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REVIEW

March 1996



Special Feature *MTA Victory Over Graffiti*

Commitment to Higher Standards, Consistent Clean Up and Board Support, Key Elements of MTA Victory Over Graffiti

By Bill Heard

After years of fighting the blight of graffiti on Metro buses, bus stops and terminals, the MTA is claiming victory in one battle of the war against graffiti vandalism -- bus exteriors. The success of the program has created a renewed sense of pride and ownership among employees and communities.

It began with a very simple idea: Remove graffiti from Metro buses immediately and, over time, that will discourage tagging.

Simple, but significant, because by the

late 1980s and early 1990s, graffiti had become rampant in Los Angeles. Gangs marked their territories with the scrawled symbols of defiance. Metro buses, heavily marked with graffiti, became traveling billboards for taggers who competed to tag the most buses as they passed through certain areas of the county.

In January 1991, the MTA launched the Enhanced Graffiti Abatement Program, targeting a single inner-city bus line as a test and assigning a mobile cleaning

crew to attack graffiti as quickly as it appeared. The MTA Board, at the urging of Antonio Villaraigosa, then the Board alternate to Supervisor Gloria Molina and now the 45th District state assemblyman, gave the program its ardent blessing and \$1 million in seed money.

The Zero Tolerance Program

Today, the program -- known as Zero Tolerance -- has been integrated into every operating division and has virtually wiped out graffiti on all Metro buses.

"Strong action was needed to break the chain of graffiti" remembers Antonio

County Probation crew removes graffiti from bus interior.

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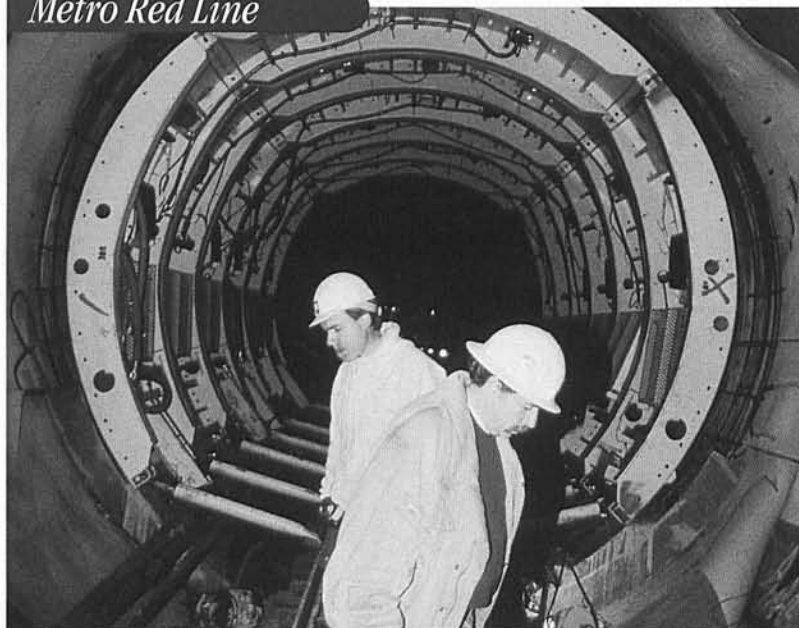
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Joseph E. Drew

Interim Chief Executive Officer

Metro Red Line



Work Resumes on Hollywood/Vermont Tunnels

MTA contractors have resumed work on the Hollywood Boulevard and Vermont Avenue tunnels of the Metro Red Line Segment Two. Work in the tunnels had ceased after the lead tunnel contractor, Shea-Kiewit-Kenny (SKK), was fired last July.

Two joint venture construction firms, Tutor-Saliba-Perini and Kajima-Ray Wilson, who are already working on Segment Two subway stations, were awarded the work. The project includes completion of the final tunnel liners and repair of the sinkhole that collapsed an estimated 80 feet of one of the twin tunnels adjacent to Barnsdall Park.

Kajima will be responsible for the Hollywood Boulevard section, including repair of the sinkhole, at a cost of \$47.8 million. Tutor will complete the Vermont Avenue portion for \$15.4 million.

The MTA hopes to recoup all or most of the \$66.7-million cost associated with the sinkhole and termination of SKK through litigation.

The sinkhole is being repaired using the cut and cover method. It is the same technique used to build subway

stations, and involves excavating a trench 106 feet long, 28 feet wide, and 90 feet deep. Vertical steel beams called soldier piles will be driven into the earth around the perimeter of the excavation to support the surrounding soil. A soundwall will be erected on three sides of the perimeter of the area to be repaired, and will not intrude into the two lanes of traffic that are now open.

Engineers will construct a concrete box structure enclosing the collapsed tunnel section. The open cut will then be filled, and utilities and the street surface restored to their original condition. The sinkhole work is expected to be complete by the end of the year, and will cost between \$5 and \$7 million.

Work on the Vermont Avenue tunnels, which was further along than that on Hollywood Boulevard tunnels at the time of SKK's termination, will be completed this fall. Hollywood Boulevard tunnels will be completed in the spring of 1997.

The Vermont/Hollywood portions of Segment Two are expected to open for passenger service in the winter of 1998.





Metro View

By Joseph E. Drew
 MTA interim
 Chief Executive Officer

Metro bus operators don't get enough credit. As our principle service deliverers, they have the most contact with our patrons. They carry our name and logo, and day after day build our reputation, one courtesy at a time. If they do their jobs well, we fulfill our mandate.

It is sad to acknowledge they don't always get treated with the dignity, respect and courtesy they deserve. Theirs is not an easy job. While behind the wheel, they are exposed to many risks and occasional unwarranted criticisms. Sometimes they are threatened and even injured by the very people they are trying to serve.

In spite of it, the Metro operators are asked to wear a smile, offer a kind word and be as helpful as possible to our riding public.

The assault on Metro Bus operator Donald DeBoe a few months ago created both anger and sadness among MTA employees. Many people now ask how the agency can demand courtesy and friendliness from

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MTA Board Approves Aggressive Cost Containment Measures and Gives Go-Ahead for Pasadena Blue Line

The MTA board on Feb. 28, 1996 adopted key cost containment recommendations for the Pasadena Blue Line, reducing the project budget by more than \$190 million and setting the stage for resumption of construction. The project is to be completed in 2001 — one year earlier than originally scheduled.

In reaffirming its commitment to open the 13.7 mile light rail line, the board approved a new estimated budget of \$803.9 million. The board also directed that agency staff report back quarterly on cost reduction efforts and schedule forecasts.

The adopted plan also sets the June board meeting as the deadline for any additional design changes to the Pasadena Blue Line.

Last year, confronting continuing project increases and funding shortfalls, the board directed staff to perform a cost containment analysis on the project. A multi-unit MTA task force evaluated recommendations and impacts of several key studies and reports, including :

- A value engineering study by Fluor Daniel;
- A Pasadena Blue Line Peer Review panel study and Operations Peer Review Committee report;
- A turnkey implementation analysis prepared by Booz-Allen Hamilton.

Acting on staff's recommendation, the board also voted not to implement the turnkey concept, believing the potential risk to the MTA outweighs the potential benefits of this approach to

construction. However, in a combined motion put forward by Supervisors Michael Antonovich, Gloria Molina, City Councilman Richard Alatorre and Duarte City Councilman John Fasana, the board instructed MTA staff to report back to them at the April cost containment committee meeting with possible turnkey options within the project including specific stations, the yard and shop, train control system, system equipment and system electrification.

"The millions in savings center largely on design features and will not affect the operation or safety of the system," said Joe Drew, MTA's interim CEO. "Only one station previously under consideration at Avenue 51 in Los Angeles will be eliminated."

Plans call for the Pasadena line to extend from Union Station to the eastern area of Pasadena. Thirteen stations are planned. The line will serve residential, light industrial and retail communities in the city of Los Angeles, the community of Highland Park and the cities of South Pasadena and Pasadena.

Stations will be located at Union Station, Chinatown, Avenue 26, French Street, Southwest Museum, Avenue 57, Mission Street, Fillmore Street, Del Mar Avenue, Memorial Park, Lake Avenue, Allen Avenue and Sierra Madre Villa.

The line will be funded in part through the 1996 State Improvement Transportation Program (STIP) contributing \$387.8 million. The funds were awarded to the agency as capital

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"Metro View,"
(continued from page 3)

bus operators if they do not feel safe on the job.

As interim CEO I feel responsible for the safety of our operators. Their security is and will continue to be one of the overriding considerations guiding MTA policy. The MTA Bus Improvement Plan must include strategies to make each bus and rail operator feel more secure in order for them to serve the public in the best manner possible.

The Future of the Transit Police

We have received a joint proposal from the Los Angeles Police Department and the L.A. County Sheriff's Department offering to take over law enforcement responsibilities for the MTA. Under the proposal the MTA transit police would be merged into these two departments, and both LAPD officers and sheriff's deputies would patrol the bus and rail system.

Proponents believe that together the two agencies could provide more officers to monitor the bus and rail lines than we have now, at less cost.

This would be a significant policy change, but one that our board is analyzing very carefully through a special Transit Law Enforcement Subcommittee.

The fact that this evaluation is underway should not detract from the performance of our present law enforcement structure. The MTA has an outstanding police department. Nevertheless, the board's goal is to determine how to achieve the best possible security for our patrons, transit operators and facilities. We are listening to the experts. If we determine there is a better mousetrap, we should use it.

MTA to Purchase More than 200 New Buses

In February the board approved a bid request for at least 200 new Compressed Natural Gas (CNG) buses. The board also directed the staff to get a bid for 50 more buses, should we identify funds to pay for them. This decision will enable us to retire hundreds of 15-year-old buses that have completed their life cycle.

The new bus purchase represents a \$70 million investment in passenger service, economy of operation and in a cleaner environment. Our riding public will enjoy brand new, state-of-the-art vehicles equipped with wheelchair lifts. The motorists who share the road with us and those along the way will benefit from the cleaner exhaust.

This purchase of new buses was in keeping with the board's long stated commitment to alternative-fuel vehicles. The MTA will continue to be the national leader in operating clean, alternative-fuel buses. We are proud that today we operate the largest clean air fleet in the world. By 1998, when these new buses arrive, the MTA will have more than 40% of its fleet — 850 clean alternative-fuel buses — in operation.

Home Buyer Workshop for Neighbors of Red Line East Side Extension

On February 24, the MTA sponsored the first in a series of home ownership workshops for the East Los Angeles community. The workshops are the outgrowth of the authorization by the Federal Transit Administration to pay relocation benefits in a lump-sum to families who will be moved from their residences as a result of Red Line construction in East Los Angeles.

The hope is that the lump-sum payments will become the down-

payment for families now renting who want to become home owners. Each workshop will provide the information necessary to help families make this transition.

MTA Assists Passengers Affected by Laidlaw Strike

Metro bus operators and their supervisors are to be commended for their efforts and good will in helping thousands of Foothill Transit passengers who were left without transportation by the strike of Laidlaw operators.

As soon as the work stoppage, affecting half of Foothill's service, was announced, the MTA began honoring Foothill Transit monthly passes on all Metro Bus lines serving the San Gabriel Valley. Within hours, the MTA experienced a significant increase in ridership, particularly on the lines serving the El Monte station.

The assistance provided to the Foothill Transit passengers underscores the partnership we have formed with other transit operators to ensure the riding public is served. We all can be proud that we and the municipal transit operators take every opportunity to reinforce this framework of mutual assistance.

New Board Members Welcomed

I want to conclude by recognizing and welcoming the MTA's newest alternate board members, Beatrice LaPisto-Kirtley, from the City of Bradbury, and Joseph Dawidziak, from Redondo Beach. They are serving as alternates to board members John Fasana and James Cragin, respectively. We wish them every success as they join the MTA's fine group of policy makers. ■

Joe Drew

MTA Extends Bicycle Locker Rental Program

The MTA's Metro Rail system is becoming more accessible to bike riders. New, high security bike racks and enclosed bike locker spaces have been installed at four stations of the Red Line subway.

A total of 26 locker spaces are available for lease. A total of 32 free racks also are available on a first-come basis.

Bicycle storage facilities have been installed at street level at Union Station, Civic Center, Pershing Square and Westlake/MacArthur Park.

Locker spaces are available: \$25 for a three-month lease, \$45 for six months, and \$70 for one year.

"Recent surveys tell us that one fourth of all drive-alone commuters would consider cycling as an alternative," said MTA Chairman and Glendale City Councilman Larry Zarian. "We hope these facilities will make our growing rail system more accessible to cyclists, and encourage more people, especially those driving alone, to consider bicycle commuting."



Dr. Jesse Simon, MTA Staff and bicycle enthusiast demonstrates MTA bicycle racks at the Metro Red Line, Civic Center Station.

The leased locker spaces at each station provide a completely enclosed and reserved storage space for bicycles. Racks are designed for maximum protection against theft, and allow the cyclist to place a lock in a compartment inaccessible to bolt cutters. Included is a small, secured storage compartment for bike helmets or other accessories.

"The racks and lockers are the continuation of a program that will

eventually extend to most stations in the Metro Rail system," said Joe Drew, MTA's interim CEO. "Our plans call for each station of the Red Line segments now under construction to have bike facilities."

Cyclists who wish to lease a locker should call MTA's Cycle Express line at (213) 922-3777, and request a Locker Agreement. The completed form and a security deposit of \$25 should be returned to the MTA. ●

Long Beach Creates Commuter Bike Station

Catering to biking commuters, avid cyclists and leisure riders alike, the *Bikestation*, a full service bicycle storage and rental facility, opens March 29 in downtown Long Beach.

Funded by a grant from the Intermodal Surface Transportation Efficiency Act and matching funds from the MTA, the *Bikestation* is part of an 18 month demonstration project to encourage bicycle usage and transit ridership.

Bikestation services include:

- Enclosed, guarded bicycle parking for \$1 per day;

- Bicycle rentals;
- Repairs and maintenance tune-ups at market prices; and
- A commuter bike club which offers special perks and discounts for regular patrons.

The facility also provides restrooms, changing areas and an outdoor patio for refreshments from a Euro-styled coffee bar. There is also a retail area where cyclists can purchase the latest in bicycle gear and accessories.

Located at the Long Beach Transit Mall — First Street and the Promenade —

the *Bikestation* is expected to encourage bikers to continue their trips on the Metro Blue Line, Long Beach Transit, Orange County Transit or the Runabout free shuttle.

Two Class-I bike paths extending more than 33 miles, including 3.1 miles of scenic shoreline also connect to the *Bikestation*.

Designed by architect Fernando Vazquez, the facility was built of corrugated metal, galvanized steel and fiberglass. ●

Special Feature
MTA Victory Over Graffiti,
(continued from page 1)

L.A. County Probation crews prepare to clean bus at MTA's Regional Rebuild Center parking. MTA's Gateway Building in background.



Chavira, chair of the Zero Tolerance committee and the MTA's Eastern Region General Manager. "Ridership had fallen and, although a number of factors were cited, graffiti created the impression that Metro buses were dangerous."

Zero Tolerance Program Helps MTA Save \$5 Million a Year in Cleaning Costs

The success of the Zero Tolerance Program has cut graffiti and other bus fleet cleanup costs from approximately \$21 million in 1993 to \$16 million annually.

"Our anti-graffiti efforts are paying off both in reduced maintenance costs and in favorable response from our riders," says Arthur Leahy, MTA Executive Officer, Operations. "Not only do our customers deserve the best conditions we can provide, but improving the appearance of the fleet will help the MTA stay competitive with other transit agencies in the region."

The program is organized into four broad areas:

- mitigation
- education and community outreach

- vandalism mediation and restitution
- improving the general cleanliness of the fleet.

The Zero Tolerance Program is aimed at "capturing graffiti in its infancy," according to Chavira. "If you let it go one day, the next day it's twice as bad." Primary targets of the Zero Tolerance Program are bus exteriors, windows, seats, interior surfaces and insect control. Exteriors are considered to be at 100 percent Zero Tolerance levels now, although the immediate-removal program is on daily alert.

By the end of March, 1996, MTA maintenance crews will have installed 573 complete sets of new bus windows since July, 1995, and 1200 additional sets are on order. The sets include "sacrificial" plastic window inserts that protect the glass from etching by vandals. When the new buses entering the fleet are taken into consideration, all windows in the fleet will be graffiti free.

A mid-1995 inspection of the MTA's bus fleet identified 68,000 seats among a total of 144,000 that required cleaning or replacement. To date, some 12,000 seats have been renovated and 4,000 new seats remain to be installed. By next summer, all 68,000 seats will have been refurbished.

MTA Develops Rating System to Measure Cleanliness on Buses

The bus cleanup program includes a rating system benchmarked on a survey conducted in June 1995, that rated the cleanliness of seats, floors, interior panels, windows and exteriors. Monthly inspections at each operating division have shown incremental improvements in all areas during the last seven months.

"Our bus operators are seeing the improvement and our service attendants who clean the buses are excited about our success," says John

Roberts, vice chair of the Zero Tolerance Program and service operations manager at MTA Division 15. "Our self-esteem is growing and that will make us better competitors with other transit fleets."

An element of the new self-esteem is the work of 10 Division Advisory Committees (DAC) led by Bill Gay, senior communications officer in charge of the vandalism abatement program and also a vice chair of the Zero Tolerance Program. Some 175 MTA operations personnel have volunteered for the program. These men and women make an average of six presentations each week at area schools and are involved in community cleanup events somewhere in Los Angeles almost every weekend.

DAC volunteers work with young members of such organizations as the YMCA, Boys and Girls Clubs, church groups and the Brotherhood Crusade, making over a million anti-graffiti contacts a year. The youngsters concentrate on cleaning transportation equipment, bus stops, terminals and surrounding areas.

"Our goal is to create a pleasant environment around bus stops for our passengers," says Gay. "I believe we've achieved a high level of success in exterior cleanliness. We've also delivered a message to the taggers that we do not tolerate graffiti."

Taggers are Sentenced to Clean Graffiti on MTA Buses and Facilities

An area of growing importance in the anti-graffiti effort is that of involving the taggers themselves in the cleanup effort. Three programs address this strategy: Los Angeles County's youthful offender probation program, the Juvenile Alternate Work Services (JAWS) program and the MTA's own Mediation

Special Feature

*MTA Victory Over Graffiti,
 (continued from page 1)*

and Restitution Services (MARS) program.

The courts sentence young offenders and some adults to the probation or JAWS programs to work on crews assigned to clean MTA buses and other facilities scarred with graffiti. MTA Transit Police arrested 143 juveniles for vandalism between July 1 and December 1, 1995, and referred more than 65 of those cases to the MARS program.

The crews are able to clean about 75 percent of more than 150 buses that transit the area daily. MTA Transit Police, other police departments and the judicial courts refer youngsters charged with graffiti and vandalism directly to the MARS program. Some are apprehended as a result of the almost 150 calls made each week to the MTA's 1-800-STOP-TAG phone line by people reporting vandalism.

Presented with the cost of the damage they've caused, many offenders choose to work off their debts which are computed at a rate of 24 hours of community service for every \$100 of damage. Since March, 1995, MARS crews have cleaned some 11,000 buses and have worked more than 6,500 community service hours.

"We've made tremendous progress in improving the appearance of our buses and the morale of our people with the Zero Tolerance program," says Joseph E. Drew, MTA interim chief executive officer. "We've proven that with a concentrated effort it's possible to erase graffiti and curb vandalism. Our employees along with the community deserve tremendous credit for the genuine commitment they've shown in working so hard to whip this widespread problem." ■

MTA to Save \$4.5 Million Annually in Contracting Out Seven Bus Lines to Private Operators

Effective February, bus service on Line 205 (Willowbrook-Harbor City-San Pedro) became the third Metro bus line this year to be contracted out to ATE Management & Service Co., Inc. The change is part of an ongoing effort to provide public transit at the lowest cost possible.

"The contracting out of this bus service, as negotiated with our unions, is good business and benefits all riders," said MTA Board Chairman Larry Zarian. "These contracts will reduce the cost to the taxpayer for these services and the savings will be used to continue our commitment to improving transportation throughout the county."

MTA estimates that once seven bus lines have been contracted with ATE Management & Service Co., Inc., a savings of approximately \$4.5 million a year will be realized.

MTA presently already has contracted with ATE Management & Service Co., Inc. to provide bus service on Line 130 (Artesia Blvd.) and Line 125 (Rosecrans Ave.).

Metro bus lines 225/226 (Aviation Blvd.- Palos Verdes Peninsula); 232 (Long Beach-LAX); 270 (Monrovia-El Monte-Cerritos) and 266 (Lakewood Blvd.-Rosemead Blvd.) are expected to be turned over to the firm this spring.

"ATE Management & Service Co., Inc. was awarded a three year contract to operate these services based on a competitive proposal that offered the highest potential cost savings to the MTA," said MTA interim Chief Executive Officer Joseph E. Drew. "We believe they provide an outstanding management and operating team. They have a national reputation for quality performance." ■

MTA and Honda Joined Forces to Offer Free Rides to the L. A. Marathon

Los Angeles Marathon runners and spectators traveled for free on the Metro Blue Line, Green Line and Red Line to both the start and finish lines as a result of a joint effort of American Honda and the MTA.

"The Los Angeles Marathon was accessible to the residents of Los Angeles County and other adjacent communities through the Red and Blue lines," said MTA interim Chief Executive Officer Joe Drew. "Since vehicular traffic, as well as several Metro bus lines, were interrupted or

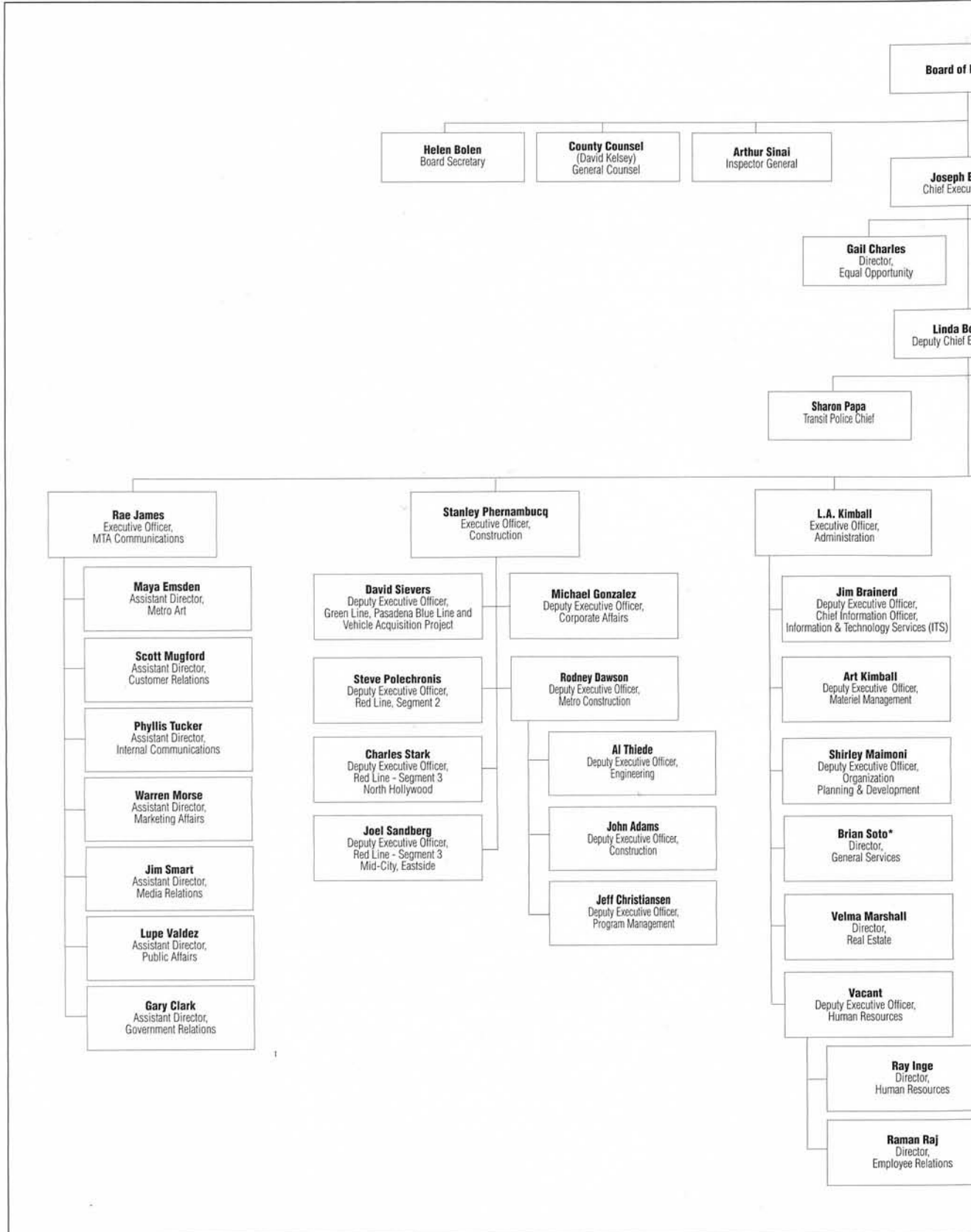
rerouted during the marathon, the rail system actually was the easiest way to reach the start and finish lines."

Discounted 50-cent bus fares also were available on Metro buses throughout the county on the race day.

"The MTA is pleased to have joined American Honda in a promotion that increased the awareness of public transportation," said MTA Chairman Larry Zarian. "It was a great opportunity for thousands of people to experience the convenience, safety and cleanliness of Metro trains and buses." ■

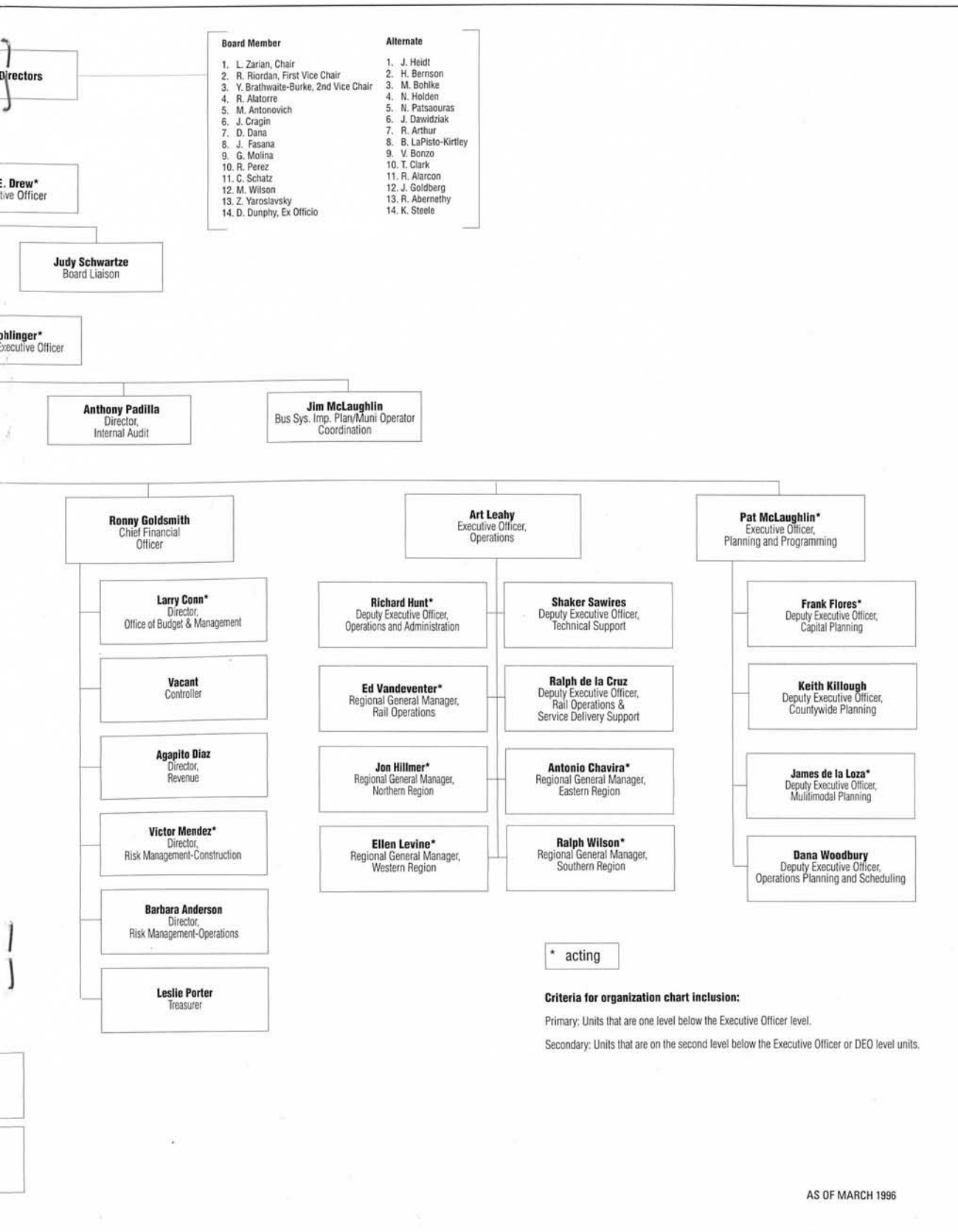
MTA Management

This chart reflects the current management structure at the MTA



Organization Chart

As since Joseph E. Drew became Interim Chief Executive Officer



Rail Construction Outlook

Countdown to Grand Opening of Red Line Extension to Wilshire and Western

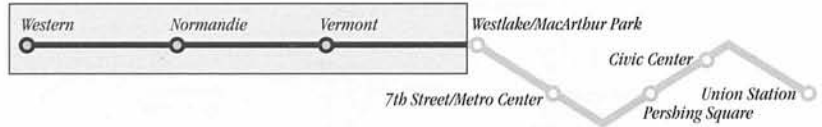
Excitement is building as the MTA completes plans for the grand opening of the Wilshire branch of the Metro Red Line, July 13, 1996.

Heading west from the MacArthur Park Station, the Metro Red Line subway is expanding two miles and three stations along Wilshire Boulevard.

The extension, which began construction in June 1991, will bring the length of the Red Line to 6.4 miles, and add stations on Wilshire Boulevard at Vermont, Normandie and Western avenues.

"We expect that this segment will boost ridership throughout the Metro Rail system," said Joe Drew, MTA's interim chief executive officer. "When we opened the Green Line last summer, ridership jumped on the Blue and Red Lines. Overall, we saw a 23 per cent increase in rail ridership last year, and I predict we'll see continued improvement this year with the opening of the Wilshire corridor."

A comprehensive bus-rail interface



plan is being developed to ensure easy access to each of the stations from nearby communities and more distant locations. Three community meetings and a public hearing were conducted to gather public comments and concerns.

"Our bus patrons who transfer to rail along the Wilshire corridor will see a significant reduction in their travel times," said Drew. "From the Western Station to Pershing Square, the Red Line beats the bus by 12 minutes. And for those passengers who have destinations between our stations, we're continuing to provide frequent, reliable bus service that will stop at all locations along Wilshire Boulevard."

The plan envisions the Western Station becoming a prominent transit hub, with an initial 4,000 bus riders per day estimated to transfer to the rail line, with several thousand more

transferring to local bus services.

The bus/rail interface plan will largely be implemented when the Red Line service is extended this summer. Total system changes will be completed by the Fall of 1996.

Construction of the Red Line along the Wilshire corridor includes \$3.4 million for improvements to sidewalks, tree plantings and amenities such as bus benches and information kiosks. Known as "streetscape," the intent of this program is to revitalize an area and make it more attractive and accessible to pedestrians.

"Streetscape is part of our commitment to leave an area better than we found it," said Drew.

Construction of the Wilshire corridor overcame many challenges. The pond

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Metro Rail Progress *(status by end January 1996)*

| | <i>Design</i> | <i>Construction Progress</i> | <i>Revenue Operation Date</i> |
|---------------------------------|---------------|------------------------------|-------------------------------|
| Metro Red Line Segment 2 | | | |
| Wilshire Corridor | 100% | 86% | Summer 1996 |
| Vermont/Hollywood Corridor | 99% | 53% | 1998 |
| Metro Red Line Segment 3 | | | |
| North Hollywood Extension | 89.3% | 17.6% | 2000 |
| Mid-City Extension | 0 | 0 | TBD |
| Eastern Extension | 8.5% | 0 | 2003 |
| Metro Pasadena Blue Line | 79.6% | 4.9% | 2001 |

Rail Construction Outlook
 (continued from page 10)

at MacArthur Park was drained to allow excavation of an access shaft for the tunnel boring machines. The tunnel machines successfully mined through both hard and soft ground conditions without significant subsidence problems.

The station at Vermont Avenue is the deepest so far in the Red Line system, and features a unique, two-level passenger platform to accommodate both the tunnels that continue west to Western Avenue and the tunnels that turn north along Vermont.

"We're particularly proud of our improvement in safety while building the Wilshire corridor," said MTA's Executive Officer, Construction Stanley Phernambucq. "We achieved more than a 50 per cent reduction in lost time accidents, and brought the rate down to less than the national average."

The two miles of the Wilshire corridor puts the total mileage of the Metro Rail system at 48, or just past the halfway point of the 95 miles projected under the MTA's Long Range Transportation Plan.

The Wilshire corridor is the first extension of the Metro Red Line since it opened in January 1993, and the first portion of Segment 2 to open for passenger service. Segment 2 will also include three stations along Vermont Avenue and two stations on Hollywood Boulevard. The Vermont/Hollywood portion of Segment 2 is projected to open during winter, 1998.

The Wilshire corridor will operate with the same Breda rail cars currently in service between Union Station and MacArthur Park. Additional cars have been ordered, and will enter service with the opening of the Vermont/Hollywood corridor. ■

MTA Board Asks Congress for \$158.8 Million for Metro Rail Construction

MTA officials testified on Feb. 27 before the House Appropriations Committee to request \$158.8 million to continue design and construction of Metro Red Line extensions to the San Fernando Valley, East Los Angeles and Mid-Cities area.

The officials also requested an additional \$40 million for bus and rail operating and capital improvement and funds for three other local transit-related projects.

Four MTA directors — Los Angeles Mayor Richard J. Riordan, City Councilman Richard Alatorre, Duarte Councilmember John Fasana and Central City Association CEO Carol E. Schatz — joined MTA interim CEO Joseph E. Drew in testimony before the House Appropriations Committee.

Adding support in bi-partisan representation before the committee were Republican Representatives David Drier, Jerry Lewis and Steve Horn; and Democratic Representatives Julian Dixon, Esteban Torres and Jane Harman.

"The federal government's continued support for public transportation in Los Angeles is a cornerstone of the local, state and federal partnership to improve our region's public transportation system, air quality and economy," Joseph E. Drew, MTA interim Chief Executive Officer told the committee, noting that Los Angeles taxpayers voted to provide 45 percent of the cost of constructing the Red Line.

Drew said one day of Metro Rail construction means an economic impact of \$3 million to the U.S. economy, mostly in Southern California. About \$650,000 of that goes to minority or women-owned businesses. In 1995, he said, rail construction created more than 15,000

jobs and expects to have created more than 100,000 jobs by the time the project is completed.

Drew also called on Congress to continue ISTEA Section 9 funding for the operation and capital costs of the MTA's fleet of 2,050 buses, which he said serve 95 percent of all transit riders in Los Angeles. He said the 48 percent reduction in FY 1996 Section 9 funds "was a serious blow to the residents and economy" of the city.

MTA is also requesting \$3 million to continue the successful Los Angeles Neighborhood Initiative (LANI) project started in 1994. Federal Transit Administrator Gordon Linton recently visited three LANI sites, calling them "national models to demonstrate how transportation seed funding can help empower neighborhoods to turn themselves around."

The MTA also asked for the final \$22 million of the federal government's commitment to the Advanced Technology Transit Bus (ATTB), also known as the "Stealth Bus." The bus currently is in the design and fabrication phase at Northrup Grumman Corp. in El Segundo, with the first prototype bus to roll out in October. Six ATTB prototypes, scheduled for completion by the end of 1998, will be tested in Los Angeles and other cities involved in the national development project.

Drew told the committee \$15 million in federal funding is needed to match \$27.5 million in local funds for the Santa Monica Boulevard Transit Parkway. This project will reconfigure a 2.5 mile segment of State Route 2 between the San Diego Freeway and Century City/Beverly Hills beginning in 1998. ■

The Planning Perspective — Looking Ahead

MTA to Launch County-Wide Telecommuting Newsletter

The presses soon will roll on a new MTA county-wide telecommuting and alternative workplace newsletter. The publication will address the common challenges facing organizations and individuals attempting to implement alternative workplace strategies.

The newsletter, to be called *The Workplace Wire*, will discuss new developments in telecommuting, as well as the experiences of private and public sector pioneers in the use of satellite offices, office hoteling and telework centers.

The newsletter is part of an MTA outreach project that includes two other components: Professional seminars on typical issues facing businesses implementing alternative workplace strategies; and a manual for implementation of telecommuting programs.

MTA's telecommuting and alternative workplace project is part of the Telecommunications Cluster of the Southern California Economic Partnership—a public-private

initiative to achieve regional air quality and mobility goals without government regulation.

Funding for the project is provided by the California Department of Transportation. The MTA is responsible for implementing the outreach program on behalf of the Telecommunications Cluster.

For more information about the program, please call the MTA Telecommuting Hotline (213) 922-2811. ■

Santa Monica Freeway Smart Corridor Program Slated for Inauguration

As the rest of Southern California slows into traffic gridlock, motorists driving between Downtown Los Angeles and Santa Monica will soon enjoy the benefits of an innovative program to improve the flow of traffic and decrease congestion and delays.

The Santa Monica Freeway Smart Corridor Program is designed to optimize communication between drivers and agencies responsible for traffic coordination, road emergency assistance and law enforcement.

The project promises to increase by 15 percent the average freeway speed and to produce even greater gains on surface streets.

The Smart Corridor extends from Santa Monica to Downtown Los Angeles along the Santa Monica Freeway, and includes Washington, Venice, Pico, Olympic and Adams boulevards running parallel to the freeway.

The project combines new technologies and sophisticated computer programming to monitor minute-by-minute traffic conditions and direct drivers to the best routes to bypass traffic problems.

Elements of the Smart Corridor project include:

- Electronic sensors embedded in the roadway to monitor traffic flow.
- MTA's Freeway Service Patrol--roving tow trucks that aid stranded motorists.
- Changeable message signboards on the freeway and surface streets providing up-to-the-minute traffic information and detour messages.
- Directional "trailblazer" signs on surface streets and major intersections to route traffic off and on the freeway.
- Screened-off accident investigation sites along the freeway to minimize gawker's block.

- On-ramp meters synchronized by computer and surface street signal lights to smooth traffic flow on and off the freeway.
- Radio broadcasts of current traffic and directional information every half mile along the corridor.
- Closed-circuit television monitoring the corridor roadways.
- Highway advisory telephone line and personal computer dial-up link providing up-to-the-minute corridor highway conditions.

The project, estimated to cost approximately \$48 million, is being funded through federal, state and local sources.

Development and operation of the Smart Corridor is shared by the Federal Highway Administration, Caltrans, the California Highway Patrol, the MTA, the Los Angeles City Department of Transportation, the LAPD, and the cities of Culver City, Santa Monica and Beverly Hills. ■

Ridership on MTA Lines Up 23%

As it marked the third anniversary of the Metro Red Line, the MTA announced that ridership on its three rail lines totaled 20.5 million in 1995, a 23 percent increase over the previous year.

In the three years since opening day, January 30, 1993, Red Line daily boardings have risen from about 14,000 to an average of 21,500 each week day. The line gained almost a half-million riders from 1994, averaging 485,975 boardings a month in 1995.

Following the opening of the Green Line in August, 1995, daily boardings on the Blue Line spurted upward by 8,000. The Red Line showed an increase of 2,000 daily boardings.

"The opening of the Green Line and its effect on the Blue and Red Lines demonstrates that as the MTA improves regional access by adding new rail

segments, ridership increases dramatically," said Larry Zarian, MTA board chairman and Glendale city councilman. "These increases in ridership have proven the wisdom of building an efficient mass transit system."

The Red Line currently serves five stations between Union Station on the east and MacArthur Park on the west. Three additional stations will be added at Vermont, Normandie and Western avenues when the MTA opens the 2.1-mile Wilshire corridor this summer.

Looking Individually at the MTA's Rail Lines:

- The Metro Blue Line recorded 12.65 million boardings in 1995, an 11.1 percent increase over 1994, when there were 11.4 million boardings. The Blue Line, which opened in July, 1990, averages

41,500 boardings each week day.

- The Metro Red Line experienced 6.3 million boardings in 1995, a 17.7 percent increase over 1994, when there were 5.3 million boardings. The Red Line averages 21,500 boardings each week day.

- The Metro Green Line, which recorded a total of 1.6 million boardings in 1995, averaged 12,400 boardings each week day during its first five months of operation.

"All these numbers add up to important conclusions," said Joseph E. Drew, MTA interim chief executive officer. "More people are riding our trains because they are fast, safe and clean and because they can make convenient connections with our bus system. That's the idea behind the integrated transit system we're building in Los Angeles County." ●

MTA Opens Metro Information Office in East L.A.

The MTA has opened a new field office in East Los Angeles to provide information related to the construction of the Metro Red Line East Side Project.

The new field office is located at Mariachi Plaza, near First Street and Boyle Avenue. Mariachi Plaza will be the location of the second of seven subway portals planned for East Los Angeles.

"This field office is a symbol of MTA's commitment to the East Side," said MTA interim Chief Executive Officer Joseph E. Drew.

"The community is encouraged to come and receive information about construction activities, maps, brochures and fact sheets, as well as schedules on Metro bus and rail services."

The Metro Red Line extension into East Los Angeles will span 6.8 miles from Union Station to Atlantic Boulevard. The project will be built in two phases. The first phase is planned to open in 2003.

The first four stations will be located at Little Tokyo/Arts District at Santa Fe Avenue and Third Street, Mariachi Plaza at First Street and Boyle Avenue, Cesar Chavez Avenue and Soto Street, and First Street and Lorena Street. ●

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project grants on an annual basis, as required for construction. These funds cannot be used for bus operation or capital expenditures.

In Addition, Local Funding for this Project Consists of:

- \$68.4 million Proposition C 40% Discretionary funds
- \$194.7 million Proposition A 35% Rail funds
- \$152.9 million Proposition C 25% Highway funds.

The line is expected to safely carry 32,500 daily boardings and will have an hourly capacity of at least 3,700 passengers in each direction. ●

MTA Staff on the Move

Linda Bohlinger Named Interim Deputy CEO



Linda Bohlinger

MTA Interim CEO Joseph E. Drew appointed as interim Deputy Chief Executive Officer, Linda Bohlinger, an executive with 20 years of experience in transportation planning and programming. For much of the past six years, Bohlinger has been responsible for directing rail transit, bus and highway capital planning, programming, grants management, benefit assessment district programs and long-range financial planning activities in her role as deputy executive officer of capital planning. She had recently been appointed MTA's executive officer for planning and programming. Before joining the MTA, Bohlinger was deputy director for transit development for the California Transportation Commission in Sacramento. In that capacity, her responsibilities included state funding

for such projects as Bay Area Rapid Transit (BART), the San Diego Trolley, Sacramento Light Rail and Los Angeles Metro Rail.

Kim Kimball Appointed New Chief Administrative Officer



Kim Kimball

Kim Kimball brings to his new position as Chief Administrative Officer more than 30 years of public transportation experience from around the nation. Kimball joined the MTA at its inception in April 1993, and served previously as a special assistant to the chief executive officer. Before joining the MTA, he was general manager of the Metropolitan Suburban Bus Authority in Garden City, N.Y., a subsidiary of New York City's MTA. From 1964 to 1974, Kimball was assistant general manager of administration for BART. After his BART tenure, he served as administrator for the Mass Transit Authority in Baltimore; executive director/general

manager for the Regional Transportation District in Denver; general manager for the Alameda Contra Costa County Transit District in Oakland; and chief transportation officer of surface operations for the New York City Transit Authority.

Patricia V. McLaughlin Appointed Interim Executive Officer for Planning and Programming



Patricia V. McLaughlin

As new interim executive officer for planning and programming, Patricia McLaughlin is filling the position vacated by Linda Bohlinger. She began her transportation career working for the former Southern California Rapid Transit District in 1975. Then she was hired by the former Los Angeles County Transportation Commission where she worked as manager of transit programs, manager of local assistance and later was promoted to director of the San Fernando Valley/ North

Rae James Seeking to Improve MTA's Credibility



Rae James, Executive Officer, Communications

Rae James is wearing a different hat in transportation—and the fit appears to be perfect. Until December 1995 she was the Deputy Mayor for the City of Los Angeles, overseeing transportation, planning, redevelopment and housing. Today she is MTA's executive officer for communications.

Why would she leave a prominent position at the most powerful office in Los Angeles?

"People talk about grabbing opportunities, but when opportunity knocks they complain about the noise," James said. She had planned to

stay through the mayor's first term, but opportunity did knock, and she grabbed it.

The communications department she now heads faces many challenges and opportunities. It includes more than 200 professionals responsible for bringing the MTA's message to a myriad of audiences and distinctive publics. Some are working to reassure disgruntled residents and business owners impacted by Metro Rail construction. Others are dealing directly with an adversarial press, elected officials, or with MTA's 1 million daily customers.

County area team. Since May 1993, McLaughlin has served as MTA's deputy executive officer for multimodal planning.

James de la Loza Appointed Interim Deputy Executive Officer for Multi-Modal Programming

In his new position, Jim de la Loza fills the vacancy left by Patricia McLaughlin. De la Loza has been with the MTA in various capacities since June 1991, most recently as director of the Central Area Team, responsible for MTA planning in the central area of Los Angeles County. He has also served as project manager for the Eastside Corridor, the Metro Blue Line Downtown connector, and the Exposition Park Branch Extension of the Metro Blue Line.

Prior to joining the MTA, Jim de la Loza served for six years as a project architect with the Community

Redevelopment Agency of the City of Los Angeles. He also worked for Gruen Associates and Sedway/Cooke from 1982 to 1985.

Steve J. Polechronis Named Red Line Segment 2 Project Manager

As the new project manager for the Metro Red Line Segment Two, Steve J. Polechronis oversees completion of the Vermont Avenue and Hollywood Boulevard portions of the Metro Red Line. He relieved Charles Stark, who had been acting project manager of Segment Two in addition to his regular duties as project manager of Metro Red Line Segment Three. Polechronis has more than 10 years of transportation project management experience in the public and private sectors, and most recently worked at Fluor Daniel, Inc. in Los Angeles. At Fluor Daniel, he directed systemwide project management oversight for the

MTA, supervising a staff of 26. Polechronis was appointed by Stanley G. Phernambucq, MTA's Executive Officer for Construction.

Ted Lewis Named MTA Director of Engineering

Ted Lewis who was acting director, is now permanent director of engineering. He is responsible for standards and specifications for the Metro Rail project. As the Eastside Extension of the Metro Red Line Segment Three moves ahead, Lewis and his team will ensure all background documentation is complete when the section designers begin final design work. Lewis had been with MTA's predecessor agencies for more than eight years, and has worked on all three segments of the Red Line, the Blue Line and the Green Line. Previously, Lewis was the lead communications engineer for the Los Angeles County Sheriff's Department. ■



James de la Loza



Steve J. Polechronis



Ted Lewis

"It's not the challenges that we should fear, but what matters is how we respond to them," she said. "We must keep our commitments, follow-through with our word and be truthful."

James said the image of the MTA rests largely on those who have direct contact with the public. She stresses to her staff that first and foremost they have to be credible.

But she understands the magnitude of the challenge ahead. "There is no magic bullet," she said. "Earning credibility will take time."

She believes, however, that the way in which the agency is perceived is already changing. "We are becoming more sensitive to the needs of our customers and each

other. I believe in the MTA and in the employees who are trying to respond to our many publics," she said.

Her vision?

"I look forward to the day when the press looks to our technical staff for educational articles on transportation and good quotes; when federal and state funders look at the MTA as a high priority for their limited dollars; when communities know that we will treat them fairly and humanely—without resorting to legal intervention."

"Finally, and most important," she said, "I cannot wait to hear our employees telling their friends and family what a great place this is to

work -- what a great role the agency plays in the lives of our customers."

Before joining Mayor Richard Riordan's office, James worked for three years in the Office of the Chief Legislative Analyst for the city of Los Angeles, and prior to that she served as assistant to the Administrator of the Community Redevelopment Agency. She has also worked for World Airways, Cetus Corporation and the State of California, Department of Finance.

James holds a B.A. in Industrial Psychology from the University of California, Berkeley; and an M.P.A. in Public Finance from California State University, Hayward. ■

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MTA Launches New Marketing Campaign

The MTA has launched a major new marketing effort designed to strengthen the identity of the Metro System and elevate perceptions and acceptance of the use of public transit.

The campaign includes a new slogan: "Travel Smart... Take Metro."

The slogan was officially introduced in newspaper ads on February 20, and is now being displayed prominently on all buses and trains. It also will become a standard element on all of the system's promotional materials and printed communications.

This promotion will be further supported with an on-going advertising campaign on TV, radio and billboards promoting the benefits of using Metro rail and Metro buses.

In conjunction with this effort, it is now



Agency's new slogan, "Travel Smart... Take Metro."

agency-wide policy to use only the terms "Metro," "the Metro System" and their derivatives (Metro Bus, Metro Rail, Metro Green Line, etc.) when identifying passenger services. Metropolitan Transportation Authority and the term MTA will be reserved for broader identification of the overall agency.

For the public it is hoped that "Travel Smart... Take Metro" will come to symbolize the wisdom of using public transportation in Southern California. Internally, it is hoped the slogan will serve as a reminder of the agency's responsibility to keep the Metro System appealing to customers.

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