

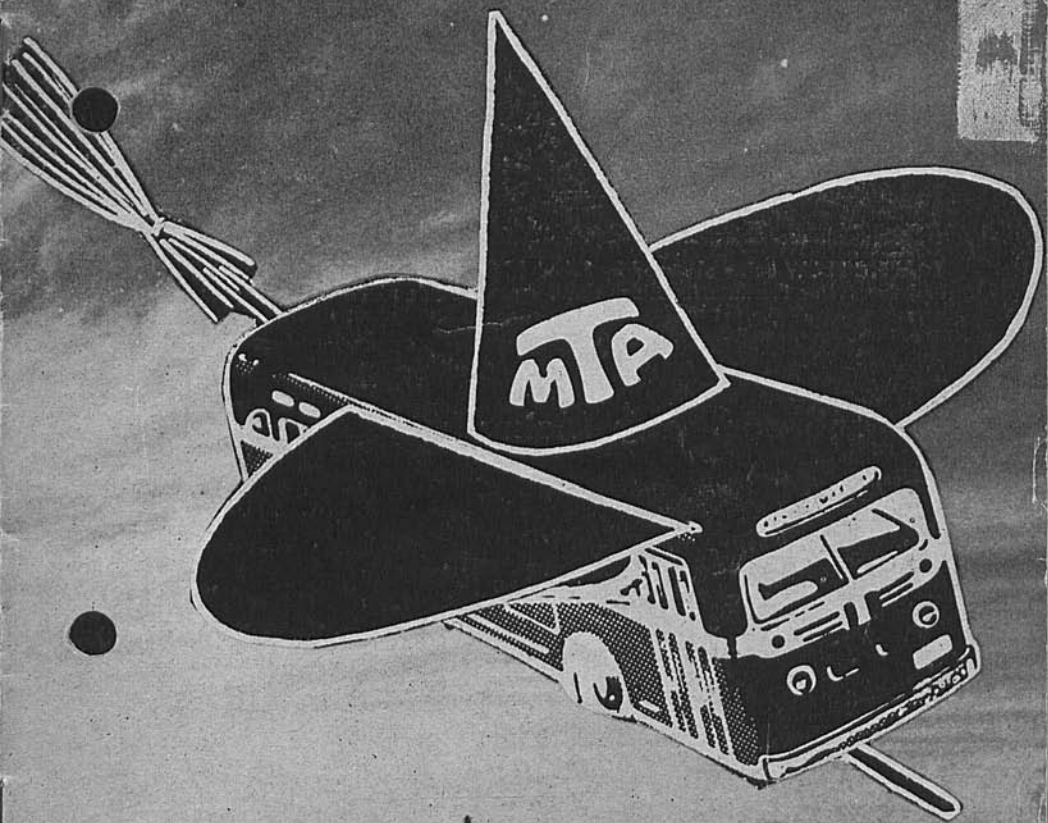
The



76-3

Emblem

OCTOBER, 1958



Witchliners for Hallowe'en? — See cover story page 15

Schedule Makers Are Not Crazy!

MTA Track "Stars" Move Fast



TRAFFIC FLOW being observed by Schedule Checker Harold D. ("Doug") Shier, left, and Supervisor Franklin Lonning, right. From records of their observations, and the observations of other Checkers and Supervisors, as well as from Operators' reports, Schedule Makers revise schedules to fit new conditions, or build entirely new schedules.

The MTA Schedule Maker Is— **CRAZY—LIKE A FOX!**

**His Head Is Jammed with Figures, Rules,
Union Agreements, Traffic Laws, Time Points—
And He Has to Allow for Every Human Weakness,
Desire, and Error Except His Own!**

SCHEDULES on the Line 35 West Valley Freeway Flyers are "designed for Valley residents reporting to work at 7:30 a.m., 8:00 a.m., 8:30 a.m., and 9:00 a.m.," says publicity emanating from our Public Relations Division. Experience teaches that the best chance to get transit used is to operate it at times best suited to people's needs and

desires.—And people's needs and desires are just the ticket to drive a Schedule Maker crazy—like a fox!

The MTA Bureau of Schedules and Statistics makes every effort to arrange bus and train travel to fit in with work hours, shopping hours, seasonal events, and patterns of traffic. The larger Los Angeles and its environs become, the more com-

plicated grows the problem of meeting travel demands, particularly during morning and evening peaks. Traffic conditions and speed restrictions in many localities must be considered. It is not enough merely to meet problems when they arise; it is necessary to anticipate them and provide for them in advance, so that both equipment and operators may be available without undue delay.

Moreover, the complexities of schedule making are closely tied in with economy of operation, employee relations, the riding public, and management policy. Upon the efforts of the Schedule Maker rests much of the prosperity of the company, because operating according to a prescribed schedule requires a closely associated train of activities involving large expenditures of money under many costly working conditions. To keep these expenditures down and still retain working schedules that will satisfactorily handle traffic demands requires much constructive thinking

and an alert awareness of the numerous and complicated factors involved.

Consider, for instance, the fact that on a normal weekday MTA service involves the use of 1397 motor coaches, 84 trolley coaches, and 224 rail cars, all of which make many thousands of trips totalling 176,000 vehicle miles daily. That's seven times around the earth in 24 hours! Even Sputnik doesn't do much better.—And, all these miles are operated on schedules.

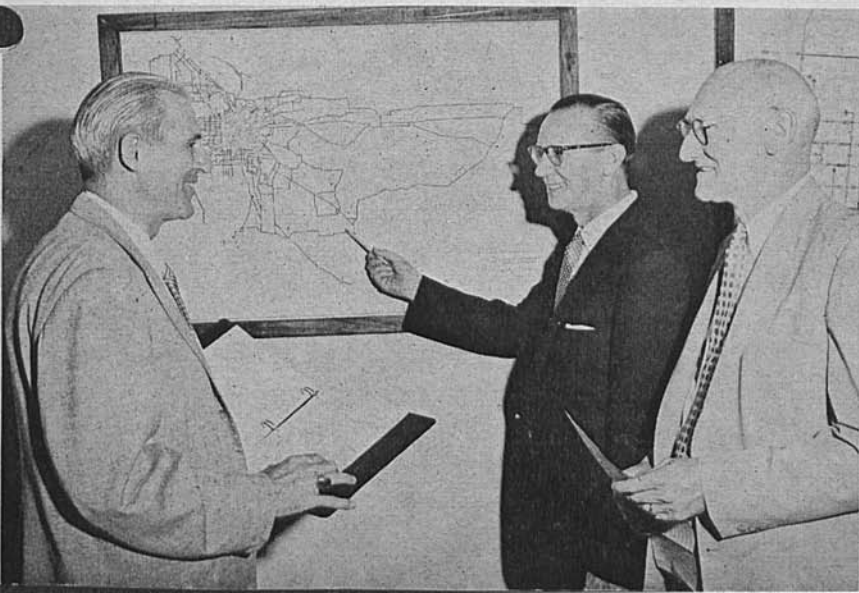
How a Schedule Is Made

How is a schedule made?

It is compiled from information received by the Schedule Bureau through:

1. A force of 16 Checkers who continually observe and record patterns of travel aboard MTA vehicles.
2. Reports of 65 Line Supervisors and 28 Instructors.
3. Miscellaneous reports from Operators.

SCHEDULE BUREAU HEADS confer over a schedule problem on a line. From left are George F. Goehler, Superintendent of Schedules and Statistics, and his chief assistants: Dave S. Coburn and Laurel S. Jones, both Supervisors of Schedules.



ON-AND-OFF TRAFFIC CHECK on a line being processed for the Schedule Maker by Mrs. Helen Wheeler, Comptometrist Clerk. Large sheet shows passengers boarding and leaving coach at different stops on line.



SCHEDULE MAKER Fred D'Arcy revising Line 60 schedule (L. A. - Redlands).



Crazy—Like a Fox!

4. Daily revenue reports.

5. To some extent, letters from passengers.

Information thus supplied on a given line is brought together and summarized. On the line under study, travel is broken down into appropriate periods—ordinarily, of 15, 20, or 30 minutes—in order to determine just how many trips are required during those periods.

In addition to the results of travel checks, other factors must be—and

always are—considered. These include:

1. Availability of equipment by type and seating capacity.

2. Traffic conditions on the line under study. Would it be better, for instance, to resort to off-routing to make schedules operate better? Could use be made of freeways?

3. How can the schedule be adjusted so that work assignments, or runs, are as efficient, workable, and

PROOF-READING— Ben Hartsell, right, checks an Operators' timetable against a master IBM timetable held by Ken Webster. Both men are Schedule Makers. Checking everything for accuracy is one of the most important duties of all Bureau members.





CUTTING OPERATORS' RUNS from new schedule is Jim Oliver, one of several Run Cutters. This is a critically important task requiring expert knowledge of agreements and run-cutting techniques.

well balanced as they can be made? Such factors as layover time, dead-head time, and special conditions on each line must be dealt with.

4. Union agreements, safety regulations, the vehicle code and applicable laws.

The Schedule Maker in charge of the line, after careful study of all factors, draws up a time schedule and route of travel that seem to him best to satisfy all requirements.

After the schedule is considered and approved, the Run Cutter divides it up into work assignments for the Operator. Although some other companies have the Schedule Maker perform this task, Superintendent Goehler believes in greater specialization of work.

"By having a group of men do nothing else except cut runs, I feel we get greater uniformity and greater efficiency in the preparation of assignments," he commented.

From assignments, "paddles" for Operators are made for an increasing number of divisions. A paddle is merely a typed or dittoed sheet of paper showing in detail every-

thing the Operator has to do for the day, including where and when each piece of work is to be performed. It is handed to the Operator by the Division Clerk at the time he gets his assignment, thus making unnecessary the tedious copying in longhand of a page in the assignment book, with great possibility of errors which might lead to serious off-schedule performance. The Operator keeps his paddle in front of him while he operates his coach. Although not all divisions make use of paddles at this time, the practice will eventually become universal, according to Mr. Goehler.

From the timetable, the Schedule Maker also prepares a very condensed summary of the line schedule, together with other information as to routes, run numbers, etc., which will enable a Supervisor to see that the line is being properly operated. This summary is condensed enough to be vari-typed on a loose-leaf sheet for a pocket-size binder.

In all schedule work, accuracy is of the very first importance. Hence, proof-reading, with one person holding original copy and the other reading aloud the typed or printed copy, is a most important aspect of

TYPING PADDLES for Operators is Pat Kellogg. Paddles show what the Operator has to do on his assignment, and are handed to him before his run by the Division Clerk. Not all divisions have paddles.





VARI-TYPING a new schedule for the multilith press is Murphy Swindell. All MTA public timetables are thus vari-typed.

Crazy—Like a Fox!

the work of the Bureau. An error, for instance, in typing up the Schedule Maker's penciled schedule could, if undetected, lead to errors in printed timetables, errors in assignments, errors in paddles, errors in the Supervisors' summaries, unnecessary expense for the company, and irritated passengers.

Shortly after January 1 next year, it is expected that schedule making will be vastly assisted by use of a "650" IBM machine, which, when fed the proper data, can figure proper headways and running times more exactly and much faster than is possible by pencil-pushing methods. "There are 5,000 penciled figures in a schedule for a major line," according to Mr. Goehler, "a fact which leads to employee fatigue and the ever-present possibility of error. Use of the tireless IBM machine will eliminate many errors and give time for more creative thinking on the part of the Schedule Makers, besides reducing the time to produce the actual timetables by one-fourth.

"The MTA Schedule Bureau is dedicated to making fast changes in schedules so as to keep up with public demands," Mr. Goehler continued. "Even at present, it is not

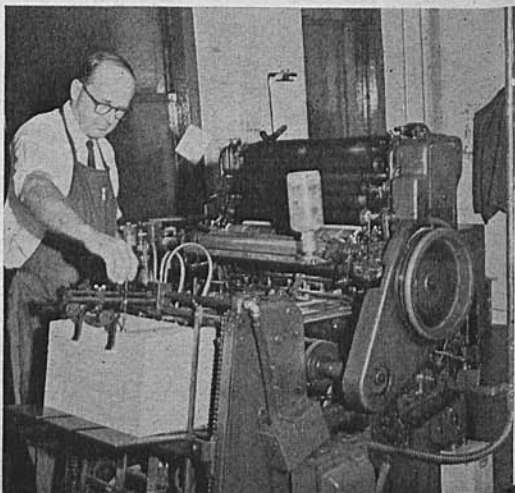
uncommon for us to learn of a new travel demand today, to analyze it tomorrow, and put the change into effect the third day—in emergencies. Ordinarily, however, it requires a week to a month, depending on the complexity of the schedule."

To develop the unified methods of procedure in schedule making that Superintendent Goehler believes will help speed the work, a school for Schedule Makers is held every Thursday evening from 5 to 8 p.m. Classes began last July. The classes study such problems as:

1. Better methods for analyzing and preparing running times. It concluded, for example, that the Hellman Avenue line could best serve by operating under uncontrolled running times after leaving its peak load points on announced headways.

2. Improving methods of determining the types of service to be used on particular lines. Should it be local, limited, express, or a free-way flyer—or a combination of several? If a combination, in what proportion?

PRINTING SCHEDULES on the multilith press on the mezzanine floor of the 6th and Main Station is Foreman Al Latvala. Shop has two presses, folding & bundling machines, and a big power paper cutter.





CLASS of Schedule Bureau men meets every Thursday to discuss methods of improving work of Bureau. At left rear, standing, is M. Edwin Wright, General Superintendent Transportation. Schedule Bureau is under his jurisdiction. Standing toward right is the "teacher," Mr. Goehler. Other men shown are only a few of the members of the Bureau. Different groups meet in turn to talk over their problems with Mr. Goehler. Seated, l-r, are Asst. Supv. of Schedules Max Rise, Supv. of Sched. Dave Coburn, Sched. Makers Art Grode and Joe Gay, Supv. of Sched. Laurel S. Jones, Asst. Sched. Maker Harold Henry, Chf. Clerk Paul B. McDonald and Sched. Maker Elmer Markles.

3. Standardization of technical language to be used in the Bureau. Should it be "roll-out" or "pull-out"? "Jawbone" or "verbal order"? "Assignment" or "work run"? "Work-sheet" or "strip"? "Dilly" or "coupling a run with a tripper"? Etc.

4. The development—and this is most important of all—of uniform methods for doing every piece of schedule work so that it eventually may be placed on IBM cards for machine processing.

The class will continue indefinitely under the guidance of Mr. Goehler, who invites experts on various phases of the service to hold discussions with the class.

In addition to performing schedule work, the Bureau compiles, for its own use as well as for use by other departments, statistical data of various kinds, such as analyses of travel trends and traffic movements as they affect our operation (checking signal timing, for example); mileage estimates on lines with new or revised schedules, so that the Maintenance Department may have advance knowledge in

order to prepare equipment; cost figures for operating the service and for preparing schedules; and other data.

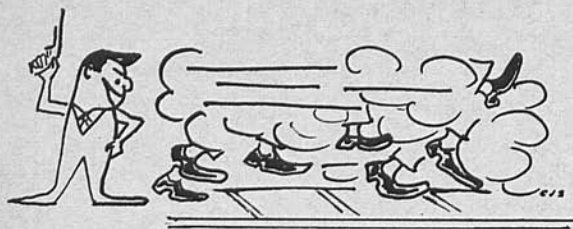
The Schedule Bureau even operates a printing shop on the mezzanine floor of the Sixth and Main Streets station. Here, under Foreman Al Latvala, are printed the millions of public timetables originated by the Bureau, "take-one" folders and other leaflets used in promotional activities, store forms, Supervisors' summaries, and new tariff pages. The flow of work to the Print Shop is regulated by Paul B. McDonald, Chief Clerk of the Schedule Bureau.

The Bureau also assigns to all lines the equipment to be used, according to type, number of pieces, and the division from which the vehicle is to be obtained.

Bulletins regarding service changes and other items of value to the Information Clerks are frequently issued by the Schedule Bureau.

(Concluded on Page 15)

TWELVE MINUTES



To Go

MTA Track "Stars" Pick 'Em Up and Lay 'Em Down FAST

DOWN THE TRACK come the 16 "stars" of Track Foreman Carl Heffington's Special Work team, flying the colors of the MTA Way and Structures Department. They're accompanied by a big mobile crane and several trucks carrying hand tools, pneumatic drills, long rails.

At Vernon and Hoover the men swarm from the trucks. Mission: to remove rail crossing, unneeded

since the "F" line was replaced by buses.

While several cars on the "V" line go by, the crew digs up pavement, cuts crossing rails through, lays replacement 116-lb. rails alongside the tracks, and waits.

Foreman Heffington takes out his watch as one car passes. "The 9:13," he says. "Twelve minutes to go."

—The pictures tell the rest.

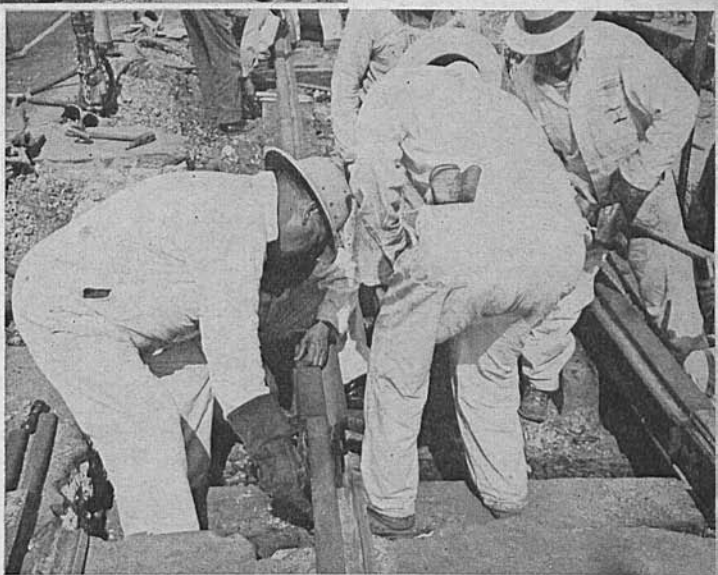
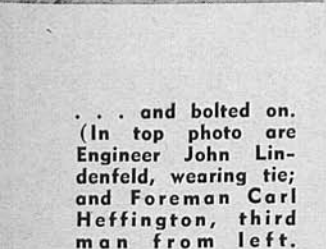
9:13 A.M.

CROSSING is picked up and removed by mobile crane. Work of removing paving and cutting rail had already been done earlier.





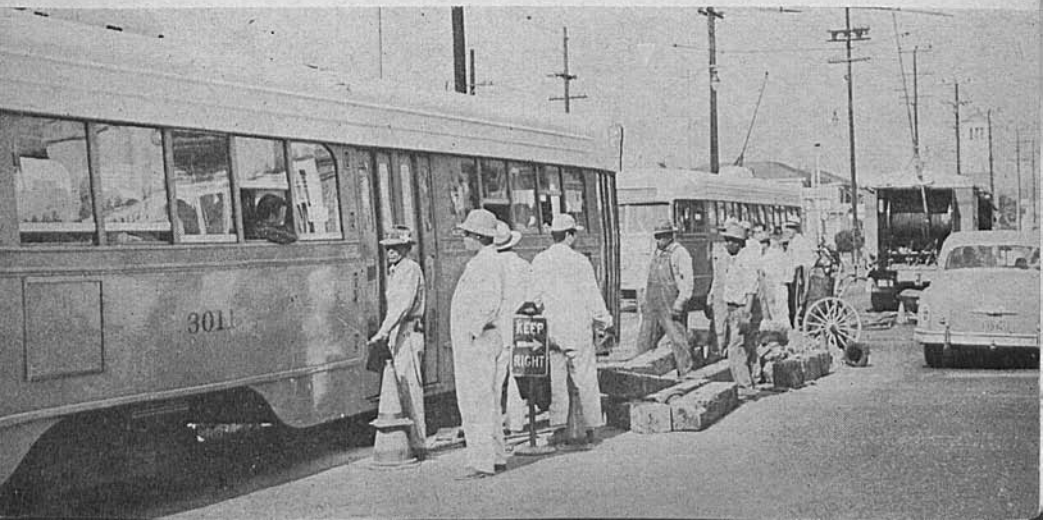
116-LB. RAIL, pre-cut to fit exactly, is swung into place . . .

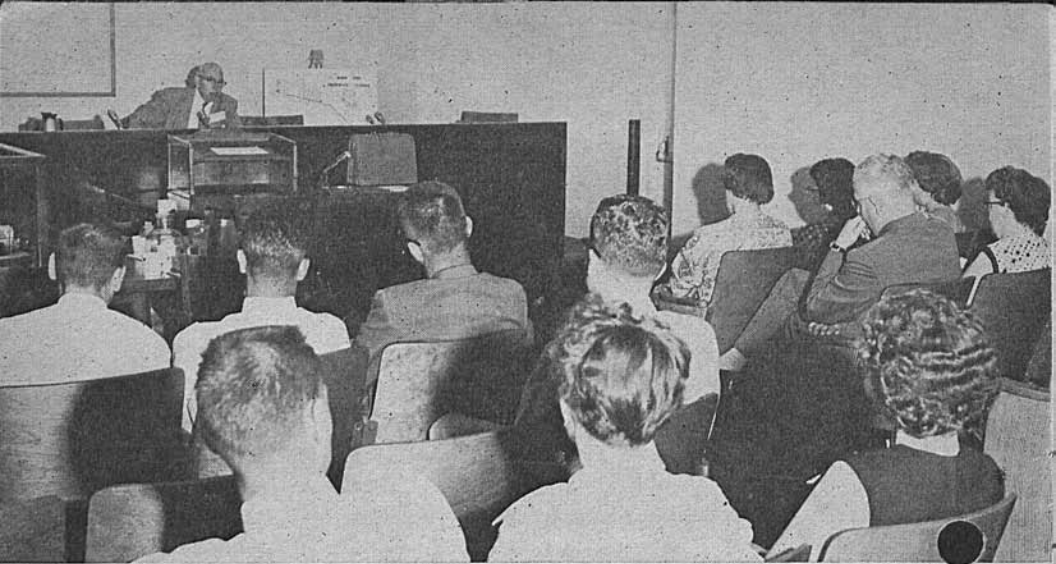


. . . and bolted on. (In top photo are Engineer John Lindenfeld, wearing tie; and Foreman Carl Heffington, third man from left.

●:25 A.M.

NEXT SCHEDULE comes along and goes over the new rail. Crew then finishes job of repaving and clearing up debris from street.





BURBANK TEACHERS gather in Authority meeting room on Sept. 11, Burbank Business-Education Day, to hear a talk on transit problems by Clarence Winder, MTA Vice-Chairman. Teachers showed great interest by asking many questions afterward.

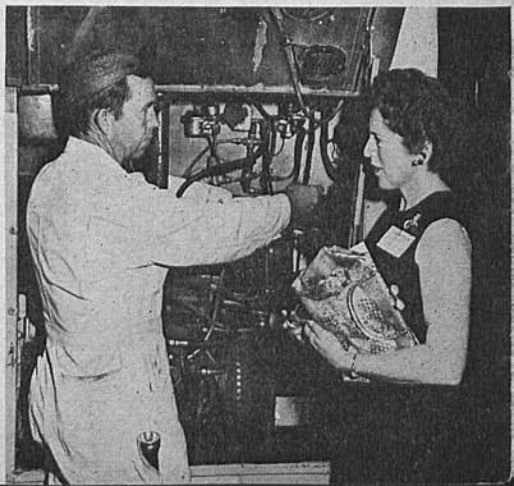
Teachers Tour MTA

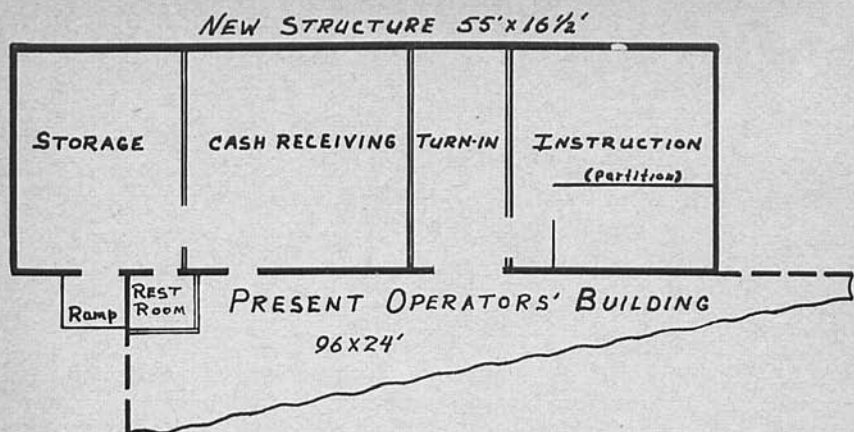
THE UNIQUE NATURE of MTA as a self-sustaining public corporation created by state legislation, and the goals and problems of the company and the transit industry in general were pointed out by MTA Vice-Chairman Clarence Winder to 16 Burbank teachers last Sept. 11.

The occasion was the second annual Business-Education (B-E) Day sponsored by the Burbank Chamber of Commerce and the Burbank school system. Industry played host to all Burbank teachers and took them on tours of plant facilities in a move to acquaint them more fully with industrial life.

The 16 teachers hosted by MTA viewed Division 2 Maintenance facilities under the guidance of Division Superintendent Earl Wetzler and Mechanical Technician Andy Seyferth.

B-E DAY—AND HOW!—During tour of Division 2 by Burbank teachers, Mrs. Marcella Hutchison, teacher at Luther Burbank Junior High, reveals to Mechanic Carroll Sutton that her husband, Leonard, is an MTA Operator at Division 10. Mr. Sutton reveals that his wife is cafeteria manager Roosevelt High School, Los Angeles.





APPLIED PLAN of improvements being made at West Hwd. Operators' building.

West Hwd. Face-Lifting

REMODELING AND EXPANSION of the Operators' building in West Hollywood was begun in September as the first of several planned modernization projects.

Plans call for extensive interior changes and the addition to the present building of a 16 1/2-by-55-foot brick structure for storage, cash receiving, money turn-in, and instruction.

Completion of the West Hollywood job is tentatively scheduled for early December, according to L. C. Thompson, Superintendent of Way and Structures.

A new, larger storage room will provide for easier loading and unloading, as well as for more space. A new Cash Receivers' area and cash turn-in room will make possible more efficient handling of money, and the use of such features as bullet-proof windows and doors will provide greater safety and lower insurance costs. A separate in-

struction room for new personnel will facilitate training.

Interior remodeling calls for additional air conditioning and heating equipment, conversion of the Division Clerks' office for use by the Assistant Division Superintendent, a new doorway, and the installation of rest-room facilities adjoining the new burglar-proof cash-receiving room.

The cash-receiving area will be protected by three windows with bullet-proof plate glass almost 1 1/4 inches thick and by three doors plated with steel 1/8 of an inch deep. Windows in the doors also will be bullet proof.

Plans for the future include the remodeling of the inspection garage building at West Hollywood. Work similar to that in progress on the West Hollywood Operators' building is also planned for El Monte. Modernization of other Operators' buildings is also planned for later dates.

A Summing Up

By Chm. Carl P. Miller During Traffic Improvement Week

MTA ACHIEVEMENTS in public service since last March 3 were described to 135 prominent Southland leaders by MTA Chairman Carl P. Miller at a Traffic Improvement Week luncheon at the Biltmore on Tuesday, Sept. 23. The luncheon was jointly sponsored by MTA and the Transportation Club.

In summary, Mr. Miller said:

One of the most notable accomplishments was the inauguration, on Aug. 25, of Line 35, the West Valley Freeway Flyer service, which, for the first time, provides direct motor coach service from Reseda and other West San Fernando Valley cities to downtown L.A., and brings Reseda and downtown L.A. closer together by 18 minutes. Beginning with four morning inbound and four evening outbound trips, Line 35, within three weeks, increased its runs to seven and six; and was to add a seventh outbound trip Oct. 6.

Also new is the La Cienega line (99), which was begun June 9. Offering much-needed service along "Restaurant Row," its success was established before the 60-day trial period had ended.

The Downtown Loop, Line 33, was our only set-back. Starting July 7 in response to requests by downtown merchants, the Loop offered reduced-fare service within the downtown area only. It failed because of poor patronage.

In addition to publicizing and inaugurating the lines mentioned, MTA has used extensive promotional campaigns to increase ridership on other lines serving such places as the Coliseum; the Hollywood Bowl; the Greek Theatre; Santa Anita, Los Alamitos, and Hollywood Park race tracks; the Los Angeles County Fair; Disneyland; and Knott's Berry Farm. Augmented and, in some cases, special service to these and other places has been retained. Special service includes shuttle buses to the Hollywood Bowl and from Pomona to the fair; Hollywood Park Flyer buses, which give direct service to that track; and similar service to the Los Alamitos race track.

Special-group charter buses, or Clubliners, are being promoted to a greater extent than ever before. Regular service on Line 75 to Pacific Ocean Park is being strongly publicized.

The change, on May 25, from rail to buses on Line 34 (Lynwood-Bellflower); replacement, on September 14, of old square cars on the "S" line by newer PCC-type cars; the purchase of 110 new buses; the addition of bus stops on the San Bernardino Freeway; and the vast origin-and-destination study now being conducted conclude MTA's list of improvements completed thus far.

MTA's Senior Employee Retires

MTA SAID AU REVOIR to its senior employee last month when, on Sept. 24, Norman T. Sewall celebrated his 65th birthday and his retirement from 49 years of service with the company.

Besides relinquishing his status as employee with the most years of service, Sewall, when he retired, left behind a half-million dollars a month. But he doesn't miss the money. He's probably happy to be away from it.

For the past 12 years he had been Cashier in the ticket office at the Sixth and Main Sts. depot. The half-million represents the amount of money he handled during a typical month.

"I never thought of it as real money," said Sewall. "To me it was just something I had to count.



NORM SEWALL on the job.

In Memoriam

THE EMBLEM records with regret the following recent deaths among employees and their families:

ADAIR, James G., 83, retired Watchman; September 26.

ALBERT, Jacob R., 86, retired Flagman; September 14; survived by his wife, Blanche.

BUCKMAN, Henry, 79, retired Operator; September 5.

CAVE, Anna, wife of retired Operator Royal J. Cave, 75; September 2.

DEENEAN, John R., 70, retired Operator; August 26; survived by his wife, Kathryn.

FINCH, Harry L., 57, Division 9 Operator; August 31; survived his wife, Beulah.

IDEN, John H., 59, Division 20 Operator; August 6; survived by his wife, Marie.

KENACY, William R., 32, Division 6 Operator; August 27; survived by his wife, Doris.

LAYTON, Ethel M., 67, retired Information Operator, September 14; survived by her nephew, Frank L. Layton.

McHENRY, James C., 83, retired Conductor; August 7; survived by his daughter, Mrs. Elsie Earth.

McROBERTS, Dora B., wife of retired Claim Agent Charles H. McRoberts, 83; June 19.

MUNGUIA, Jesus, 65, Division 5 Utility "A"; September 14; survived by his wife, Juana.

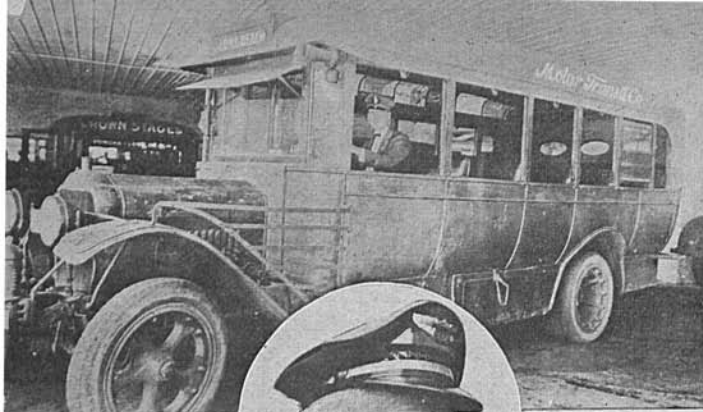
O'BRIEN, Clay C., 62, retired Painter; September 3; survived by his daughter, Mrs. Lois Pickens.

SECRET, Frank W., 64, Division 12 Operator; August 4; survived by his wife, Luella.

TOMKINSON, Clyde E., 61, Division 9 Operator; September 6; survived by his wife, Gertrude.

WHITE, Reginald W., 71, retired Typist-Clerk; September 27; survived by his wife, Ruby.

WILKE, Alma L., wife of retired Operator Ernest E. Wilke, 69; July 27.



THEN AND NOW —
Operator Herb McCollum at the wheel of his Motor Transit Co. bus in the early 1920's (left), and at the wheel of his modern MTA coach some 35 years later (below). In the circle is Mr. McCollum as he is now.



Comin' In On

Two-Wheel Brakes & a Prayer

TODAY'S BUS DRIVER has problems which were unknown 30 years ago. Yet, despite smaller coaches and less traffic, the driver of the twenties had his own headaches.

Herbert B. McCollum, who operates out of El Monte, has been with the company since 1924; he remembers how things used to be.

"In the old days with Motor Transit Co.," said Herb, "I drove, between Los Angeles and Santa Ana, a 25-passenger stage with four cylinders, two-wheel brakes, and 100-pound-pressure tires. It was easy to slide into a ditch; the asphalt roads had a high crown on which tires would slip and wheels would lock. We often had to power brake (use the brake with the left foot and accelerate with the right)

in order to keep the wheels turning, then shift to a lower gear for more compression.

"Coaches had to be hand cranked; there were no self-starters those days," Herb added.

Wages also have undergone much change. "Instead of being paid by the hour we got four cents a mile," Herb said. "A round trip between Los Angeles and Redlands earned us \$5.50—provided we finished the trip; if we couldn't complete it we lost that much pay!"

Today, this trip, on an hourly basis, would pay more than twice the old amount; in total wages it would yield about three times as much, since drivers reporting to work on time and available for the day are guaranteed a day's pay.

Crazy—Like a Fox!

(Continued from Page 7)

All in all, this bureau is one of the most widely useful groups of any in the entire Authority.

Respect a Schedule Maker! He's a man of knowledge which is in many respects encyclopedic: he must know the up-to-date traffic regulations and ordinances affecting transit in every city and village, and on every street and highway, within the scope of his duties. He must understand the application of every phase of the union agreements, and of company rules. He has to allow for human desires, human weakness, and human error. And he has to translate that knowledge into complicated schedules and assignments as nearly faultless as concentrated study and tireless checking can make them. He has the almost impossible job of satisfying the public, company officials, and the men in uniform—all at the same time. Yet, somehow, he manages! He's crazy—like a fox!

CURRENT AD on the back of the new Line 35 West Valley Freeway Flyers has attracted the attention of the public.



The Emblem

Vol. 1 October, 1958 No. 3

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OUR COVER

On Schedule Again!

RUMOR has it that the convocation of Hallowe'en witches has found MTA schedules so dependable that they have requested new Witchliners to replace old-fashioned broom service.

"When transportation experts like these prefer MTA service to their own, we feel we've scored a clean sweep of the opposition," jubilantly aver our Operators and Schedule Makers.—Witches as it should be, we hasten to add.

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PUT YOU
ON THE SIDELINES**

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