

CEO REPORT

Joseph E. Drew
MTA Chief Executive Officer

June 24, 1996

Every bureaucracy has its weird rules and the MTA is no exception. Many procedures that annoy us as we go about our daily business seem to have cropped up out of nowhere and have stayed in effect for reasons no one can explain. It's just "always been that way."

Well, members of the CEO Advisory Group are tackling the MTA's weird rules and I'm optimistic that some will disappear very soon. At our May 30th meeting, members presented a host of strange rules for discussion. These included one of my own pet peeves: the lack of designated passenger drop-off and pick-up points at the Headquarters building.

Among the weird rules submitted for discussion were some involving ITS work requests, maintaining lists of staff vacancies, mail room hours, employee suggestion boxes and determining the number of mechanics needed at operating divisions based on mileage of a division's bus fleet. The weird rules will be categorized and discussed at the June 24th meeting.

If there's a weird rule that annoys you, write it up and give it to the CEO Advisory Group member from your department. A list of members was published in the April 15th CEO Report. My goal is to eliminate as many of these weird rules as possible so we can all do our jobs better. □

Gateway to Giving

I can report that enthusiasm is high among employees for our first annual Gateway to Giving campaign. We had excellent attendance at kickoff events held at Headquarters and at each of the operating divisions. Payroll deduction forms are coming in to the campaign coordinators, who report that employees appreciate the wide range of charitable organizations to choose from.

It's not too late to give; although the campaign officially ended June 21. So, please, open your heart to those less fortunate. And if you need a payroll deduction form or information about a charity, please contact one of the campaign coordinators listed here:

Administration: Cindy Kondo-Lowe, Leila Procopio, Vera Walsh. **Communications:** Herman Hagan, Carrie Morris. **Construction:** Saran Fox, Melissa Schiavo. **Equal Opportunity:** Susan Robles. **Executive Offices:** Nellie Gil, Deborah Craney. **Finance:** Joya DeFoor. **Internal Audit:** Armando Loredó. **Planning and Development:** Steve Brye, Jody Feerst. **Operations:** Elizabeth Arellano, Maria Avila, George Beddard, Maceo Bethel, Joseph Brown, Martha Butler, John Byrd, Emilio Caballero, Nancy Chester, Dana Coffey, Frank Cole, Dave Collins, Art Crabtree, Brenda Davis, Ralph de la Cruz, Alec DiNuzzo, Dan Dryden, Jack Eich, Carolyn Flowers, Renee Frawley, Alice Gates, Grace Golden, Annette Goodlett, Keith Green, Arnetta Harris, Joe Harris, Dieter Hemsing, Don Howey, Dan Ibarra, Allen Jacobs, Ray Kunkle, Dale Lanz, Jackey Lee, Curley Little, Jim Lukens, Fred MacReynolds, Derek Mahome, George Matejovski, Dan Miller, Ken Miller, Nita Northington, Don Ott, James Pachan, Jim Pilon, Arlene Pingarron, Ron Reedy, John Rivenes, Roy Starks, John Takahashi, A.J. Taylor, Robert Torres, Milo Victoria, Anita Vigil, Ralph Wilson. □

Budgetary Matters

The proposed 1996-97 budget goes to the Board this month and I can report that the focus will be on our customers. The priorities in the \$2.83 billion budget are customer service, fully funding bus and rail operations, improving agency oversight and construction safety, and implementing the vision of our Long Range Plan.

The proposed budget includes funding for 8,339 personnel, 50 more than 1996. It also provides funds for a 3 percent achievement-based pay raise for non-contract employees. To balance prior year budgets, we relied on layoffs, fare increases, service reductions and one-time revenue. The 1997 budget will be balanced by realistically forecasting revenue and expenses, by maintaining or reducing costs that don't impact the level and quality of bus or rail service, and by prioritizing capital

Have a question or concern to express? Call the new CEO HotLine at 922-6282. All messages will be submitted to the CEO and some may be used in Metro Family magazine or in the CEO Report. Give your name and location if you want a personal reply. □

expenditures.

The budget has 10 short-term goals which all departments will be expected to help us achieve. Three of the goals are:

- Continue existing service levels and implementation of the Bus System Improvement Plan.
- Meet quality, safety, schedule and financial performance targets for construction projects.
- Improve employee morale.

I'm very proud of this budget and I believe FY 97 will be a benchmark year against which the MTA's future operational and financial performance can be measured. Congratulations to CFO Ronny Goldsmith and all staff members who worked so hard to put this budget together. □

New Staff Members

You'll be seeing some new faces in the executive ranks at the MTA. I want to welcome Barbara Long, our new director of the Office of Management and Budget (OMB). She comes to us from Broadway Stores where she was responsible for planning and forecasting for the 82-store chain. Long holds a B.A. in economics from Stanford University and an M.B.A. from UCLA.

Blair Lundquist has been named director of Construction Risk Management. As corporate risk manager at Dresser Rand Co. in Corning, N.Y., Lundquist was responsible for administration of domestic and foreign insurance programs. He earned a B.A. at the State University of New York.

William Henderson is the MTA's new controller. Formerly financial accounting manager for the City of Anaheim, Henderson also has consulted with many agencies in California on cost allocation and revenue enhancement. He holds a B.S. from Brigham Young University and is a certified public accountant.

Let's also congratulate Gary Spivack on being selected as our new director of General Services. Spivack most recently served as acting manager, Operations Planning. An MTA employee for 15 years, he holds masters degrees in city planning and transportation engineering from the University of Pennsylvania. □

Rail Rodeo

Congratulations to the Metro Red Line maintenance hot shots who represented the MTA so well earlier this month at the national Rail Maintenance Rodeo in Atlanta. Our three-member team on their first outing achieved fourth place out of 16 teams competing in the grueling event, sponsored by APTA.

Team members Ruben Baez, Eston Bakaimani, Ramiro Estavillo and their instructor, Conrad Santana, earned the right to represent the MTA when the three mechanics took first place in an MTA-sponsored competition. Elements included a difficult written test, rail car troubleshooting and maintenance problem diagnostics.

Also to be congratulated are the local runners-up, a Metro Blue Line team whose members were Alan Addie, Kevin Doan, Nam Nguyen and their instructor, Russell Homan. Both teams received plaques, U.S. Savings Bonds, colorful jackets and caps – as well as bragging rights for the year. □

Travis Goes to Washington

The MTA's rail safety program and its mascot, Travis the Owl, were major topics, June 11, at a child safety conference in Washington. Sponsored by the U.S. Department of Transportation, the conference was a showcase for the nation's most successful transportation safety programs.

Genetha Eddins of the MTA's San Fernando Valley Area Team, gave a 20-minute presentation at the conference. Her audience included transit property representatives from across the United States. She described our rail safety program, which began in 1987 and has reached more than a million school children who live along the county's 400 miles of rail corridor.

Being featured at such a prestigious conference is well-deserved recognition for our excellent rail safety program. Over the years, a number of MTA employees have been involved with various phases of the program. They include Sumi Gant, Sylvia Robledo, Herman Hagan, Stacy Yamato, Alma Davis and Suzanna Sanchez. Thanks to all who have worked on this important, life-saving program. □

MTA Report Card

Earlier this month, I met with Board members at a Saturday retreat to discuss the recent CEO Peer Review Panel Report. The Panel, composed of experienced transit executives, took a critical look at three areas of concern: bus service, our organization and issues remaining from the merger.

The Panel found that the MTA's credibility has suffered and that the relationship between the staff and the Board should be strengthened. The agency needs leadership and stability, the Panel said, as well as a clearly defined structure. Bus operations need more staff support and improvement, and the future importance of rail transportation should be recognized. Financial controls also must be stronger.

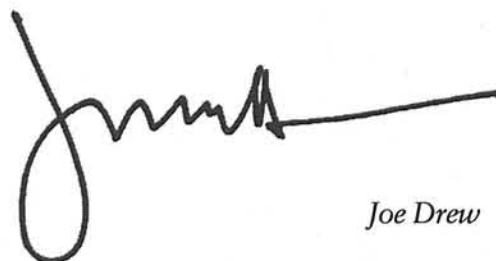
These are hard-hitting observations and the Panel's report contained many useful recommendations that we already have begun to address. In an earlier CEO Report, I outlined changes I've made in the MTA's top leadership. We are recruiting nationally for a Deputy CEO to oversee Construction and Operations, a Chief of Staff, and an Executive Officer for Transit Operations. Labor Relations also has been reorganized and now reports directly to Linda Bohlinger, Deputy CEO for Finance and Administration. In addition, the Bus Improvement Plan is under way.

At the Board retreat, we discussed ways to improve relations with the staff. I found Board members to be very supportive of the efforts we're making to upgrade both our organization and our performance. I'm confident the Board and the staff can work together to achieve these desirable goals. □

Closing Thoughts

Here are some words to remember from the book, "The Seven Habits of Highly Effective People" by Stephen R. Covey: "Win/win is a frame of mind and heart that constantly seeks mutual benefit in all human interactions. Win/win means that agreements or solutions are mutually beneficial, mutually satisfying. With a win/win solution, all parties feel good about the decision and feel committed to the action plan."

That's good advice to keep in mind as we go about our daily business. □



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