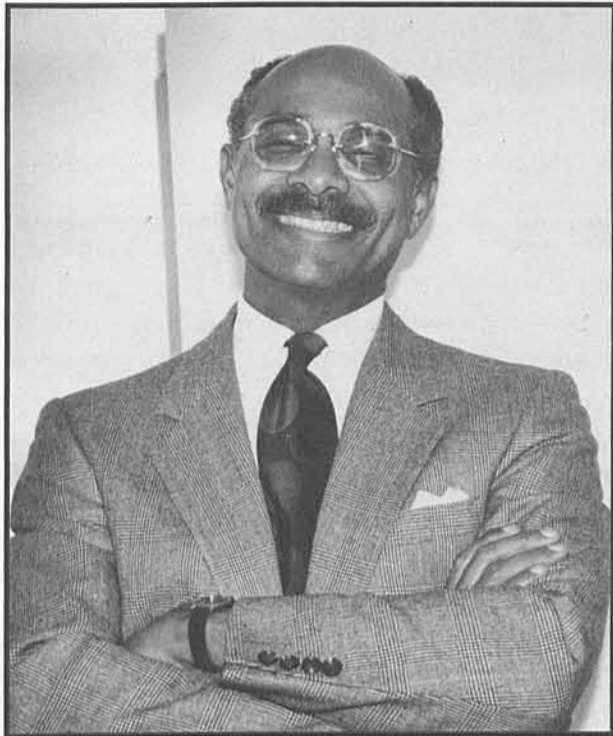




Franklin White Speaks to Staff



He calls himself an "efficiency wacko" who likes to hear both sides of a story before making a decision. He has a sense of humor, especially when it comes to his tennis game, and he's proud to be selected to help the MTA go the "next mile."

He is Franklin White, the new MTA's first chief executive officer, who just arrived from his former post as New York State's Transportation Commissioner.

With only three days under his belt in his new job, White addressed a packed audience at a general staff meeting held at the MTA offices at 818 West 7th Street in Los Angeles on March 25. He gave a similar address to MTA staff at the 425 South Main Street building on April 1. He talked about his philosophy, his immediate plans for the organization, and a little bit about himself.

"This region has turned the corner on transportation issues," he said. "A mission has been outlined, a vision has been developed, and we have the raw material to make transportation in Los Angeles a model for everyone. Now we need to see where we go from here so that we can meet the travel demands in the years from 2000 to 2020."

His Philosophy

White believes that MTA employees should treat taxpayers' money as if it was their own. "Despite the fact that money is appropriated to the MTA as a government agency," he said, "it's still money, and we must constantly ask ourselves 'if it were *our* business, would we do it this way?'"

As to characterizing himself as an "efficiency wacko," he said this description is exemplified by four basic principles: (1) think about what you do, and constantly ask yourself if there's a better way to do it; (2) develop goals (no matter how intangible, write them down); (3) don't surmise, rely on facts and data; and (4) think as a team.

Immediate Plans for the Organization

"Teamwork is especially important now, with two organizations coming together as one, White said. "It may seem difficult (in a merger situation), but a team spirit is the best way to go.

"We need to be a team early. That's why all the senior executives are now together in one location. I will not discuss any issue with one side of the organization without hearing from the other," he explained.

When it comes to the staff's concern about jobs, White said that the MTA board assumes that the consolidation will lead to fewer filled positions in the long run, but he emphasized that it doesn't necessarily mean layoffs.

"We're going to minimize the impact on people to reach an efficient outcome," he said. Although it's too early to be specific, he said techniques (such as early retirement and lateral transfers) will be used to minimize layoffs. He plans to designate acting managers to help determine overlapping jobs within organizational units. "The key decisions will be made soon," he said, "but implementation may take awhile."

About Himself

"I'm not one to talk much about myself," said White. "In fact, just before I left my New York position of eight years, my staff insisted that it was time for me to finally be the featured speaker for Black History Month." When asked about his tennis game, White said by New York standards, he's a B+; "but I was told to downgrade it a notch for California." White's wife, Diane, and their youngest son, Andrew, 17, will join him in Los Angeles at the end of the school year in June. He and his wife also have two adult sons, Franklin, Jr., and William.

A Visible Leader

White pledged that after he's had a chance to work on the most imminent issues, he'll take time to walk around to meet MTA staff members. He promised to keep communication channels open, through meetings with executive management and all employees through a column in the employee newsletter.

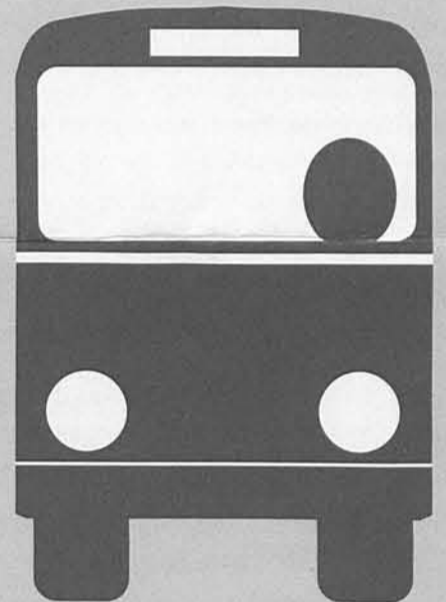
Welcome to Los Angeles and the MTA, Mr. White! ✨

This newsletter is presented as an interim newsletter to all MTA employees until a new employee newsletter can be developed for the consolidated agency.

A Message to Bus Operators and Maintenance Employees

Many employees may be apprehensive about the merger of the two agencies. Although the greatest impact will involve those departments with overlapping responsibilities, where there is little overlap, the impact will be much less.

As CEO Franklin White indicated in his talks to employees, the majority of MTA employees will not be individually affected by the merger. Most employees represented by the United Transportation Union, Amalgamated Transit Union, Transportation Communications Union, Transit Police Officers Association, and the Teamsters will continue to serve in their positions as they always have. ✨



Serrano, Lepins Named Bus and Train Operators of the Year

Bus operator Enrique Serrano of Rancho Cucamonga, with 32 years of SCRDT service, was named the MTA's Bus Operator of the Year for 1992. His colleague, Robert Lepins of La Puente, a 35-year Los Angeles public transportation veteran, was named MTA's Blue Line Train Operator of the Year.

"Serrano and Lepins provide a universal example of the finest in service to public transportation," MTA Chief Executive Officer Franklin White told an audience of about 200 employees and board members at the annual recognition luncheon at the Mayfair Hotel.

Serrano drives Line 264 (San Gabriel Boulevard-Altadena Drive) from MTA Division 9 in El Monte. He joined the old Los Angeles Metropolitan Transit Authority as a streetcar operator in April 1960. He has accumulated the maximum number of merits ▶

and has received numerous letters of commendation from his managers and the public. Additionally, he holds a 31-year safety award, the manager's award, meritorious operator awards, three outstanding operator awards, and is eligible for a fourth. Serrano has had only three sick days in 23 years and has received letters of commendation every year for the past 32 years.

Serrano and his wife, Irene, have two sons and five grandchildren. In his leisure time, Serrano enjoys jogging in the neighborhood, attending high school football games with his family, and gardening.

Lepins, who was the most senior operator on the Blue Line, was a bus operator for 33 years before becoming a Metro Blue Line operator in 1990. Lepins now operates subway trains on the Metro Red Line, since joining the start-up team last July.

Lepins began his transportation career with the old Metropolitan Coach Lines in April, 1957. He has worked at divisions in West Hollywood, Van Nuys, El Monte, Carson, as well as on Mission Road in Los Angeles.

He has won more than a dozen safety awards, the most recent in 1991. Lepins has accumulated the maximum 90 merits the agency awards its operators. In May of last year, he was honored as Blue Line Operator of the First Quarter, 1992. Lepins and his wife, Annie, have three grown children. His hobbies include water-skiing, motorcycle riding, and the collection and restoration of old cars. ✨



Left to Right, Enrique Serrano, Franklin White and Robert Lepins.

Meet the MTA Board

It's official. As of April 1, we became the Los Angeles County Metropolitan Transportation Authority (MTA). The new governing board replaces both the SCRTD and LACTC boards.

The new MTA's 13-member board consists of the five Los Angeles County supervisors, the mayor of Los Angeles and three City of Los Angeles appointees, four members from other cities in the county, and a non-voting member appointed by Gov. Pete Wilson.

How the Board is Selected

The makeup of the new MTA board was determined by the same law — AB152 — that prompted the reorganization in the first place. Many of these members are already familiar to us from both the LACTC and SCRTD boards.

The process by which the four members from cities other than Los Angeles were selected may be confusing to some. AB152 mandated that these members be elected from four county corridors: (1) the North County/San Fernando Valley; (2) the Southeast corridor; (3) the San Gabriel Valley sector; and (4) the Southeast Long Beach sector.

The League of California Cities, Los Angeles County Division, defines the sectors and nominates a candidate from each corridor. The League represents all cities in Los Angeles County except Lancaster and Palmdale — a total of 86 cities. Lancaster and Palmdale fall under the League's North County Division.

Once the League nominates its candidates, the county's City Selection Committee, a committee established by the state legislative process, elects the final board members who now represent the four corridors on the MTA board. The City Selection Committee consists of representatives from all 88 cities in Los Angeles County (including Lancaster and Palmdale); it has legislative authority to elect representatives to various public boards, such as the SCAQMD, the MWD, school districts, the MTA, and many others.

The MTA Board

About half of the new board are already familiar to us, namely Supervisors Edmund D. Edelman (who serves as the MTA's Vice Chair), Gloria Molina, Deane

Dana, and Michael Antonovich. Also, Mayor Tom Bradley is on the board, and Los Angeles Councilman Richard Alatorre is the MTA Chairman.

New Faces

The MTA staff may not yet, however, be fully acquainted with the following board members:



Supervisor Yvonne Brathwaite Burke



Los Angeles Councilman Marvin Braude



Los Angeles Councilman Mark Ridley-Thomas

The four corridor representatives:



Long Beach Councilman Evan Anderson Braude



Gardena Councilman Jim Cragin



Duarte Councilman John Fasana



Glendale Councilman Larry Zarian.

MTA Board Policy Committees

Executive Management Committee

Responsibilities: Act as internal MTA policy oversight committee (including establishing the agency goals and objectives, MTA management and control issues, personnel, legal, government affairs, internal audits, external relations and purchasing). Ensure that the objectives of the MTA are met.

Membership:

Tom Bradley/Ray Remy (Chair)
Richard Alatorre/Jane Ellison (Vice Chair)
Michael Antonovich/Nick Patsouras
Edmund Edelman/Marvin L. Holen
James Cragin/Hal Croyts

Finance and Budget Committee

Responsibilities: Act as the focal point for the development, review and approval of MTA funding resources, MTA debt structure and MTA expenditures. Duties include the annual operating and capital budgets of the Authority; formula allocations; approval of financial plans and programming documents; review and approval of expenditures and revisions to the overall budget during the course of the fiscal year; guidance and direction to the Chief Financial Officer in the management of Authority funds.

Membership:

Edmund Edelman/Marvin L. Holen (Chair)
Larry Zarian/Jan Heidt (Vice Chair)
Tom Bradley/Ray Remy
Deane Dana/Robert Arthur
Gloria Molina/Antonio Villaraigosa

Operations Committee

Responsibilities: Provide development, oversight and approval of all MTA operational issues. Duties include bus and rail operations; labor agreements; safety, maintenance, fare and service charges.

Membership:

Evan Anderson Braude/Raul Perez (Chair)
Marvin Braude/Derrick Boston (Vice Chair)
Yvonne Brathwaite Burke/Mas Fukai
James Cragin/Hal Croyts
John Fasana/Phyllis Papen

Planning and Programming Committee

Responsibilities: Provide development, review and approval of planning/programming issues. Duties include developing an integrated, multimodal transportation plan; highway, bus, rail, bikeway and TSM planning; reviewing, approving and programming transportation projects; obtaining environmental clearances, etc.

Membership:

Yvonne Brathwaite Burke/Mas Fukai (Chair)
Mark Ridley-Thomas/Andrea Van de Kamp (Vice Chair)
Michael Antonovich/Nick Patsouras
Richard Alatorre/Jane Ellison
John Fasana/Phyllis Papen

Transit Construction Board

Responsibilities: Provide development, oversight and approval of all construction-related MTA matters.

Membership:

Bob Kruse (Chair)
David Anderson
Ernie Camacho
John Murray
Carl W. Raggio
Deane Dana/Robert Arthur
Evan Anderson Braude/Raul Perez ✨

Transportation Secretary Pena Says Job Package Will Fund Local Transit

U.S. Secretary of Transportation Federico Pena, flanked by the MTA's Chairman Richard Alatorre and CEO Franklin White, toured Union Station April 2, assuring county transportation leaders that the Clinton Administration is committed to improving Los Angeles County's economy and to solving its transportation problems.



Speaking near the construction site of the Union Station Gateway Intermodal Transit Center, Pena, the former

mayor of Denver, said that "if we can get the stimulus package passed, we know that the MTA would get somewhere in the vicinity of \$28 million."

Responded MTA Chairman Richard Alatorre, "We are here to tell you that we have 78 ready-to-go projects that will help drive the economic engine of Los Angeles." MTA figures show that if all 78 projects were completed, more than 91,000 jobs would be created.

Los Angeles County's share of the money will help fund the building of the Gateway Center, which will serve as the city's transportation hub. It is scheduled for completion in late 1995. Planned extensions of the Red Line to East Los Angeles, as well as several bus and highway projects also will receive funds.

Pena, who was on a four-day trip to California, told reporters that \$4.1 billion of President Clinton's \$30 billion economic stimulus package has been earmarked for transportation-related projects. "That means \$330 million of new funds could come to California for highway and transit projects, a 22% increase over the amount of funds this state has today," he said. ✱

Help! We're Being Mergerized! A Positive Look at Organizational Change

So it finally happened. All of a sudden we're part of the latest trend on mergers and acquisitions. Now what? More than likely, these are stressful times for most MTA employees. As Franklin White emphasized in his talks to employees, it's important that employees stay focused on the business at hand — leading the way to greater mobility.

But, we can't ignore the situation either. The fact is, it's not going to be "business as usual." There will be some changes and they have already started.

It's how we think and how we act that become important in times like these. Obviously, we can't control everything that happens to us. But, we can control how we respond to what happens. Psychologists tell us that it's better to find productive ways to use our energy than to resist the changes.

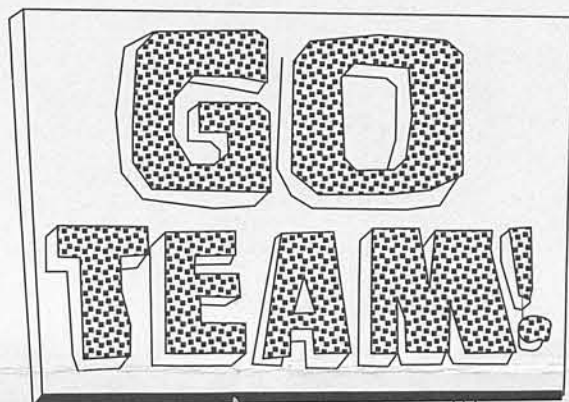
According to human resources experts, here are some specific tips to keep in mind during the merger process.

Ten Survival Steps for the Consolidation Process

1. Control your attitude.

One of the most common mistakes people make is to ignore the positive potential of a merger situation. Sure, it makes sense to be realistic. But be optimistic at the same time. Look for the positive payoffs. It may not be obvious at first, but keep looking. The people who can let go, smile and move on will be the positive role models in the months ahead.

- Our attitude toward the merger can make a real difference.



- We may not have much influence over what happens to us, but we are completely in charge of how we react to it.
- We can concentrate on what's going on, become preoccupied with things that are aggravating or unsettling. Or, we can be "change agents" and throw our energies into correcting problems. We can use this opportunity to learn and grow.

2. Be tolerant of management mistakes.

We can keep in mind that what looks like a mistake may be precisely the right move to make. Or, it may be the best move under the circumstances.

- If you see problems developing, it's natural to assume that management is mishandling a situation. But, top management may not have all the answers and information either, especially during the early phases of the consolidation.
- Management can see things from a different perspective, and they usually know some important things we don't know about the situation. There are no easy solutions.

3. Expect change...and be a change agent.

- Let's not kid ourselves. There will be changes.

- It's usually easy to cope, once we know it's coming. Instead of bracing ourselves for it, we can loosen up and get ready to roll with the flow.
- Flexibility is the key.
- The purpose of the merger is to make things work better. Show initiative, be resourceful, and look for suggestions to improve the process along.

4. Don't blame everything you don't like on the merger.

- After all, there were things that were not perfect before. We can't assume that all the changes are the result of the merger.
- More than likely, the merger may cause some old problems to go away.

5. Be prepared for "psychological soreness."

Everyone, at one time or another, resists change. This is especially true when fear is involved and changes are not of our own making. This resistance causes changes in work routines — much as physical soreness causes changes in a physical fitness routine. New demands will be placed on our mental or psychological muscles — we may have to break some old habits to do our work differently.

But, just like when a muscle is sore after a new way of working out, the "psychological soreness" will soon go away too. Continuing to resist the changes just prolongs the soreness. The people who will be noticed the most are those who work through their "psychological soreness" to become effective change agents.

6. Get to know people from the "other side" of the merger.

If you're a former LACTC employee, get to know how SCRTD employees have been doing things, and vice versa. Any negative impressions are going to have to be overcome if we're going to work together as the same business family. So start looking for the good in people from the other agency. Go out of your way to get interested in them. The merger is a two-way street, and we can all do our part to work together.

7. Use the merger as an opportunity for growth.

As unsettling as a merger may seem, sometimes it shakes employees out of a rut. It can actually motivate people. Of course, sometimes it can demotivate people, too. The choice is up to each employee. The merger can become a turning point in your life, to help you evaluate where you're going and what you're doing — both professionally and personally. This can be a time to stretch and define new goals.

8. Keep your sense of humor.

As *Reader's Digest* says, "Laughter is the best medicine." A sense of humor keeps things in perspective. It's okay to have a good cry once in awhile, but a good laugh also provides emotional release. And it's a lot more fun to laugh.

9. Practice good stress management techniques.

Good stress management means controlling your emotions, rather than letting them control you. The merger situation has undoubtedly created a lot of stress for many employees.

One reason this happens is that the situation produces a career crisis for people. Many people define much of their worth as a person in terms of their job. Naturally, if you perceive that your job is threatened,

you may experience a loss of self-worth as the merger process lingers on. In short, the situation can be emotionally draining.

- There are any number of suggested ways — from physical exercise to relaxation training — to relieve stress. Investigate some of these options.
- Be careful about making too many changes in your personal life at this time.
- Don't take on too much of a load or paint yourself into a corner with too many commitments.
- Be careful not to fight "losing battles," or make extreme or inflammatory remarks that could come back to haunt you.
- Finally, don't buy in to the rumor mill. It will churn out all kinds of gossip about disturbing events that will never come to pass. You can burn up a lot of energy worrying about what everyone is talking about, but which has no basis in fact.

10. Keep doing your job.

It may seem that we're now working in a complicated work environment, which can make us feel powerless. Instead of worrying about what might happen, there are things each of us can do right now to take charge of the situation.

- Concentrate on your work and figure out how you can have a positive influence on the new organization.
- Define your options, test your authority, get invested in your work. You may have more control over the situation than you think. ✱



MTA News is printed on recycled paper.

MTA News

An interim newsletter published monthly for the MTA employees and retirees.

Managing Editors: Andrea Greene and Wendy Taylor

Photos: Kelly Harriger, Andrea Greene and Wendy Taylor

Design: Anne Roubideaux

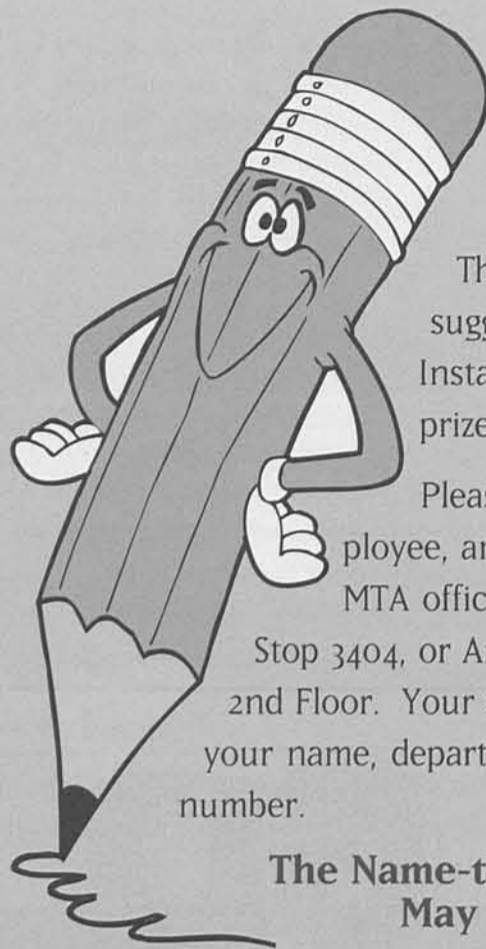
Printing: MTA Print Shop
Al Moore, Manager

Attention all MTA Employees —

Enter the Name-the-Newsletter Contest!

Sadly, it's the end of the line for two familiar newsletters. Both *Inside Moves* and *Headway* will no longer exist.

But, the good news is, MTA employees will soon have a single, brand new monthly newsletter. The only problem is, what should we name it?



This is a call to all MTA employees to submit suggestions for our new employee newsletter. Instant fame and glory — along with a fabulous prize — will be yours if you win the contest!

Please limit your suggestions to three per employee, and send them either to Wendy Taylor at the MTA offices located at 818 West Seventh Street, Mail Stop 3404, or Andrea Greene at MTA, 425 South Main Street, 2nd Floor. Your suggestions must be in writing, and include your name, department, job title, and your office telephone number.

The Name-the-Newsletter Contest deadline is May 10, 1993.



**Los Angeles County
Metropolitan Transportation
Authority**

818 West Seventh Street
Los Angeles, CA 90017

Bulk Rate
U.S. Postage
Paid
Los Angeles, CA
Permit No. 32705