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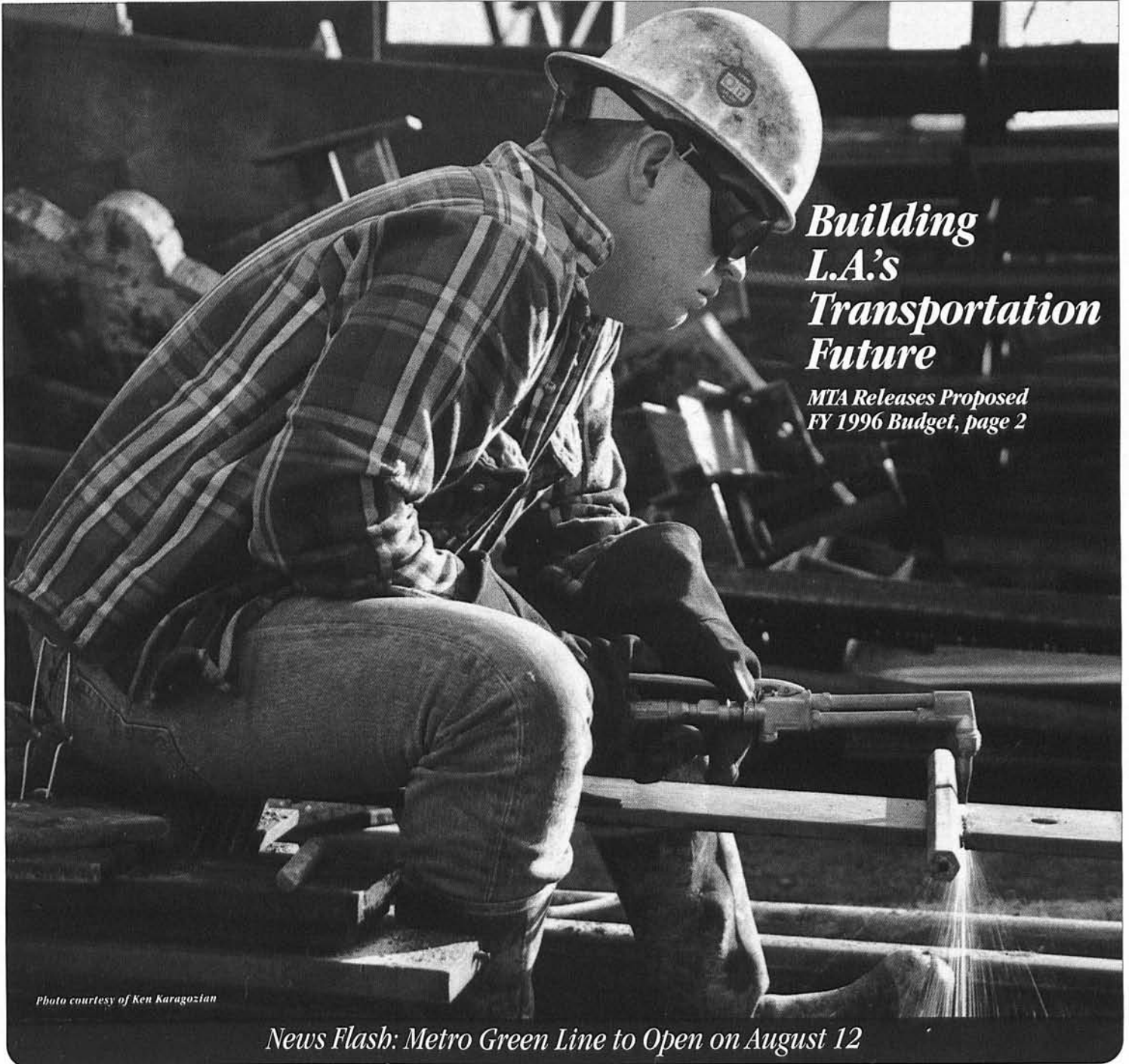
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M T A

REVIEW

June 1995



Building L.A.'s Transportation Future

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Photo courtesy of Ken Karagozian

News Flash: Metro Green Line to Open on August 12

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Franklin E. White

MTA Chief Executive Officer

Cover Story

Fiscal Forecast

MTA Proposes \$3.1 Billion FY 1996 Budget

A proposed \$3.1 billion FY 1996 budget that calls for maintaining the present level of bus and train service, designates no fare increase and eliminates a projected operating shortfall of \$108 million anticipated during FY 1996 was presented to the MTA Board at its May 24 meeting.

The fiscal budget — about \$14 million more than this year's — includes funds to open the Metro Green Line across the southern end of the county this summer, and construction funds to complete the Wilshire Boulevard leg of the Metro Red Line. There is also money targeted for the North Hollywood extension of the Red Line, and for an environmental impact report and other studies needed for construction of the east-west San Fernando Valley line. The budget also calls out funds for cleaning graffiti from buses and acquiring 196 clean-running, Compressed Natural Gas (CNG) Buses.

"Most of the things we're doing we hope to keep doing, only better, cheaper and faster," said Ronny J. Goldsmith, the MTA's new chief financial officer.

The budget is divided into three sections: (1) Operating budget totals \$947.9 million and reflects a decrease of \$9.6 million over last year's budget; (2) Capital budget totals \$1.14 billion, a decrease of \$36.8 million; and (3) Funds programmed to other agencies, through the MTA, account for \$1.18 billion, an increase of \$191.6 million.

The largest single operational cost reduction highlighted within the proposed FY 1996 budget is the new single-manager and regional reorganization of bus operations. The plan, now implemented, integrates transportation and maintenance management control at the operating division level, reducing reporting levels and decentralizing the decision-making process. This reduction alone will save an estimated \$28.9 million annually. The change will foster improved management of bus operations and make possible the achievement of various cost-saving initiatives. (See related story on Page 8.)

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 MTA's Zero Tolerance Anti-Graffiti Program.
- Deployment of 196 new Compressed Natural Gas (CNG) buses.
- Opening of the Metro Green Line.
- 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.
- Add quality control and safety personnel within the construction unit to better control and more efficiently implement the rail construction program.

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Metro View

By Franklin E. White, MTA CEO

We Must Focus on the Big Picture

Last month, I presented the proposed Fiscal Year 1996 budget to the board. Far more detailed than past budgets, this year's budget will be the foundation for a multi-year strategy designed to complete the merger and place the MTA on firm financial ground.

I want to commend Judith Pierce, the MTA's chief administrative officer, and her staff, for overall management of the budget process. It's not easy to prepare a budget for an agency faced with a \$97 million deficit, and Ms. Pierce has been on board less than a year. The document, which outlines the proposed budget, is both concise and comprehensive, with a definite eye on the big picture when it comes to the MTA's long-term mandate to provide Los Angeles County with workable transportation choices.

I also want to commend the entire MTA staff for doing a good job in 1994-95. Although we faced many challenges in the past 12 months, MTA staff has made significant gains in improving the organization and setting a course for the future.

This year, we:

- Provided bus and rail transit services to over 360 million passengers.

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The Board Report MTA Board Activities in May

Federal Budget May Pose Threat To L.A.'s Transportation Future

Although the MTA's proposed FY 1996 was presented to the MTA Board on May 24, there was considerable discussion concerning the potential federal budget cuts that could severely curtail many of the goals and projects outlined in the MTA's 20-Year Long Range Transportation Plan for Los Angeles County.

Federal budget cuts proposed by the House and Senate budget committees' versions of the FY 1996 Budget Resolution are currently being debated on Capitol Hill.

Deep cuts, and in some cases elimination, of federal transit funds proposed by both houses of Congress could have a devastating effect on the quality of regional bus and train service, increase traffic congestion and drastically restrict the MTA's ability to purchase new buses and trains. The proposal also could eliminate MTA's research and development of clean air technologies, and indefinitely delay the construction of extensions to the region's rail transportation network.

There are two key changes that could profoundly affect local transit users. The first is the suggested phasing out of mass transit operating subsidies on which MTA and other L.A. County providers have heavily relied in recent years. This could mean substantial fare hikes and/or service cuts as the phaseout occurs over a three- to five-year period.

Federal operating assistance has been shrinking steadily since 1982, when Los Angeles County received approximately \$64.6 million in funds. By FY 1995, that amount had dwindled to \$40

million. The current proposal seeks to slash another \$8 million to \$12 million this year that would directly benefit the Los Angeles region, and would eliminate entirely over the next three to five years federal assistance earmarked for bus and train service.

"We recently laid off 234 employees," said Franklin White, the MTA's CEO.

"In February, we raised our fare from \$1.10 to \$1.35. These proposals would only exacerbate the situation."

The second major change is the proposed elimination of capital funds for "new starts in fixed guideway mass transit" beginning in FY 1996. This means that construction occurring on any new "fixed guideway mass transit" system (i.e., rail system) after this year would no longer receive federal assistance.

This would directly impact MTA's current and proposed rail construction plans, since about 50% of the Metro Rail Red Line project funds are provided through federal assistance.

Construction of Segment 2 of the Metro Red Line subway project probably would be completed on schedule. However:

- Segment 3 of the Red Line could be delayed from between two and six years.
- The Pasadena Blue Line could be delayed for seven years.
- Construction on the San Fernando Valley east-west rail line, due to begin in the second decade of the 20-Year Plan, could be delayed indefinitely, as could all other planned rail projects on which

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Fiscal Forecast, continued

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

- Close-out of all Green Line contracts.
- Complete construction of all Wilshire Corridor facilities on Red Line Segment 2.
- Begin construction of Universal City station for Red Line Segment 3.
- Start construction of Eastern Extension of Red Line Segment 3.
- Complete 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 (CNG) buses.
- Initiate the bus interior cleaning and bus upgrade campaign.
- Improve grade crossing safety along the Blue Line; installation of four-quadrant gate crossing systems at selected intersections.
- Provide up-to-date communications equipment to support Transit Police.
- Develop an improved materiel management system to effectively monitor inventory levels.
- Build an integrated human resources information system.

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 proposed FY 1996 budget includes \$74.9 million in operating funds for the following transit operators:

Proposed FY 1996 MTA Budget

	<i>Adopted FY 1995</i>	<i>Estimated FY 1995</i>	<i>Proposed FY 1996</i>	<i>Increase (Decrease)</i>
Operating Budget	\$957.5	\$926.6	\$947.9	(\$9.6)
Capital Budget	1,77.3	798.3	1,140.1	(\$36.8)
Funds Programmed to Other Agencies	810.2	810.2	1,001.8	(\$191.6)
	\$2,945.0	\$2,535.1	\$3,089.8	(\$144.8)

(\$ in millions)

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 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:

SCRRA Metrolink services	\$44.5 million
Transportation Improvement Program	\$215.5 million
State Highway Program	\$42.1 million
Local Program for roadway reconstruction, rehabilitation, safety improvements, etc.	\$309.2 million
Paratransit services	\$17.7 million

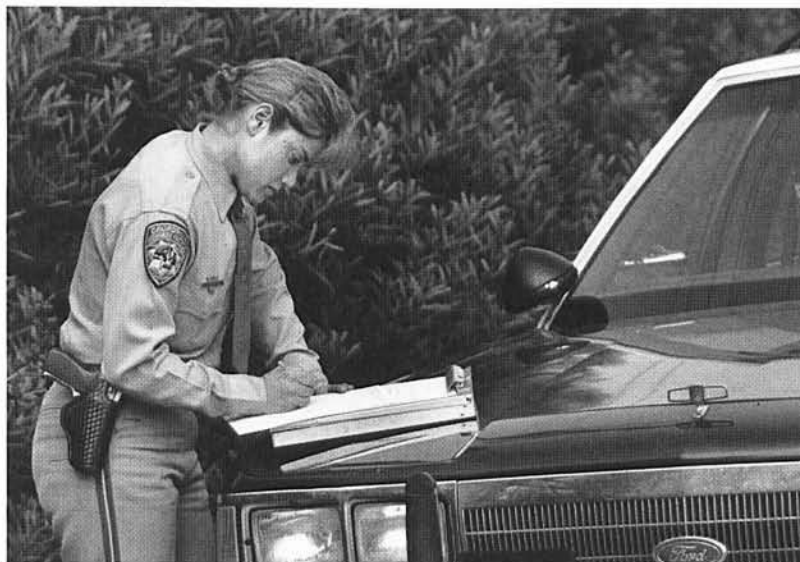
The MTA Board of Directors scheduled a workshop on the proposed FY 1996 budget for June 8 and a public hearing on June 14. Final adoption of the budget is expected in late June. ●

Board Report, continued

construction has not yet begun. In addition, the following changes or cuts are proposed:

- The House proposal would reduce the federal contribution for capital expenditures from 80% to 50%. This means that when MTA buys a new bus or train, it would have to pay for half of it with local funds, instead of 20% as in past years — a 150% increase. White told the board that the proposal not only would eliminate the possibility of adding more buses to the countywide fleet, it would inhibit transit operators' ability to replace aging buses with new ones, thus driving up maintenance costs.
- The House proposal would eliminate all funds for transit planning and research. Projects falling victim to this proposal would include safety and clean-air research programs, including MTA's Advanced Technology Transit Bus (ATTB) project.
- Both the House and the Senate propose eliminating highway demonstration projects, which would have contributed about \$350 million to the Alameda Corridor Project.

Other Board Actions



Major Incident Response Program

Traveling the freeways during rush hour may never be snap, but help is on the way that can reduce the time it takes to clear major incidents — by at least 18 minutes.

The MTA Board approved a three-year agreement with the California Highway Patrol to implement key elements of a Major Incident Response Program. One half of all major incidents is caused by an excess of vehicles using the freeways. The Major Incident Response Program is designed to decrease the other half caused by hazardous materials spills, collisions resulting in injuries or fatalities, overturned cargo trailers with spilled loads, and police activities, such as pursuits.

The average duration of a major incident is about three hours. This coordinated program, which involves Caltrans, the CHP and the Los Angeles County Coroner, reduces motorists delays by 72 to 90 minutes, and saves every affected motorist, according to the CHP, an estimated \$9.36 to \$11.70 per incident on average.

"The program was made possible by two previous MTA funding packages with the CHP," said Franklin White,

MTA chief executive officer. "The first project involved major upgrades to the CHP's computer aided dispatch (CAD) system; this reduced by 50% the time it takes a dispatcher to respond to incoming callbox calls from motorists."

The CHP has conservatively estimated taxpayer savings of \$22.6 million annually upon full implementation of the Major Incident Response Program. The MTA 20-Year Long Range Transportation Plan assumes ongoing funding for the Major Incident Response Program from Proposition C funds, which are designated by statute for expenditures on transit-related streets/state highway improvements. Program funds will be budgeted in an amount not to exceed \$2.6 million for fiscal year 1994/95.

The monies will go for the tools the CHP needs to reduce time lost to incidents.

- Freeway Incident Status Boards - \$515,025;
- Portable Incident Command Packages (PIC PACs) - \$99,660;
- Coroner's and Allied Agency Workstations - \$202,463;

continued on next page

Other Actions, continued

- Closed Circuit Television Network Interface - \$50,000;
- Project Management and Evaluation - \$222,418;
- Fog Sensors - \$23,861; and
- Freeway Incident Response Services Tracking - \$1,473,458.

Pasadena Blue Line Contract Awarded

The MTA Board has awarded the third major construction contract for the Pasadena Blue Line, a \$9 million project for reconstruction and seismic retrofit of 13 bridges along the line's alignment.

Adams & Smith/Macias, JV of Orem, Utah, was the successful bidder for the contract for overhauling 10 concrete bridges along the I-210 Freeway, and three steel bridges along the Blue Line Alignment. The Pasadena Blue Line will run north from Union Station in Los Angeles along the former Sante Fe right-of-way to Pasadena, where it turns east down the median of the I-210 Freeway to Sierra Madre Villa.

The work entails modifying superstructures and foundations, and widening the Lake Avenue overcrossing to accommodate the planned Lake Avenue Station. Removal of existing rails, ties and ballast and relocation of street lights and signs also are included.

Construction of the Pasadena Blue Line began in April 1994, with the demolition of the old rail bridge over the Los Angeles River and construction of a new bridge. The second construction project was the reconstruction of the Arroyo Seco Bridge, which began at the end of January 1995. The Pasadena Blue Line is projected, under the recently adopted 20-year Long Range Transportation Plan, to open in 2002.



Annual Update of Metro Call-Box Program

The MTA Board approved the annual update of the Service Authority for Freeway Emergencies (SAFE) ten-year financial plan. SAFE, which is administered by the MTA, is responsible for about \$6 million in dedicated annual revenues to provide an efficient system of motorist aid call boxes throughout Los Angeles County. The funds do not impact the MTA budget because SAFE is independently financed by a dedicated \$1.00 annual vehicle registration surcharge collected by the DMV.

The money covers the purchase, installation, maintenance, repair, planning, operation, computer dispatch, phone line costs, management, inspection, engineering, public information program, and all staff and supplies necessary to operate the call box system.

This year's update of the 10-year plan (through the year 2005) reveals that

there is a current year cash surplus, and there are sufficient SAFE funds to improve, operate, manage and repair the system over the next eight years, but there will be a potential deficit in the ninth and tenth years, given current uncertainties in cost factors.

Hollywood Bowl Bus Routes Approved

For the last 20 years, the MTA has operated a Hollywood Bowl park-and-ride bus service from various lots throughout the county. In March, the MTA Board approved agreements with the County of Los Angeles and the Los Angeles Philharmonic Association to provide these services for the 1995 summer season.

The County, through its Department of Public Works, subsequently modified the original number of park-and-ride lots from eight to six. As a result, the County asked the MTA to provide additional service to the Hollywood Bowl from a new park-and-ride lot located at the East Los Angeles Courts building at 4837 East Third Street. At its May meeting, the MTA Board approved adding the new bus route to serve East Los Angeles.

The following is a list of the seven MTA routes and park-and-ride locations that

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“Thumbs Up” for the Green Line

As the time draws nearer for this summer's grand opening of the Metro Green Line, there's a mounting excitement among the cities located along the line's alignment from Redondo Beach to Norwalk.

That's why L.A. radio personality Rick Dees decided to do his morning drivetime radio show on KIIS-FM during a sneak preview ride on the Green Line. On the Friday before Memorial Day weekend, Dees and his radio crew showed up at 5 a.m. at the Norwalk Station of the Metro Green Line, along with a television crew from KTLA-Channel 5.

MTA Operations were ready for the day, and the live radio and television broadcasts proceeded smoothly as the Green Line train made its way toward El Segundo. This was an opportunity for the MTA's future team of Green Line operators to do a practice run with real passengers. The event, which was coordinated by Fran Curbello from the MTA's marketing department, included entertainment and sports personalities from the Lakers, Kings, Blades and Raiders.

The broadcast personalities were joined by local dignitaries from the various cities along the line for the rush-hour ride that made stops at the Imperial/Wilmington and Crenshaw stations, culminating at a transportation fair at the Aviation Station.

Dees said he hoped the event would create a greater awareness of mass transportation. “It's the only way to beat rush-hour traffic in Los Angeles,” said Dees. ●



Rick Dees, KIIS-FM DJ, after his morning broadcast aboard the Metro Green Line.

“The Metro Green Line is an example of the wonderful things Southern California can create when working together.”

Art for Rail Transit



Hide-N-Seek Sculptures Installed at Metro Green Line Station

Honoring South Central L.A., where more than 50% of its residents are under 18 years old, painter and artist Joe Sam has put up more than 55 colorful sculptures depicting the universal game of “Hide-n-Seek” at the Green Line's Wilmington/Imperial Station. The colorful, polychromatic metal sculptures appear among the 58 freeway supporting columns at the station.

On the Job With the MTA's New Regional General Managers

As reported in last month's *MTA Review*, the MTA's Operations Unit has been busy reorganizing and making some major changes that are estimated to save the MTA \$5 million annually.

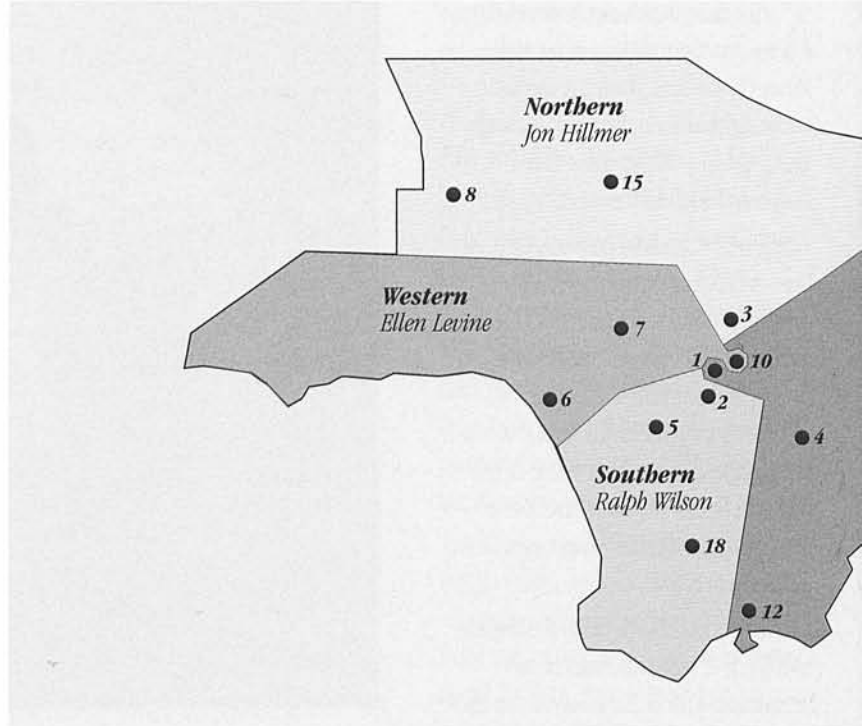
The main goals of the reorganization is to improve service quality, reduce costs and increase ridership and revenue. The immediate objectives for the next six months are to (1) improve bus interior cleanliness; (2) improve employee productivity and efficiency; (3) improve passenger and internal customer relations; (4) implement divisional, regional and systemwide performance and budget management system; and (5) develop and implement regional marketing programs.

"The purpose of the reorganization," said Art Leahy, the MTA's executive officer for operations, "is to streamline decision-making by establishing four regions that can respond more quickly to customer and constituent concerns, and insure that Metro Bus operating divisions achieve overall corporate objectives and priorities."

To do this, said Leahy, the strategy is to empower division management, make each division a cost/profit center, establish decision-making closer to the customer, maintain accountability for financial and operating performance, and provide data to each division manager to aid in decision making. Most important is the creation of the Single Manager concept within the bus divisions, eliminating the need for two managers to separately oversee transportation and equipment maintenance.



Ralph Wilson,
 MTA Regional
 General Manager
 Southern Region



The 12 Metro Bus divisions are divided into four regions, each reporting to a new regional manager.

Northern	Jon Hillmer
Southern	Ralph Wilson
Eastern	Tony Chavira
Western	Ellen Levine

This month, *MTA Review* is profiling regional managers Ellen Levine and Ralph Wilson about their individual philosophies and plans. Next month, Jon Hillmer and Tony Chavira will be profiled.

Ralph Wilson MTA Regional General Manager Southern Region

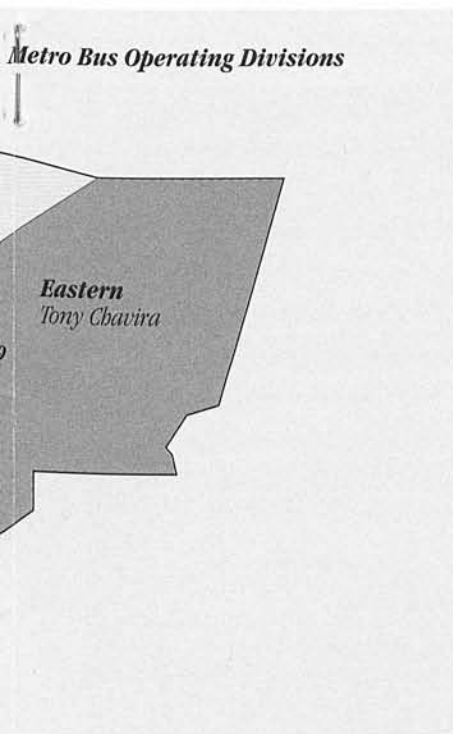
MTA bus riders in the southern region, which includes the coastal communities of San Pedro, Palos Verdes, Torrance, east to the central areas of Wilmington, Compton, Watts,

and South Central Los Angeles, can expect to see cleaner buses, more on-time service, and an organization more responsive to their needs, says Southern Regional General Manager Ralph Wilson.

Wilson, 51, is one of the MTA's four regional general managers and oversees an area that includes 622 buses, 38 lines, almost 1,600 employees and 358,000 daily riders.

The new regional organization combines the formerly separate functions of operations and maintenance, and means, according to Wilson, more accountability and improved teamwork. "People will notice a difference. We're committed to becoming more responsive to our customers' needs," he promises.

"The southern region has a high percentage of transit dependent residents," he observes. "They don't



have that second car in the garage.” Wilson plans to remain attuned to his customers by talking to community leaders, chambers of commerce and the average rider he encounters when riding the bus. He also rides the local competition, looking for good ideas he can adapt to his own operation.

To accomplish these improvements, Wilson plans to foster positive attitudes and open communication by meeting with workers and getting their input. “It helps our employees to know their ideas count. I want to see the world through their eyes.”

Wilson’s career with the MTA goes back to 1967, when, fresh out of the Army, he became a bus operator with the old RTD. “I made a career decision when I was 11 years old,” he says, admitting to a youthful fascination with buses and street cars. He spent three years as an operator, then began a series of

promotions within the MTA up to Assistant Director of Transportation, before assuming his present assignment in April.

He considers his background as a bus operator a definite plus in relating to the workers he refers to as his team. “I wouldn’t consider it as a prerequisite for someone in my position, but it has taught me to be compassionate to problems at that level. It’s given me empathy, especially in disciplinary situations.”

One of the first orders of business for Wilson and the other three regional general managers will be to extend the MTA’s zero tolerance policy for graffiti to the interior of the buses. “We’re committed to cleaning up our act,” he says, noting that the exteriors have been clean for the past two years. He also wants to demonstrate more courtesy towards customers, because “we have to realize they are the reason we’re in business.”

A native of Birmingham, Alabama, Wilson moved to Southern California after graduating from high school. He was drafted in 1965, and spent two years in Germany. Wilson and his wife, the former Oneitha Ossey, live in Chino Hills and have two adult sons.

Ellen Levine
MTA Regional General Manager
Western Region

Western Regional General Manager Ellen Levine usually starts her workday before 7 a.m., and rarely heads home before 7 or 8 at night. “I’m not the only one putting in extra hours these days. Everyone is doing their share during the reorganization to fine-tune the way we

do things in bus operations,” said Levine. Levine, 49, who oversees an area that includes 417 buses, 18 lines, almost 1,200 employees and 306,500 daily riders, adds a unique twist to her job. Although she’s been part of the MTA’s bus operations for more than 15 years in management, her background includes a masters degree in mental health. “I tend to take the holistic approach to problem solving, look at the entire picture, build a team, and let them come up with the solutions,” she said.

“I don’t compartmentalize,” she said. “Although the very nature of bus operations requires a rigid structure — after all, buses must be on time — I always look for the human approach. That’s the only way we can increase ridership.”

To do that, Levine has been visiting the personnel at all three divisions within her region, talking to everyone from maintenance assistants and clerks to mechanics, bus operators and first line supervisors. “People want to know what’s going on, so I give them the facts and answer questions about where we’re going and I get their input,” she said. She likes to conduct rap sessions with employees, and although change cannot be expected overnight, she believes that a concerted “team” effort produces results.

“We have a top notch crew of employees, we just need to communicate better.”

Levine oversees the western region, which includes Division 6 (Venice), Division 7 (West Hollywood) and Division 10 (Gateway). “All four regions will, in a sense, be



Ellen Levine,
MTA Regional
General Manager
Western Region

continued on next page

Overview, continued

competing with each other for limited resources and to establish the so-called 'best region.' I think competition is healthy, but first we need to work as a team among the each region, and the regions can, in turn, function as integrated entities and then we can compete in a healthy way."

One of the changes she's talking about has to do with customer complaints. "We will respond much more quickly than in the past — within 72 hours instead of 10 days. Also, we're going to have the names and addresses of division managers visible in our buses so that patrons can identify someone to call and ask questions."

Another innovation under consideration is having bus operators drive the same bus everyday, sort of a "pride in ownership" concept, says Levine. "We're going to try it out on a third of our fleet for 60 days, and see if both our passengers and operators notice a difference," she said.

Levine began her transportation career by joining the MTA's predecessor agency, the Southern California Rapid Transit District (SCRTD), in 1979 as a management and budget analyst, later becoming a Budget Manager. In 1993, she was on special assignment to the MTA's new CEO to help implement the merger between the SCRTD and the Los Angeles County Transportation Commission (LACTC). Subsequently, she was the Maintenance Superintendent managing labor relations, budget, fiscal and manpower administration, overseeing a \$185-million budget and she served as the Deputy Executive Officer-Operations (administration). She was recently assigned the position of Deputy Executive Officer, in charge of the western region for bus operations.

Levine and her husband reside in North Hollywood, and have two daughters and two grandchildren. Her education includes a B.A. in Sociology and a Masters in Public Health, with a mental health specialty.

MTA Closes Two Service Centers

Effective June 10, the MTA will close the El Monte Customer Service Center, located at 3501 Santa Anita, and the California Mart Center, 1016 S. Main Street in Los Angeles. The closures are to help eliminate a projected \$97.6 million operating deficit for FY 1996.

Patrons in El Monte wishing to purchase monthly bus/train passes and discount tokens after June 10 can do so at Nix Check Cashing, 10458 Garvey; Northeast Food Stamps, 10103 Valley Blvd.; Currency Services of California, 10990 Lower Azusa Road and The Check Connection, 9961 E. Valley Blvd.

In downtown Los Angeles, patrons can purchase their monthly passes and discount tokens at MTA Customer Service Centers located at the ARCO Plaza, 515 South Flower, or the Main Street Customer Service Center, 419 South Main Street.

In addition, MTA maintains a network of over 450 pass sales outlets throughout the greater Los Angeles area where bus and train patrons can

purchase monthly passes and discount tokens.

The following is a list of MTA Customer Service Centers that will remain open:

ARCO Plaza, 515 S. Flower St., Los Angeles.
Main Street, 419 S. Main St., Los Angeles.
Hollywood, 6249 Hollywood Blvd., Hollywood.
San Fernando Valley, 14435 Sherman Way, Van Nuys.
Baldwin Hills/Crenshaw Plaza, 3650 W. M.L. King Jr. Blvd., Los Angeles.
Wilshire, 5301 Wilshire Blvd., Los Angeles.
East Los Angeles, 4501 "B" Whittier Blvd., East Los Angeles.

Patrons requesting information regarding MTA bus and train routes and schedules can call MTA's Telephone Information at (213) 626-4455. ■

Wall of (Un)fame

At the dedication on May 25 of the Metro Green Line's Lakewood Station, a little girl stands in front of the concrete panel bearing her hand and foot prints, and her signature. More than 650 residents of Downey, Bellflower and Paramount are a part of the Wall of (Un)fame. The terra-cotta-colored panels by artist Erika Rothenberg are mounted on the station's walls, benches and trash receptacles, and they form a gateway to the station itself.

"This is a monument to celebrate ordinary people," said Rothenberg. "No one had to achieve anything special or die in order to be part of it."



Metro View, continued

- Prepared a 20-Year Long Range Plan that the board adopted.
- Implemented the single-manager concept and regionalization of bus operations.
- Initiated actions to restructure routes countywide, starting with the San Fernando Valley.
- Worked to achieve on-schedule openings of the Green Line (this summer) and the Gateway Intermodal Transit Center (this fall).
- Implemented a new classification/compensation system and ancillary benefit programs for employees as a further step toward unifying the MTA (considering that the Authority's predecessor agencies each had their own systems).

Fiscal Realities

Achieving a balanced budget for the new fiscal year was a significant challenge. As in years past, we expect our revenue base to continue to decline, with losses in federal subsidies and with our inability to capture the full value of the fare increase enacted by the board last year. Although the increase in sales tax-based revenues in the last quarter of FY 1995 is expected to continue, the MTA's revenue base is still considerably less than we need to maintain current service levels.

We began the FY 1996 budget process with the potential for a \$108 million operating deficit. This resulted from net reductions in one-time and discretionary revenues of \$38 million, and \$61 million in increased expenses from a 1.6 percent salary increase for

non-represented and represented employees, increasing fuel costs and other inflationary impacts. Further, in an effort to improve the MTA's financial management, \$9 million has been set aside to reduce a portion of the accumulated \$27 million operating deficit over a three-year period.

Fiscal Relief

To eliminate the budget gap and ensure that we create an organization that meets the needs of our constituents, while operating within our means, we have developed an aggressive set of management and financial objectives.

These objectives will be to reduce internal administrative and operating costs where possible, and minimize reliance on discretionary and one-time revenues to bail us out of financial trouble year after year.

The proposed FY 1996 budget includes the reduction of over 600 positions, most of which occurred in May and June of FY 1995 and represents about \$43 million in savings. These savings have been achieved through re-engineering business processes, improving our cost effectiveness and challenging our managers to do more with less.

New Goals

Our key goals for the upcoming fiscal year include:

- (1) Develop a fully-unified MTA with consistent policies and procedures that inspire creativity, innovation and dedication in our workforce.

- (2) Commence the implementation of the 20-Year Long Range Plan.
- (3) Improve the condition of bus interiors as a follow-up to the successful anti-graffiti program.
- (4) Increase rail construction staff and implement new procedures to enhance contractor accountability, project safety, quality and schedule.
- (5) Ensure that cost-effective, safe, affordable, reliable and customer-oriented transit services are provided countywide.
- (6) Build solid public support for MTA initiatives that will enhance our ability to achieve our goals.
- (7) Develop and implement agencywide programs and initiatives to increase MTA ridership.
- (8) Clarify the MTA's role as the regional transportation planner for Los Angeles County.

The Uncertainties

If federal assistance for mass transit is cut, as proposed under the House and Senate budget committees' versions of the FY 1996 Budget Resolution, the repercussions for Los Angeles County will be serious, both from a transportation and an economic point of view. Fares could rise another 25 cents, service could be cut and our rail construction programs could be delayed — or in some cases, programs still in the planning stages could be cut — all of which would have a domino effect on our local economy. I hope none of these drastic measures will be necessary. ■

New Chief Construction Officer Named



Stanley G. Phrenambucq, MTA Chief Construction Officer

Photographer Ken Karagozian was drawn to the Barnsdall Park Metro Rail construction site, where he has photographed many workers. Cover photo (Edward Trzyna) and photo at right (Joe Tyrrell) are examples of his work, which will be exhibited at the City of Los Angeles, Cultural Affairs Dept.'s Barnsdall Art Center, 4800 Hollywood Blvd. Aug. 8-31; a reception will be held on Aug. 11 at 6:30 p.m., (213) 485-2116.

MTA Chief Executive Officer Franklin E. White announced on June 1 the appointment of Stanley G. Phernambucq, a 24-year veteran of the U.S. Army Corps of Engineers as the MTA's new Chief Construction Officer.

Phernambucq will assume his duties in July and will oversee the MTA's rail construction unit, responsible for the design and construction of the Metro Rail system in Los Angeles County.

"Mr. Phernambucq brings with him a wealth of knowledge and experience in the area of designing and constructing major public projects and will serve as a strong construction executive in the building of our vast rail network," said White.

"His first order of business will be to implement many of the recommendations of the Arthur Andersen & Co. study, including the increased oversight by MTA

construction staff of the MTA's Engineering Management Consultant and Construction Manager," added White.

Look for a complete profile of the MTA's new chief construction officer in next month's *MTA Review*.

Subway Tunneling Reaches Santa Monica Mountains

Giant machines digging the Metro Red Line Segment 2 tunnels completed their task when they reached the foot of the Santa Monica Mountains in Hollywood on May 24. The tunnels will be linked to the San Fernando Valley sometime in 1997 by machines that will bore south through the mountains.

"This is a significant milestone in the Metro Rail project," said John J. Adams, acting executive officer, construction.

"The Hollywood tunnels were our greatest engineering challenge to date.

"We encountered a number of difficult problems," he said, "but we examined our construction methods, reorganized ourselves and won back the confidence of the city and the federal government. We completed this project in good order and we are applying the lessons learned to all other Metro Rail construction projects."

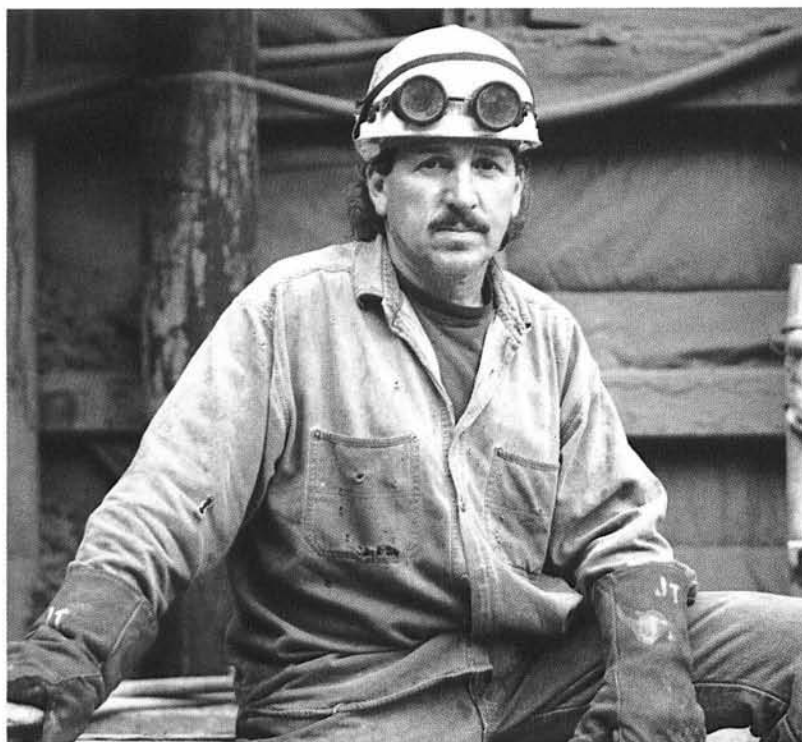
With tunnel excavation complete, the MTA's tunnel contractor — Shea/Kiewit/Kenny — will begin work on the final concrete liner for the tunnels east of Vine Street. Completion of that portion of the project will permit station construction to proceed unobstructed. The Hollywood/Vermont tunnels will have six stations — Vermont/Beverly, Vermont/Santa Monica, Vermont/Sunset, Hollywood/Western, Hollywood/Vine and Hollywood/Highland.

The Wilshire Boulevard extension, between Alvarado Street and Western Avenue, will open in late 1996. The section of Segment 2 up to the Hollywood/Vine station is scheduled to open for service in 1998. Segment 3, which includes the Hollywood/Highland station and will reach North Hollywood, will open in 2001.

Construction of the six-mile Hollywood/Vermont tunnels began in May 1993, at the project's central entry point adjacent to Barnsdall Park in Hollywood. While two machines dug south along Vermont Avenue to connect with the Wilshire Boulevard tunnels, two others tunneled west through Hollywood. The Vermont tunnels were completed at the Vermont/Wilshire station site in May 1994.

Construction of the Hollywood tunnels

continued on next page



Rail Outlook, continued

faced two significant challenges. The first was a six-month suspension from July 1993, to January 1994, while pumps were employed to lower the water table in the area around Edgemont Street. The second delay occurred in August 1994, when water-saturated earth near the intersection of Hollywood Boulevard and North Hudson Avenue caused subsidence of some 280 feet of the north tunnel.

Tunneling resumed in January 1995, but proceeded cautiously and with several minor delays until both machines had cleared an area of loose, sandy soil known as the "young alluvium." Once both machines had dug past Highland Avenue and were into harder soil, however, tunneling proceeded normally.

First U. S. Light Rail Manufacturing Facility Dedicated

Ribbon-cutting and a public tour were the order of the day in Carson on May 25, when Siemens Duewag of Sacramento and AAI Corporation of Hunt Valley, Maryland, dedicated their new joint venture, California Carshell, Inc. The new facility in Carson, where production of light rail carshells will begin next month, is the first and only rail vehicle manufacturing plant in the United States.

California Carshell, Inc. is part of a \$200 million contract between the MTA and Siemens; the agreement calls for the delivery of 72 cars over a three-year period, starting in June 1996. The cars are slated for use on the Metro Green Line, the light rail system running between Redondo Beach and Norwalk, which will open this summer. ●

Alternative Funding: Turnkey Design & Construction

(Editor's Note: The following remarks are excerpted from a speech by Franklin White, the MTA's CEO, at a Turnkey Forum sponsored by the Federal Transportation Administration on May 5.)

Today's forum allows each of us the opportunity to participate in an effort that can improve the cost-effectiveness of transit system development throughout the United States.

This year 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.

As we continue to move Los Angeles into the 21st century, it is 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.

Now the MTA is looking at Turnkey projects, a unique type of public-private business partnership, which are

sanctioned by the FTA. The concept is that a government agency can enter into a contract with a private builder who will oversee an entire construction project, including any subcontracts, and then turn over the completed project to the government agency.

The Gateway Intermodal Transit Center, located at historic Union Station, is a good example of a Turnkey program. It is a joint development, public-private partnership between the MTA and Catellus Development Corporation for construction of the new MTA headquarters building at the hub of the burgeoning transportation system of the future.

By the time it's completed later this year, the transit center will connect five Southern California counties, truly defining the meaning of intermodalism. Accommodating 100 buses every hour and more than 114,000 daily passengers, the Intermodal Center will provide easy connections for commuters using Metro Rail, AMTRAK, Metrolink, the Pasadena Blue Line, the El Monte Busway, regional and local bus service and vanpool, carpool and taxi services.

This project will stimulate the economic revitalization of the east side of downtown Los Angeles, as well as provide a catalyst for expanding economic markets at Olvera Street, Little Tokyo and Chinatown.

The Union Station Gateway Project will allow the FTA to learn how their capital program procedures can best be applied to Turnkey projects and what modification might be desirable to accommodate these projects. The MTA will work closely with the FTA to identify problems and to help in the development of procedures to achieve the full intent of the ISTEA provisions. ●

MTA Salutes Young Safety Awareness Award Winners

Student winners from Bell Gardens High School pose with Clipper basketball star Stanley Roberts at the Travis Safety Awards event.

Some 500 high school students who participated in a Public Service Announcement (PSA) competition to help increase rail safety awareness were honored last month at celebration hosted by the MTA. The contest, known as the Travis Safety Awareness Awards, was sponsored by the MTA, Metrolink, California Operation Lifesaver and the Los Angeles Clippers Basketball Team, and was timed to coincide with National Transportation Safety Week (May 15-19).

The students, who were from Los Angeles and other Southern California high schools located along Metrolink corridors, were asked to create innovative ways to communicate to their peers about practicing safe habits around train tracks. The winning ideas will be aired on local radio and television stations as part of the MTA's and Metrolink's on-going rail safety programs.

The MTA and its predecessors have been conducting rail safety presentations in schools since 1987. The rail safety program features the mascot "Travis the Owl," created originally as part of an educational program to address safety along the Metro Blue Line. That initial effort evolved into the Travis the Owl School Safety Program, which targets students in public, private and parochial schools from grades K-8 along Metro Rail and Metrolink routes. More than one million students have been trained by the MTA since the program began.

The MTA also provides rail safety presentations to high school students, teachers and parents. The program, active in 19 L.A. County school districts



and 21 districts in adjacent counties, is designed to make people aware of new rail projects, caution them regarding the accident risk near construction sites and promote safety and common sense when using the trains.

MTA Breaks Ground for Child Care Center at Chatsworth Metrolink Depot

The MTA began construction last month of a Metrolink depot and child care center to serve commuters in Chatsworth and surrounding communities.

The 12,000 square foot building, scheduled for completion in October, will incorporate the train depot, a child

care center and playground, a transportation memorabilia hall, retail and leasable office space. The station also will serve Amtrak trains and will become a transit center for MTA and LADOT buses.

Hal Bernson, Metrolink Board member and an alternate member of the MTA Board, headed the effort to purchase the site for use as a Metrolink and Amtrak station. He was instrumental in the development of a master plan for expansion of the site as a transit center.

"This development is important to the community for several reasons," said Bernson. "It will be a multi-modal transit center providing a variety of transit options, but it also will be a focal point for important community activities."

"The MTA's goal is to encourage the use of Metrolink trains and MTA buses by making public transit convenient for commuters," said Franklin White, the MTA's CEO. "By providing such amenities as a child care center and



New Faces at the MTA

Joseph E. Drew, MTA Deputy Chief Executive Officer

Joseph E. Drew, who has held numerous administrative positions with Kern County during the past 13 years including four years as the county's top administrator, has been appointed as MTA's new Deputy Chief Executive Officer, announced Franklin White, MTA's chief executive officer.

Mr. Drew, who began his duties May 15, will be responsible for coordinating the executive staff and assisting the chief executive officer in accomplishing the MTA mission.

Since 1982, Mr. Drew served as Kern County's director of personnel (seven years) and director of airports (two years) before assuming the position of county administrative officer in April 1991. He is a graduate of Park College in Parkville, Missouri, with a degree in political science. He earned his master's degree in public administration at California State University, Bakersfield.

Over the past few years, he has gained experience in strategic planning and organization development for public organizations and has worked extensively with the governor and legislature in re-engineering intergovernmental relationships.

Prior to joining the Kern County government, Mr. Drew served in the U.S. Army, retiring in 1981 as a lieutenant colonel. He served two years of combat duty in Vietnam as a helicopter pilot, logging more than 1,000 combat hours in attack helicopters. His numerous military honors include two Purple Hearts, two Distinguished Flying Crosses, three Bronze Stars and 30 Air Medals.

In 1989, he was awarded the John W. Doubenmeir Award for distinguished service to Kern County and contributions to the field of public administration. The

same year, he received Alumni of the Year honors from the School of Business and Public Administration from CSU, Bakersfield.

"I am honored and excited to be joining the MTA at such a formative time in its history," Drew said. "The MTA is absolutely critical to the continued health and growth of the region's economy."

Ronny Goldsmith, MTA Chief Financial Officer

Ronny J. Goldsmith, who most recently served as the Assistant General Manager and Chief Financial Officer for Alameda County Transit in Oakland, has been appointed as MTA's Chief Financial Officer.

Ms. Goldsmith brings more than 20 years of public finance experience to the MTA. She managed seven departments during her five years at AC Transit, including budget and grants, employee benefits, risk management, treasury, accounting, purchasing and information services.

Before joining AC Transit, Ms. Goldsmith

served more than four years as director of finance for the city of Berkeley, where she managed the treasury, licenses and collection, accounting, real property management, parking collections and risk management. Prior to that, she served for six years as fiscal adviser to the Baltimore City Council, and eight years as executive director of the finance committee for the Pennsylvania House of Representatives.

She earned her bachelor's, master's and doctorate degrees from Temple University in Philadelphia, where she specialized in American government, quantitative methods, urban finance, comparative government and foreign languages.

She also has experience as an instructor at various universities, including Johns Hopkins University in Baltimore, Lehigh University in Bethlehem, Pennsylvania, and at Temple.

In addition to her professional and academic interests, Ms. Goldsmith has been an active participant in the art community and other civic and community organizations. ●



*Joseph E. Drew,
 MTA Deputy
 Executive Officer*



*Ronny Goldsmith,
 MTA Chief
 Financial Officer*

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Other Actions, continued

will provide Hollywood Bowl service this summer:

Line 651	Sherman Oaks
Line 652	Westwood
Line 653	Canoga Park
Line 657	Torrance
Line 659	East Los Angeles
Line 662	West Hollywood
Line 664	Fullerton

MTA Turns Over Local Limo Service to Monterey Park

The MTA Board approved cancellation of Line 621, known as the Local Limo, at the expiration of the federal Clean Air Grant on June 30. However, the MTA will support Monterey Park's continued efforts to seek alternative funding. The city has requested transit funds in the MTA's current Call for Projects, and a decision will be made on the city's request at the June board meeting. ●

Community News, continued

commercial space, we can create additional strong options to solo driving."

"The Montclair Metrolink station in San Bernardino County opened the region's first successful child care center in September 1994," said Richard Stanger, Metrolink executive director. "Once completed, the Chatsworth location will bring a second child care center to the Metrolink regional system, with other station locations under construction in the San Fernando Valley."

Some 270 daily Metrolink commuters currently use the temporary station platform, but patronage at the station is expected to grow with the rerouting of MTA bus lines to serve the station. Two routes, Lines 158 and 243, presently serve the station and Lines 167, 168 and 645 are scheduled to be added this winter. Six Amtrak trains

and four Amtrak buses also stop at the station each day.

The 5,500-square-foot child care center and adjacent 7,200-square-foot playground will accommodate up to 90 children from infants to 5 years old. The center will be open to the public, although preference will be given to the children of Metrolink, bus and rideshare commuters.

Construction of the new \$1.8-million facility is jointly funded by the MTA, the City of Los Angeles and the state. The MTA is contributing \$929,000 in grant funding, the City \$600,000 and the state \$250,000.

The MTA's Facilities Engineering Department is managing construction of the new building, which was designed by AIJK Architects of Santa Monica to incorporate many of the features of California's historic railway stations. Ko-Am Company, Inc., of Los Angeles will construct the facility. ●



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