

Proposed Budget
for Fiscal Year Ending June 30, 2000

*Executive Office and
Department Budgets*

*Los Angeles County
Metropolitan Transportation Authority
Los Angeles, CA*

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April 30, 1999

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**Los Angeles County Metropolitan Transportation Authority
Proposed Budget for Fiscal Year Ending June 30, 2000**

TABLE OF CONTENTS

EXECUTIVE OFFICE AND DEPARTMENT BUDGETS

Reorganization	1
MTA Organization Chart	3
MTA Summary Expenditure Budget	4
Board of Director Departments	5
Office of the CEO	17
Transit Operations	39
Regional Transportation Planning & Development (RTP&D)	50
Finance	59
Administration	70
Office of Procurement	78
Engineering & Construction	88
Human Resources	100
System Safety & Security	110
Non-Departmental	115

EXECUTIVE OFFICE AND DEPARTMENT BUDGETS

This section of the FY00 Proposed Budget includes information on departmental budgets grouped by Executive Officer. The total budgeted number of full-time equivalent (FTE) positions after the FY99 midyear adjustments is 8,006. However, it should be noted that the budgeted number of FTEs may not reflect the current number of people within each Executive Unit. The number of FTEs reflects to actual time that a position will be filled during the year. If a position is planned to be filled for half of the year, it is equal to one/half FTE.

REORGANIZATION

The FY00 Proposed Budget process included minor reorganizations in the effort to streamline management and flatten the organization. Management Action Plans (MAPs) were developed for FY00 strategies that are based on MTA's guiding principles. These reorganizations include:

- The Office of the Chief Operating Officer (OCOO) has a new department, New Business Development, reporting directly to the Chief Operating Officer (COO). Also reporting directly to the COO are Public Relations and Customer Relations & Marketing. The Chief of Staff, who in turn reports to the CEO, has the following direct reporting departments: Government Relations, Labor Relations, Board Research Services, and the Management Audit Services Department (MASD).
- System Safety & Security (SSS) reports to the Office of the CEO, but is now shown separately.
- The Engineering & Construction Division has modified its organization and staff utilization in accordance with MTA program changes. This division is in transition from a start-up organization, tasked with initiating new projects, to a maintenance organization responsible for the ongoing, day-to-day operations of MTA Metro Bus and Metro Rail transit systems. The division is changing its role from that of a managing organization, overseeing the rail construction program implementation to that of a self-performing Engineering, Design, and Construction Management organization that maintains MTA facilities.
- Transit Operations' Labor Relations (cost center 3130) is a new post-merger function in Transit Operations in FY00, a transfer of the function of second level labor administration from Employee Relations (cost center 6110). During FY99, Transit Operations' reorganization created a functional separation between Maintenance and Transportation but maintained a single budget. In FY00, these two functions are budgeted separately.
- The Risk Management Department reports to the Chief Financial Officer (CFO) within the Office of the CEO. Accounting, Treasury, Revenue Administration and the Office of Management & Budget also report to the CFO.
- The Office of Procurement is currently organizing its staff to support the requirements associated with accelerated bus procurements and purchased parts

activity. Procurement is still in the process of redefining itself. However, for FY99 as for FY00, Procurement maintains the same departments even though there are internal changes of focus. The Procurement Compliance & Business Planning unit is providing the coordination for Office of Inspector General (OIG) audit reviews, policy and procedure updates, response to federal and state audits and training implementation. In addition, this unit is responsible for resolving all protest issues. The Office of Procurement has begun its transition from administering complex construction contracts to focus on bus procurements and professional service contracts as part of the unit's core business.

- Administration has reorganized the Information & Technology Services (ITS), establishing the ITS-Information Services/Y2K Project Team as a direct report to the Executive Office representing the importance of the MTA's Year 2000 Project efforts.
- Regional Transportation Planning & Development (RTP&D) has assumed responsibility for managing the Agency's auxiliary units, Service Authority for Freeway Emergencies (SAFE), Freeway Service Patrol/Major Incident Response (FSP/MIR) and coordinating with the SAFE program office.
- Human Resources has been elevated from a Department to an Executive Office and separated from the Administration function due to reporting relationships.
- The Employee & Labor Relations unit was reorganized and divided between Human Resources and Transit Operations. The function of second level

labor administration has transferred to Transit Operations. Arbitration, contract administration & interpretation, and non-contract grievances are still handled by Employee Relations. Responsibility for contract negotiations has been transferred to the Office of the CEO.

MTA FY00 Proposed



MTA
Board of Directors

Office of Board
Secretary

County Counsel

Chief Executive Officer

Inspector General

Ethics Office

Office of the CEO

New Business Dev.

Board Research
Services

Management
Audit Services

Risk Management

Government
Relations

System Safety
& Security

Media Relations

Office of Labor
Relations

Engineering &
Construction

Transit Operations

Finance

Office of Procurement

Administration

Regional Transportation
Planning & Development

Human Resources

Construction
Administration

Bus Maintenance

Office of Mgmt & Budget

Service Contract
Administration

Information and
Technology Services

Capital Development &
Programming

Human Resources

Program Management

Bus Transportation

Revenue

Construction Contract
Administration

Marketing &
Customer Relations

Countywide Planning

Employee Relations

Engineering Mgmt

Transit Rail Operations

Accounting

Matériel

General Services

Transp. Development &
Implementation

Equal Employment Opty

Construction Mgmt

Transit Operations
Support

Procurement Compliance
&
Business Planning

Real Estate

Ops Planning &
Scheduling
Consent Decree
Compliance

Quality Management

Chief Estimator

Year 2000 Project

Vehicle Acquisition
& Warranty

3

MTA SUMMARY EXPENDITURE BUDGET

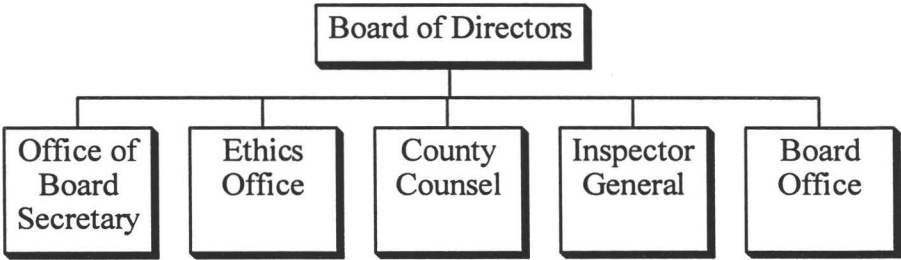
FTE's	FY98 Actual	FY99 Midyear	FY00 Proposed
Board of Directors	59	62	61
Chief Executive Office	229	240	252
Transit Operations	6,033	6,246	6,606
R T P & D	226	208	221
Finance	256	253	278
Administration	321	270	277
Human Resources	137	99	99
System Safety & Security	245	112	123
Office of Procurement	290	336	344
Engineering & Construction	237	181	166
Total	8,033	8,006	8,426

Expenditure (\$000's)	FY98 Actual	FY99 Midyear	FY00 Proposed
Board of Directors	\$21,334	\$28,023	\$31,690
Chief Executive Office	19,984	23,974	23,722
Transit Operations	586,719	596,037	660,970
R T P & D	522,023	733,940	780,600
Finance	296,668	393,491	389,959
Administration	45,751	65,764	75,187
Human Resources	19,386	10,336	12,204
System Safety & Security	45,281	58,342	67,555
Office of Procurement	120,378	125,539	198,713
Engineering & Construction	388,175	378,515	289,380
Non-Departmental	(8,198)	4,537	6,521
Total	\$2,057,500	\$2,418,500	\$2,536,500

Expenditure Type (\$000's)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	\$271,354	\$258,713	\$273,543
Non-Contract Wages	99,054	96,405	106,316
Fringe Benefits	246,310	209,067	229,559
Professional & Tech Services	154,354	160,832	148,368
Contract Services	63,483	133,047	139,769
Purchased Transportation	19,718	32,266	36,896
Fuels & Lubricants/Utilities	39,341	36,813	45,330
Material & Supplies	64,200	86,417	103,946
Casualty & Liability	17,065	49,509	48,565
Debt/Interest	234,604	293,528	276,952
Acquisitions	358,448	413,663	424,405
Subsidies	468,671	643,382	671,037
Other	37,309	15,016	31,814
Sub Total	\$2,073,911	\$2,428,659	\$2,536,500
Overhead	(16,411)	(10,159)	0
Total	\$2,057,500	\$2,418,500	\$2,536,500

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Board of Directors



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Office of the CEO



Chief Executive Office

Department FTE's	FY98 Actual	FY99 Midyear	FY00 Proposed
Chief Executive Office	4	2	1
Deputy Ceo/Coo	8	6	3
Deputy Ceo Construction / Operations	0	1	0
New Business Development	0	0	2
Chief Of Staff	0	4	8
Management Audit Services	43	61	72
Board Research Services	4	5	5
Media Relations	11	7	7
Marketing	19	13	13
Customer Relations	130	134	134
Government Relations	10	8	8
Total	229	240	252

Expenditures (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Chief Executive Office	604	774	207
Deputy Ceo/Coo	1,390	1,416	981
Deputy Ceo Construction / Operations	0	114	0
New Business Development	0	0	189
Chief Of Staff	528	1,384	1,646
Management Audit Services	5,243	9,245	9,087
Board Research Services	490	419	442
Media Relations	1,017	603	661
Marketing	2,481	2,202	2,678
Customer Relations	7,103	6,566	6,542
Government Relations	1,127	1,251	1,290
Sub Total Department	19,984	23,974	23,722

Sub Total Non-dept.			
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Total Non-dept & Dept	19,984	23,974	23,722
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Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	2,584	2,889	2,820
Non-Contract Wages	6,950	7,943	7,359
Fringe Benefits	5,815	5,617	5,120
Professional & Tech Services	3,187	6,031	7,183
Contract Services	880	21	35
Fuels & Lubricants/Utilities	2	0	0
Material & Supplies	330	480	275
Acquisitions	1	0	54
Other	234	993	875
Sub Total	19,984	23,974	23,722
Overhead	0	0	0
Total	19,984	23,974	23,722

Chief Executive Office Chief Executive Office

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	408	190	131
Fringe Benefits	215	88	58
Professional & Tech Services	(18)	480	0
Contract Services	(41)	0	0
Fuels & Lubricants/Utilities	0	0	0
Material & Supplies	7	0	0
Acquisitions	0	0	0
Other	32	16	18
Sub Total	604	774	207
Overhead	0	0	0
Total	604	774	207

FTEs	4	2	1
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OFFICE OF THE CHIEF EXECUTIVE OFFICER

Major Budget Variances

Cost Centers rolling up the Chief Executive Office contribute to the non-labor variance as follows:

- A \$1.2 million increase in services is mainly due to:
 - * \$256,000 add: The CEO, the COO and the Chief of Staff budgeted \$2.16 million in professional and technical services, an increase of \$256,000 from the FY99 Midyear budget to provide as needed service support to the Office of the DCEO/COO.
 - * \$433,000 add: Marketing has increased \$433,000 partly due to a \$170,000 Capital project for signage fabrication costs for elevators and ticket vending machines (TVM) for Metro Rail System Improvement Rail Signage-ADA. Additionally, the Office of Management & Budget (OMB) increased the budget in the Marketing Department for FY00 expenditures at the MTA Print Shop, and the Graphics Department to charge back Marketing for printing services, photocopies, and graphics based on historical actual expenditures.
 - * \$480,000 add: Management Audit Services Department (MASD) has increased services by \$480,390. Much of the increase is due to CPA firm services for close out of large and/or sensitive Call-for-Projects to identify unused funds and disallowed costs.
 - * Customer Relations increased by \$154,000 mainly due to the acquisition of a new customer complaint system.
 - * Chief of Staff increased professional and technical services by \$150,000 to provide assistance to the Office of the CEO.
- A \$215,000 reduction in Material & Supplies and Other.
- A \$54,000 increase in Acquisitions. Customer Relations is upgrading the Customer Complaint System to expedite processing of customer complaints from Customer Relations to Transit Operations' operating Divisions to improve bus service delivery to public, quicker remedial action, and contributes to satisfying transit rider consent decree.
- Cost centers rolling up the Chief Executive Office contribute to the FTEs variance as follows:
 - * Positions for the departments reporting to the CEO have increased by 11 from FY99, totaling 251 for FY00.
 - * Reporting to the Chief of Staff are the Management Audit Services Department (MASD), Government Relations, Labor Relations, and Board Research Services. Board Research Services and Government Relations have maintained the same number of positions from FY99 to FY00. Board Research Services has 5 positions and Government Relations has 8 positions. Although the Chief of Staff has increased by 2 for Labor Relations and the New Business Development adds 2, this is more than offset by decreases in the Chief Operating Office (COO) and the CEO and the former DCEO of Construction/Operations.
 - * MASD total positions for FY99 translated from FTEs is a total of 72, although not reflected in the FY99 Midyear department FTEs of 61. Add 10.25 FTEs to the 61 FTEs equates to 72 positions.

- * Add 2.25 FTEs to the 61 FTEs due to time-phasing of FTEs in FY99
- * In Project Audit 3.75 Auditors in FY99 were only budgeted for three quarters. In FY00 this translates into 5 Auditors. In Contractor Pre-Qual only 2 Auditors were budgeted for the first quarter but 3 Auditors were budgeted for three quarters. This translates into 3 Auditor positions for FY00.
- * Add 8 FTEs to the 61 number due to transfer of as needs to FTEs in FY99 in a FY00 fund transfer that did not make the cut off date for the budget book.
- MASD has added a new cost center function Audit Resolution and Recovery and has moved 2 staff from other MASD cost center functions. Other MASD cost center functions are the Management Audit, Internal Audit, Contract Audit, Project Audit Group, Contractor Pre-Qualification, COSO/CSA.

Cost Center	MASD	Internal Audit	Contract Audit	Project Audit	Contractor Pre-Qual.	COSO/CSA	Audit Resolution & Recovery	Total FTEs	Total Positions	Total FTEs
Positions FY99	5	16	22 + 8	8.75	5.75	3	2	68.5	72	68.5
Positions FY00	5	17	30	10	5	3	2	72	72	72

Chief Executive Office Deputy Ceo/Coo

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Non-Contract Wages	369	927	207
Fringe Benefits	201	191	92
Professional & Tech Services	733	274	660
Contract Services	18	0	0
Material & Supplies	1	10	2
Other	68	14	20
Sub Total	1,390	1,416	981
Overhead	0	0	0
Total	1,390	1,416	981

FTEs	8	6	3
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Chief Executive Office Deputy Ceo Construction / Operati

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Non-Contract Wages	0	77	0
Fringe Benefits	0	35	0
Material & Supplies	0	0	0
Other	0	2	0
Sub Total	0	114	0
Total	0	114	0

FTEs	0	1	0
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Chief Executive Office New Business Development

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Non-Contract Wages	0	0	130
Fringe Benefits	0	0	57
Material & Supplies	0	0	0
Other	0	0	1
Sub Total	0	0	189
Total	0	0	189

FTEs	0	0	2
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Chief Executive Office Chief Of Staff

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Non-Contract Wages	150	283	427
Fringe Benefits	83	127	188
Professional & Tech Services	377	850	1,000
Material & Supplies	(85)	11	12
Other	3	112	19
Sub Total	528	1,384	1,646
Overhead	0	0	0
Total	528	1,384	1,646

FTEs	0	4	8
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MANAGEMENT AUDIT SERVICES DEPARTMENT

Management Audit Services Department (MASD) is responsible for supporting the MTA and management through Internal Audit (review internal controls, verify compliance with laws and regulations, determine whether assets are safeguarded, review the accuracy and timeliness of financial reports); Contract Audit (conduct construction and professional service contract audits according to legislature AB 1869 and FTA required interim and close-out audits); Project Audit (performs required Call-for-Projects close-out audits and administers the mandated Consolidated Audit); Contractor Pre-Qualification function (implement the audit requirements of California Assembly Bill 1869) and COSO/CSA (establish internal controls throughout MTA).

FY00 Objectives and Strategies

OBJECTIVE	STRATEGY
<ul style="list-style-type: none"> • Increase the efficiency and effectiveness of the Agency. 	<ul style="list-style-type: none"> • Ensure all MASD cost centers meet their goals, objectives and strategies. • Improve methods of safeguarding MTA assets by conducting audits. • Contract with CPA firm to perform mandated financial/compliance audits of jurisdictions within Los Angeles County that received TDA, FTA, Propositions A&C funds administered by MTA. These audits last year identified over \$8 million in lapsed (unspent) funds. • Complete 244 additional audits of projects funded by the FY93-FY96 calls. These audits identify recoverable dollars for MTA. Audits through January 1999 have recovered \$8.9 million, exceeding project audit FY99 \$1.3 million budget. • Refine data handling and reduce processing time on non-responsive pre-qualification applicants. • Process pre-qualification applications in a comprehensive but timely manner. • Facilitate the implementation of the Control Self Assessment (CSA) process throughout the MTA. • Track and issue monthly reports on recoveries and recommendations which have been implemented, proposed, and scheduled. Conduct "Value" analysis as required. • Ensure auditees provide formal responses, corrective action plans and monitor implementation.
<ul style="list-style-type: none"> • Improve management reporting, accountability and controls. 	<ul style="list-style-type: none"> • Issue 300 Contract Audit reports. • Provide litigation support to legal counsel to identify cost avoidance dollars.

Chief Executive Office Management Audit Services

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	2,534	3,863	3,668
Fringe Benefits	1,050	1,882	1,633
Professional & Tech Services	1,353	3,036	3,516
Contract Services	10	0	0
Fuels & Lubricants/Utilities	0	0	0
Material & Supplies	242	259	71
Acquisitions	1	0	0
Other	53	205	198
Sub Total	5,243	9,245	9,087
Overhead	0	0	0
Total	5,243	9,245	9,087

FTEs	43	61	72
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BOARD RESEARCH SERVICES

Board Research Services reviews board reports and coordinates and provides briefings with MTA Board members and their staff on various issues to provide the Board with information to make informed decisions.

FY00 Objectives and Strategies

OBJECTIVE	STRATEGY
<ul style="list-style-type: none"> • Work with stakeholders of sub-regions to improve local transit service. 	<ul style="list-style-type: none"> • Provides research and analysis to Board members, Board staff and MTA executive management regarding Agency policies before the committees of Construction, Finance & Budget, Executive Management, RTP&D, and Transit Operations. • Enhance MTA Board member Fasana's effectiveness by providing timely and creative technical, strategic and administrative support: gain support and funding for critical transportation initiatives endorsed by the San Gabriel Valley Council of Governments. • Effectively link MTA stakeholders in support of policies, programs and projects by serving as staff liaison to the legislatively mandated MTA citizens advisory council. • Provide leadership in identifying issues and developing strategies to improve the decision making process of Board of Directors and MTA staff. Oversee and provide research and analysis for Board and executive staff.
<ul style="list-style-type: none"> • Improve management reporting, accountability and controls. 	<ul style="list-style-type: none"> • Keep department administrative functions operating efficiently by developing department budget, processing requisitions via FIS, processing expense reports and performing other administrative duties in a timely manner.
<ul style="list-style-type: none"> • Increase the efficiency and effectiveness of the Agency. 	<ul style="list-style-type: none"> • Oversee the department's daily administrative functions and the development of the department budget including approval of requisitions, timesheets, expense reports, etc.

Chief Executive Office Board Research Services

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Non-Contract Wages	313	278	299
Fringe Benefits	176	131	134
Fuels & Lubricants/Utilities	1	0	0
Material & Supplies	(1)	3	3
Other	2	8	7
Sub Total	490	419	442
Overhead	0	0	0
Total	490	419	442

FTEs	4	5	5
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MEDIA RELATIONS

Media Relations is responsible for media relations & employee communications. It is the central clearinghouse for all media contacts and handles responses to media inquiries and stages numerous press events. It also publishes a variety of employee publications from *News-in-a Flash* to *MTA Report*, and also coordinates the "All Hands" staff meetings with the CEO. Its staff will be responsible for editing the new Intranet content and helping to bring the Intranet online this spring. Media Relations also coordinates an MTA Speakers Bureau although, that effort was scaled back in the current budget. Staff writes many of the executive and Board member speeches. It works closely with Marketing, Customer Relations, executive staff, and virtually every department at MTA.

FY00 Objectives and Strategies

OBJECTIVE	STRATEGY
<ul style="list-style-type: none"> • Publicize Agency objectives to improve Metro Bus & Metro Rail system and regional planning efforts. 	<ul style="list-style-type: none"> • Expand media outreach to inform public of Metro Bus overhauls, Metro Rail expansion, and planning efforts. Improve public access to MTA. • Ensure quick response time to media calls during regular & off hours including emergencies. • Expand outreach to Hispanic, African-American, Asian and & other ethnic media. • During Spring 1999, keep public and MTA employees informed of contingency plans in the event of a transit strike that could occur July 1, 2000 when MTA union contracts expire.
<ul style="list-style-type: none"> • Improve job satisfaction and employee morale. 	<ul style="list-style-type: none"> • Improve internal communications to better inform employees of MTA's progress and facilitate employee feedback to management.
<ul style="list-style-type: none"> • Improve the effectiveness and quality of the workforce. 	<ul style="list-style-type: none"> • Enhance the flow of technical and other Agency information to employees.

Chief Executive Office Media Relations

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	580	329	370
Fringe Benefits	297	159	165
Professional & Tech Services	95	90	109
Contract Services	10	0	0
Fuels & Lubricants/Utilities	0	0	0
Material & Supplies	30	18	9
Acquisitions	0	0	0
Other	5	7	9
Sub Total	1,017	603	661
Overhead	0	0	0
Total	1,017	603	661

FTEs	11	7	7
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CUSTOMER RELATIONS / MARKETING

Customer Relations assists MTA's customers and stakeholders via individual, one-on-one service. It provides Metro Information (individualized customer service via telephone) to approximately 7,000 bus and rail-riding public callers daily and maintains a complete database of countywide transit scheduling. Passenger Relations responds to approximately 400 complaints and other requests for customer service per day via telephone, written correspondence, electronic mail, and walk-ins. Marketing creates information materials and promotional programs to help customers understand MTA services and generate a positive perception of those services. It oversees revenue-producing activities in advertising and film leasing. It provides service and support to MTA's network of fare media vendors and administers MTA's internet and intranet sites.

FY00 Objectives and Strategies

OBJECTIVE	STRATEGY
<ul style="list-style-type: none"> • Develop new revenue streams for non-farebox sources. 	<ul style="list-style-type: none"> • Manage the \$12.975 million revenue-producing contract on Metro Bus advertising and new fixed revenue-producing contract on rail advertising.
<ul style="list-style-type: none"> • Increase the efficiency and effectiveness of the Agency. 	<ul style="list-style-type: none"> • Reduce average wait time in Metro information to five and a half minutes by using part time employees to augment staff during peak call periods and weekends. • Audit Customer Computerized Information System (CCIS) transit database for accuracy and customer responsiveness and implement required improvements. • Respond to customer requests within established turnaround times for mailing of timetables, maps and brochures. • Create timely explanatory materials for fare changes, service changes and other programs and provide all departmental production, proofing and distribution support. • Update fixed information materials (maps, signage, bus cubes) at regular intervals to reflect service and policy changes. • Support safety awareness efforts for Metro riders and employees.
<ul style="list-style-type: none"> • Complete North Hollywood Metro Red Line Segment 3 on schedule and on budget. 	<ul style="list-style-type: none"> • Finalize and execute communication plan for North Hollywood Metro Rail extension opening and provide all support materials necessary to inform the public of bus and rail interface options.

Chief Executive Office Customer Relations

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	2,584	2,889	2,820
Non-Contract Wages	1,214	1,024	1,077
Fringe Benefits	3,128	2,528	2,329
Professional & Tech Services	70	30	180
Contract Services	11	21	35
Fuels & Lubricants/Utilities	1	0	0
Material & Supplies	79	67	34
Acquisitions	0	0	54
Other	17	6	11
Sub Total	7,103	6,566	6,542
Overhead	0	0	0
Total	7,103	6,566	6,542

FTEs	130	134	134
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Chief Executive Office Marketing

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	1,016	575	636
Fringe Benefits	458	272	281
Professional & Tech Services	530	724	1,157
Contract Services	407	0	0
Fuels & Lubricants/Utilities	0	0	0
Material & Supplies	53	112	138
Acquisitions	0	0	0
Other	17	519	465
Sub Total	2,481	2,202	2,678
Overhead	0	0	0
Total	2,481	2,202	2,678
FTEs	19	13	13

GOVERNMENT RELATIONS

Government Relations directs and coordinates all activities relating to legislation and elected officials which includes: budgets; board and executive staff reports; briefings; and, tours for elected officials, administrators, business and civic leaders. It acts as the principle liaison to all Federal, State, and local elected officials, government agencies, commissions, and their staff. The department develops the MTA's legislative goals and objectives, obtains legislative support and monitors the legislative process for MTA impacts.

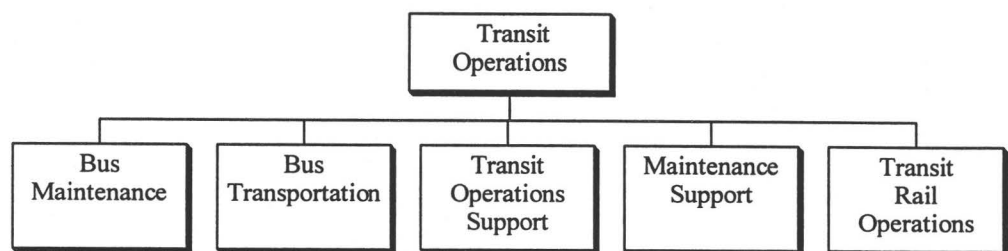
FY00 Objectives and Strategies

Objective	Strategy
<ul style="list-style-type: none"> • Increase the efficiency and effectiveness of the Agency. 	<ul style="list-style-type: none"> • Develop a team environment for coordinated efforts to ensure cohesive and coordinated government relations outreach, strategies and efforts according to board and MTA policy. • Develop outreach effort materials and briefings for Transportation Coalition to communicate Federal, State and local transportation initiatives and garner additional support from our stakeholders.
<ul style="list-style-type: none"> • Work with elected and appointed stakeholders. 	<ul style="list-style-type: none"> • Ensure introduction and coverage of legislation important to MTA and the Board of Directors. • Regularly attend and act on items at Los Angeles City Council, Los Angeles City Council Transportation Committee (CTC), California League of Cities and California Contract Cities Association. • Regularly attend and act on items at Los Angeles County Board of Supervisors, Independent Cities Association, Southern California Association of Governments, and other regional agencies.
<ul style="list-style-type: none"> • Enhance and augment the Call for Projects, other funding plans and regional projects. 	<ul style="list-style-type: none"> • Ensure coordination with the Agency and communication to external entities to protect MTA funding at the state legislative level specifically relating to the \$959 million in funding from CTC. • Develop political direction and strategy to obtain funding. Secure funding in the FY00 Appropriations Act. Develop materials, schedule briefings work with coalition. • Complete and work towards TEA-21 implementation and other legislative issues.

Chief Executive Office Government Relations

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	367	396	414
Fringe Benefits	207	203	183
Professional & Tech Services	47	547	561
Contract Services	465	0	0
Fuels & Lubricants/Utilities	0	0	0
Material & Supplies	3	2	7
Other	38	103	127
Sub Total	1,127	1,251	1,290
Overhead	0	0	0
Total	1,127	1,251	1,290
FTEs	10	8	8

Transit Operations



TRANSIT OPERATIONS

Transit Operations manages all aspects of MTA Metro Bus and Metro Rail operations and related activities. Transit Operations provides clean, safe, efficient and reliable transit services to more than 1.2 million patrons per day, covering Los Angeles County's 2,200 square miles. During FY00, Transit Operations will operate over seven (7) million bus revenue service hours, and 170,638 rail revenue service hours.

FY00 Objectives and Strategies

OBJECTIVE	STRATEGY
<ul style="list-style-type: none"> • Meet the Consent Decree objectives. 	<ul style="list-style-type: none"> • Operate 6,435,056 revenue service hours. • Implement and maintain safe, convenient bus stop locations with accurate information. • Operate 232,255 additional revenue service hours for Consent Decree.
<ul style="list-style-type: none"> • Improve bus service reliability and upgrade equipment. 	<ul style="list-style-type: none"> • Employ Delay Mitigation strategies to minimize overcrowding, schedule delays and complaints. • Improve the reliability of the bus fleet at each of the operating divisions. • Train all staff to ensure safe & reliable services. Improve revenue fleet reliability. Maintain visibility over the bus fleet. Meet service delivery requirements. • Provide acceptance testing/oversight of new rail cars. Verify rail maintenance is performed per settlement agreements and rail programs. • Maintain all MTA Metro Bus facilities. • Improve non-revenue fleet reliability.
<ul style="list-style-type: none"> • Increase the efficiency and effectiveness of the Agency. 	<ul style="list-style-type: none"> • Reduce unscheduled overtime. • Achieve a cost effective pay hour to revenue service hour ratio.
<ul style="list-style-type: none"> • Improve rail service reliability. 	<ul style="list-style-type: none"> • Deliver 124,300 revenue service hours. • Deliver high quality reliable service. • Complete scheduled overhauls on a timely basis. • Maintain all MTA Metro Rail facilities. • Complete wayside and transportation capital programs.
<ul style="list-style-type: none"> • Fully integrate the North Hollywood Metro Red Line into the Metro Rail system on its scheduled ROD. 	<ul style="list-style-type: none"> • Deliver 48,300 revenue service hours. • Deliver high quality reliable service.
<ul style="list-style-type: none"> • Implement technology improvements to the Metro system. 	<ul style="list-style-type: none"> • Develop and implement "Smart Bus" program.

TRANSIT OPERATIONS

Major Budget Variances

In FY99, Transit Operations reduced operating expenses by implementing numerous operating efficiencies; increases in FY00 Proposed budget are primarily the result of additional Metro Bus service requirements, the opening of MOS2B, court-mandated improvements in service and costs associated with the acquisition of new revenue vehicles. In order to comply with the Consent Decree, bus revenue service hours will be increased by approximately 4%, resulting in an increase in bus mileage and requiring an 8% fleet expansion. The MOS2B rail extension will nearly double heavy rail revenue service hours, open five additional stations, and require the expansion of rail control and communications systems. Light Rail service will be increased by 1.2%.

Increased Service and Service Improvements:

- Metro Bus Division Maintenance staff will increase by 58 positions and require an increase of \$1 million in overtime.
- The Regional Rebuild Center (RRC) will replace 161 wheelchair lifts, resulting in the transfer of seven mechanics from other RRC programs.
- 238.8 Bus Operator FTEs will be added.
- The cost of Purchase Transportation will increase by \$9.5 million for increased service and added operating costs.
- The Materials & Supplies budget will be increased by \$445,000 for bus seat inserts and sacrificial windows, which will be implemented by Metro Clean Program.
- The Professional & Technical Services budget will be increased by \$135,000 for costs associated with Automated Voice Annunciators, and benchmarking operating costs.
- The Building & Grounds budget will increase by \$150,000 - the estimated costs to install passenger shelters at selected MTA Metro Bus and Metro Rail stations.
- Increased service and expanded cleanliness and graffiti abatement programs will increase materials and supply costs at the operating divisions by \$5.3 million. The increase will be partially offset by reductions in the Window Replacement Program, the Engine & Transmission Rebuild Program, and the discontinuation of MTA Lite.
- The RRC will paint 350 coaches to improve the appearance of the bus fleet.
- 52 new Light Rail cars will be purchased. Also, the car consist will be increased from one-car to two-car consists, increasing propulsion power costs by \$1 million, on the Metro Rail Green Line.

Acquisition of 438 New Buses

- The Engine & Transmission Rebuild Program will be reduced and 15 ATU mechanic position will be reassigned to the operating divisions.
- The advanced alternative fuel and electronic systems on the new buses will require \$1 million of OEM support and an additional one and a half FTEs in FY00.

The Opening of MOS2B

- The increased service will require the acquisition of 74 additional Heavy Rail cars and increase Propulsion Power cost by \$3 million.
- The additional staff required to support the increase in service, vehicles and facilities are four Facilities Systems Technicians, two Electronic Communication Inspectors, 13.8 mechanics, 17.7 train operators, 6.25 rail supervisors and 13 custodians.

Other Budget Impact

- Wage adjustments for Operators will result in an increase of approximately \$1.6 million in FY00.
- The budget for Labor Settlements will increase by \$595,200 to better reflect the actual expenses.
- Non-revenue vehicle capital budget will increase by \$6 million for the replacement of an aging fleet of service vehicles and to support the expansion of the Metro Rail Red Line.

Transit Operations

Department FTE's	FY98 Actual	FY99 Midyear	FY00 Proposed
Executive Office, Transit Operations	5	2	2
Transit Operations Support	79	90	82
Bus Transportation	82	180	3,998
Maintenance Support	726	701	742
Bus Maintenance	4,682	4,750	1,196
Transit Rail Operations	458	523	587
Total	6,033	6,246	6,606

Expenditures (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Executive Office, Transit Operations	577	446	513
Transit Operations Support	12,313	39,099	47,506
Bus Transportation	7,584	17,059	283,943
Maintenance Support	79,373	98,150	114,452
Bus Maintenance	390,271	375,315	134,688
Transit Rail Operations	40,513	56,875	71,812
Sub Total Department	530,632	586,944	652,914

Non-Departmental-Operations	56,088	9,093	8,056
Sub Total Non-dept.	56,088	9,093	8,056

Total Non-dept & Dept	586,719	596,037	660,970
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Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	243,535	237,085	251,928
Non-Contract Wages	30,924	33,231	36,572
Fringe Benefits	194,480	166,725	181,603
Professional & Tech Services	1,400	2,274	2,287
Contract Services	5,220	12,733	13,829
Purchased Transportation	15,920	25,152	34,648
Fuels & Lubricants/Utilities	35,934	31,915	38,075
Material & Supplies	54,204	72,125	83,256
Acquisitions	1,577	6,944	14,507
Subsidies	0	0	0
Other	3,523	7,856	4,265
Sub Total	586,716	596,039	660,970
Overhead	3	(2)	0
Total	586,719	596,037	660,970

Transit Operations Executive Office, Transit Operations

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	318	116	152
Fringe Benefits	180	67	67
Professional & Tech Services	8	142	100
Contract Services	2	0	0
Material & Supplies	4	2	12
Acquisitions	0	0	0
Other	65	119	181
Sub Total	577	446	513
Overhead	0	0	0
Total	577	446	513
FTEs	5	2	2

Transit Operations Bus Maintenance

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	205,394	189,317	48,653
Non-Contract Wages	12,958	13,178	3,899
Fringe Benefits	131,140	130,378	36,424
Professional & Tech Services	12	0	15
Contract Services	19	28	30
Fuels & Lubricants/Utilities	21,620	21,509	18,854
Material & Supplies	18,980	21,222	26,749
Acquisitions	0	25	0
Other	146	72	65
Sub Total	390,269	375,728	134,688
Overhead	2	(413)	0
Total	390,271	375,315	134,688

FTEs	4,682	4,750	1,196
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Transit Operations Bus Transportation

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	512	6,129	159,111
Non-Contract Wages	3,600	5,706	15,652
Fringe Benefits	2,671	3,763	107,325
Professional & Tech Services	4	200	293
Contract Services	0	6	13
Purchased Transportation	0	1	0
Fuels & Lubricants/Utilities	1	0	0
Material & Supplies	725	858	1,388
Other	70	60	161
Sub Total	7,584	16,722	283,943
Overhead	0	337	0
Total	7,584	17,059	283,943
FTEs	82	180	3,998

Transit Operations Transit Operations Support

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	1,254	1,506	1,534
Non-Contract Wages	2,923	2,381	2,044
Fringe Benefits	2,509	1,917	1,873
Professional & Tech Services	588	1,110	1,167
Contract Services	545	1,046	1,036
Purchased Transportation	0	25,151	34,648
Fuels & Lubricants/Utilities	1	1	0
Material & Supplies	4,207	4,968	4,470
Acquisitions	0	325	57
Subsidies	0	0	0
Other	316	684	676
Sub Total	12,344	39,088	47,506
Overhead	(31)	11	0
Total	12,313	39,099	47,506

FTEs	79	90	82
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Non-Department Expenditure Type	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	1,653	0
Non-Contract Wages	0	0	0
Fringe Benefits	28,163	1,705	0
Professional & Tech Services	559	0	0
Contract Services	33	25	0
Purchased Transportation	15,920	0	0
Fuels & Lubricants/Utilities	8,843	0	5,067
Material & Supplies	0	0	0
Subsidies	0	0	0
Other	2,569	5,710	2,989
Sub Total	56,088	9,093	8,056
Overhead	0	0	0
Total	56,088	9,093	8,056

FTEs	0	0	0
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Transit Operations Maintenance Support

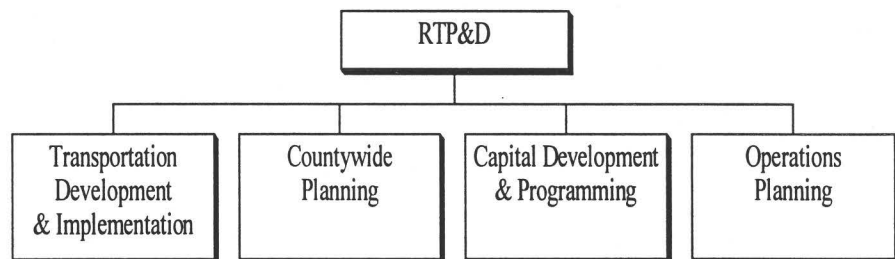
Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	21,190	22,160	22,497
Non-Contract Wages	4,765	5,251	6,360
Fringe Benefits	17,111	16,518	18,853
Professional & Tech Services	103	597	449
Contract Services	4,146	6,638	9,645
Purchased Transportation	0	0	0
Fuels & Lubricants/Utilities	5,184	977	212
Material & Supplies	25,700	38,587	42,212
Acquisitions	849	6,224	14,098
Other	323	1,158	126
Sub Total	79,372	98,111	114,452
Overhead	1	39	0
Total	79,373	98,150	114,452
FTEs	726	701	742

Transit Operations Transit Rail Operations

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	15,184	16,320	20,133
Non-Contract Wages	6,360	6,599	8,465
Fringe Benefits	12,704	12,377	17,060
Professional & Tech Services	126	225	262
Contract Services	475	4,991	3,105
Fuels & Lubricants/Utilities	284	9,428	13,942
Material & Supplies	4,587	6,488	8,425
Acquisitions	728	370	352
Other	33	53	66
Sub Total	40,483	56,850	71,812
Overhead	31	24	0
Total	40,513	56,875	71,812
FTEs	458	523	587

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Regional Transportation Planning & Development



REGIONAL TRANSPORTATION PLANNING & DEVELOPMENT

The Regional Transportation Planning & Development division (RTP&D) develops plans, policies and funding programs and implements projects across transportation modes, including highway/freeway, Metro Rail and Metro Bus, signal synchronization, bicycle and pedestrian.

FY00 Objectives and Strategies

OBJECTIVE	STRATEGY
<ul style="list-style-type: none"> • Improve bus service reliability and upgrade. 	<ul style="list-style-type: none"> • Develop and implement cost effective MTA service schedules and operator assignments.
<ul style="list-style-type: none"> • Meet the Consent Decree objectives. 	<ul style="list-style-type: none"> • Implement Consent Decree-Five Year Plan. • Implement actions to attain load factor reduction targets.
<ul style="list-style-type: none"> • Increase the efficiency and effectiveness of the Agency. 	<ul style="list-style-type: none"> • Perform technical evaluation of impacts and support transit restructuring recommendations. • Implement provisions of SB45 including soundwall policies.
<ul style="list-style-type: none"> • Develop new revenue stream from non-farebox sources. 	<ul style="list-style-type: none"> • Implement revenue generating projects on MTA property.
<ul style="list-style-type: none"> • Complete the update of the Long Range Plan (LRP). 	<ul style="list-style-type: none"> • Identify, sub-regional transportation needs. • Evaluate and recommend modal specific strategies.
<ul style="list-style-type: none"> • Work with Pasadena Blue Line Construction Authority to facilitate construction of the Metro Rail Blue Line. 	<ul style="list-style-type: none"> • Support grants management efforts.
<ul style="list-style-type: none"> • Administer the fair share funding formulas and analyze options to improve the benefits of the distribution. 	<ul style="list-style-type: none"> • Redefine Memorandum of Understanding (MOU). • Work with Bus Operating Subcommittee (BOS) on funding issues. • Re-evaluate TDA Articles 3 and 8 claim process.
<ul style="list-style-type: none"> • Deploy the Metro Rapid Bus program for 3 demonstration lines. 	<ul style="list-style-type: none"> • Implement Metro Rapid Bus demonstration program.
<ul style="list-style-type: none"> • Work with stakeholders of sub-regions to improve local transit service. 	<ul style="list-style-type: none"> • Work with municipal operators to reach agreement on financial and service coordination issues. • Help guide policy through legislative actions and funding guidelines advocacy. • Chair Technical Advisory Committee and serve as liaison to sub-regional council of governments & geographic regions.
<ul style="list-style-type: none"> • Complete the planning analysis for East Side and Mid-City fixed guide-way systems. 	<ul style="list-style-type: none"> • Conduct Corridor Re-evaluation/Major Investment Studies for the Mid-City, East Side and San Fernando Valley Corridors.
<ul style="list-style-type: none"> • Effectively manage and implement the Call for Projects, other funding plans and regional projects. 	<ul style="list-style-type: none"> • Manage and implement Federal, State, and local grants and programming requirements. • Ensure modal projects are implemented on time, within budget, and meet the agreed upon scope of work.

REGIONAL TRANSPORTATION PLANNING & DEVELOPMENT (RTP&D)

Major Budget Variances

Summary of Changes

Description	FY 99	FY 00	Variance	Percent Change
Call	22.5	24.9	2.4	10.7%
Grant	9	13	4	44.4%
Capital	1.1	16.3	15.2	1381.8%
Consent Decree	3.7	16.9	13.2	356.8%
FSP / SAFE	39	34.5	-4.5	-11.5%
BAD	0.2	0.4	0.2	100.0%
Operating	16.1	23.3	7.2	44.7%
Total Budget	91.6	129.3	37.7	41.2%

Operating Budget Increases

Operating Budget Variances

- Regional Transportation Planning & Development's (RTP&D) budget has increased in the area of Call and Grant-funded projects. Major growth in this category include: Alameda Corridor North - End Improvements, Bus Signal Priority Pilot Project, High Occupancy Lanes (HOV) design projects.
- Operating budget increases are a result of new projects including Long Range Plan (LRP) update, Joint Development activities and local match requirements for Corridor Studies.
- RTP&D has also assumed the role of managing the transit operations auxiliary units, Service Authority for Freeway Emergencies (SAFE) and Freeway Service Patrol/Major Incident Response (FSP/MIR).
- Purchased transportation services increased adhering to consent decree demands for additional contracted services.

Capital Budget Variance

- RTP&D's capital projects increased with the implementation of the regional Universal Fare System.

R T P & D

Department FTE's	FY98 Actual	FY99 Midyear	FY00 Proposed
Executive Office, Reg Transp Plan & Dev	5	5	9
Operations Planning	96	91	93
Countywide Planning	32	28	34
Transp Dev & Implement	69	62	60
Capital Dev & Prog	24	22	25
Total	226	208	221

Expenditures (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Executive Office, Reg Transp Plan & Dev	396	555	909
Operations Planning	9,364	16,040	13,146
Countywide Planning	698	8,413	27,215
Transp Dev & Implement	36,965	63,548	65,796
Capital Dev & Prog	2,227	2,002	2,497
Sub Total Department	49,650	90,558	109,563

Non-Departmental- Cdp	470,669	643,382	671,037
Non-Departmental-Bus Sys Imp Plan	1,704	0	0
Sub Total Non-dept.	472,373	643,382	671,037

Total Non-dept & Dept	522,023	733,940	780,600
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Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	2,355	2,459	2,354
Non-Contract Wages	9,094	7,370	10,681
Fringe Benefits	6,342	6,524	6,085
Professional & Tech Services	6,715	34,378	37,559
Contract Services	24,311	33,250	33,552
Purchased Transportation	3,813	7,114	2,248
Fuels & Lubricants/Utilities	88	2	153
Material & Supplies	363	699	403
Casualty & Liability	(12)	50	60
Acquisitions	23	29	15,800
Subsidies	469,365	643,382	671,037
Other	149	(2,231)	667
Sub Total	522,605	733,027	780,600
Overhead	(582)	913	0
Total	522,023	733,940	780,600

R T P & D Executive Office, Reg Transp Plan & Dev

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	273	334	573
Fringe Benefits	103	162	256
Professional & Tech Services	0	50	60
Contract Services	8	0	0
Fuels & Lubricants/Utilities	0	0	0
Material & Supplies	4	3	3
Other	7	7	17
Sub Total	396	555	909
Overhead	0	0	0
Total	396	555	909
FTEs	5	5	9

R T P & D Transp Dev & Implement

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	3,827	2,600	3,582
Fringe Benefits	2,052	2,202	1,604
Professional & Tech Services	6,013	27,461	28,217
Contract Services	23,829	33,247	31,748
Purchased Transportation	259	0	0
Fuels & Lubricants/Utilities	87	2	153
Material & Supplies	181	440	135
Casualty & Liability	(12)	50	60
Acquisitions	3	29	0
Subsidies	1,269	0	0
Other	42	(2,521)	298
Sub Total	37,548	63,511	65,796
Overhead	(583)	37	0
Total	36,965	63,548	65,796
FTEs	69	62	60

R T P & D Countywide Planning

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	1,765	1,439	2,868
Fringe Benefits	923	839	1,353
Professional & Tech Services	244	2,643	5,208
Contract Services	143	2	1,805
Purchased Transportation	0	2,956	0
Material & Supplies	127	83	80
Acquisitions	20	0	15,800
Subsidies	(2,575)	0	0
Other	50	74	101
Sub Total	697	8,036	27,215
Overhead	1	376	0
Total	698	8,413	27,215

FTEs	32	28	34
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Non-Department Expenditure Type	FY98 Actual	FY99 Midyear	FY00 Proposed
Purchased Transportation	1,704	0	0
Fuels & Lubricants/Utilities	0	0	0
Sub Total	1,704	0	0
Total	1,704	0	0

R T P & D Capital Dev & Prog

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	1,281	1,155	1,399
Fringe Benefits	729	562	631
Professional & Tech Services	95	182	313
Contract Services	62	0	0
Fuels & Lubricants/Utilities	0	0	0
Material & Supplies	20	43	78
Acquisitions	0	0	0
Subsidies	0	0	0
Other	39	61	75
Sub Total	2,227	2,002	2,497
Overhead	0	0	0
Total	2,227	2,002	2,497

FTEs	24	22	25
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Non-Department Expenditure Type	FY98 Actual	FY99 Midyear	FY00 Proposed
Subsidies	470,671	643,382	671,037
Other	(2)	0	0
Sub Total	470,669	643,382	671,037
Overhead	0	0	0
Total	470,669	643,382	671,037

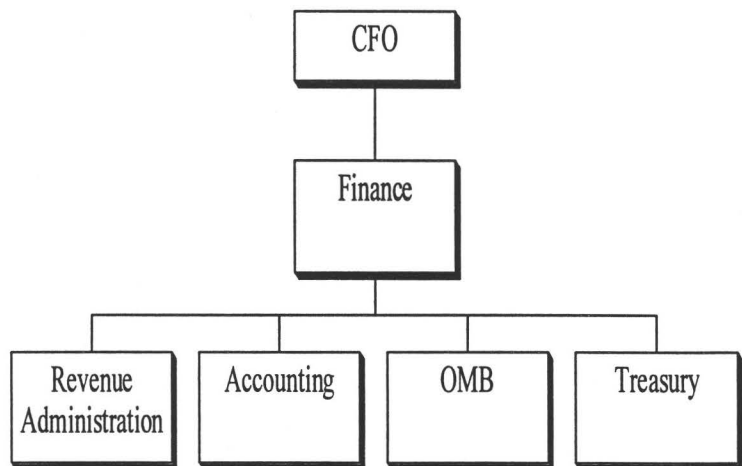
R T P & D Operations Planning

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	2,355	2,459	2,354
Non-Contract Wages	1,949	1,842	2,257
Fringe Benefits	2,534	2,760	2,242
Professional & Tech Services	363	4,043	3,761
Contract Services	269	0	0
Purchased Transportation	1,851	4,158	2,248
Fuels & Lubricants/Utilities	1	0	0
Material & Supplies	30	131	108
Subsidies	0	0	0
Other	13	147	176
Sub Total	9,364	15,540	13,146
Overhead	0	500	0
Total	9,364	16,040	13,146

FTEs	96	91	93
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Finance



FINANCE

Finance ensures MTA's financial integrity. Accounting records all assets and liabilities, prepares monthly/quarterly financial statements; pays bi-weekly payroll; manages accounts payable and receivables. Treasury forecasts, monitors and manages MTA's cash requirements; oversees and directs the investment of available funds and debt proceeds; and administers MTA's Debt program. Office of Management & Budget develops the annual operating, capital and subsidy budgets; prepares monthly/quarterly revenue and expense projections; manages operating and capital expenditure and revenue plans; and develops business strategies. Revenue collects, counts, and deposits fare revenue; maintains and replaces fare collection equipment; stores, maintains and provides security for the fare media inventory; manages the vendor sales program and collects delinquent accounts receivable.

FY00 Objectives and Strategies

OBJECTIVE	STRATEGY
<ul style="list-style-type: none"> • Improve management reporting, accountability and controls. 	<ul style="list-style-type: none"> • Oversee operations of interdepartmental staff involved with receiving and safeguarding currency in a 24 hour/7 day a week operation. • Improve business planning and managing by monitoring and evaluating progress on achievement of MAP performance measures on a quarterly basis. • Coordinate the preparation and distribution of information between the pension fund investment board and the plans service providers. • Manage internal and external operating funds to maintain liquidity and maximize investment returns. • Pay invoices accurately and timely by streamlining invoice payment processes to assure efficient and effective work flow. • Maintain a monitoring system to make MOU/subsidy payments accurately, timely and with appropriate review. Analyze and reconcile (to G/L and/or County Records) all funds associated with subsidy payments.
<ul style="list-style-type: none"> • Increase the efficiency and effectiveness of the Agency. 	<ul style="list-style-type: none"> • Continue to improve service and delivery to the growing vendor network. • Increase the collection and service of ticket vending machines (TVMs) to incorporate the new Metro Rail Red Line Hollywood and North Hollywood stations (8 stations/41TVMs), and the Metro Rail Blue Line platform extensions (19 TVMs).

FINANCE

Major Budget Variances

- Accounting is adding six FTEs to enhance the timeliness and quality of reporting.
- Treasury is eliminating the Treasurer position. The duties of the Treasurer will be assumed by the Executive Officer, Finance.
- Revenue Administration is adding 12 FTEs to handle the added Hollywood & Vine Metro Rail Red Line extension, and 2 FTE's to establish the Revenue Collection Team.
- Office of Management & Budget is adding three FTEs to enhance forecasting and analysis in the Operating and Strategic Planning Functions.
- Risk Management is adding \$2 million to expand the Transitional Duty Program.
- Propositions A&C debt service is increasing by \$30 million.

Finance

	FY98 Actual	FY99 Midyear	FY00 Proposed
Department FTE's			
Executive Office, Finance	4	4	4
Accounting	65	65	71
Treasury	15	12	11
Risk Management	20	20	20
Revenue Administration	129	133	147
Office of Management & Budget	22	21	25
Total	256	253	278
Expenditures (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Executive Office, Finance	419	740	758
Accounting	5,485	5,665	6,005
Treasury	1,176	1,967	1,825
Risk Management	10,240	1,446	1,502
Revenue Administration	16,679	17,532	18,944
Office of Management & Budget	1,733	1,822	2,439
Sub Total Department	35,731	29,173	31,472
Non-Departmental - Accounting	32	0	0
Non-Departmental - Treasury	240,268	304,931	297,837
Non-Departmental - Ops Risk Mgmt	20,640	36,874	42,204
Non-Departmental - Const Risk Mgmt	0	22,514	18,447
Non-Departmental - Rev Admin	(3)	0	0
Sub Total Non-dept.	260,937	364,319	358,488
Total Non-dept & Dept	296,668	393,491	389,959
Expenditure Type (\$000's)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	3,748	3,851	4,319
Non-Contract Wages	6,432	8,031	10,669
Fringe Benefits	6,782	3,972	8,111
Professional & Tech Services	13,564	12,289	16,289
Contract Services	10,204	10,801	6,680
Fuels & Lubricants/Utilities	4	4	3
Material & Supplies	1,227	1,466	1,499
Casualty & Liability	17,312	49,459	48,505
Debt/Interest	234,604	293,528	276,953
Acquisitions	73	1,506	952
Other	13,456	19,325	15,979
Sub Total	307,406	404,231	389,959
Overhead	(10,738)	(10,740)	0
Total	296,668	393,491	389,959

Finance Executive Office, Finance

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	221	293	324
Fringe Benefits	124	132	143
Professional & Tech Services	65	275	275
Contract Services	(7)	0	0
Material & Supplies	3	8	4
Debt/Interest	0	0	0
Acquisitions	0	0	0
Other	13	32	12
Sub Total	419	740	758
Overhead	0	0	0
Total	419	740	758

FTEs	4	4	4
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Finance Revenue Administration

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	3,122	3,224	3,688
Non-Contract Wages	1,435	1,461	1,625
Fringe Benefits	3,089	2,707	3,347
Professional & Tech Services	759	128	1,086
Contract Services	6,799	6,618	6,382
Fuels & Lubricants/Utilities	4	4	3
Material & Supplies	1,010	1,143	1,332
Acquisitions	73	1,506	931
Other	388	742	550
Sub Total	16,679	17,532	18,944
Overhead	0	0	0
Total	16,679	17,532	18,944

FTEs	129	133	147
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Non-Department Expenditure Type	FY98 Actual	FY99 Midyear	FY00 Proposed
Professional & Tech Services	(3)	0	0
Sub Total	(3)	0	0
Total	(3)	0	0

Finance Accounting

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	626	626	631
Non-Contract Wages	2,327	2,496	2,560
Fringe Benefits	1,628	1,492	1,734
Professional & Tech Services	410	516	883
Contract Services	47	6	7
Material & Supplies	159	215	91
Acquisitions	0	0	21
Other	288	313	77
Sub Total	5,485	5,665	6,005
Overhead	0	0	0
Total	5,485	5,665	6,005

FTEs	65	65	71
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Non-Department Expenditure Type	FY98 Actual	FY99 Midyear	FY00 Proposed
Professional & Tech Services	32	0	0
Other	0	0	0
Sub Total	32	0	0
Total	32	0	0

Finance Office Of Management & Budget

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	1,068	1,114	1,505
Fringe Benefits	599	491	669
Professional & Tech Services	51	152	208
Contract Services	2	0	0
Material & Supplies	7	37	14
Acquisitions	0	0	0
Other	6	27	42
Sub Total	1,733	1,822	2,439
Overhead	0	0	0
Total	1,733	1,822	2,439

FTEs	22	21	25
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Finance Treasury

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	515	547	486
Fringe Benefits	287	267	228
Professional & Tech Services	246	578	1,074
Contract Services	84	545	1
Material & Supplies	32	9	9
Debt/Interest	0	0	0
Other	12	21	28
Sub Total	1,176	1,967	1,825
Overhead	0	0	0
Total	1,176	1,967	1,825

FTEs	15	12	11
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Non-Department Expenditure Type	FY98 Actual	FY99 Midyear	FY00 Proposed
Professional & Tech Services	630	617	5,717
Contract Services	3,270	3,633	290
Debt/Interest	234,604	293,528	276,953
Other	12,503	17,893	14,877
Sub Total	251,008	315,671	297,837
Overhead	(10,740)	(10,740)	0
Total	240,268	304,931	297,837

FINANCE -- RISK MANAGEMENT

Risk Management is responsible for protecting the MTA's assets through the identification, management and control of insurable risks. Responsibilities of Risk Management include management and oversight of the following: the MTA's Owner-Controlled Insurance Program (OCIP) for construction activities, workers' compensation programs, Public Liability/Property Damage (PL/PD) programs, including litigation, the identification, purchase and management of appropriate insurance programs, oversight of self-insured liability reserves through risk financing techniques, protection of MTA's assets through contract review and monitoring, and recovery of insurance proceeds for damage to the MTA's property. Risk Management was formed by the combination of two separate departments, Construction Risk Management and Operations Risk Management in 1997.

FY00 Objectives and Strategies

OBJECTIVE	STRATEGY
<ul style="list-style-type: none"> • Improve management reporting, accountability and controls. 	<ul style="list-style-type: none"> • Provide appropriate insurance coverage for MTA operations consistent with reducing total cost of risk and willingness to accept losses. • Perform financial analysis of self-insured reserves and deductible expenditures. • Create Worker's Compensation and Traffic Accidents Management Reports to heighten awareness of frequency and severity. • Administer the Worker's Compensation charge-back program Analyze contract insurance requirements and track certificates of insurance to protect the Agency's assets for operations and construction exposures.
<ul style="list-style-type: none"> • Increase the efficiency and effectiveness of the Agency. 	<ul style="list-style-type: none"> • Control the cost of the Owner Controlled Insurance Program (OCIP). • Support a multi-departmental focus of reduction of vehicle accidents. • Minimize legal expenses on self-insured Public Liability/Property Damage (PL/PD) program. • Control cost of self-insured PL/PD claims program.
<ul style="list-style-type: none"> • Reduce workers' compensation costs. 	<ul style="list-style-type: none"> • Support a multi-departmental focus on reduction of workers' compensation claims. • Reduce cost of 132(a) claims. • Audit Travelers' files to monitor self-insured program. • Minimize costs of claims through Transitional Duty Program. • Control fraud claims.

Finance Risk Management

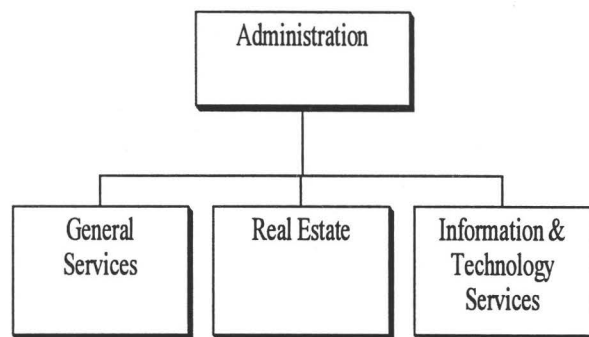
Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	866	918	1,009
Fringe Benefits	531	481	454
Professional & Tech Services	335	1	1
Contract Services	10	0	0
Material & Supplies	16	24	19
Casualty & Liability	8,480	0	0
Acquisitions	0	0	0
Other	(1)	21	18
Sub Total	10,238	1,446	1,502
Overhead	2	0	0
Total	10,240	1,446	1,502

FTEs	20	20	20
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Non-Department Expenditure Type	FY98 Actual	FY99 Midyear	FY00 Proposed
Non-Contract Wages	0	1,200	3,160
Fringe Benefits	524	(1,598)	1,536
Professional & Tech Services	11,038	10,021	7,045
Material & Supplies	0	30	30
Casualty & Liability	8,831	49,459	48,505
Other	246	275	375
Sub Total	20,640	59,387	60,651
Total	20,640	59,387	60,651

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Administration



ADMINISTRATION

The Administration Division is responsible for providing support services to MTA departments, and in certain respects to our public. Information & Technology Services (ITS) is responsible for the planning, acquisition, maintenance and use of information and telecommunications technologies and provides related customer support and technical services. ITS also bears primary responsibility for ensuring the continuing viability of the MTA's computer systems beyond the year 2000. General Services provides facility and administrative services, including building management and maintenance, records management and mail, graphic design and printing services. Real Estate provides real estate appraisal, relocation and management services, environmental investigations, lease and property management and disposition strategies.

FY00 Objectives and Strategies

OBJECTIVE	STRATEGY
<ul style="list-style-type: none"> • Increase the efficiency and effectiveness of the Agency. 	<ul style="list-style-type: none"> • Ensure that the Y2K Project upgrades progress on schedule to provide continued functionality of the MTA beyond January 1, 2000. • Develop and implement an Agency-wide, on-line document management system. • Efficiently allocate ITS staff to optimize support for ongoing operations, enhance staff skills with training, provide upgraded tools to perform test functions. • Improve Metro Bus and Metro Rail operations runcutting with schedule systems enhancements. • Maintain building systems cost-effectively while meeting mandated safety standards. • Improve customer service by conducting quarterly surveys of clients and reduce printing/copying costs by suggesting less expensive design alternatives.
<ul style="list-style-type: none"> • Improve management reporting, accountability and controls. 	<ul style="list-style-type: none"> • Implement the Division Networking project to significantly enhance management reporting in Metro Bus and Metro Rail Operations with on-line tools. • Continue COTR training program with Procurement to enhance the contract management skills of staff.
<ul style="list-style-type: none"> • Develop new revenue streams from non-farebox sources. 	<ul style="list-style-type: none"> • Complete the sale of excess parcels and generate new revenue totaling \$1,500,000. • Negotiate at least 100 new leases or amend existing leases to increase revenue by \$500,000 while maintaining existing \$9.5 million revenue from specialty leases. • Negotiate long-term lease/development agreements for selected locations and generate \$500,000 in new revenue. • Identify potential fiber optic licensing opportunities to generate additional new revenue.

ADMINISTRATION

Major Budget Variances

The staffing increase of approximately 3.5% is primarily attributable to required support for the Information & Technology Services (ITS). Additional staff support is required for implementation of technological improvements to increase Agency efficiency and to extend network systems and communications infrastructure capability to Division locations. Staff support is also required to meet Y2K systems remediation and replacement strategies to ensure that critical computer systems are operational in the new millenium.

- The Information & Technology Services (ITS) has been reorganized into four cost centers with two leaders, each of whom report directly to the Executive Officer. Information Services/Y2K Project Team (cost center 9210) is led by the Y2K Project Manager, representing the importance of the MTA's Y2K Project efforts. The ITS-Infrastructure Team is headed by the Chief Information Officer and is comprised of three cost centers: 9220- ITS Operations; 9230-ITS Network Engineering; and 9240-ITS Administration. The FTE transfers between cost centers and additions to staff resulted in an increase of 13 FTEs.
- Building Services Non-Departmental increase of \$1.0 million as compared to FY99 resulted from a reserve for legal claims filed against the MTA.
- Reduction in Printing Services of \$1.6 million resulted from printing and photocopy services being charged back to user cost centers through the MTA charge-back system.
- Building Services reduction of \$.5 million attributable to reduced cost for outside services that perform repair, maintenance, or preventive maintenance/certification on the facilities, systems, or equipment that support the Gateway Building and the Child Care Center and a reduction of 4 FTEs.
- Records & Mail Services reflect a decrease of \$165,000 in costs associated with off-site storage and retrieval of inactive records.
- ITS - Y2K Systems Projects increased by approximately \$4.0 million primarily for capital projects related to the Year 2000 effort.
- ITS-Operations increase of \$.4 million for repairs and maintenance of computers, telecommunications and other electronic systems, computer software licenses, technical vendor support, and subscription services required to maintain existing MTA computer systems.
- ITS-Network Engineering & Administration increase of \$5.6 million, mainly capital funds, comprised of \$3.1 million to upgrade the Wide Area Network to provide network services to facilities outside of the Headquarters building and \$2.5 million to fund upgrades for older model personal computers, completion of the Data Center, service trucks and replacement of non-functional test equipment.

Administration

Department FTE's	FY98 Actual	FY99 Midyear	FY00 Proposed
Executive Office, Administration	2	4	3
General Services	117	104	100
Real Estate	30	19	19
Information & Technology Services	173	143	155
Total	321	270	277

Expenditures (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Executive Office, Administration	226	435	365
General Services	12,080	14,005	11,866
Real Estate	7,239	5,757	5,372
Information & Technology Services	19,177	36,239	46,738
Sub Total Department	38,721	56,435	64,341

Non-Departmental-Building Services	2,685	2,581	3,401
Non-Departmental-Real Estate	2,240	4,342	4,450
Non-Departmental-I.T.S.	2,104	2,406	2,995
Sub Total Non-dept.	7,029	9,329	10,846

Total Non-dept & Dept	45,751	65,764	75,187
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Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	4,175	5,037	4,372
Non-Contract Wages	9,357	7,095	8,849
Fringe Benefits	8,064	6,078	6,940
Professional & Tech Services	3,544	20,049	13,332
Contract Services	5,906	5,116	6,382
Fuels & Lubricants/Utilities	3,582	4,570	4,762
Material & Supplies	3,801	6,447	10,201
Casualty & Liability	0	0	0
Acquisitions	2,413	5,160	12,908
Other	4,909	6,057	7,442
Sub Total	45,751	65,610	75,187
Overhead	0	154	0
Total	45,751	65,764	75,187

Administration Executive Office, Administration

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	138	217	193
Fringe Benefits	82	104	86
Professional & Tech Services	4	20	20
Contract Services	0	0	0
Fuels & Lubricants/Utilities	0	0	0
Material & Supplies	0	4	4
Other	1	89	62
Sub Total	226	435	365
Overhead	0	0	0
Total	226	435	365
FTEs	2	4	3

Administration General Services

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	2,191	3,004	2,133
Non-Contract Wages	1,339	988	1,122
Fringe Benefits	2,483	1,933	2,016
Professional & Tech Services	403	541	(1,546)
Contract Services	2,250	2,726	2,161
Fuels & Lubricants/Utilities	0	0	0
Material & Supplies	2,021	1,738	2,401
Acquisitions	195	1,968	2,191
Other	1,197	1,107	1,388
Sub Total	12,080	14,005	11,866
Overhead	0	0	0
Total	12,080	14,005	11,866

FTEs	117	104	100
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Non-Department Expenditure Type	FY98 Actual	FY99 Midyear	FY00 Proposed
Professional & Tech Services	0	0	4
Fuels & Lubricants/Utilities	1,477	2,256	2,095
Material & Supplies	0	0	0
Other	1,207	325	1,302
Sub Total	2,685	2,581	3,401
Total	2,685	2,581	3,401

Administration Real Estate

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	1,502	1,053	1,050
Fringe Benefits	785	598	470
Professional & Tech Services	(53)	75	173
Contract Services	1,736	1,792	2,005
Fuels & Lubricants/Utilities	0	12	126
Material & Supplies	6	6	7
Acquisitions	3,032	1,949	1,355
Other	230	171	186
Sub Total	7,239	5,657	5,372
Overhead	0	100	0
Total	7,239	5,757	5,372

FTEs	30	19	19
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Non-Department Expenditure Type	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Services	1	0	0
Casualty & Liability	0	0	0
Acquisitions	0	0	0
Other	2,239	4,342	4,450
Sub Total	2,240	4,342	4,450
Total	2,240	4,342	4,450

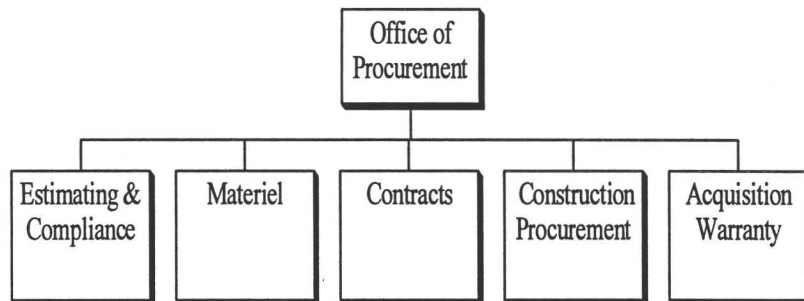
Administration Information & Technology Services

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	1,984	2,034	2,238
Non-Contract Wages	6,378	4,836	6,484
Fringe Benefits	4,713	3,442	4,368
Professional & Tech Services	3,189	19,309	14,682
Contract Services	1,919	598	1,760
Fuels & Lubricants/Utilities	0	0	2
Material & Supplies	1,774	4,699	7,789
Acquisitions	(814)	1,244	9,361
Other	34	23	54
Sub Total	19,177	36,184	46,738
Overhead	0	54	0
Total	19,177	36,239	46,738

FTEs	173	143	155
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Non-Department Expenditure Type	FY98 Actual	FY99 Midyear	FY00 Proposed
Professional & Tech Services	0	104	0
Contract Services	0	0	456
Fuels & Lubricants/Utilities	2,104	2,302	2,539
Material & Supplies	0	0	0
Other	0	0	0
Sub Total	2,104	2,406	2,995
Total	2,104	2,406	2,995

Office of Procurement



OFFICE OF PROCUREMENT

The Office of Procurement is responsible for materiel management; storage; distribution; issuance of goods; and the execution of purchase orders, contracts, modifications, and supplemental agreements. It also directs and oversees bids, contract analysis, preparation of awards, contract administration, negotiations of contract changes, and ensures compliance with contractual terms and conditions for all rail capital projects. The Office also processes warranty claims, provides education and training on basic procedures and equal opportunity compliance.

FY00 Objectives and Strategies

OBJECTIVE	STRATEGY
<ul style="list-style-type: none"> • Increase the efficiency and effectiveness of the Agency. 	<ul style="list-style-type: none"> • Provide the timely and effective flow of material including receipt, storage and distribution of MTA's material, parts, and supplies. • Maximize efficiency in monitoring contractor compliance to DBE/SBE program requirements. • Enforce prevailing wage requirements and EEO/AA on all applicable construction projects. • Process contracts/change notices more efficiently. • Conduct alternative dispute resolution process to settle prime and subcontractor construction claims against the MTA. • Provide administrative support for special assignments for rail project claims and litigation support. • Prepare fair cost estimates for contract changes that result in successful contract negotiations that keep construction costs reasonable.
<ul style="list-style-type: none"> • Improve management reporting, accountability and controls. 	<ul style="list-style-type: none"> • Review and approve cost analysis, price analysis, prenegotiation memos with contract values under \$1 million. Prepare cost/price analysis section of board reports and senior management memorandums.
<ul style="list-style-type: none"> • Improve Metro Bus service reliability and upgrade. 	<ul style="list-style-type: none"> • Through contract modification, warranty processing, parts inspection and negotiation ensure the MTA receives reliable equipment, systems and facilitates from contractors and vendors.
<ul style="list-style-type: none"> • Implement the accelerated bus procurement plan. 	<ul style="list-style-type: none"> • Purchase of 250 CNG buses. • Purchase of 100 Option buses. • Purchase 223 CNG New Flyer buses. • Purchase of 20 Diesel buses.

OFFICE OF PROCUREMENT

Major Budget Variances

The Office of Procurement's organizational changes are included in the FY99 Midyear and in FY00 Proposed budgets. Procurement's FY98 Actuals do not include Contract and Labor Compliance and Certification units originally in the Equal Employment Opportunity Department but reorganized into Procurement in the FY99 Adopted Budget. Those FY98 actuals are contained in Human Resources.

- Total FTEs increases 7 FTEs in FY00, from 336 to 344. The 336 FTEs equals the FY99 Adopted of 338 FTEs, with a transfer out to Transit Operations of 2 FTEs in FY99. In addition, 1.5 FTEs Warranty Equipment Mechanics (3 full time positions for one half year) were added in FY99 Midyear to 344 FTEs in FY00. The adjusted FY99 Midyear is 337.5 FTEs in comparison to the 344 FTEs in FY00.
- FTE changes are split between non-contract FTEs and contract FTEs. FY99 Midyear includes 190 FTEs. FY00 includes 194 Non-Contract FTEs.
- Contract or union FTEs in FY99 Adopted were 148 FTEs and 149.5 in FY99 Midyear and 149 FTEs in FY00.
- Procurement increases by \$73.181 million in FY00 compared to the FY99 Midyear.
- Bus Acquisition increases in Equipment Engineering to reflect Metro Bus purchase delivery schedule and cash flow.

- Bus and Rail Operating Capital Contribution to the Variance of \$73.181 million.

(\$Millions)	Midyear FY99	FY00	Increase/(Decrease)
Bus Acquisition	88.954	155.919	66.966
Logistics Capital	2.009	2.102	0.093
CNG Fuel Tanks	-	4.253	4.253
Other Capital	6.051	7.216	1.165
Total	97.014	169.490	72.477

- Increase Bus Acquisition expenses \$66 million from \$88.954 million to \$155.919 million.
- Replace CNG Fuel Tanks displaying premature leakage is an increase of \$2.165 million.
- Increase acquisition of Capital Equipment for Bus Operating Facilities and General Services Maintenance Equipment in Inventory Management Capital and offset decrease in Logistics Capital.

Office Of Procurement

Department FTE's	FY98 Actual	FY99 Midyear	FY00 Proposed
Materiel	135	181	191
Contracts	49	65	53
Acquisition Warranty	43	45	47
Executive Office, Procurement	0	6	4
Estimating & Compliance	6	6	12
Construction Procurement	56	33	37
Total	290	336	344

Expenditures (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Materiel	9,634	13,722	18,422
Contracts	3,320	5,695	4,820
Acquisition Warranty	100,015	97,129	163,745
Executive Office, Procurement	0	582	388
Estimating & Compliance	567	1,656	2,469
Construction Procurement	4,774	2,644	4,007
Sub Total Department	118,309	121,428	193,851

Non-Departmental-Materiel	2,068	4,111	4,863
Sub Total Non-dept.	2,068	4,111	4,863

Total Non-dept & Dept	120,378	125,539	198,713
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Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	3,527	5,229	5,397
Non-Contract Wages	8,105	10,215	11,282
Fringe Benefits	7,638	8,578	8,818
Professional & Tech Services	7,780	4,355	4,164
Contract Services	38	2,745	147
Fuels & Lubricants/Utilities	3	127	2,187
Material & Supplies	3,065	4,211	7,007
Casualty & Liability	0	0	0
Acquisitions	89,959	89,503	159,035
Other	264	583	676
Sub Total	120,378	125,546	198,713
Overhead	(1)	(7)	0
Total	120,378	125,539	198,713

Office Of Procurement Executive Office, Procurement

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Non-Contract Wages	0	366	230
Fringe Benefits	0	171	102
Professional & Tech Services	0	20	30
Material & Supplies	0	2	1
Other	0	24	26
Sub Total	0	582	388
Overhead	0	0	0
Total	0	582	388

FTEs	0	6	4
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Office Of Procurement Estimating & Compliance

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	362	986	1,615
Fringe Benefits	204	653	787
Professional & Tech Services	0	0	0
Material & Supplies	1	10	26
Other	0	7	42
Sub Total	567	1,656	2,469
Overhead	0	0	0
Total	567	1,656	2,469

FTEs	6	6	12
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Office Of Procurement Materiel

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	2,739	4,343	4,645
Non-Contract Wages	2,040	2,672	2,934
Fringe Benefits	3,283	3,940	4,459
Professional & Tech Services	3	119	113
Contract Services	30	30	41
Fuels & Lubricants/Utilities	0	11	22
Material & Supplies	560	497	571
Acquisitions	963	2,009	5,574
Other	15	101	62
Sub Total	9,634	13,722	18,422
Overhead	0	0	0
Total	9,634	13,722	18,422

FTEs	135	181	191
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Non-Department Expenditure Type	FY98 Actual	FY99 Midyear	FY00 Proposed
Fringe Benefits	1	0	0
Professional & Tech Services	80	681	1,408
Fuels & Lubricants/Utilities	0	0	0
Material & Supplies	1,988	3,430	3,455
Sub Total	2,068	4,111	4,863
Total	2,068	4,111	4,863

Office Of Procurement Contracts

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	167	191	195
Non-Contract Wages	1,876	3,056	2,513
Fringe Benefits	1,226	1,790	1,281
Professional & Tech Services	(73)	470	636
Contract Services	0	0	89
Fuels & Lubricants/Utilities	0	0	0
Material & Supplies	42	120	71
Acquisitions	0	0	0
Other	81	67	34
Sub Total	3,320	5,695	4,820
Overhead	0	0	0
Total	3,320	5,695	4,820
FTEs	49	65	53

Office Of Procurement Construction Procurement

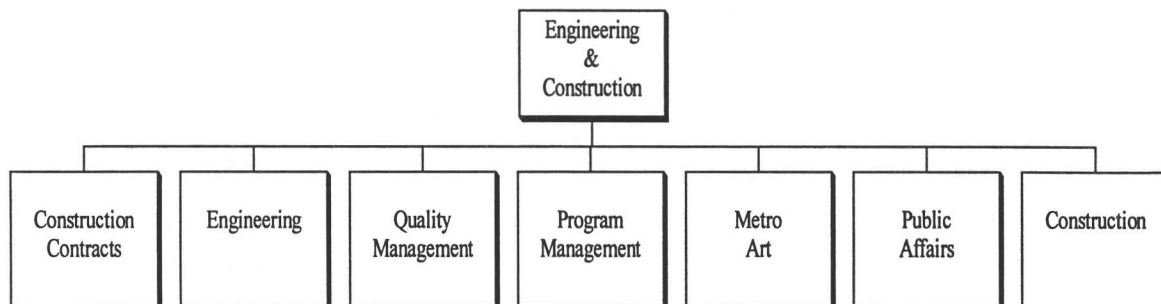
Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	2,392	1,688	2,312
Fringe Benefits	1,332	895	1,054
Professional & Tech Services	20	10	544
Contract Services	0	0	0
Fuels & Lubricants/Utilities	0	0	0
Material & Supplies	23	22	38
Casualty & Liability	0	0	0
Acquisitions	991	0	0
Other	15	29	59
Sub Total	4,774	2,644	4,007
Overhead	0	0	0
Total	4,774	2,644	4,007

FTEs	56	33	37
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Office Of Procurement Acquisition Warranty

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	621	695	557
Non-Contract Wages	1,435	1,446	1,678
Fringe Benefits	1,592	1,128	1,136
Professional & Tech Services	7,750	3,056	1,432
Contract Services	8	2,716	17
Fuels & Lubricants/Utilities	2	116	2,165
Material & Supplies	450	130	2,845
Acquisitions	88,005	87,494	153,462
Other	152	355	453
Sub Total	100,016	97,136	163,745
Overhead	(1)	(7)	0
Total	100,015	97,129	163,745
FTEs	43	45	47

Engineering & Construction



ENGINEERING & CONSTRUCTION

Engineering & Construction oversees all aspects of Metro engineering and construction projects. Quality Management implements the administration and control measures during design, procurement, construction, installation, testing, start-up, and turnover that assure the transit system meets the expectations of ultimate customers. Engineering provides full and part-time engineering support for the Metro Rail Red Line Segment 3, Metro Rail Green Line, L.A. Rail Car projects and system-wide activities. Program Management monitors construction's impact on the financial resources of the MTA; developing and consolidating project financial status data into short range and long range cash management and strategic planning tools; evaluating and coordinating all program and project schedules and cost controls; forecasting and reporting all activities for rail transit projects; monitoring and tracking baseline, design, and contract changes; providing document controls for project records and documents; and specialized information system support. Public Affairs implements the construction impact management program resolving critical issues affecting the community and its elected representation, the contractors and the MTA. Metro Art plans, directs, and implements all aspects of the MTA's public art policy. It seeks to increase the awareness of quality art design and enhance the public transit experience on Metro Rail, Metro Bus and Metrolink.

FY00 Objectives and Strategies

OBJECTIVE	STRATEGY
<ul style="list-style-type: none"> • Complete North Hollywood Metro Rail Red Line Segment 3 on schedule and on budget. 	<ul style="list-style-type: none"> • Ensure project is on schedule and within budget. • Manage Segment 3 Metro Art activities and comply with all aspects of MTA public art policy within original \$4.1m Segment 3 art program budget.
<ul style="list-style-type: none"> • Fully integrate the North Hollywood Metro Red Line into the Metro Rail system on its scheduled ROD. 	<ul style="list-style-type: none"> • Respond to Segment 3 public concerns, provide mitigation services, monitor construction activities and provide timely information to stakeholders.
<ul style="list-style-type: none"> • Increase management reporting, accountability and controls. 	<ul style="list-style-type: none"> • Provide Agency-wide oversight to ensure ADA compliance and develop measures for improving agency responsiveness to ADA issues.
<ul style="list-style-type: none"> • Keep all other construction projects in FY00 on schedule and on budget. 	<ul style="list-style-type: none"> • Stay within FY99 Segment 2 budget and ensure completion of Kaiser entrance. Complete technical (i.e. contract deliverables, submittals, as-builts, etc.) and contractual close out for at least 70% of all open changes and claims (estimated at 500). Complete system installation and Phase II testing and close out of applicable EMC CWO's. Reduce FTEs. • Oversee construction management of Metro Rail Blue Line station platform extensions. • Receive, test and accept 20 light rail vehicles. • Implement facility improvements at Divisions 3,5,7,8,10 &18 to accommodate CNG fleet.

ENGINEERING & CONSTRUCTION

Major Budget Variances

The Engineering & Construction Division encompasses the following functions: Executive Office, Construction, Metro Art, Public Affairs, Quality Management, Engineering Management, Project Engineering, Construction Management, Environmental Compliance, Environmental Services, and Program Management.

Construction Engineering was re-organized for FY00. It now represents a consolidation of a number of FY99 cost centers including Facilities Engineering (3343), Rail Operations Support (3370), Systemwide Engineering (8330), Third Party Coordination (8340) and Rail Activation (8350). In addition to the consolidation of cost centers, Construction Engineering will assume responsibility for all MTA engineering activities. This will include a number of engineering activities previously performed by consultants and other parties. The consolidation and expansion of internal engineering functions will improve accountability and control in addition to reducing costs.

- Complete of all remaining system integration testing, completion of Kaiser Portal, contract closeouts, claim settlements and litigation for Segment 2.
- Continue construction of Segment 3 - North Hollywood to include beginning construction of Universal City Bus Plaza, Lankershim widening, completing installation of traction power, station equipment and continuing installation of the ATC system.
- Pasadena Metro Rail Blue Line budget includes funds for Automatic Train Control, 33 cars and 2 spares, and claims from bridge contractor and EMC. The Project has been demobilized and funds transferred to the Metro Rail Blue Line Transportation Authority.
- Consolidation of all MTA engineering activities.
- Complete Metro Rail Green Line Maintenance of Way facility; continue work on Automatic Train Control and Light Rail Radio System contracts, and start-up rail vehicles.
- LA Car Project budget includes funds for deliverance and acceptance of 20 cars.
- Provide art support for the Millenium Project, Taylor Yards and CNG bus vandalism abatement.
- Public Affairs' budget includes support for Hollywood Boulevard mitigation and the ADA (\$1.5 million).
- Quality Assurance will continue to provide audit and surveillance support of construction activities for operating facilities improvements (\$433,000).
- Provide engineering and construction support for the Long Beach Metro Rail Blue Line platform extensions to accommodate 3 car trains.
- Provide engineering support for CNG facilities upgrades and bus and rail operating facilities improvements.
- \$6.3 million is included for procurement and installation of Segment 1 Radio Retrofit.
- \$12 million is included for completion of Fire Safety Sprinklers and Drainage Projects.

Engineering & Construction

Department FTE's	FY98 Actual	FY99 Midyear	FY00 Proposed
Metro Art	6	5	5
Public Affairs	27	9	8
Executive Office, Construction	22	12	10
Quality Management	18	16	16
Engineering	98	72	62
Construction	27	30	32
Program Management	39	38	34
Total	237	181	166

Expenditures (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Metro Art	497	607	876
Public Affairs	3,936	2,514	2,333
Executive Office, Construction	2,199	1,134	1,131
Quality Management	1,675	1,167	1,333
Engineering	16,728	34,419	5,778
Construction	2,911	2,544	2,846
Construction Contracts	356,834	332,903	271,974
Program Management	3,395	3,227	3,109
Sub Total Department	388,175	378,515	289,380

Sub Total Non-dept.			
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Total Non-dept & Dept	388,175	378,515	289,380
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Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	(11)	0	0
Non-Contract Wages	12,626	9,919	9,580
Fringe Benefits	7,473	5,699	4,572
Professional & Tech Services	89,907	72,552	54,310
Contract Services	250	922	255
Fuels & Lubricants/Utilities	(330)	46	11
Material & Supplies	433	331	497
Casualty & Liability	(490)	0	0
Debt/Interest	0	0	0
Acquisitions	264,842	309,090	219,718
Subsidies	0	0	0
Other	13,367	(19,572)	437
Sub Total	388,066	378,987	289,380
Overhead	109	(471)	0
Total	388,175	378,515	289,380

Engineering & Construction Executive Office, Constructio

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	1,166	827	715
Fringe Benefits	637	478	332
Professional & Tech Services	337	0	6
Contract Services	0	0	0
Fuels & Lubricants/Utilities	0	0	0
Material & Supplies	23	39	33
Acquisitions	1	0	0
Other	34	56	46
Sub Total	2,199	1,401	1,131
Overhead	0	(267)	0
Total	2,199	1,134	1,131

FTEs	22	12	10
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Engineering & Construction Construction Contracts

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Non-Contract Wages	0	0	0
Fringe Benefits	0	0	0
Professional & Tech Services	88,053	65,609	52,256
Contract Services	(273)	0	0
Fuels & Lubricants/Utilities	(333)	0	0
Material & Supplies	73	0	0
Casualty & Liability	(493)	0	0
Acquisitions	257,483	287,763	219,718
Subsidies	0	0	0
Other	12,323	(20,469)	0
Sub Total	356,834	332,903	271,974
Overhead	0	0	0
Total	356,834	332,903	271,974

Engineering & Construction Engineering

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	(11)	0	0
Non-Contract Wages	5,360	4,092	3,643
Fringe Benefits	3,432	2,577	1,879
Professional & Tech Services	458	6,163	100
Contract Services	18	3	5
Fuels & Lubricants/Utilities	2	35	5
Material & Supplies	95	109	85
Casualty & Liability	0	0	0
Acquisitions	7,225	21,328	0
Other	41	111	61
Sub Total	16,620	34,419	5,778
Overhead	109	0	0
Total	16,728	34,419	5,778
FTEs	98	72	62

Engineering & Construction Quality Management

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	1,045	884	901
Fringe Benefits	591	427	404
Professional & Tech Services	19	35	0
Fuels & Lubricants/Utilities	0	0	2
Material & Supplies	10	5	10
Other	10	16	16
Sub Total	1,675	1,367	1,333
Overhead	0	(200)	0
Total	1,675	1,167	1,333
FTEs	18	16	16

Engineering & Construction Program Management

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	2,008	2,015	1,852
Fringe Benefits	1,160	1,035	833
Professional & Tech Services	92	52	168
Contract Services	0	0	3
Material & Supplies	132	96	239
Acquisitions	0	0	0
Other	3	28	14
Sub Total	3,395	3,227	3,109
Overhead	0	0	0
Total	3,395	3,227	3,109

FTEs	39	38	34
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Engineering & Construction Metro Art

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	264	270	277
Fringe Benefits	125	132	127
Professional & Tech Services	56	90	222
Contract Services	42	78	212
Fuels & Lubricants/Utilities	0	0	0
Material & Supplies	(2)	14	21
Casualty & Liability	3	0	0
Debt/Interest	0	0	0
Acquisitions	0	0	0
Other	9	23	17
Sub Total	497	607	876
Overhead	0	0	0
Total	497	607	876

FTEs	6	5	5
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Engineering & Construction Public Affairs

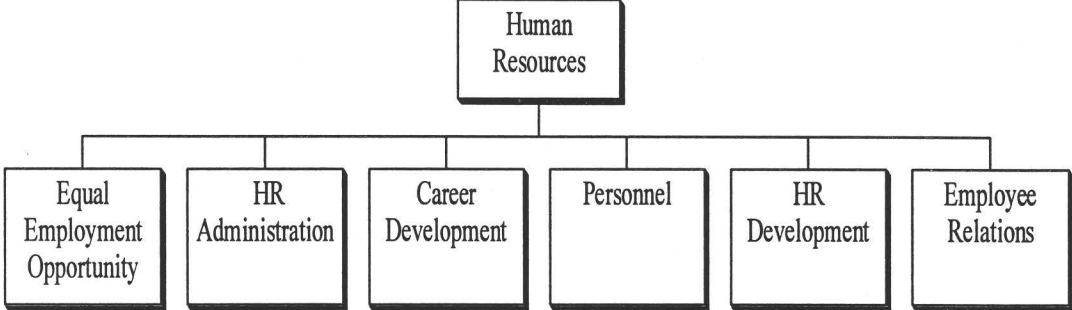
Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	1,045	385	371
Fringe Benefits	581	171	172
Professional & Tech Services	866	512	1,544
Contract Services	463	841	35
Fuels & Lubricants/Utilities	0	11	0
Material & Supplies	92	38	79
Acquisitions	0	0	0
Other	890	561	133
Sub Total	3,936	2,519	2,333
Overhead	0	(4)	0
Total	3,936	2,514	2,333

FTEs	27	9	8
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Engineering & Construction Construction

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	1,737	1,446	1,822
Fringe Benefits	946	879	824
Professional & Tech Services	25	90	14
Fuels & Lubricants/Utilities	1	0	4
Material & Supplies	10	28	31
Acquisitions	133	0	0
Other	57	102	150
Sub Total	2,911	2,544	2,846
Overhead	0	0	0
Total	2,911	2,544	2,846
FTEs	27	30	32

Human Resources



HUMAN RESOURCES

Human Resources (HR) is responsible for providing support services to MTA departments, and in certain respects to our public. HR recruits and selects all staff and administers pension, benefits, and special programs. HR also provides staff with training programs focusing on core business skills and updated policies and procedures. Employee & Labor Relations interprets, and administers MTA's collective bargaining agreements and administers the Employee Relations program for non-represented employees. Equal Employment Opportunity (EEO) provides training on EEO policies and practices and investigates discrimination and complaints.

FY00 Objectives and Strategies

OBJECTIVE	STRATEGY
<ul style="list-style-type: none"> • Increase the efficiency and effectiveness of the Agency. 	<ul style="list-style-type: none"> • Manage recruitment to fill over 1,000 positions. • Aggressively arbitrate cases & minimize MTA's exposure to back pay settlements by serving as management advocates.
<ul style="list-style-type: none"> • Improve the effectiveness and quality of the workforce. 	<ul style="list-style-type: none"> • Provide training and skills development to increase effective job performance and increase productivity. • Provide consultation services to meet the development & training needs of the MTA and its stakeholders. • Monitor and enhance the administration of the MTA's Performance Appraisal Program. • Prevent substance abuse in the workplace through effective management of an FTA-compliant drug & alcohol testing program. • Promote effective work environment; help employees solve personal problems that impact work performance; reduce risk of violence or threats of violence in the workplace. • Conduct Sexual Harassment Prevention & Diversity Training for all managers & supervisors.
<ul style="list-style-type: none"> • Improve job satisfaction and employee morale. 	<ul style="list-style-type: none"> • Administer Health and Welfare Plans. • Administer pension & deferred compensation plans. • Manage employee recognition programs. • Close and resolve 80% of EEO complaints within 180 days of receipt. • Provide a Learning Resource Center where employees can develop and enhance job skills. • Recommend and coordinate Agency-wide salary increases for non-represented employees. • Evaluate individual salary equity review requests. • Respond to grievances in accordance with collective bargaining agreements and uphold time limits. • Re-open a modified employee center for ticket sales.

HUMAN RESOURCES

Major Budget Variances

- Employee Relations transferred four FTEs doing second level reviews to Transit Operations.
- Human Resources is adding four FTEs to facilitate the hiring of additional staff.
- Employee Relations is adding \$350,000 to prepare for union negotiations.
- Non-Department-Human Resources is adding \$2.7 million to correct the over allocation of fringe benefits in FY99.

Human Resources

Department FTE's	FY98 Actual	FY99 Midyear	FY00 Proposed
Equal Employment Opportunity	35	8	8
Employee Relations	19	16	10
Hr Admin	31	29	42
Career Development	6	2	2
Hr Development	12	11	10
Personnel	34	33	27
Total	137	99	99

Expenditures (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Equal Employment Opportunity	2,611	534	608
Employee Relations	1,736	1,480	1,411
Hr Admin	4,616	5,860	4,983
Career Development	1,328	432	380
Hr Development	1,672	1,466	1,483
Personnel	2,415	2,444	2,491
Sub Total Department	14,379	12,215	11,357

Non-Departmental-Human Resources	5,007	(1,879)	847
Sub Total Non-dept.	5,007	(1,879)	847

Total Non-dept & Dept	19,386	10,336	12,204
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Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	2,024	335	374
Non-Contract Wages	9,440	4,784	4,845
Fringe Benefits	4,192	2,303	3,795
Professional & Tech Services	2,367	1,734	2,109
Contract Services	242	45	21
Purchased Transportation	21	0	0
Fuels & Lubricants/Utilities	0	0	0
Material & Supplies	125	250	268
Acquisitions	0	105	99
Subsidies	35	0	0
Other	939	780	695
Sub Total	19,385	10,336	12,204
Overhead	1	0	0
Total	19,386	10,336	12,204

Human Resources Equal Employment Opportunity

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	1,399	339	386
Fringe Benefits	836	158	198
Professional & Tech Services	346	0	15
Contract Services	0	25	0
Material & Supplies	(7)	2	2
Other	37	9	8
Sub Total	2,611	534	608
Overhead	0	0	0
Total	2,611	534	608
FTEs	35	8	8

Human Resources Hr Admin

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	188	29	185
Non-Contract Wages	1,872	1,806	2,009
Fringe Benefits	1,318	2,481	1,055
Professional & Tech Services	1,039	964	1,024
Contract Services	6	3	15
Fuels & Lubricants/Utilities	0	0	0
Material & Supplies	(7)	130	138
Other	200	449	558
Sub Total	4,616	5,860	4,983
Overhead	0	0	0
Total	4,616	5,860	4,983

FTEs	31	29	42
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Non-Department Expenditure Type	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	1,494	0	0
Non-Contract Wages	3,016	0	0
Fringe Benefits	47	(1,879)	847
Contract Services	0	0	0
Material & Supplies	2	0	0
Other	448	0	0
Sub Total	5,007	(1,879)	847
Overhead	0	0	0
Total	5,007	(1,879)	847

FTEs	0	0	0
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Human Resources Career Development

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	0	0	0
Non-Contract Wages	464	175	162
Fringe Benefits	111	86	78
Professional & Tech Services	325	116	102
Contract Services	233	0	0
Material & Supplies	47	31	29
Subsidies	35	0	0
Other	114	23	9
Sub Total	1,328	432	380
Overhead	0	0	0
Total	1,328	432	380

FTEs	6	2	2
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Human Resources Personnel

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	332	306	189
Non-Contract Wages	1,102	1,047	1,109
Fringe Benefits	804	664	861
Professional & Tech Services	69	60	136
Contract Services	1	13	3
Fuels & Lubricants/Utilities	0	0	0
Material & Supplies	17	22	22
Acquisitions	0	69	80
Other	91	262	91
Sub Total	2,415	2,444	2,491
Overhead	0	0	0
Total	2,415	2,444	2,491
FTEs	34	33	27

Human Resources Hr Development

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Non-Contract Wages	554	573	618
Fringe Benefits	512	423	501
Professional & Tech Services	555	364	271
Contract Services	0	1	2
Material & Supplies	35	58	62
Acquisitions	0	36	19
Other	15	11	11
Sub Total	1,672	1,466	1,483
Overhead	0	0	0
Total	1,672	1,466	1,483

FTEs	12	11	10
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Human Resources Employee Relations

Department Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	11	0	0
Non-Contract Wages	1,033	843	562
Fringe Benefits	564	371	256
Professional & Tech Services	33	230	560
Contract Services	0	3	1
Purchased Transportation	21	0	0
Material & Supplies	38	8	15
Other	35	26	18
Sub Total	1,735	1,480	1,411
Overhead	1	0	0
Total	1,736	1,480	1,411
FTEs	19	16	10

System Safety & Security

SYSTEM SAFETY AND SECURITY

System Safety & Security (SSS) is the lead department for the MTA in instituting a comprehensive "System Safety & Security" program focusing on enhanced management and employee accountability for safety, specialized training, improved accident analyses and employee recognition. The department's four major sections are Operations Safety, which is responsible for Metro Rail, Metro Bus and facility safety programs; Construction/Systems Safety, which handles Metro construction safety oversight, capital project safety oversight, CPUC self-certification program and the Metro Rail Blue Line Grade crossing safety program; Occupational Health & Safety, which encompasses mandated safety training, education and awareness programs, safety compliance and audit performance, worker's compensation and Transit Operations accident and injury analysis; and Security & Law Enforcement, which manages direct and contract security services for employees, facilities and revenues as well as provides contractual oversight of the Los Angeles Police Department and Los Angeles County Sheriff's Department public safety contracts.

FY00 Objectives and Strategies

OBJECTIVE	STRATEGY
<ul style="list-style-type: none"> • Increase the efficiency and effectiveness of the Agency. 	<ul style="list-style-type: none"> • Manage law enforcement contracts to ensure that service is performed effectively, efficiently and within budget by improving management accountability and controls and by conducting weekly compliance monitoring visits of LAPD and LASD Transit Operations.
<ul style="list-style-type: none"> • Improve management reporting, accountability and controls. 	<ul style="list-style-type: none"> • Maintain and allocate construction safety personnel to monitor and document contractor compliance with contract safety provisions. • Develop and monitor safety performance of contractors/contract services through evaluations.
<ul style="list-style-type: none"> • Improve the farebox recovery ratio. 	<ul style="list-style-type: none"> • Manage revenue investigation program that contributes to security of MTA revenue, provides efficiencies through investigation, policy and procedural changes and optimizes the controls for protection of MTA revenue.
<ul style="list-style-type: none"> • Keep all other construction projects budgeted in FY00 on schedule and on budget. 	<ul style="list-style-type: none"> • Ensure all fire/life and CPUC safety items are completed.
<ul style="list-style-type: none"> • Improve rail service reliability. 	<ul style="list-style-type: none"> • Increase public awareness to reduce Metro Rail Blue Line grade crossing accidents.
<ul style="list-style-type: none"> • Improve bus service reliability and upgrade equipment. 	<ul style="list-style-type: none"> • Develop and implement a Bus System Safety Program Plan. • Improve Rail System Safety Program Plan.
<ul style="list-style-type: none"> • Improve effectiveness and quality of the workforce. 	<ul style="list-style-type: none"> • Reduce employee risks and hazards through effective environmental and occupational health programs.

System Safety & Security

Major Budget Variances

- System Safety and Security (SSS) is upgrading four FTEs from Security Guard to Sergeant.
- SSS is adding two Security Guard FTEs for the Revenue Collection Team.
- SSS is replacing some LAPD officers assigned to the Metro Rail Red Line with five Security Guards FTEs, 15 year-end FY00 positions, resulting in a \$1.8 million reduction in the LAPD expenses partially offset by \$.3 million of additional wages and benefits.
- SSS is increasing the budget for the LAPD and LASD security by \$7 million.

System Safety & Security

Department FTE's	FY98 Actual	FY99 Midyear	FY00 Proposed
System Safety & Security	245	112	123
Total	245	112	123

Expenditures (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
System Safety & Security	45,281	58,342	67,555
Sub Total Department	45,281	58,342	67,555

Sub Total Non-dept.			
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Total Non-dept & Dept	45,281	58,342	67,555
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Expenditure Type (\$000)	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	9,123	1,828	1,979
Non-Contract Wages	3,616	2,765	3,295
Fringe Benefits	6,772	2,042	3,032
Professional & Tech Services	25,543	3,035	3,777
Contract Services	3	46,574	53,139
Purchased Transportation	(36)	0	0
Fuels & Lubricants/Utilities	0	64	54
Material & Supplies	517	311	474
Acquisitions	0	1,118	1,174
Other	184	612	633
Sub Total	45,721	58,349	67,555
Overhead	(440)	(6)	0
Total	45,281	58,342	67,555

Non-Departmental Non-Departmental

Non-Department Expenditure Type	FY98 Actual	FY99 Midyear	FY00 Proposed
Contract Wages	292	0	0
Non-Contract Wages	(230)	1,900	0
Fringe Benefits	(2,731)	0	0
Professional & Tech Services	61	2,179	6,521
Contract Services	19	0	0
Purchased Transportation	0	0	0
Fuels & Lubricants/Utilities	(3)	0	0
Material & Supplies	(6)	0	0
Casualty & Liability	256	0	0
Debt/Interest	0	0	0
Acquisitions	(515)	0	0
Subsidies	(728)	0	0
Other	149	458	0
Sub Total	(3,435)	4,537	6,521
Overhead	(4,763)	0	0
Total	(8,198)	4,537	6,521

