

# MEMORANDUM

**TO:** MTA Leadership Team

**FROM:** Anya Sharma, CEO

**DATE:** October 26, 2023

**SUBJECT:** Directive: A New Foundation for Excellence

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Team,

My first 90 days have confirmed what I suspected: we have a world-class team managing a system under immense strain. To secure the future of this agency and the trust of our riders, we must shift from a reactive to a proactive and strategic operational model. We will no longer justify our budget by fighting fires; we will justify it by building a fire-resistant system.

To that end, our organizational objectives for the next 3-5 years are as follows:

1. **Enhance Rider Experience:** Achieve a 15% increase in positive rider satisfaction scores by improving reliability and station comfort.
2. **Achieve Operational Excellence:** Increase on-time performance for all bus and rail services to a system-wide average of 95%.
3. **Ensure Financial Sustainability:** Reduce unplanned maintenance expenditures by 20% and develop a transparent, data-driven case for all future capital investments.

These are not aspirations; they are our mandate. The foundation for achieving these goals is a robust Asset Management framework. I expect a draft Asset Management Policy and a corresponding Strategic Asset Management Plan (SAMP) outline that demonstrates a clear 'line of sight' from these objectives to our daily activities. This is our top priority.