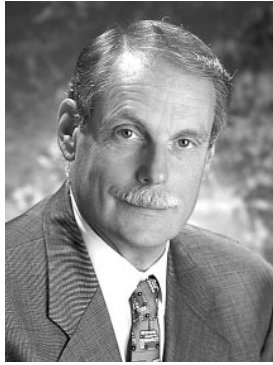


# Message from the Chief Executive Officer



I am proud to present the MTA's Strategic Plan which serves as an agency-wide blueprint and the foundation for how MTA will be "leading the nation in safety, mobility and customer satisfaction" from fiscal year 2003 through 2007.

This Strategic Plan provides a solid foundation for how this agency will meet LA County's future transportation needs. It summarizes the goals, objectives, strategies and action steps required for us to be successful. It defines where this agency wishes to be, what it does and how it will conduct its day-to-day business.

Given these realities, several strategic planning/team-building sessions were convened at my request to design a strategic plan. I asked that a new strategic planning approach be developed to enable both new and existing MTA leaders an opportunity to develop a common vision and a shared sense of purpose. Simply stated, the new strategic plan will enable this organization to speak with one voice, work better together as a cross-functional and integrated team, and establish accountability for individual and organizational performance.

By defining the agency's vision for the future, the strategic plan forms the basis for how each employee's individual role and responsibilities align to achieve the agency-wide mission, goals and objectives. In addition, a set of core values has been created to demonstrate the important values and beliefs that guide this organization's individual behaviors.

It is important to remember that nearly 9,000 employees make up the MTA team. As individuals and team contributors, we must aim to exceed the expectations of our customers and actively seek to blend our individual talents in order to be the best in the nation.

A handwritten signature in black ink, appearing to read 'Roger Snoble', written in a cursive style.

Roger Snoble  
Chief Executive Officer



# Table of Contents

MTA Profile .....	4
Strategic Planning Process - Overview .....	5
How the Strategic Plan Impacts MTA Employees .....	7
How the Strategic Plan Impacts Customers .....	8
Communicating the Strategic Plan .....	9
Leadership Model .....	10
Strategic Plan FY2003 – FY2007 .....	11
Goal #1    Create a "safety" conscious culture throughout the MTA and its customers and business partners .....	12
Goal #2    Improve transit systems .....	15
Goal #3    Attract, develop & retain employees .....	24
Goal #4    Create a positive image of the MTA .....	27
Goal #5    Deliver quality capital projects on time and within budget .....	29
Goal #6    Provide leadership for the region's mobility agenda through responsive planning and resource allocation .....	30
Goal #7    Improve the efficiency & effectiveness of the agency .....	32
Individual Performance Plan - Model .....	34
Individual Performance Plan - Sample .....	35
Individual Performance Plan - General Instructions .....	37
Performance Factors Defined - Core Values .....	40
Performance Rating Descriptions .....	42
Contributors .....	43
Glossary .....	44

**About the cover:**

*Ceiling, East Portal, Gateway Center.*

*Photographed by MTA Design Studio photographer, Richard Cornubert.*

# 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 9.6 million people (nearly one-third of California's residents) live, work and play within its 1,433 square-mile service area.

Besides operating over 1,900 coaches in the Metro Bus fleet, MTA also designed, built and now operates almost 60 miles of Metro Rail service.

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

Recognizing that no one form of transit can solve urban congestion problems, MTA's multimodal approach uses a variety of transportation alternatives to meet the needs of the highly diverse population in the region. The "M" logo of MTA's Metro System is the public symbol of this fully coordinated network.

MTA employs more than 9,000 people in a broad range of technical specialties and services such as operators and mechanics, construction engineers, safety inspectors, transportation planning professionals, and customer information agents.

## MTA Board of Directors

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*Urban Planner*

**Doug Failing**, Ex Officio  
*Ex-officio member appointed by Governor*

# Strategic Planning Process – Overview

In January 2002, the CEO began the strategic planning process with a cross-section of seventy MTA Team Leaders to develop an agency-wide five-year strategic plan. This group of MTA leaders met on six different occasions over the course of one year to discuss the agency's various programs, services and strategic approaches, and determined how the agency measures its success. This open collaborative process enabled the MTA Team Leaders an opportunity to break down departmental silos and establish a climate for inclusiveness, which permitted the team members to develop new ways of thinking.

The team leaders reaffirmed their responsibility to the continuous improvement of an efficient and effective transportation system for Los Angeles County through the identification of the strategic goals. Each strategic goal has one or more objectives, defined by one or more implementation strategies which have been aligned to a series of recommended action steps intended to improve overall operational performance.

In addition, the strategic goals have established outcomes or key performance indicators and performance measures that have been aligned to key management owners and team support partners for improved management accountability, productivity and organizational performance.

The strategic plan will be used as the basis for agency-wide direction, decisions and activities. The strategic plan is designed to be a "living document" which means it is an "evolving plan" and not a rigid or fixed document. For this reason, a "quarterly review" process has been established to track and measure the achieved key performance indicators, which permits an opportunity to realign the strategic goals, objectives and strategies.

Each year the MTA will reassess its performance, goals and objectives based upon budget appropriations. The programs and resources listed in the agency-wide strategic plan will be realigned annually based on budget allocations and projections as part of the MTA's five-year budget forecast.

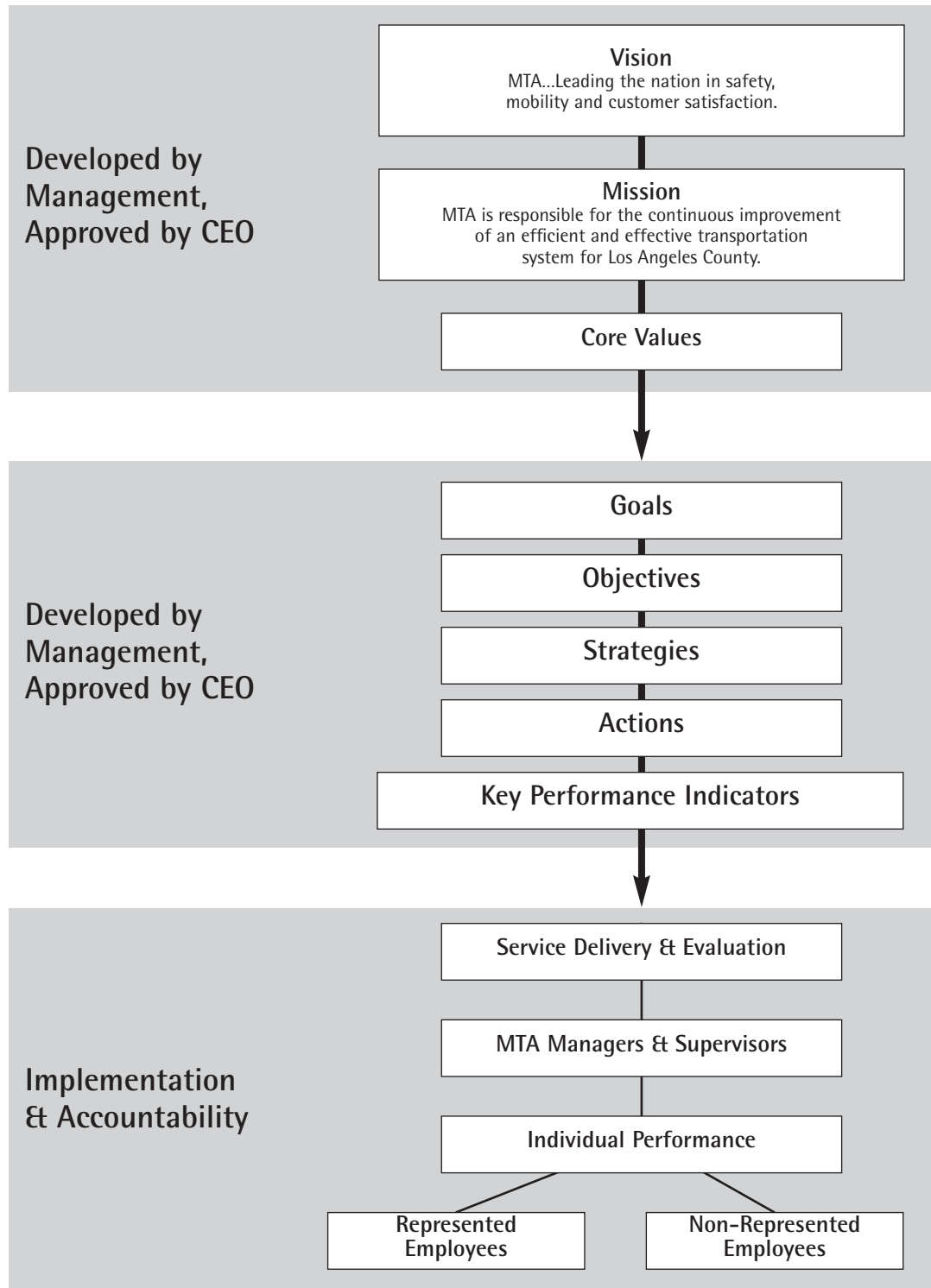
As a result of this process, the next step is to accomplish the agency's vision, mission and goals through each individual employee. The strategic plan, in this case, will function as a roadmap focused on each employee's individual role and responsibilities.

Therefore every manager/supervisor will be required to complete a written individual performance plan for his or her employee(s). This individual performance plan will act as the new performance appraisal evaluation process for non-represented and represented employees, and will include a 4-step performance planning process to include a **start of year review, mid-year review, end of year review and the performance appraisal conference.**

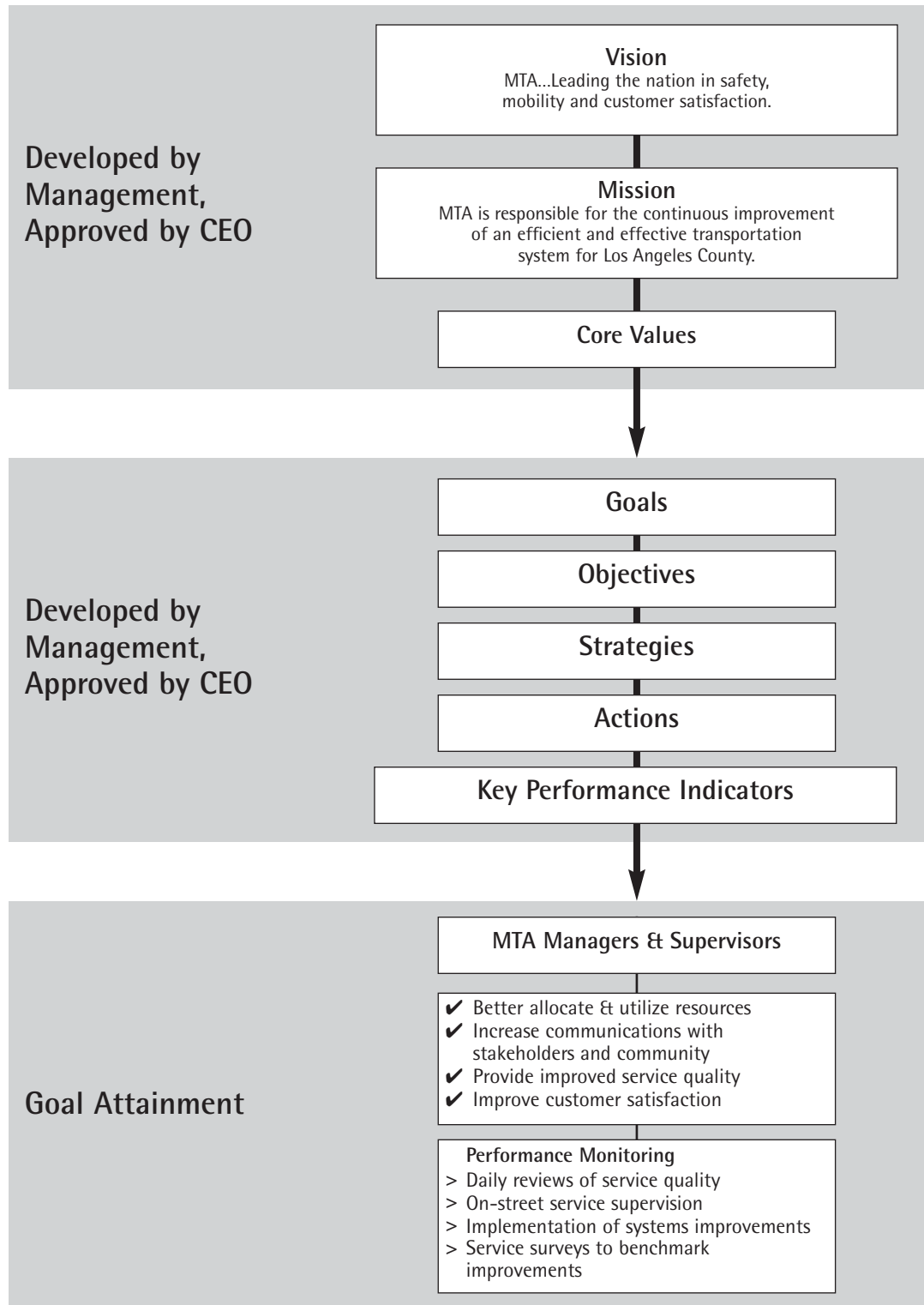
The Administration Department has developed "Employee Strategic Planning Procedures" to ensure each employee is given an opportunity to understand the critical role he or she plays in accomplishing the agency-wide strategic goals. The Procedures which begin on page 36 are designed to enable the employee to state what he or she is responsible for doing to help support the vision, mission and goals of the agency. They will enable every employee to know what timelines and deliverables will be needed when, for what purpose, and how the stated objectives are to be accomplished.

More importantly, the Procedures will demonstrate that the agency has one common purpose to *"lead the nation in safety, mobility and customer satisfaction"*.

# How the Strategic Plan Impacts MTA Employees



# How the Strategic Plan Impacts Customers





# Communicating the Strategic Plan

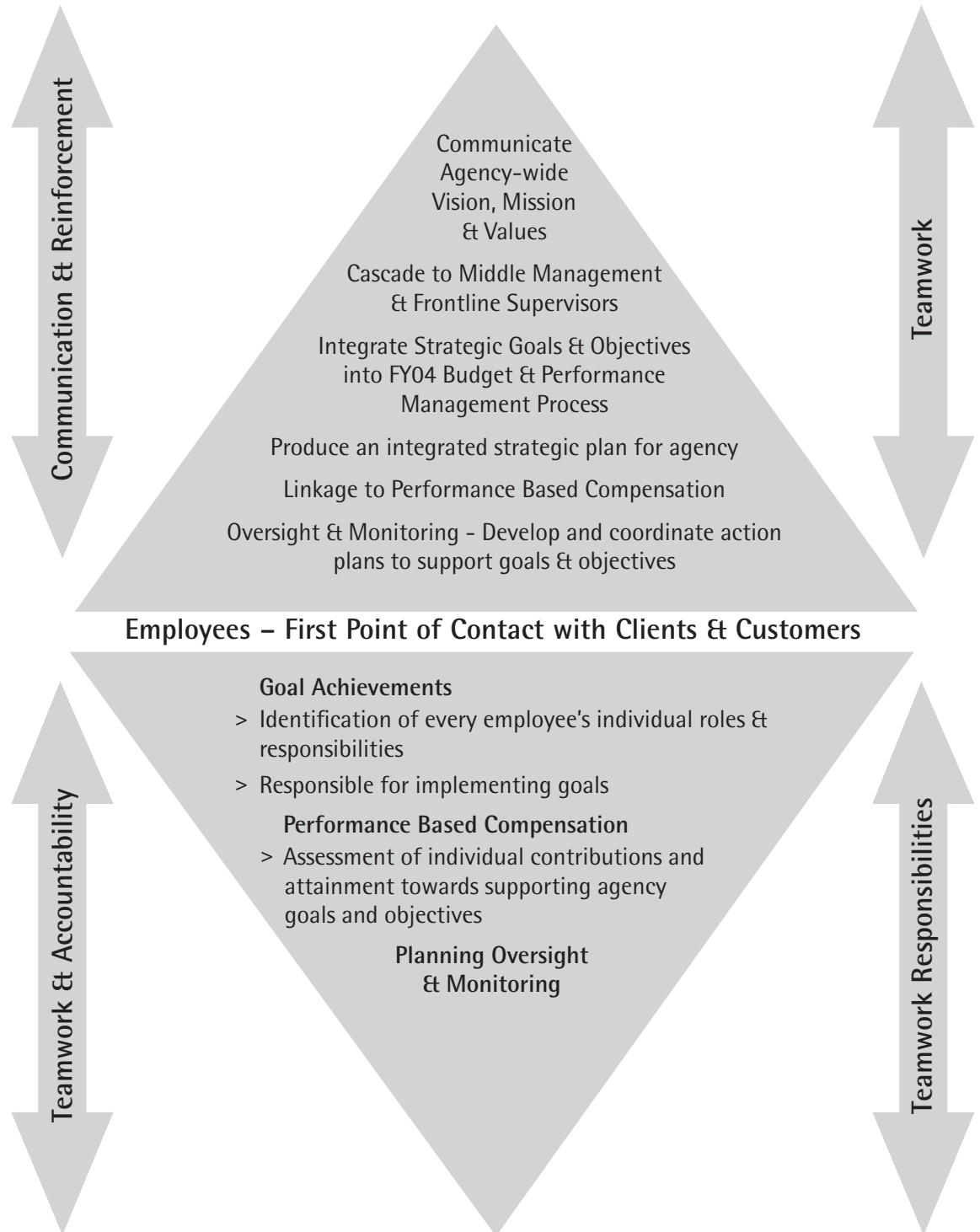
Overall, this agency seeks to be recognized as a leader in the national transportation industry. The vision cannot be achieved without the continued commitment, energy and hard work of each and every MTA employee. It is critical that the MTA Team Leaders communicate with one voice at every level of the organization and across every transit mode.

This will be the basis for communicating the strategic plan and will “promote and foster open communication” agency-wide. Communicating the strategic plan will enable each and every employee an opportunity to commit, articulate and state the new strategic agency direction. The success of the strategic plan can improve communication with customers, employees, business partners and/or stakeholders.

The Metro Operations six Service Sector strategic plans have been aligned to support the agency-wide strategic plan. The MTA's Long-Range Transportation Plan has been aligned to include the short and long range Los Angeles County transportation program planning and project initiatives. The strategic goals and objectives will be updated to address the new transportation direction as recommended by the Transportation Coalition.

For your information, the diagram on the following page outlines the Leadership Model to cascade and communicate the strategic plan agency-wide.

# Leadership Model



# Strategic Plan FY2003 – FY2007

<b>Vision</b>	MTA... leading the nation in safety, mobility and customer satisfaction!
<b>Mission</b>	MTA is responsible for the continuous improvement of an efficient and effective transportation system for Los Angeles County.
<b>Core Values</b>	<p><b>Safety</b> Safety's 1st for our customers, employees and business partners. Accidents and injuries are preventable.</p> <p><b>Employees</b> Employees are our most valuable resource and are to be treated with mutual respect and provided opportunities for professional development.</p> <p><b>Fiscal Responsibility</b> Individually and as a team, we are accountable for safeguarding and wisely spending taxpayer dollars entrusted to the MTA.</p> <p><b>Integrity</b> We rely on the professional ethics and honesty of every MTA employee.</p> <p><b>Innovation</b> Creativity and innovative thinking are valued and new ideas are welcomed.</p> <p><b>Customer Satisfaction</b> We strive to exceed the expectations of our customers.</p> <p><b>Teamwork</b> We actively seek to blend our individual talents in order to be the best in the nation.</p>
<b>Goals</b>	<p><b>Goal #1:</b> Create a safety conscious culture throughout the MTA and its customers and business partners</p> <p><b>Goal #2:</b> Improve transit systems</p> <p><b>Goal #3:</b> Attract, develop &amp; retain employees</p> <p><b>Goal #4:</b> Create a positive image of the MTA</p> <p><b>Goal #5:</b> Deliver quality capital projects on time and within budget</p> <p><b>Goal #6:</b> Provide leadership for the region's mobility agenda through responsive planning and resource allocation</p> <p><b>Goal #7:</b> Improve the efficiency and effectiveness of the agency</p>

# Goal #1

Create a "safety" conscious culture throughout the MTA and its customers and business partners

## Objective A

Reduce bus, rail, employee and customer accidents and injuries by 51%

## Key Owner(s)

Michael Koss, Gary Spivack

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS
1. Include the Safety 1st requirement in the procurement of all agency-wide contracts	<ol style="list-style-type: none"> <li>1. Include safety record in selection of Construction contracts</li> <li>2. Complete Los Angeles Police Department/Los Angeles Security Department/Security contracts</li> <li>3. Incorporate new safety record criteria in all San Fernando Valley contracts/solicitations</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By the end of FY03, through 2007, 100% of existing and new contracts will include a safety first requirement</li> <li>&gt; By Q2 - FY03, increase contractor financial outcome in contracts by Q1-FY03</li> </ul>
2. Increase customer awareness of safety	<ol style="list-style-type: none"> <li>1. Develop &amp; implement safety awareness communication plan</li> <li>2. In coordination with Strategic Partner, maintain coaching &amp; counseling for managers &amp; supervisors</li> <li>3. Improve accident cost allocation system for all accidents to business units</li> <li>4. Promote rail platform gap safety performance at 1-2 events each quarter</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By 2007, reduce the number of reported customer accidents by 51%</li> <li>&gt; By 2007, reduce the number of reported customer injury claims by 51%</li> </ul>
3. Implement Strategic Safety Management Plan	<ol style="list-style-type: none"> <li>1. Develop goals &amp; objectives for safety specialists in each service sector</li> <li>2. Implement strong Return to Work program (case management, Transitional Duty Program)</li> <li>3. Update illness injury prevention program by 1/30/03</li> <li>4. Implement health &amp; welfare programs, updated job standards</li> <li>5. Installation of 12-15 automatic, external defibrillators annually until all locations are equipped with at least one unit</li> <li>6. Hold quarterly Safety Action Plan reviews with MTA leadership</li> <li>7. Hold recognition events for safety performance by Q3</li> <li>8. Fully implement observation feedback by 1/30/03</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By 2007, reduce the number of reported employee accident accidents by 51%</li> <li>&gt; By 2007, reduce the number of reported employee injury claims by 51%</li> </ul>

<p>4. Complete safety 1st training for all employees</p>	<ol style="list-style-type: none"> <li>1. Develop &amp; implement safety reports and measurement tools</li> <li>2. Complete safety training for employees agency-wide</li> <li>3. Integrate safety into New Employee Orientation</li> <li>4. Integrate safety into Performance Based Compensation process</li> <li>5. Develop a recognition &amp; reward program</li> <li>6. Integrate union partners in safety &amp; loss reduction program</li> <li>7. Change monthly safety first messages to maintain employee awareness</li> <li>8. Train Floor Wardens and select staff to use defibrillators by Q3 – FY03</li> </ol>	<p>&gt; By the end of Q1-FY04, safety train 100% of all active employees</p>
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**Objective B**                      Develop and implement a Return-to-Work Program for MTA employees  
**Key Owner(s)**                      Michael Koss, Gary Spivack

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS
<p>1. Review &amp; refine MTA approved leave time policies and required support documentation forms</p>	<ol style="list-style-type: none"> <li>1. Establish interdisciplinary committee by 3/1/03</li> <li>2. Complete analysis of all MTA policies by 4/30/03</li> <li>3. Refine policies, procedures and required support documentation forms by 6/30/03</li> <li>4. Present to Senior Management: policy, procedure and support documentation forms for approval by 9/30/03</li> </ol>	<p>&gt; By 2007, decrease workers' compensation claims by 51% based on 2001 actuals</p>
<p>2. Develop &amp; implement a leave of absence approval process</p>	<ol style="list-style-type: none"> <li>1. Work with partners to develop comprehensive tracking system for Family Medical Leave Act and Family Care Medical Leave and rules for return to work by 1/30/04</li> <li>2. Present to Senior Management: policy, procedure and support documentation forms for approval by 1/30/04</li> </ol>	<p>&gt; By Q1-FY04, process 90% of leave of absence applications in 30 days or less</p>

<p>1. Develop &amp; implement a tracking process for each type of leave of absence</p>	<p>1. Develop and implement tracking process for the difference types of leave of absence</p> <p>2. Types of leave of absence: Personal (paid/unpaid), Pregnancy, Military, Family Care Medical Leave, Jury Duty, Occupational injury, Non-occupational illness/injury, Legal Proceedings, Family Medical Leave Act, Bereavement</p> <p>3. Incorporate physical agility testing for pre-employment evaluations for safety sensitive positions by 9/30/03</p>	<p>&gt; By Q1-FY04, generate and distribute monthly tracking reports for 100% of each leave type</p>
<p>2. Transitioning employees back to work from injuries only</p>	<p>1. Develop work-hardening steps</p> <p>2. Vocational training / CA statute to requalify for alternative job functions</p> <p>3. Present to Senior Management a comprehensive Workhardening Program for approval by 9/30/03</p> <p>4. Develop an MTA tracking system internally or research and initiate the procurement of new software by 6/30/03</p> <p>5. Incorporate pre-employment physical agility testing for safety sensitive job descriptions by 7/31/04</p>	<p>&gt; By 2007, reduce the average number of employee loss work days by 25%</p>

# Goal #2

## Objective A

### Key Owner(s)

Improve transit systems

Efficient & effectively operate service sectors

David Armijo, Dana Coffey, Tracy Daly, Jack Gabig,  
Richard Rogers, Gerald Francis

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS
1. Open sector facilities	<ol style="list-style-type: none"> <li>1. Relocate support functions from Gateway to sector (Human Resources, Scheduling and Planning, Safety)</li> <li>2. Establish Human Resources function at Sectors</li> <li>3. Open 5 facilities maintenance shops open by 12/02</li> <li>4. Open San Gabriel Valley &amp; San Fernando Valley &amp; Rail – Service Sector Office open 7/02</li> <li>5. Open Gateway &amp; South Bay, Westside/Central by 12/02</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q2 – FY03, operate 100% of service sector facilities</li> </ul>
2. Establish and implement local governance	<ol style="list-style-type: none"> <li>1. Initiate delegation of board authority to councils</li> <li>2. Convene regular governance council meetings</li> <li>3. Governance Councils perform fiduciary responsibilities Develop inter-organizational plan to ensure effective communications with Governance Council representatives and Sector staff</li> <li>4. Provide Council representatives with tour of service sector facilities.</li> <li>5. Provide Council representatives with monthly performance and financial reports</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q4 – FY03, establish and implement local governance at 100% of service sectors</li> <li>&gt; By Q4 – FY03, councils meeting monthly</li> <li>&gt; By Q4 – FY03, councils to conduct tour of facility</li> </ul>

3. Align & coordinate administrative support functions for service sectors	<ol style="list-style-type: none"> <li>1. Develop inter-organizational task force to address service sector support transition plans</li> <li>2. Communicate the requirements of the transition plan to all Sector staff</li> <li>3. Coordinate manpower, facilities and other staffing requirements with General Managers and Labor representatives</li> <li>4. Collaborate with Labor Relations and Human Resources representatives</li> <li>5. Benchmark improvements in cost efficiencies &amp; effectiveness</li> <li>6. Identify and delegate specific "span of control" decision making at service sector and indicate shift of control (e.g., signature authority, schedule)</li> </ol>	> By Q4 – FY04, align 100% of support functions to service sectors
4. Collaborate in regional decision-making to speak in one voice	<ol style="list-style-type: none"> <li>1. Survey for community message</li> <li>2. One clear common message from MTA corporate and sectors</li> </ol>	> By end of each quarter through 2007, convene 3 coalition building events

**Objective B**

**Improve service quality of the bus system**

**Key Owner(s)**

**David Armijo, Dana Coffey, Tracy Daly, Jack Gabig, Richard Rogers, Gerald Francis**

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS
1. Increase frequency of service	<ol style="list-style-type: none"> <li>1. Conduct service assessment of all routes to eliminate duplication et al</li> <li>2. Analyze load ratios mandated by the Consent Decree</li> <li>3. Build and restructure schedules utilizing passenger data and run time to improve efficiency</li> <li>4. Create plan to reduce bus traffic accidents</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q4 FY03 and through 2007, increase customer survey satisfaction levels by 20 % by 2007</li> <li>&gt; By Q4 FY03 and through 2007, increase mean miles between chargeable mechanical failures to 6,500 or greater</li> <li>&gt; By Q4 FY03 and through 2007, decrease bus traffic accidents to below 2.70 per 100,000 miles</li> <li>&gt; By Q4 FY03 and through 2007, achieve and exceed cost per hour goal of \$99.14</li> </ul>
2. Improve METRO bus on-time performance	<ol style="list-style-type: none"> <li>1. Develop and implement strategies to improve on-time performance</li> <li>2. Implement Service inspector program (San Gabriel Valley)</li> <li>3. Evaluate supervisory staffing allocation and effectiveness (Gateway Cities Sector)</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q4 FY03 and through 2007, increase customer survey satisfaction levels by 20 % by 2007</li> <li>&gt; By Q4 FY03 and through 2007, increase on time pullouts to 100%</li> <li>&gt; By Q4 FY03 and through 2007, increase in-service on-time performance by 5% or greater each year</li> </ul>



3. Improve operator courtesy	<ol style="list-style-type: none"> <li>1. Train operators on customer relations</li> <li>2. Improve complaint processing/reporting</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q4 FY03 and ongoing, implement customer relations training for operators</li> <li>&gt; By Q4 FY03 and through 2007, increase customer survey satisfaction levels by 20 % by 2007</li> <li>&gt; By Q4 FY03 and through 2007, decrease complaints system-wide to below 3.0 per 100,000 boardings</li> </ul>
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**Objective C**                      **Improve service quality of the rail system**  
**Key Owner(s)**                      **Gerald Francis, Denise Longley, Matt Raymond**

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS
1. Improve reliability of elevators/escalators/ TVMs	<ol style="list-style-type: none"> <li>1. Implement Heavy Duty Transit design of Elevator/Escalator at new stations or other projects</li> <li>2. Verify contractor has parts on hand for quick replacement</li> <li>3. Meet with Transit Security to identify escalator vandal "hotspots" and increase patrol or monitoring of areas</li> <li>4. Incorporate liquidated damages for down-time into next elevator/escalator contract by FY07</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q4 – FY03 and through 2007, decrease the average number of days of down-time by 2 for elevator and escalator failures</li> </ul>
2. Improve cleanliness	<ol style="list-style-type: none"> <li>1. Implement car cleaning program</li> <li>2. Develop frequencies of types of cleaning</li> <li>3. Establish audit procedures to monitor implementation</li> <li>4. Produce monthly reports of vandalism costs</li> <li>5. Place service attendants at terminal stations</li> <li>6. Continue with the "Best in the Nation Program" for stations</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q4 – FY03, establish audit team with goal of 90% successful inspections by FY07</li> </ul>

3. Improve system-wide signage	<ol style="list-style-type: none"> <li>1. Complete system-wide signage audit</li> <li>2. Based on audit findings, develop signage priorities</li> <li>3. Implement program to improve signage</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q4 – FY03, complete signage audit and develop priorities</li> <li>&gt; By 2005, implement improved signage program</li> </ul>
4. Improve operator announcements	<ol style="list-style-type: none"> <li>1. Procure a communications system (Blue and Red)</li> <li>2. Standardize operator announcements</li> <li>3. Train operators on announcement protocol</li> <li>4. Review technology of communication systems</li> <li>5. Issue contract for replacement of public address systems</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q4 – FY03, install communication systems on 100% of 2000 rail cars</li> <li>&gt; By 2007, train 100% of operators on standardized announcement protocol</li> </ul>

**Objective D**

Increase capacity of MTA transit system

**Key Owner(s)**

Jim de la Loza, Rod Goldman, David Armijo, Dana Coffey, Tracy Daly, Jack Gabig, Richard Rogers, Matt Raymond, Gerald Francis

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS
1. Implement 4 METRO Rapid Lines	<ol style="list-style-type: none"> <li>1. Identify 4 Metro Rapid Lines for Implementation</li> <li>2. Coordinate stops and passenger amenities with cities</li> <li>3. Prepare/train Transit Operations Supervisor and coach operators for new service</li> <li>4. Prepare Rapid Bus fleet for service implementation</li> <li>5. Coordinate with city's signal priority</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q4 – FY03, through 2007 implement two rapid bus lines every six months</li> </ul>
2. Initiate and test two enhanced limited-stop service bus lines	<ol style="list-style-type: none"> <li>1. Develop plans for other limited stop lines in other sectors</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q4 – FY03, initiate limited stop service by June 03 for San Fernando Valley Sector</li> <li>&gt; By Q2 – FY03, initiate limited stop service in San Gabriel Valley Sector (3 lines December 2002, 2 line June 2003)</li> </ul>

<p>3. Begin operation of Pasadena Gold Line</p>	<ol style="list-style-type: none"> <li>1. Ensure successful substantial completion, pre-revenue, safety certification activities</li> <li>2. Successful implementation of 160 meg radio system</li> <li>3. Successful implementation of interim Gold Line UFS</li> <li>4. Develop rail operations service plan</li> <li>5. Develop Gold Line bus service plan</li> <li>6. Recruit, hire, and place Gold Line staff by phasing in dates</li> <li>7. Gold Line substantial completion and rail ops plans completed by March 1</li> <li>8. Gold Line Pre-revenue by May 15</li> <li>9. Installation of Gold Line Universal Fare System by May 31</li> <li>10. Gold Line phasing in of staff on schedule per Human Resources rail staffing plan of 2000</li> </ol>	<p>&gt; By end of Q1 – FY04, achieve 100% service delivery on Gold Lin</p>
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**Objective E**  
**Key Owner(s)**

Maximize rail car availability to meet service expansion  
Gerald Francis

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS
<p>1. Increase capacity</p>	<ol style="list-style-type: none"> <li>1. Secure additional rail cars</li> <li>2. Enhance infrastructure enhancements (e.g., tracks, substation, facilities)</li> <li>3. Increase revenue service hours</li> <li>4. Implement the Rail Infrastructure Plan</li> </ol>	<p>&gt; By Q2 – FY03, increase the revenue service hours &gt; By Q3 – FY03, procure rail cars</p>
<p>2. Improve service reliability by 51%</p>	<ol style="list-style-type: none"> <li>1. Increase miles between failures</li> <li>2. Deliver on-time materials</li> <li>3. Train all operators in manual operation</li> <li>4. Conduct maintenance and equipment upgrades</li> <li>5. Monitor trends failures</li> </ol>	<p>&gt; By Q4 – FY04, achieve or exceed 10,000 mean miles between chargeable mechanical failures &gt; By Q2 – FY03 and ongoing, achieve or exceed in-service, on-time performance of 99</p>

**Objective F**  
**Key Owner(s)**

**Improve, expand & add operating facilities**  
**Denise Longley**

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS
1. Conduct and implement a full assessment	<ol style="list-style-type: none"> <li>1. Organize as-builts for reference</li> <li>2. Identify funding</li> <li>3. Determine scope of work</li> <li>4. Receive proposal from consultant</li> <li>5. Procurement and execution of task order</li> <li>6. Assign team members to input for assessment study</li> <li>7. Bi-weekly meeting with team</li> <li>8. Conduct assessment</li> <li>9. Explore expansion possibilities</li> <li>10. Recommendation for 10-yr plan</li> <li>11. Ensure environmental compliance</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q4 - FY03, form an interdisciplinary task group within MTA to include 1 Facilities Expert consultant by 6/30/03</li> <li>&gt; By Q2 - FY04, conduct a full assessment</li> </ul>
2. Prioritize needs with funding availability	<ol style="list-style-type: none"> <li>1. Create prioritized list of facility improvements with Metro Operations &amp; General Managers</li> <li>2. Develop phasing, schedule, and cash flow</li> <li>3. Secure funding: Long Range Transportation Plan</li> <li>4. Create plan to implement funding requirements</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q3 - FY04, deliver final package</li> </ul>
3. Build	<ol style="list-style-type: none"> <li>1. Adhere to the goal of "delivering quality capital projects on time and within budget"</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q4 - FY04 through 2007, 100% of all new capital projects are using a project management delivery system</li> </ul>

**Objective G**  
**Key Owner(s)**

**Implement innovative technologies**  
**Cynthia Gibson, Richard Hunt**

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS
1. Implement ATMS	<ol style="list-style-type: none"> <li>1. Procure Federal Communication Commission licenses, antenna site leasing and purchasing agreements</li> <li>2. Approve final design of complete system</li> <li>3. Complete testing ATMS system</li> <li>4. Comply with bus riders union</li> <li>5. Improve BOC responsibilities</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q4 – FY04, increase bus on-street on-time performance by 15%</li> <li>&gt; By Q4 – FY04, improve service scheduling by 20%</li> </ul>
2. Implement Universal Fare System (UFS)	<ol style="list-style-type: none"> <li>1. Confirm municipal operator participation</li> <li>2. Confirm applications for farebox</li> <li>3. Confirm fare structure</li> <li>4. Approve final system design</li> <li>5. Coordinate training programs w/ divisions</li> <li>6. Coordinate system implementation</li> <li>7. Reduce current/coinage in fare boxes</li> <li>8. Implement SMART card</li> <li>9. Use fare cards throughout LA County</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q4 – FY05, increase customer satisfaction of bus riders by 20%</li> <li>&gt; By Q4 – FY05, increase revenue from bus fares by 10%</li> </ul>
3. Implement Maintenance, Materials & Management (M3) System	<ol style="list-style-type: none"> <li>1. Select contractor</li> <li>2. Conduct "organizational change" meetings with division maintenance</li> <li>3. Finalize with contractor system design/parameters</li> <li>4. Approve final system design</li> <li>5. Coordinate training program with divisions</li> <li>6. Coordinate system implementation</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q4 – FY04, 100% automation of operations inventory and bus/rail maintenance management systems</li> <li>&gt; By Q4 – FY04, through FY07, reduce the number of overages/shortages of bus/rail inventory each year by 15%</li> <li>&gt; By Q4 – FY04, improve production scheduling by 15%</li> </ul>
4. Purchase state-of-the-art high capacity vehicles	<ol style="list-style-type: none"> <li>1. Receive 20 forty foot Compressed Natural Gas composite buses</li> <li>2. Receive 100 forty-five foot NABI Compressed Natural Gas composite buses</li> <li>3. Select manufacturer for 200 60' Compressed Natural Gas articulated buses</li> <li>4. Actively support the Advanced Transit Vehicle Consortium goals</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q4 – FY05, increase the number of technologically advanced bus availability by 20%</li> </ul>

**Objective H**  
**Key Owner(s)**

**Improve transit security of the bus and rail systems**  
**John Catoe, Paul Lennon, Alex Clifford**

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS
<p>1. Negotiate new 5-year security contracts</p>	<ol style="list-style-type: none"> <li>1. Board adopts Security Policy</li> <li>2. MTA Security Team pulled together</li> <li>3. Create scope of work and request for proposal</li> <li>4. Solicit proposals from law enforcement agencies</li> <li>5. Award Community Policing Areas</li> <li>6. Negotiate Memorandum of Understanding</li> <li>7. Begin new security services between May 2003 &amp; June 30, 2003</li> <li>8. Obtain one or more responsive proposals to request for proposal</li> <li>9. Board awards one or more law enforcement contracts at its December 12th Board meeting</li> <li>10. Memorandums of Understanding successfully negotiated and adopted by Board at its April Board meeting</li> <li>11. Begin providing services by no later than July 1, 2003.</li> </ol>	<p>&gt; By Q4 – FY 03, Complete 100% security contract negotiations and implementation for Law Enforcement and contracted security</p>
<p>2. Apply community policing concepts</p>	<ol style="list-style-type: none"> <li>1. New Chief of Transit Police is hired and in place</li> <li>2. Board adopts new Memorandums of Understanding with law enforcement agencies</li> <li>3. Law enforcement agencies assign Team Leader to work with Sector General Managers to identify, prioritize &amp; resolve unique quality of life crimes in their Sector</li> <li>4. Law enforcement Team Leader works with Sector General Managers to problem solve</li> <li>5. Focus on Quality of Life crimes</li> <li>6. Officers out of cars &amp; on buses and rail.</li> </ol>	<p>&gt; By Q1 – FY04, Law Enforcement officers spend 10% of time conducting community services</p> <p>&gt; By Q1 – FY04, Law Enforcement Team Leaders meet regularly with operators, General Managers, sector &amp; division staff, and community leaders as requested, to address critical issues (e.g., security, vandalism, quality of life issues)</p> <p>&gt; By Q1 – FY04, Law Enforcement Team Leaders and officers/deputies focus on bus boardings (mid-route and end of line) in problem areas and are responsible for a minimum of 300 such boardings per quarter</p>

<p>3. Increase security presence.</p>	<ol style="list-style-type: none"> <li>1. Increase number of security personnel on the system</li> <li>2. Initiate civilian fare inspection</li> <li>3. Consider station agents in FY04 budget</li> <li>4. Board to consider gating the METRO Red Line</li> <li>5. Increase patrols to divisions; make security contacts with employees</li> <li>6. Hold contract security provider to tight standards of performance.</li> </ol>	<p>&gt; By Q1 – FY04, Increase perception and 'felt presence' of MTA security officers by:</p> <ul style="list-style-type: none"> <li>– Visiting all operating and non-operating divisions/ locations at least once daily or nightly;</li> <li>– Patrolling contract security posts at least once per night;</li> <li>– Patrolling trains to make "safety contacts"</li> </ul>
<p>4. Provide security for the Pasadena Gold Line</p>	<ol style="list-style-type: none"> <li>1. Board awards law enforcement contract to successful proposer</li> <li>2. MTA security guards system during pre-revenue operations date</li> <li>3. New security contractor trains officers &amp; fare inspectors 45 days prior to opening revenue operations date</li> <li>4. New security contractor provides law enforcement &amp; civilian fare inspection at revenue operations date.</li> </ol>	<p>&gt; By Q4 – FY03, assume full security responsibilities for Pasadena Gold Line facilities and vehicle</p>

# Goal #3

## Objective A

### Key Owner(s)

Attract, develop & retain employees

Attract and retain employees

Carolyn Flowers, William McLeod, Linda Wright, Andrea Burnside

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS
1. Improve employment outreach and communication	<ol style="list-style-type: none"> <li>1. Distribute employment brochures – market career opportunities</li> <li>2. Advertise success stories, benefits, diverse functions/ geographic locations, new technologies, opportunities to acquire transferable skills, "Top 10 Reasons to Work for MTA"</li> <li>3. Correlate media distribution activities with job inquiries</li> <li>4. Participate in job fairs</li> <li>5. Continue internship program</li> <li>6. Monitor transportation industry market sources to use as potential source of recruitment</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By 2007, place 20% of applicants for bus operators into training classes</li> <li>&gt; By 2007, fill 25% of positions within 90 days of vacancy</li> </ul>
2. Streamline and modify the recruitment, selection and other Human Resources processes	<ol style="list-style-type: none"> <li>1. Reassess minimum qualifications</li> <li>2. Review screening process</li> <li>3. Introduce referral incentives</li> <li>4. Provide recruitment counseling to communicate expectations of position</li> <li>5. Track the number of applicants successfully completing probation</li> <li>6. Provide employees with information regarding career paths &amp; steps to promotion</li> <li>7. Apply performance evaluations consistently across the organization</li> <li>8. Maintain employee workers' compensation records for "Return to Work"</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By end of FY03, reduce average number of days to complete competitive recruitments by 25%</li> <li>&gt; By end of FY03, reduce average number of days to hire service delivery positions by 25%</li> </ul>



<p>3. Conduct a workforce analysis</p>	<ol style="list-style-type: none"> <li>1. Review American Public Transit Association Bus Operation Selection System process</li> <li>2. Maintain staffing plans, needs &amp; changing skills/positions</li> <li>3. Reevaluate and modify selection process for rail operators</li> <li>4. Analyze collective Bargaining Agreement regarding recruitment (e.g. bus operators' career path)</li> <li>5. Conduct exit interviews/surveys</li> <li>6. Review and analyze workforce in relation to attrition, Equal Employment Opportunity/ Diversity and hard-to-fill positions</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By 2007, process job audits within 14 days</li> <li>&gt; By 2007, increase number of managers promoted from internal workforce</li> </ul>
<p>4. Analyze total compensation in relation to recruitment &amp; compensation</p>	<ol style="list-style-type: none"> <li>1. Review Time Off With Pay program, Public Employees' Retirement System benefits, tuition assistance</li> <li>2. Maintain market competitiveness in relation to compensation</li> <li>3. Analyze overtime pay regarding entry level positions</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By 2007, increase number of employees using tuition assistance by 10 % per year</li> <li>&gt; By 2007, conduct 100 % of salary surveys for position classifications within the last two years</li> </ul>

**Objective B**  
**Key Owner(s)**

**Invest in employee development**  
**Carolyn Flowers, William McLeod, Linda Wright, Andrea Burnside**

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS
1. Keep agency & individuals competitive (skills assessment)	<ol style="list-style-type: none"> <li>1. Reduce turnover rates</li> <li>2. Maintain a qualified workforce</li> <li>3. Modify minimum qualifications for recruitment</li> <li>4. Retain training inventory (internal &amp; external)</li> <li>5. Project future skill needs, identify current skills, and identify gaps</li> <li>6. Increase tuition assistance</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By 2007, decrease attrition rate of Business Development Operations Facility operators by 10% during the probationary period</li> </ul>
2. Design, develop, acquire and reallocate training programs	<ol style="list-style-type: none"> <li>1. Conduct an agency-wide training needs assessment</li> <li>2. Create individual Employee Development Plans as part of Performance Based Compensation Program</li> <li>3. Design &amp; develop programs to address skills gaps</li> <li>4. Integrate training databases</li> <li>5. Partner with professional and transit associations (i.e., TFLEX, DACUM, American Public Transit Association) to share knowledge and information</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By 2007, decrease cost of employee training activities by 10 % per hour</li> <li>&gt; By 2007, increase number of employees by 5 % per fiscal year</li> </ul>
3. Determine career paths	<ol style="list-style-type: none"> <li>1. Create mentoring and apprenticeship programs</li> <li>2. Learning Resource Center at each location</li> <li>3. Start on-the-job and job rotation training programs</li> <li>4. Continue with professional development (i.e. certifications programs)</li> <li>5. Solicit high level commitment to Development</li> <li>6. Create a Metro University with internal guest lecturers</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By 2007, increase average training hours per month for contract employees by 5%</li> <li>&gt; By 2007, increase average training hours per month for non-contract employees by 10%</li> </ul>
4. Succession planning	<ol style="list-style-type: none"> <li>1. Maintain a sufficient number of employees in the Qualified Candidate Pool</li> <li>2. Conduct an agency-wide assessment</li> <li>3. Identify &amp; define agency priorities</li> <li>4. Develop a list of qualified employees, who are trained and ready to move into a position</li> <li>5. Create a job rotation program throughout departments for Executive positions</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By 2007, increase number of job openings filled by internal candidates by 5 %</li> </ul>

# Goal #4

Objectives

Key Owner(s)

Create a positive image of the MTA

Increase awareness and improve public perception

Matt Raymond, Lynda Bybee

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS
1. Improve communication	<ol style="list-style-type: none"> <li>1. Develop annual plan</li> <li>2. Promote accomplishments</li> <li>3. Practice proactive media relations</li> <li>4. Advertise services</li> <li>5. Enhance employee communications</li> <li>6. Develop corporate brand</li> <li>7. Improve relationships with local, state and federal officials</li> </ol>	<ul style="list-style-type: none"> <li>&gt; Increase positive media coverage 20%</li> <li>&gt; Increase radio reach 20%</li> <li>&gt; Increase customer awareness 20%</li> <li>&gt; Increase public awareness 20%.</li> <li>&gt; Increase employee awareness 20%</li> </ul>
2. Focus on customer needs	<ol style="list-style-type: none"> <li>1. Implement customer service training program</li> <li>2. Provide safe services</li> <li>3. Attract discretionary riders</li> <li>4. Keep customers informed</li> <li>5. Partner with municipal operators</li> </ol>	<ul style="list-style-type: none"> <li>&gt; Maintain 2-minute call response time</li> <li>&gt; Increase discretionary riders by 2%</li> <li>&gt; Increase number of passes sold thru employers accounts by 10%</li> <li>&gt; Increase corporate accounts per year by 20%</li> </ul>

<p>3. Focus on outreach to constituents</p>	<ol style="list-style-type: none"> <li>1. Participate in community-based organizations</li> <li>2. Increase community meeting activity</li> <li>3. Enhance the Speakers Bureau</li> <li>4. Improve community access to MTA</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By the end of each Quarter, coordinate 15 Governance Council Meetings</li> <li>&gt; By the end of each Quarter, conduct 24 construction impact Project Briefings with offices of elected officials and the community</li> <li>&gt; By the end of each Quarter, convene 36 Safety Theatres at various locations throughout the County</li> <li>&gt; By the end of each quarter, schedule 6 Public Speaking Engagements for MTA leadership</li> <li>&gt; By 2007, complete a database of approximately 100-community meetings per month conducted for construction, safety and Service Sectors</li> <li>&gt; Increase persons reached/number of attendees by 20% at special events</li> </ul>
<p>4. Improve services</p>	<ol style="list-style-type: none"> <li>1. Localize management of service</li> <li>2. Provide convenient service</li> <li>3. Provide reliable service</li> <li>4. Improve vehicle appearance</li> <li>5. Improve facility appearance</li> </ol>	<ul style="list-style-type: none"> <li>&gt; Increase customer and general public survey satisfaction levels by 20% by 2007</li> <li>&gt; Improve key operating statistics from Goal #2</li> </ul>
<p>5. Improve relationships with business and labor communities</p>	<ol style="list-style-type: none"> <li>1. Improve mitigation of construction concerns that impact businesses</li> <li>2. Partner with the labor community to promote MTA's successes regionally</li> <li>3. Improve response time to concerns raised by business and labor community</li> <li>4. Increase visibility with regional transit agencies and organizations</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By 2007, improve responsive time to business and labor concerns by 30%</li> <li>&gt; By 2007, implement 2 events to promote MTA's successes which are jointly planned and convened with the local labor community</li> <li>&gt; By 2007, demonstrate active and sustained involvement with all regional transit agencies, and active leadership with the regions transportation related organizations.</li> <li>&gt; By 2007 reduce construction impact claims by businesses to zero</li> <li>&gt; Increase public/customer satisfaction by 10% by 2007</li> </ul>

# Goal #5

## Objective A

### Key Owner(s)

Deliver quality capital projects on time and within budget

Design/create and implement a project management delivery system

Jim de la Loza, Dennis Mori, Denise Longley

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS
1. Define types of projects	<ol style="list-style-type: none"> <li>1. Transit Corridor/Transportation Projects</li> <li>2. Other major capital Projects</li> <li>3. Minor Capital Projects</li> <li>4. Regional Call for Projects</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q4 – FY04, through 2007 100% of all new capital projects are using a project management delivery system</li> </ul>
2. Define roles & responsibilities for each type of project	<ol style="list-style-type: none"> <li>1. Define 4 phases of projects</li> <li>2. Identify Project Managers from initiation to completion of projects</li> <li>3. Define project, including: scope, budget (estimated cost), schedule &amp; resources; Assign Project Manager</li> <li>4. PHASE 1: Planning, Draft &amp; Final Environmental, Preliminary Engineering</li> <li>5. PHASE 2: Design Development, Engineering, Construction</li> <li>6. PHASE 3: Pre-Revenue/Operations</li> <li>7. PHASE 4: Close-Out</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q4 – FY04, through 2007 100% of all Project Managers in Construction, Planning, Facilities and ITS will be trained on project management delivery system</li> <li>&gt; By Q4 – FY04, through 2007 100% of all Managers in Support Services will be trained on project management delivery system</li> </ul>
3. Align & integrate with support functions	<ol style="list-style-type: none"> <li>1. Complete Capital Projects checklist</li> <li>2. Determine primary and secondary responsibilities of business units</li> <li>3. Implement an information sharing mechanism for projects (i.e. ProQuest)</li> <li>4. Buy-in and approval of Project Management Plan by all stakeholders of project</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q4 – FY03, through 2007 100% of all new capital projects are using a project management delivery system</li> </ul>
4. Develop templates for major/minor capital projects	<ol style="list-style-type: none"> <li>1. Submit completed template for buy-in from business units and final approval from CEO</li> <li>2. Project Managers convene quarterly team meetings.</li> <li>3. Create project template for each of the 4 types of projects.</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q4 – FY03, through 2007 100% of all new capital projects are using a project management delivery system</li> </ul>

# Goal #6

Provide leadership for the region's mobility agenda through responsive planning and resource allocation

Objective

Provide quality planning, technical analysis and programming

Key Owner(s)

Jim de la Loza

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS
<p>1. Conduct technical analysis &amp; outreach to determine mobility challenges &amp; solutions</p>	<ol style="list-style-type: none"> <li>1. Develop technical work plan</li> <li>2. Develop performance measures</li> <li>3. Determine baseline conditions</li> <li>4. Evaluate potential projects and programs</li> <li>5. Project available funding, develop financial forecasts, and determine possible economic impacts</li> <li>6. Complete Draft Short Range Transportation Plan</li> <li>7. Conduct outreach programs</li> <li>8. Obtain Board action on Final Short Range Transportation Plan</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By Q4 – FY03, 100% completion of Short Range Transportation Plan by June 2003</li> <li>&gt; Through 2007, implement Short Range Transportation Plan in accordance with scheduled actions</li> </ul>
<p>2. Develop projects, programs &amp; services that best implement the agency's vision &amp; goals countywide with community support (Corridor &amp; Project Planning)</p>	<ol style="list-style-type: none"> <li>1. Identify, develop, &amp; analyze multi-modal transportation improvements</li> <li>2. Conduct corridor studies, Major Investment Studies, and other analysis to evaluate project alternatives</li> <li>3. Conduct community outreach through corridor studies, environmental, and other processes</li> <li>4. Obtain Board action on preferred projects</li> <li>5. Implement Call for Projects process</li> <li>6. Prepare and review funding plans for projects, programs, and services to ensure funding eligibility and availability</li> <li>7. Monitor previous project performance &amp; delivery</li> </ol>	<ul style="list-style-type: none"> <li>&gt; Through 2007, complete corridor studies in accordance with corridor study work program schedules and the Short Range Transportation Plan</li> <li>&gt; Through 2007, implement the Call for Projects process biennially in accordance with Call For Projects work plan schedule and consistent with state and federal funding processes</li> </ul>

<p>3. Complete budgeted plans &amp; projects on schedule</p>	<ol style="list-style-type: none"> <li>1. Create project development teams</li> <li>2. Develop project management plans, schedules, and budgets</li> <li>3. Monitor scopes of work, budgets, and schedules and make recommendations as needed to maintain funding plans and funding eligibility for projects, programs, and services</li> <li>4. Receive regular feedback with project managers regarding schedule, costs, corrective actions</li> <li>5. Conduct project close outs and audits</li> <li>6. Maintain work plan schedules</li> </ol>	<ul style="list-style-type: none"> <li>&gt; Through 2007, on an annual basis, complete 80% of MTA sponsored plans and projects on schedule</li> </ul>
<p>4. Identify, secure, and maintain funding to do projects, programs &amp; services countywide</p>	<ol style="list-style-type: none"> <li>1. Participate in federal, state, regional, and local discussions regarding availability of funding</li> <li>2. Prepare Transportation Improvement Programs and other funds programming plans based on plan and corridor study recommendations</li> <li>3. Prepare federal, state, and local grant funding documents to secure and maintain funding commitments (i.e., Full Funding Grant Agreement)</li> <li>4. Participate in forums seeking new funding sources or strategies</li> </ol>	<ul style="list-style-type: none"> <li>&gt; By 2007, secure and maintain funding for 70% of eligible projects</li> <li>&gt; By 2007, manage and administer funding for 100% of projects, programs, and services developed</li> </ul>

# Goal #7

## Objective

Improve the efficiency & effectiveness of the agency  
Streamline top 5 internal processes and reduce process cycle time to achieve agency goals

## Key Owner(s)

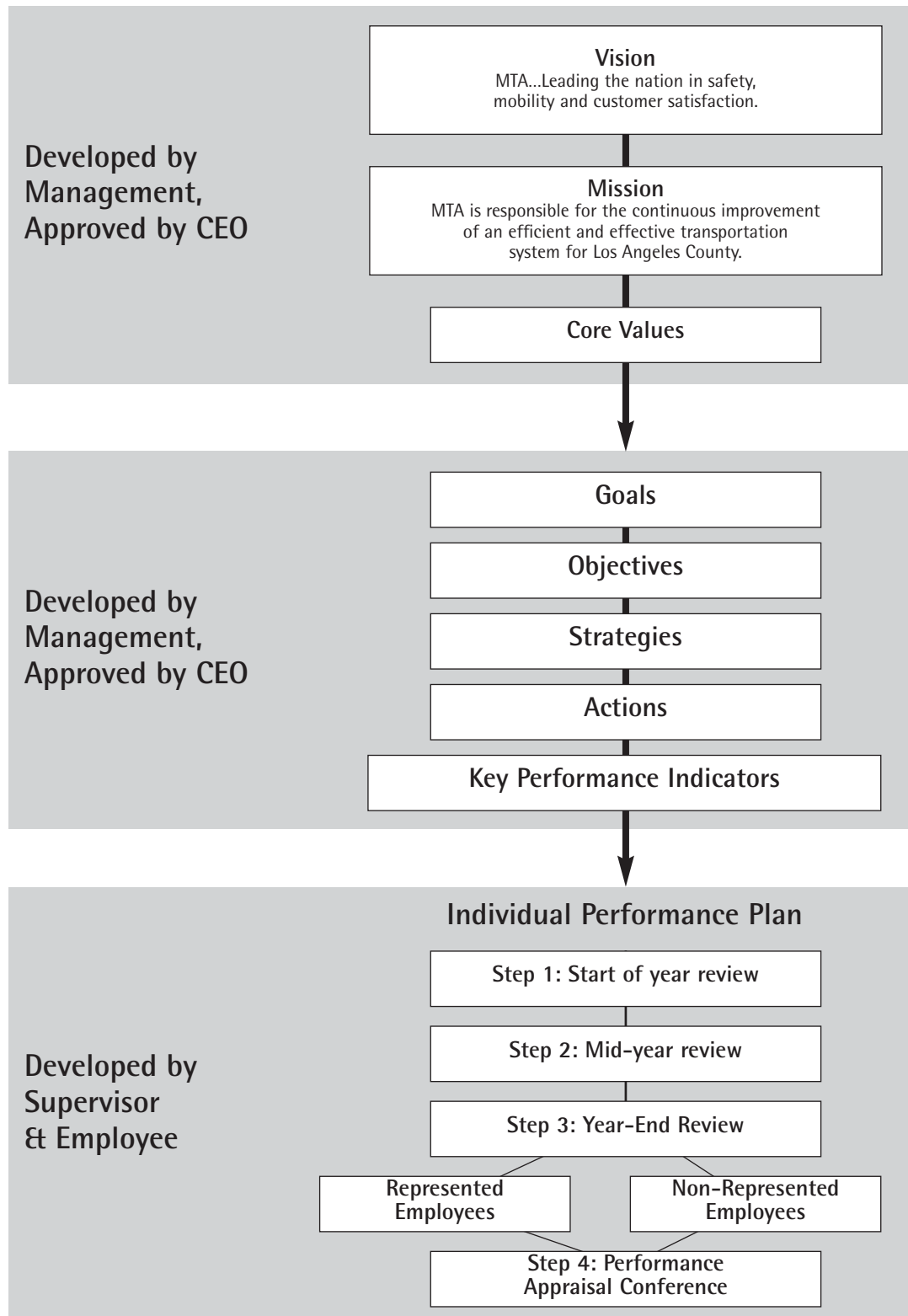
Carolyn Flowers, Lonnie Mitchell, Elizabeth Bennett, Joanne Kawai, Richard Brumbaugh

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS
1. Implement 30-day bill pay process	<ol style="list-style-type: none"> <li>1. Compliance with MTA's bill paying standards to ensure project and cost center invoices are paid in a timely manner</li> <li>2. Project managers responsible for reconciling unmatched invoices report</li> <li>3. Executive Officers are to achieve scorecard agency ranking</li> <li>4. Increase signature authority approval levels to ensure check requests are signed off by 2 department heads</li> </ol>	<p>&gt; By 2004, pay 90% of invoices within 30 days</p>
2. Reduce Procurement cycle time in Contract Administration	<ol style="list-style-type: none"> <li>1. Evaluate process flow cycle time</li> <li>2. Identify legal requirements vs. bureaucratic processes</li> <li>3. Assess Procurement Administrative Lead Time model</li> <li>4. Restructure the Procurement organization</li> <li>5. Benchmark public &amp; private Procurement organizations</li> <li>6. Each business unit will track key performance indicators</li> </ol>	<p>&gt; By 2007, reduce procurement cycle time by 20% each year</p>



<p>3. Implement ITS project delivery system</p>	<ol style="list-style-type: none"> <li>1. Implement an Management Information System to provide accurate and timely reporting at the desktop</li> <li>2. ITS to create an infrastructure to support all applications</li> <li>3. Coordinate all new Information Technology Services requests for inclusion in the Information Technology strategic plan</li> </ol>	<p>&gt; By 2007, increase implementation of Information Technology Service systems each year by 20%</p>
<p>4. Reduce and streamline Human Resources Recruitment &amp; Selection process</p>	<ol style="list-style-type: none"> <li>1. Analyze hiring process step-by-step to eliminate redundancies and unnecessary steps.</li> <li>2. Where possible, replace paper with electronic transaction</li> <li>3. Modify application form</li> <li>4. Set specific timelines for completion of steps in the hiring process</li> <li>5. Develop "How To" booklet on hiring for use by departments</li> <li>6. Increase recruitment and selection accountability of the hiring departments</li> </ol>	<p>&gt; By 2004, reduce hiring process cycle time for bus operators by 25%</p> <p>&gt; By 2007, hire 75% of professional positions within 45 days</p>
<p>5. Reduce Board reporting cycle process</p>	<ol style="list-style-type: none"> <li>1. Implement electronic Board reporting process</li> <li>2. Board procurement committee convene more frequently (every 2 weeks) or as needed basis – needs approval</li> <li>3. Inventory &amp; identify all regional call for projects &amp; software purchases to be approved at Chief Executive Officer level to reduce cycle time</li> <li>4. Increase Chief Executive Officer's signature authority up to 5 million to eliminate 60 day cycle time</li> <li>5. Review the budget appropriation process to delegate authority to the Board Procurement committee</li> </ol>	<p>&gt; By the end of Q2 - FY04, reduce Board cycle time for approval of purchases under \$5 million within 30 days</p>

# Individual Performance Plan - Model



# Individual Performance Plan - Sample

EMPLOYEE INFORMATION				
Name (Last, First, Middle Initial)		Badge Number	Job Classification	
Department	Cost Center	Employee Status <input type="checkbox"/> At-will <input type="checkbox"/> Regular <input type="checkbox"/> Probation	Purpose of Review <input type="checkbox"/> Start of Year <input type="checkbox"/> Probationary <input type="checkbox"/> Mid-Year <input type="checkbox"/> Year-End	Review Period (dates) From: To:
<b>SECTION I: PERFORMANCE FACTORS – Core Values</b>				
CORE VALUES	DESCRIPTION			RATING
Safety	Safety's 1st for our customers, employees and business partners. Accidents and injuries are preventable.			Outstanding
Employees	Employees are our most valuable resource and are to be treated with mutual respect and provided opportunities for professional development.			Outstanding
Fiscal Responsibility	Individually and as a team, we are accountable for safeguarding and wisely spending taxpayer dollars entrusted to the MTA.			Outstanding
Integrity	We rely on the professional ethics and honesty of every MTA employee.			Outstanding
Innovation	Creativity and innovative thinking are valued and new ideas are welcomed.			Outstanding
Customer Satisfaction	We strive to exceed the expectations of our customers.			Outstanding
Teamwork	We actively seek to blend our individual talents in order to be the best in the nation.			Outstanding
<b>SECTION II: PERFORMANCE OBJECTIVES - Goals</b>				
STRATEGIC PLANNING GOALS	STRATEGY	INDIVIDUAL PERFORMANCE OBJECTIVES		RATING
Create a safety conscious culture throughout the MTA and its customers and business partners	Include the Safety 1 <sup>st</sup> requirement in the procurement of all agency-wide contracts	<i>[Include detailed action steps to be performed this fiscal year]</i>		Outstanding
	Increase customer awareness of safety	<i>[Include detailed action steps to be performed this fiscal year]</i>		Outstanding
	Implement Strategic Safety Management Plan	<i>[Include detailed action steps to be performed this fiscal year]</i>		Outstanding

<b><u>Professional Development:</u></b>	
<b>SECTION III: OVERALL PERFORMANCE RATING</b>	
<input type="checkbox"/> Outstanding <input type="checkbox"/> Commendable <input type="checkbox"/> Effective <input type="checkbox"/> Needs Improvement <input type="checkbox"/> Unacceptable	
<b><u>Supervisor Comments:</u></b>	<b><u>Employee Comments:</u></b>
<b>SECTION IV: SIGNATURES &amp; APPROVALS</b>	
Your signature below indicates that you have reviewed and discussed this Performance Appraisal with your Supervisor. Your signature does not necessarily mean that you agree with the performance rating(s). You may write your comments in the space provided (above) or attach a separate document.	
Employee Signature: _____ Date: _____	
<b>Supervisor:</b> Your signature below indicates that you have reviewed and discussed this Performance Appraisal with your employee. If the employee refuses to sign, you must indicate this in the space provided and explain the reason (if known).  Name:  Title:  Supervisor Signature: _____ Date: _____	<b>Reviewer:</b> Your signature below indicates that you have reviewed, discussed and accept the Supervisor's completed Performance Appraisal of his/her employee.  Name:  Title:  Reviewer Signature: _____ Date: _____

# Individual Performance Plan

## Performance Appraisal Process

### General Instructions: (Please refer to HR Policy 3-15)

The performance appraisal process is designed to support the agency-wide core values that maintain each employee is an integral part of the MTA organization and a valued employee responsible for ensuring that the vision, mission and goals are accomplished. For this reason, the performance appraisal process has been enhanced to permit each employee to have individual input into the performance planning process with regard to goal setting, productivity, performance measurements and the achievement of performance outcomes.

MTA's performance appraisal process is an important tool that enables Supervisors to effectively lead and manage the employee(s) under their direct supervision. The Individual Performance Plan will be used to determine and assess an employee's overall performance and will identify goals and objectives directly related to each employee's work.

This instrument will be used as the basis for conducting performance reviews. A new form should be used to complete steps 1, 2 & 3 in the Performance Planning Process:

- > **STEP 1: Start of Year Review** – Complete a start of year review at the beginning of the fiscal year or when an employee's assignment changes (i.e. promotion, lateral transfer, demotion, etc.)
- > **STEP 2: Mid Year Review** – Complete a mid-year review during the middle of the fiscal year to evaluate and monitor the employee's performance to date. Complete a mid probationary review (or 3-month review) during an employee's probationary period to evaluate and monitor the employee's performance to date.
- > **STEP 3: Year End Review** – Complete the year-end review at the end of the fiscal year (or at the end of the employee's 6-month probationary period) to evaluate the employee's overall performance.
- > **STEP 4: Performance Appraisal Conference** – Conduct a performance appraisal conference for each employee once Executive Officer Approval has been granted. Appraisal conferences provide each employee an opportunity to receive an overall performance rating based on his/her individual performance plan.

### **Section I – Performance Factors – Core Values**

This section of the performance appraisal instrument is to be completed at the year-end review. As part of the start of year review process, the Supervisor will review the core values with each employee to ensure every employee understands the attributes required to be an MTA employee. At the year end review, the Supervisor will check the appropriate performance rating for each performance factor. Supervisors are to consider one factor at a time to ensure that each performance rating is fair and accurate.

Supervisors are to provide additional written comments to support or expand upon any performance ratings given, particularly a rating, which is Unacceptable, Needs Improvement or Outstanding. (See HR Policy 3-15)

### **Section II – Performance Objectives – Goals**

This section of the performance appraisal instrument is to be completed at the start of year review. As part of the start of year review process, the Supervisor will meet with each employee to:

- > Review the strategic planning goals that are to be linked to the individual employee's performance objectives;
- > Identify specific performance objectives and the corresponding strategic goals and action plans the individual employee is to support or perform; and
- > List any and all projects/programs and performance objectives for which the employee is responsible for completing.

During the mid-year review, Supervisors are to provide performance feedback and make necessary revisions to the Individual Performance Plan objectives, if required. In addition, Supervisors record achievements, provide progress updates and communicate to the employee whether his/her performance "meets" or "exceeds" the stated objective.

### **Professional Development**

This section of the performance appraisal instrument is to be completed at the start of year review. Supervisors list specific training needs (if necessary) and develop an appropriate action plan to promote continuous improvement of the workforce he/she leads or manages.

### **Section III – Overall Performance Rating**

This section of the performance appraisal instrument is to be completed at the year-end review. The Supervisor selects the overall performance rating that represents the employee's individual performance for the review period. When rating the employee, Supervisors must consider the performance factors, performance measures and performance outcomes in relationship to the unit, department, division and agency.

## Comments

Supervisors write comments to support the overall performance rating. (See HR Policy 3-15)

The employee may add his/her written comments concerning his/her performance evaluation and returns the form to his/her immediate Supervisor.

## Section IV– Signatures & Approvals

This section of the performance appraisal instrument is to be completed at the year-end review. The Supervisor signs and dates the completed performance appraisal form and forwards the "original" form to the next higher level of management for review and signature.

The next higher level of management will meet with the employee's immediate supervisor to review the appraisal to make a decision regarding the employee's overall performance. The overall final performance rating will be forwarded to either the respective executive officer or the next level of management (if required, *i.e. Chief of Staff, Chief Financial Officer, Chief Communications Officer, etc.*).

Once approved, the year-end review process will continue as follows:

- >Supervisor schedules a confidential performance appraisal conference with the individual employee to provide the employee with his or her completed appraisal.
- >Employee reviews, signs and dates the completed performance appraisal. At this time, employee may indicate (in writing) if he or she disagrees with the evaluation.
- >Supervisor provides employee with a copy of the completed appraisal once the review process has been completed and all required signatures have been provided.
- >Supervisor forwards all completed appraisal forms to the Human Resources Compensation Unit.

# Performance Factors Defined – Core Values

## **SAFETY:**

- >Responsible for personal safety and accountable for group's safety performance
- >Develops personal and group Safety Action Plan (SAP) to meet agency's and group's safety objectives and job responsibilities
- >Knows and understands safety policy and principles and follows safety rules, practices, procedures and adheres to standards
- >Maintains a safe and healthy place to work
- >Maintains an active interest in safety by attending and participating in safety meetings, making suggestions to improve safety, and staying alert to observe and correct or report unsafe practices and conditions

## **EMPLOYEES:**

- >Treats others with mutual respect and dignity
- >Works to support others in reaching their goals through sharing information and building alliances as a valuable resource
- >Establishes and maintains positive and productive working relationships with internal clients
- >Seeks to provide service to others regardless of their position in the organization
- >Participates in and promotes professional development activities that include in-house and external training, academic and educational degree programs or professional certifications

## **FISCAL RESPONSIBILITY:**

- >Accountable for safeguarding and wisely spending taxpayer dollars
- >Accurately estimates expense levels to deliver projects on time and within budget
- >Processes accurate and timely invoices
- >Identifies and pursues streamlining opportunities to improve methods, procedures, and practices that will increase efficiency
- >Makes sound decisions about the cost/benefit of a project or a program to the agency

## **INTEGRITY:**

- >Demonstrates professional and personal ethics
- >Is honest, trustworthy, reliable, dependable and takes responsibility for his/her actions
- >Accepts responsibility for tasks and personally commits to achieve agency goals



- >Applies good judgment, professional and personal ethics to business decisions and actions
- >Conducts work which is consistent with agency policies
- >Respects and maintains confidentiality

**INNOVATION:**

- >Supports the agency vision, mission and goals
- >Functions with a keen sense of the future
- >Generates new ideas and creative solutions
- >Inspires and supports creative thinking in others and considers their ideas and suggestions with an open mind
- >Initiates and accepts change when necessary
- >Shows enthusiasm for new ideas, programs, projects and procedures

**CUSTOMER SATISFACTION:**

- >Strives to exceed customer expectations
- >Communicates accurate and appropriate information to clients and customers
- >Listens, anticipates and provides solutions to customer needs
- >Promotes a positive image of the agency
- >Maintains courtesy and diplomacy with clients and customers
- >Makes self available to respond to customer needs in a timely manner
- >Seeks to prevent unnecessary delays for customers

**TEAMWORK:**

- >Actively seeks to blend individual talents to achieve team goals
- >Commits to work toward the shared organizational goals and objectives of the agency
- >Supports and assists other business units in achieving their goals
- >Participates and promotes inter/intra departmental cooperation
- >Supports team accomplishments and willing to help others succeed
- >Participates in team activities

# Performance Rating Descriptions

**Outstanding Performance (O)** – Superior; greatly surpasses others in the quality and merit of his/her performance; reserved for those individuals whose performance is clearly exceptional; planned goals & objectives by the employee and the supervisor are greatly exceeded; employee's performance significantly contributes to the achievement of the department and the MTA goals & objectives.

**Commendable Performance (C)** – Performance consistently exceeds all job requirements; employee's performance exceeds most goals & objectives; employee's performance exemplifies notable skill and initiative; employee exceeds most other employees in the same position.

**Effective Performance (E)** – Performs and consistently meets all job requirements; does what is necessary to get the job done.

**Needs Improvement (I)** – Performance meets some, but not all of the critical job requirements; most goals & objectives are not met; employee's performance is likely to be improved by a specific plan of improvement.

**Unacceptable (U)** – Work performance is inadequate and does not meet the requirements; performance is below the minimum requirements of the job; goals & objectives have not been met; will be subject to termination based on requirements established in a plan of improvement.

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# Glossary

**Action Plan:** The steps a team develops to implement a solution or the actions needed to make continued progress toward a solution.

**Call for Projects (CFP):** Primary process for the selection of transportation improvement projects for funding with discretionary federal, state, and local revenues.

**Capital Project:** Major construction, acquisition, or renovation activities that add value to a government's physical assets or significantly increase their useful life.

**Clients:** A person, group or unit, internal to the organization, that receives or is the end user of your goods, product, service or work.

**Competencies:** Critical behaviors that demonstrate the knowledge, skills, abilities and personal characteristics of its performers.

**Cross-Functional Coordination:** Effective collaboration and communication between functions to achieve a common goal.

**Customer:** The person, group or unit, external to the organization, that receives or is the end user of your goods, product, service or work.

**Core Values:** The Organization's belief system that drives individual and organizational behavior. Topics often considered in core values are:

- > What the organization is
- > What the organization stands for
- > What the organization views as important
- > How the organization/department/unit is to operate
- > How the organizational work levels treat one another and their clients and customers

**Employee Involvement:** A process through which all employees have input and increased influence over their work to improve the effectiveness of their organization, department and/or unit.

**Facilitator:** Helps a group or team improve the way it identifies and solves problems and makes decisions, in order to increase its effectiveness.

**Goal:** Plans expressed as results to be achieved. In this broad sense goals include objectives, purposes, mission, deadlines, standards, targets, quotas etc. Goals represent not only the end point of planning, but the end toward which activities such as organizing and controlling are aimed.

**Individual Development Plan:** A specific course of action designed jointly by an employee and a supervisor to outline the employee's career and professional development objectives and associated training needs.

**Key Owners:** Members who come together from one or more functional areas to work on a specific project, problem and/or issue in a cohesive or collaborative unit.

**Key Performance Indicators (KPIs):** Indicators that measure and analyze performance in terms of quantity, effectiveness and efficiency.

**Mission:** A brief statement that summarizes an organization's purpose. A stretching, guiding and reinforcing statement of intent and commitment.

**Objectives:** Specific results that an organization seeks to achieve in pursuing its goals and mission.

**Project Management:** The application of knowledge, skills, tools and techniques to project activities in order to meet or exceed stakeholder needs and expectations from a project, which includes balancing scope, time, cost, quality and stakeholders with differing needs and expectations.

**Strategic Plan:** A document, which reveals the formulation, development, implementation and evaluation of cross-functional decisions that guide the organization to achieve its objectives.

**Strategies:** Provide the direction that enables an organization to achieve its long-term objectives.

**Team:** A small group of employees who have a distinct identity and work and are dependent on each other to accomplish their task. They are accountable to each other, and they use complimentary skills to fulfill a common purpose or goal.

**Team Leader:** A person responsible for leading a team, managing meetings, establishing a work process, and conducting follow-up.

**Vision/Visioning:** Projecting the company into the future and imagining what behaviors will be necessary in order to successfully reach the vision.