

# CEO REPORT

A weekly report  
from the office  
of the CEO

March 7, 1994



This week I'm providing a summary of our top unit goals for the coming fiscal year. By now, we all know the operating shortfall is \$126 million, and also that our capital needs exceed our resources. While this year's budget process may be a challenge, it also gives us the opportunity to sharpen our focus on how to best design, construct and operate an efficient transportation system for our county's citizens and commuters.

One thing we can do is look at the essential expenditures and staffing plans for each MTA unit. The executive officers of each division have been asked to do this, and our budget office will help coordinate and support them. Together, we can produce a budget that will withstand public scrutiny and provide assurances that we're a cost-effective and efficient public agency.

#### Our Mission

A word we're all becoming more familiar with is quality. In the upcoming months you'll be hearing a lot about TQM and how it applies to the MTA. For now, one of the main elements of any quality program is a mission. The mission defines an organization's purpose — the reason it exists. This is especially critical now because of our financial situation.

At its February retreat, the MTA Board drafted its version of an MTA mission statement:

**"The mission of the Los Angeles County Metropolitan Transportation Authority is to design, construct, operate and maintain a safe, reliable, affordable and efficient transportation system that increases mobility, relieves congestion, and improves air quality to meet the needs of all Los Angeles County residents."**

The mission statement sets our direction for the

coming year. Here are some of the top goals for the MTA's individual units:

**Operations** — To deliver bus and rail service that is safe, reliable, courteous, convenient and accessible, in cooperation with local communities and neighboring counties. Fiscal Year 94-95 objectives will include:

- Improving operational efficiency through a series of productivity improvement measures and service restructuring and redeployment;
- Continuing the aggressive MTA anti-graffiti efforts to combat all forms of vandalism on MTA vehicles and facilities, while recognizing our financial constraints; and
- Teaming with the MTA's construction unit for the start-up operation of the Metro Green Line, including a bus-rail interface plan.

**Construction** — To build a world-class rail system that meets the highest engineering standards, is on schedule and within budget, and is supported by the community it serves. Fiscal Year 94-95 objectives include:

- Completing construction of the Metro Green Line and teaming with the operations unit for a revenue operations date of May 1995.
- Continuing construction of the Metro Red Line Segments 2 and 3; and
- Continuing construction of the Pasadena Line.

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**Planning and Programming** — To develop plans, policies, and funding programs, in cooperation with local communities, federal and state governments, and the private sector that will promote an integrated, innovative and comprehensive transportation system. Fiscal Year 94-95 objectives include:

- *Adopting a financially constrained, multimodal Long Range Plan;*
- *Insuring compliance with all federal, state and local laws and regulations in the programming and delivery of transportation resources;*
- *Completing final studies for the Metro Red Line Segment 3 and the San Fernando Valley East/West rail alignment, schedule, and financial plan decisions;*
- *Maintaining the Congestion Management Program and Deficiency Plan;*
- *Obtaining necessary grants to fund our projects and programs; and*
- *Preparing workable financial plans for our next major capital projects.*

**Administration** — To develop and preserve procedures that support planning, building and operating an integrated, efficient transportation system. Fiscal Year 94-95 objectives include:

- *Putting into effect a sound financial plan that provides sufficient means to achieve the MTA mission;*
- *Implementing a comprehensive financial information system;*
- *Completing the implementation of the classification/compensation program;*
- *Completing the implementation of an integrated benefits program;*
- *Concluding negotiations with the three major unions.*

I expect final agreement on budget priorities will occur within a week, which will mean that the Cost Reduction Plan process and recommendations can be presented to the board this month. I know many of you are working hard to pull the numbers together for this process, and I want you to know your extra efforts are appreciated.

#### **A Facelift in the Works at 425**

MTA employees at the 425 Building are in for some workplace improvements. Last month, many of the building's restrooms received patching and fresh paint. Also, the Facilities Department has initiated a study to increase the building's lighting — without increasing power usage. Lighting changes are currently being tested in a section of the cafeteria. Bids are also being finalized for carpet replacement and painting throughout the building.

Meanwhile, street sweeping, graffiti removal and abatement services will begin this month. This process will include high pressure cleaning of the alley and the exterior sidewalks. These measures will brighten the workplace for 425 Building employees.

#### **Sarah Goes to Washington**

With best wishes, we say good-bye to Sarah Siwek as she leaves the MTA for federal horizons. As Director of Transportation Demand Management, Sarah headed the MTA's air quality and demand management, and the signal synchronization programs. Operating under a U.S. DOT contract, her new job will be providing policy guidance to states and regions on air quality conformity and the integration of ISTEA, EPA and Federal Clean Air Act requirements. Sarah is well-qualified for her new position, and I'm sure we'll miss her.

#### **Metro Rail Milestones**

This Friday, March 11, we will put yet another chapter in the history books about transportation in Los Angeles. Groundbreaking for Segment 3 of the Metro Red Line will take place at Lankershim and Chandler in North Hollywood — marking the return of rail to the Valley after more than forty years.

Speaking of the Red Line, the construction workers who built Segment 2's tunnel under MacArthur Park Lake are to be commended for their excellent on-the-job safety record. The B201 Project workers, supervised by the Parsons-Dillingham construction management group, were recognized last week by Ed McSpedon, executive director of construction, at a brief lunchtime celebration — complete with hot dogs, lemonade and new lunch pails for each worker — for setting a first-time Metro Rail record of no Lost-Time-Accidents (LTAs) for an entire year.

Underground construction is one of the ten most dangerous jobs in the world, and the B201 tunnel crew worked around the clock, day by day for 244,242 hours to safely build the subway tunnel — without one of those hours spent in the back of an ambulance or a hospital emergency room. Good job, team!

**Franklin White**

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*I welcome your comments and questions in response to **CEO Report**, which is designed to provide employees with direct communication with my office. Please contact either of my Special Assistants, Michael Gonzalez at 244-7476, or Phyllis Tucker at 244-6191. Also, employees can fax comments to 244-6014.*

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#### **A publication of the MTA CEO's Office**

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