the Short Range Transportation Plan, a six-year road map that prioritizes LA County transportation infrastructure projects. Developed technical work plan.</p> <p>Initiated Countywide Mitigation Fee study by end of April FY04.</p> <p>Completed development work plan for update of Long Range Transportation Plan.</p>
		<p>2. Develop projects, programs & services that best implement the agency's vision & goals countywide with community support (Corridor & Project Planning)</p>	<p>Completed Eastside LRT Community Linkage Study by Q2 – FY04.</p>
		<p>3. Complete budgeted plans & projects on schedule.</p>	<p>Item 1: Create project development teams.</p> <p>Item 2: Develop project management plans, schedules and budgets.</p> <p>Item 3: Monitor scopes of work, budgets, and schedules and make recommendations as needed to maintain funding plans and funding eligibility for projects, programs, and services. Through 2007, on an annual basis, complete 80% of Metro sponsored plans and projects on schedule for Congestion Management Program to support the LRP.</p>
<p>Goal #7: Improve administrative support for agency-wide efficiency and effectiveness.</p>	<p>Streamline top 5 internal processes and reduce process cycle time to achieve agency goals.</p>	<p>1. Implement 30-day bill pay process.</p>	<p>Items 1-4: Compliance with Metro's bill paying standards to ensure project and cost center invoices are paid in a timely manner. Project managers responsible for reconciling unmatched invoices report. Executive Officers are to achieve scorecard agency ranking. Increase signature authority approval levels to ensure 2 department heads signs off check requests.</p>

Glossary

Action Plan: The steps a team develops to implement a solution or the actions needed to make continued progress toward a solution.

Call for Projects (CFP): Primary process for the selection of transportation improvement projects for funding with discretionary federal, state, and local revenues.

Capital Project: Major construction, acquisition, or renovation activities that add value to a government's physical assets or significantly increase their useful life.

Clients: A person, group or unit, internal to the organization, that receives or is the end user of your goods, product, service or work.

Competencies: Critical behaviors that demonstrate the knowledge, skills, abilities and personal characteristics of its performers.

Cross-Functional Coordination: Effective collaboration and communication between functions to achieve a common goal.

Customer: The person, group or unit, external to the organization, that receives or is the end user of your goods, product, service or work.

Core Values: The Organization's belief system that drives individual and organizational behavior. Topics often considered in core values are:

- What the organization is
- What the organization stands for
- What the organization views as important
- How the organization/department/unit is to operate
- How the organizational work levels treat one another and their clients and customers

Employee Involvement: A process through which all employees have input and increased influence over their work to improve the effectiveness of their organization, department and/or unit.

Facilitator: Helps a group or team improve the way it identifies and solves problems and makes decisions, in order to increase its effectiveness.

Fiscal Year (FY): The period at the end of which a governmental agency determines its financial position and results of operations. Metro's fiscal year begins July 1 and ends June 30 of the following year.

Goal: Plans expressed as results to be achieved. In this broad sense goals include objectives, purposes, mission, deadlines, standards, targets, quotas etc. Goals represent not only the end point of planning, but the end toward which activities such as organizing and controlling are aimed.

Individual Development Plan: A specific course of action designed jointly by an employee and a supervisor to outline the employee's career and professional development objectives and associated training needs.

Key Partners: Members who come together from one or more functional areas to work on a specific project, problem and/or issue in a cohesive or collaborative unit.

Key Performance Indicators (KPIs): Indicators that measure and analyze performance in terms of quantity, effectiveness and efficiency.

Mission: A brief statement that summarizes an organization's purpose. A stretching, guiding and reinforcing statement of intent and commitment.

Objectives: Specific results that an organization seeks to achieve in pursuing its goals and mission.

Performance Based Compensation: A pay system in which employees' compensation is based on their individual performance.

Project: A complex series of non-routine tasks directed to meet a specific goal.

Project Management: The application of knowledge, skills, tools and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project, which includes balancing scope, time, cost, quality and stakeholders with differing needs and expectations.

Professional Skills Development: Training employees in a specialized body of knowledge or expertise to effectively perform in a specific discipline.

Short Range Transportation Plan (S RTP): A five-year business plan, completed every three years, which is used for internal planning.

Strategic Plan: A document, which reveals the formulation, development, implementation and evaluation of cross-functional decisions that guide the organization to achieve its objectives.

Strategies: Provide the direction that enables an organization to achieve its long-term objectives.

Team: A small group of employees who have a distinct identity and work and are dependent on each other to accomplish their task. They are accountable to each other, and they use complimentary skills to fulfill a common purpose or goal.

Transit Corridors: Eastside light rail lines and fixed guideway projects in mid-cities and San Fernando Valley.

Vision/Visioning: Projecting the company into the future and imagining what behaviors will be necessary in order to successfully reach the vision.