

Linda B.



February 11, 1996

**INTEROFFICE  
MEMO**

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Authority

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**To:** BOARD MEMBERS & ALTERNATES  
**From:** JOSEPH E. DREW   
**RE:** MANAGEMENT HIGHLIGHTS

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I will occasionally provide you with highlights of management decisions I have made which deal with issues of current interest. I will emphasize brevity, with the expectation that you will call me if you desire more detail than I have included.

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Cellular Phone Policy

While the cellular phone is an important tool for day-to-day operations, it has all the potential for casual use and abuse. When I reviewed our policy governing the authorization, use, and cost of cellular phones, I found it deficient in a number of ways. I have now promulgated a policy which does the following:

1. Makes each executive officer accountable for the authorization and use of their division's cellular phones;
2. Requires executive officers to insure that employees are paying for any personal calls on a monthly basis.
3. Places more stringent controls on the authorization of cellular phones.
4. Provides that the MTA will pay an employee for the business use of his/her personal cellular telephone.

Additionally, I have ordered a 20% reduction in the number of cellular phone accounts within the next 60 days, with the ultimate goal of reducing the number of phones in MTA operation by 50% over the next year. This can be accomplished by encouraging employees to purchase their own phones, with MTA reimbursement

for all business use. This has the effect of shifting the cost accounting of cellular phones from one where the MTA waits for employee payment to one where the employee takes responsibility for submitting the claim for payment. This is identical to our policy for reimbursing employees for business miles in their personal vehicle.

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### Non-Revenue Automobile Fleet

The MTA currently employs more than 400 non-revenue vehicles to support normal operations. These include automobiles, light trucks, vans, and some heavier vehicles. In reviewing the need for and cost of non-revenue vehicles, the executive officers identified immediate fleet reduction targets and policy changes which I have approved. They include:

1. The reduction of 64 automobiles. This, coupled with the elimination of 20 personal stipends, results in a savings of approximately \$1,000,000 per year in non-revenue fleet costs.
  2. CEO approval for any increase in the non-revenue vehicle fleet.
  3. Centralized management of this fleet in Operations.
  4. Executive officer approval of vehicle assignments with their divisions on a daily basis.
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### Bus Tire Acquisition and Servicing Practices

Attached is the cover page of an audit report dealing with the above subject. It concludes that the practice of leasing the tires and contracting for tire servicing is the most cost effective. During the period evaluated in the audit, July 1994 through June 1995, actual lease costs were \$5,900,725 while the estimated purchase costs for the same period were \$7,312,313. There were also savings on the labor costs associated with the servicing side of the issue.

The report is available if you desire a complete copy.

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### MTA Transportation Leadership and Management Program

Attached is some background on a training program we will be implementing, beginning in March. It offers exciting opportunity to mold our decision makers into a tighter, higher performance team. It is sponsored by the FTA... but we have been working on it since June of last year and we have had the ability to tailor it to our unique needs.

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### Exhaust Leaks on TMC 1200 Series Buses

Attached is an internal memorandum which I felt it was important to share with you. Our maintenance team is moving aggressively to make necessary repairs. I am pleased that the maintenance program is providing this level of attention to detail. I will ensure that a 'board box' report is provided to you late next week updating you on this matter.

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### Status of Lobby Registration Program

Helen Bolen's initiative on this has produced excellent results. There has been a significant reduction (27%) in the number of registered lobbyists, without significant complaint. Total fees collected through February 7<sup>th</sup> were \$13,390.

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### Service Delivery vs. Service Bureaucracy

The attached "wiring diagram" highlights a challenge I have given the executive staff. While there is humor in the message, it is also very sobering ... and it is a challenge we must accept.

JED/s