



Inside

◀ *Green Line Grand Opening*

1995-96 MTA Budget Approved

Doing Business with the MTA

Cost Containment Plan Launched

CNG Buses Roll Out

Vermont/Hollywood Tunnel Update

M T A REVIEW

August 1995

MTA Reacts to Senate's Proposed Cuts -page 11



The Gateway to L.A.'s Future

Downtown Los Angeles is about to be transformed into Southern California's commercial and transportation hub for the next century. Scheduled to open in late 1995, the Gateway Intermodal Transit Center at historic Union Station will connect Los Angeles County with its four

neighboring counties, by accommodating 100 buses every hour and more than 114,000 transit passengers daily. The Intermodal Center will provide easy connections for commuters using Metro Rail, Amtrak, Metrolink, the future Los Angeles-to-Pasadena light rail line, the El Monte Busway, regional and local bus service, and vanpool, carpool and taxi services.

continued on page 2

MTA Board Members

Larry Zarian

*Chair
 Councilmember, City of Glendale
 Jan Heidt, Alt.*

Richard Riordan

*1st Vice Chair
 Mayor, City of Los Angeles
 Hal Bernson, Alt.*

Yvonne Brathwaite Burke

*2nd Vice Chair
 Supervisor, Los Angeles County
 Mas Fukai, Alt.*

Richard Alatorre

*Councilmember, City of Los Angeles
 Nate Holden, Alt.*

Michael D. Antonovich

*Supervisor, Los Angeles County
 Nick Patsouras, Alt.*

James Cragin

*Councilmember, City of Gardena
 Hal Croys, Alt.*

Deane Dana

*Supervisor, Los Angeles County
 Robert J. Arthur, Alt.*

John Fasana

*Councilmember, City of Duarte
 Phyllis Papen, Alt.*

Gloria Molina

*Supervisor, Los Angeles County
 Vivien C. Bonzo, Alt.*

Raul Perez

*Councilmember
 City of Huntington Park
 Thomas J. Clark, Alt.*

Carol E. Schatz

*President, Central City Association
 Richard Alarcon, Alt.*

Mel Wilson

*Realtor
 Jackie Goldberg, Alt.*

Zev Yaroslavsky

*Supervisor, Los Angeles County
 Robert Abernethy, Alt.*

Dean Dunphy

*Ex-Officio Member,
 California Secretary of Business
 Transportation and Housing
 Jack Hallin, Alt.*

Franklin E. White

MTA Chief Executive Officer

Cover Story

The Gateway to L.A.'s future

Some say it started with one man's foresight. Nick Patsouras, chairman of the board of the Union Station Gateway Project, the nonprofit corporation spearheading and supervising construction of the transit center on behalf of the Los Angeles County Metropolitan Transportation Authority (MTA), touted the idea of an intermodal transit center several years ago when he was a board member of the MTA's two predecessor agencies (the Los Angeles County Transportation Commission and the Southern California Rapid Transit District).

At that time, Patsouras said that such a center could become L.A.'s fundamental urban/regional public-transit structure for the next 100 years. Still confident in his vision, he now predicts that by 2015, some 250,000 passengers a day will come and go through this giant complex. Nelson C. Rising, the chief executive officer of the Catellus Development Corporation, has joined Patsouras in his dream. The Gateway project is a joint development, public-private partnership between the MTA and Catellus.

Patsouras and Rising are two of the six-member board that is overseeing the project. Also on the board are Richard Alatorre, a Los Angeles City Councilmember and MTA board member; Vivien C. Bonzo, an MTA board member; Ted Tanner, the vice president of Catellus, Los Angeles office, and Robert Vogel, the Gateway project manager.

In addition to the federally-supported

transit center, the project also includes a new 26-floor high rise that will serve as the MTA's headquarters. According to Franklin E. White, the MTA's chief executive officer, the office building will house some 1,700 MTA employees who have been, until now, located at 13 other sites. This means a substantial savings in operating costs over the long haul, as well as providing the financial advantage of property ownership over renting.

In addition, the Gateway project is expected to stimulate economic revitalization of the east side of downtown Los Angeles, as well as provide a catalyst for expanding economic markets at El Pueblo (Olvera Street), Little Tokyo and Chinatown.

In many ways, the economic payoffs have already begun. When construction on the \$295-million project began in January, 1993, more than 350 jobs were immediately created. By the time it's finished, the project will have created at least 4,000 construction jobs over a three-year period, with more than 2,500 permanent job opportunities becoming available in its offices, retail stores and other on-site businesses.

Blueprint for the Future

There's a lot of talk these days about transportation funding. With the passage of the Intermodal Surface Transportation Efficiency Act (ISTEA) a new era for transportation was created. While ISTEA provides a bold, innovative blueprint for the future of federal transportation programs, its

continued on page 4





Metro View

By Franklin E. White, MTA CEO

Business Opportunities Still Plentiful at the MTA

It's been a little more than two years since the birth of the Los Angeles County Metropolitan Transportation Authority (MTA). Like many other organizations in this decade, the MTA is facing its share of economic problems. Still, opportunity remains the watchword for those wishing to participate in our recently-adopted 20-year long range plan.

The MTA has a dedicated staff and board of directors. Regardless of the recent economic and construction-related setbacks, I predict there is fair weather ahead — and along with that prediction comes plentiful opportunities for the business community.

MTA has a well-defined vision for transportation in the next two decades. Business owners and entrepreneurs are necessary to help us achieve our goals.

The 20-Year Plan

Before I discuss the nuts and bolts of

continued on page 6

\$3.1 Billion FY 1996 Budget Approved

The MTA Board of Directors approved a \$3.1 billion FY 1996 budget that calls for maintaining the present level of bus and train service, proposes no fare increase and eliminates a projected operating shortfall of \$108 million anticipated during FY 1996. The proposed budget was first presented at the May 24 board meeting, and was held over for final consideration at the July 26 meeting. MTA began the FY 1996 budget process with the potential for a \$108-million operating deficit. Net reductions in one-time and discretionary revenues of \$38 million and \$61 million in increased expenses driven primarily by inflationary impacts, including higher fuel costs and a 1.6% salary increase for employees, contributed to the operating deficit.

Further, in an effort to improve the MTA's financial management, \$9 million was set aside to reduce a portion of the accumulated \$27 million operating deficit over a three-year period.

The FY 1996 budget includes a reduction of more than 600 positions, which accounts for a savings of about \$43 million; most of the layoffs have already occurred. Re-engineering business processes, improving cost effectiveness, and challenging MTA staff managers to do more with less also contributed to the savings.

The budget is divided into three sections:

- Operating budget totals \$947.9 million and reflects a decrease of \$9.6 million from last year's budget.
- Capital budget totals \$1.1 billion, a decrease of \$36.8 million.
- Funds programmed to other agencies, through the MTA, account for just over \$1 billion, an increase of \$191.6 million.

The largest single operational cost reduction in the FY 1996 budget is the new single-manager and regional reorganization of bus operations. The plan, now in force, integrates transportation and maintenance management control at the operating division level, reduces reporting levels and decentralizes the decision-making process. This change alone is estimated to save \$28.9 million a year, while it also fosters improved bus operations management and makes other cost-saving initiatives possible.

New operational activities planned for FY 1996 include:

- An aggressive campaign to upgrade the appearance and condition of the interiors of buses. This will be an addition to the Zero Tolerance Program, MTA's ongoing anti-graffiti effort.
- Deployment of 196 new compressed natural gas (CNG) buses.
- Opening of the Metro Green Line on August 12.
- Opening of the intermodal Gateway Transit Center and MTA Headquarters building.
- Institute new market research and increase the level of training in customer service.
- Reorganize support services in the area of revenue control, materiel, information systems, finance and human resources.

continued on next page 10

Cover Story, continued

funding levels have not been fully realized.

This and future years bring many challenges for the MTA, from looming budget cuts to the proposed restructuring of the Department of Transportation, to the \$5 billion shortfall in the State Transportation Improvement Program (STIP). In short, transit funding is at a critical turning point.

In the end, whether funding is abundant or not, the MTA is still responsible for developing an integrated Metro system for the County of Los Angeles that includes rail transit, commuter rail, extensive bus and paratransit services, carpool and bus lanes, an improved street, highway, freeway and High Occupancy Vehicle network, state-of-the-art traffic management techniques and increased employer-based programs to reduce commuter trips.

As the MTA continues to move Los Angeles into the 21st century, it's important to note that public transit makes social and economic sense, cuts across political party lines and is a wise investment, returning benefits to local communities. These benefits include: access to jobs, services and schools for millions every day; retail and housing development; and relief from traffic congestion that delays people and goods and creates air pollution. The MTA last year provided over 15,000 jobs through Metro Rail construction while providing transportation services to millions of Southern Californians.

Alternative Funding: a "Turnkey" Project

"Turnkey" describes a unique type of public-private business partnership, which is sanctioned by the Federal Transit Administration (FTA). The concept is that a government agency can enter into a contract with a private builder, who then oversees the entire construction project, including any

subcontracts. The completed project is then "turned over" to the government agency. The Gateway project is what is known as a turnkey project. FTA research has found that this process is more effective and efficient than conventional funding methods when it comes to handling such matters as change order control, scheduling, risk allocation and management, private sector financing, cash flow management and subcontracting.

The FTA is following the Gateway project closely to learn how their capital program procedures can best be applied and what modifications might be necessary. The MTA is working with the FTA to identify problems and helping to achieve the full intent of the ISTEA provisions.

The Metro Core

Meanwhile, others are joining the Gateway bandwagon. With transportation and the Metro System as its core, the transit center has attracted the interest of the Metropolitan Water District (MWD), which has committed to build a 4,000-person administrative complex at Union Station. In addition, there's talk about building a sports arena over the train sheds, along the lines of Madison Square Garden.

Development of the "Alameda District" — the 50 acres surrounding Union Station — is also under consideration, as well as a proposal to turn the 18 acres surrounding the adjacent Terminal Post Office Annex into a landscaped complex that would combine Union Station, the annex (which is to become a government center) and the historic Plaza District into one integrated, pedestrian-oriented downtown zone.

The MTA and Catellus are counting on the Gateway Center to become the suitable public realm that will help unite Los Angeles. The new MTA headquarters, with its mix of Moorish-Spanish, Art Deco and Moderne, its chandeliers and tile mosaics, imitates



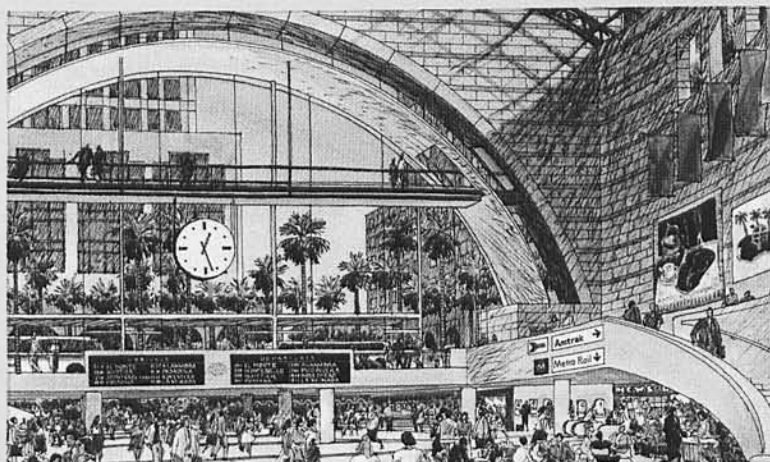
Union Station, and, as such, carries on the architectural tradition expressed in L.A.'s earlier times. Built in 1939, Union Station was the last great public train station in the United States, and it followed the American tradition of providing the traveling public with the highest possible presentation of art and architecture.

The Gateway center, says Patsouras, can do the same. Patterned English brick is being used for the roadways, a hundred great palm trees, purchased en masse and trucked tree by tree from the Southwest, will grace the grounds. The East Portal Pavilion will compare to Grand Central Station, or the great train terminals of Europe. A giant mural will cover the Western wall, depicting the multiethnic faces of Los Angeles. There will also be an indoor aquarium and a column-fountain of falling water.

Come September, when the initial stages of Gateway are completed — and we at the MTA move into our new headquarters — we think it will be the dawning of a new perception and mindset about transportation in Southern California. We're particularly proud of the role we're playing in the renaissance of Los Angeles. ■

"In many ways, the economic payoffs have already begun."

Gateway Transit Plaza



A First-Rate Transit Center is in the Works

The Gateway Transit Plaza is the crux of the Union Station Gateway Project and will serve as the major focal point for all of the project's other elements (see cover story). Located just east of the historic Union Station and adjacent to its passenger tracks, the Gateway project includes the new MTA headquarters building, the Gateway Transit Plaza, and a multi-level parking structure. Future development will include office towers, retail shops and eating establishments.

The transit plaza is a multi-modal facility designed to integrate public transportation services (bus and rail) while offering park and ride choices for auto users. The bus facility includes eight bus bays for boarding patrons, along with three areas designated for discharging patrons.

Patrons arriving at the plaza will have easy access to Metrolink, Metro Red Line, the future Metro Pasadena Blue Line, and Amtrak rail services via a connecting passenger walkway. Other bus services provided by municipal operators will also operate out of the plaza. Finally, there will also be direct access to the MTA headquarters building, future area shops, office buildings and restaurants.

October Opening

The Gateway Transit Plaza is currently scheduled to open in October. Buses will access the transit plaza from the Vignes Street entrance, and continue in a clockwise direction to designated boarding areas. In the future, buses will be able to enter and exit from alternative roadways currently under construction. These facilities include the eastbound El Monte Busway connector, the Ramirez Street ramp, and a proposed upper-level roadway. As these access points are completed, additional bus service will be added.

Bus Service Levels

On opening day, eleven MTA Lines (72 buses) will be rerouted to serve some 2,000 patrons a day through the transit plaza. The second phase of the access plan will take place in December, when four more MTA bus routes will be incorporated, bringing the total patronage in and out of the plaza to about 3,000 a day.

Other transit providers also are expected to serve the transit plaza. To date, LADOT has committed to serving the plaza on opening day, and Foothill Transit, Gardena Bus Lines and Torrance Transit are reviewing their routes to determine their best transit plaza options. Santa Monica Municipal Bus Lines has indicated that they will maintain their existing service on Alameda Street near Union Station.

A Predicted 115,000 Patrons a Day

The transit patronage through the transit plaza is expected to grow to 115,000 a day by the year 2000. The numbers, per transit mode, are broken down as follows:

	No. of Passengers
Metro Red Line	35,000
Metro Blue Line	30,000
Metrolink	14,000
Amtrak	12,500
MTA local bus service	10,000
MTA express bus service	5,000
Carpools and Vanpools	8,000
Daily Patronage by 2000	114,500

Impact on Riders

MTA riders using the bus routes providing direct transit plaza service will realize a significant improvement in accessing other bus and rail services. Further, as the development of the Union Gateway Project progresses, riders will have access to retail shops, food services and employment opportunities at the site and nearby.

Below is a list of all the benefits the transit-riding public can expect from the Gateway Transit Center:

- Major multi-modal bus/rail interface
- Kiss and Ride facilities
- Park and Ride facilities
- Major regional bus terminal
- El Monte Busway connection
- Roadway realignments and improvements
- Hollywood Freeway ramp improvements
- Bicycle access and parking
- Disabled and senior-citizen access and parking
- Job and revenue generation
- Commuter-serving retail stores
- Community, cultural and historic amenities.

Metro View, continued

our training programs and contracting procedures, it's a good idea to become familiar with the 20-year plan, because it's what all of our activities will be based on in the coming years.

The budget vise is squeezing the MTA hard. When government subsidies seemed limitless back in the 1980s, Los Angeles County was given a \$183 billion transportation plan that covered 30 years. Elected officials all around the county were happy, because it seemed to offer something for everyone. Then the 1990s arrived, and the government help we had counted on gave way, forcing us to find other ways to prop ourselves up.

The MTA now faces a monumental task, one it has been grappling with ever since it was created. We must streamline ourselves to spend taxpayer dollars wisely. At the same time, we must continue our mandate to build a transportation network for the citizens and workers of our county. We don't have the luxury of deciding to do one or the other; we must achieve both.

In February, the MTA Board took its most courageous and significant action so far. It set aside partisan squabbles and regional interests long enough to approve a fiscally responsible, achievable long-range transportation plan that is in the best interest of the county as a whole.

Can't please everyone

The plan isn't perfect. It doesn't please everybody — especially those who thought they were getting new bus or train service, only to have it postponed for a while. What it does do is put forth an integrated, multimodal transportation system meant to serve the most people — period. It does not suggest building new rail systems because we think they're glamorous, and it doesn't suggest flooding our

system with buses just because some think rail systems are too expensive.

The new plan calls for spending of about \$72 billion over 20 years. This may sound like a lot of money, and it is. But it's a lot less than \$183 billion the original 30-year plan called for. The relatively lean amount of \$72 billion will require judicious money management, with a keen eye always focused on the bottom line.

Key elements

Some of the things the plan calls for in the coming years:

- It recommends adding 300 buses regionwide.
- In addition to the rail lines we're already committed to building, we will build an east-west San Fernando Valley line, and Red Line extensions to Westwood and eastward to Atlantic Boulevard.
- We'll expand the high occupancy vehicle (HOV) lane network, including one on the busy Golden State Freeway between Route 134 and the San Bernardino Freeway.

These are the key bus and rail elements of the plan. But there's much more you may not be aware of, much of which will require the help of outside contractors:

- We want to alleviate crowding on some of our most heavily-used bus lines. We will do this by taking buses from low-ridership lines and putting them on our heaviest lines. This will help lines such as our Wilshire Boulevard line that carries nearly 60,000 riders every day. This one line has some of the highest ridership in the country.
- Recognizing the community's need for specialized transportation service, we will provide shuttle service, subscription service, shared-ride

taxis and jitneys where appropriate.

- We'll eliminate bus lines that follow the same essential route of rail lines, and put those buses instead on crowded lines that need them, and on routes that connect with rail lines.
- We're going to add 130 miles of arterial bus lanes on major surface streets just for buses.
- We're going to better synchronize our signals along major thoroughfares so that the string of signals stays greener longer.
- We also intend to continue our commitment to the Alameda Corridor Project. This project is crucial to the economic well-being of Los Angeles County. It will bring new life to the freight rail corridor stretching from the ports of Los Angeles and Long Beach to all major centers of commerce in the county, not to mention the rest of the country.

We need the best in many fields

Our rail construction projects have already done wonders for our local economy. Ever since we broke ground for the Metro Red Line subway system back in 1986, tens of thousands have been kept on the job performing the huge variety of tasks that are needed for such a complex project.

If you're wondering about opportunity, a partial list of the kind of skills we will be seeking in the next two decades includes engineers, urban planners, designers, artists, archaeologists, architects, tunnel diggers, cement pourers, welders, mechanics of all kinds, police officers, computer technicians, and computer programmers. We will have an especially high demand for engineers. All our major construction projects are dependent upon the best

The Metro Green Line is Here!

Los Angeles County's growing transportation system got a little bit greener on August 12. It was a day of celebration for communities stretching from the South Bay communities of El Segundo, Lennox and Hawthorne to the growing cities of southeastern Los Angeles County such as Paramount, Bellflower and Norwalk.

After more than 10 years of planning, designing and construction, the Metro Green Line officially began carrying passengers on its 20-mile east-west route, most of it down the median of the I-105 Century Freeway, giving area residents a new transportation choice.

Aerospace industry employees now can board a train and find themselves whisked in minutes to the front door of most major aerospace corporations in the region. Those who work in downtown Los Angeles now can transfer to the Metro Blue Line instead of having to pay expensive parking fees.

When Caltrans first conceived of the Century Freeway, it was thought from the beginning that some form of transitway would be included in the median of the structure. It took several years, however, to agree on whether it should be a bus lane or a track bed for a light rail system. In June 1984, it was finally decided that a light rail system would be built, to be completed at the same time the freeway opened.

There were other considerations as well. Should the trains be driverless, or would they have operators? What kind of rail cars would be used? How would the system interact with the Metro Blue Line, another light rail system that will have been operating already for five years?



Passengers line up for the Green Line at the grand opening ceremony held at the Imperial/Wilmington Station. More than 65,000 riders enjoyed free rides on opening weekend. Cover inset photo shows one of the Mexican dancers performing at the event.

While technological advances could change the configuration of the Green Line and MTA's other rail lines in the future, it was decided that Green Line trains would be operated by drivers, and that the rail cars would be virtually identical to the Metro Blue Line cars, purchased six years earlier.

"The Green Line has been an extremely successful construction project from its inception," notes Franklin E. White, MTA's chief executive officer. "While we have had to adjust to economic and logistical realities over the years, we have stayed within our budget of \$717.8 million. The communities it now serves have looked forward to its opening with great anticipation. We are pleased to be able to welcome them aboard."

Passengers boarding on the western end of the line will be greeted by a teal blue canopy, reminiscent of the waves breaking on the sands of nearby communities such as Redondo Beach, Hermosa Beach and El Segundo. The line then travels north to serve industries such as Northrop-Grumman Corporation, Hughes Aircraft, TRW, and Mattel Toys before making a sharp turn

east on its way to Norwalk. The Aviation Boulevard station will serve Los Angeles International Airport. Express shuttle buses operated by LAX will be available to carry passengers at no charge from the Aviation Station to the airport terminal.

Green Line passengers can then settle back and take in the gallery of public artworks present at each of the 14 stations as they travel through the communities of Lawndale, Westchester, Inglewood, Gardena, Watts, Compton, Willowbrook, Lynwood, South Gate, Paramount, Bellflower and Downey before arriving at Norwalk.

When they get off the train at Norwalk, they will be greeted by a huge bumblebee with a wingspan of 17 feet, one of the innovative public art projects along the Green Line. The bee is in honor of the Sejat Indians, one-time residents of the area who referred to their home as "The Place of the Bees."

Following the opening weekend when riding the Green Line was free for everyone, the one-way fare will only be

continued on last page

Operation Overview

First Compressed Natural Gas Buses Roll Out

MTA has placed into service the first 10 of an eventual fleet of nearly 300 new buses powered by clean-burning compressed natural gas (CNG) that will not only help improve Los Angeles County's air quality, but provide riders with a brighter, newly-designed interior.

The 10 buses are the first to arrive on MTA property as part of a \$64.4 million order of 196 buses approved in July, 1994, by the MTA's Board of Directors. The buses will be run on the 18 San Fernando Valley lines operated out of MTA's Sun Valley operating division, with buses to be periodically added into the system as they arrive in Southern California through the end of the year.

"These beautiful new buses are the latest evidence of MTA's longtime commitment to improving our environment," said Franklin E. White, the MTA's CEO. "We invite our riders to bring a friend or relative to experience the new interior design. At the same time, we intend to continue our commitment to alternative fuels research."

The MTA performed extensive tests on a fleet of 10 CNG-powered buses over a five-year period before ordering some for the regular fleet.

"Fuel technology is constantly changing and improving, and our alternative fuels team is second to none in the nation in staying abreast of those changes," said White. "After careful analysis of all existing alternative fuels, we believe CNG is a good, clean and economical alternative fuel."



"Each new natural gas-powered bus going into service will reduce by nearly two tons per year the amount of pollutants entering Southern California's already smoggy skies," said John Weber, general manager of transportation for Southern California Gas Company, which provided financial assistance toward the purchase of the buses. "MTA also is helping to reduce our country's reliance of foreign oil by powering its buses with safe, economical and domestically produced natural gas."

Improved Interior Design

For passengers, the new buses' most striking features are a gray interior that provides a lighter, airy atmosphere, as well as a new stainless-steel seating design that is very similar to those now on the Metro Blue Line. Anti-graffiti features include specially coated roof panels and windows to ease graffiti

A Metro CNG bus hits the road, above. Right, new CNG buses are brighter inside, too.

removal.

The original contract with bus manufacturer Neoplan USA Corporation provided for an option to purchase 98 additional CNG buses, which the MTA Board exercised earlier this year at a cost of \$32.7 million. By the end of 1996, MTA is scheduled to have all 294 CNG buses in service, making MTA the largest operator of CNG buses in North America.

New City Connector Bus Line Joins So. Central with W. Hollywood

On July 26, a new bus line began service between South Central Los Angeles and West Hollywood under contract with ATE Management/Ryder,



announced the MTA.

City Connector Line 305 operates every 30 minutes Monday through Friday between the hours of 6-9 a.m. and 3-6 p.m. The regular cash fare is \$1.35 and all MTA monthly passes will be valid. Discount tokens worth 90 cents may be used in place of the regular cash fare.

The new service is provided by ATE Management/Ryder under contract to the MTA; it provides much needed service for the residents of South Central Los Angeles to destinations on the Westside, as well as serve as a connector to many MTA bus lines.

"This line is a result of a recommendation that came from the Inner City Needs Assessment Study that identified the need for direct access for inner city residents to major destinations within the inner and mid-

city areas, as well as Westside employment areas," said Franklin White, the MTA's CEO. "This new bus service does just that."

The new City Connector Line 305 buses are painted purple and travel to such places as the Los Angeles County Museum of Art, Cedars Sinai-Medical Center, Will Rogers Park, West Los Angeles Transit Center, Baldwin Park/Crenshaw Mall, Vermont/Slauson Shopping Center, Beverly Center, Martin Luther King Jr. Shopping Center, Wilshire District, Kenneth Hahn Shopping Center, Fairfax District, Martin Luther King Jr. Hospital, Metro Blue and Green Line.

"The bus route has been designed to take residents from the Metro Blue and Green Line station at Wilmington/Imperial to key destination and activity centers as well as employment centers in West Hollywood. Patrons can expect to save between 15 to 30 minutes off their normal commuting time by utilizing this new service," said White.

White noted that funding for the project will come out of the \$5 million set aside by the MTA Board of Directors during last year's budget process to be used to provide additional public transit service for the inner city. The new service will cost approximately \$800,000 a year and will be operated for a two year period as a demonstration project. The new line will be evaluated every six months. Continued funding beyond that period will be contingent upon the line's performance.

Additional information on the City Connector's route or schedule can be obtained by calling (213) 626-4455, (310) 273-0910 or (310) 639-6800. ●



Board Report, continued

- Add quality control and safety personnel within the construction unit to better control and more efficiently implement rail construction.

The FY 1996 capital budget represents an ambitious and integrated construction and service improvement agenda. Highlights of major capital expenditures include:

- Close-out of all current Green Line contracts.
- Complete construction of Red Line Wilshire Corridor facilities on Segment 2.
- Start construction of Universal City station for Red Line Segment 3.
- Start construction of Eastern Extension of Red Line Segment 3.
- Finish major design and bridge construction on Pasadena Blue Line.
- Continue development of the Advanced Technology Transit Bus.
- Upgrade bus facilities to accommodate new compressed natural gas buses.
- Initiate the bus interior cleaning and bus upgrade campaign.
- Improve grade crossing safety along the Blue Line; install four-quad gate crossing systems at selected intersections.
- Provide up-to-date communications equipment to support the Transit Police Department.
- Develop an improved materiel management system to effectively monitor inventory.
- Build an integrated human resources information system.

Four amendments to the budget were also approved:

- (1) Supervisor Deane Dana

introduced a motion, seconded by James Cragin, to complete a Green Line station at Douglas Street and Imperial Highway in El Segundo, to be known as the El Segundo/del Norte station. Dana's motion called for the reallocation of \$5.9 million within the Green Line construction budget to complete the work, provided that the project is completed with surplus funding of at least that amount, and contingent upon approval of the California Transportation Commission. The station would bring the total number of Green Line stations to 15.

(2) A motion by Director Jan Heidt established a contingency fund for surplus revenue or savings after MTA operating and construction expenses. Distribution of money from the Contingency Fund requires board approval.

(3) Director John Fasana moved that interest that accrues on Proposition A and C transportation funds shall not be disbursed or encumbered until the Municipal Operator Committee for Prop A and C interest returns to the MTA Board with its recommendations.

(4) A joint motion by Fasana and Supervisor Michael Antonovich commits \$53 million in state funds and local funds programmed for the Pasadena Blue Line to the Pasadena Blue Line project, assuring that the funds in future years remain earmarked for that project.

The MTA also serves as the regional transportation planning entity for Los Angeles County. As such, the MTA is responsible for programming funds to support transit, highway and multimodal programs to various cities and agencies throughout the county. The FY 1996 budget includes \$74.9 million in operating funds for the following transit operators:

Arcadia	\$501,391
Claremont	\$143,360
Commerce	\$264,892
Culver City	\$3.8 million
Foothill Transit	\$17.17 million
Gardena	\$3.9 million
La Mirada	\$236,162
Long Beach	\$19.39 million
Montebello	\$5.45 million
Norwalk	\$1.4 million
Redondo Beach	\$78,404
Santa Monica	\$17.48 million
Torrance	\$5.03 million

In addition, the budget calls for the allocation of \$25.1 million in federal Section 9 capital funds to various cities within the county to use for bus replacement, facility rehabilitation and other related transit projects.

The following highlights additional programs in which funds are programmed to other agencies:

Southern California Regional Rail Authority Metrolink services	\$44.5 million
Transportation Improvement Program	\$215.5 million
State Highway Program	\$42.1 million
Local Program for roadway reconstruction, rehab, safety improvements, etc.	\$309.2 million
Paratransit services	\$17.7 million

Other Board Actions

Creative Solution for Completing Vermont/Hollywood Tunnel Work

To expedite completion of the Vermont/Hollywood tunneling (Segment 2) of the Metro Red Line project, the MTA Board has approved a method that will reorganize the recently-terminated contract into eight individual work packages.

As reported last month, the MTA terminated the services of Shea/Kiewit/Kenny, its primary contractor for the Vermont/Hollywood tunnel of Segment 2 of the Metro Red Line. The contractor was terminated due to a series of unexpected problems that caused the MTA to lose confidence in the tunneling contractor.

The MTA would restrict the work to contractors who are already doing construction work on the Red Line, including Tutor-Saliba-Perini, Kajima/Ray Wilson, and Traylor Brothers. All three contractors are already working on jobs adjacent to the areas identified in the work packages, and so change orders can be made to facilitate their completion of the Vermont/Hollywood tunnel work.

Five of the eight contracts will be negotiated directly with Tutor/Saliba/Perini and one of them will be negotiated directly with Kajima/Ray Wilson. The two remaining contracts will be competitively bid among all three contractors.

"This means we can get the Vermont/Hollywood tunnels back on track in only about three months, as opposed to at least six months if we went out for new contracts," said Franklin E. White, the MTA's CEO. "It will also save the MTA substantially in costs by using the change-order method. These contractors can be mobilized quickly due to their ongoing familiarity with the project."

Busway Elevator Refurbishment Approved

The MTA Board has approved a \$191,931 time and materials contract with Montgomery Elevator Company of Gardena to refurbish three MTA busway elevators.

The contract covers refurbishment of two busway elevators at Cal State University, Los Angeles, and one at the USC Medical Center. The MTA is responsible for maintenance of these elevators, which were installed about 20 years ago. Increased usage over the years and ongoing vandalism has created frequent breakdowns and inconvenience to busway patrons.

The recommended refurbishment includes features that will better accommodate the needs of wheelchair-bound and elderly patrons. The changes will bring the elevators in compliance with ADA requirements. The installation of vandal-resistant components will not only upgrade the equipment, but will also decrease the current vandalism problems.

The non-competitive bid was awarded to Montgomery Elevator Company because (1) the company is the original equipment manufacturer of the three elevators and is currently under contract to maintain them; (2) proprietary components are necessary; (3) the company can perform the work without invalidating the warranty on components that do not need replacing; (4) the work can begin immediately; and (5) two alternate elevator maintenance vendors declined the MTA's requests for proposals.

Finally, the refurbishment will reduce the MTA's monthly maintenance expenses for these elevators, and will, in fact, eliminate the current \$600 monthly maintenance cost under a first-year warranty. ■

MTA Reacts to Senate's Proposed Cuts to Construction Funds

On August 10, the full Senate approved an earlier Senate Appropriations Transportation Subcommittee recommendation that the MTA receive only a fraction of what the MTA has requested in federal dollars for Segment 3 of the Metro Red Line.

Last month the House passed the FY 1995 Transportation Bill, which included only \$125 million in federal assistance for Segment 3.

Segment 3 of the subway is slated to run 6.3 miles from Hollywood and Vine to North Hollywood, 2.3 miles to the Mid-City, and 3 miles to East Los Angeles.

"We strongly believe that Congress must honor its commitment to the people of Los Angeles who have twice voted to tax themselves by the passage of Propositions A and C," said Franklin E. White, the MTA's CEO. "We remain optimistic that once a conference committee is held by both the House and the Senate, that the House recommendation will prevail," said Stanley Phernambucq, the MTA's chief construction officer. "Hopefully, the result will be that Los Angeles receives its fair share of federal dollars that are vitally needed to complete this important public works project."

The MTA is also concerned that both the House and Senate recommendations include cuts to federal operating assistance by 44% nationwide. "The MTA's recently-approved budget only projected a 30% cut in federal operating assistance," said White. "If Congress sustains this level of cutbacks, it could seriously affect our service levels or require us to face the painful possibility of increasing fares." ■

Metro View, continued

engineering knowledge available. A lot of the initial engineering work for our rail construction program is done by a consortium of firms called the Engineering Management Consultant, or EMC. These firms do all the geotechnical, right-of-way, architectural, mechanical and design work on the rail system. They have an outreach program of their own which they call the "STEPS" program.

Bidding for Projects

And the rail projects aren't the only ones needing expertise. Business owners interested in bidding on MTA projects should be on the MTA's bid list if you specialize in environmental work, for example. Our contracts office issues a bid list each month that lists contracts available for bids. Your first call should be to Cary Peck in our Vendor Relations office at (213) 972-5130. He will answer your questions, and see that you receive a newsletter that details contracts we expect in the coming months, even before they are formally opened for bid.

Budding Transportation Professionals

We're also concerned with where the next generation of skilled workers will come from; however, there's a vast manpower potential now attending Los Angeles County schools. MTA realizes that this potential exists. We want to do our part to provide talented young people an opportunity to learn more about what MTA is all about, and how they might participate in the future.

Called the Career Development and Training Center, our Human Resources staff offers several programs designed to give high school and college students, and even teachers, a chance for hands-on instruction in transportation industry skills.

For college and university students, we have the Administrative Internship Program. This is meant to help recruit, train and develop college students' skills to prepare them for a professional job at the entry level. There are some rules the student has to follow, and they have to keep their grades up to participate. But for students who are serious about their career paths, MTA can provide them with an excellent opportunity.

One of our newer programs that has proven successful so far is the Transportation Careers Academy Program, or T-CAP. This program is a "school within a school." At the moment, there are three high schools participating from the Los Angeles Unified School District, which is helping MTA sponsor the program.

The T-CAP program is important, not only for the career training it can provide, but for the strong message it delivers to high school students. Our message is: if you want to be successful, stay in school. If you do, then MTA can help you find a higher education path and stay on it.

Another program that helps students find a transportation industry vocation is the Transportation Occupations Program, or TOP. This

successful program has been providing job training to hundreds of students over the past nine years — some of whom now work full-time for the MTA.

TOP students do more than just go to class. Wherever possible, we help get them placed in summer internships with contractors, consultants or in our offices where they can get a feel for what it's like to use their skills in a professional setting.

To support these programs, we also formed our transportation teaching institute. We welcome the participation of any professional in the institute, which is a group of industry professionals who volunteer their time and service to career development programs.

Helping the teaching institute doesn't have to mean a big time investment. It can be as simple as providing a resource telephone number, a tour idea, or a business contact. This kind of "networking" can't help but pay dividends in the long run.

These are just a few of the many program the MTA has going for the future of transportation in Los Angeles. I'm confident that 20 years from now — and well beyond that — the MTA's transportation system will be the centerpiece of a city that can — and should — be looked upon with envy. Those who participate will know they helped make it that way. ■

Quality Assurance Review OK's Vermont Tunnel Walls

The results of a quality assurance review of the Vermont Avenue Metro Rail final tunnel liner completed so far was released on Aug. 4. According to Stanley G. Phernambucq, the MTA's new executive officer for rail construction, the review shows that the concrete walls are safe and meet or exceed earthquake design standards.

"As a result of the planning and work that went into construction of the Vermont tunnels, I believe the tunnels will withstand well in excess of any anticipated stresses," said Phernambucq. "To say that the Vermont tunnels are safe is to understate just how safe they really are."

"The actual areas or spots where walls are less than 12 inches thick constitute less than 1.2% of the 1.3-million square feet of surface area in the tunnels," said Franklin E. White, the MTA's CEO. "I can reassure the public that appropriate measures were taken in each instance to ensure the strength and integrity of the tunnels."

"The goal was to build concrete tunnel walls that would be 12 inches thick, as required by the contract," said Phernambucq. "Where it was not possible to provide that thickness, due to the need to maintain proper tunnel alignment, walls of 10 to 12 inches were permitted. If that thickness could not be achieved, the contractor was ordered to install — at its own expense — double steel reinforcement in walls that would be nine to 10 inches thick, or the area had to be re-mined to ensure the necessary thickness."

Engineers mapping out the concrete



Photo by Ken Karagozian

pouring plan required double steel reinforcements in 724 feet of tunnel wall that would be between nine and 10 inches thick. The contractor was required to re-mined about 398 feet of the Vermont tunnels. The quality assurance review confirmed that a total of 2,781 feet of the 23,698 feet of concrete liner — or 11% — was planned to be less than 12 inches thick in order to maintain the alignment.

Monitoring and adjusting the structural strength of tunnel walls during construction is routine and normal for the industry. Similar construction techniques were used in constructing the Washington, D.C., Metro system.

The process for determining how concrete tunnel walls are to be constructed begins with an engineering survey of the newly-dug tunnel and initial liner. Survey data is fed into a computer to help determine the final liner design, including where walls will be thicker or thinner, and by how much, where extra reinforcing will be

necessary, and where re-mining will be required. According to the experts who examined Segment 1 (the Cording Panel), the 12-inch dimension was chosen for reasons of constructability and facility of placing reinforcement and concrete forms.

"It's important to understand the design and construction process," said Phernambucq, "because there has been the false impression that tunnel walls less than 12 inches thick were approved after the fact out of expediency. That's simply not true. The tunnels were checked and documented every five feet."

All plans for construction of the walls were approved by Engineering Management Consultant (EMC), the MTA's tunnel design firm. Further, in all areas where walls were designed to be less than 12 inches thick were identified and tracked by quality inspectors for the construction manager, Parsons-Dillingham.

Water-proofing

Segment 2:

Metro Rail construction workers install a hydrocarbon-resistant membrane (HDPE) and a grid of reinforcing steel (rebar) between the initial concrete tunnel liner and the final lining.

Rail Construction, continued

Affirmative Action Update

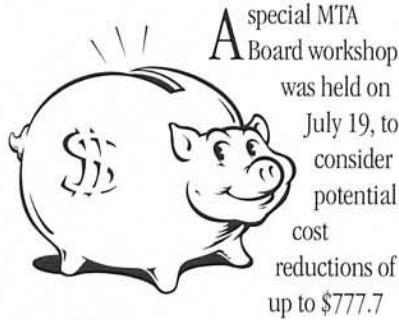
Los Angeles Superior Court Judge Dzintra I. Janavas, on Aug. 1, struck down an MTA policy that sets aside millions of dollars in contracts for minority- and women-owned firms. "Although we're disappointed by the court's ruling," said Franklin E. White, the MTA's CEO, "the decision is not surprising in light of the recent U.S. Supreme Court decision on affirmative action programs."

In declaring the MTA's policy unconstitutional, the judge cited the Supreme Court ruling in June that government may not use "racial classifications" to award funds except to remedy proven past discrimination.

The MTA's affirmative action program, which has been in effect for nearly a decade, has been very successful and socially beneficial, according to White. Tax dollars have been used to create economic benefit for hundreds of minority and women-owned businesses.

The MTA's next step is to evaluate all options, including whether to seek a request for a stay in the execution of the injunction and whether or not to appeal the decision. The MTA will also consult with Department of Transportation officials and attorneys regarding their position on the case. ■

Cost Containment Plan Identifies Up to \$777 Million in Reductions



A report presented at the workshop contains possible areas, identified by MTA engineering consultant Fluor-Daniel, Inc., in the Pasadena Blue Line project, Metro Red Line extensions to the East Side, Mid-City and the San Fernando Valley where cost reductions of up to \$333 million are possible.

MTA staff also identified an additional cost reduction potential of \$56 million, \$30 million of which is MTA's local share, in the proposed purchase of the "L.A. Car" rail vehicle.

The plan also notes that up to \$414.7 million in operating cost reductions could be achieved through the second decade of the 20-Year Plan, based on: revised rail service levels using more recent ridership forecasts; incorporation of present staffing practices; and assumptions regarding future levels of revenue.

"The practice of cost containment is becoming the standard operating procedure at the MTA," said

Franklin E. White, the MTA's CEO. "This preliminary cost containment plan is a start toward establishing a pattern of sound fiscal management for the rest of the 1990s and beyond."

The plan is divided into two sections: capital cost reductions and operations cost reductions. The capital costs section is subdivided into five areas that were scrutinized separately:

- Pasadena Blue Line — Potential reductions: between \$140 million and \$193 million. Among possible cost reduction measures proposed by Fluor-Daniel are modifications to stations, reduction of insurance costs, reduction of landscaping, elimination of some grade separations and changes to items such as the radio system and the telephone system.
- Metro Red Line, East Side Extension (Phase 1) — Potential reductions: \$15 million. Reductions could be realized by altering the depth of two stations. Other construction strategies were considered, but not recommended because of environmental considerations.
- Metro Red Line, San Fernando Valley east-west line — Potential reductions: Between \$23 million and \$125 million. Costs could be reduced by not building the subway as deep as originally planned and bidding projects out on a "turnkey" basis, both of which could require state legislation.
- L.A. Car purchase — Potential reductions: \$30 million. Cost of purchase could be reduced by lowering the number of cars ordered from 74 to 52.

The report also notes that staff analyzed the Metro Red Line's Mid-City

Community News and Events

segment, but could not identify any significant cost reduction possibilities. The key elements identified that would reduce rail operations costs are as follows:

- Operating Red Line trains less frequently during the off-peak periods to be consistent with passenger demand.
- Reduction in the number of cars per Red Line train from six to four during peak periods.
- Re-evaluation of future Red Line staffing requirements to be consistent with staffing levels recommended in the FY 1995 MTA budget.
- Revenue increases every five years, taking into account inflation and changes in ridership patterns.

MTA bus operations are not considered in the Cost Containment Plan, noted White. "We have already made the commitment to our riders that any savings we realize from our improved bus operations management philosophy will be immediately folded back into the bus system in the form of additional or improved service."

What's next?

Subsequent to the July 26 workshop, the MTA Board approved a joint motion by Directors Michael Antonovich, Deane Dana, Richard Alatorre, John Fasana and Raul Perez reflecting specific recommendations for either cost reductions or further review of cost-reduction proposals for the Pasadena Light Rail Line.

On items requiring more review, the board asked for MTA staff recommendations within 60 days. Staff was also directed to develop a detailed schedule for possible

Blue Line Marks 5th Anniversary



The MTA marked the fifth anniversary of the Metro Blue Line light rail system on July 14 by honoring the line's 55 millionth passenger and promising to build on the Blue Line's success as the Metro Rail network nears the halfway mark in total miles. The August 12 opening of the Green Line brings the total of miles of light rail and subway to 47 – almost half of the 95 miles projected under the MTA's long range transportation plan.

Above, Cathie Pearson is honored as the 55 millionth Blue Line passenger at the July 14 celebration. Congratulating her is the MTA's CEO, Franklin E. White.

Green Line Pirates' Feast

MTA staffers sporting pirate attire surround the MTA's Director of External Affairs Barry Engelberg (center) at the Nash Street Station of the Metro Green Line in El Segundo. The July 14 event was part of week-long festivities that were staged at four Green Line stations, including the Mariposa/Nash Street Station, Aviation/I-105 Station, the Douglas/Rosecrans Station and the Marine/Redondo Station.

Activities included a Treasure Chest Raffle, free rides on the Green Line, food, games and music — all presented to the nearby communities to say "thank you" for being patient during the four years of Green Line construction.

"Pirates" (from left: Public Affairs Officer Carlos Rodriguez, Marketing staffer Thomas Amiya, Public Affairs Officer Gary Boze, and Marketing staffer Colin Haugh) pose with External Affairs Director Barry Engelberg (center).



To be on MTA Review's mailing list, or to change an address or a name, please complete this form, clip and mail to:

MTA Review
c/o Mailing List Support Center
P. O. Box 194
Los Angeles, CA 90053

Check one: Add Delete Address change

Name: _____

Current Address: _____ Apt.#: _____

City: _____ State: _____ ZIP: _____

Old Address (if applicable): _____

Delete (name): _____

continued on last page

MTA Review

**A monthly publication
produced by the MTA.**

Wendy Taylor
Managing Editor

Anne Roubideaux
Art Director

MTA Graphics Dept
Graphic Design

Al Moore
Manager,
Printing Services

Greg Davy
Steve Jost
Wendy Taylor
Photographers

Jim Smart
Deputy Director,
Media Relations

Barry Engelberg
Director,
External Affairs

Special Event, continued

25 cents through August 31. Starting Sept. 1, the one-way fare will be \$1.35, with transfers to and from the Blue Line and MTA buses for 25 cents. Token users will pay only 90 cents for a one-way trip, and seniors, disabled and sight-impaired will pay 45 cents. MTA monthly passes are available for \$49, or only \$12 for seniors, disabled and sight-impaired. Monthly student passes are also available, with the cost for kindergarten through 12th grade at \$20, or college and vocational student passes at \$30. ●

Planning Perspective, continued

“turnkey” design/construction and confer with the City of Pasadena regarding alternative financing options to reduce schedule-related costs.

The recommendations on the remaining proposals presented at the workshop will be brought to the MTA's Cost Containment, Contracts and Efficiency Committee meeting on August 16. ●

Footnote

Oops, We Goofed...

Editorial apologies are extended here to the MTA's Director of Human Resources, Frank Montalvo. In last month's MTA Review, we profiled Mr. Montalvo under the New Faces at the MTA section. The article incorrectly stated that he did only graduate work at Stanford University and the Claremont Graduate School.

The fact is he has a Master of Arts degree in Management from Claremont Graduate School's Executive Management Program. He also participated in a one-year training program at Stanford University called the Management Development Program.



Metropolitan Transportation Authority
P.O. Box 194
Los Angeles, CA 90053

(213) 972-6000

Presorted
First Class
U.S. Postage
PAID
International
Processing
Services