



AUGUST 9, 1996

Los Angeles County
Metropolitan
Transportation
Authority

TO: BOARD OF DIRECTORS

FROM: JOSEPH E. DREW, CHIEF EXECUTIVE OFFICER

**SUBJECT: MEMORANDUM OF AGREEMENT: LEADERSHIP
AND MANAGEMENT TRAINING**

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RECOMMENDATION

Approve the negotiation and execution of a Memorandum of Agreement (MOA) with Management Education Associates for the University of California, Los Angeles (UCLA) for the continuance of the Transportation Leadership and Management Training Program (TLAMP) for a three year cost of \$ 2,380,341 and, request the Federal Transportation Administration (FTA) to extend the 50% tuition reimbursement grant to the second and third program years.

ORGANIZATIONAL IMPACT

This action will allow MTA to sustain TLAMP training to management staff and provide a cohesive base for organizational change. In the long term, cost savings will be realized as MTA develops staff who are able to function as a team to improve performance, processes and customer service.

BUDGET IMPACT

Funds for tuition, UCLA facility costs and TLAMP-linked companion services in the amount of \$589,300 were approved in the FY 97 budget for the first year of this program. FTA will reimburse \$182,150 which represents 50% of the original tuition grant. Funds for the second and third years will require Board approvals as part of the annual budget process.

If the FTA approves MTA's request for an extension to the grant, it is anticipated that FTA will fund up to \$763,648 in tuition costs over the three year period. This would reduce the MTA's TLAMP training costs from \$1,780,341 to \$1,016,693. The overall TLAMP tuition and facility service costs are described in Attachment 1.

ALTERNATIVES CONSIDERED

The alternative is to discontinue the TLAMP beyond the life of the one year FTA approved grant. This is not recommended as this training is an integral component for developing a community of trust among staff, providing staff with the critical leadership and technical tools needed to succeed as a high performance team.

BACKGROUND

The TLAMP stresses ways for achieving customer satisfaction, community problem solving and strengthening of internal controls. The program is also an on-going training opportunity to create high performance teams that will lead the MTA's continual improvement process. The TLAMP will also help staff develop new skills; establish dialogue among staff across the organization; lay a common foundation for problem solving, and set the example for excellence.

On March 25, 1993 the Board adopted a Resolution authorizing the MTA to enter into a grant agreement with UCLA pursuant to an FTA-approved two year management training program in the amount of \$364,300 with 50% reimbursement. After delays, the effort was reinitiated under new MTA leadership and the FTA extended the grant timeline for program completion to March 27, 1997. This year MTA entered into several letter agreements with UCLA and three academies have been completed. The current program consists of one executive, three organizational leadership and two team leadership academies. Program realignment expanded the initial number of participants to approximately 159 staff in these six academies.

We now want to enter into a longer term agreement with UCLA to present additional academies. Over the three year period, a total of 18 academies will be conducted with approximately 519 staff participating in this management development/leadership program. The proposed MOA will cover: 1) continuance of TLAMP training for three years at an amount of \$1,780,341 with two one year options, and 2) TLAMP-linked follow-on services to assist in organizational change efforts, not to exceed \$600,000.

These TLAMP-linked companion services (e.g. facilitating, advising, training/coaching) will provide the MTA with the option of securing these services from the UCLA team members who are involved in the TLAMP training on an as-needed basis.

Based on the reactions of TLAMP participants in the first three academies, TLAMP is already proving itself to be a successful tool for improving the way MTA does business and building management capacity.

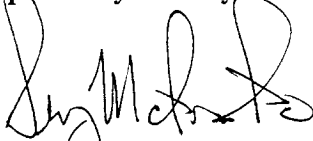
ATTACHMENTS

Attachment 1: TLAMP three year projected program costs matrix

Attachment 2: Program description

Attachment 3: Leadership Academy course topics

Prepared by: Cindy Kondo-Lowe, Manager of Training



TERRY MATSUMOTO
Executive Officer, Administration

TLAMP
Three Year Projected Program Costs
(with 4% annual escalation)

Year	Class Type	Class Size	Tuition Unit Cost	Facility Service Unit Cost	Total Program Costs	Total Costs after FTA Reimbursement
1	Executive	13	1,585	146.00	22,497	12,200
1	Org Leader #1	28	3,765	242.50	112,210	68,913
1	Org Leader #2	30	3,765	392.00	124,710	81,413
1	Org Leader #3	30	3,765	392.00	124,710	81,413
1	Team Leader #1	28	1,784	174.00	54,824	34,308
1	Team Leader #2	30	1,784	174.00	58,740	37,301
Total: 6 academies		159	staff		497,691	315,548

2	Org Leader #4	30	3,765	392.00	124,710	68,235
2	Org Leader #5	30	3,765	392.00	124,710	68,235
2	Org Leader #6	30	3,916	408.00	129,720	70,980
2	Org Leader #7	30	3,916	408.00	129,720	70,980
2	Team Leader #3	30	1,784	174.00	58,740	31,980
2	Team Leader #4	30	1,856	181.00	61,110	33,270
Total: 6 academies		180	staff		628,710	343,680

3	Org Leader #8	30	3,916	408.00	129,720	70,980
3	Org Leader #9	30	3,916	408.00	129,720	70,980
3	Org Leader #10	30	4,073	424.00	134,910	73,815
3	Org Leader #11	30	4,073	424.00	134,910	73,815
3	Team Leader #5	30	1,856	181.00	61,110	33,270
3	Team Leader #6	30	1,931	188.00	63,570	34,605
Total: 6 academies		180	staff		653,940	357,465

3 Year Totals: 18 academies 519 staff 1,780,341 1,016,693



MTA TRANSPORTATION LEADERSHIP AND MANAGEMENT PROGRAM (TLAMP)

Program Description

The attached descriptive materials for the Transportation Leadership and Management Program (TLAMP) are designed to give you an overview of this special opportunity and to help answer any questions you may have about the program.

Background

The Federal Transportation Administration (FTA) has awarded the MTA a 50% matching funds grant to develop a leadership and management program in consultation with UCLA which will fundamentally change the way the MTA does business. The task of re-engineering transportation services to meet increasing public expectations in an era of decreasing resources will demand extraordinary teamwork. High performance teams develop and thrive when there is clear understanding of respective areas of expertise and when an environment of trust has been created. To achieve that understanding and trust we are moving forward with a commitment to invest in training. The training will help us build new skills, reinforce the things we do well and affirm a shared set of fundamental principles.

The program is envisioned as an on-going, multi-year opportunity to create high performance teams that can drive the continual improvement of the agency.

Program Structure

TLAMP consists of three Leadership Academy program sections: Executive, Organizational Leadership (managerial staff), and Team Leadership (supervisory staff).

Academy	Class Size
Executive	13 individuals selected by CEO
Organization	30 management staff selected through executive office nomination process
Team	30 supervisors/senior staff selected through executive office nomination process

Courses in each academy will have direct linkage to MTA's new core values and priorities with the intent to focus on high performance team, leadership, ethics and systems thinking.

TLAMP participants will:

- Work with real-world cases relevant to MTA issues
- Discuss state-of-the-art projects and research efforts
- Have dialogue with top-level agency and university instructors
- Participate in multi-disciplinary team activities
- Develop and learn core competencies and key skills
- Strengthen their commitment to the MTA's core principles

Goal

The new MTA leadership is emphasizing leadership as an essential element to MTA's success. It will stress ways to achieve customer satisfaction, community problem solving, and strengthening of internal controls.

We are committed to this program and anticipate candidates who are not accommodated as TLAMP final participants this first year will be able to participate in this and other leadership training program offerings over time.

The many pressing problems we face ultimately will all demand the same thing—highly effective team performance. Working with UCLA, we have designed a training program that will provide our employees with the critical leadership and technical tools we need to succeed as a high performance team. The training is tiered from the top to clearly demonstrate our shared resolve to move forward as a unified team.

Employee Development
Human Resources Department

1996 TLAMP Leadership Academy Course Topics

Executive Academy

- Day 1: Theories on leadership and management and how to develop and assess leadership and management abilities
- Day 2: Solving complex organizational problems in part using general and MTA-specific case studies
- Day 3: Decision making, change and innovation, and power and ethics within public services organizations
- Day 4: How to build a high performance organization through leadership, management, vision, and creating a work culture

Manager Academy

- Day 1: The In-Basket assessment tool for decision-making, leadership, and team building
- Day 2: Management abilities and the challenges leaders face in today's demanding and fast-paced organizations
- Day 3: Hear and discuss the key priorities and expectations of the MTA executive office: corporate culture, solving organizational problems, strategic planning
- Day 4: Decision making, risk taking, and innovation in organizations
- Day 5: Power and ethics in public organizations, human resource and labor relations trends
- Day 6: How to build a high performance organization through leadership, management, vision, and creating a work culture
- Day 7: A continuation of Day 6
- Day 8: Confrontation and conflict resolution in the work place, how to give powerful presentations
- Day 9: How to run effective meetings
- Day 10: A dialogue from the Chief Executive Officer of the MTA and team project presentations

Supervisor Academy

- Day 1: Personnel management, the changing expectations of supervisors, and how to align with the MTA priorities
- Day 2: Goal setting, problem solving, and effective ways to communicate
- Day 3: Managing a multicultural workforce and performance management
- Day 4: Team development and work measurement systems
- Day 5: Group role play exercises