

# CEO REPORT

**Joseph E. Drew**  
**MTA Chief Executive Officer**

**July 15, 1996**

As CEO, I was very proud to be a part of the celebration of the opening of the Metro Red Line's Wilshire corridor. It's a magnificent addition to our transportation network and an outstanding effort by the entire MTA team!

The elected officials and other guests who attended a VIP opening ceremony repeatedly mentioned the benefits the new subway will bring to the Wilshire community. They were dazzled by the spacious, well-designed stations. They were impressed by the fact that area residents and workers can be whisked downtown in about half the time it takes to drive that distance.

Visitors who toured the stations and rode the trains on Saturday and Sunday expressed the same thoughts to our volunteers providing crowd control. Many of those visitors will become Metro Rail passengers. In fact, we anticipate Red Line daily ridership will increase from 22,000 to about 40,000 in the months ahead.

It should be clear by now that every additional piece we add to the rail system, every linkage we forge between bus lines and rail lines, makes the entire transit system more convenient and efficient for our customers. And it helps us meet our goals of reducing highway congestion, improving air quality and the quality of life in the region.

## **Gateway Security System**

A new security system using individually programmed key cards is going into effect at the Gateway Headquarters building. You'll be required to use your key card for after-hours access to the parking garage shuttle elevators and to your office floor. Some designated areas also will require key card access during business hours.

Areas requiring key card access are freight elevators, the second floor computer room, the Bus Control Center, the fifth floor, certain areas of Human Resources, the security elevators near the Transit Police office and the P-2 level Transit Police parking area gates. Contact the Building Services

Help Desk at 922-4800 if you have questions about key card access.

Key cards, which must be carried in addition to your employee ID card, are important to building security. Please treat yours with the highest respect and be security-minded. Two recent thefts of personal property on the fourth and fifth floors should remind us of the need to carry our ID cards at all times and to be aware of strangers who may enter office areas.

## **L.A. Standard Car**

The first shell for the "L.A. Standard Car" was unveiled last week at the Siemens plant in Carson. Siemens is under contract to the MTA to build 54 of the L.A. Standard Cars for use on the Metro Green Line. The first fully-equipped rail car will be delivered in December.

The 115,000 square foot plant, which opened in May, 1995, currently employs 53 local workers. The facility is devoted entirely to the production of car bodies for rail vehicle orders in North America and for the international market. The company expects orders from transit properties in Salt Lake City and St. Louis and hopes to provide shells to other properties already using Siemens rail cars.

With the anticipated growth of the \$8 million Carson plant, Siemens expects to employ about 100 workers. The company also plans to invest more than \$1 million in the plant to accommodate additional orders. The success of this factory is an example of how the transfer of technology can promote job growth in the Los Angeles area.

## **All Aboard Metrolink**

For the past five years, the MTA has provided the administrative staff for the Southern California Regional Rail Authority (SCRRA), the agency that built and now operates the Metrolink commuter rail system. These MTA employees, supported by other MTA staff, guided the project from its inception to the impressive commuter rail program it has become.

As of July 1, the Metrolink staff transferred from the MTA to the SCRRA. On behalf of all of us at the MTA, I want to wish the SCRRA continued success. We all should be proud of our past involvement in the Metrolink program. We look forward to working with the SCRRA in the future as its service expands.

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**Update:** Social Security and PERS. The retirement plan proposal is still being negotiated between the MTA and its unions. We're also continuing to work with our state legislators to get their approval of the plan.

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## CEO Forum

Recently, I hosted the first of what will be quarterly meetings with target groups who do business with the MTA, who benefit from MTA services or who are affected by our projects. Attending this initial CEO Forum, held at Union Station, were the top executives of the firms who are our partners on our transportation projects.

I wanted to meet with these executives because of the importance of the work they're doing for us. During my presentation, I emphasized that their companies and the MTA must have strong partnerships built on trust if we expect to fulfill our vision to plan, build and operate a world class transportation system. I called on the executives to make quality and safety their top priorities. For our part, I said the MTA is committed to reducing its bureaucracy in order to solve problems quickly and more cost-effectively.

The CEO Forum received a favorable reaction from those in attendance. These face-to-face meetings are important to the MTA as we continue our effort to build relationships with the communities we serve.

## CEO HotLine Calls

I'm very pleased with the number of calls coming into the CEO HotLine. And, I'm giving personal attention to the issues raised by the callers. We've had several calls, for example, about the Social Security-PERS situation, about the CEO Advisory Group, about employee safety and other concerns.

Here's how the CEO HotLine works: Your call is transcribed verbatim and the question or comment is then forwarded by memo to the appropriate department. An answer generally can be expected within a week. I retain a copy of the memo. If the caller leaves a name and location, we send an acknowledgment that the query was received and is being researched.

Answers to CEO HotLine inquiries are sent directly to the caller if a name was given. Questions also may be used in the CEO Report or in the Metro Family magazine. I hope you'll call the CEO HotLine if you have a question that can't be answered by your supervisor.

## Take the ATRAIN

If you haven't experienced it yet, take a few minutes during lunch hour to view a unique work of art located in the Eastern Portal above the escalator leading to the Metro Red Line. It's an electronic light display by artist Bill Bell called "ATRAIN." He's recently added an audio element that includes a train whistle.

Bell also has expanded the work to include views of a passenger train, an MTA bus, and the faces of 25 Hollywood personalities. Identify the stars and pronounce their names into a tiny microphone concealed in the plaque on the west wall above the escalator. Say, "Marilyn Monroe," and if you're lucky, you'll hear a breathy, "Hi!"

## Take it to the Bank

Need a quick fix of cash, but can't get to your bank? The MTA has arranged through Coast Federal Bank for the installation of an ATM machine in the Eastern Portal next to

the aquarium. ATM service begins July 19.

The ATM will accept most bank debit cards. Your bank may charge a fee for using the ATM, but the service is free to Coast customers. For more information, call Tanya Strawn at 922-4044, Jim Sadro at 922-4039 or Joya De Foor at 922-4029.

## Making Change Happen

You've heard me speak many times about our desire to change things for the better here at the MTA. Well, now we have a department that will help us do just that. It's called the Organizational Effectiveness Department and its headed by Pat McLaughlin, who reports to the Chief of Staff.

McLaughlin and her small staff already are hard at work on a number of projects, including a department reorganization and a survey to establish customer satisfaction measures. Her staff also will seek ways to improve our productivity and performance by tapping into the work experience of MTA employees -- the real experts in their fields.

The new department also will assist with an organizational assessment initiated by Board Chairman Larry Zarian, who with Directors Mel Wilson, John Fasana and Bob Abernathy and the executive staff, will oversee the project. The Board will select a consultant to review our goals and objectives and what has been implemented from previous studies of the MTA. The consultant then will recommend needed improvements.

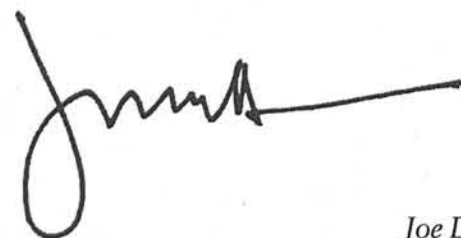
I believe the Organizational Effectiveness Department will be a valuable resource as in-house consultants who will assist us in restructuring our organization and to department heads who want to improve their operations and focus on customer satisfaction.

## Employees as Ambassadors

Here's a quote from the book, *Building Your Company's Good Name*, by Davis Young, as published in a recent edition of *Reputation Management* magazine.

"Belief in an organization and its leaders starts when the right policies and procedures are in place. It requires...even-handed, consistent application, both internally and externally. It places a premium on managers to be role models.... It includes accessibility and open lines of communications to avoid surprises.

"Every employee is an ambassador to customers, communities...or any stakeholder group. ...(E)mloyees whose opinions are valued...and...who are communicated with honestly and regularly (have) the best potential to be good ambassadors."



Joe Drew

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