

Inside

- Friends Ride Free on "Fundays"*
- Green Line Operators Ready to Roll*
- Call for Projects Approved*
- Regional Managers on the Job*
- Metro Rail Progress*
- Hollywood Tunnel Update*

M T A REVIEW

July 1995



Save the Date!

L.A.'s newest light rail system gets its official start on Saturday, Aug. 12 when the Metro Green Line opens for service. Free rides will highlight the first weekend, and fares will be only 25 cents thereafter through Aug. 31.

A Grand Opening Event will take place

at 10 a.m. on opening day at the Imperial/Wilmington Green Line Station, where the Green Line connects with the Blue Line. Several other celebrations will occur that day at the various stations located along the Green Line, sponsored by the various nearby cities.

The 20-mile trip from Norwalk to Redondo Beach will take 35 minutes. Trains will stop at each station every 7 1/2 minutes during rush hours and every 12 minutes during off-peak hours.

*Metro
Green Line
Opens
Aug. 12*

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 Croyts, 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

Metro Green Line Opening, continued

The line has 14 stations serving the communities of Norwalk, Downey, Bellflower, Paramount, South Gate, Lynwood, Watts, Willowbrook, Compton, Los Angeles, Gardena, Inglewood, Hawthorne, El Segundo, Westchester, Lawndale, Manhattan Beach, Hermosa Beach and Redondo Beach.

Once the promotional period is over, the regular Metro Green Line cash fare will be \$1.35. Token users will pay 90 cents. Seniors, disabled and sight-impaired will pay 45 cents. Monthly passes will cost \$49 and transfers to and from the Blue Line and MTA buses will be 25 cents.

Monthly passes for students from kindergarten through 12th grade will be \$20 and college and vocational student passes \$30 per month. Seniors, disabled and sight-impaired passes will cost \$12 per month.

"Tokens are the best transportation bargain available to ride the Metro Green Line, the Blue Line and MTA buses," said Franklin White, the MTA's chief executive officer. "Tokens are sold in bags of 10 for \$9, at approximately five hundred locations throughout the county. MTA bus and rail riders who use the system for one round trip, five days a week, save \$4.50 when using tokens."

The \$718-million Metro Green Line is the third rail transit line to open in Los Angeles County. The Green Line connects to the Metro Blue Line at the Imperial/Wilmington Station in South Central Los Angeles. The Blue Line connects to the Metro Red Line subway in downtown Los Angeles.

Airport-bound passengers will use a bus shuttle between the Aviation

Station and the airline terminals. The service, provided by the Los Angeles Department of Airports, is free to Metro patrons. The shuttle will offer service during Green Line operating hours, seven days a week. The trip from the Bradley terminal to the Aviation Station is just under 3 miles and takes 10 minutes.

"The Green Line plays an important role in the county's transportation plan," said White. "It is preparing the county's infrastructure to accommodate future population growth. In return on our investment, the county is ensuring new transportation alternatives for people—and less freeway congestion."

The Metro Green Line raises the mileage of the Metro Rail system from 26 to 46, building upon the success of the Metro Blue and the Metro Red lines, which already carry 53,000 daily passengers combined.

"Opening of the Metro Green Line will attract future development along the east-west corridor from Norwalk to Redondo Beach, and prepare the cities and communities it serves to compete in this challenging economic environment," said White.

Construction of the Metro Green Line was first approved in June 1984 by the Los Angeles County Transportation Commission, one of the MTA's two predecessor agencies. Construction began in January 1991.

The Metro Green Line trains are identical to the Blue Line trains and were built by Sumitomo Corporation of America. Each car has 76 seats and can carry 230 passengers.

continued on page 4





Metro View

By Franklin E. White, MTA CEO

Full Steam Ahead

On Sunday, June 25, a Los Angeles Times article questioned the integrity of concrete tunnel walls in the Metro Rail Segment 2. My concern is that the article provided a distorted view of the soundness and safety of the tunnels and may have unduly alarmed the public.

The tunnels are safe; they just aren't finished. There is no danger. When the tunnels are completed, the concrete will be at least 10 to 12 inches thick or reinforced, as required by the MTA's engineering management consultants.

While quoting other "experts," the article made no mention of the Cording Report, prepared last year by a panel of nationally-recognized tunnel experts on the structural integrity of the completed section of the Metro Red Line subway (Segment 1). The Cording Report concluded that concrete only six inches thick would be "able to support the ground loads and accommodate the anticipated ground motions imposed by earthquakes" on the tunnels.

continued on page 6

FY 1996 MTA Budget Decision Postponed

The MTA Board postponed action on the proposed \$3.1 billion FY 1996 budget, which was first presented at the May 24 board meeting. Several amendments are under review, and the board will reconsider the budget at its July 26 meeting. Until then, funding for the MTA's projects and activities will continue at the FY 1995 levels.

House Transportation Bill Recommends \$125 Million for Red Line Construction

On June 30, two days after the monthly meeting of the MTA Board where action on the MTA's FY 1996 Budget was postponed for a month, the House Appropriations Committee recommended that the MTA be allocated \$125 million in federal assistance for future Metro Rail construction for FY 1996, while also approving a 44% nationwide cut in transit operating assistance.

"We of course are pleased that the House has recognized Los Angeles County's transportation needs, and thank the committee for recommending that we receive the funds," said MTA Board Chairman Larry Zarian, a Glendale city councilman. "But the rest of the recommendations send Southern California a clear message: We must remain ever-vigilant in our efforts to cut costs, improve efficiency and find other funding sources. We must have public transportation to keep our economy healthy."

Operating assistance would take an even larger cut than originally

anticipated. The 44% reduction would mean MTA could lose approximately \$17 million in operating assistance.

The House Appropriations Committee recommendation also includes \$8 million for the Gateway Intermodal Transit Center and continuance of the Advanced Technology Transit Bus research project.

The recommendation also keeps intact the federal match of 80% federal and 20% local funds for the purchase of new buses.

"The people of Los Angeles have twice voted to tax themselves by the passage of Propositions A and C, and entered into a contract with the federal government to build a rail system for this region into the 21st century," Zarian said. "We have been working with our congressional representatives to demand that Congress honor its commitment. In light of the current budget-cutting mood, we are pleased that the House appears to have seriously considered our needs."

"We are, however, especially concerned about the proposed nationwide cut in operating assistance," said Franklin White, MTA's chief executive officer. "We had projected a 30% cut in our proposed budget for FY 1996. 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."

The Senate Appropriations Committee is scheduled to consider the FY 1996 budget later this summer. ■

Covery Story, continued

Not Your Ordinary Train Station

A colorful collection of innovative public art by local artists will open in south Los Angeles County on Aug. 12.

This “new gallery” is the MTA’s Metro Green Line. Each of its 14 stations — through architectural design and whimsical and historical artworks — captures the unique character and community spirit of the individual communities located along the 20-mile alignment from Norwalk to Redondo Beach. The following is brief catalog of Green Line art and its artists:

The MTA ART Program

photos on this page and page 5 are courtesy of Metro Green Line contractor O'Brien-Kreitzberg



- **I-605/I-105 Station** — *Untitled.* Artist: Meg Cranston. A large, polychromatic bee sculpture will greet passengers at the entry to the park ‘n’ ride lot. Smaller bees are located beneath the station canopies. The sculptures celebrate the City of Norwalk, where Sejat Indians long ago referred to the area as “Place of the Bees.”
- **Lakewood/I-105 Station** — *Title: “Wall of (Un)Fame.”* Artist: Erika Rothenberg. More than 650 residents of the cities of Downey, Bellflower and Paramount created their own version of the handprints in front of Mann’s Chinese Theater in Hollywood, only this time with ordinary people who did not “achieve anything, kill anyone in a war or be killed in order to be a part of it,” the artist says.
- **Long Beach/I-105 Station** — *Title: “Celestial Chance.”* Artist: Sally Weber. Her work explores traditional and contemporary visions of the sky.

Sun, stars, various colors and Indian sky entities from the Chumash Indian legend are featured.

- **Wilmington/Imperial Station** — *Title: “Hide-n-Seek.”* Artist: Joe Sam. Fifty-eight colorful children play hide-n-peek among the support columns at



the station. Local youths contributed to the design of the figures through coloring book drawings.

- **Avalon/I-105 Station** — Three artists contributed individually to this station. Willie Middlebrook created a computer-generated photomural celebrating contributions of local artists, both past and present. John Outterbridge created “Pyramid” as an homage to the nearby Watts Towers. Stanley Wilson’s work focuses on the similarities within beliefs shared by African and Native American cultures.
- **I-105/I-110 Station** — *Untitled.* Artist: Steve Appleton. The artist worked with the architect to design an arching, copper-colored canopy to make a bold sculptural statement within the environment of the entwined “spaghetti” of roads and ramps at the freeways’ intersection.
- **Vermont/I-105 Station** — *Title: “Real Green.”* Artists: Kim Yasuda and Torgen Johnson. The inspiration for the project was a magnificent eucalyptus tree adjacent to the station that was scheduled for removal as part

of the construction. Due in part to the artists’ urgings, however, the tree remains, and is incorporated into images on the station’s walls.

- **Crenshaw/I-105 Station** — *Title: “Crenshaw Stories.”* Artist: Buzz Spector. Seventy-two stories told by area residents in various languages have been hand-painted onto tile and installed at the entrance of the station.
- **Hawthorne/I-105 Station** — *Untitled.* Artist: Mineko Grimmer. Several individual bronze figures throughout the station introduce human scale to the station. They represent various age groups, and interact with each other, and with passengers.
- **Aviation/I-105 Station** — *Untitled.* Artist: Richard Turner. This work celebrates the exuberance of mid-century modern American design and the expansive optimism of the 1950s aerospace industry.



- **Mariposa/Nash Station** — *Untitled.* Artist: Charles Dickson. The artist draws parallels between nature and the development of aerospace technology that has played such an important role in the surrounding area.



continued on next page

Not Your Ordinary Train Station, continued

- El Segundo/Nash Station —
 Untitled. Artist: Daniel Martinez. A 26-foot wire-mesh hand poised to launch a giant paper airplane adds light-hearted humor to the serious environment of the defense and space industry.



- Douglas/Rosecrans Station —
 Untitled. Artist: Renee Petropolous. Passengers are surrounded by conjugations of the verb “to be.” Fragments of private conversations are embossed in the concrete stair risers, suggesting the intimacy of private space.
- Marine/Redondo Station — Title: “Space Information Station.” Artist: Carl Cheng. The blue canopy over the platform suggests two significant and very different aspects of the area: the coastal strip and the aerospace industry. Passengers waiting beneath the canopy will feel as though they are inside a wave.



Other Board Actions

New Chair takes MTA Board Helm

As of July 1, 1995, Glendale City Councilmember Larry Zarian is the new MTA Chair; he will remain in the position until June 30 of next year. At that time, Los Angeles Mayor Richard Riordan is slated for the chairmanship. Los Angeles County Supervisor Mike Antonovich ended his six-month term as Chairman of the MTA Board on June 30. Supervisor Antonovich had taken over what is normally a one-year chairmanship from Edmund D. Edelman, the former Los Angeles County Supervisor who retired on Dec. 31.

Pacific General Awarded Bond Program

Pacific General Insurance was awarded a \$404,000 contract for administration of the MTA's Transit Bond Guarantee Program (TBGP). The TBGP is a joint effort by the MTA and the City of Los Angeles to assist in providing minority, women-owned and disadvantaged business enterprises the maximum opportunity to participate in contracting activities on all MTA transit construction projects.

“Many DBE/WBE businesses have an excellent history of completing construction projects, but are unable to obtain necessary bonding because they can't meet extremely strict financial requirements demanded by financial institutions,” said Franklin White, the MTA's CEO. “By providing assistance through the TBGP program, MTA and the City of Los Angeles provide qualified firms the backing they need to obtain bonding,” said White. Seven firms submitted bids for the contract; the field was narrowed to three final competitors before being awarded to Pacific General Insurance.

Bicycle Master Plans Approved for Three Areas

Bicycle master plans for the San Fernando Valley/North County, San Gabriel Valley and South Bay areas that would add a total 914 miles of new bicycle facilities in Los Angeles County over the next 20 years were approved by the MTA Board.

The blueprints represent three of the six subregional bicycle plans being developed by the MTA. Bicycle master plans are intended to expand the county's existing regional bikeway system to promote additional commuter and recreational bicycling, and to improve safety for all bicyclists, as well as establish a comprehensive countywide bicycle program. The plans do not supersede local plans, nor do they include all local bicycle distribution systems.



Metrolink Child Care Center Contract Awarded

Children's Discovery Centers was awarded a five-year lease agreement to operate both the Chatsworth and Sylmar/San Fernando Metrolink child care centers, contingent upon receipt of state licensing background clearance. MTA's proposed 1996 budget includes a one-time allocation of \$56,000 to supply both centers with appliances, play equipment and indoor furniture. There is no additional budget impact, since the lease requires the operator to maintain the interior and exterior of the facilities.

continued on next page

Other Board Actions, continued

Greenway Project Gets OK for Exposition ROW

The MTA Board approved an agreement with the City of Los Angeles to provide a greenway project on the MTA-owned Exposition right-of-way. This will not require an expenditure by MTA. Funding for the greenway will be identified separately, using a combination of City of Los Angeles funds and private contributions in conjunction with other grant funds. The MTA and the City of Los Angeles envision landscaping and a bikeway along the 14-mile corridor, to be implemented in segments over a five- to 10-year period. It will serve as an interim use until a higher capacity transportation improvement project is ready for implementation in the corridor.

LADOT, Foothill Get TSE Funds

The Board allocated Transit Service Expansion program funds to the Los Angeles Department of Transportation (LADOT) and Foothill Transit for the operation of LADOT Line 549 and Foothill Line 690, respectively. LADOT will receive \$224,480, while Foothill will receive \$220,623.

• *Old Buses Sold for \$90,000*

On June 28, the MTA Board approved the sale of 23 buses that are 12 years old and are considered no longer economically feasible to operate. The buses will be sold to a sealed bidder for a total of approximately \$90,000. The sale of the buses is consistent with MTA's ongoing effort to replace aging buses with newer, economically sound buses. ■

Metro View, continued

This was borne out in the Northridge earthquake. Despite severe above-ground damage, the Segment 1 tunnels came through unscathed. Yes, a five-by-five-foot section of concrete in one tunnel (out of some 26,000 feet of the Vermont area tunnels) was determined in January to have been improperly poured. Within a week it was repaired. This month, as planned, test drills will be made in and adjacent to the repaired area, to make sure the concrete is up to standard.

This is normal procedure in tunnel construction. It has not, and will not, compromise the soundness or safety of the tunnels. Work in the tunnels is being closely monitored by the federal government as well as by the MTA and its construction manager.

The MTA will not approve substandard work. We will not accept the tunnels from our contractors until we are satisfied that they are up to specifications and are sound. All repairs will be made before the MTA takes control.

Hollywood Tunnel Contractor Terminated

In light of what I've just stated, the MTA has had to make a difficult decision regarding the contractor who has been primarily responsible for building the Red Line's tunnels in Hollywood for Segment 2 of the project. On July 13, the MTA officially terminated the Vermont/Hollywood tunnel contractor Shea/Kiewit/Kenny. We've lost confidence in the firm's ability to perform work pursuant to the terms of its contract for the Vermont/

Hollywood tunnel -- which was the site of the collapse of a 70-foot by 70-foot section of street at the eastern end of Hollywood Boulevard on June 22 (see related story on Page 11). We will move expeditiously to bring in another contractor to complete this portion of the project. The work will include the repair of the south tunnel damaged on June 22, and the construction of the final tunnel liner on the Hollywood tunnels.

Engineering Forensics Firm to Investigate

In another step to further assure that our subway construction meets the highest standards, we have retained the services of Wiss, Janney, Elstner Associates, an engineering forensics consultant, to investigate the cause of the June 22 street collapse. The Wiss, Janney firm will conduct an independent review of the tunnel remaining plans, the engineering work performed by the MTA's design consultants and the actual construction and inspection work by the contractors involved in building Segment 2 of the Red Line. We expect a report from the investigation by mid-September.

Full Steam Ahead

Finally, I ask that the public keep in mind that any project as big as this one will experience unexpected problems, cost increases and delays -- just as other subway projects around the world have experienced. Terminating the Vermont/Hollywood tunnel contractor was, indeed, a drastic step, one that was not made in haste. The bottom line is that we remain focused on safely and correctly building a sound, dependable, modern subway system. ■

The Human Side

Green Line Operators Get Up to Speed

Jesus Ruiz, who will be among MTA's first Metro Green Line train operators, fancies himself as something of a modern-day pioneer.

The Green Line represents the third MTA rail line he will have had a part in starting up in six years. Ruiz was at the controls of the first Blue Line trains in 1990; he also was one of the first Red Line operators when that system began in early 1993.

"It's like being a part of the space program," says Ruiz. "More than 25 years ago, astronauts took their first steps on the moon. It was an exciting time. I think these three rail systems can be seen as the first three steps for the future of Los Angeles transportation. It's truly exciting to be a part of."

For Ricardo Miranda, switching from his Line 210 bus to Green Line trains was the fulfillment of a childhood dream. "I always wanted to drive a train as a child," he says. "I watched Santa Fe freight trains all the time as I was growing up."

The Green Line is scheduled to open for



Train operations instructor Jess Guajardo (2nd from left) poses with new Green Line train operators (l to r) Ricardo Miranda, Jesus Ruiz and Arnold Johnson. Both Miranda and Johnson were long-time bus drivers for the MTA, and Ruiz has operated both Blue Line and Red Line trains.

regular service Aug. 12. The third color to be added to MTA's growing rainbow of rail services will serve a 20-mile east-west route from the South Bay area to the city of Norwalk.

Miranda, Ruiz and 35 others have spent the last several months learning

about the intricacies of operating the passenger trains that will travel down the median of the Century Freeway (I-105).

"It was like going back to school, that's for sure," says Arnold Johnson,

continued on page 13



On the Job With (two more of the) MTA's New Regional General Managers



*Jon Hillmer,
 MTA Regional
 General Manager
 Northern Region*

Last month, MTA Review provided an overview of the MTA's reorganization efforts presently going on in its operations unit. Part of the reorganization includes the establishment of four bus regions that encompass all 12 Metro Bus Divisions in order to empower division management and bring decision making closer to the customer. The biggest change was the creation of the single-manager concept within the bus divisions, eliminating the need for two managers to separately oversee transportation and equipment maintenance.

Divisions managers, in turn, now report to one of four regional general managers. Last month, we profiled Southern Regional General Manager Ralph Wilson and Western Regional General Manager Ellen Levine about their plans, managerial styles and philosophies. The following articles are profiles of the other two regional general managers, Jon Hillmer and Tony Chavira.

Jon Hillmer MTA Regional General Manager Northern Region

Jon Hillmer wants to know his customers — and he wants them to know him. That's why he's planning to put his name and address inside each of the more than 500 MTA buses that cruise the northern portion of Los Angeles County. He also plans to include the names and addresses of his three division managers.

"If you have a bad experience — or a good one — we're going to encourage you to write to me or the manager of that garage," said Hillmer, the new

general manager of the MTA's northern bus region.

The 45-year-old former bus driver concedes that "we have a lot of work to do to accomplish our number one goal, which is to become a community asset," he said. Some of the other ways he will use to get patron feedback will be to take on-board surveys, interview other transit carriers, and conduct random telephone surveys.

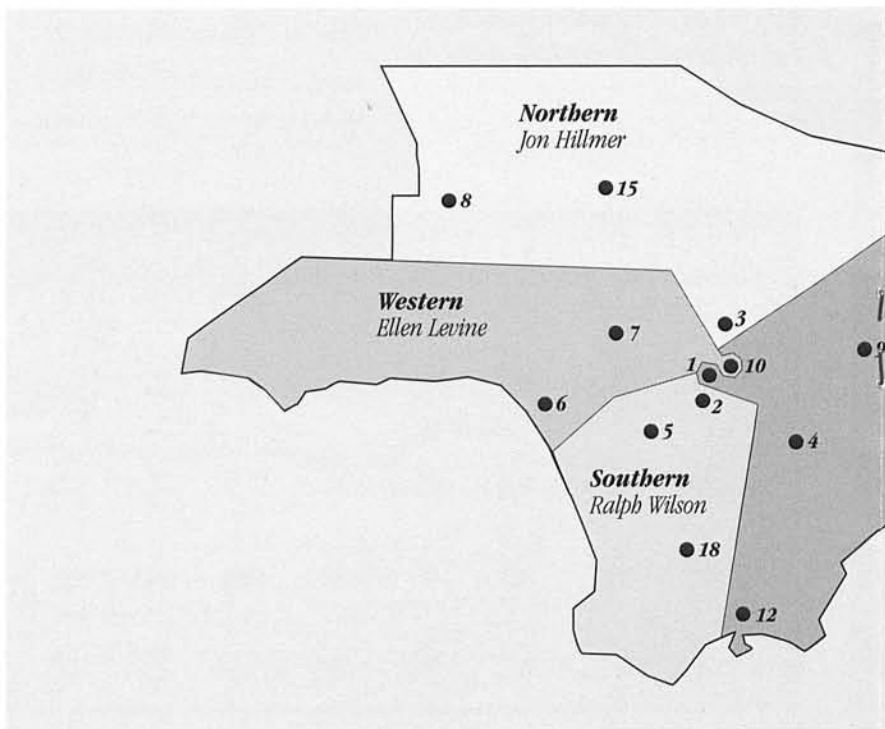
Hillmer takes the helm of the northern region at a time when transportation resources are being reduced. His challenge is to improve efficiency and maintain service levels while facing staff and funding reductions. "We have to learn to do more with less," he said.

With 20 years under his transit-experience belt — all of it spent with the MTA and its predecessor agency, the Southern California Rapid Transit District — Hillmer has witnessed a lot

of changes in the Los Angeles transportation arena. Although he started as a bus driver in 1975, he was soon promoted into planning and programming, and thus has always had an eye for the "big picture."

His most recent promotion to regional manager comes at a time when the MTA is facing employee layoffs, reorganizing its management structure, and fighting to win back ridership. He has, along with his fellow regional managers, undertaken a sweeping campaign to keep the buses clean, comfortable and attractive, including a change in the color scheme from burnt orange to a light earth tone.

If it were an independent bus company on its own, the northern region — which covers the Valley, Burbank, Glendale and Pasadena — would rate



as one of the state's largest bus companies. Covering MTA Divisions 3, 8, and 15, Hillmer oversees 1,250 employees, 570 buses and 43 lines that carry about 240,000 daily passengers. According to Hillmer, the MTA's North Region alone equals the fleets in Orange County or Sacramento.

In fact, the main goal of the MTA's reorganization efforts is to treat each of its regions as separate organizations. In his new position, Hillmer must hand-pick his managers, who will be responsible for running the bus and repair operations at their individual garages.

Another effort to win back riders is the restructuring of the Valley's routes. The hub-and-spoke approach will link six transit centers in the Valley with surrounding neighborhoods. The first phase began this month, and subsequent phases will start as transit

centers are completed at Warner Center, Universal City, California State University, Northridge, and Metrolink stations in Burbank, Sylmar and Chatsworth.

Hillmer is married to Belinda and has three children at home in West Covina, which is a long haul some days considering he spends a lot of time out in the field investigating ways to do things better. "This is a 'reach out' program," he said. "It helps me to observe our bus operations first-hand."

Tony Chavira
*MTA Regional General Manager
 Eastern Region*

Tony Chavira loves his job — and he is not afraid to meet challenges head on. "It's a 24-hour a day operation, and I'm always on call," he said. His love for public transit speaks for itself based on his nearly 25 years at the MTA and its predecessor agency, the Southern California Rapid Transit District.

Starting as an entry-level bus mechanic in 1973, Chavira moved through the ranks to become an instructor, then supervisor, then division supervisor, on up the ladder to division manager and assistant director of maintenance.

Chavira considers his new assignment as regional general manager his biggest challenge yet. He's responsible for the MTA's eastern region, which covers about a third of Los Angeles County and runs through at least 40 cities, he says.

"The phrase that we've all been saying lately is that our region 'runs from the mountains to the sea,' which is true when you realize the eastern region stretches from Long Beach through the mid-east corridor to the San Gabriel

Valley and the city of Montclair on the eastern end," he said.

The eastern region covers MTA Divisions 1, 9 and 12, and Chavira oversees 1,050 employees, 480 buses, and 33 lines that carry about 240,000 daily passengers.

While he has responsibilities, goals and plans similar to his three regional counterparts — i.e., improving service, cleaning up and making buses more comfortable, improving employee productivity and efficiency, and attracting riders back to the system — its obvious that Chavira's favorite subject is cleaner buses.

Chavira was, in fact, one of the guiding forces behind the MTA's Zero-Tolerance Anti-Graffiti Program when it started in 1993. He can talk for hours about the program, especially since he's seen it produce "marvelous results."

The program, he explains, has four main elements: (1) education — educating the public, school children, educators, and bus drivers; (2) law enforcement — the MTA's transit police keep an eye out for taggers in action; (3) mitigation — which includes cleaning the bus exteriors of graffiti and maintaining them; this element also includes the MTA's contract with the Los Angeles County Department of Probation and the court referral system whereby juvenile graffiti offenders can participate in cleaning the buses and (4) monitoring and reporting — keeping track of the successes and failures of the program and coming up with new ideas and projects.



*Tony Chavira,
 MTA Regional
 General Manager
 Eastern Region*

Metro Bus Operating Regions



Overview, continued

"We've taken back our bus lines," said Chavira, "and within two years, we've reached a 100% Zero-Tolerance for exterior graffiti on all buses as they roll out every day." The next goal, he said, is to start cleaning up the interiors, including a way to prevent window etching.

"We're looking for ways to make our buses vandal-resistant, and the funny thing is, since we began this program, we have a lot less vandalism and new graffiti. It's almost as if the taggers are calling our buses 'off-limits.' "

Chavira, 44, has done his own research into the graffiti problem. One day, as he was leaving the office, he came upon a group of so-called graffiti crews, ranging in ages from 9 to 22, who were hanging out in the Belmont Tunnel near 2nd and Lucas streets in Los Angeles.

"At first, when they saw my 'E' license plate, they started to scatter," said Chavira. "But, I said 'hey, I'm not here for a bust, I just want to talk.' I asked them why they like to mark up MTA buses more than any others, and they said it was because MTA buses go all over the L.A. area, and thus, the buses become a traveling billboard for gang identification."

As a result of that first meeting, Chavira got to know more than 17 different graffiti crews, and through his outreach efforts, arranged for some 40 kids to come down for a tour of the MTA's bus facilities. "We showed them the amount of work that goes into maintaining the buses, and that folks just like their parents worked here."

Chavira and others at the MTA recognized that some of these youths had true artistic talent when they did their graffiti, and an MTA program was started where Los Angeles area youth could enter an art competition. The Young Artists Program has just

completed its first contest, and the winners' works currently adorn the inside of MTA buses in the form of posters (see article about the program in the recent April/May issue of MTA Review).

"All these kids need is recognition," said Chavira. "That's why they paint the city — for recognition. All we have to do is help them to channel their creative talent into more productive ways. We learned a lot from this experience, and we're now in a partnership with some of the city's youth. In fact, the program has become a model for a similar program under the auspices of Los Angeles County."

Chavira lives with his wife of 23 years, Gail, in Alhambra. They have a 21-year-old daughter, Stacy and a 15-year-old son, Shawn.

MTA Ranks Second in Operations Cost Effectiveness

A University of North Carolina bus transit cost comparison study of 108 transit properties in the nation rated the Los Angeles County MTA 35th overall, and second among its peers of large, multi-modal operators.

"We did well in this study," said Franklin E. White, the MTA's chief executive officer. "We transport large numbers of passengers effectively, serve a large population, and cover our service area effectively with low cost and subsidies."

The study, prepared by the Center for Interdisciplinary Transportation Studies, University of North Carolina, compares statistics for 108 bus transit operators of various sizes. The methodology used included five measures of resources and seven measures of results.

The specific ranking of the MTA's peer group properties are as follows:

Property	Peer Group Ranking	Overall Ranking
Baltimore	1	34
Los Angeles	2	35
Chicago	3	49
Philadelphia	4	64
Washington	5	69
New York	6	93
Boston	7	94
Newark	8	97

New Bus Schedules in Effect

Effective Sunday, June 25, the MTA made several bus schedule and route changes throughout its Los Angeles County service area in keeping with its regular practice of adjusting schedules every six months to better serve bus and train riders.

Included in this adjustment will be the implementation of the first phase of the San Fernando Valley Transit Restructuring study, which is designed to improve coordination of service in the Valley, including with other Valley service providers. The study recommends route adjustments to nine existing lines, the introduction of three new lines, and the cancellation of six lines.

Also included are adjustments to 21 MTA bus lines that will be rerouted to serve the Metro Green Line, which will begin operation August 12. To get a copy of the June 25 Service Change Bulletin with all the route changes, or to inquire about specific routes, write to the MTA, P. O. Box 194, Los Angeles, CA 90053, ATTN: Customer Relations, June 25 Service Changes. Bus patrons may also call 1(800) COMMUTE and request a copy of the changes. ■

Green Line Data:

Building the Metro Green Line took 4 years, and most of it was built down the middle of the I-105 Freeway while it was still under construction. Construction consisted of trackwork, trackbed installation, station construction, aerial structures, utility relocation, signal and switching equipment, rail vehicle contracts and landscaping. With the line opening next month, here are some other facts about L.A.'s newest light rail system:

Date Construction Began:	1991
Opening Date of Line:	Aug. 12, 1995
No. of Rail Miles:	20 miles
No. of Stations:	14
Cost:	\$717.8 million
Funding:	Props. A and C
Cars:	Similar to Metro Blue Line vehicles, powered by overhead electrical wires; each car can accommodate 250-300 passengers.
Travel Time:	35 minutes
Speed:	Up to 65 miles /hour
Security:	Each station monitored 24 hours/day by closed-circuit cameras; armed police patrol the line.
Patron Assistance:	Roving attendants
Fares:	Same as current bus/rail fares.
Frequency:	Every 7-1/2 minutes in rush hour; Every 12 minutes, non-peak time.
Safety:	Fail-safe emergency brakes, shatter-resistant windows, intercoms in rail cars, and fencing on both sides of rail along freeway segment
Intrusion Detection:	High-tech sensors along fencing to detect foreign objects, plus sensors in rail bed at stations to detect objects on track, will automatically cause system to stop.

That Sinking Feeling

Report on Hollywood Boulevard Sinkage

On June 22, at about 3:30 a.m., Metro Red Line workers were removing an 80-foot section of subway tunnel beneath Hollywood Blvd. near Barnsdall Park. After installing support beams, the workers cut through the precast concrete liners that had been installed during tunnel excavation months earlier.

As the workers were removing a portion of the precast liner, mud started leaking into the tunnel. As a precautionary measure, the eastbound lanes of Hollywood Boulevard were closed to traffic.

As water and mud began coming into the tunnel, the workers evacuated and called the Los Angeles Fire Department, the Department of Water and Power, and the Southern California Gas Company. A sinkhole began appearing in the street about 6:15 a.m.

The direct cause of the problem is still under investigation. The sinkhole expanded with mud and water to about 70 by 70 feet. By the next day, MTA construction crews filled the hole with slurry, a mixture of concrete, sand and water, and began preparing a portion of the street for paving.

Two lanes are currently transporting traffic along this stretch of Hollywood Boulevard — between Vermont and Berendo. As a precautionary measure, the MTA contractor has installed circular steel support beams in a second tunnel beneath the area. There are two tunnels in this region, a north and a south tunnel. It has not yet been determined when tunnel construction in the south tunnel will resume.

"We're dedicated to restoring the area as quickly as possible for the community," said Joseph Drew, the MTA's deputy CEO, "but we want to do a thorough job, and that will take some time."



Photo by George Gray

Metro Rail Progress

The following is a breakdown on the completion status (as of June 1) of the various Metro Rail Projects currently under way (either under construction, or in the design phase):

	Project Progress	Revenue Operations Date
Metro Green Line		
Design	100% completed	Orig. 10/94
Construction	98%	Aug. 12, 1995
Metro Pasadena Blue Line		
Design	82.6%	
Construction	2%	Forecast: 2002
Metro Red Line (Segment 1)		
Design	100%	Orig. 4/93
Construction	100%	Actual 1/93
Metro Red Line (Segment 2)		
Design	99%	
Construction	52%	
Wilshire Section		Orig. 7/96 Forecast 2/96
Vermont/Hollywood		Orig. 9/98 Forecast 3/99
Metro Red Line (Segment 3) – North Hollywood Extension		
Design	89.5%	Orig.: 2000
Construction	7.5%	Forecast 5/00
Metro Red Line (Segment 3) – Mid-City Extension		
Design (EIS/EIR)	34%	TBD
Construction	0%	
Metro Red Line – Eastern Extension		
Preliminary Design	100%	TBD
Construction	0%	

Green Line Operators, continued

who spent 18 years as a bus operator before being tapped for Blue Line service in 1992. Now, as he gets ready for his service on the Green Line, he's been busy doing test runs. "We want to get the bugs out before we open to the public," he said.

"The differences between buses and trains are substantial. I had to learn different signals, how to watch for grade crossings, how to approach stations at the correct speed. It requires your full attention, believe me."

All Green Line operators spend their first five weeks on the Blue Line in actual revenue service to get a feel for how passenger service really works. Once they are accustomed to the rails, the signaling system and other nuances of rail operation, they are put on Green Line trains for test runs.

The first group of Green Line operators has an advantage over future classes, points out Jess Guajardo, a Green Line operations supervisor.

"One of the key elements we are stressing during our training period is clear communication between operators and maintenance technicians," said Guajardo. "Our first group of operators has had time to watch closely how the trains are maintained and to ask questions about how they work. This will help them better describe any problems that may occur later."

Training does not end after the initial session, Guajardo says. All Green Line operators must recertify every year to make sure they keep up to speed on rules and troubleshooting skills. They also must regularly polish their bus driving skills, should they be called upon to operate buses in an emergency.

continued on next page

Transportation Improvement Program Call for Projects Approved

The MTA is required by federal and state statutes to prepare a Transportation Improvement Program (TIP) for Los Angeles County. As such, the MTA is required to program TIP funds across all transportation modes based on the planning requirements of the Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991. To accomplish this mandate, the MTA plans and programs funds on a multi-modal basis through the TIP Call for Projects, the TIP Short Range Transit Plan (SRTP), the TIP Local Program, and the State Transportation Improvement Program (STIP).

The FY 1995-96 through FY 1998-99 TIP Call for Projects programs a variety of local, state and federal monies to projects from a variety of transportation modes throughout the county. These funds were programmed in coordination with several other planning and programming processes and with the needs of project applicants to ensure that it meets MTA objectives and is fiscally sound.

Earlier this year, the MTA sent out TIP Call for Projects application packages, and received 425 applications from various public transportation agencies and municipalities throughout the county. Funding requests totaled about \$1.2 billion; with only about \$506 million in available funds for new projects, projects had to be carefully evaluated and ranked. The MTA staff made its recommendations. Final approval of the selected projects was granted by the MTA board at its June 28 meeting.

The total of \$506 million was approved at the June board meeting for the

following seven transportation modes:

Mode 1 - Freeway HOV, TOS and Gap Closures: \$192.5 million for four years was approved for 17 projects, most of which are overseen and sponsored by Caltrans.

Mode 2 - Regional Surface Transportation Improvements: \$119.9 million for four years was approved for 13 projects. No funds were authorized for Alameda Corridor projects until the Alameda Corridor Transportation Authority Third Amendment issue is resolved to the MTA Board's satisfaction.

Mode 3 - Signal Synchronization and Bus Speed Improvements: \$144 for four years was approved for 44 various city and county projects in this category.

Mode 4 - Transportation Demand Management: \$15 million was approved for a two-year program encompassing 23 projects in this category for various cities and public transportation agencies.

Mode 5 - Bikeways and Transportation Enhancements: \$24.2 million for four years was approved for 27 projects in this category. Funding for Transportation Enhancement Activities (TEA) is subject to approval by the California Transportation Commission (CTC).

Mode 6 - Transit Capital: \$9.8 million for two years was approved for 21 projects in this category.

Mode 7 - Transit Security: \$960,000 was approved for one year (FY 1995-96) for nine transit security projects within the county.

A listing of the specific projects would be too long to report in MTA Review; however, to receive more specific information contact Steve Finnegan in the MTA's Capital Planning Department at (213) 244-6102. ■

Green Line Operators, continued



*Green Line
 Operator,
 Hugh Coleman*

All the operators note a special bond that has formed among the Green Line's first trainees. "It's been born out of the absolute necessity for teamwork," Guajardo says. "We must be team players, because the schedule demands that we depend on each other. Bus schedules are more flexible; if one breaks down or is late, another can simply go around it. That can't happen on the Green Line. Trains must be six minutes apart."

Hugh Coleman, who was a bus driver for 18 years, has been operating Blue Line trains for the last three years. He says the Green Line is his biggest challenge so far. He has spent the last six weeks getting up to speed on the differences between the two trains.

"These cars are more modified, and it just takes practice to get the feel of it—but I love it!" he said.

Retirement beckons for Ruiz, Johnson and Coleman, but all three have resisted the temptation. "History is happening here, and I want to be a part of it," Ruiz says. "That's what keeps me coming back."

All Coleman can say is that "driving the Green Line is marvelous... absolutely marvelous!"

New MTA "Funday" Fare Kicks In

Sundays and holidays have become "Fundays" on MTA buses, especially for friends of MTA bus riders. For a limited time, any fare-paying passenger who boards an MTA bus on Sundays and holidays may bring along a friend or relative for 50 cents. The person accompanying the fare-paying rider needs only to present a one-way discount coupon to the bus operator and deposit it in the farebox.

MTA buses provide service not only for those who need to shop, go to work or summer school, and attend recreational events, but they provide a ready-made touring service for out-of-towners who want to take in Southern California's numerous tourist attractions.

"We've published a 'Funday' Transportation Guide for MTA riders that features a list of tourist attractions open on Sundays that are easily accessible from all 200 of our bus lines," said Art Leahy, the MTA's executive officer of operations. "We invite our visitors and residents alike to board a bus and see the sights, especially on Sundays and holidays when they can take advantage of our 'Funday' fare."

The tour guide can be obtained by writing to MTA Customer Relations, P.O. Box 194, Los Angeles, CA 90053, or by calling (800) COMMUTE and requesting a copy.

Discount "Funday" coupons also are available at all MTA Customer Service Centers and MTA pass sales outlets. The discount fare is not available on MTA's rail service. The program is expected to continue through Sept. 24.

Western Bus Region Holds Open House

Last month, the MTA's Western Bus Region hosted an open house at its West Hollywood Bus Division featuring refreshments, entertainment, music, and games for children, all with a western theme. About 500 visitors hopped on buses to tour the division, stopping at the various work stations to demonstrate how the MTA fleet is kept up and running, including fare collection, repair and maintenance, and the fueling area. The tour concluded with a run through the bus wash.

"We want to let our passengers know what we do and how we do it," said Ellen Levine, Western Region General Manager. "This is a wonderful opportunity for us to get closer to our customers, and to demonstrate that we want to be good neighbors."

MTA bus operators and maintenance personnel were present to answer questions, and to allow the public to meet the people behind the scenes who make the bus system work. Displays included a new compressed natural gas bus, a Red Line subway car, and the Transit Police anti-graffiti van.

The MTA's Western Region includes the beach communities from Malibu south to Venice, Hollywood and West Hollywood, Beverly Hills, and the Wilshire Corridor.

Stanley G. Phernambucq
Chief Construction Officer

Stanley G. Phernambucq, a 24-year veteran of the U.S. Army Corps of Engineers, has joined the MTA as its new Chief Construction Officer. He will be responsible for the design and construction of the Metro Rail system in Los Angeles County.

During his 24-year tenure with the Army Corps of Engineers, Phernambucq, a native of Norwalk in Southern California, was responsible for the planning, design, construction and operation of many public works projects in Mississippi, Louisiana, and Arkansas. He recently served as District Engineer in Vicksburg, Mississippi, supervising 1,500 people with an annual budget of over \$300 million. There, he was responsible for the completion of the \$1.8 billion Red River navigation project.

Phernambucq was the District Engineer in San Francisco from 1990-92, and was responsible for operating and maintaining navigable channels in Northern California and other water related design and construction projects. He also served as Deputy District Engineer in Puerto Rico and the U.S. Virgin Islands, and was responsible for the construction of the \$1 billion Cerrillos Dam in Ponce, Puerto Rico.

From 1987 to 1990, he served with the U.S. Army Special Operations Command (Airborne) at Fort Bragg, North Carolina as Deputy Chief of Staff and Deputy Brigade Commander charged with the responsibility of supervising a 2,000-person Army Engineer Brigade, consisting of various construction units, a mapping unit and support organizations.

Additionally, from 1983-85 Phernambucq served as the Structural Engineer, preparing intelligence-based engineering analyses to estimate the structural response of foreign strategic installations to nuclear weapons; and from 1979-81, he was project manager during the construction of a railroad from Sao Paulo to Brasilia, Brazil.

Phernambucq received his master's degree in Civil Engineering from the University of Southern California in 1982 and a Bachelor of Science degree from West Point in 1971.

"I'm delighted to come back to California and look forward to the challenges in working on this important infrastructure project for the people of Los Angeles County," said Phernambucq.

He and his wife, Jill, have two sons, Christopher and James, ages 14 and 15. He has received many distinguished military awards, including the Legion of Merit, Defense Meritorious Service Medal, Army Commendation Medal, National Defense Medal and the Humanitarian Service Medal.

Frank Montalvo
Director of Human Resources

Frank Montalvo joined the MTA earlier this year as the MTA's new Director of Human Resources. Previously, he served six years as the Director of Human Resources for Occidental College in Los Angeles; before that, he spent six years as a personnel manager for Stanford University Hospital. His background includes other personnel positions with the University of California, Irvine, and its medical center.

"This is my first assignment away from a collegiate environment," said Montalvo. "I'm excited about transportation, and the opportunity to continue my work in a public service capacity."

Montalvo heads up a department comprised of 76 employees, which is responsible for salary levels, pension and benefits programs, and recruitment of a wide range of transportation professionals and



Stanley G. Phernambucq,
Chief Construction
Officer



Frank Montalvo,
Director of
Human Resources

continued on last page

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): _____

New Faces, continued

administrative staff needed to run the MTA. With a current employee count of about 9,000, the Human Resource function must oversee the hiring of all types of personnel, including transit operators and mechanics, transit police, construction engineers, planners, technical and administrative personnel, communications professionals, and clerical staff.

"In any organization, there's always room for improvement," said Montalvo, "and because the MTA is still going through its growing pains as it transitions from two agencies into one, my job is to support both the administration and the employees to find ways we can do things better and to streamline the processes," he said.

Montalvo graduated from Cal State University, Dominguez Hills, and has

done graduate work at Stanford University and the Claremont Graduate School, Executive Management Program. He resides in San Marino with his wife Susan and three daughters, Bianca, age 10, Monique, age 12, and Francesca, age 15. ●

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*



Metropolitan Transportation Authority

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