



METROPOLITAN TRANSPORTATION AUTHORITY

STRATEGIC BUSINESS PLAN

MISSION, VISION & GOALS
FY01 Final Report



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MTA Profile

The Los Angeles County Metropolitan Transportation Authority (MTA) is unique among the nation's transportation agencies. It serves as transportation planner and coordinator, designer, builder and operator for one of the country's largest, most populous counties. More than 9 million people – one-third of California's residents – live, work and play within its 1,433-square-mile service area.

In addition to operating over 2,200 coaches in the Metro Bus fleet, the MTA also designed, build and now operates almost 60 miles of Metro Rail service; the Metro Rail system currently consists of fifty stations and several more are in the planning and/or design stage.

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

The MTA employs more than 8,000 people in a broad range of technical specialties and services ranging from Metro Bus and Metro Rail operators and mechanics to construction engineers and safety inspectors, from transportation planning professionals to customer information agents.

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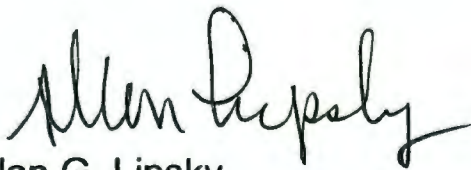
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Message from the Office of the CEO

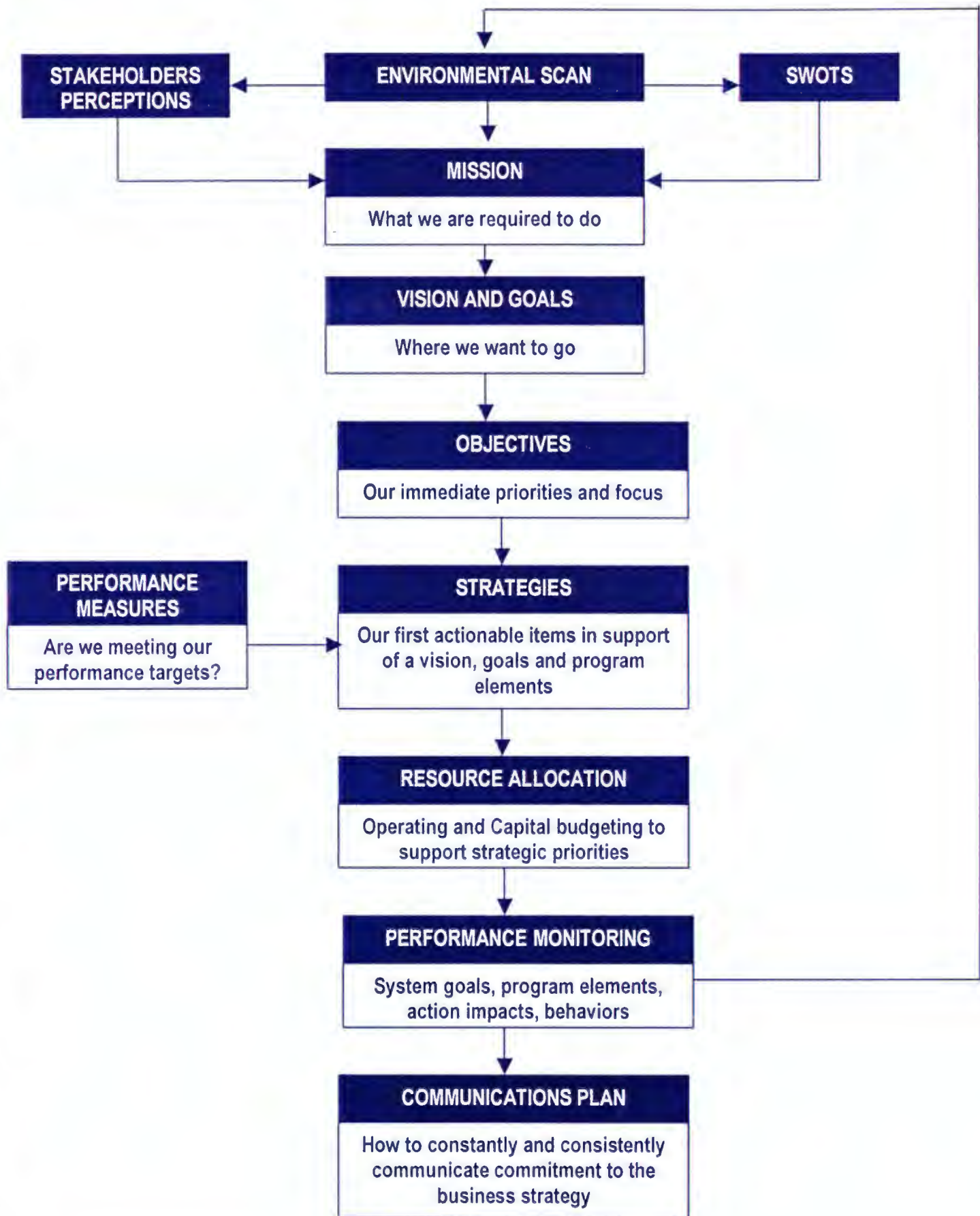
During the fiscal year which ended on June 30, 2001, fourteen teams of employees worked on important strategic programs which are central to the MTA's long term success. This report presents the scorecard for those teams and it shows excellent progress in reaching our goals. For example, supported by these cross-functional teams, the agency achieved bus and rail operating cost reductions, improved bus and rail on-time performance and cleanliness, developed life cycle cost reductions for bus and rail projects and completed a Long Range Transportation Plan.

This year we will be focusing on a smaller number of agency-wide objectives but we will continue to use cross-functional teams, which have proven successful in this endeavor. We look forward to further improving this process and our results in the coming fiscal year.



Allan G. Lipsky
Deputy Chief Executive Officer

The Process



Mission Statement

MTA's MISSION STATEMENT REFLECTS THE LEGISLATIVE MANDATE FOR THE AGENCY

MTA is responsible for the continuous improvement of an efficient and effective transportation system for Los Angeles County.

In support of this mission, our team members provide expertise and leadership based on their distinct roles:

Transit Operations

- Operating transit system elements for which the agency has delivery responsibility

Countywide Planning and Development

- Planning the countywide transportation system in cooperation with other agencies

Engineering and Construction

- Managing the construction and engineering of transportation system components

Support Services

- Delivering timely support services to the MTA organization

Vision

MTA'S VISION INDICATES WHERE IT WANTS TO GO

MTA is the visionary source of leadership for realizing transportation improvement opportunities and solving transportation problems in Los Angeles County.

Our position as a premier transportation agency will be established by:

- A vigilant pursuit of cost effective, high quality mission critical service delivery
- An extraordinary record of excellence in planning, construction and engineering
- A proven competency for innovations in transportation development, and,
- An exemplary work environment providing team members with needed services



Balanced Scorecard Approach

The Balanced Scorecard presents a sound method for organizing strategic goals. This approach has been used successfully by private and public enterprises as a means to organize and focus on a linked series of objectives and measures that are both consistent and mutually reinforcing and address all aspects of a typical organization to ensure the success of the enterprise.

The balanced scorecard approach looks at every organization from four perspectives:

- Customer perspective, which focuses on the marketplace and delivery of services and products which meet customer needs
- Learning or innovation perspective, which focuses on every organization's need for renewal and growth
- Internal perspective, which focuses on the business processes, tools, information and employees needed to perform the relevant work
- Financial management perspective, which includes both revenue generation and cost management activities

The balanced scorecard is a balanced presentation of financial and operational measures that allows the organization to be viewed from several perspectives simultaneously.

The Strategic Plan

Mission



Vision



Goals



Agency-wide goals are organized in a balanced scorecard perspective supported by more detailed objectives and strategies

Goals: Agency-wide

Customer Perspective

Improve transportation services to increase customer satisfaction.

Learning and Innovation Perspective

Increase innovation to improve performance.

Internal Processes Perspective

Improve and streamline business processes.

Financial Management Perspective

Increase effective and efficient utilization of resources.

Overview of Objectives

Customer Perspective

- Improve customer awareness and satisfaction by geography and mode by 10% over FY00 baseline in identified customer/market segments by FY03.
- Achieve transit operations performance and quality targets in the areas of reliability, timeliness, cleanliness and safety by FY03.
- Achieve a 20% improvement in internal customer satisfaction levels by FY02.

Learning and Innovation Perspective

- Prepare life cycle cost reduction options for new projects
- Complete a viable consolidated countywide Long Range Transportation Plan (LRTP) specifying planned levels of mobility and effective multi-modal resource allocation by FY03.

Internal Processes Perspective

- Improve access to timely and accurate mission critical management information for key customers by FY02.
- Identify and map core processes with a 20% target improvement in cycle time at no additional net cost or performance degradation by Dec. 31, 2001.
- Improve the Board reporting process and cycle time by 10 percent.

Financial Management Perspective

- Secure federal, state and local discretionary appropriations that achieve annualized targets.
- Reduce operating costs by achieving blended bus and rail cost per service hour targets by FY03.
- Increase gross revenue per revenue (vehicle) service hour to align with bus and rail targets by FY03.
- Achieve 95 percent on-time and on-original-budget delivery of engineering and construction services.
- Complete 90 percent of all Call for Projects and Countywide Planning internal projects on schedule, on budget and meeting mobility goals as measured by adopted project objectives and consistent with funding requirements on an annual basis by FY03.
- Achieve targeted close-out of all construction projects within 6 months of contract conclusion within the original fixed project budget by FY03.

Balanced Scorecard Objectives

Strategies




Performance Measures

Targets

Actual Results

Balanced Scorecard Objectives, Strategies, Performance Measures, Targets and Actual Results




For each objective, various strategies (how to implement each objective) were developed with corresponding performance measures and targets to evaluate whether the activity was successful or not. These performance measures were monitored on a quarterly basis. The following pages report the fiscal year-end actual results from these efforts.

- Legend:
-  On track
 -  Slight problems, delays or management issues
 -  Significant problems and/or delays

CUSTOMER PERSPECTIVE

Objective: Improve customer awareness and satisfaction by geography and mode by 10% over FY00 baseline in identified customer/market segments by FY03.

Strategy	Performance Measure	FY01 Target	FY01 Actual	
<p>Define customer segments to be monitored, measures of success, and interventions to drive measurements, and data collection methodology.</p>	<p>Survey satisfaction and awareness levels of</p> <ul style="list-style-type: none"> • transit riders • general public • agency partners 	<p>10% improvement over FY00 satisfaction levels</p>	<p>Transit Riders:</p> <ul style="list-style-type: none"> • Survey was delayed but should be completed by November 2001. • Satisfaction survey results from 1997 and 2000 surveys: In general, most satisfied with speed, convenience and cleanliness and least satisfied with seat availability and fares. • Awareness survey results from 2000 show high slogan awareness. <p>General Public:</p> <ul style="list-style-type: none"> • Next survey will be Jan/Feb 2002. • Satisfaction results (MTA as Transit Operator) from 1996 and 2000 surveys: In general, most satisfied with MTA's train and bus cleanliness, daytime security, fares and schedule information. • Satisfaction results from 2000 survey with MTA as transit system developer: Most satisfied with effectively managing public transportation system. • Awareness results from 1996 and 2000 surveys show high awareness of 	<p style="text-align: center;">▲</p> <p style="text-align: center;">▲</p>

Strategy	Performance Measure	FY01 Target	FY01 Actual	
			MTA as operator and low awareness of any other MTA non-transit programs or services. Agency Partners: <ul style="list-style-type: none"> • Next survey in 2002. • 1997 stakeholder survey not valid due to low response. 	 
Use feedback from surveying to refine interventions as appropriate.	Changes in services planning	Metro Rapid lines implemented and BRT planned.	<ul style="list-style-type: none"> • Metro Rapid implemented with more proposed in LRTP. • BRT plans addressing speed issues. 	

Next steps:

- Survey will be continued as part of Countywide Planning and Development's activities in FY02.

CUSTOMER PERSPECTIVE

Objective: Achieve performance and quality targets in the areas of reliability, timeliness, cleanliness and safety by FY03.

Strategy	Performance Measure	FY01 Target	FY01 Actual	
Achieve reliability and timeliness (on-time pullout) target	On-time pullout rate	99.5 %	99.35 %	▲
Achieve reliability and timeliness in-service (on-time on-street performance)	In-service on time performance	60%	53.93%	■
Achieve cleanliness targets	Divisions with 6 cleanliness rating per division	11 divisions with 6 or greater rating	11 divisions with 6 or greater rating	●
Reduce workers' comp claims by 4%	Reduction in claims	4% reduction	Goal not met. If re-occurrences were separated out, there was some decrease overall, but target wasn't met.	▲
Reduce contract service complaints to 105% of MTA current average.	Complaints per 100,000 boardings	105% of MTA current average complaint rate or 3.9 complaints per 100,000 boardings	Goal not met for year, but met for 4Q with 6.33 complaints per 100,000 boardings; Reduced complaints 63.8% from 3Q level.	▲
Identify industry best practices	MTA's performance versus best practices	Best practice standards developed	Goal not met due to work stoppage and other priorities.	■
Implement safety and training programs	Number of OSHA courses given and number of people trained.	15 OSHA courses (8 mandated courses)	<ul style="list-style-type: none"> • 2,187 people trained in 31 OSHA courses given through lectures or computer classes. • 3,000 <u>Maintenance Safety Handbooks</u> on 24 OSHA programs delivered to all bus, rail, and facilities maintenance employees. 	●



Strategy	Performance Measure	FY01 Target	FY01 Actual	
			• Developed CNG First Responder Field Guide.	●
Achieve worker's compensation payout cost within 110% of similar state agencies by FY03.	Average worker's comp. payout cost for similar state agencies	Not calculated.	Goal not met.	■
Ensure that approved cleaning materials are made available to operating divisions on an average 98% service level by the end of FY01.	Maintain 98% service levels	98%	99.56%	●
Ensure the daily average of buses on No Stock Hold does not exceed 1% of the active bus fleet.	Percent of active fleet on No Stock Hold.	1% or less	0.2%	●
Provide timely and effective flow of material including receipt, storage and distribution to maintain an average service rate of 98%.	Service rate	98%	99.31%	●

Next steps:

- Continues in FY02 as part of the agency-wide objective to reduce operating costs.

CUSTOMER PERSPECTIVE

Objective: Achieve a 20% improvement in internal customer satisfaction levels by FY02.

Strategy	Performance Measure	FY01 Target	FY01 Actual	
Assess and identify Support Services (SS) customer needs and benchmark existing satisfaction levels.	Survey and benchmark customer satisfaction levels.	Benchmark SS customer satisfaction levels in: <ul style="list-style-type: none"> • reliability • efficiency and • responsiveness Scale is 1-5 1= unsatisfactory 2= needs improvement 3= satisfactory 4= very good 5= excellent	Audit <ul style="list-style-type: none"> • Reliability 2.49 • Efficiency 2.49 • Responsiveness 2.48 Administration <ul style="list-style-type: none"> • Reliability 3.35 • Efficiency 3.34 • Responsiveness 3.28 Procurement <ul style="list-style-type: none"> • Reliability 2.47 • Efficiency 2.42 • Responsiveness 2.47 Risk Management <ul style="list-style-type: none"> • Reliability 2.71 • Efficiency 2.72 • Responsiveness 2.69 Finance <ul style="list-style-type: none"> • Reliability 3.02 • Efficiency 3.00 • Responsiveness 2.99 Human Resources <ul style="list-style-type: none"> • Reliability 2.81 • Efficiency 2.81 • Responsiveness 2.81 	
Form workgroups to develop appropriate responses to the customer needs assessment.	Action plans developed.	20% improvement in baseline measure of customer satisfaction	<ul style="list-style-type: none"> • Action plans developed. • Survey customer satisfaction level improvement in FY02. 	

Next steps:

- Implement action plans to improve customer satisfaction.
- Conduct next survey and report results as part of the Human Resources work plan for FY02.

LEARNING AND INNOVATION PERSPECTIVE

Objective: Complete a viable consolidated countywide Long Range Transportation Plan (LRTP) specifying planned levels of mobility and effective multi-modal resource allocation by FY03.

Strategy	Performance Measure	FY01 Target	FY01 Actual	
Complete a viable consolidated countywide LRTP specifying planned levels of mobility and effective multi-modal resource allocation by FY03.	LRTP completed.	LRTP adopted by Board.	LRTP adopted by Board.	●
Develop a comprehensive integrated planning process that coordinates priorities with outside agencies.	<ul style="list-style-type: none"> • Performance measures. • Before/after data. • Countywide Short Range Transportation Plan (SRTP). 	<ul style="list-style-type: none"> • Performance measures approved by subregional focus groups • Before/after data needs defined. • Countywide SRTP adopted by Board. 	<ul style="list-style-type: none"> • Five performance measures approved by focus groups were included in the Long Range Plan. • Before/after data needs defined. • SRTP to be adopted by Board in FY02. 	● ▲
Integrate the CIP process with the LRTP.	CIP and countywide projects updated	CIP updated to reflect countywide projects	Completed CIP update included countywide projects.	●
Develop goals/criteria for each mode.	Goals/criteria.	Goals/criteria defined for each mode.	Completed. 369 Call for Projects evaluated and ranked for recommendations for Board approval.	●
Implement performance evaluation for mobility investments.	Performance criteria and indices.	<ul style="list-style-type: none"> • Used performance criteria to evaluate Base-line and Enhanced Baseline performance. 	<ul style="list-style-type: none"> • Performance criteria defined. • Performance indices consistent with state and federal planning requirements. 	●

Strategy	Performance Measure	FY01 Target	FY01 Actual	
			<ul style="list-style-type: none"> • Pre- and post- evaluation performance criteria being established for all modes with the exception of Rideshare Evaluation. OCEO has assumed responsibility of 3rd party audit. 	▲

Next steps:

- Complete Short Range Transportation Plan (SRTP).
- Continues as an agency-wide objective in FY02 to implement the LRTP elements.

LEARNING AND INNOVATION PERSPECTIVE

Objective: Develop life cycle cost reductions for new, similar projects.

Strategy	Performance Measure	FY01 Target	FY01 Actual	
Develop life cycle cost reductions for new, similar projects.	Cost avoidance or dollars saved by recommendations	Cost reductions on new corridor projects	<ul style="list-style-type: none"> • Completed Preliminary Engineering (PE) design for Eastside. Saved upwards of \$17 M by using Division 20, an existing yard for rail car storage. • Pasadena Blue Line (PBL)/Eastside LRT interface committee formed. 	●
Prepare list of mode specific projects.	Revised criteria for design and construction.	Design and construction criteria recommended with related cost savings.	\$2 M annual operating cost savings to 5 Board-approved PBL betterments: <ul style="list-style-type: none"> ➢ additional circuit breakers ➢ powered yard switches ➢ yard equipment ➢ train to wayside train control ➢ SCADA readiness 	●
Prepare a list of items including system equipment and architecture finishes/fixtures which can be standardized to reduce procurement costs and future replacement/repair costs for light rail stations and facilities.	Revised design criteria and specifications and equipment lists.	Design criteria and specifications and equipment lists recommended.	<ul style="list-style-type: none"> • Alternative design and construction methods for Eastside LRT 101 freeway bridge: <ul style="list-style-type: none"> ➢ Use concrete vs. steel. ➢ Use different contract method. ➢ Potential coordination issues minimized with Caltrans, schedule time savings and \$2M oversight savings by considering construction by Caltrans. 	●

Strategy	Performance Measure	FY01 Target	FY01 Actual	
			<ul style="list-style-type: none"> • Bring Eastside train to grade at Alameda and save aerial costs of \$20 M by having train on left side (3/4 interference with intersection removed.) 	●





Next steps:

- Use cross-functional teams as part of all major project adoption processes and roll into each business unit's work plan for FY02.

INTERNAL PROCESSES PERSPECTIVE

Objective: Improve access to timely and accurate mission critical management information for key customers by FY03.

Strategy	Performance Measure	FY01 Target	FY01 Actual	
Improve access to timely and accurate mission critical management information for key customers by FY03.	Improvement in performance of management information delivery from baseline developed.	10% improvement	<ul style="list-style-type: none"> • Baseline developed; progress will be tracked in FY02. 	▲
Determine customer needs and develop appropriate measures for assessing delivery of critical management information by Dec. 31, 2000.	Enterprise-wide ITS strategic plan developed.	Plan developed.	Phase 3 of ITS strategic plan 70% complete.	▲
Expedite procurement of the Maintenance and Materials Management System (MMMS) and the Advanced Transportation Management System (ATMS).	<ul style="list-style-type: none"> • MMMS on schedule • ATMS document conversion completed and ATMS system deployed. 	<ul style="list-style-type: none"> • 10% MMMS design work completed • 100% ATMS deployed 	<ul style="list-style-type: none"> • 85% MMMS process review completed; required prior to start of design work. 20% best practices review complete. Rail processes review to begin Q1 FY02. • ATMS: <ul style="list-style-type: none"> ➤ Negotiations for contract award completed. ➤ Best and final offers (BAFO) received. ➤ Pricing and contract preparation negotiations completed. ➤ Presentation to Board will take place in October or November after the new CEO has been briefed. 	▲ ▲

Strategy	Performance Measure	FY01 Target	FY01 Actual	
Upgrade the Financial Information System to version 11i by July 1, 2001.	Upgrade completed and users trained	100% completion	Delayed upgrade until December 28, 2001	
Expedite the procurement of the Division Network Construction Project.	<ul style="list-style-type: none"> • Construction on schedule for Division 1,2,3, 5,7,8, & 18. • Design completed on other divisions and Request for proposal (RFP) sent out. 	<ul style="list-style-type: none"> • 30% construction completed • 100% design completed 	<ul style="list-style-type: none"> • Contract award delayed due to protest. • Design continuing 	 
Expedite the procurement of the Document Processing and Management System.	Document conversion completed and system deployed.	100% deployment	<ul style="list-style-type: none"> • Request for Proposals (RFP) changes are being reviewed by County Counsel. Scheduled RFP release is 9/28 with proposals due in November. 	

Next steps:

- Continues as an agency-wide objective in FY02 to develop and implement an enterprise-wide technology and management information systems plan.

INTERNAL PROCESSES PERSPECTIVE

Objective: Identify and map core processes with a 20% target improvement in cycle time at no additional net cost of performance degradation by Dec. 31, 2001.





Strategy	Performance Measure	FY01 Target	FY01 Actual	
Improve and streamline business processes.	Improvement in 1 core process cycle time.	20% cycle time improvement in one core process	Implementation plans are in process for: <ul style="list-style-type: none"> • Employee Relocation and Telephone Services • Pre-Qualification 	▲
Assess and identify Support Services core processes, develop performance measures for each unit and baseline performance.	Process documented.	6 processes documented.	7 processes completed: <ul style="list-style-type: none"> • Accounts payable • Recruitment and selection and salary proposals for new hires • Competitively negotiated procurements • Employee relocation and telephone services • Pre-qualification and pre-award audits • Early return to work • Ethics 5 other processes in process	●
Hold cross functional team-, change-management and other MTA wide training in new procedures by 6/30/01.	Develop scope of services for training.	Training developed.	Return to work training for division managers identified.	●
Form workgroups to develop streamlined core processes and implement.	Recommendation for streamlining processes.	Number of processes with recommendations for streamlining	5 core processes completed. <ul style="list-style-type: none"> • 2 implementation schedules on track. • Ethics done. 	▲
Align organizational structure to support core processes.	Organizational and/or procedural changes.	Changes actually implemented.	2 processes have recommendations for organizational and/or procedural changes.	▲

Next steps:

Continues as an agency-wide objective in FY02.

FINANCIAL MANAGEMENT PERSPECTIVE

Objective: Secure federal, state and local discretionary appropriations that achieve annualized targets.

Strategy	Performance Measure	FY01 Target	FY01 Actual	
Secure funding targets	L RTP adopted amount(s)	\$120 MM	Received federal appropriations for over \$171.4 M: \$49 M for N. Hollywood \$12.4 M for STIP \$110 M for bus procurements Expect State appropriations from Caltrans for \$609 M	
Coordinate with appropriate MTA departments.	<ul style="list-style-type: none"> • Support garnered for MTA's FY02 federal appropriations request and available state money. • Develop strategy for FY03 appropriations request. 	<ul style="list-style-type: none"> • MTA's FY02 appropriations request supported and available state money received. • Strategy developed for FY03. 	<ul style="list-style-type: none"> • Received most of MTA-requested federal earmarks from 2002 DOT federal appropriations • Request of \$49M for MOS-3 NH appears only as \$9M in Senate version. Staff working to secure as much of original MOS-3 NH request as possible under final bill. 	
Seek a 35% contribution from local call grant recipients by FY03.	Percent local match from local grant recipients	35% local match	<ul style="list-style-type: none"> • Board-approved 35% local match requirements in 2001 Call for Projects for Regional Surface Transportation Improvements (RSTI) projects. • 20% for other modal categories. 	
Update Long Range Plan Financial Forecasting	<ul style="list-style-type: none"> • Revenue Demand Charts • LRTP Financial Forecast 	LRTP Financial Forecast adopted	<ul style="list-style-type: none"> • LRTP forecast completed. Ran another model for Section 5309 – Eastside, San Fernando Valley and Wilshire/Mid-city corridors for final design & construction and Exposition LRT preliminary engineering. 	









Strategy	Performance Measure	FY01 Target	FY01 Actual	
			<ul style="list-style-type: none"> • Draft Revenue Demand Charts completed. Staff reconciled Demand Charts with OMB information for first 5 years of 10-year forecast. 	●
<p>Manage and administer funds programming requirements.</p>	<ul style="list-style-type: none"> • RTIP, STIP, and TIP/CTIP requests/ actions 	<ul style="list-style-type: none"> • RTIP, STIP, and TIP/CTIP requests/ actions on schedule 	<ul style="list-style-type: none"> • TIP Amendment #2 prepared and forwarded to SCAG for review and approval which includes several funding changes. SCAG approval expected soon and USDOT approval by 10/01. • Expect to receive \$609M in state funds, which will be used in 2001 Call for Projects, from \$3.2B Caltrans 2002 STIP Fund Estimate. Staff working on issues involving Port Access Improvement Program and Bay Bridges Seismic Retrofit that could lower LA County share. 	▲

Next steps:

- Securing appropriations will be continued as part of Countywide Planning and Development's business unit activities in FY02.

FINANCIAL MANAGEMENT PERSPECTIVE

Objective: Reduce operating costs by achieving blended bus and rail cost per service hour targets by FY03.

Strategy	Performance Measure	FY01 Target	FY01 Actual	
Reduce operating costs by achieving blended bus and rail cost per service hour targets by FY03.	<ul style="list-style-type: none"> • Blended bus operating cost per RSH • Heavy Rail cost per RVSH • Light Rail cost per RVSH • Blended rail cost/RVSH 	<ul style="list-style-type: none"> • Bus costs \$100.50 (not including WC savings) • Heavy Rail cost per RVSH \$228.22 • Light Rail cost per RVSH \$305.28 • \$274.11 blended rail cost/RVSH 	<ul style="list-style-type: none"> • Goal met: \$98.42 • Goal met: \$220.96 • Goal not met: \$363.85 • Goal not met: \$282.83 RVSH 	   
Achieve energy unit cost reduction for natural gas up to 5% annually by the end of FY01.	Reduction in energy costs.	5% annual reduction in energy costs for natural gas	Bid package completed; expect award of new contract by Nov. 2001. Energy manager position filled. Energy audits will be completed as scheduled for Q3 in FY02.	
Reduce re-built component demand by 5% through increased component reliability.	Reduction in components or cost.	5% reduction	Goal met. 10.2% decrease in cost with streamlined engine rebuild process.	
Reduce bus paint per unit cost (parts) by 10%.	Per unit cost reduction	10% bus paint per unit cost reduction	17.5% reduction \$571,029 saved \$902/unit in labor \$551/unit in parts	
Reduce the cost of materials and supplies to transit operations by a targeted \$1.3 million by the end of FY03.	Reduction of materials and supplies costs to transit operations.	\$500,000 cost savings reduction.	Goal met. \$1,078,677 cumulative YTD savings.	

Strategy	Performance Measure	FY01 Target	FY01 Actual	
Maximize revenue return on investment through Materiel Sales Program by \$1.35 million by the end of FY03.	\$450,000 sales of materials and supplies from Materiel Sales Program.	\$450,000 from sales of obsolete materials and supplies.	Goal met. \$640,582 YTD revenue for used/scrap parts sales and \$3,686,133 for the sale of emission reduction credits.	●
Improve engine component reliability from suppliers and quality inspection programs to achieve a 95% acceptance rate from RRC operations.	Acceptance rate of engine blocks from RRC operations	95% acceptance rate	Goal met. 100% acceptance rate during the 4th quarter. 98% YTD quarterly average.	●
Reduce the cost of electrical power to transit operations by up to 5% by the end of FY02.	Reduction of electrical power.	5% reduction of electrical power.	Goal not met. <ul style="list-style-type: none"> • Competitive bidding of electrical power requirements was not allowed under LADWP power procurement rules and has been suspended for SCE by CPUC. • Recommendations are being implemented from final report on electrical power consumption received from consultant. 	▲

Objective: Reduce operating costs by achieving blended bus and rail cost per service hour targets by FY03 (continued.)

Strategy	Performance Measure	FY01 Target	FY01 Actual	
Coordinate annual services change program.	Service changes and schedule modifications approved by the Board and new operator contract.	<ul style="list-style-type: none"> • Changes implemented. 	Goal not met. <ul style="list-style-type: none"> • Changes related to the Harbor Transitway are delayed pending approvals of Executive staff – most likely in December 2001 or later. • Proposed modifications to 5 lines including transfer of two lines to Montebello and clearance of 5 new Rapid Bus line concept corridors under consideration. 	▲

Next steps:

- Continues as an agency-wide objective in FY02.

FINANCIAL MANAGEMENT PERSPECTIVE

Objective: Increase gross revenue per revenue (vehicle) services hour to align with bus and rail targets by FY03.

Strategy	Performance Measure	FY01 Target	FY01 Actual	
Increase gross revenue per revenue (vehicle) service hour to align with bus and rail targets by FY03.	Increased fare revenue.	2% increase over FY00.	No Board approved fare increase.	▲
Increase rail boardings by 50 percent.	<ul style="list-style-type: none"> • Service plan changes for Segment 3 implemented. • Increased rail boardings. 	<ul style="list-style-type: none"> • Changes implemented. • 50% rail boardings increase from baseline of 54 million riders resulting in 27 million additional annual riders by FY03 or 81 million annual riders. 	<ul style="list-style-type: none"> • Segment 3 service plan changes implemented. • 76 million annual riders in FY01, ahead of plan. 	●
Decrease fare evasion by 5% from FY01 level.	Fare evasion percentage.	5% decrease in current fare evasion levels which are ~2-4% bus fare evasion and ~6-12% rail fare evasion.	<ul style="list-style-type: none"> • Proof of payment (POP) verified by bus operators and rail POP survey 6 months behind. Fare signage at Metro Rail stations and Metro Red Line cars increased. • Citation database database for Los Angeles Police Department (LAPD) and Los Angeles Sheriff Department (LASD) developed. County Superior Court link expected in September. 	▲

Strategy	Performance Measure	FY01 Target	FY01 Actual	
Implement Fare Policy changes to maximize revenue.	<ul style="list-style-type: none"> • Increased farebox revenue included in Long Range Transportation Plan (LRTP). • Fare Policy adopted. • Universal Fare System (UFS) contract awarded. 	<ul style="list-style-type: none"> • FY03 \$56 M gain in farebox revenue over FY02 from fare increase. • Policy adopted. • UFS contract awarded and equipment installed by December 2000. 	<ul style="list-style-type: none"> • No fare increase. • Fare Policy to go to Board in fall with two phases of implementation recommended. • UFS award scheduled for 2002. 	▲
Implement new marketing program to fill empty seats.	Unused capacity identified and target market program implemented.	<ul style="list-style-type: none"> • Systems-wide capacity analysis completed. • Reduced service levels where demand and supply do not match. • Market segments to improve ridership. 	<ul style="list-style-type: none"> • System-wide demand capacity analysis for Consent Decree near completion. • Headways widened on five MTA lines in Sept., 2000 (saving 24,000 annual service hours or \$1.5 million.) Other service changes saving 50,000 revenue service hours (RSH) annually effective July, 2001. • Holiday service implemented on Martin Luther King Day saving 5,800 RSH annually. • Recommended day pass. • Marketing Line 445 for Harbor Transitway ridership improvement. 	▲

Next steps:

- Bring Fare Policy to the Board.
- Progress will be monitored at the departmental level.

FINANCIAL MANAGEMENT PERSPECTIVE
Objective: Achieve 95 percent on-time and on-original-budget delivery of engineering and construction services.

Strategy	Performance Measure	FY01 Target	FY01 Actual	
Achieve 95 percent on-time and on-original budget delivery of engineering and construction (E&C) services.	Engineering and Construction services on-time and on-budget.	75% on-time and on-budget.	<ul style="list-style-type: none"> • 62% budget expended • 90% design completed • 87% contracts awarded • 175% construction completed • 100% close-out completed. • 223 CIP projects. Consolidated 29 CIP projects in 12 contract job order packages. 	▲
Establish a project chartering process that includes detailed cost/schedule/performance metrics for all E&C work.	Program developed and implemented.	Program implemented with new corridor projects.	Program developed.	▲
Clarify staff roles and responsibilities and enforce accountability by monitoring staff performance against the budget.	Percent on budget.	90% on budget.	<ul style="list-style-type: none"> • Monthly meeting on project schedules. • Engineering policy and procedures updated and reissued. • Desk instruction manual on-line. • Joint training program with Procurement staff. • Seven day change notice process implemented. 	●
Adopt CF14, Construction Change Control Procedure and train staff in its use.	CF14 adopted.	CF14 implemented.	<ul style="list-style-type: none"> • CF14 implemented and staff training completed in FY00. • Monthly CIP status reports generated. 	●

Next steps:

- Progress will be monitored at departmental level.

FINANCIAL MANAGEMENT PERSPECTIVE

Objective: Complete 90 percent of all Call for Projects and Countywide Planning internal projects on schedule, on budget and meeting mobility goals as measured by adopted project objectives and consistent with funding requirements on an annual basis by FY03.

Strategy	Performance Measure	FY01 Target	FY01 Actual	
Complete 90 percent of all Call for Projects and Countywide Planning internal projects on schedule, on budget and meeting mobility goals as measured by adopted project objectives and consistent with funding requirements on an annual basis by FY03.	Projects on schedule	75% on schedule	<ul style="list-style-type: none"> • MTA Countywide Planning internal projects met the 75% on-schedule target. • Call Projects sponsored by others approximately 60% on schedule. • Quarterly tracking system for 700 Call for Projects has been developed. First report for FY02 Q1 will show budget and schedule adherence. • Quarterly tracking system for 27 major Countywide Planning projects has been developed. First report for FY02 Q1 will show schedule adherence. 	▲
Develop project schedules and budgets for all Countywide internal projects and monitor schedule adherence.	Design tracking system and monitor projects.	Tracking system designed.	Tracking system for quarterly status on 28 MTA major projects has been developed. First report in FY02 Q1 will show budget and schedule adherence.	▲
Ensure that 90% of funded projects and programs have specific performance criteria established by FY03 for pre-and post-evaluation.	Performance measures developed for pre-and post-evaluation for all modes.	Adopt performance policy, measures and standards for all modes.	Nine modes have scheduled completion of evaluation criteria and performance evaluation reports by December 2003.	●




Next steps/Action Items:

- Is folded into part of an agency-wide objective in FY02 to implement the LRTP elements.

FINANCIAL MANAGEMENT PERSPECTIVE

Objective: Achieve targeted close-out of all construction projects within 6 months of contract conclusion within the original fixed project budget by FY03.

Strategy	Performance Measure	FY01 Target	FY01 Actual	
Achieve targeted close-out of all construction projects within 6 months of contract conclusion within the original fixed project budget by FY03.	<ul style="list-style-type: none"> • Percent on-budget • Percent on-schedule 	<ul style="list-style-type: none"> • 120% of budget • 120% of schedule 	<ul style="list-style-type: none"> • Budget not defined • Behind schedule—172 total targeted for closeout. Segment 2 and 3 construction contracts 151 scheduled: <ul style="list-style-type: none"> ➤ 19 Facilities and Systems (F/S) contracts closed with a value of \$171 M ➤ 57 F/S contracts worth \$1.8 billion are scheduled to close ➤ 4,068 Seg 2 Change Notices (CN's) resolved ➤ 1,320 Seg 3 CN's resolved ➤ 75 professional services contracts open (\$1.7 B) Segment 1 Professional Services contracts: <ul style="list-style-type: none"> ➤ 21 contracts open (\$77 M) 	▲
Develop a methodology, plan and schedule for closing out a construction project within 6 months of the project completion date.	Schedule completed.	Close-out schedule is updated and distributed monthly.	<ul style="list-style-type: none"> • Initial plan and schedule completed June, 2000 and updated monthly. • Contracts entered into Close-Out Tracking System (COTS) 6 months prior to completion date. 	●
Monitor the planned vs. actual progress of the close-out projects.	Close-out process begun 3 months prior to project completion.	Close-out begun 3 months prior to project completion.	<ul style="list-style-type: none"> • 153 projects behind. 	▲

Strategy	Performance Measure	FY01 Target	FY01 Actual	
Produce a monthly report format that will include: 1) Status of project close-out 2) Areas of concern 3) Recommended corrective action	Report format developed.	Report developed by July 14, 2000.	<ul style="list-style-type: none"> • Report developed by July 14, 2000. • Monthly reports published. • Weekly close-out meetings held to address concerns and corrective actions. 	
Research and utilize all of the current MTA checklists and close-out procedures to ensure that all of the required steps are included in the close-out process.	Research completed.	Research completed by July, 2000.	Close-out research completed December, 2000.	
Develop and implement MTA training program for all employees that will be involved in the close-out process.	Employee close-out training developed and implemented.	Training implemented by August 15, 2000.	<ul style="list-style-type: none"> • Close-out handbook completed January 2001 and distributed to contract administrators. • Training began February 2001 for close-out process and COTS and continues as needed. 	

Next steps:

- This work will be continued as part of Engineering and Construction's and Procurement's activities in FY02.

Definitions

Definitions

Mission

A concise statement of the basic purpose and mandated role

Vision

An inspiring view of the preferred future

Goals

General ends toward which the agency directs its efforts

Objectives

Specific targets (SMART objectives = specific, measurable, action-oriented, realistic and time-based.)

Strategies

The “how” – methods to achieve goals and objectives

SWOTS

The strengths, weaknesses, opportunities and threats in an organization

Management Action Plans

Detailed steps, performance measures and responsible parties for implementing the strategies

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The MTA Board of Directors

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