

Los Angeles County
Metropolitan Transportation Authority

FY03 – FY07
(UPDATED FY06)

METRO STRATEGIC
PERFORMANCE PLAN



Metro



Message from the Chief Executive Officer

In the past two years, every Metro employee has contributed to improving the mobility of LA County. Working together, we've made significant progress on our goals & objectives, as outlined in the FY03 – FY07 Metro Strategic Performance Plan.


As FY06 begins, we must ensure that we are serving the changing needs of LA County's 10 million people. The region will continue to depend on each Metro employee to work safely, be more efficient, and be more responsive to our customers. It is important to remember that our work promotes economic growth in the region and improves the quality of life for every LA County resident.

Metro has proposed a balanced budget for FY06, even as we dealt with reduced federal and state funding. The challenges ahead will be great: extra bus service required by the Consent Decree, rising fuel prices, increased Worker's Compensation and health & welfare costs. These realities speak clearly to the pressing need for this agency to control costs and manage our budget in a manner that ensures financial stability in the years to come.

Our goal is to focus on the agency's core business and the top 10 directives for FY06. We need every Metro employee to be committed to successfully execute his or her respective course of action.

Please keep in mind that our updated FY06 Strategic Plan outlines what this agency does, where it wishes to be, and a framework for conducting its day-to-day business. The Plan summarizes our goals, objectives, strategies and action plans. It was developed to foster a "shared sense of purpose" among all employees, and to demonstrate the values and beliefs that should guide individual behavior in this organization. Simply stated, the Updated Strategic Performance Plan will enable Metro to speak with one voice, work better together as a cross-functional and integrated team, and establish accountability for individual and organizational performance.

Please use Metro's Updated FY06 Strategic Performance Plan as an agency-wide blueprint for achieving our vision of *"leading the nation in safety, mobility and customer satisfaction"*.



Roger Snoble
CEO

Metro PROFILE

Metro 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 2,000 coaches in the Metro Bus fleet, Metro also designed, built and now operates 73.1 miles of Metro Rail service. The Metro Rail system currently consists of 62 stations and several more are in the planning and/or design stage.

In addition to operating its own services Metro 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 Service Patrol and Call Boxes.

Recognizing that no one form of transit can solve urban congestion problems, Metro'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 Metro's Metro System is the public symbol of this fully coordinated network.

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

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The FY2003 – 2007 Strategic Plan can be accessed at the following websites:

www.metro.net or <http://intranet1/>

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Strategic Planning Process Update

In the updated FY05 Strategic Plan, the CEO assigned Chief Officers to be key owners for each of the five strategic goals. Each goal team worked with Metro's Organizational Development & Training (OD&T) Department to execute their strategic planning goals, objectives, and strategies. 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.

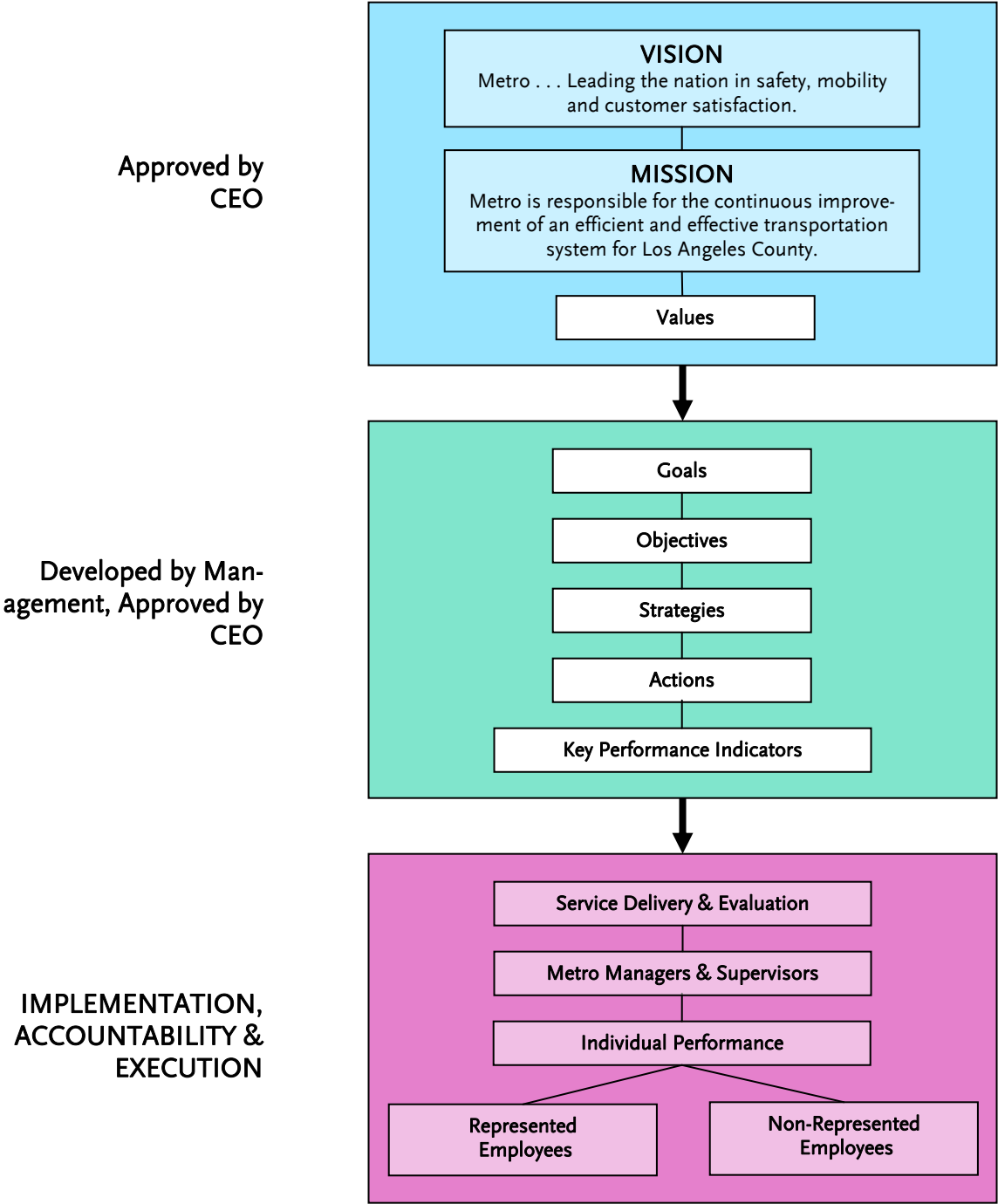
In July of 2004, the Executive Management Team reaffirmed their commitment to continuous improvement of an efficient and effective transportation system for Los Angeles County. In addition, the goal teams agreed to report their individual team(s) accomplishments to the CEO on a monthly basis. These monthly meetings were entitled Strategic Planning Working Group sessions and offered the Executive Management Team an opportunity to hear first-hand the team's accomplishments, challenges and opportunities. More importantly, the goal teams were tasked with working in an open and collaborative manner in order to work better together as a cross-functional and integrated team.

The updated FY06 Metro Strategic Performance Plan will continue to be used as the basis for agency-wide direction, decisions and activities. The strategic plan is a "living document", which means it is an "evolving plan" and not a rigid or fixed document. Each strategic goal has an established outcome or key performance indicator and performance measures that have been aligned to key management owners and team support partners for improved management accountability, productivity, and organizational performance.

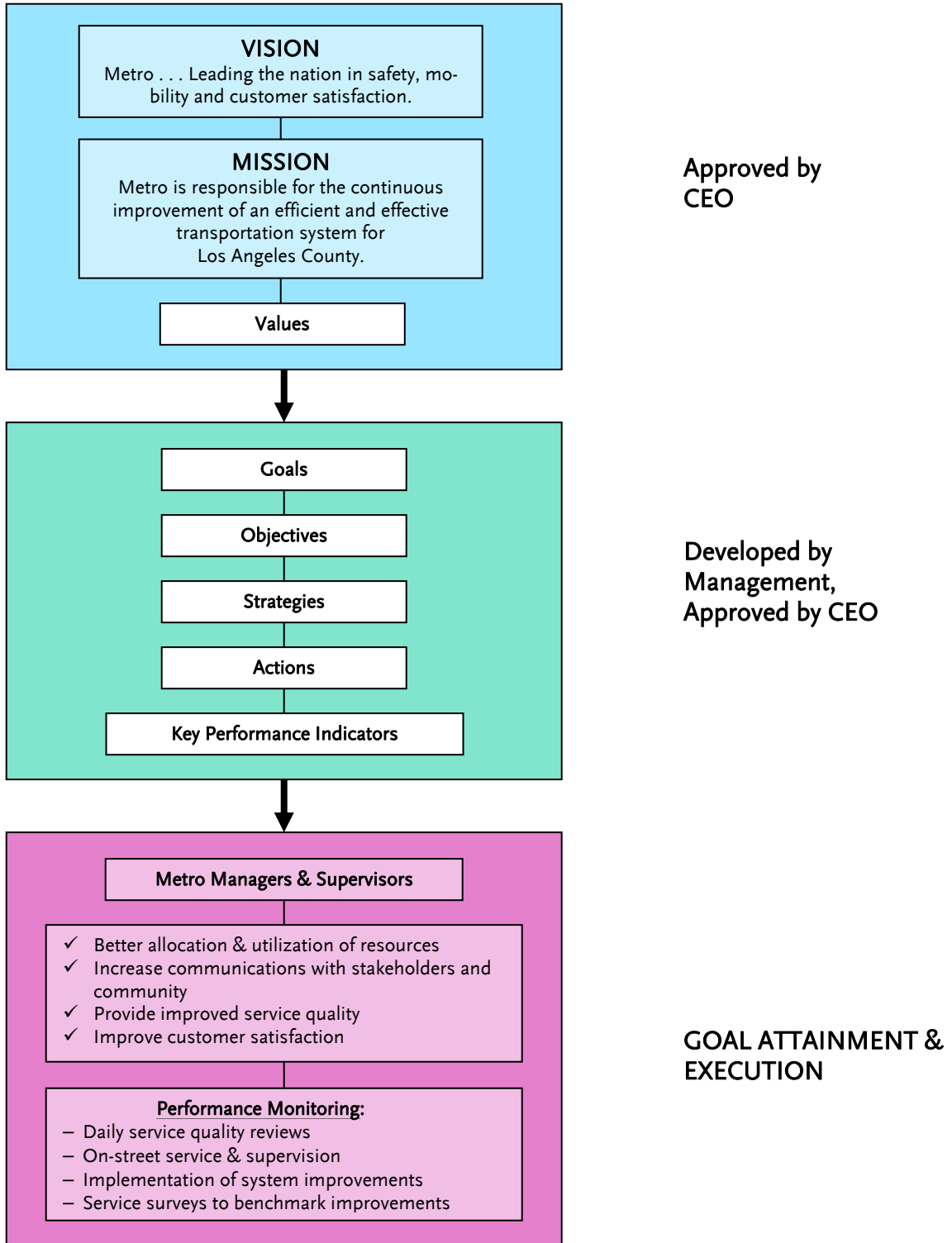
For this reason, the agency has continued to implement a "quarterly review" process as defined by the Office of Management & Budget (OMB). In addition, OMB has developed a balanced scorecard to monitor, track and measure the achieved key performance indicators, which permits management an opportunity to realign the strategic goals, objectives and strategies.

Each year the CEO will reassess the agency's 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 Metro's Long & Short Range Transportation Plans.

How the Strategic Plan Impacts Metro Employees – Ongoing



How the Strategic Plan Impacts Metro Customers – Ongoing



Communication Plan (Model)

Ongoing

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 every Metro employee. It is critical that the Metro Team Leaders communicate with one voice at every level of the organization and across every transit mode.

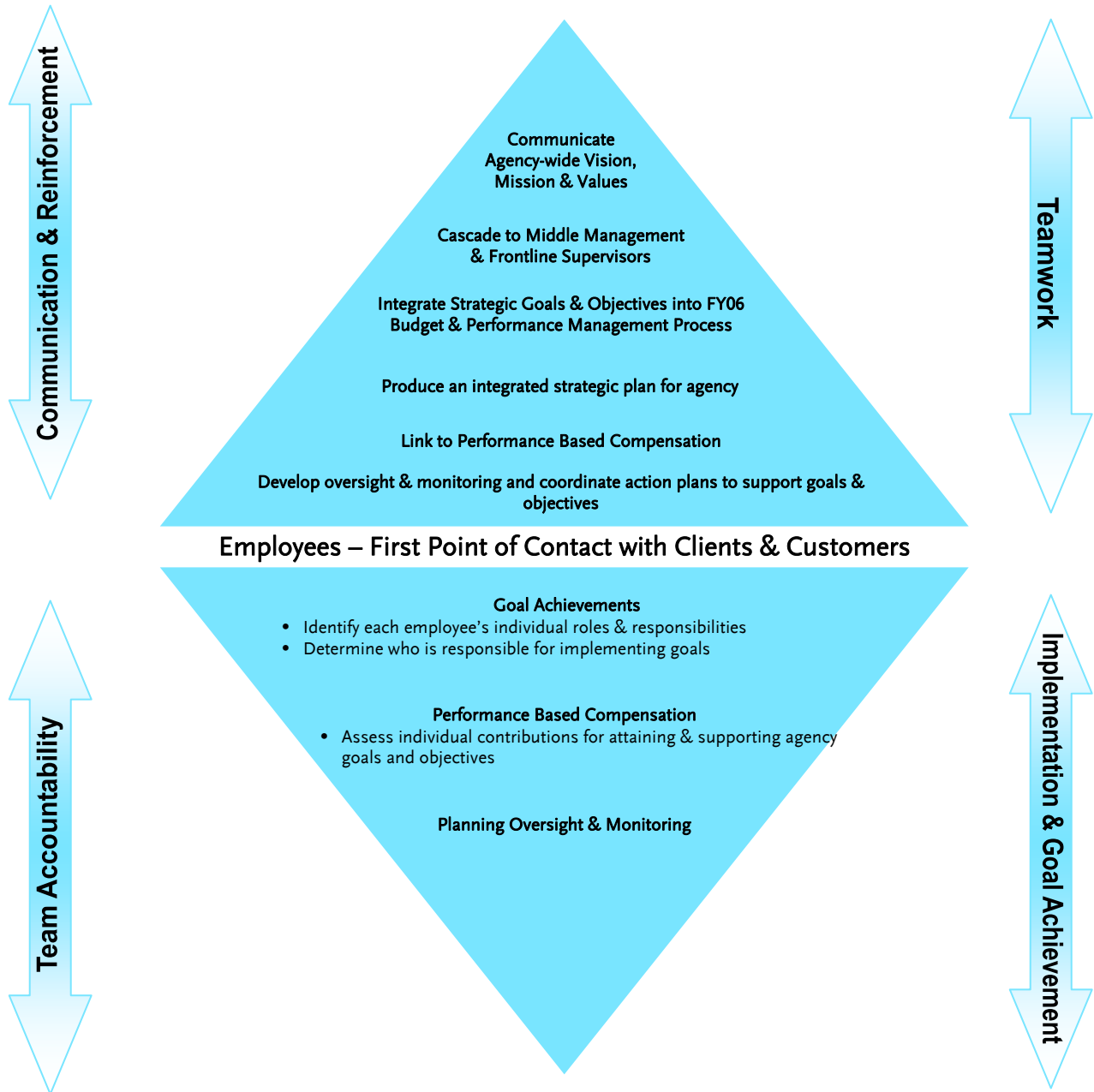
This is the basis for developing an agency-wide Communication Plan (model) that promotes and fosters open communication. This model provides each employee an opportunity to articulate and communicate the new strategic agency direction. It will strive to improve communication with customers, employees, business partners and/or stakeholders.

The success of the Strategic Plan can only be achieved through an agency-wide communication and implementation. This Communication Plan involves every Metro employee. The Communications Department will continue to develop marketing and promotional materials to reinforce the vision, mission, core values, goals and new strategic direction of the agency. This offers every employee an opportunity to own the strategic plan as his or her own and to personally be committed to implement the strategic plan.

The Metro Operations Service Sectors' various strategic plans (e.g., service, fleet, facilities, etc.) are to be integrated and aligned to support the agency-wide strategic plan. Metro'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 Mobility 21 Coalition.

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

Practicing Leadership Model



Strategic Plan FY2003 – FY2007

Vision	Metro . . . leading the nation in safety, mobility and customer satisfaction!
Mission	Metro is responsible for the continuous improvement of an efficient and effective transportation system for Los Angeles County.
Core Business Goals	<p><u>Goal 1:</u> Improve Transit Services</p> <ul style="list-style-type: none"> - Efficiently and effectively operate service sectors - Improve service quality and capacity for bus and rail systems - Maximize fleet capacity to meet service expansion - Improve, expand and add operating facilities - Implement innovative technologies - Improve transit security of bus and rail systems - Acquire and deliver cost effective materials, parts and supplies <p><u>Goal 2:</u> Deliver quality capital projects on time and within budget</p> <ul style="list-style-type: none"> - Design and build quality projects - Work with contractors to provide a safe work site to minimize lost time accidents <p><u>Goal 3:</u> Exercise fiscal responsibility</p> <ul style="list-style-type: none"> - Manage the approved budget - Implement efficient and effective cost allocation plans - Implement an integrated performance monitoring management system - Conduct monthly performance monitoring reviews to assess financial performance - Eliminate duplicate roles & responsibilities - Improve the procurement process <p><u>Goal 4:</u> Provide leadership for the region’s mobility agenda</p> <ul style="list-style-type: none"> - Provide quality planning, technical analysis and programming - Coordinate implementation of multimodal transportation programs with partner agencies - Identify, program, secure and maintain funding for projects, programs and services countywide <p><u>Goal 5:</u> Develop an effective and efficient workforce</p> <ul style="list-style-type: none"> - Enhance a safety conscious culture throughout Metro, its customers and business partners - Recruit and select employees to meet job requirements - Invest in employee development - Exercise consistent application of the collective bargaining agreements - Strengthen the labor management working relationship

Values	<u>Safety</u>	Safety's 1st for our customers, employees and business partners. Accidents and injuries are preventable.
	<u>Employees</u>	Employees are our most valuable resource and are to be treated with mutual respect and provided opportunities for professional development.
	<u>Fiscal Responsibility</u>	Individually and as a team, we are accountable for safeguarding and wisely spending taxpayer dollars entrusted to Metro.
	<u>Integrity</u>	We rely on the professional ethics and honesty of every Metro employee.
	<u>Innovation</u>	Creativity and innovative thinking are valued and new ideas are welcomed.
	<u>Customer Satisfaction</u>	We strive to exceed the expectations of our customers.
	<u>Teamwork</u>	We actively seek to blend our individual talents in order to be the best in the nation.

Goal 1

Improve transit services

Objective A

Efficiently & effectively operate service sectors

Key Owner(s)

John Catoe, General Managers, Carolyn Flowers, Rod Goldman, Denise Longley, Matt Raymond

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Implement new Rapid lines	<ol style="list-style-type: none"> 1. Fabricate and install bus signal priority (BSP) system in Pasadena, Glendale and West Hollywood 2. Fabricate and install stations in incorporated County areas and remaining parts of the City of LA 3. Prepare/Train Transit Operations Supervisors and coach operators for new service 4. Prepare fleet for service implementation 5. Implement service operating plan 	<ul style="list-style-type: none"> – By June 2007, implement 11 additional Metro Rapid corridors at the average rate of two corridors every six months depending on funding – By Summer 2005, BSP implemented in cities shown – Reduce passenger travel times by an average of 20%
2. Begin operation of Metro Orange Line	<ol style="list-style-type: none"> 1. Complete Standard Operating Procedures and train operators 2. Review lessons learned from Miami BRT opening to ensure safe opening 3. Conduct safety awareness campaign 4. Complete sector service changes to support MOL 	<ul style="list-style-type: none"> – Open MOL by target date of October 2005
3. Improve and maintain cleanliness of buses, railcars, stations and other facilities.	<ol style="list-style-type: none"> 1. Division Maintenance Management to monitor cleanliness of fleet on daily basis 2. Metro Executive Management to ride bus or rail at least once per week and complete management survey, including cleanliness of vehicles and stations 	<ul style="list-style-type: none"> – Maintain an average cleanliness rating for the bus fleet of 9.0 and for the rail fleet of 9.5.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
4. Reduce Bus Accidents	1. Implement accident reduction program elements: <ul style="list-style-type: none"> ▪ Points based system ▪ Proactive training including training after unavoidable accidents ▪ ARB improvements ▪ Vehicle Safety Improvements ▪ Safety rewards ▪ Public safety campaign 	<ul style="list-style-type: none"> – Meet FY06 adopted goal rate of 3.25 accidents per 100,000 hub miles
5. Promote the usage of transit lines to utilize excess capacity	1. Create 'Know Metro' campaign. 2. Continue route and service promotions program.	<ul style="list-style-type: none"> – Ridership. – Direct mail response rates.
6. Maximize website functionality	1. Expand website sales 2. Create content management system	<ul style="list-style-type: none"> – Increase web sales
7. Promote local management of transit service	1. Establish ad fund for sectors	<ul style="list-style-type: none"> – By the end of Q2, complete and implement an ad fund plan for each service sector
8. Track customer satisfaction and public opinion regarding agency products and services	1. Complete semi-annual customer satisfaction surveys 2. Continue on-going public opinion tracking study.	<ul style="list-style-type: none"> – By Q4 FY06, partner with Service Sector General Managers to complete two studies of customer satisfaction
9. Increase participation in rideshare and pass programs	1. Expand I-Pass Program 2. Introduce A- and B-Pass Programs	<ul style="list-style-type: none"> – Increase sales by 20%
10. Expand customer outreach	1. Implement new kiosk information test pilot.	<ul style="list-style-type: none"> – Number of transactions on kiosks.

Objective B

Improve service quality and capacity for bus and rail systems

Key Owner(s)

John Catoe, General Managers, Carolyn Flowers, Rod Goldman, Carol Inge

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Add service levels per consent decree order	1. Determine service requirements resulting from Special Master's April 2005 Order on New Service Plan by September 30, 2005 as required by Special Master	<ul style="list-style-type: none"> - By September 30, 2005 submit plan to comply with Order
2. Implement new Rapid lines	<ol style="list-style-type: none"> 1. Fabricate and install bus signal priority (BSP) system in Pasadena, Glendale and West Hollywood 2. Fabricate and install stations in incorporated County areas and remaining parts of the City of LA 3. Prepare/Train Transit Operations Supervisors and coach operators for new service 4. Prepare fleet for service implementation 5. Implement service operating plan 	<ul style="list-style-type: none"> - By June 2008, implement 24 additional Metro Rapid corridors at the average rate of two corridors every six months depending on funding - By Summer 2005, BSP implemented in cities shown - Reduce passenger travel times by an average of 20%
3. Improve transit service reliability and on-time performance	<p>BUS:</p> <ol style="list-style-type: none"> 1. Conduct service assessment of all routes to eliminate duplication et al 2. Analyze load ratios mandated by the Consent Decree executing Option One with sixty foot additional buses due FY07 3. Build and restructure schedules utilizing passenger data and run time to improve efficiency 4. Implement Service inspector program (San Gabriel Valley) 5. Evaluate supervisory staffing allocation and effectiveness (Gateway Cities Sector) 	<ul style="list-style-type: none"> - BUS AND RAIL: By 2007, increase customer survey satisfaction levels by 20 % - BUS AND RAIL: By 2007, increase mean miles between chargeable mechanical failures to 7,500 or greater for bus and achieve or exceed 15,000 mean miles between chargeable mechanical failures for rail - BUS AND RAIL: By 2007 achieve and exceed in-service, on-time performance of 70% for bus, 99% for light rail, and 99.2% for heavy rail - BUS AND RAIL : By 2007, increase on time pullouts to 100% - BUS: By 2007, achieve and exceed cost per hour goal of \$101.31

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	RAIL: 1. Deliver on-time materials 2. Train all operators in manual operation 3. Conduct maintenance and equipment upgrades 4. Monitor trends failures	
4. Design and implement bus system restructuring, "Metro Connections"	1. Following stakeholder input on Conceptual Service Plan, initiate detailed service and capital plan 2. Develop sector-based inter-community and local service plans with region's service providers 3. Implement Service	<ul style="list-style-type: none"> - Return to Metro Board in October 2005 with detailed service and capital plans - Implementation Plan by FY2007 - Implement services starting FY2007
5. Promote the usage of transit lines to utilize excess capacity	1. Create 'Know Metro' campaign. 2. Continue route and service promotions program.	<ul style="list-style-type: none"> - Ridership. - Direct mail response rates.

Objective C

Maximize Fleet Capacity to meet service expansion

Key Owner(s)

Gerald Francis, Bus General Managers, Matt Raymond, Carol Inge

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Add service levels per consent decree order	1. Determine service requirements resulting from Special Master's April 2005 Order on New Service Plan by September 30, 2005 as required by Special Master	<ul style="list-style-type: none"> - By September 30, 2005 submit plan to comply with Order
2. Align bus fleet plan and rail infrastructure plan with Financial and Long Range Transportation Plans	1. Purchase and deliver state of the art high capacity buses and rail cars in accordance with bus fleet and rail infrastructure plans.	<ul style="list-style-type: none"> - By Q4 – FY07, increase the number of technologically advanced bus availability by 375. - Increase the number of rail cars in light rail by 50 by Q4 2007

Objective D

Improve, expand & add operating facilities

Key Owner(s)Denise Longley, Rod Goldman, Matt Raymond, Lynda Bybee,
General Managers

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Utilize design/build approach for capital improvements projects	<ol style="list-style-type: none"> 1. Secure funding: Long Range Transportation Plan 2. Create plan to implement funding requirements Execute design/build contracts 3. Build/Improve Bus and Rail Facilities in Accordance with Facilities Plans 	<ul style="list-style-type: none"> – Through 2007, execute design/build contracts for specific projects approved by Metro Board – Through 2007, 100% of all new capital projects are implemented using streamlined project management process developed by Facilities-Operations.
2. Improve and maintain cleanliness of buses, railcars, stations and other facilities.	<ol style="list-style-type: none"> 1. Division Maintenance Management to monitor cleanliness of fleet on daily basis 2. Metro Executive Management to ride bus or rail at least once per week and complete management survey, including cleanliness of vehicles and stations 	<ul style="list-style-type: none"> – Maintain an average cleanliness rating for the bus fleet of 9.0 and for the rail fleet of 9.5.

Objective E

Implement innovative technologies

Key Owner(s)

Richard Hunt, Gerald Francis, Lonnie Mitchell, Terry Matsumoto

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Implement Advanced Transportation Management System (ATMS)	<ol style="list-style-type: none"> 1. Complete Phase II implementation with division by division activation and verification of Automatic Voice Annunciation System 	<ul style="list-style-type: none"> – Successful completion & acceptance of ATMS
2. Implement Universal Fare System (UFS)	<ol style="list-style-type: none"> 1. Continue division by division mobilization 2. Install UFS on contracted services 	<ul style="list-style-type: none"> – Final acceptance of UFS equipment by end of Q1 FY07 – Installation of UFS equipment on contracted services in July 2005 for revenue service
3. Implement Maintenance & Materials Management (M3) System	<ol style="list-style-type: none"> 1. Implement Timekeeping functionality 2. Roll out M3 system at bus divisions 3. Conduct end to end testing 	<ul style="list-style-type: none"> – Transit Operations to complete M3 installations by Q4 2005

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	<ol style="list-style-type: none"> 4. Determine and identify M3 reports for management oversight 5. Accept M3 system 	<p>Timekeeping functionality by Q3 FY06</p> <ul style="list-style-type: none"> • San Gabriel and San Fernando service sectors are using M3 by Q3 2005 • Central, Westside and South Bay service sectors are using M3 by Q4 2005 • M3 system is tested and accepted by Q4 2005
4. Launch Transit Access Pass (TAP)	<ol style="list-style-type: none"> 1. Design regional central computer 2. Implement executive oversight committee for regional TAP 3. Create appropriate communication materials to support phases of TAP implementation. 	<ul style="list-style-type: none"> – TAP cards issued/used

Objective F

Improve transit security of bus and rail systems

Key Owner(s)

John Catoe, Carolyn Flowers, Captain Dan Finkelstein

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Increase security presence and improve security systems	<ol style="list-style-type: none"> 1. Increase number of security personnel on the system 2. Implement and sustain community based law enforcement 3. Increase visibility of law enforcement on buses and rail. 4. Institute regular meetings between Law Enforcement Team Leaders and operators, General Managers, sector & division staff, and community leaders as requested, to address critical issues (e.g. security, vandalism, quality of life issues) 5. Patrol all operating and non-operating divisions/locations and security posts at least once daily or nightly; 6. Develop and fund anti-terrorist and security measures as a result of higher alert levels 	<p>Visibility:</p> <ul style="list-style-type: none"> – Perform a minimum of 300 boardings by mode and per month <p>Effectiveness:</p> <ul style="list-style-type: none"> – Reduce crimes per capita by 5% – Increase arrest rate as compared to reported crimes – Increase Convictions as compared to arrest rates <p>Responsiveness:</p> <ul style="list-style-type: none"> – Maintain a response time at 100% for calls in the following categories: <ul style="list-style-type: none"> • 10 minutes or less for emergency calls • 20 minutes or less for priority calls • 60 minutes or less for routine calls

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	7. Roll out security on Metro Orange Line	
2. Design, develop, acquire and realign training programs	1. Design & develop a Weapons of Mass Destruction Awareness Program for non security personnel in the Southern California region	<ul style="list-style-type: none"> – By Q1 FY06, OD&T will partner with Procurement to review RFPs for the Homeland Security Contract. – From Q2- Q4 FY06, OD&T will partner with Procurement and Sheriff's Department to act as an internal consultant to review curriculum materials, training modules and training deliverables for non-security personnel in the Southern California region. – By Q4 FY06, OD&T will partner with Metro Transit Security to coordinate Transit Terrorism Awareness and Homeland Security training classes for non-security personnel in the Southern California region.

Objective G

Acquire and deliver cost effective materials, parts and supplies

Key Owner(s)

Lonnie Mitchell, Terry Matsumoto, Ted Montoya, Milo Victoria

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Implement inventory rebuild & manufacturing charge back program (FY07)	<ol style="list-style-type: none"> 1. Develop business workflow and management control measures 2. Enhance M3 to provide charge back functionality for processing component pricing transactions 3. Provide executive management briefing on charge back program 4. Begin program tracking and activity analysis to develop baseline. 5. Develop and implement management reporting requirements 6. Follow-up readiness review briefing to executive management 	<ul style="list-style-type: none"> – Policies, procedures and make or buy guidelines – M3 enhancement to be completed by Q2, FY06 – Executive management briefing – Baseline deliverables – Management reporting – Readiness review briefing completed – Charge back program to be implemented Q1, FY07

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	<ol style="list-style-type: none"> 7. Deploy charge back system on July 1, 2006. 8. Monitor program performance 	
<p>2. Implement supplier management program (FY06, 07)</p>	<ol style="list-style-type: none"> 1. Identify and establish the Supplier Management Program (SMP) project team 2. Define the SMP as (1) supplier performance (2) strategic sourcing (3) supplier development 3. Survey key metro stakeholders & clients to gain a better understanding of their expectations and "satisfaction" criteria for a successful SMP. 4. Benchmark & research existing SMP's and practices currently being utilized in other government agencies and private enterprise. 5. Establish the written guidelines for the SMP. 6. Establish & implement process and tools for managing, monitoring, documenting and reporting supplier performance. 7. Develop & implement a supplier recognition / award program. 	<ul style="list-style-type: none"> - Measure & evaluate metro's SMP processes to the results of benchmark activities from other government agencies and private enterprises. Example: Survey data analysis - qualitative & quantitative; comparative gap analysis. - Measure & evaluate results of the metro "key" stakeholder survey and customer satisfaction assessment. Example: "performance stop light chart." - Measure % metrics for qty of parts to be strategically sourced/total qty of parts per model of rail car & bus types. - Measure quantity of "new strategic suppliers" supporting Metro SMP initiatives. - Track & improve metrics for supplier on-time delivery; product/service quality (accepted & rejected parts); and supplier responsiveness/non-responsiveness criteria. - Measure the cost savings as a result of the SMP - Measure quantity of supplier recognition awards.
<p>3. Implement agency-wide material planning program (FY06, 07)</p>	<ol style="list-style-type: none"> 1. Identify key stakeholders of inventory and establish the material planning implementation team. 2. Conduct assessment of current planning effectiveness and prepare gap analysis 3. Establish the organizational forecasting tools to achieve accurate projections of material flow at least cost. 4. Develop and establish decision support system and policy guidelines that will ensure consistent and effective application of the mate- 	<ul style="list-style-type: none"> - Identification of program team - Assessment & gap analysis completed - Forecasting model - Completion of material requirements business plan program guidelines - Completion of short, mid and long-term requirements plan. - Development and execution of acquisition plans. - Actual versus plan

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	<p>rial requirements planning program.</p> <p>5. Identify and develop short, mid and long-term material requirements for manufacturing, rebuild, repair and refurbishment programs.</p> <p>6. Translate material requirement plans into acquisition strategies that will provide efficient material flow at least cost.</p> <p>7. Monitor material planning accuracies</p>	
<p>4. Implement 10-year material warehousing plan for future inventory storage needs</p>	<p>1. Assemble key stakeholders and establish project team</p> <p>2. Conduct assessment of current warehousing capacities and prepare gap analysis</p> <p>3. Prepare 10-Year Warehousing Plan</p> <p>4. Provide Executive Management Briefing</p> <p>5. Identify Next Steps</p>	<ul style="list-style-type: none"> – Identification of project Team – Assessment & Gap Analysis Completed – 10-Year Warehousing Plan Completed – Executive Management Briefed – Next Steps Identified

Goal 2

Deliver quality capital projects on time and within budget

Objective A Design and build quality projects

Key Owner(s) John Catoe, Carol Inge, Rick Thorpe, Dennis Mori, Denise Longley, Joel Sandberg, Roger Dames, Matt Raymond, Lynda Bybee

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Achieve substantial completion of Orange Line construction	<ol style="list-style-type: none"> 1. Monitor schedule recovery mitigation plan for Orange Line 2. Communicate project milestones 	<ul style="list-style-type: none"> - Q2 - substantially complete construction and punch list work to allow Revenue Operations to commence. - Q2 - complete all landscaping. - Q4 - negotiate and settle all contract modifications and claims (except for reliability demonstration testing) for Contract C0675.
2. Construct Canoga Station/Park and Ride	<ol style="list-style-type: none"> 1. Initiate construction of new station, surface park and ride spaces, one-third mile extension of the busway, bicycle/pedestrian path and landscaping. 	<ul style="list-style-type: none"> - Q1 - advertise Contract C0739. - Q2 - award and issue notice to proceed to C0739 contractor.
3. Complete final design & start construction of major critical path schedule activities of the Metro Gold Line eastside extension	<ol style="list-style-type: none"> 1. Follow approved Project Schedule. 2. Continue partnering with Design-Builder. 3. Continue partnering with outside agencies. 	<ul style="list-style-type: none"> - Q1 - excavate 1st/Boyle shaft and setup to receive Tunnel Boring Machines (TBM's). - Q2 - begin tunnel operations. - Q2 - begin procurement of trackwork - Q2 - complete Soto Station excavation. - Q4 - issue all design packages as Approved for Construction (AFC). - Q4 - procurement of major systems components to begin.
4. Initiate Final Design and Construction of Mid-City/Exposition LRT Project	<ol style="list-style-type: none"> 1. Metro Board approval of the FEIS. 2. Metro Board approval of Agreements with Exposition Metro Line Construction Authority 	<ul style="list-style-type: none"> - Q2 - complete Preliminary Engineering. - Q2 - issue "Negotiated Design Build" contract for Solicitation of Bids. - Q2 - Metro Board approval of FEIS. - Q2 - Start third party utility relocation designs. - Q3 - Obtain Record of Decision from the FTA. - Q3 - Negotiation and approval of Agreements with Exposition Construction Authority. - Q4 - Award Design-Build Contract and issue Notice to Proceed

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
5. Build bus facilities to meet the needs of fleet size	<ol style="list-style-type: none"> 1. Initiate construction of new bus facilities 2. Improve existing bus facilities and enhance bus maintenance capabilities 	<ul style="list-style-type: none"> - Implement funded FY06-10 Capital Project Plan as outlined in the Bus Division Strategic Assessment. - Locate potential funding sources for proposed bus division construction and expansion projects as per the Bus Division Strategic Assessment.
6. Complete construction of Division 11 improvements	<ol style="list-style-type: none"> 1. Monitor schedule and budget to ensure timely completion 	<ul style="list-style-type: none"> - Q1 - Complete 45% of project construction. - Q2 - Complete 65% of project construction. - Q3 - Complete 95% of project construction and initiate close out of design/build contract. - Q4 - Complete 100% of project construction and continue contract close-out.
7. Division 21 Improvements	<ol style="list-style-type: none"> 1. Complete 30% design and award contract for design/build contract for main shop expansion and car wash. 	<ul style="list-style-type: none"> - Q1 - Start 30% design of Main Shop Expansion and Car Wash. - Q2 - Start contract procurement process. - Q3 - Complete contract procurement process. - Q4 - Award Design/Build contract for Main Shop Expansion and Car Wash.
8. Division 22 improvements	<ol style="list-style-type: none"> 1. Complete design/award contract 	<ul style="list-style-type: none"> - Q1 - Complete Blow Down pit and enclosure construction, start contract close out. - Q2 - Start procurement process for crossover track and wheel truing machine. - Q3 - Start construction of crossover track. - Q4 - Install wheel truing machine.
9. Increase awareness of Orange Line, Eastside and other capital projects	<ol style="list-style-type: none"> 1. Introduce Orange Line to maximize ridership 	<ul style="list-style-type: none"> - public awareness - ridership
10. Integrate updated signage standards into capital planning and construction	<ol style="list-style-type: none"> 1. Expand scope of project signage standards beyond transit-only wayfinding 2. Review materials to see if cost-neutral improvements can enhance project 3. Create standards document to accompany new projects prior to bidding process 	<ul style="list-style-type: none"> - Compliance to agency sign standards - Assist construction in implementation of new standards according to revised plans for Canoga Station, Eastside Extension, Expo and other capital projects - Insertion of signage participation and review into Joint Development matrix for new project design and implementation

Objective B

Work with contractors to provide a safe work site to minimize lost time accidents

Key Owner(s)

Roger Dames, James Brown, Eli Choueiry, Denise Longley, Aida Asuncion

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
<p>1. Provide Occupational Safety & Health services to contractors and other Metro Divisions</p>	<p>1. Provide educational & professional membership resources to Metro Construction Safety employees.</p> <p>2. Safety Employees will maintain or continue work toward obtaining required designations, including Construction Safety & Health Technician (CHST); Certified Safety Professional (CSP); Cal/OSHA Certified Underground Gas Tester & Underground Safety Representative.</p> <p>3. Construction Safety staff will provide professional development resources to Metro Staff (agency wide) to insure most current knowledge of staff supporting construction activities.</p>	<ul style="list-style-type: none"> - Each Metro Construction Safety employee will attend a minimum of one professional development course during the fiscal year. Information learned will be shared with the department through an "After Action Report". - Safety Employees will complete annual requirements to maintain current certifications. - Safety Employees not yet Board Certified as CSP's will complete one preparatory course and at least one attempt to pass the appropriate certification exam. - Metro Managers & Directors will make time available to their staff to attend the appropriate training as offered through the Construction Safety Department. - Conduct Tunnel Safety Awareness Orientation/Training classes for staff assigned to the MGLLE Project. Initial course sessions will be offered before the commencement of tunneling with additional sessions held as required.
<p>2. Compile and publish contractor incident statistics on a monthly basis for each Major Capital Project and smaller operations Capital projects as a whole.</p>	<p>1. Receive job specific incident information through the various resident engineers.</p> <p>2. Publish monthly, yearly and project to date statistics utilizing a standardized format.</p>	<ul style="list-style-type: none"> - Monthly publication of injury and incident summary reports for each Major Capital Project and smaller operations Capital Projects as a whole. - Use monthly reports to monitor and respond to (through various interventions) developing negative trends in the incident data. - Use monthly reports to monitor and reward/recognize developing positive trends in the incident data.

Goal 3

Exercise fiscal responsibility

Objective A

Manage the approved budget

Key Owner(s)

Lonnie Mitchell, Terry Matsumoto, Michelle Caldwell, Josie Nicasio, Elizabeth Bennett, Marion Colston, Diana Estrada

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
<p>1. Monitor actual performance versus planned performance</p>	<p>1. OMB and Accounting will work with each business unit to determine the appropriate monthly financial performance measures and stretch goals for FY07.</p> <p>2. OMB and Accounting will prepare monthly and quarterly financial performance reviews of each business unit.</p> <p>3. OMB to provide monthly financial highlight reports to the Finance & Budget Committee detailing budget to actual variances including a budget outlook section forecasting the year-end budget variance.</p>	<ul style="list-style-type: none"> – Complete performance measures and reporting by end of Q1 FY06. – Complete development of strategic goals for FY07 by Q2 FY06. – Monthly reports to Finance & Budget Committee begin August 2005.
<p>2. Use the Strategic Plan as the guide to create and operate within budget</p>	<p>1. OMB and OD&T will review all operating and capital strategies in the FY06 Strategic Plan to ensure the projects are within the 10-year financial plan are viable and within the approved budget.</p> <p>2. OMB and OD&T will collaborate to develop the updated FY07 Strategic Plan and include the fiscal constraints on the proposed capital and operational strategic plans.</p>	<ul style="list-style-type: none"> – Complete review of updated FY06 Strategic Plan by end of Q2 FY06.
<p>3. Develop process to manage individual performance to the budget</p>	<p>1. CEO and CFO will meet monthly with the heads of the strategic business units to review the KPIs to assess business unit performance.</p>	<ul style="list-style-type: none"> – Top Ten KPI's to be completed by end of Q1 FY06. Additional KPI's for remaining business units to be completed by end of Q4 FY06. – First meeting to be held during Q2 FY06.

Objective B

Implement efficient and effective cost allocation plans

Key Owner(s)

Lonnie Mitchell, Terry Matsumoto, Michelle Caldwell, Josie Nicasio, Diana Estrada

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Develop the FY06 cost allocation plan to comply with A-87	1. Accounting will coordinate with all cost centers to determine FY06 cost allocation plans.	– Complete FY05 cost allocation plan by June 30, 2006.

Objective C

Implement an integrated performance monitoring management system

Key Owner(s)

Lonnie Mitchell, Terry Matsumoto, Michelle Caldwell, Josie Nicasio, Elizabeth Bennett, Diana Estrada

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Determine additional KPIs that drive financial performance	<ol style="list-style-type: none"> 1. Meet with stakeholders to determine the measurement requirements and specification. 2. Monitor & report the frequency identified by the KPIs 3. Monitor & report on the remaining SBU's frequency identified by the KPIs 	<ul style="list-style-type: none"> – Obtain Executive Management agreement on the 10 additional relevant performance indicators prior to Q1 FY06. – Continue to monitor utilizing the scorecard reporting system beginning July 2005. – Determine additional KPIs by Q1 FY06.
2. Monitor actual performance versus planned performance	<ol style="list-style-type: none"> 1. OMB and Accounting will work with each business unit to determine the appropriate monthly financial performance measures and strategic goals for FY07. 2. OMB and Accounting will prepare monthly and quarterly financial performance reviews of each business unit. 3. OMB to provide monthly financial highlight reports to the Finance & Budget Committee detailing budget to actual variances including a budget outlook section forecasting the year-end budget variance. 	<ul style="list-style-type: none"> – Complete performance measures and reporting by end of Q1 FY06. – Complete development of strategic goals for FY07 by Q2 FY06. – Monthly reports to Finance & Budget Committee.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
3. Develop process to manage individual performance to the budget		<ul style="list-style-type: none"> – Ongoing monitoring of all KPIs for FY06. – First meeting to be held during Q2 FY05.

Objective D Conduct monthly performance monitoring reviews to assess financial performance

Key Owner(s) Lonnie Mitchell, Terry Matsumoto, Michelle Caldwell, Josie Nicasio, Elizabeth Bennett, Diana Estrada

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Determine additional key performance indicators that drive financial performance	<ol style="list-style-type: none"> 1. Monitor & report the frequency identified by the KPIs. 2. Monitor & report on the remaining SBU's frequency identified by the KPIs. 	<ul style="list-style-type: none"> – Continue to monitor utilizing the scorecard reporting system beginning July 2005. – Rollout the additional KPI's by Q1 FY06.
2. Monitor actual performance versus planned performance	<ol style="list-style-type: none"> 1. OMB and Accounting will work with each business unit to determine the appropriate monthly financial performance measures and stretch goals for FY07. 2. OMB and Accounting will prepare monthly and quarterly financial performance reviews of each business unit. 3. OMB to provide monthly financial highlight reports to the Finance & Budget Committee detailing budget to actual variances including a budget outlook section forecasting the year-end budget variance. 	<ul style="list-style-type: none"> – Complete performance measures and reporting by end of Q1 FY06. – Complete development of stretch goals for FY06 by Q2 FY07. – Monthly reports to Finance & Budget Committee.

Objective E Eliminate duplicate roles & responsibilities

Key Owner(s) Lonnie Mitchell, Terry Matsumoto, John Catoe, Rick Thorpe, Carol Inge, Matt Raymond, Elizabeth Bennett, Carolyn Flowers, Marion Colston

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Reduce non-essential internal materials	<ol style="list-style-type: none"> 1. Conduct form audit to identify un-needed materials. 2. Convert forms to electronic format. 	– Reduction in expenditures
2. Complete forms online program	<ol style="list-style-type: none"> 1. Upgrade website to be able to handle forms on line. 	– Reduction in expenditures

Objective F Improve the procurement process

Key Owner(s) Lonnie Mitchell, Terry Matsumoto

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Conduct study of Procurement processes and rules	<ol style="list-style-type: none"> 1. Follow up on recommendations by consultant to determine feasibility and authority to implement the changes 	– CEO and EO of Procurement department received the consultant's draft report in July 2004. Final report including recommendations for potential changes in Board Policy

Goal 4

Provide leadership for the region's mobility agenda

Objective A

Provide quality planning, technical analysis and programming

Key Owner(s)

Carol Inge, Frank Flores, Brad McAllister

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Integrate agency-wide plans (e.g. Service, LRTP, SRTP, Fleet, Facility and Financial forecasting)	<ol style="list-style-type: none"> 1. Working with other Department heads, review agency-wide service and capital plans as an input in developing the Long and Short Range Transportation Plans. 2. Integrate recommendations from service and capital plans into the Long & Short Range Transportation Plans, which enhance county-wide mobility, support the countywide transportation system, and can be implemented within available funding. 	<ul style="list-style-type: none"> - 100% alignment of all service and capital plans with the Board adopted Long & Short Range Transportation Plans, taking into consideration mobility, system compatibility, and funding availability. - Ensure that all agency-wide service and capital plans are compatible with each other, based on consistent assumptions.
2. Lead the region's mobility agenda	<ol style="list-style-type: none"> 1. Continue to expand Intelligent Transportation System Program, integrate additional agency, manage real time traffic information system and implement Metro multimodal web page. (June 2006) 2. Complete substantial work on the Arterial Master Plan. (June 2006) 3. Expand joint development opportunities. (June 2006) 4. Complete Bicycle Strategic Action Plan. (June 2006) 	<ul style="list-style-type: none"> - Implement Metro-sponsored plans and projects as scheduled. - 90% projects on budget. - 90% participation at COG/COG working group meetings related to transportation issues. - 100% of Technical Advisory Committee (TAC) meetings chaired. - 100% of adding at least three additional public agencies to the RIITS network.
3. Provide quality planning, programming and analysis for Los Angeles County projects and programs	<ol style="list-style-type: none"> 1. Complete significant work on the Goods Movement Action Plan. (June 2006) 2. Monitor Caltrans final design of Phase I, Priority 1 Soundwalls (packages 1,2, 3 & 4). (June 2006) 3. Initiate Metro Rapid corridor planning necessary to 	<ul style="list-style-type: none"> - Implement Metro-sponsored plans and projects as scheduled. - 90% percent projects on budget.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	<p>implement new Metro Rapid lines. (June 2006)</p> <p>4. Provide technical support to Construction Division during Eastside LRT transit project construction. (June 2006)</p> <p>5. Support completion of bid documents and start of final design for Exposition LRT Project. (June 2006)</p> <p>6. Secure Record of Decision for FEIS/FEIR for Exposition LRT Project. (Feb. 2006)</p> <p>7. Work with Santa Monica, County of LA, and City of LA to extend the Wilshire peak-hour bus only lane east and west of the demonstration segment. (June 2006)</p> <p>8. Award design/build contract for SR-134 soundwall. (Jan. 2006)</p>	
<p>4. Update Long and Short Range Transportation Plans</p>	<p>1. Prepare strategic financial and economic impact analyses that support LA County short/long range transportation plans. (June 2006)</p> <p>2. Complete the draft Metro Long Range Transportation Plan. (June 2006)</p> <p>3. Align plans, projects and financial forecasts for consistency with Long and Short Range Transportation Plans. (June 2006)</p> <p>4. Conduct travel demand model & GIS analysis for Long Range Transportation Plan, New Starts analysis, and other transportation corridors and technical studies. (June 2006)</p>	<p>– Update the LRTP in accordance with scheduled actions.</p>

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	5. Conduct regional transit planning activities ensuring coordinated county-wide transit planning and transit system development with municipal operators. Update the Regional Short Range Transit Plan. (June 2006)	
5. Serve as the state mandated Congestion Management Agency for LA County	1. Initiate countywide mitigation fee nexus study through the Congestion Management Program. (June 2006) 2. Conduct annual CMP conformity process for local jurisdictions. (January 2006)	– Implement the Congestion Management Program's annual conformity process.
6. Provide transportation modeling and GIS to implement effective mobility solutions	1. Conduct travel demand model & GIS analysis for Long Range Transportation Plan, New Starts analysis, and other transportation corridors and technical studies. (June 2006)	– Use the travel demand model and GIS tools to implement the Long Range Transportation Plan, New Starts analysis, and other technical analyses in accordance with scheduled actions
7. Manage multimodal Countywide Call for Projects program, including Signal/ITS, Freeway HOV, Bike, TEA, Arterial and Pedestrian projects	1. Manage and administer \$4 billion Regional Transportation Programming Database. (June 2006) 2. Manage and administer \$700 million Regional Programs element of Metro Budget. (June 2006) 3. Coordination and project management of Call for Projects process. (June 2006)	– 100% of MOUs developed and submitted for processing (cities). – 100% of MOUs developed and submitted for processing (for municipal operators) – 100% of applications needed to be filed for LA County projects and programs sponsored by others. – 100% of grant applications needed to be filed for Metro projects and programs. – \$750M available to pay on invoices received (for subsidies to others).
8. Conduct multimodal transportation corridor studies	1. Seek funding, set up multi-jurisdictional entity and prepare scope of work to begin environmental work for I-710 South Corridor study project/ project elements. (June 2006) 2. Complete technical studies for Crenshaw Corridor Phase I transit enhance-	– Implement Metro-sponsored plans and projects as scheduled.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	<p>ments. (March 2006)</p> <p>3. Follow up on North County Combined Highway Corridor study/ investigate reversible HOV car-pool concept for SR-14. (June 2006)</p> <p>4. Complete the Route 57/60 interchange feasibility study. (June 2006)</p> <p>5. Complete I-710 Gap Closure Feasibility Study. (May 2006)</p> <p>6. Complete initial work on Route 2 EIR. (June 2006)</p>	
9. Plan, promote and execute Mobility 21, California Transit Association (CTA) and Rail-Volution conferences	<p>1. Orchestrate annual meeting</p> <p>2. Produce all support materials for Mobility 21</p>	– Coordinate annual meeting and quarterly workshops
10. Establish standard project review program	1. Establish monthly Project Review Team meeting	<p>– 12 meetings</p> <p>– All project reviews</p>

Objective B Coordinate implementation of multimodal transportation programs with partner agencies

Key Owner(s) Carol Inge, John Catoe, Lynda Bybee, Rick Thorpe, Frank Flores, Brad McAllister, David Kim

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Identify, program, secure and maintain federal, state and local funding for the region	<p>1. Secure regional, state, and federal approvals for \$11 billion, 2005-2010 LA County RTIP. (June 2006)</p> <p>2. Manage and administer multi-million dollar regional fund programming balances from STIP, RSTP, CMAQ and TEA programs. (June 2006)</p> <p>3. Provide funding analyses for Bus Consent Decree as</p>	<p>– \$20M received from the Benefits Assessment Districts.</p> <p>– 100% of reassessment requests received and processed on schedule.</p> <p>– 100% of Local Return forms turned around within prescribed time period.</p>

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	<p>required. (June 2006)</p> <p>4. Prepare FY 2005 County-wide Funding Sources Guide. (June 2006)</p> <p>5. Manage and administer \$225 million Prop A and Prop C Local Return Program for LA County. (June 2006)</p> <p>6. Manage and administer state-mandated 2004 Triennial Audit for transit/paratransit services in LA County. (December 2005)</p> <p>7. Review and address Countywide Fare Policy issues. (June 2006)</p>	
<p>2. Government Relations and their consultant(s) will secure maximum funding through favorable transportation legislation for the region</p>	<p>1. Review federal, state, and local legislative initiatives and policy issues that may impact LA County transportation funding; support federal, state, and local legislative requests, including Metro federal funding requests for FY 2006 and FY 2007 US-DOT Appropriations. (June 2006)</p>	<ul style="list-style-type: none"> - Hold 88 meetings with LA County Congressional Delegation and Key Committee members to advocate support for Metro programs & projects - Make 75 contacts (via distribution of position documents) to advocate support for Metro and/or supported state legislation - Achieve 100% success in implementing Metro legislative programs at federal, state and local levels - Hold 12 meetings (1/month) with South California Legislative Group, CTA, CTC and self-help counties to discuss transportation-related issues - Provide timely input into the review of legislative initiatives and policy issues to secure maximum funding for transportation needs - Provide analyses and data to Government Relations in support of Metro legislative agenda
<p>3. Work with grantor agencies to secure maximum funding for the region</p>	<p>1. Administer and process over \$1 billion in funding agreements for LA County transportation improvements and services. (June 2006)</p> <p>2. Manage and administer \$1 billion in Countywide Transit Fund Allocations for Cities, Munis, Sub-</p>	<ul style="list-style-type: none"> - Perform New Starts Analyses per FTA-set submittal deadlines. - 100% of STIP allocation requests received. - 100% of STIP time extension requests received. - 100% of FAP Program funding allocated on schedule.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	<p>Regional Paratransit Providers, and Metrolink. (June 2006)</p> <p>3. Manage and administer over \$3.0 billion in federal, state, and local grant funding (from FY 2005 and previous years) for Metro projects and programs. (June 2006)</p> <p>4. Manage and administer \$15 million, LA County Federal Pass-Through Grant Program for various cities and agencies. (June 2006)</p>	
4. Manage multimodal Countywide Call for Projects program, including Signal/ITS, Freeway HOV, Bike, TEA, Arterial and Pedestrian projects	<p>1. Manage and administer \$4 billion Regional Transportation Programming Database. (June 2006)</p> <p>2. Manage and administer \$700 million Regional Programs element of Metro Budget.</p> <p>3. Coordination and project management of Call for Projects process. (June 2006)</p>	<ul style="list-style-type: none"> - 100% of MOUs developed and submitted for processing (cities). - 100% of MOUs developed and submitted for processing (for municipal operators) - 100% of applications needed to be filed for LA County projects and programs sponsored by others. - 100% of grant applications needed to be filed for Metro projects and programs. - \$750M available to pay on invoices received (for subsidies to others).
5. Establish standard project review program	1. Establish monthly Project Review Team meeting	<ul style="list-style-type: none"> - 12 meetings - All project reviews

Objective C Identify, program, secure and maintain funding for projects, programs and services countywide

Key Owner(s) Carol Inge, John Catoe, Lynda Bybee, Frank Flores, Brad McAllister

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Identify, program, secure and maintain federal, state and local funding for the region	<p>1. Secure regional, state, and federal approvals for \$11 billion, 2005-2010 LA County RTIP. (June 2006)</p> <p>2. Manage and administer multi-million dollar re-</p>	<ul style="list-style-type: none"> - \$20M received from the Benefits Assessment Districts. - 100% of reassessment requests received and processed on schedule. - 100% of Local Return forms turned around within prescribed time period.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	<p>gional fund programming balances from STIP, RSTP, CMAQ and TEA programs. (June 2006)</p> <p>3. Provide funding analyses for Bus Consent Decree as required. (June 2006)</p> <p>4. Prepare FY 2005 County-wide Funding Sources Guide. (June 2006)</p> <p>5. Manage and administer \$225 million Prop A and Prop C Local Return Program for LA County. (June 2006)</p> <p>6. Manage and administer state-mandated 2004 Triennial Audit for transit/paratransit services in LA County. (December 2005)</p> <p>7. Manage and administer FY 2006 LA County Consolidated NTD Report. (June 2006)</p> <p>8. Review and address Countywide Fare Policy issues. (June 2006)</p>	
2. Establish standard project review program	1. Establish monthly Project Review Team meeting	<ul style="list-style-type: none"> – 12 meetings – All project reviews

Goal 5

Develop an effective and efficient workforce

Objective A

Enhance a safety conscious culture throughout Metro, its customers and business partners

Key Owner(s)

Andrea Burnside, Jack Gabig, Brenda Diederichs, Stefan Chasnov, Greg Kildare, Marion Colston, Vijay Khawani

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Strengthen the Return to Work Program	1. Enhance the tracking process for the different types of leave of absences to track transitional duty employees.	<ul style="list-style-type: none"> – Reduce the annualized lost workdays to average of 655 per 100 employees, by 06/30/06. – Reduce the annualized number of new reported workers' compensation claims per 100 employees to 15.4 by 06/30/06. – Reduce the total workers' compensation expenditures for medical, indemnity and allocated loss adjustment expenditures for FY06 to \$45 million.
2. Develop and identify a list of Metro approved industrial clinics for service sector geographic areas	1. Increase Metro management compliance with the Metro Return to Work Program	<ul style="list-style-type: none"> – By Q4 FY06 5% reduce the lost work days by 10%.
3. Expand Return to Work Program to non-occupational leaves of absence	1. Identify eligible return to work candidates	<ul style="list-style-type: none"> – 5% participation in return-to-work program for FY06; 10% for FY07 – Reduce number of employees on non-occupational and occupational leaves of absence to between 550 and 600

Objective B

Recruit and select employees to meet job requirements

Key Owner(s)

Brenda Diederichs, Linda Wright, Marion Colston,
Stefan Chasnov, Andrea Burnside, Greg Kildare, Vijay Khawani

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Conduct a workforce analysis	<ol style="list-style-type: none"> 1. Maintain a qualified workforce identifying staff needs, changing skills, abilities and positions. 2. Continue to re-evaluate and modify selection process for rail operators. 	<ul style="list-style-type: none"> – By 2007, process job audits within 14 days – By 2007, increase number of managers promoted from the internal workforce – By Q3 & Q4 FY06, identify and forecast the total number of positions required to conduct Metro's day-to-day core business each year through 2007. – By Q4 FY06, reduce Rail hiring process cycle time for rail operators by 25% – By 2006, track the total number of exit interviews completed by HR per year – By Q3 & Q4 FY06, based on the total number of positions required, complete review of 50% of hard-to-fill positions as defined by the Human Resources Department, per year. – Identify, project and address the future staffing needs of at least ¼ of LACMTA's cost centers – Maintain existing LACMTA turnover rate at current levels (8-9%) by being proactive with departments in identifying trends and employee concerns – Administer exit interview questionnaires to at least 1/3 of employees who voluntarily resign or retire
2. Analyze total compensation in relation to recruitment & compensation	<ol style="list-style-type: none"> 1. Maintain market competitiveness in relation to compensation 2. Analyze overtime pay regarding entry level positions 	<ul style="list-style-type: none"> – By Q2 FY06, complete salary survey for all employee classifications bi-annually – By Q2 FY06, continue to complete 100% of salary compensation reviews for all job classifications bi-annually. – By 2006, reduce overtime costs for all job classifications per year by 20%.
3. Keep agency & individuals competitive (skills assessment)	<ol style="list-style-type: none"> 1. Reduce turnover rates using information exit interview survey with respect to bus operators and mechanics 2. Modify minimum qualifications for recruitment 3. Retain training inventory 	<ul style="list-style-type: none"> – By 2007, decrease attrition rate of Business Development Operations Facility operators & mechanics by 10% during the probationary period – By the end of Q2 FY06, 75% of all hiring departments will determine and update the minimum qualifications required for each job classification.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	(internal & external)	<ul style="list-style-type: none"> – By the end of Q4 FY06, 50% of all external training reported to the central database, per year through 2007.
4. Streamline Human resources policies and processes/ efficiently manage human resources	<ol style="list-style-type: none"> 1. Track the number of applicants successfully completing probation 2. Increase recruitment and selection accountability of the hiring departments. 3. Project future skill needs, identify current skills, and identify gaps 	<ul style="list-style-type: none"> – By 2007, report on the total number of applicants per year who successfully completed their probationary period. – By Q4 FY06, reduce the number of weeks to recruit and select a new employee from 5 weeks to 4.5 weeks – By end of Q1 FY06, train 100% of all managers/supervisors on HR hiring practices – For FY06, convene 12 Training Council meetings (1 meeting per month) to determine how to improve utilization and coordination of training resources. – Conduct and facilitate organizational development intervention models with individual departments to improve/reduce cycle time, streamline processes and increase operational effectiveness. – Design & develop a “How to Write FY07 KPI’s” agency wide training program per OMB.

Objective C Invest in employee development

Key Owner(s) Brenda Diederichs, Linda Wright, Marion Colston, Stefan Chasnov, Andrea Burnside, Greg Kildare, Vijay Khawani

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Design, develop, acquire and realign training programs	<ol style="list-style-type: none"> 1. Complete individual Employee Development Plans in FY06 2. Integrate & increase utilization of Metro’s centralized training database 3. Partner with professional and transit associations (i.e. APTA, COMTO, SCRRTC, TFLEX) to share knowledge and information 	<ul style="list-style-type: none"> – By Q2 FY06, update electronic Individual Performance Plan instrument to reflect new FY06 Strategic Plan goals & objectives. – Conduct 1 IPP course for managers & supervisors, and 1 IPP course for employees per quarter. – Provide core training programs every quarter (e.g. Safety 1st, Computer Software Training, Employee & Management Development and New Employee Orientation). – By Q2 FY06, write and submit for approval Caltrans Transit Professional Development Grant for paid high school and college internships.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
		<ul style="list-style-type: none"> - By Q4 FY06, decrease overall per hour cost of employee training activities by 10 % per year through 2007. - By Q4 FY06, train 100% of all managers/supervisors on IPP program, per year through 2007. - By Q4 FY06, 75% utilization of the online training registration and tracking database by Metro's Training Council representatives, through 2007. - By Q4 FY06, partner with other transit associations and stakeholders and secure FTA funding as required per year, through 2007.
2. Determine career paths	<ol style="list-style-type: none"> 1. OD&T & OCI continue to meet with Training Council representatives to determine training needs 2. Provide employees with information regarding career paths & steps to promotion 3. Create mentoring, apprenticeships, on-the-job training and/or job rotation programs for Metro jobs. 4. Create a Metro University with internal guest lecturers, using an external training series format. 	<ul style="list-style-type: none"> - By 2007, increase average training hours per month for contract employees by 5% - By 2007, increase average training hours per month for non-contract employees by 10% - By Q4 FY06, determine and increase the number of Metro jobs that have a career path by 10% per year, through 2007. - By Q4 FY06, identify and increase the number of Metro jobs by 10% per year, as having a succession planning program, through 2007. - For FY06, convene 12 Training Council meetings (1 meeting per month) to determine how to improve utilization and coordination of training resources. - Partner with external training organizations to provide quality in-house training at a cost-savings to the agency by offering external training in-house versus spending training dollars and travel costs to send employees outside.
3. Succession planning	<ol style="list-style-type: none"> 1. Maintain a sufficient number of employees in the Qualified Candidate Pool 2. Develop a list of qualified employees, who are trained and ready to move into a position 3. Create Transportation Management Trainee Program, job rotation program, on-the-job training program and/or apprenticeship program for 	<ul style="list-style-type: none"> - By 2007, increase number of job openings filled by internal candidates by 5 % - By Q4 FY06, identify 15% of all Metro employees who are certified and qualified to promote in lateral, promotional Metro positions, per year, through 2007. - By Q4 FY06, develop a pilot program to address management trainee program, job rotation program, on-the-job training program and/or apprenticeship program, etc.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	Metro employees.	

Objective D Exercise consistent application of the collective bargaining agreements

Key Owner(s) Brenda Diederichs, Linda Wright, Marion Colston, Stefan Chasnov, Andrea Burnside, Greg Kildare, Vijay Khawani

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Improve employee communication outreach	<ol style="list-style-type: none"> 1. Conduct in-service training sessions for all MOP training programs 2. Partner with OD&T to conduct 2 in-service training sessions with Transit Operations management on approved labor agreements 3. EO, Labor & Employee Relations meet bi-weekly with GMs and the DCEO. 	<ul style="list-style-type: none"> – Coordinate mandatory Management Orientation Program classes for all managers & supervisors by Q4 FY06 (Alcohol & Drug Free Work Environment and Sexual Harassment Prevention). – Improve response time to UTU grievances after hearings: by FY05 Q4, respond to 95% within 45 days of hearing. – Maintain current level of response time to ATU grievances after hearings: 100% response within 22 days.
2. Design, develop, acquire and realign training programs	<ol style="list-style-type: none"> 1. Provide labor and employee relations training to sector staff at their sectors 2. Meet bi-monthly with Transportation management and quarterly with Maintenance management to review contract interpretation. 	<ul style="list-style-type: none"> – By FY06 Q4 have monthly scheduled labor training sessions at all the Sectors. – In FY06 begin to utilize meeting to develop productivity changes and improvements to the collective bargaining agreements during negotiations in 2006.

Objective E

Strengthen the labor management working relationship

Key Owner(s)

Brenda Diederichs, Linda Wright, Marion Colston, Stefan Chasnov, Andrea Burnside, Greg Kildare, Vijay Khawani

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Improve employee communication outreach	<ol style="list-style-type: none"> 1. Conduct in-service training sessions for all MOP training programs 2. Partner with OD&T to conduct 2 in-service training sessions with Transit Operations management on approved labor agreements 3. Labor Relations hosts quarterly labor/management meetings. 4. Labor Relations meets regularly with each union to introduce new policies, programs, systems, etc. 5. Labor Relations meets regularly with each union to resolve grievances and appeals. 	<ul style="list-style-type: none"> – By 2007, convene an in-service training session Q2 & Q4 of each year. – Labor/management meeting held each quarter
2. Design, develop, acquire and realign training programs	1. Convene Joint Labor Management Meetings throughout life cycle of proposed project to partner in the development and application of all training programs.	<ul style="list-style-type: none"> – By the end of the 2006 round of negotiations, labor and management make joint presentations on the application of contractual changes. – By 2007, labor and management jointly develop training material in the application of new statutes and enactment of new labor laws.

Individual Performance Plan - Overview

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 will permit an opportunity to realign the strategic goals, objectives and strategies. Each year Metro 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 Metro’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, with one primary objective, agency-wide performance measurements and outcomes.

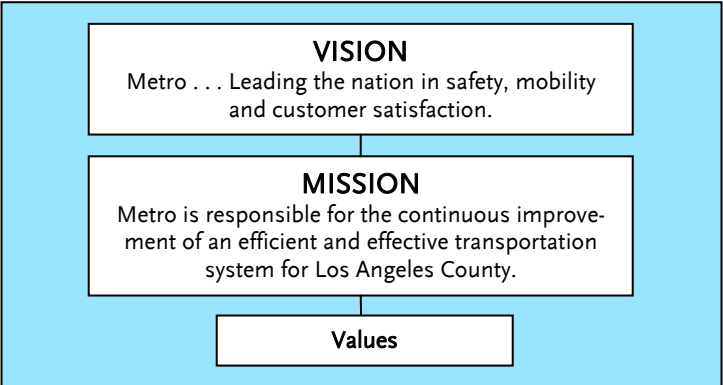
It is for this reason, I am requesting that every manager/supervisor complete a written individual performance plan for his or her non-represented and AFSCME employee(s). This individual performance plan will act as the performance appraisal evaluation process for non-represented and AFSCME represented 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 designed/developed an “*Individual Performance Planning Workbook*” 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 performance evaluation is 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. This workbook 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.

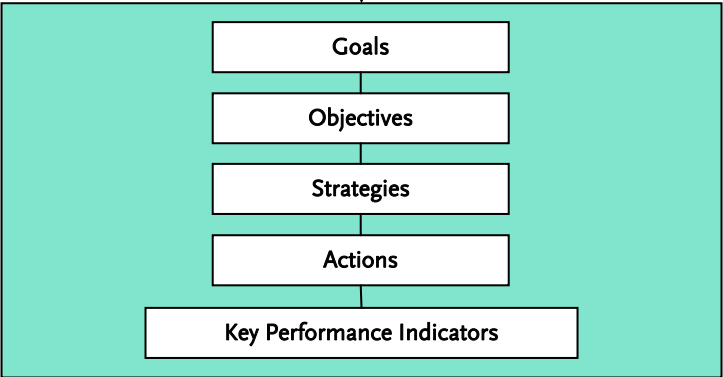
More importantly, this workbook will demonstrate that the agency has one common purpose to “*lead the nation in safety, mobility and customer satisfaction*”. The Individual Performance Planning Workbook will clearly outline who is responsible for ensuring the performance measurements and outcomes are achieved.

Individual Performance Plan - Model

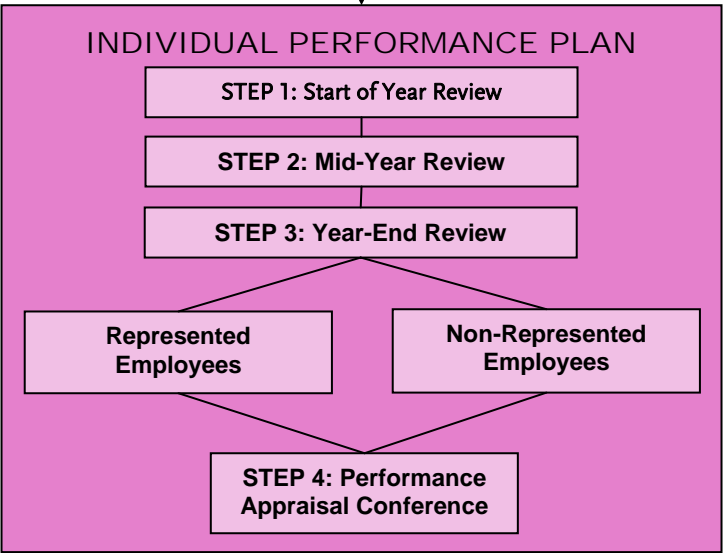
Approved by CEO



Developed by Management, Approved by CEO



Developed by Supervisor & Employee



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:
SECTION I: PERFORMANCE FACTORS –Values				
VALUES	DESCRIPTION			RATING
Safety	Safety's 1st for our customers, employees and business partners. Accidents and injuries are preventable.			Commendable
Employees	Employees are our most valuable resource and are to be treated with mutual respect and provided opportunities for professional development.			Commendable
Fiscal Responsibility	Individually and as a team, we are accountable for safeguarding and wisely spending taxpayer dollars entrusted to Metro.			Commendable
Integrity	We rely on the professional ethics and honesty of every Metro employee.			Commendable
Innovation	Creativity and innovative thinking are valued and new ideas are welcomed.			Commendable
Customer Satisfaction	We strive to exceed the expectations of our customers.			Commendable
Teamwork	We actively seek to blend our individual talents in order to be the best in the nation.			Commendable
SECTION II: PERFORMANCE OBJECTIVES – Core Business Goals				
CORE BUSINESS GOALS	STRATEGY	INDIVIDUAL PERFORMANCE OBJECTIVES		RATING
Improve transit services	Implement new Rapid lines	<i>[Include detailed action steps to be performed this fiscal year]</i>		Commendable
	Begin operation of Metro Orange Line	<i>[Include detailed action steps to be performed this fiscal year]</i>		Commendable
	Improve and maintain cleanliness of buses, rail-cars, stations and other facilities	<i>[Include detailed action steps to be performed this fiscal year]</i>		Commendable
Deliver quality capital projects on time and within budget	Achieve substantial completion of Orange Line construction	<i>[Include detailed action steps to be performed this fiscal year]</i>		Commendable
	Construct Canoga Station/Park and Ride	<i>[Include detailed action steps to be performed this fiscal year]</i>		Commendable
	Complete final design and start construction of major critical path schedule activities of the Metro Gold Line Eastside Extension	<i>[Include detailed action steps to be performed this fiscal year]</i>		Commendable

Professional Development:

SECTION III: OVERALL PERFORMANCE RATING

Outstanding Commendable Effective Needs Improvement Unacceptable

Supervisor Comments:

Employee Comments:

SECTION IV: SIGNATURES & APPROVALS

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: _____

Supervisor: 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: _____

Reviewer: 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 which state each employee is an integral part of the Metro 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 input into the performance planning process with regard to goal setting, productivity, performance measurements and the achievement of performance outcomes.

Metro'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 –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 a Metro employee. At the end of year 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 – Core Business 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 and make a decision regarding the employee’s overall performance rating. The overall performance rating will be forwarded to the respective Executive Officer for final approval.

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 – 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
- Submits 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 and 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 Metro/PTSC 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.

Special Thanks from the CEO's Office

Staff members throughout Metro have played a role in developing the strategic plan. The contributors include:

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FY05 Strategic Plan – ACCOMPLISHMENTS

(Last updated October 2005)

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
GOAL 1: Improve transit services	A: Efficiently and effectively operate service sectors	Streamline procedures for signage, timetables and shake-up coordination	<ul style="list-style-type: none"> – Established Best Practices Committee
		Implement new Rapid Lines	<ul style="list-style-type: none"> – Currently, 11 Metro Rapid lines are in service, speeding up passenger travel times throughout LA County. – The two newest Metro Rapid bus lines implemented December 20, 2004 are Line 740 via Hawthorne Blvd., Crenshaw Blvd., Martin Luther King Blvd., Broadway and Aliso/Arcadia streets and Line 780 between Hollywood and Vine and Pasadena City College in Pasadena.
		Improve and maintain cleanliness of buses, railcars, stations and other facilities	<p><u>Bus:</u></p> <ul style="list-style-type: none"> – In addition to routine daily inspections by Maintenance Managers, a Quality Assurance team tracks bus cleanliness each month. – 20% of the fleet of a division is reviewed and rated in 16 categories. – Scores are included in the monthly Operations Management Performance Report. – Cleanliness is one of the four scoring criteria for Bus Maintenance Divisions in the How You Doin’ performance incentive program. – The division with the highest score wins the monthly program award and recognition within the agency.
		Promote the usage of transit lines to utilize excess capacity	<ul style="list-style-type: none"> – Multiple route promotions completed. – New resident program generated 10% response rate. – Local community marketing program near launch. Route profiling and productivity project underway.
		Streamline procedures for signage, timetables and shake-up coordina-	COMPLETED

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
		tion	
		Upgrade website	<ul style="list-style-type: none"> - New Google search engine installed. - New sector web sites up. - Continual content management improvements. - Web site attracts over 200,000 original visitors monthly - 35,000 trip plans processed daily - Coordinating with Library on archiving
		Promote local management of transit service	<ul style="list-style-type: none"> - In collaboration with OMB, developed Key Performance Indicators to monitor major Operations' cost drivers. - Sector awareness over 40%. - COMPLETE: "Know Metro" implemented in three markets. - Study completed - Expanding to other markets
		Enhance customer information service and response	<ul style="list-style-type: none"> - Implemented enhanced complaint tracking and reporting system. - Reallocated staff for improved phone coverage. - COMPLETE: Tracking system created - Number of calls managed. - COMPLETE: TripMaster implemented
		Track customer satisfaction and public opinion regarding agency products and services	<ul style="list-style-type: none"> - Continued semi-annual customer satisfaction survey. - Continued on-going public opinion survey. - COMPLETE: All studies completed on schedule.
		Integrate graphic standards into agency operations	<ul style="list-style-type: none"> - Converted vehicles to new graphic standards. - In FY04 painted 233 buses poppy and 67 red; July – Sept 2004 painted 78 buses poppy. - COMPLETE: graphic standards and sign standards manuals in operation - Graphic conversion progressing

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
		Increase participation in rideshare and pass programs	<ul style="list-style-type: none"> - Rideshare program participation has increased. - COMPLETE: Real-time system operational. 100,000 visits YTD. 5,300 registered online
		Expand customer outreach	COMPLETED
	B: Improve service quality and capacity for bus and rail systems	Add service levels per consent decree order	<p>For Consent Decree:</p> <ul style="list-style-type: none"> - Added 143 buses, 290,000 in-service hrs - Changed ratios of buses: mechanics (meeting or exceeding industry standards) and creatively scheduled buses using HASTUS - Judge ruled in favor of Metro regarding use of Division 1 adjacent property - Established operations an Auxiliary Bus Division to Division 1 at Terminal 31, and relocated Terminal 31 layover operations to an adjacent parking lot at RRC. - Shake-ups were implemented on schedule, Dec.19 <p>Other service improvements include:</p> <ul style="list-style-type: none"> - Terminated low productivity Line 576 - Opened four new Metro Rapid Lines since June 2004 - Approved permanent Wilshire Boulevard Dedicated Transit Lane; Board directed staff to review opportunities for expansion
		Implement new Rapid lines	<ul style="list-style-type: none"> - Currently, 11 Metro Rapid lines serve to help speed up passenger travel times throughout LA County. - The two newest Metro Rapid bus lines implemented December 20, 2004 are Line 740 via Hawthorne Blvd., Crenshaw Blvd., Martin Luther King Blvd., Broadway and Aliso/Arcadia streets and Line 780 between Hollywood and Vine and Pasadena City College in Pasadena; in addition to the 16.5-mile Vernon/La Cienega Metro Rapid and the 10-mile Soto Metro Rapid
		Improve transit service reliability and on-time performance	<ul style="list-style-type: none"> - Monthly Operations Management Performance Reports are distributed to managers that track service reliability and perform-

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			<p>ance</p> <ul style="list-style-type: none"> - Sectors provide a monthly detailed report to the Board of Directors regarding actions taken to improve performance in this area - Reliability and on-time performance area two of the scoring criteria for Bus Transportation and Maintenance Divisions in the How You Doin' performance incentive program. The divisions with the highest score win the monthly program award and recognition within the agency.
		Design and implement bus system restructuring, "Metro Connections"	<p>Phase 2: identified and evaluated 81 centers and performed corridor analysis for 2010 using the SCAG model.</p> <ul style="list-style-type: none"> - Resulted in identification of 17 Regional and 27 Subregional Centers, along with definition of major travel corridors between Regional Centers. - Identified draft Regional Service Network based on analysis and outreach. - More than 120 briefings seeking stakeholder input have been conducted. - Six focus groups of users and non-users were held to solicit comments on Metro's current services and proposed service concepts to be implemented through Metro Connections.
		Promote the usage of transit lines to utilize excess capacity	<ul style="list-style-type: none"> - Promoted routes with excess capacity. - Promoted off-peak ridership to various area attractions.
		Enhance customer information service and response	<ul style="list-style-type: none"> - Formed voluntary employee program, the South Bay Customer Complaint Coalition. - Will conduct surveys at terminals to determine how to improve service; answer questions regarding services; assist with classes formulated to assist operators with customers - COMPLETE: Tracking system created - Number of calls managed. - COMPLETE: TripMaster implemented
		Streamline procedures for signage, timetables and shake-up coordina-	<ul style="list-style-type: none"> - COMPLETE: Service changes completed on time. New timetable design implemented

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
		tion	
		Upgrade website	<ul style="list-style-type: none"> - Continually being upgraded. - Focus groups reviewing website. - COMPLETE: website upgraded. New virtual tour added. Improved searching capabilities. Site redesign
		Integrate graphic standards into agency operations	<ul style="list-style-type: none"> - Graphic and sign manuals created. - COMPLETE: graphic standards and sign standards manuals in operation - Graphic conversion progressing
		Track customer satisfaction and public opinion regarding agency products and services	<ul style="list-style-type: none"> - Formed voluntary employee program, the South Bay Customer Complaint Coalition. - Will conduct surveys at terminals to determine how to improve service; answer questions regarding services; assist with classes formulated to assist operators with customers - COMPLETE
		Increase participation in rideshare and pass programs	<ul style="list-style-type: none"> - Rideshare program participation has increased. - COMPLETE: Provide ride matching in real-time via internet
		Expand customer outreach through outreach and kiosk program	<ul style="list-style-type: none"> - Formed voluntary employee program, the South Bay Customer Complaint Coalition. - Will conduct surveys at terminals to determine how to improve service; answer questions regarding services; assist with classes formulated to assist operators with customers - Kiosk Information to test pilot – In Progress: hardware procured. Software being developed. Employers requesting prototypes.
	C: Maximize Fleet capacity to meet service expansion	Add Service Levels per Consent Decree order	<ul style="list-style-type: none"> • Approved the purchase of 75 additional 40-foot CNG buses to comply with the Consent Decree; approved funding for the addition of 208,250 hours of Consent Decree service in FY05. • For Consent Decree: <ul style="list-style-type: none"> - Added 143 buses, 290,000 in-service hrs

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			<ul style="list-style-type: none"> - Changed ratios of buses: mechanics (meeting or exceeding industry standards) and creatively scheduled buses using HASTUS - Judge ruled in favor of Metro regarding use of Division 1 adjacent property - Identified interim satellite bus yard located centrally downtown at Terminal 31 - Shake-ups were implemented on schedule, Dec.19 <p>Other service improvements include:</p> <ul style="list-style-type: none"> - Opened four new Metro Rapid Lines since June 2004 - Approved permanent Wilshire Boulevard Dedicated Transit Lane; Board directed staff to review opportunities for expansion
		Align bus fleet plan and rail infrastructure plan with Financial and Long Range Transportation Plans	<ul style="list-style-type: none"> - Began acceptance of 45-foot buses for revenue service. - 2550 Rail Car Integrated Project Team (IPT) conducted First Articles Inspections on major subsystems and site review of production facilities; IPT inspector now on site in Italy until completion.
		Increase participation in rideshare and pass programs	<ul style="list-style-type: none"> - Rideshare program participation has increased. - COMPLETE: Provide ride matching in real-time via internet
		Expand customer outreach through outreach and kiosk program	<ul style="list-style-type: none"> - Kiosk program in development. - Equipment purchased. - Programming being updated. - Kiosk Information to test pilot – In Progress: hardware procured. Software being developed. Employers requesting prototypes.
	D: Improve, expand and add operating facilities	Utilize design/build approach for capital improvements projects	<ul style="list-style-type: none"> - Approved/certified Initial Study/Mitigated Negative Declarations for Division 4 Expansion and Division 9 Transportation Building - Approved life of project budgets for the Metro Green Line Division 22 Blow Down facility and Metro Blue Line Division 11 Facility Expansion

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
		<p>Improve and maintain cleanliness of buses, rail-cars, stations and other facilities</p>	<p><u>Bus:</u></p> <ul style="list-style-type: none"> - In addition to routine daily inspections by Maintenance Managers, a Quality Assurance team tracks bus cleanliness each month. - 20% of the fleet of a division is reviewed and rated in 16 categories. - Scores are included in the monthly Operations Management Performance Report. - Cleanliness is one of the four scoring criteria for Bus Maintenance Divisions in the How You Doin' performance incentive program. - The division with the highest score wins the monthly program award and recognition within the agency.
	<p>E: Implement innovative technologies</p>	<p>Implement Advanced Transportation Management System (ATMS)</p>	<ul style="list-style-type: none"> - Completed ATMS Phase I Systems Acceptance Test Certification for 2,400 buses; started Phase II - Automatic Vehicle Annunciation systems test & acceptance. - Conducted training at divisions for implementation of UFS and ATMS - Reviewed the prototype CNG articulated bus to go into service on the Orange Line next summer - Coordinated and conducted training for Transit Operations employees: <ul style="list-style-type: none"> • Microsoft Windows prerequisite training in preparation for M3 for 9 employees • Operations Computer Program training for 119 employees • PC101: Essential Concepts to Personal Computer for 66 employees
		<p>Implement Universal Fare System (UFS)</p>	<ul style="list-style-type: none"> - Began UFS bus pilot at Division 9 in El Monte - Conducted training at divisions for implementation of UFS and ATMS - Implemented Phase 1 of UFS, installing and testing fare boxes at Div. 9. Applying lessons learned to next phase of roll out.

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
		Implement Maintenance, Materials and Management (M3) System	<ul style="list-style-type: none"> - M3 installation complete in Rail Divisions and RRC, have not rolled out at bus divisions.
		Launch Transit Access Pass (TAP)	<ul style="list-style-type: none"> - Technical Specifications for both the Regional Central Computer and TAP Customer Service/Financial Clearinghouse have been completed. - Board approved Regional Central Computer acquisition and in process of executing this procurement.
	F: Improve transit security of bus and rail systems	Increase security presence and improve security systems	<ul style="list-style-type: none"> - LASD conducted anti-tagger sting; arrested 44 people; 270+ homes of suspected taggers visited; over past year, 267 vandals arrested (95% convicted; 107 caused \$750K damages) - Received \$1.5 million security training grant from the Federal Department of Homeland Security (DHS) and \$750,000 grant from California DHS. - Purchased new dog "Kona" trained to identify the presence of guns. - South Bay Sector collaborating with LASD to implement "NEAR" (Non-Emergency Assistance Request) Pilot Program; effective method of responding to "non-emergency" public safety needs aboard buses. - Upgraded Metro Security's weapons to be comparable to those of LASD. - Coordinated and/or conducted Safety 1st Training for 122 employees - Coordinated Transit Terrorism Awareness Training and Terrorism Activity Recognition & Reaction Training sessions for 569 employees - Coordinated 3 National Transit Institute (NTI) Terrorism Activity Recognition & Reaction Training sessions for 89 Metro Security employees - Partnered w/Procurement to draft and review Homeland Security scope of work
	G: Acquire and deliver cost effective materials and supplies	Implement inventory rebuild and manufacturing charge back program (FY05)	<ul style="list-style-type: none"> - Charge-Back Program elements completed. Implementation rescheduled for July 1, 2006 due to delays in M3 rollout to bus sector maintenance operations.

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
		Implement supplier management program (FY05, 06,07)	<ul style="list-style-type: none"> – Supplier Management Program identified team members and milestones for MS Project; conducted survey and reviewed similar programs in other agencies – Team members responsible for the project have been identified. – Milestones have been identified and are being set-up in MS Project. – A survey has been conducted of 7 transit agencies to determine if they have a SMP in place. – Discussions have been held with Spear Technologies to develop and enhance M3 reporting system for vendor performance. – Information received on similar SMP programs from both commercial and public organizations is being reviewed for METRO application. – Implemented Supplier Qualification Evaluation form on a RFIQ for MRL traction motor overhaul. – Developed Supplier Performance Matrix that identifies criteria for monitoring supplier performance. – On a limited, manual test basis, continuing to monitor and track supplier performance. Criteria includes past due orders, incorrect material delivered, defective material delivered, incorrect quantities delivered. – Developed Request for Statement of Interest form to be used for identifying, developing and expanding our rail supply base to increase competition. – Assembled and organized documents into the various sections that will comprise the SMP program. – Developed list of items that have been identified for strategic sourcing evaluation. – Developed draft specification on 2-1-05 for programming Vendor Performance Summary Report in M3
		Implement agency-wide material planning program (FY05, 06,07)	<p>Roles and responsibilities</p> <ul style="list-style-type: none"> – The DEO of Material Management and the DEO of Central Maintenance have met and are in agreement over roles and responsibilities involving material planning and pro-

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			<p>duction planning.</p> <ul style="list-style-type: none"> - 5 FTEs transferred from Material Mgmt to Central Maintenance in response to role & responsibility agreement. Material Mgmt (Material Planner) plans material requirements for rebuild inventory and Central Maintenance (Production Planner) plans and schedules labor requirements to supply inventory rebuild requirements. <p>M3 Material Planning Module</p> <ul style="list-style-type: none"> - M3 Material Forecasting Module completed and installed for final testing. Testing is in process, which will be followed by application training prior to full implementation. - Business Unit Testing and training tentatively scheduled for June 2005. - FY 06 Material Forecast – Rebuild Inventory - FY 06 Material Forecast approved by both Material Mgmt and Central Maintenance - The plan incorporates an austere production plan with purchases of new components to compensate for production austerity.
		<p>Implement 10-year Material Warehousing plan for future inventory storage needs</p>	<ul style="list-style-type: none"> - Created project team for 10-Year Material Warehousing Plan. - Began gap analysis; developed project outline; primary research of Metro's proposed capital projects & identified 11 additional warehouse projects through 2012 - Key stakeholders were assembled and the project team has been created. - Gap analysis: Inventory Management has begun quantifying inventory needs in relation to future bus and rail service expansion projects; facility requirements for new/additional fleets coupled with projected fleet retirement schedules - Project outline developed for 10-year plan, by line of business and fiscal years ranging from FY 05 thru FY 15. - Completed primary research of Metro's proposed capital projects through FY 12 utilizing Bus, Rail and Countywide strategic plans and assessments published/issued within last six months.

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			<ul style="list-style-type: none"> - Identified eleven additional warehouse projects through FY 12. - Completed the review of Metro's 25-year Long Term Plan for future projects effecting future warehouse - Submitted the first part of the 10-year forecast as part of the FY 06, Metro 5-year capital call for management consideration and approval.
<p>GOAL 2: Deliver quality capital projects on time and within budget</p>	<p>A: Design and build quality projects</p>	<p>Achieve substantial completion of Orange Line construction</p>	<ul style="list-style-type: none"> - Revised EIR adopted by Board in December 2004 <ul style="list-style-type: none"> • Addendum for additional parking for Canoga Station approved by Board in January 2005 - Contractor is continuing intersection construction with 24 of 31 total intersections reopened for automobile traffic. Five (5) intersections under construction; 8 pending - Board approved a new Delay Mitigation Agreement on 12/31/04 <ul style="list-style-type: none"> • Language finalized and document executed 01/28/05 • Contractor commenced 60 hour work week - Convened monthly Orange Line Strategic planning meetings to achieve goal outcomes
		<p>Receive Full Funding Grant Agreement and start Gold Line Eastside Extension construction</p>	<ul style="list-style-type: none"> - Revision 4 to the Project Management Plan submitted to the Federal Transit Administration - Started fabrication of tunnel boring machines, tunnel liner molds ordered shaft cranes, locomotives and muck bins required for tunneling <ul style="list-style-type: none"> • Fabrication of the tunnel boring machines and tunnel liner molds is underway - Started procurement of soldier piles, concrete decking and beams; delivering soldier piles to the site <ul style="list-style-type: none"> • Boyle Station soldier pile installation is 99% complete

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			<ul style="list-style-type: none"> - Completed building demolition at 1st and Boyle; nearing completion at 1st and Soto <ul style="list-style-type: none"> • Completed building demolition and underground gas tank removal at the Soto Station site - Contractor for C0802-101 Freeway Bridge Overcrossing is mobilizing and site demolition started - Received FFGA at end of FY04 - Design/Builder has completed the design basis, geotechnical reports, Boyle Station schematic design and the 85% design of the East Portal retaining wall - Boyle Station 85% design, Soto Station schematic design and Segment 7 civil design are in progress - Permeation grouting at the Boyle Station area and I-5 Freeway has begun - Caltrans contractor for Contract C0802 has begun site demolition, traffic controls, and bridge foundation work
		Exposition Line	<ul style="list-style-type: none"> - Board approved bond funding for the Project - Completion of Peer Review on proposed project delivery approach - Completion of FEIS/EIR technical work - Initiation of Preliminary Engineering, Part II
		Begin construction of Division 11 and Division 22 improvements	<p>Division 11:</p> <ul style="list-style-type: none"> - Revised scope and secured additional funding - Awarded the contract - Reviewing Contractors 85% design package for SI-4 Building and parking lot <p>Division 22:</p> <ul style="list-style-type: none"> - Awarded the contract - Blow Down Facility Construction is on schedule - Service Pit excavation and foundation was completed
		Increase awareness of Orange Line, Eastside	<ul style="list-style-type: none"> - Identified a list of Community Outreach and Marketing activities

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
		and other capital projects	<ul style="list-style-type: none"> – Prepared strategic planning documents and facilitated 2 Eastside sub-committee job meetings to identify and determine Eastside jobs programs
		Integrate updated signage standards into capital planning and construction	<ul style="list-style-type: none"> – Updated standards integrated into Orange Line plans including Canoga Station and implemented during construction. – Standards integrated into design plans for Eastside Extension and Expo light rail projects.
	B: Develop integrated project tracking system	Deliver an Integrated Project Tracking System	The decision was made by the CEO not to pursue a new system as this time. Efforts are underway to enhance the existing system
		Complete all project close-outs	Projects closed out and encumbrance cleanup initiated. New projects established for FY06
		Establish interdepartmental review of all capital projects to ensure successful implementation	<ul style="list-style-type: none"> – Conducted Peer Review in October 2004 to explore alternative Project Delivery Approaches to meet planned 2010 Revenue Operations date
	C: Streamline project delivery system	Streamline the contract administration process	<ul style="list-style-type: none"> – Conducted and facilitated 2 team partnering sessions with Construction and Procurement to meet the goal objectives for Orange Line
	D: Work with contractors to provide a safe work site to minimize lost time accidents	Provide construction contractors' safety statistics per desired cut-off dates	<ul style="list-style-type: none"> – Implemented discussion of Safety Tip at start of weekly meetings and construction progress meetings
GOAL 3: Exercise fiscal responsibility	A: Manage the approved budget	Monitor actual performance versus planned performance	<ul style="list-style-type: none"> – Scorecard Implementation – In FY '05, the Metro fully implemented an agency-wide Scorecard to track its key performance indicators (KPIs). The scorecard uses critical data from a variety of mainframe systems to easily provide decision-makers with information on budget variances, emerging trends, and target attainment. By providing information on a near real-time basis, management can make informed resource allocation decisions and quick determinations as to the success or failure of a given initiative.

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			<p>Major KPIs include:</p> <ul style="list-style-type: none"> • Fare Revenues • Boardings • Operator Wage Expense • Mechanic Wage Expense • Compressed Natural Gas Cost • Workers Compensation Claims • Lost Work Days • Bill Paying <p>– Accounting & OMB prepares financial performance reviews of each business unit on a monthly and quarterly basis respectively.</p> <p>– CFO provides monthly oral financial highlight reports to the Finance & Budget Committee detailing budget to actual variances on major KPIs.</p> <p>– OMB also provides quarterly report to the F&B Committee detailing budget to actual variances including a budget outlook section forecasting the year-end budget variance. (Quarterly Performance & Outlook Report)</p> <p>– Life-of project- capital project reporting provided quarterly to F&B Committee.</p>
		Use the Strategic Plan as the guide to create and operate within budget	<p>– OMB and OD&T reviewed operating and capital strategies in the FY05 Strategic Plan to determine the financial viability of the projects within the 10-year financial plan. (Ten-year financial plan was completed.)</p> <p>– OMB & OD&T collaborated to update the FY06 Strategic Plan and included fiscal constraints on the proposed capital and operational strategic plans</p>
		Develop process to manage individual performance to the budget	<p>– CEO and CFO have a scheduled monthly meeting with the heads of the strategic business units to review the KPIs and assess business unit performance.</p>
		Establish tiered marketing approach to managing campaigns	<p>– COMPLETE: new approach implemented. Will be integrated into FY06 Communications Plan</p>
		Maximize return on marketing investment	<p>– COMPLETE: Studied advertising impacts in “Know Metro” campaign. All recall and awareness metrics at all-time highs.</p>

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			<ul style="list-style-type: none"> - Ad recall has declined in correlation with decline in ad budget.
		Maximize free publicity	<ul style="list-style-type: none"> - COMPLETE: Media relation nearly doubled media coverage target. \$7 million in positive coverage generated. - COMPLETE: cable shows produced and aired. - COMPLETE: Cable segments submitted as PSA material. - COMPLETE: Metro briefs and publications produced on schedule.
		Introduce multi-year fare restructuring program	<ul style="list-style-type: none"> - Recommendation to Board for multi-year restructuring – In progress. Several scenarios developed. Timing is key determining factor in bringing to Board.
	B: Implement efficient and effective cost allocation plans	Strategy and Action Steps are same as Objective A, C & D	<ul style="list-style-type: none"> - Accomplishments same as Objectives A, C & D
	C: Implement an integrated performance monitoring management system	Identify ten key performance indicators that drive financial performance	<p>Scorecard Implementation – In FY '05, the Metro fully implemented an agency-wide Scorecard to track its key performance indicators (KPIs). The scorecard uses critical data from a variety of mainframe systems to easily provide decision-makers with information on budget variances, emerging trends, and target attainment. By providing information on a near real-time basis, management can make informed resource allocation decisions and quick determinations as to the success or failure of a given initiative.</p> <p>Major KPIs include:</p> <ul style="list-style-type: none"> • Fare Revenues • Boardings • Operator Wage Expense • Mechanic Wage Expense • Compressed Natural Gas Cost • Workers Compensation Claims • Lost Work Days • Bill Paying
		Monitor actual performance versus planned performance	<ul style="list-style-type: none"> - Accounting and OMB prepares financial performance reviews of each business unit on a monthly and quarterly basis respec-

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			<p>tively.</p> <ul style="list-style-type: none"> – OMB provides quarterly financial highlight reports to the Finance and Budget Committee detailing budget to actual variances including a budget outlook section forecasting the year-end budget variance. (Quarterly performance and Outlook Report)
		Develop process to manage individual performance to the budget	<ul style="list-style-type: none"> – CEO and CFO have a scheduled monthly meeting with the heads of the strategic business units to review the KPIs and assess business unit performance. – Scorecard implemented in FY '05
	D: Conduct monthly performance monitoring reviews to assess financial performance	Identify ten key performance indicators that drive financial performance	<ul style="list-style-type: none"> – Scorecard Implementation – In FY '05, the Metro fully implemented an agency-wide Scorecard to track its key performance indicators (KPIs). The scorecard uses critical data from a variety of mainframe systems to easily provide decision-makers with information on budget variances, emerging trends, and target attainment. By providing information on a near real-time basis, management can make informed resource allocation decisions and quick determinations as to the success or failure of a given initiative. KPIs include: <ul style="list-style-type: none"> • Fare Revenues • Boardings • Operator Wage Expense • Mechanic Wage Expense • Compressed Natural Gas Cost • Workers Compensation Claims • Lost Work Days • Bill Paying
		Monitor actual performance versus planned performance	<ul style="list-style-type: none"> – Accounting and OMB prepares financial performance reviews of each business unit on a monthly and quarterly basis respectively. – CFO provides monthly oral financial highlight reports to the Finance & Budget Committee detailing budget to actual variances on major KPIs. – OMB also provides quarterly report to the F&B Committee detailing budget to actual variances including a budget outlook section forecasting the year-end budget variance. (Quarterly Performance & Outlook

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			Report)
	E: Eliminate duplicate roles & responsibilities	Conduct study of Information Technology or organizational structure	– Completed
		Identify areas to increase efficiency and accountability in, managing agency assets	– Partnered with Management Audit Services and Communications to design/develop an agency-wide Fiscal Responsibility Campaign
		Establish tiered marketing approach to managing campaigns	– COMPLETE: tiered approach developed. Will be integrated into FY06 Communications Plan.
		Reduce non-essential internal materials	
		Complete forms online program	
	F: Improve the procurement process	Conduct study of Procurement processes and rules	<ul style="list-style-type: none"> – Completed last year. Law Firm of Manatt, Phelps and Phillips, LLP conducted the study to simplify the procurement manual and decrease the cycle time. – CEO and EO of Procurement department received the consultant's draft report in July 2004. Final report including recommendations for potential changes in: <ul style="list-style-type: none"> ▪ Metro processes ▪ State Legislation – Facilitated a team partnering session for Procurement to streamline procurement processes
		Work with Procurement clients to improve SOW requirements	<ul style="list-style-type: none"> – Developed and implemented training for SOW specification writing by Q2 FY05. – Decreased incidence of reworked requirements after receipt of agreement. – Decreased cycle time of procurement process
		Procure and install color printing press	– Deferred until FY07
GOAL 4: Provide leadership for the region's mobility agenda	A: Provide quality planning, technical analysis and programming	Integrate agency-wide plans (e.g. Service, LRTP, SRTP, Fleet, Facility and Financial forecasting)	<u>Long Range Transportation Plan:</u> <ul style="list-style-type: none"> – Coordinated with OMB on preparation of support materials for 10-Year Forecast including five-year capital plan, local subsi-

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			<p>dies and estimated expenditures for Call for Projects process on a cash demand basis.</p>
		<p>Lead the region's mobility agenda</p>	<p>Intelligent Transportation System – Completed Board Report for adoption of LA Countywide ITS Policy and Procedures to enable local jurisdictions to self-certify compliance with Federal regulations for funding. Received approval for non-exclusive service agreement with TrafficGage as information service provider.</p> <p>Arterial ITS Mapping – Completed draft integration document #2.</p> <p>Arterial Master Plan – Procured consultant and held consultant kick-off meeting. Began identifying subregional and other agency representatives for countywide working group.</p> <p>Crenshaw Corridor – Consultant initiated work on the first two deliverables including public participation plan. Met with City of LA to identify traffic data collection efforts and initiated work on a Third Party Agreement between City and Metro.</p> <p>Regional & Local Programming:</p> <ul style="list-style-type: none"> – Received FTA grant award of \$2 million for eight Jobs Access Reverse Commute (JARC) projects. Received \$6.1 million award of State Highway Account (SHA) funds for FY05 Freeway Service Patrol activities. Implemented Metrolink Participation in the EZ Transit Pass program, including developing and executing program amendments and agreements, and establishment of FIS infrastructure to handle Metrolink revenues/invoicing, and payment to the participating operators. – Facilitated the Freight, Goods Movement, and Finance sessions for annual Mobility 21 Conference
		<p>Provide quality planning, programming and analysis for Los Angeles County projects and programs</p>	<ul style="list-style-type: none"> – Goods Movement: Began outreach efforts with key stakeholders, completed substantial portions of SOW for task to be contracted out, began development of funding agreement with partner agencies, and developed survey instrument and fact sheet

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			<p>Triennial Audit Update:</p> <ul style="list-style-type: none"> - Presented findings and recommendations of the 2004 Triennial Performance Audit to the Board. <p>Annual New Starts Reporting:</p> <ul style="list-style-type: none"> - Filed annual Section 5309 New Starts Report financial component in August 2004 for the Exposition Light Rail Line with the Federal Transit Administration. Completed two financial forecasting models and prepared a predominantly locally funded Exposition Boulevard Light Rail Plan scenario for executive management. Developed five alternative scenarios for preliminary Expo Line assessment district.
		<p>Update Long Range and Short Range Transportation Plans</p>	<p>Managed and administered \$11 billion (1,100 projects) draft 2004 Regional Transportation Improvement Program (RTIP) with SCAG; currently under review with SCAG and Caltrans for the Conformity and Modeling Analysis.</p> <p>2005 LRTP Update:</p> <ul style="list-style-type: none"> - Updated schedule to accelerate LRTP update. - Developed performance measures - Developed baseline assumptions - Updating baseline modeling for 2004 base year & 2030 forecast year (w/no new projects). - Prepared Receive and File Board Report on status of LRTP update plan.
		<p>Serve as the state mandated Congestion Management Agency for LA County</p>	<ul style="list-style-type: none"> - Selected Cambridge Systematic as Nexus Study consultant. Have conducted kick-off meetings and initiated coordination with Sub-regional COGs and development community. - Consultants working on technical analysis for June Board Report - Cities have submitted conformity certifications in September. Completed Board report showing that all cities remain in conformance, except City of Industry, which was previously in non-conformance.

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
		Provide transportation modeling and GIS to implement effective mobility solutions	<ul style="list-style-type: none"> - Updating model for 2000 Census data and new 2030 regional population forecast. - Submitted report on Expo Line user-benefit analysis to FTA.
		Manage multi-modal Countywide Call for Projects program, including Signal/ITS, Freeway HOV, Bike, TEA, Arterial and Pedestrian projects	<p><u>Call for Project Management Handbook and Training</u> – Staff developed a handbook that details accepted practices and procedures for managing projects funded through the Call for Projects program. Staff organized and led training sessions on the handbook’s contents.</p> <p><u>Call Prioritization Database Update</u> – All projects (542) in the Call for Projects Prioritization Database were updated to reflect new activity since the database was updated at the end of FY04.</p> <p><u>Call for Projects: Recertification & Deobligation Annual Update:</u></p> <ul style="list-style-type: none"> - Finalized the annual 2004 Call for Projects Recertification and Deobligation Process including the Recertification of \$61.6 million in existing FY 2004-05 existing commitments from previous Calls for Projects; the extension of \$74.3 million worth of projects; and the deobligation of \$4.3 million in Call for Projects and Regional Transit Alternatives Analysis (RTAA) Program funding.
		Conduct multi-modal transportation corridor studies	<p><u>I-710 South Major Corridor Study</u> – Completed Final Draft Report for Study and secured support and recommendations from the Study Technical Advisory Committee and Oversight Policy Committee.</p> <p><u>Route 57/60</u> – Secured local funding commitment from impacted jurisdictions toward the study. Developed SOW in conjunction with jurisdictions for portion to be contracted out.</p> <p><u>710 Tunnel Feasibility Assessment</u> – Obtained final feedback for affected jurisdictions on the SOW. Completed SOW and advertised the project through Metro’s Planning bench.</p> <p><u>Wilshire Bus Lane</u> – Obtained approval from LA City Council to make the demonstration lane permanent. Initiated work to extend the lane further east and west.</p> <p><u>SR2 Southern Terminus</u> – Caltrans granted Metro Authorization to Proceed to complete the Project Approval/ Environmental Docu-</p>

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			ment (PA/ED). RFP to develop PA/ED was released and a pre-bid proposal meeting was held.
		Plan, promote and execute Mobility 21, California Transit Association (CTA) and Rail-Volution conferences	<ul style="list-style-type: none"> – Mobility 21 Smart Growth Local Zoning Codes Workshop – Organized and held workshops to provide information on how to revamp or fine-tune existing local zoning codes. <p>Policy & Economic Analysis:</p> <ul style="list-style-type: none"> – Provided legislative support to Metro’s Government Relations Department by evaluating impact of proposed legislation including reductions in the state budget for transportation; federal reauthorization of multi-year transportation funding; development of sales and gasoline tax initiatives; Metro Gold Line funding; suspension of Proposition 42; development of California Toll Bridge funding policies and other key transportation policy funding issues.
		Complete logo conversion	<ul style="list-style-type: none"> – Progressing: all materials, buses, most facilities, amenities, etc. converted. Still working on rail, non-revenue vehicles.
		Establish standard project review program	<ul style="list-style-type: none"> – Initial guideline development underway
	B: Coordinate implementation of multimodal transportation programs with partner agencies	Government Relations and their consultant(s) will secure maximum funding through favorable transportation legislation	<ul style="list-style-type: none"> – Participated in 20 Rail-volution Committee meetings to plan 2004 Rail-volution Conference
		Continue unified branding initiative for all Metro projects and services	<ul style="list-style-type: none"> – Progressing: all materials, buses, most facilities, amenities, etc. converted. Still working on rail, non-revenue vehicles.
		Plan, promote, and execute Mobility 21, CTA and Rail-Volution conferences	<p>Orchestrating annual meeting</p> <ul style="list-style-type: none"> – COMPLETE: all activities completed per schedule. <p>Produce all support materials for Mobility 21</p> <ul style="list-style-type: none"> – COMPLETE: CTA & Rail-volution conferences had record attendance, positive reviews

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
		Complete logo conversion	<ul style="list-style-type: none"> – Progressing: all materials, buses, most facilities, amenities, etc. converted. Still working on rail, non-revenue vehicles.
GOAL 5: Develop an effective and efficient workforce	A: Enhance a safety conscious culture throughout Metro, its customers and business partners	Develop/ implement Return to Work Program	<ul style="list-style-type: none"> – Total number of employees on non-occupational and occupational leave of absence reduced from 702 in July 2004 to 588 in July 2005 (16% decline)
	B: Recruit and select employees to meet job requirements	Conduct a workforce analysis	<ul style="list-style-type: none"> – Job family study completed December 2004; HR proceeding with development of career ladders and succession planning (2 year project)
		Keep agency & individuals competitive (skills assessment)	<ul style="list-style-type: none"> – Implemented an agency-wide online centralized training database and learning management system – Trained 20 Training Council Representatives to utilize the central database – Partnered with HR and IT to develop the e-training module – Developed agency-wide training needs assessment – Served on Southern California Regional Transit Training Consortium project timelines, milestones and bylaws
		Streamline Human resources policies and processes/ efficiently manage human resources	<ul style="list-style-type: none"> – All HR policies (including Drug & Alcohol approved by Board in May 2005) now updated/revised; several new policies created and approved by CEO, including Exit Interview and Children in the Workplace policies
	C: Invest in employee development	Design, develop, acquire and realign training programs	<ul style="list-style-type: none"> – Implemented Oracle HR enterprise software package (May 2005); Standard HRIS reports created, allowing for improved information flow to managers, particularly around available manpower – Updated and provided management & employee training on new FY05 Individual Performance Plan evaluation instrument for 145 employees – Realigned all training programs to support strategic plan initiatives

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
		Determine career paths	<ul style="list-style-type: none"> - Utilized internal guest lecturers for Transportation Leadership Academy Program and Emerging Leaders Program to establish a Metro University forum (457 employees participated) - Convened college information sessions for 612 employees interested in receiving information regarding onsite classes (e.g. Mineta Institute, Long Beach MPA, Cal Poly Pomona)
	D: Deliver consistent communication services to each Metro market segment	Improve Employment communication outreach	<ul style="list-style-type: none"> - Participated in 1 job fair per Board request - Convened a National Association of Colleges & Employers (NACE) Employer's Roundtable to promote a positive employer image - Partnered with Communications and Transit Operations to provide ___ Metro Tours for Transportation Careers Academy Program students
	E: Streamline internal processes	Streamline Human Resources Policies and Processes/ Efficiently Manage Human Resources	<ul style="list-style-type: none"> - Cycle time reduced to 4.5 weeks (from 5 weeks in FY04); current cycle time deemed optimal - Number of work days reduced from 20 (FY04) to 18; current number of work days deemed optimal - Number of calendar days to conduct interactive processes reduced to 22 (from 57 in FY04) - Coordinated 16 "How To" training sessions as part of Management Orientation training program for 298 employees
	F: Exercise consistent application of the collective bargaining agreements	Improve employee communication outreach	<ul style="list-style-type: none"> - Conducted a combined total of 10 meetings with Transportation and Maintenance Managers to address labor implementation issues and promote uniform labor practices
		Design, develop, acquire and realign training programs	<ul style="list-style-type: none"> - Completed labor relations topical modules and delivered training to Sector & Division staff on an as requested basis. - Connected labor relations training modules to the agency-wide centralized training database to gain coordination and delivery efficiencies.

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
	G: Strengthen the labor management working relationship	Improve employee communication outreach	– Continued development of Labor Relations Web site; expected online during 2Q FY06.
		Design, develop, acquire and realign training programs	– Began development of training module for Transportation Operations Supervisors (AFSCME represented) on preparation as witness for Metro in grievance hearings; expected implementation during 1Q FY06.

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.

Fiscal Year (FY): The period at the end of which a governmental agency determines its financial position and results of operations. Metro's fiscal year begins July 1 and ends June 30 of the following year.

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 Performance 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 Partners: 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.

Performance Based Compensation: A pay system in which employees' compensation is based on their individual performance.

Project: A complex series of non-routine tasks directed to meet a specific goal.

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.

Professional Skills Development: Training employees in a specialized body of knowledge or expertise to effectively perform in a specific discipline.

Short Range Transportation Plan (S RTP): A five-year business plan, completed every three years, which is used for internal planning.

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.

Transit Corridors: Eastside light rail lines and fixed guideway projects in mid-cities and San Fernando Valley.

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

Metro PROFILE

Metro 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 2,000 coaches in the Metro Bus fleet, Metro also designed, built and now operates 73.1 miles of Metro Rail service. The Metro Rail system currently consists of 62 stations and several more are in the planning and/or design stage.

In addition to operating its own services Metro 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 Service Patrol and Call Boxes.

Recognizing that no one form of transit can solve urban congestion problems, Metro'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 Metro's Metro System is the public symbol of this fully coordinated network.

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

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The FY2003 – 2007 Strategic Plan can be accessed at the following websites:

www.metro.net or <http://intranet1/>

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Strategic Planning Process Update

In the updated FY05 Strategic Plan, the CEO assigned Chief Officers to be key owners for each of the five strategic goals. Each goal team worked with Metro's Organizational Development & Training (OD&T) Department to execute their strategic planning goals, objectives, and strategies. 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.

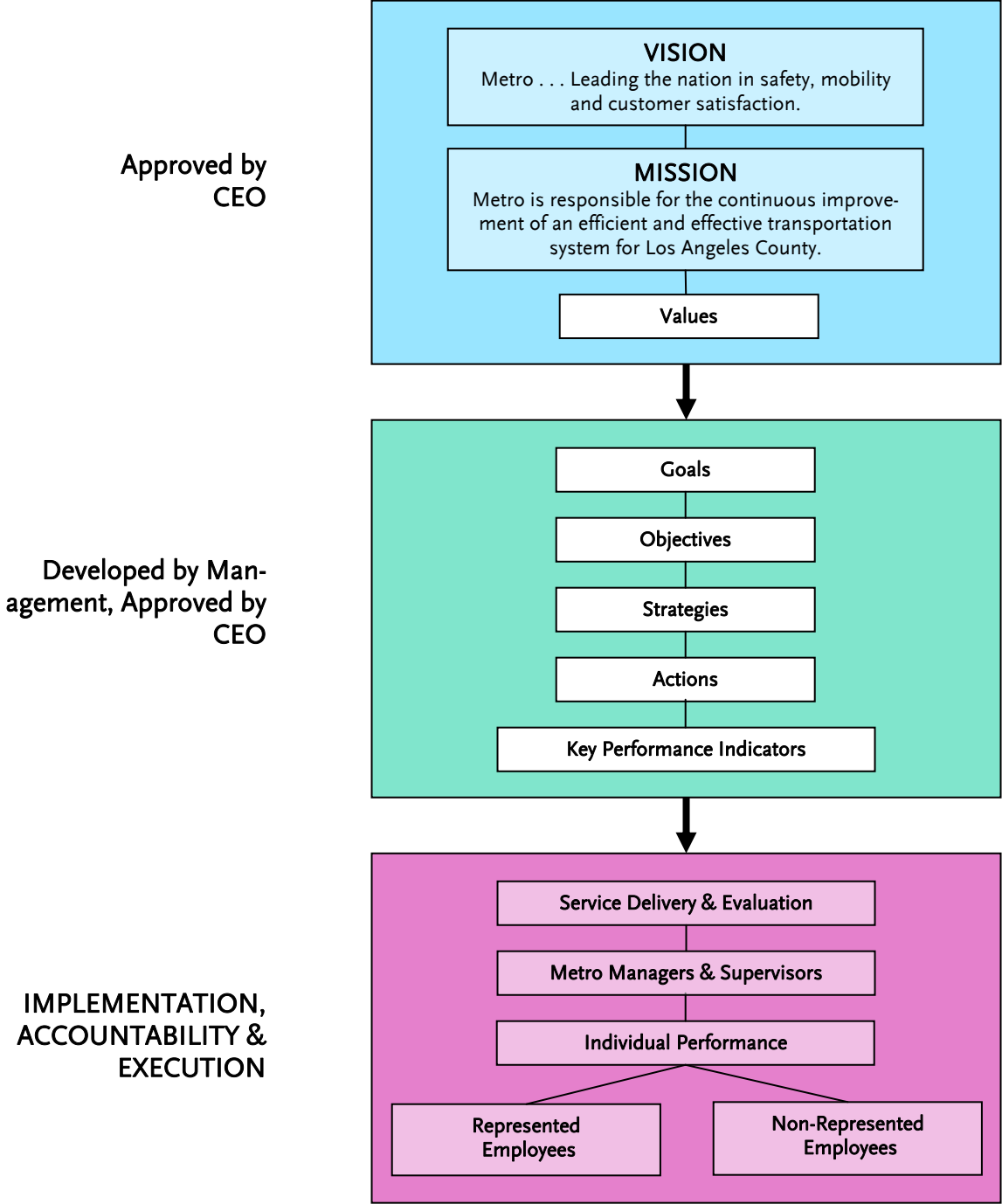
In July of 2004, the Executive Management Team reaffirmed their commitment to continuous improvement of an efficient and effective transportation system for Los Angeles County. In addition, the goal teams agreed to report their individual team(s) accomplishments to the CEO on a monthly basis. These monthly meetings were entitled Strategic Planning Working Group sessions and offered the Executive Management Team an opportunity to hear first-hand the team's accomplishments, challenges and opportunities. More importantly, the goal teams were tasked with working in an open and collaborative manner in order to work better together as a cross-functional and integrated team.

The updated FY06 Metro Strategic Performance Plan will continue to be used as the basis for agency-wide direction, decisions and activities. The strategic plan is a "living document", which means it is an "evolving plan" and not a rigid or fixed document. Each strategic goal has an established outcome or key performance indicator and performance measures that have been aligned to key management owners and team support partners for improved management accountability, productivity, and organizational performance.

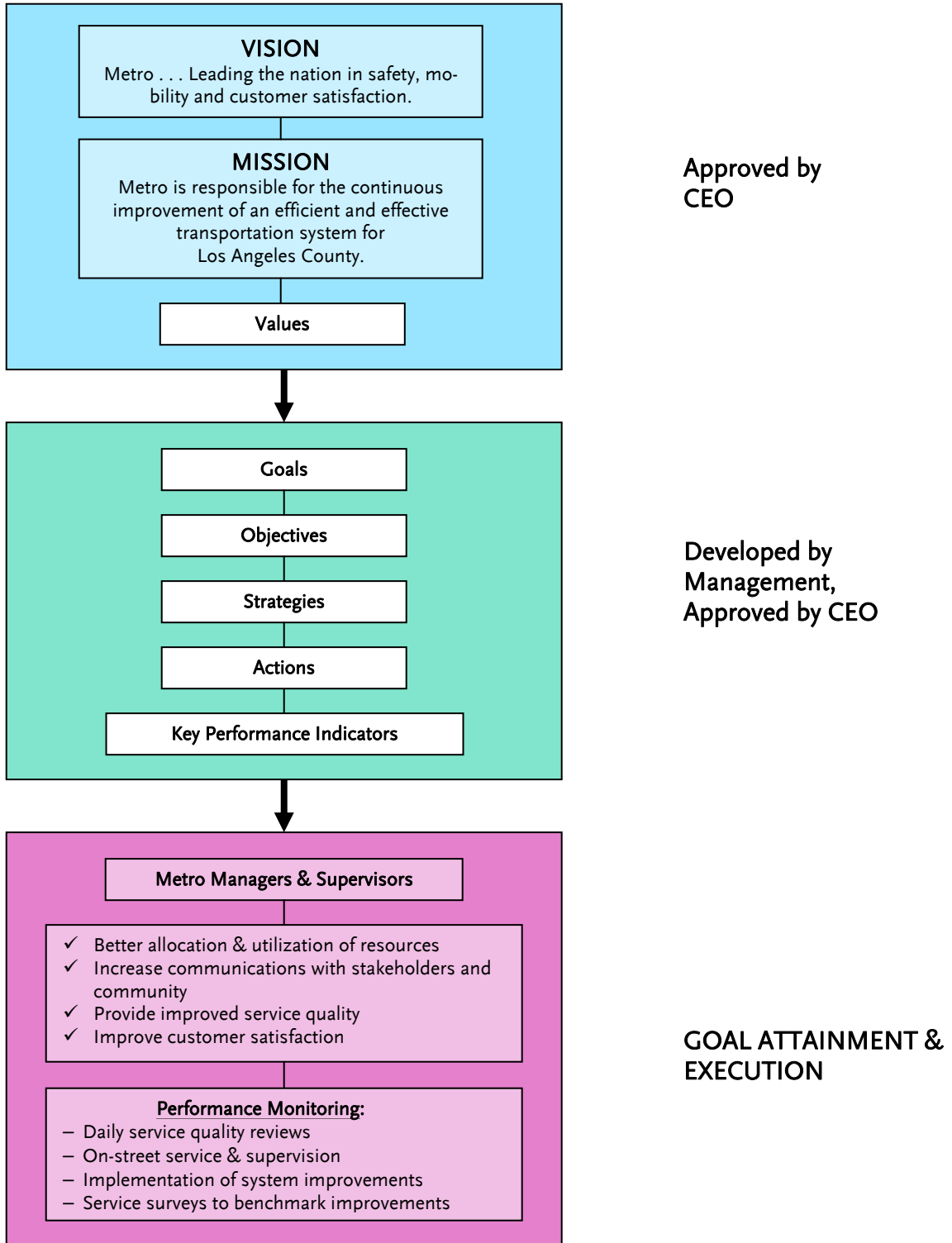
For this reason, the agency has continued to implement a "quarterly review" process as defined by the Office of Management & Budget (OMB). In addition, OMB has developed a balanced scorecard to monitor, track and measure the achieved key performance indicators, which permits management an opportunity to realign the strategic goals, objectives and strategies.

Each year the CEO will reassess the agency's 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 Metro's Long & Short Range Transportation Plans.

How the Strategic Plan Impacts Metro Employees – Ongoing



How the Strategic Plan Impacts Metro Customers – Ongoing



Communication Plan (Model)

Ongoing

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 every Metro employee. It is critical that the Metro Team Leaders communicate with one voice at every level of the organization and across every transit mode.

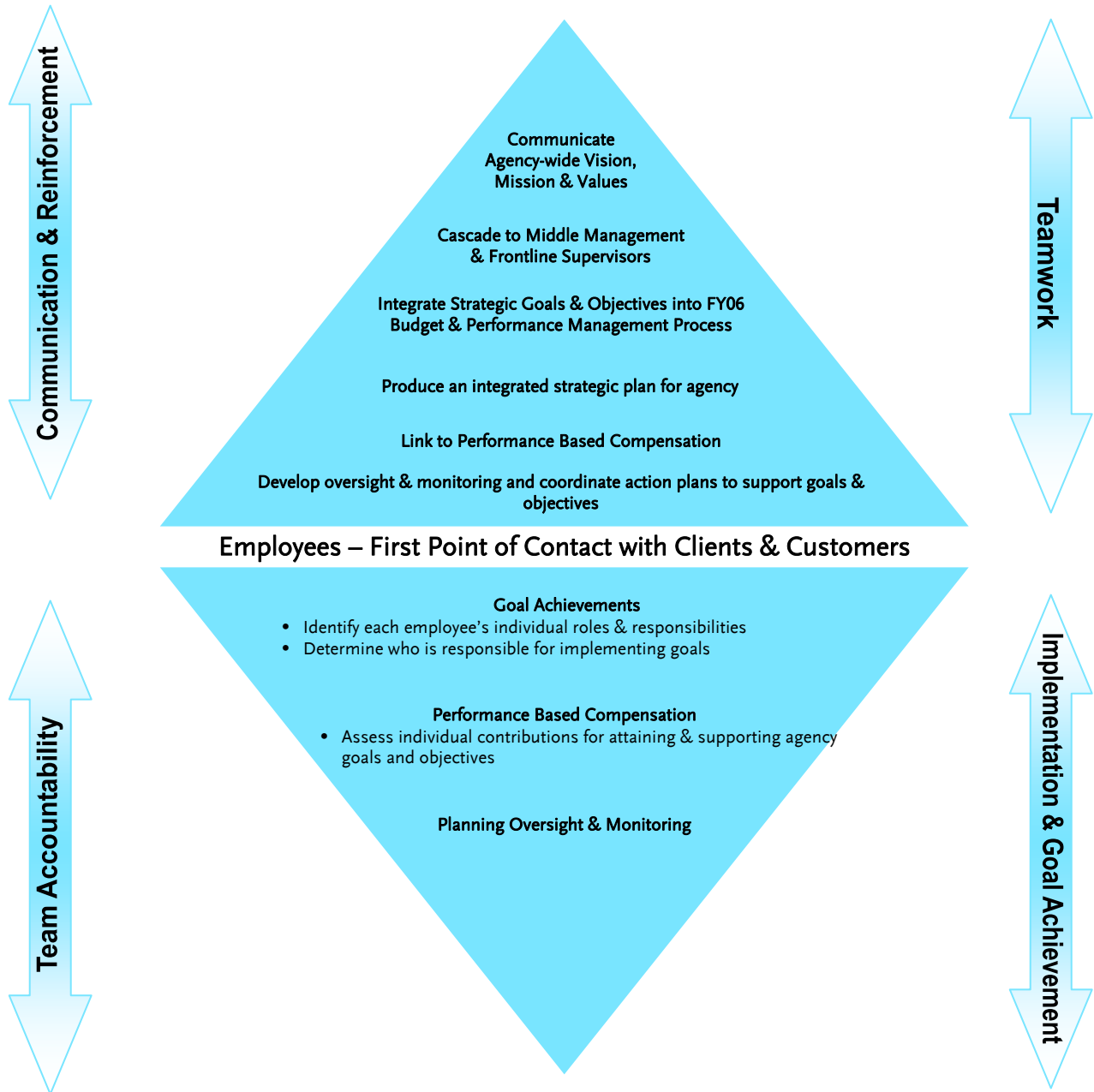
This is the basis for developing an agency-wide Communication Plan (model) that promotes and fosters open communication. This model provides each employee an opportunity to articulate and communicate the new strategic agency direction. It will strive to improve communication with customers, employees, business partners and/or stakeholders.

The success of the Strategic Plan can only be achieved through an agency-wide communication and implementation. This Communication Plan involves every Metro employee. The Communications Department will continue to develop marketing and promotional materials to reinforce the vision, mission, core values, goals and new strategic direction of the agency. This offers every employee an opportunity to own the strategic plan as his or her own and to personally be committed to implement the strategic plan.

The Metro Operations Service Sectors' various strategic plans (e.g., service, fleet, facilities, etc.) are to be integrated and aligned to support the agency-wide strategic plan. Metro'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 Mobility 21 Coalition.

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

Practicing Leadership Model



Strategic Plan FY2003 – FY2007

Vision	Metro . . . leading the nation in safety, mobility and customer satisfaction!
Mission	Metro is responsible for the continuous improvement of an efficient and effective transportation system for Los Angeles County.
Core Business Goals	<p><u>Goal 1:</u> Improve Transit Services</p> <ul style="list-style-type: none"> - Efficiently and effectively operate service sectors - Improve service quality and capacity for bus and rail systems - Maximize fleet capacity to meet service expansion - Improve, expand and add operating facilities - Implement innovative technologies - Improve transit security of bus and rail systems - Acquire and deliver cost effective materials, parts and supplies <p><u>Goal 2:</u> Deliver quality capital projects on time and within budget</p> <ul style="list-style-type: none"> - Design and build quality projects - Work with contractors to provide a safe work site to minimize lost time accidents <p><u>Goal 3:</u> Exercise fiscal responsibility</p> <ul style="list-style-type: none"> - Manage the approved budget - Implement efficient and effective cost allocation plans - Implement an integrated performance monitoring management system - Conduct monthly performance monitoring reviews to assess financial performance - Eliminate duplicate roles & responsibilities - Improve the procurement process <p><u>Goal 4:</u> Provide leadership for the region’s mobility agenda</p> <ul style="list-style-type: none"> - Provide quality planning, technical analysis and programming - Coordinate implementation of multimodal transportation programs with partner agencies - Identify, program, secure and maintain funding for projects, programs and services countywide <p><u>Goal 5:</u> Develop an effective and efficient workforce</p> <ul style="list-style-type: none"> - Enhance a safety conscious culture throughout Metro, its customers and business partners - Recruit and select employees to meet job requirements - Invest in employee development - Exercise consistent application of the collective bargaining agreements - Strengthen the labor management working relationship

Values	<u>Safety</u>	Safety's 1st for our customers, employees and business partners. Accidents and injuries are preventable.
	<u>Employees</u>	Employees are our most valuable resource and are to be treated with mutual respect and provided opportunities for professional development.
	<u>Fiscal Responsibility</u>	Individually and as a team, we are accountable for safeguarding and wisely spending taxpayer dollars entrusted to Metro.
	<u>Integrity</u>	We rely on the professional ethics and honesty of every Metro employee.
	<u>Innovation</u>	Creativity and innovative thinking are valued and new ideas are welcomed.
	<u>Customer Satisfaction</u>	We strive to exceed the expectations of our customers.
	<u>Teamwork</u>	We actively seek to blend our individual talents in order to be the best in the nation.

Goal 1

Improve transit services

Objective A

Efficiently & effectively operate service sectors

Key Owner(s)

John Catoe, General Managers, Carolyn Flowers, Rod Goldman, Denise Longley, Matt Raymond

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Implement new Rapid lines	<ol style="list-style-type: none"> 1. Fabricate and install bus signal priority (BSP) system in Pasadena, Glendale and West Hollywood 2. Fabricate and install stations in incorporated County areas and remaining parts of the City of LA 3. Prepare/Train Transit Operations Supervisors and coach operators for new service 4. Prepare fleet for service implementation 5. Implement service operating plan 	<ul style="list-style-type: none"> - By June 2007, implement 11 additional Metro Rapid corridors at the average rate of two corridors every six months depending on funding - By Summer 2005, BSP implemented in cities shown - Reduce passenger travel times by an average of 20%
2. Begin operation of Metro Orange Line	<ol style="list-style-type: none"> 1. Complete Standard Operating Procedures and train operators 2. Review lessons learned from Miami BRT opening to ensure safe opening 3. Conduct safety awareness campaign 4. Complete sector service changes to support MOL 	<ul style="list-style-type: none"> - Open MOL by target date of October 2005
3. Improve and maintain cleanliness of buses, railcars, stations and other facilities.	<ol style="list-style-type: none"> 1. Division Maintenance Management to monitor cleanliness of fleet on daily basis 2. Metro Executive Management to ride bus or rail at least once per week and complete management survey, including cleanliness of vehicles and stations 	<ul style="list-style-type: none"> - Maintain an average cleanliness rating for the bus fleet of 9.0 and for the rail fleet of 9.5.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
4. Reduce Bus Accidents	1. Implement accident reduction program elements: <ul style="list-style-type: none"> ▪ Points based system ▪ Proactive training including training after unavoidable accidents ▪ ARB improvements ▪ Vehicle Safety Improvements ▪ Safety rewards ▪ Public safety campaign 	<ul style="list-style-type: none"> – Meet FY06 adopted goal rate of 3.25 accidents per 100,000 hub miles
5. Promote the usage of transit lines to utilize excess capacity	1. Create 'Know Metro' campaign. 2. Continue route and service promotions program.	<ul style="list-style-type: none"> – Ridership. – Direct mail response rates.
6. Maximize website functionality	1. Expand website sales 2. Create content management system	<ul style="list-style-type: none"> – Increase web sales
7. Promote local management of transit service	1. Establish ad fund for sectors	<ul style="list-style-type: none"> – By the end of Q2, complete and implement an ad fund plan for each service sector
8. Track customer satisfaction and public opinion regarding agency products and services	1. Complete semi-annual customer satisfaction surveys 2. Continue on-going public opinion tracking study.	<ul style="list-style-type: none"> – By Q4 FY06, partner with Service Sector General Managers to complete two studies of customer satisfaction
9. Increase participation in rideshare and pass programs	1. Expand I-Pass Program 2. Introduce A- and B-Pass Programs	<ul style="list-style-type: none"> – Increase sales by 20%
10. Expand customer outreach	1. Implement new kiosk information test pilot.	<ul style="list-style-type: none"> – Number of transactions on kiosks.

Objective B

Improve service quality and capacity for bus and rail systems

Key Owner(s)

John Catoe, General Managers, Carolyn Flowers, Rod Goldman, Carol Inge

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Add service levels per consent decree order	1. Determine service requirements resulting from Special Master's April 2005 Order on New Service Plan by September 30, 2005 as required by Special Master	<ul style="list-style-type: none"> - By September 30, 2005 submit plan to comply with Order
2. Implement new Rapid lines	<ol style="list-style-type: none"> 1. Fabricate and install bus signal priority (BSP) system in Pasadena, Glendale and West Hollywood 2. Fabricate and install stations in incorporated County areas and remaining parts of the City of LA 3. Prepare/Train Transit Operations Supervisors and coach operators for new service 4. Prepare fleet for service implementation 5. Implement service operating plan 	<ul style="list-style-type: none"> - By June 2008, implement 24 additional Metro Rapid corridors at the average rate of two corridors every six months depending on funding - By Summer 2005, BSP implemented in cities shown - Reduce passenger travel times by an average of 20%
3. Improve transit service reliability and on-time performance	<p>BUS:</p> <ol style="list-style-type: none"> 1. Conduct service assessment of all routes to eliminate duplication et al 2. Analyze load ratios mandated by the Consent Decree executing Option One with sixty foot additional buses due FY07 3. Build and restructure schedules utilizing passenger data and run time to improve efficiency 4. Implement Service inspector program (San Gabriel Valley) 5. Evaluate supervisory staffing allocation and effectiveness (Gateway Cities Sector) 	<ul style="list-style-type: none"> - BUS AND RAIL: By 2007, increase customer survey satisfaction levels by 20 % - BUS AND RAIL: By 2007, increase mean miles between chargeable mechanical failures to 7,500 or greater for bus and achieve or exceed 15,000 mean miles between chargeable mechanical failures for rail - BUS AND RAIL: By 2007 achieve and exceed in-service, on-time performance of 70% for bus, 99% for light rail, and 99.2% for heavy rail - BUS AND RAIL : By 2007, increase on time pullouts to 100% - BUS: By 2007, achieve and exceed cost per hour goal of \$101.31

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	RAIL: 1. Deliver on-time materials 2. Train all operators in manual operation 3. Conduct maintenance and equipment upgrades 4. Monitor trends failures	
4. Design and implement bus system restructuring, "Metro Connections"	1. Following stakeholder input on Conceptual Service Plan, initiate detailed service and capital plan 2. Develop sector-based inter-community and local service plans with region's service providers 3. Implement Service	<ul style="list-style-type: none"> - Return to Metro Board in October 2005 with detailed service and capital plans - Implementation Plan by FY2007 - Implement services starting FY2007
5. Promote the usage of transit lines to utilize excess capacity	1. Create 'Know Metro' campaign. 2. Continue route and service promotions program.	<ul style="list-style-type: none"> - Ridership. - Direct mail response rates.

Objective C

Maximize Fleet Capacity to meet service expansion

Key Owner(s)

Gerald Francis, Bus General Managers, Matt Raymond, Carol Inge

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Add service levels per consent decree order	1. Determine service requirements resulting from Special Master's April 2005 Order on New Service Plan by September 30, 2005 as required by Special Master	<ul style="list-style-type: none"> - By September 30, 2005 submit plan to comply with Order
2. Align bus fleet plan and rail infrastructure plan with Financial and Long Range Transportation Plans	1. Purchase and deliver state of the art high capacity buses and rail cars in accordance with bus fleet and rail infrastructure plans.	<ul style="list-style-type: none"> - By Q4 – FY07, increase the number of technologically advanced bus availability by 375. - Increase the number of rail cars in light rail by 50 by Q4 2007

Objective D

Improve, expand & add operating facilities

Key Owner(s)Denise Longley, Rod Goldman, Matt Raymond, Lynda Bybee,
General Managers

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Utilize design/build approach for capital improvements projects	<ol style="list-style-type: none"> 1. Secure funding: Long Range Transportation Plan 2. Create plan to implement funding requirements Execute design/build contracts 3. Build/Improve Bus and Rail Facilities in Accordance with Facilities Plans 	<ul style="list-style-type: none"> – Through 2007, execute design/build contracts for specific projects approved by Metro Board – Through 2007, 100% of all new capital projects are implemented using streamlined project management process developed by Facilities-Operations.
2. Improve and maintain cleanliness of buses, railcars, stations and other facilities.	<ol style="list-style-type: none"> 1. Division Maintenance Management to monitor cleanliness of fleet on daily basis 2. Metro Executive Management to ride bus or rail at least once per week and complete management survey, including cleanliness of vehicles and stations 	<ul style="list-style-type: none"> – Maintain an average cleanliness rating for the bus fleet of 9.0 and for the rail fleet of 9.5.

Objective E

Implement innovative technologies

Key Owner(s)

Richard Hunt, Gerald Francis, Lonnie Mitchell, Terry Matsumoto

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Implement Advanced Transportation Management System (ATMS)	<ol style="list-style-type: none"> 1. Complete Phase II implementation with division by division activation and verification of Automatic Voice Annunciation System 	<ul style="list-style-type: none"> – Successful completion & acceptance of ATMS
2. Implement Universal Fare System (UFS)	<ol style="list-style-type: none"> 1. Continue division by division mobilization 2. Install UFS on contracted services 	<ul style="list-style-type: none"> – Final acceptance of UFS equipment by end of Q1 FY07 – Installation of UFS equipment on contracted services in July 2005 for revenue service
3. Implement Maintenance & Materials Management (M3) System	<ol style="list-style-type: none"> 1. Implement Timekeeping functionality 2. Roll out M3 system at bus divisions 3. Conduct end to end testing 	<ul style="list-style-type: none"> – Transit Operations to complete M3 installations by Q4 2005

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	<ol style="list-style-type: none"> 4. Determine and identify M3 reports for management oversight 5. Accept M3 system 	<p>Timekeeping functionality by Q3 FY06</p> <ul style="list-style-type: none"> • San Gabriel and San Fernando service sectors are using M3 by Q3 2005 • Central, Westside and South Bay service sectors are using M3 by Q4 2005 • M3 system is tested and accepted by Q4 2005
4. Launch Transit Access Pass (TAP)	<ol style="list-style-type: none"> 1. Design regional central computer 2. Implement executive oversight committee for regional TAP 3. Create appropriate communication materials to support phases of TAP implementation. 	<ul style="list-style-type: none"> – TAP cards issued/used

Objective F

Improve transit security of bus and rail systems

Key Owner(s)

John Catoe, Carolyn Flowers, Captain Dan Finkelstein

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Increase security presence and improve security systems	<ol style="list-style-type: none"> 1. Increase number of security personnel on the system 2. Implement and sustain community based law enforcement 3. Increase visibility of law enforcement on buses and rail. 4. Institute regular meetings between Law Enforcement Team Leaders and operators, General Managers, sector & division staff, and community leaders as requested, to address critical issues (e.g. security, vandalism, quality of life issues) 5. Patrol all operating and non-operating divisions/locations and security posts at least once daily or nightly; 6. Develop and fund anti-terrorist and security measures as a result of higher alert levels 	<p>Visibility:</p> <ul style="list-style-type: none"> – Perform a minimum of 300 boardings by mode and per month <p>Effectiveness:</p> <ul style="list-style-type: none"> – Reduce crimes per capita by 5% – Increase arrest rate as compared to reported crimes – Increase Convictions as compared to arrest rates <p>Responsiveness:</p> <ul style="list-style-type: none"> – Maintain a response time at 100% for calls in the following categories: <ul style="list-style-type: none"> • 10 minutes or less for emergency calls • 20 minutes or less for priority calls • 60 minutes or less for routine calls

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	7. Roll out security on Metro Orange Line	
2. Design, develop, acquire and realign training programs	1. Design & develop a Weapons of Mass Destruction Awareness Program for non security personnel in the Southern California region	<ul style="list-style-type: none"> – By Q1 FY06, OD&T will partner with Procurement to review RFPs for the Homeland Security Contract. – From Q2- Q4 FY06, OD&T will partner with Procurement and Sheriff's Department to act as an internal consultant to review curriculum materials, training modules and training deliverables for non-security personnel in the Southern California region. – By Q4 FY06, OD&T will partner with Metro Transit Security to coordinate Transit Terrorism Awareness and Homeland Security training classes for non-security personnel in the Southern California region.

Objective G

Acquire and deliver cost effective materials, parts and supplies

Key Owner(s)

Lonnie Mitchell, Terry Matsumoto, Ted Montoya, Milo Victoria

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Implement inventory rebuild & manufacturing charge back program (FY07)	<ol style="list-style-type: none"> 1. Develop business workflow and management control measures 2. Enhance M3 to provide charge back functionality for processing component pricing transactions 3. Provide executive management briefing on charge back program 4. Begin program tracking and activity analysis to develop baseline. 5. Develop and implement management reporting requirements 6. Follow-up readiness review briefing to executive management 	<ul style="list-style-type: none"> – Policies, procedures and make or buy guidelines – M3 enhancement to be completed by Q2, FY06 – Executive management briefing – Baseline deliverables – Management reporting – Readiness review briefing completed – Charge back program to be implemented Q1, FY07

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	<ol style="list-style-type: none"> 7. Deploy charge back system on July 1, 2006. 8. Monitor program performance 	
<p>2. Implement supplier management program (FY06, 07)</p>	<ol style="list-style-type: none"> 1. Identify and establish the Supplier Management Program (SMP) project team 2. Define the SMP as (1) supplier performance (2) strategic sourcing (3) supplier development 3. Survey key metro stakeholders & clients to gain a better understanding of their expectations and "satisfaction" criteria for a successful SMP. 4. Benchmark & research existing SMP's and practices currently being utilized in other government agencies and private enterprise. 5. Establish the written guidelines for the SMP. 6. Establish & implement process and tools for managing, monitoring, documenting and reporting supplier performance. 7. Develop & implement a supplier recognition / award program. 	<ul style="list-style-type: none"> - Measure & evaluate metro's SMP processes to the results of benchmark activities from other government agencies and private enterprises. Example: Survey data analysis - qualitative & quantitative; comparative gap analysis. - Measure & evaluate results of the metro "key" stakeholder survey and customer satisfaction assessment. Example: "performance stop light chart." - Measure % metrics for qty of parts to be strategically sourced/total qty of parts per model of rail car & bus types. - Measure quantity of "new strategic suppliers" supporting Metro SMP initiatives. - Track & improve metrics for supplier on-time delivery; product/service quality (accepted & rejected parts); and supplier responsiveness/non-responsiveness criteria. - Measure the cost savings as a result of the SMP - Measure quantity of supplier recognition awards.
<p>3. Implement agency-wide material planning program (FY06, 07)</p>	<ol style="list-style-type: none"> 1. Identify key stakeholders of inventory and establish the material planning implementation team. 2. Conduct assessment of current planning effectiveness and prepare gap analysis 3. Establish the organizational forecasting tools to achieve accurate projections of material flow at least cost. 4. Develop and establish decision support system and policy guidelines that will ensure consistent and effective application of the mate- 	<ul style="list-style-type: none"> - Identification of program team - Assessment & gap analysis completed - Forecasting model - Completion of material requirements business plan program guidelines - Completion of short, mid and long-term requirements plan. - Development and execution of acquisition plans. - Actual versus plan

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	<p>rial requirements planning program.</p> <p>5. Identify and develop short, mid and long-term material requirements for manufacturing, rebuild, repair and refurbishment programs.</p> <p>6. Translate material requirement plans into acquisition strategies that will provide efficient material flow at least cost.</p> <p>7. Monitor material planning accuracies</p>	
<p>4. Implement 10-year material warehousing plan for future inventory storage needs</p>	<p>1. Assemble key stakeholders and establish project team</p> <p>2. Conduct assessment of current warehousing capacities and prepare gap analysis</p> <p>3. Prepare 10-Year Warehousing Plan</p> <p>4. Provide Executive Management Briefing</p> <p>5. Identify Next Steps</p>	<ul style="list-style-type: none"> – Identification of project Team – Assessment & Gap Analysis Completed – 10-Year Warehousing Plan Completed – Executive Management Briefed – Next Steps Identified

Goal 2

Deliver quality capital projects on time and within budget

Objective A Design and build quality projects

Key Owner(s) John Catoe, Carol Inge, Rick Thorpe, Dennis Mori, Denise Longley, Joel Sandberg, Roger Dames, Matt Raymond, Lynda Bybee

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Achieve substantial completion of Orange Line construction	<ol style="list-style-type: none"> 1. Monitor schedule recovery mitigation plan for Orange Line 2. Communicate project milestones 	<ul style="list-style-type: none"> - Q2 - substantially complete construction and punch list work to allow Revenue Operations to commence. - Q2 - complete all landscaping. - Q4 - negotiate and settle all contract modifications and claims (except for reliability demonstration testing) for Contract C0675.
2. Construct Canoga Station/Park and Ride	<ol style="list-style-type: none"> 1. Initiate construction of new station, surface park and ride spaces, one-third mile extension of the busway, bicycle/pedestrian path and landscaping. 	<ul style="list-style-type: none"> - Q1 - advertise Contract C0739. - Q2 - award and issue notice to proceed to C0739 contractor.
3. Complete final design & start construction of major critical path schedule activities of the Metro Gold Line eastside extension	<ol style="list-style-type: none"> 1. Follow approved Project Schedule. 2. Continue partnering with Design-Builder. 3. Continue partnering with outside agencies. 	<ul style="list-style-type: none"> - Q1 - excavate 1st/Boyle shaft and setup to receive Tunnel Boring Machines (TBM's). - Q2 - begin tunnel operations. - Q2 - begin procurement of trackwork - Q2 - complete Soto Station excavation. - Q4 - issue all design packages as Approved for Construction (AFC). - Q4 - procurement of major systems components to begin.
4. Initiate Final Design and Construction of Mid-City/Exposition LRT Project	<ol style="list-style-type: none"> 1. Metro Board approval of the FEIS. 2. Metro Board approval of Agreements with Exposition Metro Line Construction Authority 	<ul style="list-style-type: none"> - Q2 - complete Preliminary Engineering. - Q2 - issue "Negotiated Design Build" contract for Solicitation of Bids. - Q2 - Metro Board approval of FEIS. - Q2 - Start third party utility relocation designs. - Q3 - Obtain Record of Decision from the FTA. - Q3 - Negotiation and approval of Agreements with Exposition Construction Authority. - Q4 - Award Design-Build Contract and issue Notice to Proceed

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
5. Build bus facilities to meet the needs of fleet size	<ol style="list-style-type: none"> 1. Initiate construction of new bus facilities 2. Improve existing bus facilities and enhance bus maintenance capabilities 	<ul style="list-style-type: none"> - Implement funded FY06-10 Capital Project Plan as outlined in the Bus Division Strategic Assessment. - Locate potential funding sources for proposed bus division construction and expansion projects as per the Bus Division Strategic Assessment.
6. Complete construction of Division 11 improvements	<ol style="list-style-type: none"> 1. Monitor schedule and budget to ensure timely completion 	<ul style="list-style-type: none"> - Q1 - Complete 45% of project construction. - Q2 - Complete 65% of project construction. - Q3 - Complete 95% of project construction and initiate close out of design/build contract. - Q4 - Complete 100% of project construction and continue contract close-out.
7. Division 21 Improvements	<ol style="list-style-type: none"> 1. Complete 30% design and award contract for design/build contract for main shop expansion and car wash. 	<ul style="list-style-type: none"> - Q1 - Start 30% design of Main Shop Expansion and Car Wash. - Q2 - Start contract procurement process. - Q3 - Complete contract procurement process. - Q4 - Award Design/Build contract for Main Shop Expansion and Car Wash.
8. Division 22 improvements	<ol style="list-style-type: none"> 1. Complete design/award contract 	<ul style="list-style-type: none"> - Q1 - Complete Blow Down pit and enclosure construction, start contract close out. - Q2 - Start procurement process for crossover track and wheel truing machine. - Q3 - Start construction of crossover track. - Q4 - Install wheel truing machine.
9. Increase awareness of Orange Line, Eastside and other capital projects	<ol style="list-style-type: none"> 1. Introduce Orange Line to maximize ridership 	<ul style="list-style-type: none"> - public awareness - ridership
10. Integrate updated signage standards into capital planning and construction	<ol style="list-style-type: none"> 1. Expand scope of project signage standards beyond transit-only wayfinding 2. Review materials to see if cost-neutral improvements can enhance project 3. Create standards document to accompany new projects prior to bidding process 	<ul style="list-style-type: none"> - Compliance to agency sign standards - Assist construction in implementation of new standards according to revised plans for Canoga Station, Eastside Extension, Expo and other capital projects - Insertion of signage participation and review into Joint Development matrix for new project design and implementation

Objective B

Work with contractors to provide a safe work site to minimize lost time accidents

Key Owner(s)

Roger Dames, James Brown, Eli Choueiry, Denise Longley, Aida Asuncion

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
<p>1. Provide Occupational Safety & Health services to contractors and other Metro Divisions</p>	<p>1. Provide educational & professional membership resources to Metro Construction Safety employees.</p> <p>2. Safety Employees will maintain or continue work toward obtaining required designations, including Construction Safety & Health Technician (CHST); Certified Safety Professional (CSP); Cal/OSHA Certified Underground Gas Tester & Underground Safety Representative.</p> <p>3. Construction Safety staff will provide professional development resources to Metro Staff (agency wide) to insure most current knowledge of staff supporting construction activities.</p>	<ul style="list-style-type: none"> - Each Metro Construction Safety employee will attend a minimum of one professional development course during the fiscal year. Information learned will be shared with the department through an "After Action Report". - Safety Employees will complete annual requirements to maintain current certifications. - Safety Employees not yet Board Certified as CSP's will complete one preparatory course and at least one attempt to pass the appropriate certification exam. - Metro Managers & Directors will make time available to their staff to attend the appropriate training as offered through the Construction Safety Department. - Conduct Tunnel Safety Awareness Orientation/Training classes for staff assigned to the MGLLE Project. Initial course sessions will be offered before the commencement of tunneling with additional sessions held as required.
<p>2. Compile and publish contractor incident statistics on a monthly basis for each Major Capital Project and smaller operations Capital projects as a whole.</p>	<p>1. Receive job specific incident information through the various resident engineers.</p> <p>2. Publish monthly, yearly and project to date statistics utilizing a standardized format.</p>	<ul style="list-style-type: none"> - Monthly publication of injury and incident summary reports for each Major Capital Project and smaller operations Capital Projects as a whole. - Use monthly reports to monitor and respond to (through various interventions) developing negative trends in the incident data. - Use monthly reports to monitor and reward/recognize developing positive trends in the incident data.

Goal 3

Exercise fiscal responsibility

Objective A

Manage the approved budget

Key Owner(s)

Lonnie Mitchell, Terry Matsumoto, Michelle Caldwell, Josie Nicasio, Elizabeth Bennett, Marion Colston, Diana Estrada

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Monitor actual performance versus planned performance	<ol style="list-style-type: none"> 1. OMB and Accounting will work with each business unit to determine the appropriate monthly financial performance measures and stretch goals for FY07. 2. OMB and Accounting will prepare monthly and quarterly financial performance reviews of each business unit. 3. OMB to provide monthly financial highlight reports to the Finance & Budget Committee detailing budget to actual variances including a budget outlook section forecasting the year-end budget variance. 	<ul style="list-style-type: none"> – Complete performance measures and reporting by end of Q1 FY06. – Complete development of strategic goals for FY07 by Q2 FY06. – Monthly reports to Finance & Budget Committee begin August 2005.
2. Use the Strategic Plan as the guide to create and operate within budget	<ol style="list-style-type: none"> 1. OMB and OD&T will review all operating and capital strategies in the FY06 Strategic Plan to ensure the projects are within the 10-year financial plan are viable and within the approved budget. 2. OMB and OD&T will collaborate to develop the updated FY07 Strategic Plan and include the fiscal constraints on the proposed capital and operational strategic plans. 	<ul style="list-style-type: none"> – Complete review of updated FY06 Strategic Plan by end of Q2 FY06.
3. Develop process to manage individual performance to the budget	<ol style="list-style-type: none"> 1. CEO and CFO will meet monthly with the heads of the strategic business units to review the KPIs to assess business unit performance. 	<ul style="list-style-type: none"> – Top Ten KPI's to be completed by end of Q1 FY06. Additional KPI's for remaining business units to be completed by end of Q4 FY06. – First meeting to be held during Q2 FY06.

Objective B

Implement efficient and effective cost allocation plans

Key Owner(s)

Lonnie Mitchell, Terry Matsumoto, Michelle Caldwell, Josie Nicasio, Diana Estrada

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Develop the FY06 cost allocation plan to comply with A-87	1. Accounting will coordinate with all cost centers to determine FY06 cost allocation plans.	– Complete FY05 cost allocation plan by June 30, 2006.

Objective C

Implement an integrated performance monitoring management system

Key Owner(s)

Lonnie Mitchell, Terry Matsumoto, Michelle Caldwell, Josie Nicasio, Elizabeth Bennett, Diana Estrada

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Determine additional KPIs that drive financial performance	<ol style="list-style-type: none"> 1. Meet with stakeholders to determine the measurement requirements and specification. 2. Monitor & report the frequency identified by the KPIs 3. Monitor & report on the remaining SBU's frequency identified by the KPIs 	<ul style="list-style-type: none"> – Obtain Executive Management agreement on the 10 additional relevant performance indicators prior to Q1 FY06. – Continue to monitor utilizing the scorecard reporting system beginning July 2005. – Determine additional KPIs by Q1 FY06.
2. Monitor actual performance versus planned performance	<ol style="list-style-type: none"> 1. OMB and Accounting will work with each business unit to determine the appropriate monthly financial performance measures and strategic goals for FY07. 2. OMB and Accounting will prepare monthly and quarterly financial performance reviews of each business unit. 3. OMB to provide monthly financial highlight reports to the Finance & Budget Committee detailing budget to actual variances including a budget outlook section forecasting the year-end budget variance. 	<ul style="list-style-type: none"> – Complete performance measures and reporting by end of Q1 FY06. – Complete development of strategic goals for FY07 by Q2 FY06. – Monthly reports to Finance & Budget Committee.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
3. Develop process to manage individual performance to the budget		<ul style="list-style-type: none"> – Ongoing monitoring of all KPIs for FY06. – First meeting to be held during Q2 FY05.

Objective D Conduct monthly performance monitoring reviews to assess financial performance

Key Owner(s) Lonnie Mitchell, Terry Matsumoto, Michelle Caldwell, Josie Nicasio, Elizabeth Bennett, Diana Estrada

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Determine additional key performance indicators that drive financial performance	<ol style="list-style-type: none"> 1. Monitor & report the frequency identified by the KPIs. 2. Monitor & report on the remaining SBU's frequency identified by the KPIs. 	<ul style="list-style-type: none"> – Continue to monitor utilizing the scorecard reporting system beginning July 2005. – Rollout the additional KPI's by Q1 FY06.
2. Monitor actual performance versus planned performance	<ol style="list-style-type: none"> 1. OMB and Accounting will work with each business unit to determine the appropriate monthly financial performance measures and stretch goals for FY07. 2. OMB and Accounting will prepare monthly and quarterly financial performance reviews of each business unit. 3. OMB to provide monthly financial highlight reports to the Finance & Budget Committee detailing budget to actual variances including a budget outlook section forecasting the year-end budget variance. 	<ul style="list-style-type: none"> – Complete performance measures and reporting by end of Q1 FY06. – Complete development of stretch goals for FY06 by Q2 FY07. – Monthly reports to Finance & Budget Committee.

Objective E Eliminate duplicate roles & responsibilities

Key Owner(s) Lonnie Mitchell, Terry Matsumoto, John Catoe, Rick Thorpe, Carol Inge, Matt Raymond, Elizabeth Bennett, Carolyn Flowers, Marion Colston

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Reduce non-essential internal materials	<ol style="list-style-type: none"> 1. Conduct form audit to identify un-needed materials. 2. Convert forms to electronic format. 	– Reduction in expenditures
2. Complete forms online program	<ol style="list-style-type: none"> 1. Upgrade website to be able to handle forms on line. 	– Reduction in expenditures

Objective F Improve the procurement process

Key Owner(s) Lonnie Mitchell, Terry Matsumoto

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Conduct study of Procurement processes and rules	<ol style="list-style-type: none"> 1. Follow up on recommendations by consultant to determine feasibility and authority to implement the changes 	– CEO and EO of Procurement department received the consultant's draft report in July 2004. Final report including recommendations for potential changes in Board Policy

Goal 4

Provide leadership for the region's mobility agenda

Objective A

Provide quality planning, technical analysis and programming

Key Owner(s)

Carol Inge, Frank Flores, Brad McAllister

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Integrate agency-wide plans (e.g. Service, LRTP, SRTP, Fleet, Facility and Financial forecasting)	<ol style="list-style-type: none"> 1. Working with other Department heads, review agency-wide service and capital plans as an input in developing the Long and Short Range Transportation Plans. 2. Integrate recommendations from service and capital plans into the Long & Short Range Transportation Plans, which enhance county-wide mobility, support the countywide transportation system, and can be implemented within available funding. 	<ul style="list-style-type: none"> - 100% alignment of all service and capital plans with the Board adopted Long & Short Range Transportation Plans, taking into consideration mobility, system compatibility, and funding availability. - Ensure that all agency-wide service and capital plans are compatible with each other, based on consistent assumptions.
2. Lead the region's mobility agenda	<ol style="list-style-type: none"> 1. Continue to expand Intelligent Transportation System Program, integrate additional agency, manage real time traffic information system and implement Metro multimodal web page. (June 2006) 2. Complete substantial work on the Arterial Master Plan. (June 2006) 3. Expand joint development opportunities. (June 2006) 4. Complete Bicycle Strategic Action Plan. (June 2006) 	<ul style="list-style-type: none"> - Implement Metro-sponsored plans and projects as scheduled. - 90% projects on budget. - 90% participation at COG/COG working group meetings related to transportation issues. - 100% of Technical Advisory Committee (TAC) meetings chaired. - 100% of adding at least three additional public agencies to the RIITS network.
3. Provide quality planning, programming and analysis for Los Angeles County projects and programs	<ol style="list-style-type: none"> 1. Complete significant work on the Goods Movement Action Plan. (June 2006) 2. Monitor Caltrans final design of Phase I, Priority 1 Soundwalls (packages 1,2, 3 & 4). (June 2006) 3. Initiate Metro Rapid corridor planning necessary to 	<ul style="list-style-type: none"> - Implement Metro-sponsored plans and projects as scheduled. - 90% percent projects on budget.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	<p>implement new Metro Rapid lines. (June 2006)</p> <p>4. Provide technical support to Construction Division during Eastside LRT transit project construction. (June 2006)</p> <p>5. Support completion of bid documents and start of final design for Exposition LRT Project. (June 2006)</p> <p>6. Secure Record of Decision for FEIS/FEIR for Exposition LRT Project. (Feb. 2006)</p> <p>7. Work with Santa Monica, County of LA, and City of LA to extend the Wilshire peak-hour bus only lane east and west of the demonstration segment. (June 2006)</p> <p>8. Award design/build contract for SR-134 soundwall. (Jan. 2006)</p>	
<p>4. Update Long and Short Range Transportation Plans</p>	<p>1. Prepare strategic financial and economic impact analyses that support LA County short/long range transportation plans. (June 2006)</p> <p>2. Complete the draft Metro Long Range Transportation Plan. (June 2006)</p> <p>3. Align plans, projects and financial forecasts for consistency with Long and Short Range Transportation Plans. (June 2006)</p> <p>4. Conduct travel demand model & GIS analysis for Long Range Transportation Plan, New Starts analysis, and other transportation corridors and technical studies. (June 2006)</p>	<p>– Update the LRTP in accordance with scheduled actions.</p>

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	5. Conduct regional transit planning activities ensuring coordinated county-wide transit planning and transit system development with municipal operators. Update the Regional Short Range Transit Plan. (June 2006)	
5. Serve as the state mandated Congestion Management Agency for LA County	1. Initiate countywide mitigation fee nexus study through the Congestion Management Program. (June 2006) 2. Conduct annual CMP conformity process for local jurisdictions. (January 2006)	– Implement the Congestion Management Program's annual conformity process.
6. Provide transportation modeling and GIS to implement effective mobility solutions	1. Conduct travel demand model & GIS analysis for Long Range Transportation Plan, New Starts analysis, and other transportation corridors and technical studies. (June 2006)	– Use the travel demand model and GIS tools to implement the Long Range Transportation Plan, New Starts analysis, and other technical analyses in accordance with scheduled actions
7. Manage multimodal Countywide Call for Projects program, including Signal/ITS, Freeway HOV, Bike, TEA, Arterial and Pedestrian projects	1. Manage and administer \$4 billion Regional Transportation Programming Database. (June 2006) 2. Manage and administer \$700 million Regional Programs element of Metro Budget. (June 2006) 3. Coordination and project management of Call for Projects process. (June 2006)	– 100% of MOUs developed and submitted for processing (cities). – 100% of MOUs developed and submitted for processing (for municipal operators) – 100% of applications needed to be filed for LA County projects and programs sponsored by others. – 100% of grant applications needed to be filed for Metro projects and programs. – \$750M available to pay on invoices received (for subsidies to others).
8. Conduct multimodal transportation corridor studies	1. Seek funding, set up multi-jurisdictional entity and prepare scope of work to begin environmental work for I-710 South Corridor study project/ project elements. (June 2006) 2. Complete technical studies for Crenshaw Corridor Phase I transit enhance-	– Implement Metro-sponsored plans and projects as scheduled.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	<p>ments. (March 2006)</p> <p>3. Follow up on North County Combined Highway Corridor study/ investigate reversible HOV car-pool concept for SR-14. (June 2006)</p> <p>4. Complete the Route 57/60 interchange feasibility study. (June 2006)</p> <p>5. Complete I-710 Gap Closure Feasibility Study. (May 2006)</p> <p>6. Complete initial work on Route 2 EIR. (June 2006)</p>	
9. Plan, promote and execute Mobility 21, California Transit Association (CTA) and Rail-Volution conferences	<p>1. Orchestrate annual meeting</p> <p>2. Produce all support materials for Mobility 21</p>	<p>– Coordinate annual meeting and quarterly workshops</p>
10. Establish standard project review program	<p>1. Establish monthly Project Review Team meeting</p>	<p>– 12 meetings</p> <p>– All project reviews</p>

Objective B Coordinate implementation of multimodal transportation programs with partner agencies

Key Owner(s) Carol Inge, John Catoe, Lynda Bybee, Rick Thorpe, Frank Flores, Brad McAllister, David Kim

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Identify, program, secure and maintain federal, state and local funding for the region	<p>1. Secure regional, state, and federal approvals for \$11 billion, 2005-2010 LA County RTIP. (June 2006)</p> <p>2. Manage and administer multi-million dollar regional fund programming balances from STIP, RSTP, CMAQ and TEA programs. (June 2006)</p> <p>3. Provide funding analyses for Bus Consent Decree as</p>	<p>– \$20M received from the Benefits Assessment Districts.</p> <p>– 100% of reassessment requests received and processed on schedule.</p> <p>– 100% of Local Return forms turned around within prescribed time period.</p>

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	<p>required. (June 2006)</p> <p>4. Prepare FY 2005 County-wide Funding Sources Guide. (June 2006)</p> <p>5. Manage and administer \$225 million Prop A and Prop C Local Return Program for LA County. (June 2006)</p> <p>6. Manage and administer state-mandated 2004 Triennial Audit for transit/paratransit services in LA County. (December 2005)</p> <p>7. Review and address Countywide Fare Policy issues. (June 2006)</p>	
<p>2. Government Relations and their consultant(s) will secure maximum funding through favorable transportation legislation for the region</p>	<p>1. Review federal, state, and local legislative initiatives and policy issues that may impact LA County transportation funding; support federal, state, and local legislative requests, including Metro federal funding requests for FY 2006 and FY 2007 US-DOT Appropriations. (June 2006)</p>	<ul style="list-style-type: none"> - Hold 88 meetings with LA County Congressional Delegation and Key Committee members to advocate support for Metro programs & projects - Make 75 contacts (via distribution of position documents) to advocate support for Metro and/or supported state legislation - Achieve 100% success in implementing Metro legislative programs at federal, state and local levels - Hold 12 meetings (1/month) with South California Legislative Group, CTA, CTC and self-help counties to discuss transportation-related issues - Provide timely input into the review of legislative initiatives and policy issues to secure maximum funding for transportation needs - Provide analyses and data to Government Relations in support of Metro legislative agenda
<p>3. Work with grantor agencies to secure maximum funding for the region</p>	<p>1. Administer and process over \$1 billion in funding agreements for LA County transportation improvements and services. (June 2006)</p> <p>2. Manage and administer \$1 billion in Countywide Transit Fund Allocations for Cities, Munis, Sub-</p>	<ul style="list-style-type: none"> - Perform New Starts Analyses per FTA-set submittal deadlines. - 100% of STIP allocation requests received. - 100% of STIP time extension requests received. - 100% of FAP Program funding allocated on schedule.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	<p>Regional Paratransit Providers, and Metrolink. (June 2006)</p> <p>3. Manage and administer over \$3.0 billion in federal, state, and local grant funding (from FY 2005 and previous years) for Metro projects and programs. (June 2006)</p> <p>4. Manage and administer \$15 million, LA County Federal Pass-Through Grant Program for various cities and agencies. (June 2006)</p>	
4. Manage multimodal Countywide Call for Projects program, including Signal/ITS, Freeway HOV, Bike, TEA, Arterial and Pedestrian projects	<p>1. Manage and administer \$4 billion Regional Transportation Programming Database. (June 2006)</p> <p>2. Manage and administer \$700 million Regional Programs element of Metro Budget.</p> <p>3. Coordination and project management of Call for Projects process. (June 2006)</p>	<ul style="list-style-type: none"> - 100% of MOUs developed and submitted for processing (cities). - 100% of MOUs developed and submitted for processing (for municipal operators) - 100% of applications needed to be filed for LA County projects and programs sponsored by others. - 100% of grant applications needed to be filed for Metro projects and programs. - \$750M available to pay on invoices received (for subsidies to others).
5. Establish standard project review program	1. Establish monthly Project Review Team meeting	<ul style="list-style-type: none"> - 12 meetings - All project reviews

Objective C Identify, program, secure and maintain funding for projects, programs and services countywide

Key Owner(s) Carol Inge, John Catoe, Lynda Bybee, Frank Flores, Brad McAllister

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Identify, program, secure and maintain federal, state and local funding for the region	<p>1. Secure regional, state, and federal approvals for \$11 billion, 2005-2010 LA County RTIP. (June 2006)</p> <p>2. Manage and administer multi-million dollar re-</p>	<ul style="list-style-type: none"> - \$20M received from the Benefits Assessment Districts. - 100% of reassessment requests received and processed on schedule. - 100% of Local Return forms turned around within prescribed time period.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	<p>gional fund programming balances from STIP, RSTP, CMAQ and TEA programs. (June 2006)</p> <p>3. Provide funding analyses for Bus Consent Decree as required. (June 2006)</p> <p>4. Prepare FY 2005 County-wide Funding Sources Guide. (June 2006)</p> <p>5. Manage and administer \$225 million Prop A and Prop C Local Return Program for LA County. (June 2006)</p> <p>6. Manage and administer state-mandated 2004 Triennial Audit for transit/paratransit services in LA County. (December 2005)</p> <p>7. Manage and administer FY 2006 LA County Consolidated NTD Report. (June 2006)</p> <p>8. Review and address Countywide Fare Policy issues. (June 2006)</p>	
2. Establish standard project review program	1. Establish monthly Project Review Team meeting	<ul style="list-style-type: none"> – 12 meetings – All project reviews

Goal 5

Develop an effective and efficient workforce

Objective A

Enhance a safety conscious culture throughout Metro, its customers and business partners

Key Owner(s)

Andrea Burnside, Jack Gabig, Brenda Diederichs, Stefan Chasnov, Greg Kildare, Marion Colston, Vijay Khawani

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Strengthen the Return to Work Program	1. Enhance the tracking process for the different types of leave of absences to track transitional duty employees.	<ul style="list-style-type: none"> – Reduce the annualized lost workdays to average of 655 per 100 employees, by 06/30/06. – Reduce the annualized number of new reported workers' compensation claims per 100 employees to 15.4 by 06/30/06. – Reduce the total workers' compensation expenditures for medical, indemnity and allocated loss adjustment expenditures for FY06 to \$45 million.
2. Develop and identify a list of Metro approved industrial clinics for service sector geographic areas	1. Increase Metro management compliance with the Metro Return to Work Program	<ul style="list-style-type: none"> – By Q4 FY06 5% reduce the lost work days by 10%.
3. Expand Return to Work Program to non-occupational leaves of absence	1. Identify eligible return to work candidates	<ul style="list-style-type: none"> – 5% participation in return-to-work program for FY06; 10% for FY07 – Reduce number of employees on non-occupational and occupational leaves of absence to between 550 and 600

Objective B

Recruit and select employees to meet job requirements

Key Owner(s)

Brenda Diederichs, Linda Wright, Marion Colston,
Stefan Chasnov, Andrea Burnside, Greg Kildare, Vijay Khawani

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Conduct a workforce analysis	<ol style="list-style-type: none"> 1. Maintain a qualified workforce identifying staff needs, changing skills, abilities and positions. 2. Continue to re-evaluate and modify selection process for rail operators. 	<ul style="list-style-type: none"> – By 2007, process job audits within 14 days – By 2007, increase number of managers promoted from the internal workforce – By Q3 & Q4 FY06, identify and forecast the total number of positions required to conduct Metro's day-to-day core business each year through 2007. – By Q4 FY06, reduce Rail hiring process cycle time for rail operators by 25% – By 2006, track the total number of exit interviews completed by HR per year – By Q3 & Q4 FY06, based on the total number of positions required, complete review of 50% of hard-to-fill positions as defined by the Human Resources Department, per year. – Identify, project and address the future staffing needs of at least ¼ of LACMTA's cost centers – Maintain existing LACMTA turnover rate at current levels (8-9%) by being proactive with departments in identifying trends and employee concerns – Administer exit interview questionnaires to at least 1/3 of employees who voluntarily resign or retire
2. Analyze total compensation in relation to recruitment & compensation	<ol style="list-style-type: none"> 1. Maintain market competitiveness in relation to compensation 2. Analyze overtime pay regarding entry level positions 	<ul style="list-style-type: none"> – By Q2 FY06, complete salary survey for all employee classifications bi-annually – By Q2 FY06, continue to complete 100% of salary compensation reviews for all job classifications bi-annually. – By 2006, reduce overtime costs for all job classifications per year by 20%.
3. Keep agency & individuals competitive (skills assessment)	<ol style="list-style-type: none"> 1. Reduce turnover rates using information exit interview survey with respect to bus operators and mechanics 2. Modify minimum qualifications for recruitment 3. Retain training inventory 	<ul style="list-style-type: none"> – By 2007, decrease attrition rate of Business Development Operations Facility operators & mechanics by 10% during the probationary period – By the end of Q2 FY06, 75% of all hiring departments will determine and update the minimum qualifications required for each job classification.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	(internal & external)	<ul style="list-style-type: none"> – By the end of Q4 FY06, 50% of all external training reported to the central database, per year through 2007.
4. Streamline Human resources policies and processes/ efficiently manage human resources	<ol style="list-style-type: none"> 1. Track the number of applicants successfully completing probation 2. Increase recruitment and selection accountability of the hiring departments. 3. Project future skill needs, identify current skills, and identify gaps 	<ul style="list-style-type: none"> – By 2007, report on the total number of applicants per year who successfully completed their probationary period. – By Q4 FY06, reduce the number of weeks to recruit and select a new employee from 5 weeks to 4.5 weeks – By end of Q1 FY06, train 100% of all managers/supervisors on HR hiring practices – For FY06, convene 12 Training Council meetings (1 meeting per month) to determine how to improve utilization and coordination of training resources. – Conduct and facilitate organizational development intervention models with individual departments to improve/reduce cycle time, streamline processes and increase operational effectiveness. – Design & develop a “How to Write FY07 KPI’s” agency wide training program per OMB.

Objective C

Invest in employee development

Key Owner(s)

Brenda Diederichs, Linda Wright, Marion Colston, Stefan Chasnov, Andrea Burnside, Greg Kildare, Vijay Khawani

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Design, develop, acquire and realign training programs	<ol style="list-style-type: none"> 1. Complete individual Employee Development Plans in FY06 2. Integrate & increase utilization of Metro’s centralized training database 3. Partner with professional and transit associations (i.e. APTA, COMTO, SCRRTC, TFLEX) to share knowledge and information 	<ul style="list-style-type: none"> – By Q2 FY06, update electronic Individual Performance Plan instrument to reflect new FY06 Strategic Plan goals & objectives. – Conduct 1 IPP course for managers & supervisors, and 1 IPP course for employees per quarter. – Provide core training programs every quarter (e.g. Safety 1st, Computer Software Training, Employee & Management Development and New Employee Orientation). – By Q2 FY06, write and submit for approval Caltrans Transit Professional Development Grant for paid high school and college internships.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
		<ul style="list-style-type: none"> - By Q4 FY06, decrease overall per hour cost of employee training activities by 10 % per year through 2007. - By Q4 FY06, train 100% of all managers/supervisors on IPP program, per year through 2007. - By Q4 FY06, 75% utilization of the online training registration and tracking database by Metro's Training Council representatives, through 2007. - By Q4 FY06, partner with other transit associations and stakeholders and secure FTA funding as required per year, through 2007.
2. Determine career paths	<ol style="list-style-type: none"> 1. OD&T & OCI continue to meet with Training Council representatives to determine training needs 2. Provide employees with information regarding career paths & steps to promotion 3. Create mentoring, apprenticeships, on-the-job training and/or job rotation programs for Metro jobs. 4. Create a Metro University with internal guest lecturers, using an external training series format. 	<ul style="list-style-type: none"> - By 2007, increase average training hours per month for contract employees by 5% - By 2007, increase average training hours per month for non-contract employees by 10% - By Q4 FY06, determine and increase the number of Metro jobs that have a career path by 10% per year, through 2007. - By Q4 FY06, identify and increase the number of Metro jobs by 10% per year, as having a succession planning program, through 2007. - For FY06, convene 12 Training Council meetings (1 meeting per month) to determine how to improve utilization and coordination of training resources. - Partner with external training organizations to provide quality in-house training at a cost-savings to the agency by offering external training in-house versus spending training dollars and travel costs to send employees outside.
3. Succession planning	<ol style="list-style-type: none"> 1. Maintain a sufficient number of employees in the Qualified Candidate Pool 2. Develop a list of qualified employees, who are trained and ready to move into a position 3. Create Transportation Management Trainee Program, job rotation program, on-the-job training program and/or apprenticeship program for 	<ul style="list-style-type: none"> - By 2007, increase number of job openings filled by internal candidates by 5 % - By Q4 FY06, identify 15% of all Metro employees who are certified and qualified to promote in lateral, promotional Metro positions, per year, through 2007. - By Q4 FY06, develop a pilot program to address management trainee program, job rotation program, on-the-job training program and/or apprenticeship program, etc.

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
	Metro employees.	

Objective D Exercise consistent application of the collective bargaining agreements

Key Owner(s) Brenda Diederichs, Linda Wright, Marion Colston, Stefan Chasnov, Andrea Burnside, Greg Kildare, Vijay Khawani

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Improve employee communication outreach	<ol style="list-style-type: none"> 1. Conduct in-service training sessions for all MOP training programs 2. Partner with OD&T to conduct 2 in-service training sessions with Transit Operations management on approved labor agreements 3. EO, Labor & Employee Relations meet bi-weekly with GMs and the DCEO. 	<ul style="list-style-type: none"> – Coordinate mandatory Management Orientation Program classes for all managers & supervisors by Q4 FY06 (Alcohol & Drug Free Work Environment and Sexual Harassment Prevention). – Improve response time to UTU grievances after hearings: by FY05 Q4, respond to 95% within 45 days of hearing. – Maintain current level of response time to ATU grievances after hearings: 100% response within 22 days.
2. Design, develop, acquire and realign training programs	<ol style="list-style-type: none"> 1. Provide labor and employee relations training to sector staff at their sectors 2. Meet bi-monthly with Transportation management and quarterly with Maintenance management to review contract interpretation. 	<ul style="list-style-type: none"> – By FY06 Q4 have monthly scheduled labor training sessions at all the Sectors. – In FY06 begin to utilize meeting to develop productivity changes and improvements to the collective bargaining agreements during negotiations in 2006.

Objective E

Strengthen the labor management working relationship

Key Owner(s)

Brenda Diederichs, Linda Wright, Marion Colston, Stefan Chasnov, Andrea Burnside, Greg Kildare, Vijay Khawani

STRATEGY	ACTION STEPS	KEY PERFORMANCE INDICATORS/DESIRED OUTCOMES
1. Improve employee communication outreach	<ol style="list-style-type: none"> 1. Conduct in-service training sessions for all MOP training programs 2. Partner with OD&T to conduct 2 in-service training sessions with Transit Operations management on approved labor agreements 3. Labor Relations hosts quarterly labor/management meetings. 4. Labor Relations meets regularly with each union to introduce new policies, programs, systems, etc. 5. Labor Relations meets regularly with each union to resolve grievances and appeals. 	<ul style="list-style-type: none"> – By 2007, convene an in-service training session Q2 & Q4 of each year. – Labor/management meeting held each quarter
2. Design, develop, acquire and realign training programs	1. Convene Joint Labor Management Meetings throughout life cycle of proposed project to partner in the development and application of all training programs.	<ul style="list-style-type: none"> – By the end of the 2006 round of negotiations, labor and management make joint presentations on the application of contractual changes. – By 2007, labor and management jointly develop training material in the application of new statutes and enactment of new labor laws.

Individual Performance Plan - Overview

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 will permit an opportunity to realign the strategic goals, objectives and strategies. Each year Metro 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 Metro’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, with one primary objective, agency-wide performance measurements and outcomes.

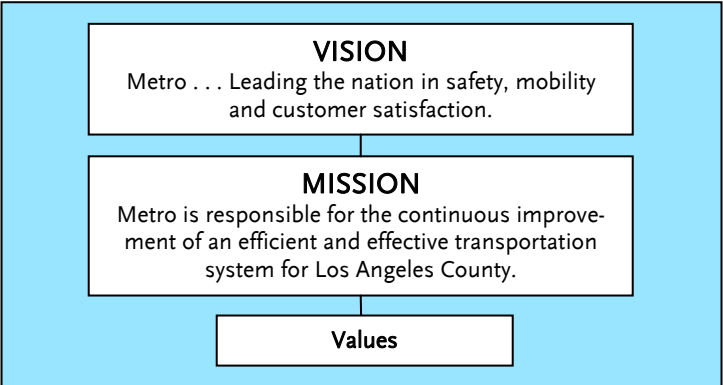
It is for this reason, I am requesting that every manager/supervisor complete a written individual performance plan for his or her non-represented and AFSCME employee(s). This individual performance plan will act as the performance appraisal evaluation process for non-represented and AFSCME represented 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 designed/developed an “*Individual Performance Planning Workbook*” 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 performance evaluation is 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. This workbook 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.

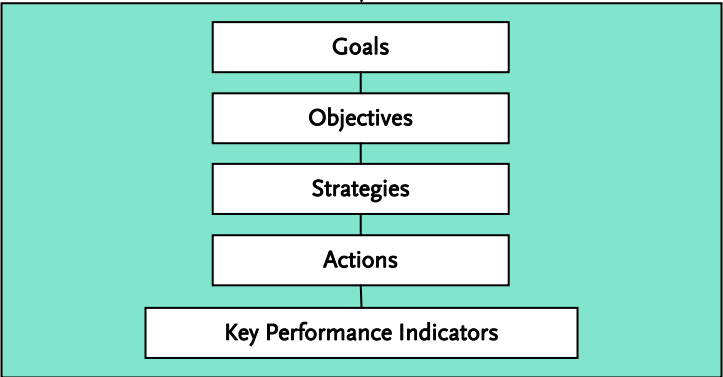
More importantly, this workbook will demonstrate that the agency has one common purpose to “*lead the nation in safety, mobility and customer satisfaction*”. The Individual Performance Planning Workbook will clearly outline who is responsible for ensuring the performance measurements and outcomes are achieved.

Individual Performance Plan - Model

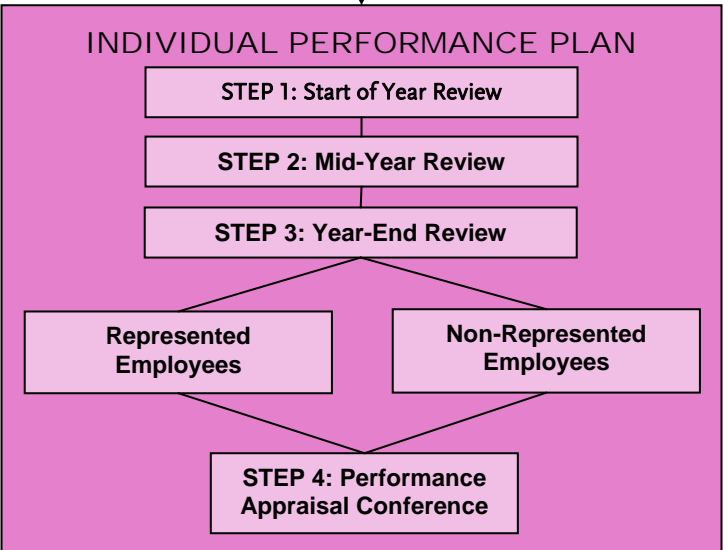
Approved by CEO



Developed by Management, Approved by CEO



Developed by Supervisor & Employee



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:
SECTION I: PERFORMANCE FACTORS –Values				
VALUES	DESCRIPTION			RATING
Safety	Safety's 1st for our customers, employees and business partners. Accidents and injuries are preventable.			Commendable
Employees	Employees are our most valuable resource and are to be treated with mutual respect and provided opportunities for professional development.			Commendable
Fiscal Responsibility	Individually and as a team, we are accountable for safeguarding and wisely spending taxpayer dollars entrusted to Metro.			Commendable
Integrity	We rely on the professional ethics and honesty of every Metro employee.			Commendable
Innovation	Creativity and innovative thinking are valued and new ideas are welcomed.			Commendable
Customer Satisfaction	We strive to exceed the expectations of our customers.			Commendable
Teamwork	We actively seek to blend our individual talents in order to be the best in the nation.			Commendable
SECTION II: PERFORMANCE OBJECTIVES – Core Business Goals				
CORE BUSINESS GOALS	STRATEGY	INDIVIDUAL PERFORMANCE OBJECTIVES		RATING
Improve transit services	Implement new Rapid lines	<i>[Include detailed action steps to be performed this fiscal year]</i>		Commendable
	Begin operation of Metro Orange Line	<i>[Include detailed action steps to be performed this fiscal year]</i>		Commendable
	Improve and maintain cleanliness of buses, rail-cars, stations and other facilities	<i>[Include detailed action steps to be performed this fiscal year]</i>		Commendable
Deliver quality capital projects on time and within budget	Achieve substantial completion of Orange Line construction	<i>[Include detailed action steps to be performed this fiscal year]</i>		Commendable
	Construct Canoga Station/Park and Ride	<i>[Include detailed action steps to be performed this fiscal year]</i>		Commendable
	Complete final design and start construction of major critical path schedule activities of the Metro Gold Line Eastside Extension	<i>[Include detailed action steps to be performed this fiscal year]</i>		Commendable

Professional Development:

SECTION III: OVERALL PERFORMANCE RATING

Outstanding Commendable Effective Needs Improvement Unacceptable

Supervisor Comments:

Employee Comments:

SECTION IV: SIGNATURES & APPROVALS

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: _____

Supervisor: 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: _____

Reviewer: 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 which state each employee is an integral part of the Metro 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 input into the performance planning process with regard to goal setting, productivity, performance measurements and the achievement of performance outcomes.

Metro'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 –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 a Metro employee. At the end of year 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 – Core Business 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 and make a decision regarding the employee’s overall performance rating. The overall performance rating will be forwarded to the respective Executive Officer for final approval.

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 – 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
- Submits 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 and 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 Metro/PTSC 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.

Special Thanks from the CEO's Office

Staff members throughout Metro have played a role in developing the strategic plan. The contributors include:

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FY05 Strategic Plan – ACCOMPLISHMENTS

(Last updated October 2005)

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
GOAL 1: Improve transit services	A: Efficiently and effectively operate service sectors	Streamline procedures for signage, timetables and shake-up coordination	<ul style="list-style-type: none"> – Established Best Practices Committee
		Implement new Rapid Lines	<ul style="list-style-type: none"> – Currently, 11 Metro Rapid lines are in service, speeding up passenger travel times throughout LA County. – The two newest Metro Rapid bus lines implemented December 20, 2004 are Line 740 via Hawthorne Blvd., Crenshaw Blvd., Martin Luther King Blvd., Broadway and Aliso/Arcadia streets and Line 780 between Hollywood and Vine and Pasadena City College in Pasadena.
		Improve and maintain cleanliness of buses, railcars, stations and other facilities	<p><u>Bus:</u></p> <ul style="list-style-type: none"> – In addition to routine daily inspections by Maintenance Managers, a Quality Assurance team tracks bus cleanliness each month. – 20% of the fleet of a division is reviewed and rated in 16 categories. – Scores are included in the monthly Operations Management Performance Report. – Cleanliness is one of the four scoring criteria for Bus Maintenance Divisions in the How You Doin’ performance incentive program. – The division with the highest score wins the monthly program award and recognition within the agency.
		Promote the usage of transit lines to utilize excess capacity	<ul style="list-style-type: none"> – Multiple route promotions completed. – New resident program generated 10% response rate. – Local community marketing program near launch. Route profiling and productivity project underway.
		Streamline procedures for signage, timetables and shake-up coordina-	COMPLETED

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
		tion	
		Upgrade website	<ul style="list-style-type: none"> - New Google search engine installed. - New sector web sites up. - Continual content management improvements. - Web site attracts over 200,000 original visitors monthly - 35,000 trip plans processed daily - Coordinating with Library on archiving
		Promote local management of transit service	<ul style="list-style-type: none"> - In collaboration with OMB, developed Key Performance Indicators to monitor major Operations' cost drivers. - Sector awareness over 40%. - COMPLETE: "Know Metro" implemented in three markets. - Study completed - Expanding to other markets
		Enhance customer information service and response	<ul style="list-style-type: none"> - Implemented enhanced complaint tracking and reporting system. - Reallocated staff for improved phone coverage. - COMPLETE: Tracking system created - Number of calls managed. - COMPLETE: TripMaster implemented
		Track customer satisfaction and public opinion regarding agency products and services	<ul style="list-style-type: none"> - Continued semi-annual customer satisfaction survey. - Continued on-going public opinion survey. - COMPLETE: All studies completed on schedule.
		Integrate graphic standards into agency operations	<ul style="list-style-type: none"> - Converted vehicles to new graphic standards. - In FY04 painted 233 buses poppy and 67 red; July – Sept 2004 painted 78 buses poppy. - COMPLETE: graphic standards and sign standards manuals in operation - Graphic conversion progressing

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
		Increase participation in rideshare and pass programs	<ul style="list-style-type: none"> - Rideshare program participation has increased. - COMPLETE: Real-time system operational. 100,000 visits YTD. 5,300 registered online
		Expand customer outreach	COMPLETED
	B: Improve service quality and capacity for bus and rail systems	Add service levels per consent decree order	<p>For Consent Decree:</p> <ul style="list-style-type: none"> - Added 143 buses, 290,000 in-service hrs - Changed ratios of buses: mechanics (meeting or exceeding industry standards) and creatively scheduled buses using HASTUS - Judge ruled in favor of Metro regarding use of Division 1 adjacent property - Established operations an Auxiliary Bus Division to Division 1 at Terminal 31, and relocated Terminal 31 layover operations to an adjacent parking lot at RRC. - Shake-ups were implemented on schedule, Dec.19 <p>Other service improvements include:</p> <ul style="list-style-type: none"> - Terminated low productivity Line 576 - Opened four new Metro Rapid Lines since June 2004 - Approved permanent Wilshire Boulevard Dedicated Transit Lane; Board directed staff to review opportunities for expansion
		Implement new Rapid lines	<ul style="list-style-type: none"> - Currently, 11 Metro Rapid lines serve to help speed up passenger travel times throughout LA County. - The two newest Metro Rapid bus lines implemented December 20, 2004 are Line 740 via Hawthorne Blvd., Crenshaw Blvd., Martin Luther King Blvd., Broadway and Aliso/Arcadia streets and Line 780 between Hollywood and Vine and Pasadena City College in Pasadena; in addition to the 16.5-mile Vernon/La Cienega Metro Rapid and the 10-mile Soto Metro Rapid
		Improve transit service reliability and on-time performance	<ul style="list-style-type: none"> - Monthly Operations Management Performance Reports are distributed to managers that track service reliability and perform-

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			<p>ance</p> <ul style="list-style-type: none"> - Sectors provide a monthly detailed report to the Board of Directors regarding actions taken to improve performance in this area - Reliability and on-time performance area two of the scoring criteria for Bus Transportation and Maintenance Divisions in the How You Doin' performance incentive program. The divisions with the highest score win the monthly program award and recognition within the agency.
		Design and implement bus system restructuring, "Metro Connections"	<p>Phase 2: identified and evaluated 81 centers and performed corridor analysis for 2010 using the SCAG model.</p> <ul style="list-style-type: none"> - Resulted in identification of 17 Regional and 27 Subregional Centers, along with definition of major travel corridors between Regional Centers. - Identified draft Regional Service Network based on analysis and outreach. - More than 120 briefings seeking stakeholder input have been conducted. - Six focus groups of users and non-users were held to solicit comments on Metro's current services and proposed service concepts to be implemented through Metro Connections.
		Promote the usage of transit lines to utilize excess capacity	<ul style="list-style-type: none"> - Promoted routes with excess capacity. - Promoted off-peak ridership to various area attractions.
		Enhance customer information service and response	<ul style="list-style-type: none"> - Formed voluntary employee program, the South Bay Customer Complaint Coalition. - Will conduct surveys at terminals to determine how to improve service; answer questions regarding services; assist with classes formulated to assist operators with customers - COMPLETE: Tracking system created - Number of calls managed. - COMPLETE: TripMaster implemented
		Streamline procedures for signage, timetables and shake-up coordina-	<ul style="list-style-type: none"> - COMPLETE: Service changes completed on time. New timetable design implemented

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
		tion	
		Upgrade website	<ul style="list-style-type: none"> - Continually being upgraded. - Focus groups reviewing website. - COMPLETE: website upgraded. New virtual tour added. Improved searching capabilities. Site redesign
		Integrate graphic standards into agency operations	<ul style="list-style-type: none"> - Graphic and sign manuals created. - COMPLETE: graphic standards and sign standards manuals in operation - Graphic conversion progressing
		Track customer satisfaction and public opinion regarding agency products and services	<ul style="list-style-type: none"> - Formed voluntary employee program, the South Bay Customer Complaint Coalition. - Will conduct surveys at terminals to determine how to improve service; answer questions regarding services; assist with classes formulated to assist operators with customers - COMPLETE
		Increase participation in rideshare and pass programs	<ul style="list-style-type: none"> - Rideshare program participation has increased. - COMPLETE: Provide ride matching in real-time via internet
		Expand customer outreach through outreach and kiosk program	<ul style="list-style-type: none"> - Formed voluntary employee program, the South Bay Customer Complaint Coalition. - Will conduct surveys at terminals to determine how to improve service; answer questions regarding services; assist with classes formulated to assist operators with customers - Kiosk Information to test pilot – In Progress: hardware procured. Software being developed. Employers requesting prototypes.
	C: Maximize Fleet capacity to meet service expansion	Add Service Levels per Consent Decree order	<ul style="list-style-type: none"> • Approved the purchase of 75 additional 40-foot CNG buses to comply with the Consent Decree; approved funding for the addition of 208,250 hours of Consent Decree service in FY05. • For Consent Decree: <ul style="list-style-type: none"> - Added 143 buses, 290,000 in-service hrs

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			<ul style="list-style-type: none"> - Changed ratios of buses: mechanics (meeting or exceeding industry standards) and creatively scheduled buses using HASTUS - Judge ruled in favor of Metro regarding use of Division 1 adjacent property - Identified interim satellite bus yard located centrally downtown at Terminal 31 - Shake-ups were implemented on schedule, Dec.19 <p>Other service improvements include:</p> <ul style="list-style-type: none"> - Opened four new Metro Rapid Lines since June 2004 - Approved permanent Wilshire Boulevard Dedicated Transit Lane; Board directed staff to review opportunities for expansion
		Align bus fleet plan and rail infrastructure plan with Financial and Long Range Transportation Plans	<ul style="list-style-type: none"> - Began acceptance of 45-foot buses for revenue service. - 2550 Rail Car Integrated Project Team (IPT) conducted First Articles Inspections on major subsystems and site review of production facilities; IPT inspector now on site in Italy until completion.
		Increase participation in rideshare and pass programs	<ul style="list-style-type: none"> - Rideshare program participation has increased. - COMPLETE: Provide ride matching in real-time via internet
		Expand customer outreach through outreach and kiosk program	<ul style="list-style-type: none"> - Kiosk program in development. - Equipment purchased. - Programming being updated. - Kiosk Information to test pilot – In Progress: hardware procured. Software being developed. Employers requesting prototypes.
	D: Improve, expand and add operating facilities	Utilize design/build approach for capital improvements projects	<ul style="list-style-type: none"> - Approved/certified Initial Study/Mitigated Negative Declarations for Division 4 Expansion and Division 9 Transportation Building - Approved life of project budgets for the Metro Green Line Division 22 Blow Down facility and Metro Blue Line Division 11 Facility Expansion

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
		<p>Improve and maintain cleanliness of buses, rail-cars, stations and other facilities</p>	<p><u>Bus:</u></p> <ul style="list-style-type: none"> - In addition to routine daily inspections by Maintenance Managers, a Quality Assurance team tracks bus cleanliness each month. - 20% of the fleet of a division is reviewed and rated in 16 categories. - Scores are included in the monthly Operations Management Performance Report. - Cleanliness is one of the four scoring criteria for Bus Maintenance Divisions in the How You Doin' performance incentive program. - The division with the highest score wins the monthly program award and recognition within the agency.
	<p>E: Implement innovative technologies</p>	<p>Implement Advanced Transportation Management System (ATMS)</p>	<ul style="list-style-type: none"> - Completed ATMS Phase I Systems Acceptance Test Certification for 2,400 buses; started Phase II - Automatic Vehicle Annunciation systems test & acceptance. - Conducted training at divisions for implementation of UFS and ATMS - Reviewed the prototype CNG articulated bus to go into service on the Orange Line next summer - Coordinated and conducted training for Transit Operations employees: <ul style="list-style-type: none"> • Microsoft Windows prerequisite training in preparation for M3 for 9 employees • Operations Computer Program training for 119 employees • PC101: Essential Concepts to Personal Computer for 66 employees
		<p>Implement Universal Fare System (UFS)</p>	<ul style="list-style-type: none"> - Began UFS bus pilot at Division 9 in El Monte - Conducted training at divisions for implementation of UFS and ATMS - Implemented Phase 1 of UFS, installing and testing fare boxes at Div. 9. Applying lessons learned to next phase of roll out.

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
		Implement Maintenance, Materials and Management (M3) System	<ul style="list-style-type: none"> - M3 installation complete in Rail Divisions and RRC, have not rolled out at bus divisions.
		Launch Transit Access Pass (TAP)	<ul style="list-style-type: none"> - Technical Specifications for both the Regional Central Computer and TAP Customer Service/Financial Clearinghouse have been completed. - Board approved Regional Central Computer acquisition and in process of executing this procurement.
	F: Improve transit security of bus and rail systems	Increase security presence and improve security systems	<ul style="list-style-type: none"> - LASD conducted anti-tagger sting; arrested 44 people; 270+ homes of suspected taggers visited; over past year, 267 vandals arrested (95% convicted; 107 caused \$750K damages) - Received \$1.5 million security training grant from the Federal Department of Homeland Security (DHS) and \$750,000 grant from California DHS. - Purchased new dog "Kona" trained to identify the presence of guns. - South Bay Sector collaborating with LASD to implement "NEAR" (Non-Emergency Assistance Request) Pilot Program; effective method of responding to "non-emergency" public safety needs aboard buses. - Upgraded Metro Security's weapons to be comparable to those of LASD. - Coordinated and/or conducted Safety 1st Training for 122 employees - Coordinated Transit Terrorism Awareness Training and Terrorism Activity Recognition & Reaction Training sessions for 569 employees - Coordinated 3 National Transit Institute (NTI) Terrorism Activity Recognition & Reaction Training sessions for 89 Metro Security employees - Partnered w/Procurement to draft and review Homeland Security scope of work
	G: Acquire and deliver cost effective materials and supplies	Implement inventory rebuild and manufacturing charge back program (FY05)	<ul style="list-style-type: none"> - Charge-Back Program elements completed. Implementation rescheduled for July 1, 2006 due to delays in M3 rollout to bus sector maintenance operations.

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
		Implement supplier management program (FY05, 06,07)	<ul style="list-style-type: none"> - Supplier Management Program identified team members and milestones for MS Project; conducted survey and reviewed similar programs in other agencies - Team members responsible for the project have been identified. - Milestones have been identified and are being set-up in MS Project. - A survey has been conducted of 7 transit agencies to determine if they have a SMP in place. - Discussions have been held with Spear Technologies to develop and enhance M3 reporting system for vendor performance. - Information received on similar SMP programs from both commercial and public organizations is being reviewed for METRO application. - Implemented Supplier Qualification Evaluation form on a RFIQ for MRL traction motor overhaul. - Developed Supplier Performance Matrix that identifies criteria for monitoring supplier performance. - On a limited, manual test basis, continuing to monitor and track supplier performance. Criteria includes past due orders, incorrect material delivered, defective material delivered, incorrect quantities delivered. - Developed Request for Statement of Interest form to be used for identifying, developing and expanding our rail supply base to increase competition. - Assembled and organized documents into the various sections that will comprise the SMP program. - Developed list of items that have been identified for strategic sourcing evaluation. - Developed draft specification on 2-1-05 for programming Vendor Performance Summary Report in M3
		Implement agency-wide material planning program (FY05, 06,07)	<p>Roles and responsibilities</p> <ul style="list-style-type: none"> - The DEO of Material Management and the DEO of Central Maintenance have met and are in agreement over roles and responsibilities involving material planning and pro-

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			<p>duction planning.</p> <ul style="list-style-type: none"> - 5 FTEs transferred from Material Mgmt to Central Maintenance in response to role & responsibility agreement. Material Mgmt (Material Planner) plans material requirements for rebuild inventory and Central Maintenance (Production Planner) plans and schedules labor requirements to supply inventory rebuild requirements. <p>M3 Material Planning Module</p> <ul style="list-style-type: none"> - M3 Material Forecasting Module completed and installed for final testing. Testing is in process, which will be followed by application training prior to full implementation. - Business Unit Testing and training tentatively scheduled for June 2005. - FY 06 Material Forecast – Rebuild Inventory - FY 06 Material Forecast approved by both Material Mgmt and Central Maintenance - The plan incorporates an austere production plan with purchases of new components to compensate for production austerity.
		<p>Implement 10-year Material Warehousing plan for future inventory storage needs</p>	<ul style="list-style-type: none"> - Created project team for 10-Year Material Warehousing Plan. - Began gap analysis; developed project outline; primary research of Metro's proposed capital projects & identified 11 additional warehouse projects through 2012 - Key stakeholders were assembled and the project team has been created. - Gap analysis: Inventory Management has begun quantifying inventory needs in relation to future bus and rail service expansion projects; facility requirements for new/additional fleets coupled with projected fleet retirement schedules - Project outline developed for 10-year plan, by line of business and fiscal years ranging from FY 05 thru FY 15. - Completed primary research of Metro's proposed capital projects through FY 12 utilizing Bus, Rail and Countywide strategic plans and assessments published/issued within last six months.

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			<ul style="list-style-type: none"> - Identified eleven additional warehouse projects through FY 12. - Completed the review of Metro's 25-year Long Term Plan for future projects effecting future warehouse - Submitted the first part of the 10-year forecast as part of the FY 06, Metro 5-year capital call for management consideration and approval.
<p>GOAL 2: Deliver quality capital projects on time and within budget</p>	<p>A: Design and build quality projects</p>	<p>Achieve substantial completion of Orange Line construction</p>	<ul style="list-style-type: none"> - Revised EIR adopted by Board in December 2004 <ul style="list-style-type: none"> • Addendum for additional parking for Canoga Station approved by Board in January 2005 - Contractor is continuing intersection construction with 24 of 31 total intersections reopened for automobile traffic. Five (5) intersections under construction; 8 pending - Board approved a new Delay Mitigation Agreement on 12/31/04 <ul style="list-style-type: none"> • Language finalized and document executed 01/28/05 • Contractor commenced 60 hour work week - Convened monthly Orange Line Strategic planning meetings to achieve goal outcomes
		<p>Receive Full Funding Grant Agreement and start Gold Line Eastside Extension construction</p>	<ul style="list-style-type: none"> - Revision 4 to the Project Management Plan submitted to the Federal Transit Administration - Started fabrication of tunnel boring machines, tunnel liner molds ordered shaft cranes, locomotives and muck bins required for tunneling <ul style="list-style-type: none"> • Fabrication of the tunnel boring machines and tunnel liner molds is underway - Started procurement of soldier piles, concrete decking and beams; delivering soldier piles to the site <ul style="list-style-type: none"> • Boyle Station soldier pile installation is 99% complete

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			<ul style="list-style-type: none"> - Completed building demolition at 1st and Boyle; nearing completion at 1st and Soto <ul style="list-style-type: none"> • Completed building demolition and underground gas tank removal at the Soto Station site - Contractor for C0802-101 Freeway Bridge Overcrossing is mobilizing and site demolition started - Received FFGA at end of FY04 - Design/Builder has completed the design basis, geotechnical reports, Boyle Station schematic design and the 85% design of the East Portal retaining wall - Boyle Station 85% design, Soto Station schematic design and Segment 7 civil design are in progress - Permeation grouting at the Boyle Station area and I-5 Freeway has begun - Caltrans contractor for Contract C0802 has begun site demolition, traffic controls, and bridge foundation work
		Exposition Line	<ul style="list-style-type: none"> - Board approved bond funding for the Project - Completion of Peer Review on proposed project delivery approach - Completion of FEIS/EIR technical work - Initiation of Preliminary Engineering, Part II
		Begin construction of Division 11 and Division 22 improvements	<p>Division 11:</p> <ul style="list-style-type: none"> - Revised scope and secured additional funding - Awarded the contract - Reviewing Contractors 85% design package for SI-4 Building and parking lot <p>Division 22:</p> <ul style="list-style-type: none"> - Awarded the contract - Blow Down Facility Construction is on schedule - Service Pit excavation and foundation was completed
		Increase awareness of Orange Line, Eastside	<ul style="list-style-type: none"> - Identified a list of Community Outreach and Marketing activities

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
		and other capital projects	<ul style="list-style-type: none"> – Prepared strategic planning documents and facilitated 2 Eastside sub-committee job meetings to identify and determine Eastside jobs programs
		Integrate updated signage standards into capital planning and construction	<ul style="list-style-type: none"> – Updated standards integrated into Orange Line plans including Canoga Station and implemented during construction. – Standards integrated into design plans for Eastside Extension and Expo light rail projects.
	B: Develop integrated project tracking system	Deliver an Integrated Project Tracking System	The decision was made by the CEO not to pursue a new system as this time. Efforts are underway to enhance the existing system
		Complete all project close-outs	Projects closed out and encumbrance cleanup initiated. New projects established for FY06
		Establish interdepartmental review of all capital projects to ensure successful implementation	<ul style="list-style-type: none"> – Conducted Peer Review in October 2004 to explore alternative Project Delivery Approaches to meet planned 2010 Revenue Operations date
	C: Streamline project delivery system	Streamline the contract administration process	<ul style="list-style-type: none"> – Conducted and facilitated 2 team partnering sessions with Construction and Procurement to meet the goal objectives for Orange Line
	D: Work with contractors to provide a safe work site to minimize lost time accidents	Provide construction contractors' safety statistics per desired cut-off dates	<ul style="list-style-type: none"> – Implemented discussion of Safety Tip at start of weekly meetings and construction progress meetings
GOAL 3: Exercise fiscal responsibility	A: Manage the approved budget	Monitor actual performance versus planned performance	<ul style="list-style-type: none"> – Scorecard Implementation – In FY '05, the Metro fully implemented an agency-wide Scorecard to track its key performance indicators (KPIs). The scorecard uses critical data from a variety of mainframe systems to easily provide decision-makers with information on budget variances, emerging trends, and target attainment. By providing information on a near real-time basis, management can make informed resource allocation decisions and quick determinations as to the success or failure of a given initiative.

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			<p>Major KPIs include:</p> <ul style="list-style-type: none"> • Fare Revenues • Boardings • Operator Wage Expense • Mechanic Wage Expense • Compressed Natural Gas Cost • Workers Compensation Claims • Lost Work Days • Bill Paying <p>– Accounting & OMB prepares financial performance reviews of each business unit on a monthly and quarterly basis respectively.</p> <p>– CFO provides monthly oral financial highlight reports to the Finance & Budget Committee detailing budget to actual variances on major KPIs.</p> <p>– OMB also provides quarterly report to the F&B Committee detailing budget to actual variances including a budget outlook section forecasting the year-end budget variance. (Quarterly Performance & Outlook Report)</p> <p>– Life-of project- capital project reporting provided quarterly to F&B Committee.</p>
		Use the Strategic Plan as the guide to create and operate within budget	<p>– OMB and OD&T reviewed operating and capital strategies in the FY05 Strategic Plan to determine the financial viability of the projects within the 10-year financial plan. (Ten-year financial plan was completed.)</p> <p>– OMB & OD&T collaborated to update the FY06 Strategic Plan and included fiscal constraints on the proposed capital and operational strategic plans</p>
		Develop process to manage individual performance to the budget	<p>– CEO and CFO have a scheduled monthly meeting with the heads of the strategic business units to review the KPIs and assess business unit performance.</p>
		Establish tiered marketing approach to managing campaigns	<p>– COMPLETE: new approach implemented. Will be integrated into FY06 Communications Plan</p>
		Maximize return on marketing investment	<p>– COMPLETE: Studied advertising impacts in “Know Metro” campaign. All recall and awareness metrics at all-time highs.</p>

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			<ul style="list-style-type: none"> - Ad recall has declined in correlation with decline in ad budget.
		Maximize free publicity	<ul style="list-style-type: none"> - COMPLETE: Media relation nearly doubled media coverage target. \$7 million in positive coverage generated. - COMPLETE: cable shows produced and aired. - COMPLETE: Cable segments submitted as PSA material. - COMPLETE: Metro briefs and publications produced on schedule.
		Introduce multi-year fare restructuring program	<ul style="list-style-type: none"> - Recommendation to Board for multi-year restructuring – In progress. Several scenarios developed. Timing is key determining factor in bringing to Board.
	B: Implement efficient and effective cost allocation plans	Strategy and Action Steps are same as Objective A, C & D	<ul style="list-style-type: none"> - Accomplishments same as Objectives A, C & D
	C: Implement an integrated performance monitoring management system	Identify ten key performance indicators that drive financial performance	<p>Scorecard Implementation – In FY '05, the Metro fully implemented an agency-wide Scorecard to track its key performance indicators (KPIs). The scorecard uses critical data from a variety of mainframe systems to easily provide decision-makers with information on budget variances, emerging trends, and target attainment. By providing information on a near real-time basis, management can make informed resource allocation decisions and quick determinations as to the success or failure of a given initiative.</p> <p>Major KPIs include:</p> <ul style="list-style-type: none"> • Fare Revenues • Boardings • Operator Wage Expense • Mechanic Wage Expense • Compressed Natural Gas Cost • Workers Compensation Claims • Lost Work Days • Bill Paying
		Monitor actual performance versus planned performance	<ul style="list-style-type: none"> - Accounting and OMB prepares financial performance reviews of each business unit on a monthly and quarterly basis respec-

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			<p>tively.</p> <ul style="list-style-type: none"> - OMB provides quarterly financial highlight reports to the Finance and Budget Committee detailing budget to actual variances including a budget outlook section forecasting the year-end budget variance. (Quarterly performance and Outlook Report)
		<p>Develop process to manage individual performance to the budget</p>	<ul style="list-style-type: none"> - CEO and CFO have a scheduled monthly meeting with the heads of the strategic business units to review the KPIs and assess business unit performance. - Scorecard implemented in FY '05
	<p>D: Conduct monthly performance monitoring reviews to assess financial performance</p>	<p>Identify ten key performance indicators that drive financial performance</p>	<ul style="list-style-type: none"> - Scorecard Implementation – In FY '05, the Metro fully implemented an agency-wide Scorecard to track its key performance indicators (KPIs). The scorecard uses critical data from a variety of mainframe systems to easily provide decision-makers with information on budget variances, emerging trends, and target attainment. By providing information on a near real-time basis, management can make informed resource allocation decisions and quick determinations as to the success or failure of a given initiative. KPIs include: <ul style="list-style-type: none"> • Fare Revenues • Boardings • Operator Wage Expense • Mechanic Wage Expense • Compressed Natural Gas Cost • Workers Compensation Claims • Lost Work Days • Bill Paying
		<p>Monitor actual performance versus planned performance</p>	<ul style="list-style-type: none"> - Accounting and OMB prepares financial performance reviews of each business unit on a monthly and quarterly basis respectively. - CFO provides monthly oral financial highlight reports to the Finance & Budget Committee detailing budget to actual variances on major KPIs. - OMB also provides quarterly report to the F&B Committee detailing budget to actual variances including a budget outlook section forecasting the year-end budget variance. (Quarterly Performance & Outlook

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			Report)
	E: Eliminate duplicate roles & responsibilities	Conduct study of Information Technology or organizational structure	– Completed
		Identify areas to increase efficiency and accountability in, managing agency assets	– Partnered with Management Audit Services and Communications to design/develop an agency-wide Fiscal Responsibility Campaign
		Establish tiered marketing approach to managing campaigns	– COMPLETE: tiered approach developed. Will be integrated into FY06 Communications Plan.
		Reduce non-essential internal materials	
		Complete forms online program	
	F: Improve the procurement process	Conduct study of Procurement processes and rules	<ul style="list-style-type: none"> – Completed last year. Law Firm of Manatt, Phelps and Phillips, LLP conducted the study to simplify the procurement manual and decrease the cycle time. – CEO and EO of Procurement department received the consultant's draft report in July 2004. Final report including recommendations for potential changes in: <ul style="list-style-type: none"> ▪ Metro processes ▪ State Legislation – Facilitated a team partnering session for Procurement to streamline procurement processes
		Work with Procurement clients to improve SOW requirements	<ul style="list-style-type: none"> – Developed and implemented training for SOW specification writing by Q2 FY05. – Decreased incidence of reworked requirements after receipt of agreement. – Decreased cycle time of procurement process
		Procure and install color printing press	– Deferred until FY07
GOAL 4: Provide leadership for the region's mobility agenda	A: Provide quality planning, technical analysis and programming	Integrate agency-wide plans (e.g. Service, LRTP, SRTP, Fleet, Facility and Financial forecasting)	<u>Long Range Transportation Plan:</u> <ul style="list-style-type: none"> – Coordinated with OMB on preparation of support materials for 10-Year Forecast including five-year capital plan, local subsi-

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			<p>dies and estimated expenditures for Call for Projects process on a cash demand basis.</p>
		<p>Lead the region's mobility agenda</p>	<p>Intelligent Transportation System – Completed Board Report for adoption of LA Countywide ITS Policy and Procedures to enable local jurisdictions to self-certify compliance with Federal regulations for funding. Received approval for non-exclusive service agreement with TrafficGage as information service provider.</p> <p>Arterial ITS Mapping – Completed draft integration document #2.</p> <p>Arterial Master Plan – Procured consultant and held consultant kick-off meeting. Began identifying subregional and other agency representatives for countywide working group.</p> <p>Crenshaw Corridor – Consultant initiated work on the first two deliverables including public participation plan. Met with City of LA to identify traffic data collection efforts and initiated work on a Third Party Agreement between City and Metro.</p> <p>Regional & Local Programming:</p> <ul style="list-style-type: none"> – Received FTA grant award of \$2 million for eight Jobs Access Reverse Commute (JARC) projects. Received \$6.1 million award of State Highway Account (SHA) funds for FY05 Freeway Service Patrol activities. Implemented Metrolink Participation in the EZ Transit Pass program, including developing and executing program amendments and agreements, and establishment of FIS infrastructure to handle Metrolink revenues/invoicing, and payment to the participating operators. – Facilitated the Freight, Goods Movement, and Finance sessions for annual Mobility 21 Conference
		<p>Provide quality planning, programming and analysis for Los Angeles County projects and programs</p>	<ul style="list-style-type: none"> – Goods Movement: Began outreach efforts with key stakeholders, completed substantial portions of SOW for task to be contracted out, began development of funding agreement with partner agencies, and developed survey instrument and fact sheet

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			<p>Triennial Audit Update:</p> <ul style="list-style-type: none"> – Presented findings and recommendations of the 2004 Triennial Performance Audit to the Board. <p>Annual New Starts Reporting:</p> <ul style="list-style-type: none"> – Filed annual Section 5309 New Starts Report financial component in August 2004 for the Exposition Light Rail Line with the Federal Transit Administration. Completed two financial forecasting models and prepared a predominantly locally funded Exposition Boulevard Light Rail Plan scenario for executive management. Developed five alternative scenarios for preliminary Expo Line assessment district.
		<p>Update Long Range and Short Range Transportation Plans</p>	<p>Managed and administered \$11 billion (1,100 projects) draft 2004 Regional Transportation Improvement Program (RTIP) with SCAG; currently under review with SCAG and Caltrans for the Conformity and Modeling Analysis.</p> <p>2005 LRTP Update:</p> <ul style="list-style-type: none"> – Updated schedule to accelerate LRTP update. – Developed performance measures – Developed baseline assumptions – Updating baseline modeling for 2004 base year & 2030 forecast year (w/no new projects). – Prepared Receive and File Board Report on status of LRTP update plan.
		<p>Serve as the state mandated Congestion Management Agency for LA County</p>	<ul style="list-style-type: none"> – Selected Cambridge Systematic as Nexus Study consultant. Have conducted kick-off meetings and initiated coordination with Sub-regional COGs and development community. – Consultants working on technical analysis for June Board Report – Cities have submitted conformity certifications in September. Completed Board report showing that all cities remain in conformance, except City of Industry, which was previously in non-conformance.

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
		Provide transportation modeling and GIS to implement effective mobility solutions	<ul style="list-style-type: none"> - Updating model for 2000 Census data and new 2030 regional population forecast. - Submitted report on Expo Line user-benefit analysis to FTA.
		Manage multi-modal Countywide Call for Projects program, including Signal/ITS, Freeway HOV, Bike, TEA, Arterial and Pedestrian projects	<p><u>Call for Project Management Handbook and Training</u> – Staff developed a handbook that details accepted practices and procedures for managing projects funded through the Call for Projects program. Staff organized and led training sessions on the handbook’s contents.</p> <p><u>Call Prioritization Database Update</u> – All projects (542) in the Call for Projects Prioritization Database were updated to reflect new activity since the database was updated at the end of FY04.</p> <p><u>Call for Projects: Recertification & Deobligation Annual Update:</u></p> <ul style="list-style-type: none"> - Finalized the annual 2004 Call for Projects Recertification and Deobligation Process including the Recertification of \$61.6 million in existing FY 2004-05 existing commitments from previous Calls for Projects; the extension of \$74.3 million worth of projects; and the deobligation of \$4.3 million in Call for Projects and Regional Transit Alternatives Analysis (RTAA) Program funding.
		Conduct multi-modal transportation corridor studies	<p><u>I-710 South Major Corridor Study</u> – Completed Final Draft Report for Study and secured support and recommendations from the Study Technical Advisory Committee and Oversight Policy Committee.</p> <p><u>Route 57/60</u> – Secured local funding commitment from impacted jurisdictions toward the study. Developed SOW in conjunction with jurisdictions for portion to be contracted out.</p> <p><u>710 Tunnel Feasibility Assessment</u> – Obtained final feedback for affected jurisdictions on the SOW. Completed SOW and advertised the project through Metro’s Planning bench.</p> <p><u>Wilshire Bus Lane</u> – Obtained approval from LA City Council to make the demonstration lane permanent. Initiated work to extend the lane further east and west.</p> <p><u>SR2 Southern Terminus</u> – Caltrans granted Metro Authorization to Proceed to complete the Project Approval/ Environmental Docu-</p>

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
			ment (PA/ED). RFP to develop PA/ED was released and a pre-bid proposal meeting was held.
		Plan, promote and execute Mobility 21, California Transit Association (CTA) and Rail-Volution conferences	<ul style="list-style-type: none"> – Mobility 21 Smart Growth Local Zoning Codes Workshop – Organized and held workshops to provide information on how to revamp or fine-tune existing local zoning codes. <p>Policy & Economic Analysis:</p> <ul style="list-style-type: none"> – Provided legislative support to Metro’s Government Relations Department by evaluating impact of proposed legislation including reductions in the state budget for transportation; federal reauthorization of multi-year transportation funding; development of sales and gasoline tax initiatives; Metro Gold Line funding; suspension of Proposition 42; development of California Toll Bridge funding policies and other key transportation policy funding issues.
		Complete logo conversion	<ul style="list-style-type: none"> – Progressing: all materials, buses, most facilities, amenities, etc. converted. Still working on rail, non-revenue vehicles.
		Establish standard project review program	<ul style="list-style-type: none"> – Initial guideline development underway
	B: Coordinate implementation of multimodal transportation programs with partner agencies	Government Relations and their consultant(s) will secure maximum funding through favorable transportation legislation	<ul style="list-style-type: none"> – Participated in 20 Rail-volution Committee meetings to plan 2004 Rail-volution Conference
		Continue unified branding initiative for all Metro projects and services	<ul style="list-style-type: none"> – Progressing: all materials, buses, most facilities, amenities, etc. converted. Still working on rail, non-revenue vehicles.
		Plan, promote, and execute Mobility 21, CTA and Rail-Volution conferences	<p>Orchestrating annual meeting</p> <ul style="list-style-type: none"> – COMPLETE: all activities completed per schedule. <p>Produce all support materials for Mobility 21</p> <ul style="list-style-type: none"> – COMPLETE: CTA & Rail-volution conferences had record attendance, positive reviews

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
		Complete logo conversion	<ul style="list-style-type: none"> – Progressing: all materials, buses, most facilities, amenities, etc. converted. Still working on rail, non-revenue vehicles.
GOAL 5: Develop an effective and efficient workforce	A: Enhance a safety conscious culture throughout Metro, its customers and business partners	Develop/ implement Return to Work Program	<ul style="list-style-type: none"> – Total number of employees on non-occupational and occupational leave of absence reduced from 702 in July 2004 to 588 in July 2005 (16% decline)
	B: Recruit and select employees to meet job requirements	Conduct a workforce analysis	<ul style="list-style-type: none"> – Job family study completed December 2004; HR proceeding with development of career ladders and succession planning (2 year project)
		Keep agency & individuals competitive (skills assessment)	<ul style="list-style-type: none"> – Implemented an agency-wide online centralized training database and learning management system – Trained 20 Training Council Representatives to utilize the central database – Partnered with HR and IT to develop the e-training module – Developed agency-wide training needs assessment – Served on Southern California Regional Transit Training Consortium project timelines, milestones and bylaws
		Streamline Human resources policies and processes/ efficiently manage human resources	<ul style="list-style-type: none"> – All HR policies (including Drug & Alcohol approved by Board in May 2005) now updated/revised; several new policies created and approved by CEO, including Exit Interview and Children in the Workplace policies
	C: Invest in employee development	Design, develop, acquire and realign training programs	<ul style="list-style-type: none"> – Implemented Oracle HR enterprise software package (May 2005); Standard HRIS reports created, allowing for improved information flow to managers, particularly around available manpower – Updated and provided management & employee training on new FY05 Individual Performance Plan evaluation instrument for 145 employees – Realigned all training programs to support strategic plan initiatives

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
		Determine career paths	<ul style="list-style-type: none"> - Utilized internal guest lecturers for Transportation Leadership Academy Program and Emerging Leaders Program to establish a Metro University forum (457 employees participated) - Convened college information sessions for 612 employees interested in receiving information regarding onsite classes (e.g. Mineta Institute, Long Beach MPA, Cal Poly Pomona)
	D: Deliver consistent communication services to each Metro market segment	Improve Employment communication outreach	<ul style="list-style-type: none"> - Participated in 1 job fair per Board request - Convened a National Association of Colleges & Employers (NACE) Employer's Roundtable to promote a positive employer image - Partnered with Communications and Transit Operations to provide ___ Metro Tours for Transportation Careers Academy Program students
	E: Streamline internal processes	Streamline Human Resources Policies and Processes/ Efficiently Manage Human Resources	<ul style="list-style-type: none"> - Cycle time reduced to 4.5 weeks (from 5 weeks in FY04); current cycle time deemed optimal - Number of work days reduced from 20 (FY04) to 18; current number of work days deemed optimal - Number of calendar days to conduct interactive processes reduced to 22 (from 57 in FY04) - Coordinated 16 "How To" training sessions as part of Management Orientation training program for 298 employees
	F: Exercise consistent application of the collective bargaining agreements	Improve employee communication outreach	<ul style="list-style-type: none"> - Conducted a combined total of 10 meetings with Transportation and Maintenance Managers to address labor implementation issues and promote uniform labor practices
		Design, develop, acquire and realign training programs	<ul style="list-style-type: none"> - Completed labor relations topical modules and delivered training to Sector & Division staff on an as requested basis. - Connected labor relations training modules to the agency-wide centralized training database to gain coordination and delivery efficiencies.

GOAL	OBJECTIVE	STRATEGY	ACCOMPLISHMENTS
	G: Strengthen the labor management working relationship	Improve employee communication outreach	– Continued development of Labor Relations Web site; expected online during 2Q FY06.
		Design, develop, acquire and realign training programs	– Began development of training module for Transportation Operations Supervisors (AFSCME represented) on preparation as witness for Metro in grievance hearings; expected implementation during 1Q FY06.

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.

Fiscal Year (FY): The period at the end of which a governmental agency determines its financial position and results of operations. Metro's fiscal year begins July 1 and ends June 30 of the following year.

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 Performance 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 Partners: 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.

Performance Based Compensation: A pay system in which employees' compensation is based on their individual performance.

Project: A complex series of non-routine tasks directed to meet a specific goal.

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.

Professional Skills Development: Training employees in a specialized body of knowledge or expertise to effectively perform in a specific discipline.

Short Range Transportation Plan (S RTP): A five-year business plan, completed every three years, which is used for internal planning.

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.

Transit Corridors: Eastside light rail lines and fixed guideway projects in mid-cities and San Fernando Valley.

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

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