Los Angeles County
Metropolitan Transportation
Authority
One Gateway Plaza
3rd Floor Board Room
Los Angeles, CA

Metro

Board Report

File #: 2015-1091, **File Type:** Policy **Agenda Number:** 74.

EXECUTIVE MANAGEMENT COMMITTEE
JULY 16, 2015

SUBJECT: PERSONNEL MATTER

ACTION: AUTHORIZE CHIEF EXECUTIVE OFFICER TO NEGOTIATE SALARIES

RECOMMENDATION

EXECUTIVE MANAGEMENT COMMITTEE RECOMMENDED (5-0) authorizing the Chief Executive Officer to negotiate salaries within the pay range for the following positions:

A. **Executive Director, Program Management**, pay grade CC ($222,476 - $273,894 - $325,353)

B. **Executive Director, Transit Project Delivery**, pay grade BB ($166,462 - $208,083 - $249,704)

C. **Executive Officer, System Security and Law Enforcement**, pay grade AA ($156,832 - $196,060 - $235,227)

D. **Deputy Chief Executive Officer**, pay grade DD ($278,470 - $339,747 - $401,003)

ISSUE

Executive-level recruiting is extremely sensitive and sometimes difficult if the potential candidate is considering leaving current employment. Delegating authority for salary negotiation to the CEO for these positions will speed up the process and ameliorate any concerns the potential candidates may have regarding confidentiality.

DISCUSSION

These key executive positions are responsible for major functional areas of the agency and need to be filled with personnel whose salaries are competitive and reflect the level of their responsibilities and qualifications.

Executive Director, Program Management

The Executive Director, Program Management position is responsible for the engineering and

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construction of transit projects, as well as Highway Programs and Program Control. With Metro's ambitious multi-billion dollar capital programs, this position is critical for delivery of projects on time and on budget.

Executive Director, Transit Project Delivery

The Executive Director, Transit Project Delivery is responsible for executive management of all rail projects under construction. These include the Crenshaw Line, the Purple Line extension, the Regional Connector and the Foothill/Exposition lines.

Executive Officer, System Security and Law Enforcement

The Executive Officer, System Security and Law Enforcement, provides executive direction to Metro's system security and ensures law enforcement contract compliance and strategic plan, while supporting a community oriented policing philosophy.

Deputy Chief Executive Officer

The DCEO position is responsible for Management Audit Services, Labor and Employee Relations, Vendor/Contract Management, Los Angeles Metro Protective Services and Congestion Reduction, as well as the day-to-day operation of the organization. The position also provides counsel to the CEO on major issues and formulates policy recommendations for the Board of Directors, attends Board meetings, and represents the CEO as designated in meetings and before community and business groups.

FINANCIAL IMPACT

No additional FTEs are being added to the FY16 Budget.

Funds for the Executive Director, Program Management position are included in the FY16 budget in cost center 8010, Executive Office, Construction, projects 100055, Admin - Measure R, and 100800, Construction Admin.

Funds for the Executive Director, Transit Project Delivery are included in the FY16 budget in cost center 8010, Executive Office, Construction, project number 100800, Construction Admin.

Funds for the Executive Officer, System Security and Law Enforcement are included in the FY16 budget in cost center 2610, System Security and Law Enforcement, project number 100001, General Overhead.

Funds for the Deputy Chief Executive Officer are included in the FY16 budget in cost center 2010, Chief Executive Office, project number 100002, Governmental and Oversight Activities.

Impact to Budget

FY16 funding for the Executive Director, Program Management will use projects 100055, Admin -

Measure R, and 100800, Construction Admin., which are not eligible for bus or rail operating projects.

FY16 funding for the Executive Director, Transit Project Delivery will use project 100800, Construction Admin., which is not eligible for bus or rail operating projects.

FY16 funding for the Executive Officer, System Security and Law Enforcement will use project 100001 General Overhead, which is allocated through General Overhead funding which is based on MTA's federally approved indirect-cost-allocation plan which distributes costs agency-wide including eligible bus and rail operating projects.

FY16 funding for the Deputy Chief Executive Officer will use 100002, Governmental and Oversight Activities, which is not eligible for bus and rail operations.

ALTERNATIVES CONSIDERED

An alternative would be not to authorize the CEO to negotiate salaries within the pay range for the positions and come back to the Board of Directors for approval. Staff does not recommend this alternative as Executive-level recruiting is extremely sensitive and sometimes difficult if the potential candidate is considering leaving current employment. Delegating the authority for salary negotiation to the CEO for these positions will expedite the process and ameliorate any concerns the potential candidates may have regarding confidentiality.

NEXT STEPS

Staff will continue to recruit for these positions with negotiations being conducted within the CEO's authorization

ATTACHMENTS

Job specifications for:

A. Executive Director, Program Management
B. Executive Director, Transit Project Delivery
C. Executive Officer, System Security and Law Enforcement
D. Deputy Chief Executive Officer

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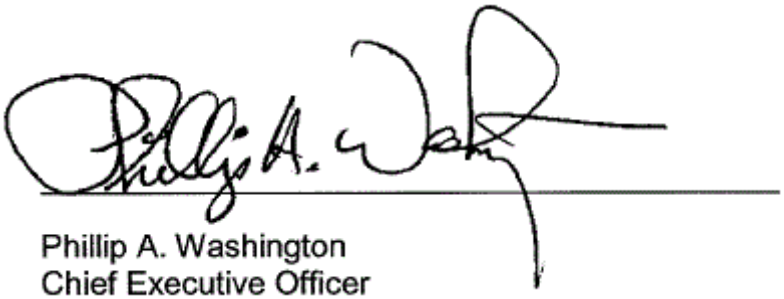

Phillip A. Washington
Chief Executive Officer

ATTACHMENT A

Los Angeles County Metropolitan Transportation Authority

Job Class Specification

EXECUTIVE DIRECTOR, PROGRAM MANAGEMENT

Pay Grade HCC
($222,476 - $273,894 - $325,353)

Basic Function

Leads the Program Management units of Metro including responsibilty for Highway Project Delivery, Transit Project Delivery, Engineering and Project Management Oversight

Classification Characteristics

This classification is exempt/at-will and the incumbent serves at the pleasure of the hiring authority.

Supervised by:Chief Executive Officer
Supervises: Executive Director, Engineering; Executive Director, Project Management Oversight, Managing Executive Officer, Highways; Executive Director, Transit Project Delivery

FLSA: Exempt

Work Environment

In order to achieve the Agency's goals in support of its mission, potential candidates are required to commit and continuously practice and demonstrate the following work values:

- **Safety** – To ensure that our employees, passengers and the general public's safety is always our first consideration.
- **Services Excellence** – To provide safe, clean, reliable, on-time, courteous service for our clients and customers.
- **Workforce Development** – To make Metro a learning organization that attracts, develops, motivates and retains a world-class workforce.
- **Fiscal Responsibility** – To manage every taxpayer and customer-generated dollar as if it were coming from our own pocket.
- **Innovation and Technology** – To actively participate in identifying best practices for continuous improvement.
- **Sustainability** – To reduce, reuse and recycle all internal resources and reduce greenhouse gas emissions.
- **Integrity** – To rely on the professional ethics and honesty of every Metro employee.

- **Teamwork** – To actively blend our individual talents to achieve world-class performance and service.
- **Civil Rights** – To actively promote compliance with all civil rights statutes, regulations and policies.
- **Community** - To actively engage with the Community as it relates to Metro interest/services.

Examples of Duties

- Leads the Program Management department including Highway Project Delivery, Transit Project Delivery, Engineering and Project Management Oversight.
- Provides policy recommendations, technical advice and information to the Chief Executive Officer and Metro Board on matters related to Metro's transit and highway design,and, construction projects, and on Regional Rail.
- Presents, explains and defends project actions requiring Board approval.
- Meets shared reponsibility goals for SBE and DBE contracting.
- Ensures contractors implement Project Labor Agreements and Construction Careers Programs.
- Provides overall direction in the management, studies, investigations, and analyses of major capital engineering and construction projects at the direction of the CEO and Board of Directors, including reports of findings and recommendations.
- Administers major funds, acquisitions, contracts and vendor relations.
- Directs the implementation of transit project goals and objectives, policies, work standards, and controls for professional staff and consultants; evaluates project performance against goals and takes necessary action to address deviations.
- Represents Metro at meetings and conferences with elected and public officials, the community, private citizens, and public and private organizations.
- Assists in the development of Metro's regional long-range strategic plans.
- Ensures coordination and cooperation of services among assigned departments.
- Ensures adequate funding to meet ongoing and project commitments.
- Leads the development of agency-wide business continuity and emergency management programs and plans.
- Contributes to ensuring that the EEO policies and programs of Metro are carried out.

Essential Knowledge and Abilities

Knowledge of:

- Theories, principles, and practices of mass transit and highway systems design, construction, operations, maintenance, safety, accident prevention, and emergency response.
- Applicable local, state, and federal laws, rules, and regulations governing the design, engineering, and construction of mass transit, highway and other capital projects.
- Capital and operating budgets.
- Management of capital programs and construction of large-scale mass transit and highway projects.
- Social, political, civil rights and environmental issues influencing transit and highway programs.
- Principles and practices of public administration.
- Modern management theory.

Ability to:

- Plan, develop and implement objectives, policies, procedures, and work standards to organize and control the design and construction of highway and major rail transit projects.
- Understand, interpret, and apply applicable laws, rules, regulations, policies, procedures, budgets, contracts, and labor/management agreements.
- Represent Metro before elected officials and the public as requested.
- Analyze situations, identify problems, implement solutions, and evaluate outcome.
- Prepare reports and correspondence.
- Establish and maintain cooperative working relationships.
- Exercise judgment and creativity in making decisions.
- Communicate effectively orally and in writing.
- Interact professionally with various levels of Metro employees, outside representatives, and public officials.
- Read, write, speak, and understand English.

Minimum Qualifications

Potential candidates interested in the EXECUTIVE DIRECTOR, PROGRAM MANAGEMENT position MUST meet the following requirements:

- Bachelor's degree - Engineering, Construction Management, Architecture, Project Management or other related field.
- Eight years' senior management-level experience at the department-head level or higher level in large-scale rail-transit/tunneling construction project with experience in design and construction of major design build projects, including extensive experience managing highway projects, commuter rail and/or transportation operations.

- Master's degree in Engineering or Management and experience working with construction of capital projects in a mass transit environment is highly desirable.
- Valid California Class C driver's license.

Special Conditions

- None

Disclaimer

This job specification is not to be construed as an exhaustive statement of duties, responsibilities, or requirements. Employees may be required to perform any other job-related instructions as requested by their supervisor.

ATTACHMENT B

Los Angeles County Metropolitan Transportation Authority

Job Classification Specification

EXECUTIVE DIRECTOR, TRANSIT PROJECT DELIVERY

Pay Grade HBB
($166,462 - $208,083 - $249,704)

Basic Function

To provide executive direction of the construction management, quality, safety, environmental and third party support activities of all transit projects managed by the Transit Project Delivery unit.

Classification Characteristics

This classification is exempt/at-will and the incumbent serves at the pleasure of the hiring authority.

Supervised by:Executive Director, Program Management
Supervises: Executive Officers

FLSA: Exempt

Work Environment

In order to achieve the Agency's goals in support of its mission, potential candidates are required to commit and continuously practice and demonstrate the following work values:

- **Safety** – To ensure that our employees, passengers and the general public's safety is always our first consideration.
- **Services Excellence** – To provide safe, clean, reliable, on-time, courteous service for our clients and customers.
- **Workforce Development** – To make Metro a learning organization that attracts, develops, motivates and retains a world-class workforce.
- **Fiscal Responsibility** – To manage every taxpayer and customer-generated dollar as if it were coming from our own pocket.
- **Innovation and Technology** – To actively participate in identifying best practices for continuous improvement.
- **Sustainability** – To reduce, reuse and recycle all internal resources and reduce greenhouse gas emissions.
- **Integrity** – To rely on the professional ethics and honesty of every Metro employee.

- **Teamwork** – To actively blend our individual talents to achieve world-class performance and service.
- **Civil Rights** – To actively promote compliance with all civil rights statutes, regulations and policies.
- **Community** - To actively engage with the Community as it relates to Metro interest/services.

Examples of Duties

- Provides management oversight on all transit projects under construction.
- Establishes and monitors short-range and long-range project goals, budgets, schedules, progress, and strategies.
- Directs performance of services by consultants and contractors for successful completion of projects.
- Manages and directs third-party coordination and public affairs activities related to project construction.
- Ensures all construction meets operations and maintenance quality standards and expectations.
- Sets and implements project policies, procedures, safety and work standards, and controls.
- Ensures cooperation and coordination of services amongst departments to achieve agency-wide goals and objectives.
- Provides policy recommendations, technical assistance, and information to the Board of Directors, executive management, and departments involved in the design, construction, and management of capital projects.
- Ensures compliance with Metro's policies and procedures and applicable state, federal and local regulations and laws.
- Prepares and presents reports to executive and management staff, the Board of Directors, and outside regulatory agencies.
- Represents Metro at meetings, conferences, and public events.
- Communicates Metro’s safety vision and goals; oversees the implementation of agency and departmental safety rules, policies, and procedures; and maintaining accountability for safety performance of all subordinate employees.
- Contributes to ensuring that the EEO policies and programs of Metro are carried out.

Essential Knowledge and Abilities

Knowledge of:

- Theories, principles, and practices of program control and project management related to heavy civil projects, including cost estimating, cost engineering, project planning, budgeting, critical path scheduling, cost and schedule progress measurement, and project status reporting.
- Construction methods and material and construction costs.

- Public agency procurement procedures and contract administration.
- Modern management theory.

Ability to:
- Plan, organize, and direct the work of a program control department.
- Analyze situations, identify problems, and implement solutions.
- Understand, interpret, and apply laws, rules, regulations, policies, procedures, contracts, budgets, and labor/management agreements.
- Prepare comprehensive reports and correspondence.
- Interact professionally with various levels of Authority employees and outside representatives.
- Communicate effectively orally and in writing.
- Exercise critical thinking, analytical problem solving, and decision-making expertise.
- Supervise subordinate staff.
- Travel to offsite locations within a reasonable timeframe.
- Read, write, speak, and understand English.

Minimum Qualifications
Potential candidates interested in the EXECUTIVE DIRECTOR, TRANSIT PROJECT DELIVERY position MUST meet the following requirements:
- Bachelor's degree - Engineering, Business, Finance, or other related field.
- 5 years' senior management-level experience in program control of major public works projects.
- Master's degree in related field desirable.
- Valid California Class C driver's license.

Special Conditions
- Exposure to hazards during site visits.

Disclaimer
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ATTACHMENT C

Los Angeles County Metropolitan Transportation Authority

Job Classification Specification

EXECUTIVE OFFICER, SYSTEM SECURITY AND LAW ENFORCEMENT

Pay Grade HAA
($156,832 - $196,060 - $235,227)

Basic Function

To provide executive direction to Metro's overall security and law enforcement contract compliance and strategic plan while supporting a community oriented policing philosophy.

Classification Characteristics

This classification is exempt/at-will and the incumbent serves at the pleasure of the hiring authority.

Supervised by: Deputy Chief Executive Officer

Supervises: DEO, Project Management

FLSA: Exempt

Work Environment

In order to achieve Metro's goals in support of its mission, potential candidates are required to commit and continuously practice and demonstrate the following work values:

- **Safety** – To ensure that our employees, passengers and the general public's safety is always our first consideration.
- **Service Excellence** – To provide safe, clean, reliable, on-time, courteous service for our clients and customers.
- **Workforce Development** – To make Metro a learning organization that attracts, develops, motivates and retains a world-class workforce.
- **Fiscal Responsibility** – To manage every taxpayer and customer-generated dollar as if it were coming from our own pocket.
- **Innovation and Technology** – To actively participate in identifying best practices for continuous improvement.
- **Sustainability** – To reduce, reuse and recycle all internal resources and reduce green-house gas emissions.
- **Integrity** – To rely on the professional ethics and honesty of every Metro employee.

- **Teamwork** – To actively blend our individual talents to achieve world-class performance and service.
- **Civil Rights** – To actively promote compliance with all civil rights statutes, regulations and policies.
- **Community** – To actively engage with the Community as it relates to Metro interest/services.

Examples of Duties

- Provides overall direction and management in the establishment and development of policies, goals, performance measures and strategies, for Los Angeles Metro Protective Service (LAMPS) Department while embracing a community oriented policing philosophy
- Manages transit operations using risk assessments to determine threats and guide an empowered workforce that is capable of utilizing a variety of tools (e.g., standard operating procedures, intuition, situation assessment skills, teammates, flexibility, cooperative problem solving and decision making) to mitigate threats
- Acts as key liaison between all contract law enforcement Departments and Metro
- Responds proactively to the needs of Metro and the community
- Oversees the security and law enforcement contracts and reports on contract performance and compliance
- Oversees and directs through the direction of the Deputy Chief Executive Officer the security and law enforcement management assigned to the Transit Policing Contract with Metro
- Oversees and approves security and law enforcement communications
- Encourages partnership with the community to assist in reducing crime; provides quality law enforcement services
- Partners and collaborates with community leaders to improve Metro's relationship with the community
- Oversees security and law enforcement audits and directs the implementation of corrective actions
- Participates in contract negotiations and represents security and law enforcement
- Ensures continuation of grant funding for critical security and law enforcement programs
- Directs preparation and administration of the Transit Security Department Budget
- Consults and advises management staff and the Board of Directors on transit security and law enforcement contract activities and issues

- Advocates Metro’s safety vision; approves and adopts the agency’s safety rules, policies, and procedures; communicates safety expectations; and maintains accountability for the safety performance of the entire agency
- Mentors, coaches, and develops subordinate staff
- Manages department including developing, monitoring and adhering to Metro’s policies/procedures, budget and achieving units goals and objectives
- Works with the EO of Risk Management on strategies, regulatory compliance, and grant implementation for Emergency Management
- Engages and solicits feedback from all departments and contract service providers
- Contributes to ensuring that the EEO policies and programs of Metro are carried out

Essential Knowledge and Abilities

Knowledge of:

- Theories, principles, and practices of public procurement processes, law enforcement, community based policing and risk management
- Effective Project Management skills and techniques
- Methods and procedures for implementing sensitivity training throughout the department

Ability to:

- Communicate openly and honestly and maintain open lines of communication with all stakeholders while being receptive to feedback
- Establish and maintain effective working relationships with a variety of individuals
- Demonstrate honesty, integrity, and a strong appreciation for diversity while overseeing Metro’s security and law enforcement contract compliance and strategic plan
- Motivate staff to partner with the community to build and improve relations between Metro and the public
- Ensure key organizational goals, priorities, values and other issues are considered in making program decisions
- Exercise leadership to implement and to ensure that Metro’s mission and strategic vision are reflected in the management of its people

- Establish program/policy goals and the structure and processes necessary to implement Metro’s mission and strategic vision
- Ensure that programs and policies are being implemented and adjusted as necessary, that the appropriate results are being achieved, and that a process for continually examining the quality of program activities is in place
- Acquire and administer financial, material, and information resources to accomplish Metro’s mission, support program policy objectives, and promote strategic vision
- Explain, advocate, and negotiate with individuals and groups internally and externally to develop an expansive professional network with other organizations and organizational units
- Communicate effectively orally and in writing
- Prepare comprehensive reports and correspondence
- Read, write, speak, and understand English

Minimum Qualifications

Potential candidates interested in the EXECUTIVE OFFICER, SYSTEM SECURITY AND LAW ENFORCEMENT position MUST meet the following requirements:

- Bachelor’s degree - Business, Public Administration or other related field
- 10 years’ law enforcement experience as a peace officer, 8 years of which must be at or above senior management-level, active within the last 3 years, with 4 years' law enforcement experience in a public transit environment
- Must satisfy the POST standards for peace officers
- Must have an advanced POST certificate
- Must have completed a POST- approved law enforcement management course

Special Conditions

Disclaimer

This job specification is not to be construed as an exhaustive list of duties, responsibilities, or requirements. Employees may be required to perform other related job duties.

ATTACHMENT D

Los Angeles County Metropolitan Transportation Authority

Job Class Specification

DEPUTY CHIEF EXECUTIVE OFFICER

Pay Grade HDD
($278,470 - $339,747 - $401,003)

Basic Function

To assist the Chief Executive Officer in executing the overall mission of Metro.

Classification Characteristics

This classification is exempt/at-will and the incumbent serves at the pleasure of the hiring authority.

Supervised by:Chief Executive Officer
Supervises: Chief Auditor; Executive Director, Vendor/Contract Management; Executive Director, Employee & Labor Relations; Executive Officer, Congestion Reduction; Deputy Executive Officer, Project Management, Executive Secretary/CEO/OIG

FLSA: Exempt

Work Environment

In order to achieve the Agency's goals in support of its mission, potential candidates are required to commit and continuously practice and demonstrate the following work values:

- **Safety** – To ensure that our employees, passengers and the general public's safety is always our first consideration.
- **Services Excellence** – To provide safe, clean, reliable, on-time, courteous service for our clients and customers.
- **Workforce Development** – To make Metro a learning organization that attracts, develops, motivates and retains a world-class workforce.
- **Fiscal Responsibility** – To manage every taxpayer and customer-generated dollar as if it were coming from our own pocket.
- **Innovation and Technology** – To actively participate in identifying best practices for continuous improvement.
- **Sustainability** – To reduce, reuse and recycle all internal resources and reduce greenhouse gas emissions.

- **Integrity** – To rely on the professional ethics and honesty of every Metro employee.
- **Teamwork** – To actively blend our individual talents to achieve world-class performance and service.
- **Civil Rights** – To actively promote compliance with all civil rights statutes, regulations and policies.
- **Community** - To actively engage with the Community as it relates to Metro interest/services.

Examples of Duties

- Assists the Chief Executive Officer in providing overall leadership of Metro in formulating and achieving public transportation objectives.
- Provides counsel to the CEO on significant matters affecting Metro operations and policies.
- Assists the CEO in developing and implementing short-range and long-range goals and business plans.
- Formulates policy recommendations for the Board of Directors, attends Board meetings, and advises Board.
- Formulates and recommends operating policies and procedures or changes in existing policies or procedures.
- Chairs and serves as a member of interdepartmental and interagency committees.
- Represents Metro and the CEO as designated in meetings, as committee member, and before community and business groups.
- Monitors activities of assigned departments to ensure conformance with goals and objectives of reporting unit and eliminate impediments to peak performance.
- Directs the conduct of studies, investigations, and analyses at the direction of the CEO, presenting oral and written reports of findings and recommendations.
- Supervises subordinate department heads and managerial staff.
- Creates Metro's safety vision; approves and adopts the agency's safety rules, policies, procedures; communicates safety expectations; and maintains accountability for the safety performance of the entire agency.
- Contributes to ensuring that the EEO policies and programs of Metro are carried out.

Essential Knowledge and Abilities

Knowledge of:

- Administrative principles and methods, including goal setting, program and budget development and implementation.
- Capital and operating budgets.
- Principles, practices, and program areas related to transit operations.

- Social, political, and environmental issues influencing transit programs.
- Applicable local, state, and federal laws, rules, and regulations.
- Principles and practices of public administration.
- Modern management theory.

Ability to:

- Assist in planning, organizing, and controlling the integrated work of a multi-tiered public transit organization.
- Develop and implement objectives, policies, procedures, work standards, and internal controls.
- Determine strategies to achieve goals.
- Understand, interpret, and apply laws, rules, regulations, policies, procedures, budgets, contracts, and labor/management agreements.
- Represent Metro before elected officials and the public.
- Analyze situations, identify problems, implement solutions, and evaluate outcome.
- Prepare reports and correspondence.
- Establish and maintain cooperative working relationships.
- Exercise judgment and creativity in making decisions.
- Communicate effectively orally and in writing.
- Interact professionally with various levels of Metro employees, outside representatives, and public officials.
- Read, write, speak, and understand English.

Minimum Qualifications

Potential candidates interested in the DEPUTY CHIEF EXECUTIVE OFFICER position MUST meet the following requirements:

- Bachelor's degree - Business, Public Administration, or other related field.
- 5 years' senior management-level experience in public transit operations.
- Valid California Class C driver license.
- Master's degree - Business, Public Administration, or other related field desirable.

Special Conditions

- None.

Disclaimer

This job specification is not to be construed as an exhaustive statement of duties, responsibilities, or requirements. Employees may be required to perform any other job-related instructions as requested by their supervisor.