



Metro

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July 23, 2015

TO: Board of Directors

FROM: Phillip A. Washington *PAW*
Chief Executive Officer

CC: LA Metro Senior Leadership Team

SUBJECT: Personnel/Organizational Restructuring

As we move forward to make LA Metro the best transportation agency in the world and as part of our ongoing continuous improvement, I would like to move forward with the following organizational changes. I will continue to assess the organization and make various changes as deemed necessary to move the agency forward and to adjust to an ever changing mobility environment. I formally presented these changes to the LA Metro Board at the July, 23, 2015 Board meeting.

- Appointment of Stephanie Wiggins as permanent Deputy Chief Executive Officer (DCEO). Stephanie Wiggins has 21 years of public transportation experience and has been with LA Metro in different capacities for a period of nearly seven years. Stephanie earned both her undergraduate and graduate degrees in Business Administration from Whittier College and the University of Southern California. She has served in a number of positions while at LA Metro, including Executive Officer, Congestion Reduction Initiative; Executive Director, Vendor/Contract Management; and most recently Interim Deputy CEO. She has performed in an exemplary manner in each of those positions and most impressively, the successful delivery and integration of all phases of the \$290 million Metro ExpressLanes Pilot Program, resulting in several first-of-its kind innovations for Metro, LA County, and the nation. Stephanie has been a tremendous asset to LA Metro and I believe will continue to be in this permanent role. (Appointment effective: July 27, 2015)
- Appointment of Richard (Rick) F. Clarke as Executive Director of LA Metro Engineering & Construction (I will also change the title of this department from Engineering & Construction to Program Management). Rick earned

both his Bachelors of Science in Economics and his Masters of Science in Engineering from the University of Pennsylvania. In his 35 year transportation career, Rick has worked on transportation projects in and for Cologne, Germany, the Long Island Railroad in New York, the Greater Cleveland Regional Transportation Authority, the Massachusetts Bay Transportation Authority, the Port Authority Trans-Hudson (PATH), the Dallas Area Rapid Transit (DART), and the Southeastern Pennsylvania Transit Authority (SEPTA) in Philadelphia. Rick Clarke currently serves as the Assistant General Manager, Capital Programs for the Regional Transportation District (RTD) in Denver, Colorado. This position provides executive leadership and day to day management of the FasTracks program, a nearly \$8 billion dollar transportation expansion program to build an additional 122 miles of commuter and light rail, 21,000 additional parking spaces, an 18 mile bus rapid transit system, and the redevelopment/renovation of the historic Denver Union Station.

Currently complete under Rick's leadership or under construction are two Light Rail Transit (LRT) lines, an LRT extension, four new commuter rail electrified commuter rail lines (The Eagle Public Private Partnership (P3) is the first and still only transit P3 in the U.S.), a bus rapid transit line and an award winning, multi-modal terminal at Denver Union Station that opened in 2014, five months ahead of schedule and within budget. Rick previously served as Project Director for the T-REX project, which was a \$1.7 billion, joint highway and LRT project where RTD and the State Department of Transportation worked hand in hand to deliver a national model type project to the Denver metro region. Rick has authored and presented numerous papers around the world on Light Rail and Intermodal Transfer Facility technical issues. He is sought after and has served on peer reviews in Atlanta, Toronto, St. Louis, Sacramento, Buffalo, and San Francisco. Our 15+ year professional partnership on Denver RTD projects resulted in all projects being on time and within budget, with no claims. (Metro start date: September 14, 2015)

- Appointment of Elba Higueros as our new Chief Policy Officer. Elba will provide executive management support to me and plan, direct, and provide executive level support in the overall management of agency policies, procedures and strategic planning that may cross traditional organizational and functional lines. She will manage communications between the CEO and members of the Board of Directors and their respective staffs. Additionally, Elba will perform independent research and evaluation of internal and

external factors related to Metro planning, operations and resources. Elba is a highly motivated, focused and results-oriented professional with proven experience in directing and contributing to complex, deadline-driven projects. Elba has been with LA Metro since 2003 and is currently a Transportation Planning Manager with our Congestion Reduction Initiative, responsible for overseeing the operations and maintenance activities of the Express Lanes toll operations and marketing and outreach and program performance monitoring. With tremendous experience in contract administration and oversight, along with a track record for doing things right the first time, we asked her to fill in as Interim Chief Policy Officer after the position became vacant unexpectedly in late May, 2015. She stepped in and has performed exceptionally, thus my decision to appoint this outstanding performer permanently. Her formal education includes a Bachelor of Art – Business Administration from Mount St. Mary's College and a Masters in Public Administration (completion pending) from California State University Long Beach. (Appointment effective: July 27, 2015)

- Recruitment and selection of a new Executive Director, Security. Alex Wiggins is a seasoned, multi-modal transit executive with expert competency in transit operations, safety and security, intergovernmental relations, policy analysis, strategic planning, and public relations. Alex began his career in the United States Army as a Military Police and after honorable discharge became a Police Sergeant with the Seattle Police Department in Seattle, Washington, where he was progressively promoted and served for a total of 12 years. After leaving the Seattle Police Department, Alex worked for Sound Transit in Seattle and the Seattle Department of Transportation as its Chief of Staff and Light Rail Strategic Advisor. Alex then deployed, as a consultant, to Iraq in support of the U.S. State Department's Civilian Police Training Mission. He worked alongside U.S. Department of Defense and coalition military personnel to monitor, equip, train and mentor Iraq's newly formed police force. After the Iraq deployment, Alex worked as Chief Administrative & Communications Director for the North County Transit District, Oceanside, CA; then became Deputy Executive Director of the nation's 2nd largest commuter rail system at Metra in Chicago, IL (a commuter rail system in a service area spanning 3,700 square miles across six counties), where among other things he managed and led a comprehensive review of Metra's 100+ member police department with the goal of raising professional standards. Currently, Mr. Wiggins is Vice President, Security Services for Transit Safety & Security Solutions, responsible for developing and overseeing security operations to manage system safety and security for Denver's Eagle Public Private Partnership (P3) Passenger Commuter Rail

project. He serves as the principal transit security liaison between the Denver Police, Denver International Airport, the Eagle P3 Project, and the regional transportation agency. (Metro start date: August 10, 2015)

- Recruitment and selection of a new Chief Communications Officer. Pauletta Tonilas began her communications career as a TV News Anchor and reporter in Des Moines, Iowa. She was the Public Information Officer for the City of Englewood, Colorado, for a period of seven years, before being asked to coordinate and manage all public information outreach and media efforts on the massive Transportation Expansion (T-REX) project - the highway/light rail expansion partnership between the Regional Transportation District in Denver and the Colorado Department of Transportation. During her T-REX tenure, Pauletta was instrumental in working behind the scenes to educate the public about the progress that comes through transportation investment that led to the successful passage of the FasTracks transportation expansion sales tax measure in 2004. After the successful sales tax measure, she was sought after by name to lead and direct all agency and consultant staff in strategic communications, planning, public information, internal communications, community outreach, media and government relations, collateral development, crisis communications, and special event planning for the then largest transit expansion program in the country. In all, Pauletta has nearly 30 years in communications, with 10 years of framing communications for the nearly \$8.0 billion FasTracks transit expansion program. (Metro start date: August 24, 2015)
- Realign/move the Asset Management function from the current Operations Department and into the Enterprise Risk & Safety Management Department (renaming the department "Risk/Safety & Asset Management"). It is an industry best practice and my own preference to separate what some would call the conflicting operational priorities of getting daily service out on the street versus pulling assets out of service at predictive maintenance intervals. This realignment will bring more emphasis to the asset management function and ensure independent and separate asset management and state of good repair decision making. Additionally, as a good asset management program is directly related to safety, I feel our safety program will be enhanced as a result of this change. Indeed, this function is so important that we have already begun the process to complete structural inspections on rail bridges and tunnels agency wide. This activity should be completed in October 2015; and hopefully early enough to inform capital prioritization for the FY16 mid-year budget. Rolling stock inspections/assessments, beginning with rail vehicles, will follow. (Effective: July 27, 2015)

- Making safety priority Number #1: Among other things and as a non-punitive measure and with full anticipation of working with our Union Leadership, I have mandated annual safety sustainment/refresher training for all bus and rail operators, along with all street supervisors. This is a proactive measure. Our approach is to provide this type sustainment training on an ongoing basis to refresh our employees' safety mindset before an accident occurs. (Effective immediately)
- Realign/fold our separate and currently named Program Management Department (will change the title of this group to "Project Management") into the former Engineering & Construction Department. Every successful transportation agency in the country that I know of incorporates Project Management (Controls) into their Engineering & Construction or Capital Programs Department. The project controls, estimating, and scheduling functions, etc., should be the responsibility of those tasked and empowered to build the projects. My experience is the project managers have the best understanding of project risks and their potential impacts and mitigation. This type organizational structure is an industry best practice and has proven to be a more streamlined and efficient approach to managing transportation infrastructure projects. Additionally, it allows for constant review of every project's budget and contingency and each risk that can affect that contingency. Finally, the folding in of this department into another, allows for a degree of efficiency and streamlining. (Effective July 27, 2015)
- Creation of what I am calling an "Office of Extraordinary Innovation". The role of this office will be to champion new ideas to improve mobility in LA County. The responsibilities are threefold: Informing the high-level vision for LA Metro through exposure to innovative people, organizations, and industries; Supporting Metro departments in piloting new and experimental programs and policy; And, serving as the primary liaison for new ideas relevant to LA Metro, coming from entrepreneurs, established private sector entities, academia, or individual residents. I will also house the Public Private Partnership (P3), and strategic planning functions in this office. This office will report directly to me and be responsible for thinking about and implementing the most out of the box and heretofore untried innovative things the transportation industry has ever seen in this country. I am directing this office to be my Innovative Strike Force Team. P3's, value capture opportunities, technology, transit oriented community opportunities, etc. In addition to their mission of thinking, creating, and implementing innovative deals, I expect this office to engage local, national, and international

academia and senior transportation veterans to understand both new and old mobility ideas and thought. This office will evaluate and improve procurement practices to open the doors for innovation and unique partnering arrangements, including mobilizing evaluation of unsolicited proposals to determine technical or financial merit. Indeed, I expect them to create a type of regularly scheduled academic, community, and veteran transportation professional roundtable, to study and give thought to the most pressing and cutting edge LA Metro and national transportation challenges and issues. They will also begin a comprehensive strategic planning process that includes input from our Board of Directors, employees, stakeholders, and local/national partners, that will set the strategic direction of our agency for the next decade or more. This will be a rather small office (3-5 FTEs), perhaps augmented by student researchers and/or Fellows, and the creation and staffing will not result in headcount increases. This office will indeed be directed and encouraged to bring to us for consideration extraordinary innovation from every corner of the globe. (Effective: In development).

Please let me know if you have questions as it relates to this action. I look forward to serving.