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**M T A**  
**REVIEW**

January 1996

# 1995: A Review

MTA experienced a year of achievement and a year of learning in 1995. We introduced a new long range transportation plan for Los Angeles County, opened our third rail system in five years, and began making major inroads in improving our bus system and the service it provides. We also faced some major challenges during construction of the Metro Red Line.

Following is a chronology of key events that occurred during 1995:

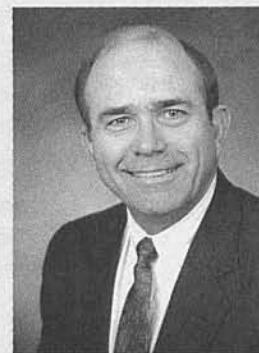
*January*

- MTA's Board of Directors begins deliberations on a 20-Year Long Range Transportation Plan for Los Angeles County submitted by MTA staff.
- U.S. Secretary of Transportation Federico Peña announces that MTA would receive \$275 million in discretionary and formula funds to help pay for construction of the Metro Red Line. These funds are being used to help pay for Red Line extensions into North Hollywood, the Mid-Cities area and East Los Angeles. Peña also committed an additional \$186.5 million to be used to help pay the cost of building the line from Union Station east 3.8 miles to serve four stations.
- Alhambra resident Jerry J. Phillips is honored as Metro Red Line's 10 millionth passenger on Jan. 30, the second anniversary of the opening

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## Joseph E. Drew Appointed MTA's Interim Chief Executive Officer

Joseph E. Drew, who has served as MTA's Deputy Chief Executive Officer since May, has been appointed Interim Chief Executive Officer, effective Jan. 1, 1996, following the termination of the contract of Chief Executive Officer Franklin E. White by the MTA Board of Directors.



*Joseph E. Drew*

The Board voted 9-4 to terminate the remainder of White's contract.

Since joining the MTA, Drew's responsibilities have included oversight of most of the day-to-day operations of

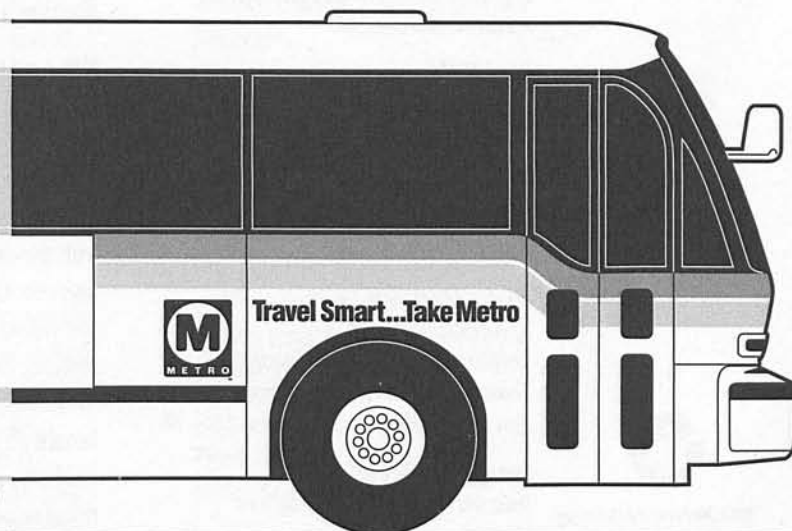
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## Board adopts new communications plan to boost ridership, improve MTA image

The MTA Board has adopted an aggressive 18-month communications plan that is designed to boost ridership on MTA buses and trains and help communicate to the public the many positive messages about the agency's vital role in maintaining regional mobility.

The 102-page document, which was prepared by the MTA's External Affairs staff and approved by the Board Dec. 20, describes a comprehensive marketing plan that includes a targeted advertising program, an internal communications program, enhanced communications with funding agencies and legislators, a host of public

*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  
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*Councilmember, City of Gardena  
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*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  
 Ken Steele, Alt.*

**Joseph E. Drew**

*Interim Chief Executive Officer*

*Drew Appointment,  
 continued from page 1*

the agency, including administrative, financial, planning and operations.

Before joining the agency, Drew served as Kern County administrative officer, a position he held for four years. Prior to that, he served as director of airports for Kern County for two years, and the county's director of personnel for seven years. During his tenure in Kern County, he gained experience in strategic planning and organizational development for public organizations, working extensively with the governor and legislature in re-engineering intergovernmental relationships.

He holds a bachelors degree in political science from Park College in Parkville, MO, and a masters degree in public administration at California State University at Bakersfield. In 1989 he completed the program for senior executives in state and local government at the JFK School of Government at Harvard University.

Drew also 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, Drew 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 Cal State, Bakersfield.

Mr. White was appointed as MTA's first chief executive officer, a position in which he served for more than 2 1/2 years. ●

*Communications Plan,  
 continued from page 1*

events and community outreach efforts, and art-oriented activities.

The plan was drafted in response to one of the CEO Goals established by the Board in mid-1995.

"We need to move ahead quickly to regain the confidence the MTA has always enjoyed with a wide segment of the public," said Joseph Drew, MTA's interim chief executive officer. "Along with the elected officials and regulatory agencies who have provided support for our system and funding for our projects, the public needs to hear about the many positive MTA programs that benefit all Los Angeles County residents, whether they are transit riders or not. I'm confident the new

communications plan will help us achieve that goal."

Prior to gaining Board approval, the communications plan was reviewed by the Marketing and Public Relations Ad Hoc Committee, a sub-committee of the Executive Management Committee.

"The MTA's image has suffered because of the controversies of the past two years," said Drew. "Yet, the agency continues to perform its functions to the great benefit of the public. The communications program will work on many fronts to reach the public with the good news about the MTA."

Implementation of the communications plan already has

*continued on page 10*





**Metro View**

By Arthur T. Leaby,  
 MTA Executive Officer—Operations

**Letters like these  
 make it all worth it**

When the MTA was created back in April of 1993, most of us resolved to do what we could to improve our organization and the services it provides. We've talked a lot since then about what we've tried to do. Now it's time to hear others tell it.

After a steady diet of reading about MTA problems in the newspaper, I must admit it's refreshing to come to work and find letters like these on my desk. It tells me that, despite the difficulties, we are doing good work that is being noticed by the public and by our peers.

I received the following from a Long Beach resident whose dread of riding MTA buses was turned into a pleasure by one of our operators:

August 7, 1995

Dear MTA Management:

In light of all of the bad publicity you've received of late, I thought it appropriate that I write you a letter

*continued on page 6*

*1995 Review,  
 continued from page 1*

of the Red Line.

**February**

- MTA increases fares for the first time in more than six years.
- Federal Transit Administrator Gordon Linton presents \$6.4 million grant to MTA to continue development of the Advanced Technology Transit Bus, also known as the Stealth Bus.
- San Fernando Valley bus restructuring plan adopted by Board. New structure designed to increase the quality and amount of service offered and improve efficiency on lightly-used lines.

**March**

- The MTA Board of Directors approves a 20-Year Long Range Transportation Plan.
- Public gets free preview of new Metro Green Line rail system at St. Patrick's Day celebration.
- Board approves 13 new feeder routes and changes to 46 MTA bus lines to serve Metro Green Line stations.
- Board approves purchase of almost 100 more compressed natural gas-powered buses. The additional buses would bring the total CNG fleet to nearly 300.
- MTA jointly sponsors third annual Vendor Fair at Los Angeles Convention Center.

**April**

- Utilizing a \$1.1 million Department of Justice grant, MTA Transit Police begins community-based policing program in South Central Los Angeles. A 15-officer detail is assigned to work a 30-square-mile area that encompasses 27 MTA bus

lines and about 300,000 daily riders.

- MTA moves to quickly implement recommendations of Arthur Andersen study, commissioned by the MTA, which stated that oversight of rail construction project needed strengthening.
- MTA announces elimination of 569 positions in effort to balance FY 1996 budget.

**May**

- California Transportation Commission allocates \$28 million toward construction of the Pasadena Blue Line project, bringing total state contribution to \$48 million.
- Joseph E. Drew appointed MTA's deputy chief executive officer.
- Tunnels for Segment 2 of Metro Red Line completed.

**June**

- San Fernando Valley bus restructuring changes go into effect.
- MTA introduces "Funday" fare which allows friend or relative to ride for 50 cents on weekends and holidays if accompanied by full-fare passenger.

**July**

- MTA hires engineering forensics consultant Wiss, Janney, Elstner and Associates of Northbrook, Ill., to investigate 70-foot by 70-foot sinkhole that occurred above a subway tunneling site on Hollywood Boulevard.
- Fifth anniversary of opening of Metro Blue Line celebrated; 55 millionth passenger honored.

*continued on page 4*

*In July, newly-designed compressed natural gas-powered buses rolled into service from MTA's Division 15 in Sun Valley, the first of a fleet of nearly 300.*



*1995 Review, continued from page 3*

- First of nearly 300 compressed natural gas-powered (CNG) buses roll into service.
- Board of Director approves \$3.1 billion budget for FY 1996, including funding for Freeway Service Patrol and Metro Call Boxes programs.

**August**

- MTA announces formation of three-member panel of tunneling and geotechnical experts to advise the Board of Directors on whether subway tunneling can be safely done in Los Angeles area.
- Metro Green Line opens to the public, becoming the third MTA rail system to begin operations since 1990.
- 63,000 passengers sample Metro Green Line on first weekend of service; more than 153,000 board during first week.
- Board adopts Cost Containment Committee recommendation that would save \$443.5 million in savings over the duration of the 20-Year Plan.
- MTA Board authorizes transfer of \$50 million to assist Los Angeles County with its financial shortfall.

**September**

- Photo enforcement of Metro Blue Line crossings inaugurated at 17 locations.
- MTA Board formally renews commitment to improve comfort, quality and safety of bus system.
- Gateway Transit Center, designed to serve as the hub of major transportation modes in Los Angeles County, opens to the public in downtown Los Angeles. Separately funded MTA headquarters building adjacent to Center also opens, bringing together MTA staff from five different rented facilities.

**October**

- Metro Green Line averages 10,000 riders a day on weekdays.
- New uniforms for MTA bus and rail operators introduced, replacing 20-year old design.
- Forensics engineering firm Wiss, Janney, Elstner and Associates concludes that subway remaining plan was "deficient", leading to sinkhole on Hollywood Boulevard; MTA orders removal of those involved in plan.

**November**

- President Clinton signs

transportation spending act that includes \$85 million in federal funds for construction of Segment 3 of Metro Red Line.

- Panel of three geotechnical and tunneling experts report that tunnels can be safely built in seismically active Los Angeles.
- Thanksgiving ridership on Metro Green Line jumps 50 percent as passengers discover convenient, inexpensive way to get to Los Angeles International Airport.

**December**

- MTA bus passengers ride for free between 9 p.m. and 5 a.m. on Christmas Eve and New Year's Eve to encourage partygoers to leave cars at home and use public transportation.
- Board adopts MTA Communications Plan designed to boost ridership on MTA buses and trains and help communicate to the public the many positive messages about the agency's role in maintaining regional mobility (see story, page 1).
- MTA Board of Directors appoints Deputy Chief Executive Officer Joseph Drew as interim CEO pending a nationwide search for permanent CEO.

*Community News and Events*

## Transit Police Provide Christmas Cheer at Celebration on Imperial

MTA Transit Police officers delivered some \$15,000 worth of food and toys to needy South Central families via the Metro Blue Line on December 23 at the Wilmington/Imperial Metro Rail station, marking the Transit Police's second annual Celebration on Imperial.

The first event in 1994 provided food and gifts to 1,500 persons. This year, the number of people assisted was more than 2,000, according to MTA Police Chief Sharon Papa. "We had an outstanding response from community businesses, including Magic Johnson Enterprises, the Los Angeles Lakers, the Los Angeles Kings, and more than 20 grocery, toy and drug stores," Papa said. "Thanks to their generosity, we were able to bring Christmas cheer to many families."

"Because of the depressed economy and unemployment, some folks would be without food, except for programs like this," noted Rev. Leroy Sheppard, a referral specialist at the Estelle Van Meter Community Center in South Central Los Angeles. "This was a good chance to build community relationships and provide an needed service."

Santa Claus attended along with Mrs. Claus, Chuck "E" Cheese, and MTA's bus and rail safety mascot, Travis the Owl. Children received a free photo with Santa. ●



◀ *Fran Curbello of MTA's Marketing Department provides a holiday visitor with MTA gifts and information.*



*Transit Police Senior Officer La Mark Williams gives a youngster a Christmas gift.* ▶

## MTA Bus Riders Enjoy Free Rides on Christmas, New Year's Eves

Riders of MTA buses between 9 p.m. and 5 a.m. on Christmas Eve and New Year's Eve had the opportunity to ride free as an encouragement to leave their personal vehicles at home.

"The purpose of this program was to encourage individuals celebrating the holiday season to use MTA bus service to get them where they wanted to go instead of using their own vehicles," said MTA Interim Chief Executive Officer Joseph Drew.

The special free fare, approved by the MTA Board of Directors on Dec. 20, is consistent with similar programs offered by local taxi companies in which persons requiring transportation on those nights are given free rides. Numerous radio, TV and newspaper outlets informed the public of the program through public service announcements. ●

*Metro View,  
continued from page 3*

describing a positive experience I had when I recently rode your bus line.

Two months ago, my 13-year-old car broke down for the last time. I dreaded the prospect of riding city buses. To my surprise, during the week which I rode, I was almost always greeted by curious and helpful drivers. There was one individual whose performance was so outstanding that I thought she deserved special mention. Bus driver #10232 (Stephanie Williams, MTA Division 8 in Chatsworth) was a noticeably safe driver who was able to give clear directions to riders while always announcing approaching stops. I was amazed to find out that this extremely competent woman had been driving buses for over 10 years.

It is my hope that you continue to improve your service, and that you let this operator know that her efforts are appreciated.

Sincerely,  
**Michael Peters**  
Long Beach

Here is the response I sent to Mr. Peters:

Dear Mr. Peters:

This morning, I had the good fortune of reading your letter to begin my day. While it's not possible to respond to every passenger report, I wanted to

take a moment to let you know how pleased I was by your commendation of Operator #10232, Stephanie Williams.

I'm always encouraged to learn of an operator who believes that public service doesn't stop with simply driving a bus or train. Your description of Operator Williams' considerate manner is no doubt indicative of an employee who also takes personal, genuine interest in each of her passengers. It's my personal opinion that operator courtesy, underscored by a genuine caring for others, does more to promote the use of public transportation than could be achieved by any amount of advertising.

I trust that you'll be pleased to know that your letter has already been sent to the responsible Service Operations Manager. Rest assured that your commendation will become a part of the operator's employee record and be given every consideration during selection of the Operator of the Month.

Thank you for taking the time to write, Mr. Peters, and for allowing me the opportunity to respond.

Sincerely,  
**Arthur T. Leahy**  
Executive Officer— Operations

I then noticed a letter that had been

mailed to me from New York City Transit. When I read it, I had another pleasant surprise. Here's what it said:

Dear Mr. Leahy:

Just a note to thank you for arranging the hospitality your staff showed me on my visit to Los Angeles on the week of August 28.

In particular, my former co-worker Bob Ogus was wonderful in showing me the new Green Line maintenance facility in Hawthorne, your Central Control Facility, your subway maintenance shop and the Blue Line maintenance facility in Long Beach.

It's been five years since my last visit and it is remarkable to see the growth of your operation and the maturity your staff has achieved in the maintenance and repair of electric railway vehicles. Perhaps it is a world record; but certainly all of Los Angeles should be proud of what you do.

Thanks again for the time and effort to show a visiting fireman around. Good luck in all your future endeavors.

Sincerely,  
**Raymond R. Berger**  
Staff Analyst  
New York City Transit

Thanks for noticing, Mr. Peters and Mr. Berger. Our goal is to make sure more than 1 million transit users each day notice also.



Surfers await the arrival of a Metro Green Line train on opening day (August 12) to take them to Marine Station in Redondo Beach.

## Operations Overview

### Holiday Green Line Ridership Helps Push November Rail Ridership Higher Than Last Year

The month of November saw a solid increase in ridership on all three of MTA's rail lines, largely spurred by the recently-opened Metro Green Line which provides a convenient connection to Los Angeles International Airport.

Green Line ridership continues to increase steadily since its opening in August 1995. In November, the line transported 13,800 passengers, 38 percent more than was projected for the end of the first year of operations.

The Metro Blue Line and Metro Red Line also experienced 25 percent increases from November 1994. Daily Blue Line ridership was 42,600 in November of 1995, compared to 34,050 in November of 1994. Red Line ridership for the same period was 20,350, compared to 16,250 the year

before.

"We are very pleased with the rail ridership increases during this year," said Larry Zarian, MTA chairman. "The patronage growth is an indication that our rail system is attractive and convenient, especially in a year when passengers had to endure a fare increase effective in February 1995. We look forward to welcoming more riders aboard our rail lines next year, and remain committed to providing our bus and rail passengers with the best transportation system at one of the lowest fares in the country."

On Thanksgiving weekend, the Green Line experienced high numbers of travelers to LAX. On the Wednesday before Thanksgiving, ridership on the free shuttle that connects the Metro Green Line to the airport jumped

almost 50 percent over the typical non-holiday ridership.

"Taking the Green Line during the Christmas and New Year's traveling season saved LAX travelers from coping with dreadful traffic jams and parking costs at the airport, which go from \$5 to \$16," noted Joseph Drew, MTA's interim chief executive officer.

"With 220 train trips a day each direction, the Metro Green Line offers public transportation to the Los Angeles Airport that is second to none," Drew said.

Traveling to the airport on the Green Line is easy. Passengers may board the Green Line at any of 13 stations between Norwalk and Redondo Beach and alight at the Aviation Station, where the free Green Line shuttle bus meets each train to take passengers directly to the airline terminals in just 10 minutes.

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*The artwork of Jim Isermann appears at the Fifth Street Metro Blue Line station.*



FREDRIK NILSEN

## Blue Line Art Installations in Long Beach Completed

In the early morning hours of Saturday, Oct. 14, artist Jim Isermann installed six stained glass windows at the Fifth Street Metro Blue Line station. The windows feature architectural details found in the city of Long Beach.

The project, entitled "Failed Ideals," portrays classic movie palaces, '50s concrete block and linoleum patterns, and other architectural references that recall the lost optimism and failed ideals of their time. Isermann worked with Long Beach craftsman Cecil J. Wilson to fabricate the work.

"Mr. Isermann is to be congratulated

on the installation of his work," said Maya Emsden, director of MTA's A-R-T program. "His creativity is the public's gain."

The installation of Isermann's work at the Fifth Street Station completes the series of public art installations in the city of Long Beach's six Metro Blue Line stations. Artists were invited to propose ideas for the circular pylons present at each station. The winning proposals were selected by a panel of arts professionals and community members and represent a remarkably wide variety of materials and styles.

"I'm interested in light and color

changes, and how the different color patterns will look on the pavement," said Isermann, a Santa Monica resident. Isermann's work often blurs the distinction between art and design through utilitarian application. In recent years, he has specialized in works that use handiwork methods such as latch hook rugs, weaving and stained glass.

Art projects are part of MTA's ongoing public art program, A-R-T, which commissions local artists to create works of public art for MTA's rail and bus facilities throughout Los Angeles County. ●

## East L.A. Residents Learn About Red Line Extension at Open House

Residents of East Los Angeles were given the opportunity to see elements of the planning of the East Side Extension of the Metro Red Line Dec. 13 at an open house sponsored by the Metro East Side Extension Review Advisory Committee (RAC).

The open house, held at the Boyle Heights Senior Center, informed local residents and business owners about how real estate acquisitions

and relocation programs will work, how construction will proceed, and how MTA's art program will participate.

The RAC is a community-based group organized specifically to advise MTA staff on station area planning and construction impacts of the project. The RAC is comprised of business owners, residents and civic leaders representing Boyle Heights, East Los Angeles and Little Tokyo.

MTA staff and members of the RAC have worked together since December, 1993.

The East Side Extension of the Red Line will travel 6.8 miles from Union Station to Atlantic Boulevard. Completion of the initial 3.7 miles and four stations is scheduled for 2003. The first four stations will be built at Little Tokyo, First Street and Boyle Avenue, Cesar Chavez Avenue and Soto Street, and

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*Planning Perspective*

## MTA to Negotiate Agreement with CRA for Joint Development at Hollywood/Western Red Line Station

The MTA Board has authorized the staff to join the Community Redevelopment Agency of the City of Los Angeles to create transit-oriented, multi-family housing commercial areas and child care center at the Hollywood/Western Metro Red Line Station.

Planning of the joint development project has been a collective effort conducted by the MTA, the CRA, the Los Angeles Housing Department and District 13 Councilmember, Jackie Goldberg.

The site at the southeast corner of Hollywood Boulevard and Western Avenue extends from Hollywood Boulevard to Carlton Way.

Approximately 99,520 square feet are targeted for the development 120 units of family housing, a transit plaza, a subterranean parking lot, child care

center and retail spaces.

The MTA owns approximately 66,000 square feet acquired for station construction and the entrance plaza.

"We believe this project is good for the neighborhood and for the community around the MTA Hollywood/Western station," said Larry Zarian, MTA chairman.

"This project will bring business and residents together in an area easy to travel to because of its connection to the rail system."

The joint development project will take advantage of monies available under the earthquake recovery programs of the Los Angeles Housing Department.

The Hollywood/Western Metro Red Line Station is located in Hollywood Redevelopment Project area targeted for reconstruction after the 1994

Northridge earthquake. Buildings contiguous to the station site sustained some of the most concentrated and long-term property damage and loss of housing during the earthquake.

"Development of affordable housing near public transit facilities represents a unique opportunity to encourage use of public transportation," said Joseph Drew, MTA interim chief executive officer. "The project will revitalize earthquake damaged neighborhoods, create new economic opportunities for the area, and create a safe and convenient location for transit riders."

The Hollywood/Western Metro Red Line Station is scheduled to open in 1998. The station also will serve the East Hollywood and Los Feliz neighborhoods adjacent to Griffith Park. The joint development project is planned to be completed in 1999. ■

## MTA funds Bicycle Safety Education for L.A. Middle School Students

The MTA has awarded \$517,000 to fund a project to promote safe bicycle riding among middle school students in the City of Los Angeles.

The project, named Bike L.A. /Safety Training (BLAST) was kicked off Dec. 19 at Byrd Middle School in Sun Valley.

Co-sponsored by the City of Los Angeles and the Los Angeles Unified School District, BLAST promotes the use of bikeways as a form of transportation for school commuting and educates students in the use of helmets to prevent head injuries.

"The MTA wholeheartedly supports BLAST efforts to educate middle and

high school students on bicycle safety and the use of bicycles as alternative forms of transportation," said Joseph Drew, MTA's interim chief executive officer. "We also would remind all middle school students that cyclists under 18 are required by law to wear a helmet."

The project, approved by the MTA through the 1992-1993 Call for Projects, is being funded with Proposition C dollars.

Part of the funding has been used to produce an educational video/tutorial which will be broadcast on Channel 58. The educational program and video

have been endorsed by the LAPD Traffic Division and the United States Cycling Federation which acts as the national governing body for cycling and plans to use it as an educational tool in its national safety program for youth.

The MTA has a comprehensive plan to promote bicycle use in Los Angeles County. During the next 20 years, the MTA will invest approximately \$104 million in bicycle programs development. During the next four years, the MTA will invest \$6 million per year to build and improve bicycle facilities. ■

*Communications Plan,  
 continued from page 2*

begun and will continue through June 30, 1997. The plan will be funded through efficiencies achieved elsewhere in the agency's annual budget.

The communications plan outlines the strategy for five communications goals:

- Increasing ridership;
- Improving agency teamwork, productivity, morale and pride;
- Building confidence in the MTA among elected officials and government regulators;
- Educating non-transit riders about MTA programs that benefit them; and
- Educating the public about MTA mitigation programs and the long-term benefits of an improved transportation system.

The communications plan is intended to promote open, honest communications with five primary audiences: current and potential transit riders; legislators and government regulators; non-transit riders; residents and business owners in areas impacted by MTA construction projects, and MTA employees.

Among the marketing ideas in the communications plan is the adoption of a new slogan: "Travel Smart . . . Take Metro." The plan calls for the slogan to be carried on the sides of MTA buses and trains, and later, adoption of a common color scheme. The word "Metro" was proposed to describe the passenger system and to replace the term "MTA". MTA and Metropolitan Transportation Authority would remain as the broad identification of the overall agency.

The agency plans to use advertising

messages to encourage ridership, especially on bus lines where service utilization can be improved, and to overcome misperceptions of the MTA the public may have gained through inaccurate or incomplete media reporting. These ads would appear on buses and trains and also on billboards and in other advertising media.

Another concept for increasing ridership is introducing the "Metro Club Card" with which Metro riders who buy monthly passes could receive discounts on merchandise and services with local merchants.

To achieve a closer relationship with public officials, the communications plan recommends an annual, two-day Transportation Information Institute for elected officials, government regulators and their staffs. Funded through private-public partnerships, the seminar would bring together those who need to be kept informed about MTA projects and programs.

An innovative suggestion aimed at giving public officials, as well as the public, timely information about MTA activities was the establishment of a "home page" on the Internet. The MTA home page would be available to any computer user with a modem.

The MTA spends \$1 billion or more each year on programs that benefit county residents who are not bus or train riders. The communications plan includes programs for promoting such benefits as MTA-funded car pool lanes and commuter services such as the Freeway Service Patrol and the Freeway Call Box program. Much attention also will be given to MTA-funded bikeways and other services available to bicycle commuters.

The MTA's Public Affairs Department will concentrate on conflict resolution and building one-on-one relationships when it increases its staff by at least eight members in 1996. The additional staff also will improve the department's ability to respond to residents, business and property owners in areas impacted by MTA construction projects. MTA field offices will be upgraded and staff will be available 24 hours a day to respond rapidly to incidents and to concerns that arise in the course of construction. ■

*Green Line Ridership,  
 continued from page 4*

Passengers also may board the Blue Line either in Los Angeles or Long Beach to the Imperial Station and transfer to the Green Line.

"The Green Line is by far the most inexpensive way to travel to the airport," Drew said. "While private shuttle trips to the airport may cost between \$12 and \$36 one way depending where you travel from, the Green Line fare is only \$1.35, or 90 cents for those who buy the MTA token in advance."

Westbound trains traveling from Norwalk to Redondo Beach begin service at 4:04 a.m. The last train departs at 10:02 p.m. Eastbound trains traveling from Redondo Beach to Norwalk begin service at 4:32 a.m. and the last train leaves at 10:33 p.m.

Trains operate every seven minutes during the morning rush hour, from 6 a.m. to 9 a.m. and during the afternoon rush hour from 3 p.m. to 6:30 p.m. Non-rush hour trains operate every 12 minutes. ■

## Linda Bohlinger becomes permanent Executive Officer for Planning

Linda Bohlinger, who has held the position of acting executive officer for planning and programming since August 1995, has been appointed to the permanent post, announced Interim Chief Executive Officer Joseph Drew.

Bohlinger, who reports directly to the CEO, is responsible for all bus, rail and highway planning and programming for Los Angeles County, including countywide transit system integration, highway planning, congestion management, capital and long-range

financial planning, joint development in conjunction with MTA projects, and planning for the MTA's bus and rail transit system.

"The increasing complexity of public transportation requires the leadership of an experienced transportation planner as we continue to build a modern system to serve L.A. County," said Drew. "Linda has proven to be one of the top planners in the field of transportation."

Bohlinger previously served as deputy

director for transit development for the California Transportation Commission in Sacramento. Her responsibilities there included state funding for projects such as BART, the San Diego Trolley, Sacramento Light Rail and Los Angeles Metro Rail.

She holds a bachelor of science degree from the University of California at Santa Barbara and a master's degree in public administration from USC. ■



Linda Bohlinger

## Rae James Appointed Executive Officer for MTA Communications

Rae James, who served as deputy mayor under Richard Riordan since July 1993, was appointed as MTA's executive officer for MTA Communications, effective January 8.

James is responsible for overseeing more than 200 external affairs staff members and a budget of \$20 million. Her departments include media relations,

customer relations, the A-R-T program, intergovernmental relations, local government and public affairs, marketing and internal communications.

"Rae's keen understanding of Los Angeles County's transportation issues, combined with her outstanding managerial skills, make her an extremely valuable addition to the MTA staff," said Joseph Drew, MTA's interim

chief executive officer.

She has 20 years of experience in financial analysis and public policy research and implementation. She served the city of Los Angeles for 12 years, including stints with the Community Redevelopment Agency and the Chief Legislative Analyst. ■

## Anthony J. Padilla Appointed Director of Internal MTA Audit Function

Anthony J. Padilla, who has nearly 20 years of auditing experience in both the public and private sectors, has been appointed MTA's Director of Internal Audit effective January 16, announced Interim Chief Executive Officer Joseph Drew.

Padilla, who will report directly to the chief executive officer, will be responsible for directing MTA's contract audit function, including completing financial and operational audits of construction, professional services, and other MTA contracts. He also will ensure that transactions are completed in accordance with established policies and procedures, and that financial and

statistical records and reports are accurate and appropriate.

"Mr. Padilla brings an exceptional record of high ethical standards to the MTA," noted Drew. "As a public agency, our contracting procedures must adhere to the strictest standards of fairness. I am confident that Mr. Padilla's experience will help make our contracting procedures above reproach."

Since March of 1995, Padilla has served as vice president for risk assessment at First Fidelity Thrift Association in Irvine. In the six years prior to that, Padilla was employed in several

capacities with the FDIC/Resolution Trust Corporation in Newport Beach.

Padilla also has served as an investigator in the firm's office of contractor oversight and surveillance, and RTC investigations department.

Before joining FDIC/Resolution Trust Corporation, Padilla served a number of private banking institutions as a credit examiner and audit director.

Padilla holds a bachelors degree in economics from UCLA and a masters degree in finance and general management from the University of California at Irvine. ■

**MTA Review**

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