

FY08 GOALS & STRATEGIES

Goal 1 Improve transit services

1. Efficiently and effectively operate service by increasing overall seat capacity utilization from 36% to 40% and reduce service hours by 1.4% or 111,000 vehicle service hours through implementation of Metro Connections without reducing overall level of service
2. Efficiently and effectively operate service by maintaining bus and rail cost per service hour at or below CPI, excluding fuel
3. Efficiently and effectively operate service by reducing bus accidents to 3.4 per 100,000 hub miles
4. Reduce vehicle accidents per 100,000 hub miles from FY07 actual of 3.70 to 3.5
5. Increase system-wide warranty recovery expenditures from xx to xx (\$2.5million)
6. Improve mean miles between chargeable mechanical failures (MMBCMF) to 3,500 miles
7. Reduce past due preventative maintenance plan (PMP) inspections on DVRs and fareboxes by 25%
8. Deliver/implement new security contract
9. Conduct two joint fare inspections with LASD on rail operations per month in order to increase revenue
10. Improve mean miles between chargeable failures by 2,500 miles for heavy rail and 5,000 miles for light rail
11. Develop performance criteria such as mean time between failures, mean time to repair, mean time to respond, for the signals, communications, track and traction power disciplines
12. Develop an action plan to implement a three year program to increase transit ridership including annual progress report to the Board
13. Continue to increase ridership above the national average
14. Maintain customer complaints at 3.5 or below per 100,000 system-wide boardings
15. Maintain customer complaints per 100,000 boardings at 3.5
16. Improve in-service on-time performance (ISOTP) to 65.3% from FY07 actual of 63.7%
17. Achieve targeted 200,000 service hour reduction for 2nd phase of Metro Connections implementation
18. Increase light/heavy rail scheduled revenue hours delivered to 99.50% by the end of FY08
19. Increase TAP card circulation and usage from 14,000 to 50,000 to provide greater customer convenience
20. Grow discretionary ridership by 5% each year
21. Expand ridership efforts through regional partnerships
22. Increase employer participation in transportation programs by 20% annually
23. Develop updated fare policy to maximize ridership and revenue
24. Resolve regional fare structure issues
25. Create awareness of park/ride locations throughout the county
26. Launch countywide vanpool program
27. Grow Metro School Pool participation by 20% annually
28. Expand college pass program by one campus per year
29. Promote new Guaranteed Ride Home program
30. Increase awareness of Metro Freeway Service Patrol



Goal 2 Deliver quality capital projects on time and within budget

1. Define operational impacts and resources required for commencement of service at earliest stage in planning stage of project
2. Hold coordinating meetings between Planning, Construction, Operations and Procurement for major capital projects and develop schedules for timely implementation.
3. Work with Procurement to hold Procurement Strategy Meetings at the initiation of each corridor project.
4. Appoint an Engineering DPM at an early stage in the Planning Process
5. Complete settlement of all outstanding issues on the Metro Orange Line and Canoga Park & Ride and closeout contracts in FY 08
6. Position capital and corridor projects to exceed stated goals
7. Build support for capital and corridor projects
8. Provide mitigation for all capital projects
9. Align regional stakeholders on issues critical to the Agency
10. Coordinate regional communications with municipal agencies and stakeholders
11. Implement and promote Metro Connections
12. Introduce TAP to customers and public
13. Build support for bus lane expansion and programs that increase highway speeds
14. Optimize joint development opportunities
15. Facilitate interdepartmental teams to coordinate projects
16. Establish continuity programs as part of project management
17. Initiate energy conservation/sustainability project(s) and develop an implementation plan by May 30, 2008
18. Establish an Integrated Project Management Team consisting of Caltrans, Metro and consultant staff for the I-405 Carpool Lane Project to procure a design/build contractor for the project and put in place procedures and guidelines to effectively manage the project on time and within budget
19. Complete industry review of the proposed I-405 Project and issue an invitation for bid
20. Implement a redesigned web-based capital planning and analysis system that will allow for: improved access by remote users; more efficient information sharing between project managers and support departments; and elimination of access-based system improving system performance and IT support of system
21. Implement process improvement of Capital Projects-CIP to maximize FIS capabilities and streamline the work process by end of Q4
22. Implement new customer service training module for bus operators
23. Complete construction of the six at-grade stations on the Metro Gold Line Eastside Extension in FY 08
24. Receive xx 2550 rail cards and put in service
25. Closeout/resolves issues on Gold Line
26. Resolve outstanding issues on the Metro Orange Line and Canaoga Park & Ride and closeout construction contracts
27. Achieve substantial completion of the Metro Gold Line Eastside Extension in FY09



Goal 3 Exercise fiscal responsibility

1. Implement Deficit Reduction Strategy
2. Financial Stability Policy
3. Business Planning Parameters
4. Fare Principles
5. Reduce revenue collection overtime cost by 10%
6. Implement natural gas hedges for last two quarters of FY09 and first two quarters of FY10 in accordance with the Hedge Program, locking a hedged cost prior to development of the annual budget in order to significantly reduce the magnitude of budget variances for CNG
7. Grow customer and ancillary revenues
8. Effectively manage financial resources and emphasize fiscal responsibility
9. Address legislative state funding formulas
10. Develop key stakeholder partnerships to ensure federal funding
11. Expand Metro's cross-promotions program
12. Develop two new performance indicators for CEO scorecard to monitor budget progress on inventory and parts costs
13. Pursue innovative finance opportunities to generate additional revenue or reduce costs
14. Institute paperless processing of workers' compensation claims by year end to reduce the costs of outside storage and improve Metro's ability to retrieve medical documentation
15. Ensure that the outstanding liability for workers' compensation grows less than underlying workers' compensation inflation
16. Present two new agreements for revenue generation through arrangements with major credit card/bank issuers in connection with TAP cards
17. Present plan for revenue generation through usage of TAP media in connection with Metro Transit Oriented Development projects as well as for transit-adjacent private development projects (parking, retail, etc.), through use of clearing house for billing
18. Generate more than \$16 million in lease-related revenue from Metro-owned sites and providing for major and regular increases in lease revenue as TOD projects in the negotiation and documentation phases come online during FY08/09
19. Improve timely notice payment rate of xx to 94%
20. Develop methodology to measure effectiveness of small and disadvantaged business outreach
21. Conduct an internal quality self-assessment to validate compliance to auditing standards
22. Present a comprehensive audit plan that effectively manages financial and operational risks
23. Effectuate change by focusing on key risk areas and making audit recommendations that improve work processes
24. Optimize intra- and inter-departmental communications and coordination
25. Integrate annual strategic planning goals to align with individual performance plans by Q1 FY08
26. Meet or exceed KPI's during Q1 – Q4 of FY08
27. Maintain and 30-day bill paying process
28. Maintain FY08 cost allocation plans to comply with A87 during Q1 & Q3 of FY08



Goal 4 Provide leadership for the region's mobility agenda

1. Lead the planning and coordination of regionally significant projects and programs by working with the municipal operators on the FAP and service coordination
2. Lead the planning and coordination of regionally significant projects and programs by coordinating grant awards through the call for projects
3. Lead the planning and coordination of regionally significant projects and programs by continuing to partner with Mobility 21 and their efforts
4. Coordinate grant awards through the "Call for Projects"
5. Continue to partner with Mobility 21 and their efforts
6. Update Metro's Long Range Transportation Plan
7. Conduct Alternative Analysis and Environmental Clearance of regionally significant projects
8. Present 2007 Long Range Transportation Plan Update for board adoption
9. Develop a congestion-pricing plan with at least three viable strategies for Los Angeles County
10. Expand Mobility 21 visibility to other counties
11. Leverage Mobility 21 to achieve its objectives
12. Create a pro-transportation constituency and garner community support for the region's transportation needs
13. Re-establish Speakers' Bureau
14. Plan & facilitate Mobility 21 annual workshops
15. Conduct a county-wide disparity study
16. Take a leadership role in the region on goods movement by holding a yearly Board workshop on the subject
17. Take a leadership role in the region on goods movement by coordinating regular meetings with the key stakeholders in the region
18. Take a leadership role in the region on goods movement by preparing a quarterly informational and advocacy report for stakeholders
19. Take a leadership role in the region on goods movement by developing a comprehensive goods movement policy for Los Angeles County and presenting to the Board for approval
20. Take a leadership role in the region on goods movement by partnering with other counties and agencies in seeking national and state funding for regional goods movement projects
21. Coordinate regular meetings with the key stakeholders in the region
22. Complete the Multi-county Goods Movement Action Plan
23. Begin the L.A. County Strategic Goods Movement Plan
24. Partner with other counties and agencies in seeking national and state funding for regional goods movement projects
25. Complete multi-county goods movement action plan
26. Maximize key stakeholder relationships
27. Develop strategic partnerships with businesses, cities, surrounding counties and other stakeholders
28. Expand media outreach to improve positive coverage
29. Participate in local and multicultural events to promote ridership and leverage Metro's presence in the community
30. Consider innovative transit solutions by promoting Transit-Oriented Development



31. Coordinate implementation of multimodal transportation programs with partner agencies and stakeholders by conducting joint multi-agencies programs and studies
32. Promote Transit-Oriented Development
33. Coordinate Implementation of multimodal transportation programs with partner agencies and stakeholders by conducting joint multi-agency programs and studies
34. Work in collaboration with the municipal operators on the service coordination
35. Complete development of Metro corridor study travel demand model
36. Create awareness of Metro programs and capital projects among local community, neighborhood and business groups
37. Promote positive image of the agency's products and services
38. Promote transit-oriented development (TOD) including completion of negotiations and execution of full joint development agreements and ground leases for nine (9) new board-approved joint development projects
39. Complete evaluation and secure board approval for exclusive negotiations for transit oriented development of 2 million square foot North Hollywood project
40. Complete negotiations for two new "FlyAway" program lots on Metro sites in conjunction with LAWA

Goal 5 Develop an effective and efficient workforce

1. Develop and implement marketing and outreach program
2. Bridge Program
3. Continue Tactical Safety Steering Committee
4. Continue efforts for Worker's Comp reductions
5. Coordinate and facilitate safety training for Metro employees
6. Triage all open arbitrations
7. Negotiate expedited procedure with union
8. Process cases
9. Successfully complete AFSCME negotiations prior to their June 30, 2008 contract expiration
10. Conduct an agency wide training needs assessment by Q2 FY08 to determine future training needs, identify new skill sets and to keep the workforce competitive
11. Design, develop, realign and implement training programs during Q1-Q4 of FY08
12. Sustain onsite Metro University program for graduate students
13. Establish an undergraduate onsite college program by Q3 FY08
14. Convene 10 Training Council meetings (1 meeting a month, except June & November) during FY08 to improve utilization and coordination of agency wide training resources
15. Advertise, market and promote all OD&T training programs on a quarterly basis
16. Participate in intern and external training initiatives to remain current on industry best practices and standards
17. Partner with strategic business units to facilitate and integrate organization best practices by improving or reducing cycle time, increasing financial or operational effectiveness, and meeting or exceeding client or customer requirements on a quarterly basis



Goal 6 Secure local, state and federal funding

1. Funding allocations and/or grant awards
2. Strategically involve Board members more in the advocacy efforts in securing funding at the local, state, and federal level and present a plan to the Board by January 2007 (CI, TM/ believes this strategy is similar to Goal 7 and should include language to reflect stakeholders, etc.) i.e. strategy 3, under goal 7
3. Pursue and secure funding from State Proposition 1B bonds for highway and transit projects and programs in Los Angeles County
4. Pursue and secure state transportation improvement program for highway and transit projects and programs in Los Angeles County
5. Pursue and secure federal funds for Metro transit projects and programs
6. Strategically involve board members more in the advocacy efforts in securing funding at the local, state and federal levels
7. Pursue and secure homeland security grants
8. Funding allocations and/or grant awards
9. Funding allocations and/or grant awards
10. Pursue and secure local, state and federal funding
11. Issue RFP's and award planning contracts

Goal 7 Maintain open lines of communication

1. Meet monthly to discuss key issues and issue daily briefs
2. Provide updates to the board on audit recommendations, issues and status of closing audit findings
3. Continue communications with board members through month: meetings, daily briefs, legislative alerts and transportation headline news
4. Sponsor and organize tours of Metro's capital projects and programs for federal, state and local elected officials.
5. Initiate regular briefings, meetings and other forms of outreach to federal, state and local elected officials
6. Brief elected/ external stakeholders on Metro projects and programs as appropriate
7. Improve bus operations and sector customer/stakeholder communications by developing and establishing sector marketing plan, standards and system signage requirements
8. Brief elected/ external stakeholders on Metro projects and programs as appropriate
9. Employee cost-effective and efficient state-of-the-art technologies
10. Improve communications project and planning delivery
11. Continually improve creative capabilities
12. Guide internal and external clients to appropriate communications
13. Purchase new printing equipment to improve internal capabilities
14. Provide cost-effective internal audio/visual production capabilities
15. Develop and implement e-marketing strategies
16. Introduce customer information kiosks
17. Report changes in key auditing standards that could impact the agency



18. Improve digital access to transportation research information

Goal 8 Enhance a safety conscious culture with employees, contractors and customers

1. Meet monthly to discuss key issues and issue daily briefs
2. Communicate emergency and disaster response and recovery program
3. Provide necessary customer safety and security information to ensure customer preparedness
4. Increase transit safety education programs at schools, senior centers and in the community
5. Support efforts to capture available grant funds
6. Establish internal coordination of emergency plans
7. Promote construction safety for all capital projects
8. Reinforce efforts to reduce workers' comp claims
9. Support new on-the-job accident reduction programs