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M T A REVIEW

May 1996



Board Adopts New Plan Designed to Improve Bus System

Providing for the transportation needs of an area as diverse and large as Los Angeles County is no easy task. It's an evolving process that requires creativity and a willingness to

change with the times. That is precisely what the MTA is doing with the Bus System Improvement Plan that was adopted by the Board on March 27, 1996. There are 30 projects/programs proposed in the plan.

According to CEO Joseph Drew, "In my view and the Board's view, we

have no higher priority than to make our bus system better, safer, faster and affordable. To do so, we must use our resources smarter, wiser and more creatively, better matching supply with demand, starting at the community level."

A new plan to improve the bus system has been adopted by the MTA Board.

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Joseph E. Drew

Chief Executive Officer

Joe Drew Appointed Chief of MTA

At its March 27, 1996 meeting, the MTA Board of Directors unanimously approved the selection of Joseph E. Drew as MTA's new Chief Executive Officer. Drew had been serving as interim Chief Executive Officer since January 1, 1996.

Drew was praised for his strong leadership abilities and his can-do approach to getting the job done. Since joining the MTA in May of 1995, Drew's responsibilities have included oversight of most of the day-to-day operations of the agency, including administrative, financial, planning, operations and construction.

Drew previously served 13 years with Kern County in Bakersfield, the last four as Chief Administrative Officer in charge of 6,700 employees and a \$623 million annual budget. 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 bachelor's degree in Political Science from Park College, Parkville, MO and a master's degree in public administration from Cal State University, 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 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.

At the MTA, Drew is leading 8,450 employees, managing a \$3 billion budget and a fleet of buses, trains and subways that make the MTA one of the largest transit agencies in the United States.

His column (on page 3) details his approach to serving as CEO and his primary goals for the agency. ■

"Bus System Improvement Plan,"

(continued from page 1)

The request to develop an improvement plan was an outcome of the September 14, 1995, Board Workshop on the bus system in Los Angeles. For the Board it was a reaffirmation of their commitment to the bus system. The plan was a method to improve service to the transit dependent and expand mobility options throughout the County. The plan contains a variety of initiatives to be undertaken over the next several years to provide ongoing, sustainable improvements to the bus system.

Jim McLaughlin, MTA's Bus System Improvement Plan/Municipal Operator Coordinator, is responsible for the plan's coordination and implementation. McLaughlin, who has prior experience as Chief of Transit Programs for LADOT as well as Director of Systems Integration for the MTA, said "The Bus System Improvement Plan consolidates a variety of programs and projects into a coordinated process, providing an opportunity to test and evaluate these projects and programs and use those results to continuously improve bus service.

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The Board Report MTA Board Activities for March & April



Metro View

*By Joseph E. Drew
 MTA Chief Executive Officer*

I am truly honored that the Board of Directors has entrusted me to be head of the second largest transit agency in the United States. It is a challenge, I grant you, but I thrive on challenges. As I stated at the March 27, 1996 board meeting, 'My sleeves are rolled up, and that's the way it will stay.'

I've oftentimes been asked what qualifies me to run a transit agency, since I've had little transit experience. But, transit is the business of delivering service and I know a lot about what makes service work.

There are many challenges ahead and I believe the first is leadership. The MTA has nearly 8,500 employees, a talented group who possess a wide range of expertise. They were hired to perform their jobs because of their expertise. These employees don't want to be managed, they want to be led. My job is to listen, build on the talents of people, and get the job done in the most efficient and cost-effective way.

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High Speed Rail Gets Support

The MTA Board adopted a resolution on March 27, 1996 in support of a high speed rail line that directly serves populated areas in the Antelope and San Joaquin Valleys as well as major communities at the northern and southern ends of the State. With this action, the MTA officially joined with the Antelope and San Joaquin Valley High Speed Rail Alliance and the Southern California Association of Governments (SCAG) in urging the governor, the legislature, and the California High Speed Rail Commission to formally adopt the Parallel Route 99. The new high-speed rail system is expected to move both passengers and light freight in order to reduce traffic congestion and reduce air pollution to meet Federal mandates.

MOU Allows Culver City Municipal Bus Lines to Finance Operating and Maintenance Facility

The Board authorized the entering into a Memorandum of Understanding (MOU) with Culver City Municipal Bus Lines (CCMBL) that will fund a portion of their proposed operating and maintenance facility. The MOU will allow CCMBL to finance \$11.1 million of the \$23.7 million of required funding for the construction of the facility.

Hollywood Bowl Bus Service Continues

For 20 years, the MTA has operated a

Hollywood Bowl park-and-ride bus service from various lots throughout the county. The Board has again approved agreements with the County of Los Angeles and the Los Angeles Philharmonic Association to provide these services for the 1996 summer season.

Each year the MTA's participation in this program has been well-received by those attending the Bowl events. During the 1995 season, service was provided to 67 events and carried over 120,000 passengers.

The MTA will continue to operate the following park/ride lines for the 1996 summer season:

- Line 651 - Sherman Oaks
- Line 652 - Westwood
- Line 653 - Canoga Park
- Line 655 - Pasadena
- Line 657 - Torrance
- Line 660 - Lakewood
- Line 662 - West Hollywood

Operator for the Child Care Center at Gateway Selected

Children's Discovery Centers of America, Inc. has been selected as an independent operator for the Child Care Center at Union Station/Gateway for a period of three years. The center is the result of an employee needs assessment and an agency priority to be a model employer in the region. The two-story, 15,800 foot center will serve 75-80 children of MTA employees from infants to pre-school age. Children's Discovery Centers of America, Inc. of San Rafael is the nation's fourth largest child care company.

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"Metro View,"
(continued from page 3)

I tell people that my job is not chief executive officer, it's chief problem solver. I have the power to solve problems. That is what sitting at the top of this agency really means.

When considering the MTA, many just think about trains and buses, but we are much more than that. We provide HOV lanes, we help stranded freeway motorists, we provide regional planning, and we are developing ways to strengthen the organization of municipal operators. We have a number of customers to whom we provide these services.

One of my primary goals is to develop leaders who are willing to work at whittling away bureaucracy, cutting the cost of

delivering these services, and increasing the amount of services.

Another goal of mine is to build trust with the community. To do that, there is nothing that speaks better than performance. There have to be fewer missteps.

One key to success is to continue to build better internal control systems that will both instill public confidence and empower our employees. We're not going to be running away from our problems, we're going to face them and look for creative ways to solve them.

We have many things on our side. We have a dedicated Board of Directors that is continually looking for ways to enhance our transportation systems. We are building a new

management team of executive officers whose knowledge and experience will help us meet the challenges that lie ahead. We have a dedicated cadre of employees, and we possess the technical expertise to be successful.

We have all the necessary ingredients to be one of the finest transportation agencies in the state. I'm looking forward to mixing those ingredients in a way that will bring about the best public good.

In subsequent issues, I'll be discussing progress on specific projects and programs. In the interim, with my sleeves rolled up, I'm anxious to lead this agency into a new and promising era of quality public transportation. ●

"Board Report,"
(continued from page 3)

***Special Two-Day Free Fare
for Metro Red Line***

There will be a special two-day free fare on the Metro Red Line this summer during the opening of the Wilshire extension. The promotional fare applies only to the Grand Opening Weekend, which is set for Saturday, July 13 and Sunday, July 14. On Saturday, the MTA will officially open to the public three new stations, extending rail service westward from the current terminal at Westlake/MacArthur Park Station to Wilshire Boulevard and Western Avenue, a distance of about two miles. On Monday, July 15, the base Metro Rail and Metro Bus fare of \$1.35 cash /90¢ token will be applicable.

***Feasibility Study for
Red Line Mid-City
Extension will be
Conducted***

The MTA Board authorized in April a tunnel review feasibility study along an alignment that would connect the new Metro Red Line Wilshire/Western Station to the intersection of Pico and San Vicente boulevards, by way of Wilton Place and Arlington Avenue.

The Wilton/Arlington alignment is an alternative to the proposed Mid-City extension along Crenshaw Boulevard originally under consideration. Although, the Mid-City alignment along Crenshaw is constructable, it is being reconsidered because it could have some adverse impacts related to geological limitations requiring

extensive surface construction and property acquisition.

"If the engineering feasibility study concludes that a deep underground configuration is technically possible, the MTA will recommend an environmental review process for a Wilton/Arlington alternative," said Joseph E. Drew, MTA Chief Executive Officer.

The route to be studied starts at Western Avenue and Wilshire Boulevard, goes south along Wilton Place and Arlington Avenue, and west along Venice Boulevard, ending at the intersection of Pico and San Vicente boulevards.

The Mid-City extension is part of the Metro Red Line project funded by the federal government in 1993. ●

MTA's Arthur Winston Celebrates 90th Birthday — Still on the Job After 62 Years

Arthur Winston turned 90 years old on March 21, and he is still hard at work scraping paint off the sides of Metro Buses.

The last thing on this maintenance worker's mind is retirement. A trim man with a marvelous smile, Winston has survived six transportation agency mergers and takeovers and has outlived three of his four children.

Joined by MTA Chief Executive Officer Joe Drew, Winston's colleagues recently hosted a 90th birthday bash for the South Central resident over plates of barbecued chicken and ribs.

"Winston personifies the best of the human spirit," said Drew. "His personal story and commitment to living are what aging gracefully is all about."

He also has a sense of humor: "I'm afraid to sit down for any length of time — I'm worried if I do, I'll freeze!" he said.

Winston, who was born in 1906, also boasts a sparkling attendance record. In over six decades on the job, he has missed only one day of work, and that came when his wife of 65 years passed away in 1988.

MTA computer printouts show that for five years during the early '80s, he worked two straight eight-hour shifts a day. He neither smokes nor drinks.

"I haven't been to a doctor in 50 years," he states. "If I went, he probably would find something wrong with me."

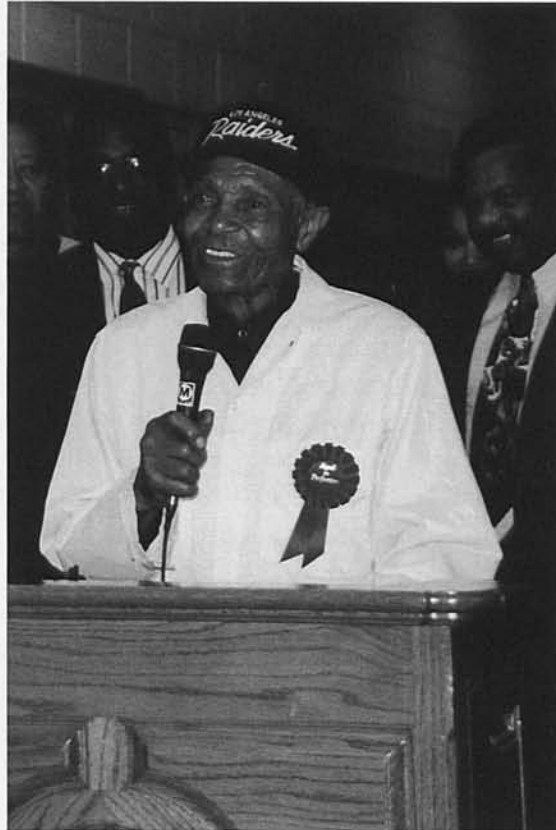
An Oklahoma native, Winston moved to Los Angeles with his family in the early 20s. His father, who died at 99, found work with the Los Angeles Railway Company, and in 1924, the younger Winston did the same, signing on as a janitor at South Park.

He married his wife Frances, a seamstress, in 1924. "Lordy, how I do miss her, he says softly, now sharing quarters with his great-granddaughter, Brandy.

Every Monday through Friday, Winston drives himself to work at MTA's Division 5, located at 54th and Van Ness. He supervises five employees on the day shift, and leads the charge to rid graffiti on buses.

"I never figured I'd see a day when I thought I'd have to tell an employee to slow down," chuckles his boss, Division 5 Maintenance Manager Mace Bethel, some 30 years his junior. "But he scrubs the buses so thoroughly, I had to take him aside one day and say, 'You don't have to impress me!'"

Winston blames bus vandalism and other society woes on today's parents: "They give their children too many privileges. I don't believe in reading those sexy cartoons and listening to



Arthur Winston took a few minutes out of his workday to address his 90th birthday party crowd.

rap music. I don't think the young people should be wearing those sloppy clothes that look like they're falling off."

Winston, whose sports idol is Magic Johnson, has traveled throughout the world — and he started doing so at an early age. He frowns on the idea that one waits until retirement to do those favorite things or go to those dream places.

"People should act on their plans as soon as they can afford to," he says. "When you stop working, you feel old — and that's when despair, tiredness, and the feeling of having been cheated set in.

"The world doesn't owe me anything," he declared recently, before zipping up two flights of stairs to his manager's office. "That's why I'm still here." ■

"Bus System Improvement Plan,"
(continued from page 2)

"We are focusing on understanding the different aspects of individual communities and market segments and better linking supply with community demands," stated McLaughlin. He stressed that the focus will be on the customer. The plan was developed with the significant input of the Bus Operations Subcommittee, which is comprised of representatives from the 16 transit operators in Los Angeles County and representatives of the MTA.

"We have no higher priority than to make our bus system better, safer, faster and affordable."

The basic tenet of the plan involves understanding the different aspects of individual communities and market segments and seeking service delivery options to best fit those market segments. There are four major elements in the Bus System Improvement Plan that will reconfigure and improve bus service.

The first element of the plan involves breaking the system into smaller pieces and establishing better lines of communication at the community level, replacing the "one size fits all" mindset. The community input will be sought from the creation of Sub-area Transit Improvement Councils. "These Councils are a great opportunity to get input from our riders and those that do not use public transit today. They will also provide a two-way dialogue between the MTA and the community we serve," McLaughlin said. There will also be the development of a detailed and consistent market research and public outreach program that will enhance communications with the customer, at the same time seeking information from non-users.

Another key element of the plan involves breaking up service planning, based, to a large degree, on the individual needs of the communities. This will be sought through five restructuring studies throughout the county that will include expanding data collection efforts to analyze current ridership trends and developing restructuring plans that will serve the mobility needs of the greatest number of people.

There will be service restructuring according to McLaughlin that will include the use of alternative service delivery options that will better match supply and demand. This plan also involves services for the transit dependent including more frequent service, services that link major employment and residential areas, and services that provide additional shopping, medical and recreation trips.

The final implementation segment involves the redistribution of resources. "We believe that by examining existing services and policies and using new delivery options, there will be opportunities to more efficiently use existing resources to make more dollars available," said McLaughlin. Efforts will be made to review the current MTA Consolidated Transit Service Policies and establish countywide service standards, to accelerate new mobility programs, and to develop policies to allocate savings to targeted service or areas.

In the area of mobility improvements, two new service concepts, Mobility Allowance and Smart Shuttles, will be

looked at very carefully since they are considered to have significant potential. Additionally, initiatives including Bus Priority and Preference Programs and Bus/Rail Interface Plans will improve travel time on arterial routes.

There are over 30 different projects and programs in the Bus System Improvement Plan. Other proposed programs include identifying new fare collection technology and methods of payment and various service quality improvements including Customer Relations and Supervisory Training programs, Shelter and Bus Stop Improvements programs, and new vehicle procurements, to name a few.

The Board also approved an annual program to improve service on overcrowded lines for the transit-dependent as part of the Bus System Improvement Plan. For Fiscal Year 1997 \$10.4 million in Proposition C funds have been committed to this program.

MTA staff is finalizing the most effective ways to use our share of those funds to implement additional service in a timely manner.

McLaughlin is also currently involved in identifying project managers for each of the elements of the plan along with timelines for completion and performance measurements. He expects to provide quarterly progress reports to the Board on the plan. "This is really an evolutionary plan in bus service," stated McLaughlin. He expects there will be a two to five year window in which to massage the plan. "We believe that by better crafting the system, we can make funding and resources go farther to provide the best possible bus system to those we service," said CEO Drew. ■

Other Board Actions

Board Approves "Concept" of Transit Police Merger

In a move expected to enhance the safety of MTA's customers and provide the agency with increased transit law enforcement capabilities, the MTA board has approved "in concept" the merger of the MTA Transit Police Department with the Los Angeles Police Department (LAPD) and the Los Angeles County Sheriff's Department (LASD). The terms of a contract will go back to the Law Enforcement Ad Hoc Committee and the Board for review in June.

According to Linda Bohlinger, Deputy Chief Executive Officer for the MTA, "This merger will provide a significantly higher level of police protection at essentially the same cost that the MTA is currently experiencing." The cost to the MTA would be \$49.3 million. The merger will provide an increase in staffing of 58 full time positions. "These additional positions will be devoted to upgrading the police service on the Metro Bus system," she added.

The merger is also expected to provide MTA's current Police Officers with increased benefits and protections as members of the LAPD/LASD Partnership.

According to Bohlinger, "The issue of developing the most efficient and effective law enforcement program for the Metro System has been discussed in detail for nearly a decade." The topic has been analyzed from many perspectives in six major studies since 1990. In 1996, the MTA formed the Law Enforcement Ad Hoc Committee to study the issue again. At the April Board meeting, the Board approved the merger "in concept."

"It's been a difficult decision to recommend this merger. We recognize the history of the unit and the fine work done to develop the MTA Police into a highly professional major law enforcement agency since its inception in 1978. We believe this will be a win/win situation. Our customers are getting increased services, the agency

is saving money, and our officers are getting better benefits and increased protection," said Bohlinger.

Under the terms of the proposal, the MTA will be turning over the day-to-day

responsibilities for management and administrative matters to the LAPD and LASD while retaining the policy and program oversight and direction role.

"With more than 500 authorized personnel, the MTA Police Department is the 10th largest police department in the State of California. "Managing a major law enforcement program that covers most of the nation's second largest metropolitan area is a significant task," stated Bohlinger. "We believe that this is the best possible decision to provide a high quality, cost-effective and responsible police service."

According to Bohlinger, there are tangible elements to the merger, such as as immediate improvement in the law enforcement communications system that will enhance both the public's and the officers' safety in the field, as well as intangible aspects such as elimination of turf issues and improved coordination.

As Bohlinger stated, "The primary role of the MTA is to direct the implementation of the multimodal transportation program for all Los Angeles County through countywide planning and programming, operating the regional transit system and building a regional rail system. In that role, it is not necessary, nor is it always prudent, for the MTA to directly provide all of the services related to the multimodal program. This is especially true of highly technical and specialized services that are ancillary to the main transportation functions, such as law enforcement."

Staff will return to the Board in June, 1996 with specific terms of a multiyear contract. ■



The MTA Police may merge with the Los Angeles Police Department and the Los Angeles County Sheriff's Department.

Rail Construction

Tunneling Continues Beneath Hollywood Freeway

Despite a minor delay in work, contractors are continuing to tunnel beneath the Hollywood Freeway in North Hollywood for the extension of the Red Line. Work was temporarily halted on April 9 when settlement slightly exceeded the level permitted by Caltrans near the Lankershim Boulevard overpass. Work resumed on April 15 when Caltrans approved the MTA's revised work plan for tunneling beneath the freeway.

"We were very pleased to get the go-ahead to resume work," said Joe Drew, MTA CEO. "Public safety is our number one goal, and our commitment to Caltrans and the public was, and continues to be that we will be cautious, responsible, and careful as this work proceeds."

MTA and Caltrans had been closely monitoring the freeway surface and had observed a very gradual settlement over an extended period of time. The settlement occurred as the contractor doing the work, Traylor Brothers, had excavated two access shafts and mined two starter tunnels at its Universal City worksite. The settlement, however, never endangered the integrity of the Freeway which remained open to traffic.

The starter tunnels under the freeway are to accommodate the tunnel boring machines, being assembled at the Universal City worksite. The machines will be moved through the starter tunnels and begin boring south through the Santa Monica Mountains to Hollywood.

"The soil under the freeway is quite different than the ground conditions

in the mountains," stated John Adams, the MTA's deputy executive officer for construction. "We're encountering loose, sandy alluvium here, while most of the tunneling ahead will be through sold rock.

The revised work plan includes several features designed to control settlement and address concerns regarding proper drainage of the freeway. The main points of the plan, approved by Caltrans, include:

- Expanded surveying program
- Installation of additional support struts in the north access shaft
- Installation of a 12" thick concrete slab at the base of both starter tunnels, to be placed as the tunnels are excavated
- Installation of horizontal steel bars through the earth between the starter tunnels, to further stiffen the tunnel structures
- Installation of shotcrete between the vertical supports at the crossover portal to further stiffen the tunnel structures
- To ensure proper drainage, the freeway surfaces in the area of the tunnels will be paved to restore the surface to its original level

"These actions were designed to provide additional support to the entire tunnel area and ensure proper drainage of the roadway," said Stan Phernambucq, MTA Executive Officer, Construction. "This should provide us and Caltrans the protection we need to move forward with tunneling." Subway service in the affected area is scheduled to begin in 2001. ●

"On the Right Track"
says L.A. County Grand Jury

The Los Angeles County Grand Jury in a March report evaluated the MTA's rail construction quality assurance program as "on the right track."

The Grand Jury began its investigation last August as part of its good government oversight role. The panel studied the quality assurance methods used by the MTA in assuring safe, cost-effective construction and operation of the Metro Rail system.

The panel found that the MTA has developed polices that have become a standard for the rail construction industry, and that MTA procedures are competent, conservative and follow generally-accepted quality guidelines. They also noted that much of the MTA's Quality Program manual was adopted by the Federal Transit Administration as a standard for the industry.

"We're pleased and proud of this vote of confidence from the Grand Jury," said MTA Chief Executive Officer Joe Drew. "We've made some important changes in our construction operation and this report confirms we are, indeed, 'on the right track.'"

A primary change endorsed by the panel was the MTA decision to establish quality assurance as an internal function. In the Grand Jury's view, this shifted implementation of quality assurance to the MTA, where the final responsibility already resided.

The MTA also established safety as an internal function. Although the panel did not investigate safety, they did encounter safety issues as part of quality assurance. They noted that "on every occasion, we found safety issues

Metro Art Wins National Award

A Metro Art project titled "A Tribute to Industry" at the Vernon Station of the Metro Blue Line has won national recognition from the U.S. Department of Transportation and the National Endowment for the Arts.

It is one of 37 infrastructure projects nationwide to receive the 1995 Design for Transportation Awards.

The Vernon Station project by artist Horace Washington incorporates a whimsical tribute to the garment industry and other manufacturing enterprises that were essential to the development of the area. Large spools of thread serve as stools and giant tools as benches. The same motif is repeated in the floor tiling.

Transportation Secretary Frederico Pena reestablished the national awards, not held since the early 1980s, to promote user-friendly design in transportation. "When you go to an airport or a train station, and you're in a hurry and are stressed out, shouldn't the surroundings at least be aesthetically pleasing? It's hard to quantify, but those sorts of positive effects make the quality of life a little better for Americans," Pena said in announcing the awards.

The Universal City Metro Red Line Station, now under construction, also has received national recognition with a featured display in "Architecture" magazine.

The design team for the project, Siegel Diamond Architects and artist Margaret Garcia, focused on the history of the site, close to the Campo de Cahuenga where Mexico ceded California to the United States in 1847. The project also received a design



This unique platform furniture at the Blue Line Vernon Station received national recognition.

award from the San Fernando chapter of the American Institute of Architecture (AIA).

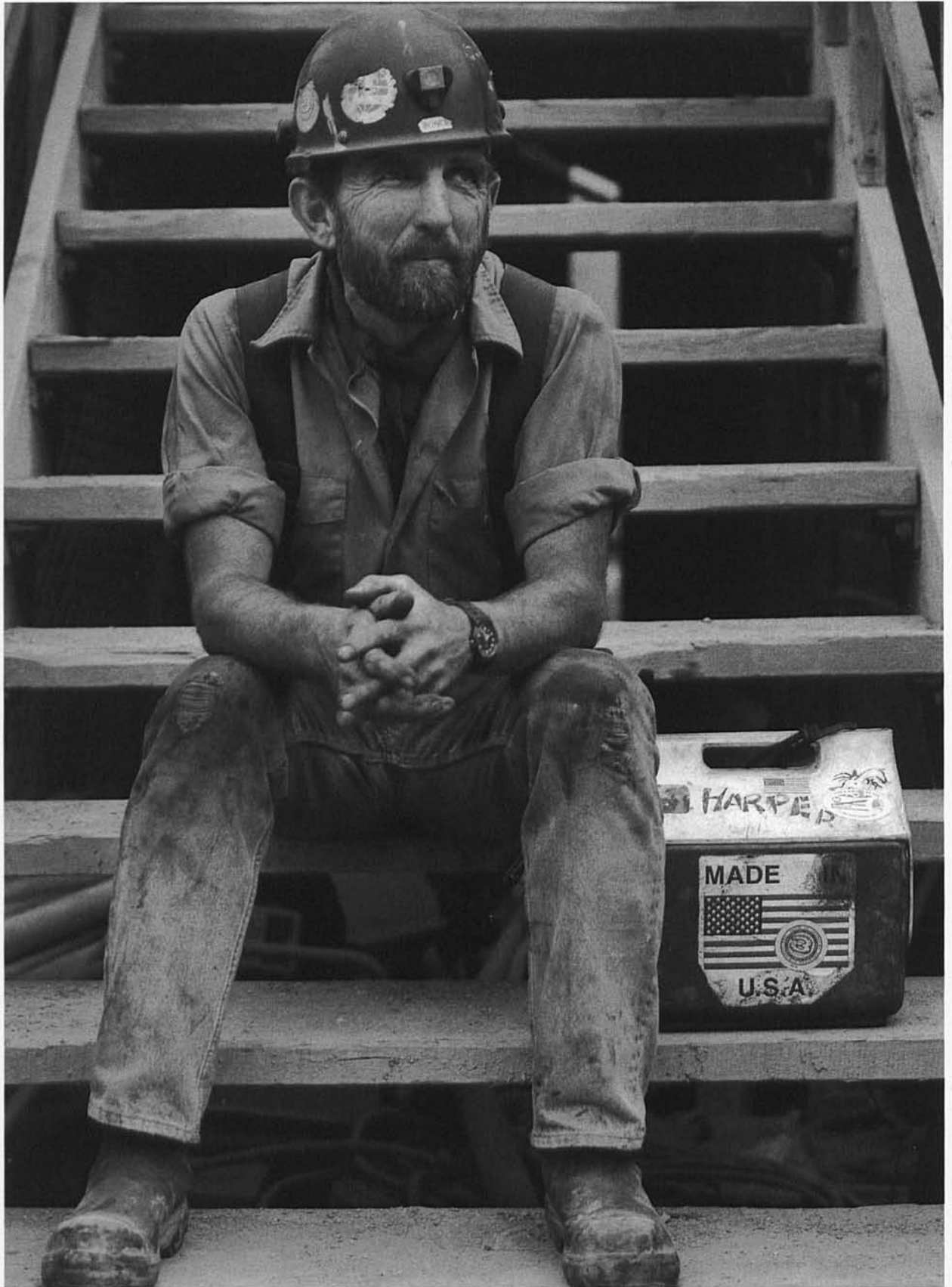
In addition, the Marine/Redondo station on the Metro Green Line was honored recently with a 1996 "Urban Beautification Award" from the Los Angeles Business Council. Artist Carl Cheng and Escudero-Fribourg Architects combined underwater and outerspace themes to reflect two entities that dominate the region, the seacoast and the aerospace industry.

The recent awards add to a growing

list of honors for Metro Art Projects: the 1995 Los Angeles Business Council "Transportation Design" Awards for the Baldwin Park Metrolink Station design by Siegel Diamond Architects and artist Judy Baca, the 1994 Caltrans "Excellence in Transportation" Award for several Metro Red and Blue Line art projects, the 1994 Downtown News "Best of Downtown" Award for Stephen Antonakos' neon works at Pershing Square Station on the Metro Red Line, and a Progressive Architecture Design

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*Noted
photographer Ken
Karagozian, whose
award winning
photos have graced
the pages of the
MTA Review, will
be having an
exhibit on May 15
through June 29,
1996 at the Platt
Branch Library,
23600 Victory
Blvd., Woodland
Hills. His exhibit is
titled "Portraits of
the Tunneling
Work and
Workers."
This miner works
at the Barnsdale
site. Call
(818)340-9386 for
exhibit hours.*





Transit Tots Child Care Center is now open at the new Chatsworth Metrolink Station.

Transit Tots Opens in Chatsworth

The new Chatsworth Metrolink Station is now offering child care services as part of an effort to encourage commuting parents to choose mass transit.

The Transit Tots West Child Care Center and depot is a joint venture of the MTA and the City of Los Angeles. The Chatsworth Center, located between Lassen Street and Devonshire Street, at 10040 Old Depot Plaza Road, is part of a 14-acre station site that is planned for future development to include a park, offices, shops, theatres and apartment housing.

The Center has capacity for 90 children and is open to the public for infant and pre-school care, but priority will be given first to mass transit users, and secondly to parents who carpool.

The operator of the facility is Children's Discovery Centers of America, Inc., the country's fourth largest child care provider, with more than 200 child care centers nationwide. The Child Care Center, which occupies 5,500 square feet at the depot, includes three classrooms and an outdoor play area.

Child care issues are becoming more and more critical when considering quality of life in the workplace for everyone. Studies indicate parents add three to four miles each way to their daily commute to work when they are using child care. This project, more than five years in the planning, helps those parents who have not been able to use mass transit or carpool, because they have to transport their children to and from day care. ●

High school students who are enrolled in MTA-sponsored programs to learn about careers in transportation spent a day on-the-job at MTA headquarters in March.

This was the second annual Career Day for students at Locke, North Hollywood, and Wilson High Schools who are taking part in MTA's Transportation Careers Academy Program and for students at Franklin High School and the Abram Friedman Occupational Center who participate in the Transportation Occupations Program.

The Academy Program, which is sponsored by the MTA and the Los Angeles Unified School District, offers a four-year curriculum to students interested in transportation-related careers, including urban planning, architecture, engineering, and other trades related to the industry.

The Academy Program acts as part of the academic program in the schools, while students who are enrolled in The Transportation Occupations Program are involved in extra-curricular activities related to the transportation industry.

In both programs, teachers and students get firsthand advice on work in the industry from more than 250 MTA volunteers, through workshops, internships, and informal contact.

The students spent the day paired off with MTA personnel to get an up-close look at a real work environment. They also attended workshops on career opportunities and transportation issues.

A total of 386 students are enrolled in the combined programs. ●

*Nearly 400
 High School
 Students
 Attend
 MTA's
 Second
 Annual
 Career Day*

First of Its Kind "TeleVillage" Opens Near Metro Blue Line

MTA joined local elected officials in March to celebrate the opening of the Metro Blue Line TeleVillage, a community-based computing, teleconferencing, information and service center located at the Martin Luther King, Jr. Transit Center adjacent to the Metro Blue Line Compton Station.

The opening of this facility is intended to bring much needed computer technology to the inner-city by providing South Central Los Angeles residents with access to information technologies to meet critical community needs. The TeleVillage also fulfills one of the MTA's responsibilities of developing innovative telecommunications-based transportation projects.

The Metro Blue Line TeleVillage is a first of its kind development facility that combines rail and bus public transit with telecommunications and information technologies.

Designed to bring mobility and economic benefits to the inner-city communities as well as throughout the entire county, the TeleVillage is a public transit-accessible access point not only to the Internet but also to electronic transactions and commerce of all sorts.

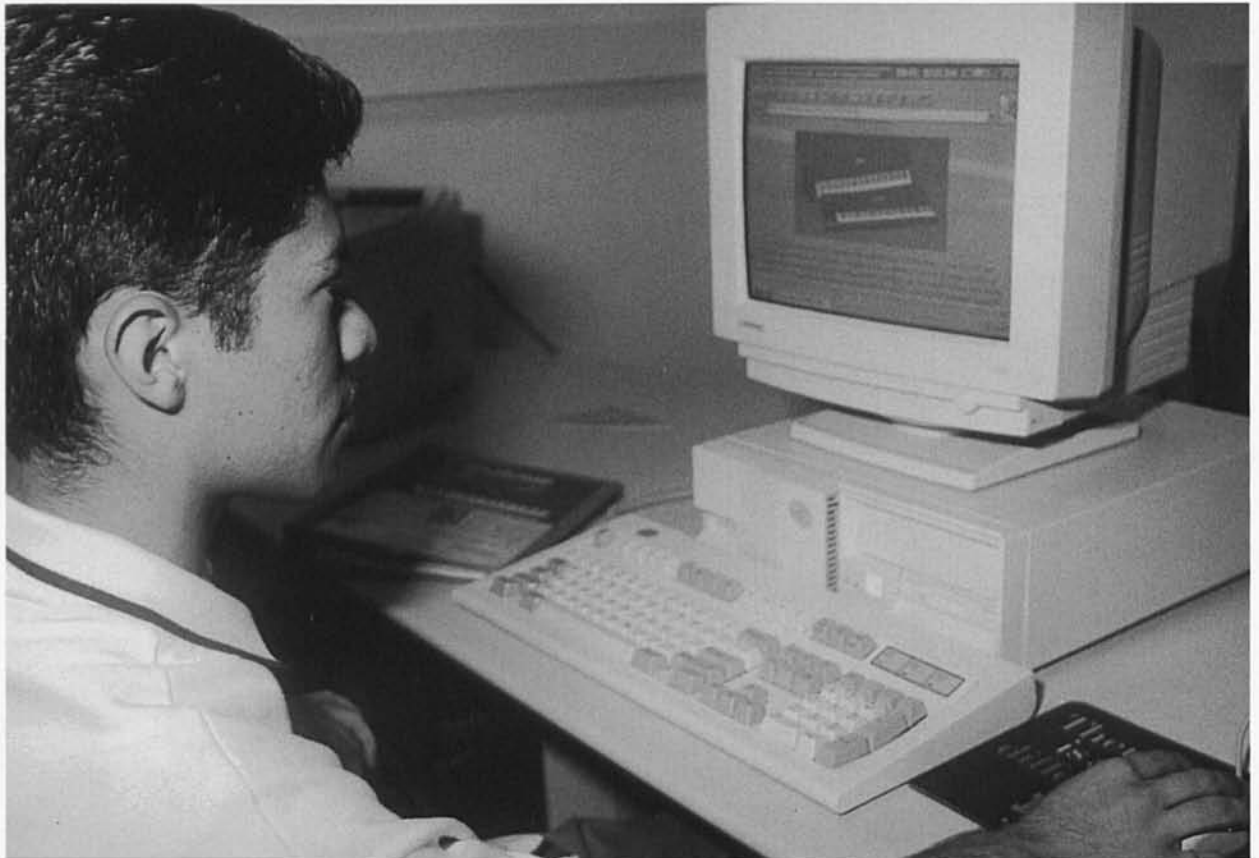
The TeleVillage offers a number of computing alternatives to area residents including 12 Pentium computers. Applications include courses for adults and children in basic computer skills as well as proficiency training in specific software packages.

Additionally, Internet applications will be offered and will focus on employment and job training opportunities. All TeleVillage members will receive an e-mail address and have the opportunity to create their own home page on the Internet.

The center will be operated by the Drew Economic Development Corporation, a non-profit, community development corporation. Usage of the facility will be free through May 31, 1996. Paid membership to the TeleVillage center will be required beginning June 1, 1996. Cost of an annual membership is \$10 for adults, \$5 for students and free for seniors. Family memberships are \$20 and organizations may join for \$50. The

continued on page 16

*A student
discovers the
wonders of
using the
Metro Blue Line
TeleVillage.*





The Metro Red Line will be making its way to Wilshire Boulevard and Western Avenue effective July 13.

We're Celebrating

Travel to Downtown Los Angeles is about to become a little easier and a little quicker, thanks to the new Wilshire extension of the Metro Red Line set to open July 13, 1996. This 2-mile extension will place new stations along Wilshire Boulevard at Vermont, Normandie and Western. The extension will bring the Red Line to a total of 6 miles. Traveling at speeds of up to 55 miles per hour, these heavy rail trains provide a safe, affordable trip, end-to-end (Union Station/Wilshire - Western) in approximately 12 minutes.

You're invited to share in the celebrations leading up to the opening of this extension. Mark your calendars now for these exciting events:

June

Community Preview

June 14, 11 a.m. - 2 p.m.
 June 15, 10 a.m. - 3 p.m.
 Location: Wilshire/Western

Rides and tours designed for the Wilshire Corridor community. Enjoy a preview of the Red Line extension and "Open House" tours. You'll enjoy the sounds of a lunchtime outdoor concert, special displays, and delicious food for sale.

July

Grand Opening

July 13 & 14
 Festivities from 10 a.m. - 3p.m.
 Location: Wilshire/Western, Wilshire/Normandie, Wilshire/Vermont

Help us celebrate at each of the new stations. Enjoy sparkling entertainment, displays, giveaways, and much more.

Free rides will be offered from 5 a.m. - 10 p.m. on the entire Red Line during this grand opening celebration.

Remember - The regular cash fare of \$1.35 or 90¢ discount token will apply to the Red Line beginning Monday, July 15, making it consistent with the Metro Bus system and the Metro Blue and Green Lines. ●

Reaching Out to Its Customers

In an effort to become more customer-driven, the MTA has embarked on a unique multi-year program to obtain statistically valid, up-to-date information concerning regional transit needs, transit travel and utilization patterns, customer satisfaction levels and attitudes and perceptions about transit services in the region.

"No one can give us better information about transportation needs in Los Angeles than our own customers," stated MTA Chief Executive Officer Joe Drew. "This project will also establish a system that efficiently and effectively evaluates the receptivity toward service and fare changes, new marketing campaigns and innovative transit programs prior to implementation."

Called the Service Planning Market Research Project, this extensive countywide project has five planned phases that will continue through the year 2000. The first phase is currently

underway and will be completed by November. It includes a survey of over 43,000 customers of the countywide bus and rail system, as well as over 4,000 non-riders in the region. Other elements of the project include focus groups and one-on-one interviews of MTA personnel, community representatives and municipal transit operators in the region.

The customer survey will be conducted on-board the vehicles and will specifically assess travel patterns and preferences, customer satisfaction levels, priorities and demographic characteristics. The non-rider survey will include a telephone and direct mail effort targeting households within the region. The non-rider survey will be more in-depth and will focus on transit attitudes and perceptions, usage barriers and former-rider issues.

A database of riders and non-riders will also be developed for more

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"On the Right Track," (continued from page 8)

considered and in the field adequate safety procedures in use."

"Our own records indicate that safety is improving all the time," said Drew, "These observations by the Grand Jury are a solid confirmation of our efforts."

In reviewing MTA's quality assurance procedures, the Grand Jury examined the actions taken on a Nonconformance Report (NCR), one that was issued in January 1995 after a daily inspection report noted thin concrete in a tunnel wall. The panel noted that quality assurance oversight was maintained throughout the administrative review of the report, and that the process was not closed until repairs had been made, and all inspections accomplished.

"I'm gratified that our oversight has been given this seal of approval by the Grand Jury," said Stan Phernambucq, Executive Officer, Construction. "We were criticized when this particular incident came to light, but the record shows we dealt with it properly."

The panel made recommendations to further improve the quality assurance program by upgrading management tracking of unresolved issues, establishing a review of NCRs, and adding more resources for inspector certification. "Those recommendations are being implemented," said Phernambucq. The Grand Jury concluded that the MTA has developed a strong quality assurance program, staffed with competent individuals willing to face hard issues. "As evidenced by the engineering/management people involved in the project," said the report, "In our opinion MTA is on the right track." ■

Use of Tokens Increases to 14.5 Percent of MTA Riders

Increasingly, Metro Bus and Metro Rail riders in Los Angeles County are taking advantage of MTA's discount token program.

Currently, 14.5 percent, or about 150,000 of the approximate 1.04 million daily passengers on the county's mass transit system, are using tokens. That is up from 4.5 percent in fiscal 1994 and 9.2 percent in fiscal 1995.

"A token is good for one regular fare on any Metro line and it saves riders 45 cents off the

usual \$1.35 fare," said MTA Chief Executive Officer Joseph Drew. "It is a good bargain, and we are happy to see that people are taking advantage of it."

Tokens are sold in bags of ten for \$9 at Metro Customer Centers and at more than 565 neighborhood retail outlets, such as check cashing facilities, grocery stores, and supermarkets throughout the county. The list of outlets has increased 20 percent in the last year-and-a-half, and continues to grow. ■

Good Neighbor



Thanks to some MTA ingenuity, the Green Line just got quieter.

The MTA has successfully reduced noise levels on a one-mile segment of the Metro Green Line between the Marine and Douglas stations in Hawthorne and El Segundo.

The noise, which generated several complaints from residents of the Holly Glenn area, was reduced six decibels after a rail grinding operation was conducted by the MTA.

"We have achieved a maximum noise level of 72 decibels," said Joe Drew, MTA Chief Executive Officer. "Green Line trains now are more quiet than the normal daytime street noise in the Holly Glenn neighborhood."

The MTA began studying noise levels six months ago when it heard the concerns of the neighbors. Several tests were conducted to determine the best procedure to reduce noise.

"The solution was to shave off the rail to allow better adjustment with the wheel," Drew said. "We are happy we were able to find a solution to this technical problem. Moreover, we are especially happy to be able to meet the MTA goal of being sensitive to our communities and being a good neighbor." ●

Marathon Runners and Spectators Get a Free Ride

Thanks to the generous support of the American Honda Motor Company, thousands of runners and spectators got a free ride on the rail system to the Los Angeles Marathon on Sunday, March 3, 1996. Ridership nearly tripled on the Red Line with the Blue and Green Lines also showing large increases. It was a tremendous success, providing runners and participants with a transportation alternative that saved both time and money. ●

"Metro Art,"
 (continued from page 9)

"TeleVillage,"
 (continued from page 12)

"Reaching Out,"
 (continued from page 14)

MTA Review

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Citation, 1992, for the Metro Red Line Vermont/Santa Monica Station design by architect Ellerbe-Becket, Inc. and artist Robert Millar.

"We are proud of these artists," said MTA Chief Executive Officer Joseph Drew. "We are proud that they have been recognized for enriching the daily life of the people of this city."

Metro Art involves artists in a variety of permanent and temporary projects throughout the Metro System with the objective of making mass transit more friendly to commuters and communities. ●

TeleVillage will be open Monday through Friday from 1 p.m. to 5 p.m.

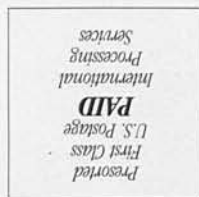
"It is our hope that we can bring telecommuting, computing and teleconferencing opportunities to the inner city by offering valuable resources and training through this vital TeleVillage center," said Alex Pratt, president of the Drew Economic Development Corporation.

Cost of the Metro Blue Line TeleVillage center is \$559,000. Funding for the project comes from local tax revenue generated by Proposition C as well as from federal sources. ●

detailed follow-up. The database will provide a tool for efficiently generating direct customer feedback on new programs and services.

Other benefits of the survey involve tracking important transit trends over time and developing both short-term and long-term strategic plans and marketing concepts.

"Getting straight answers from the people we service will help us shape the region's future transportation system and ensure that the MTA remains competitive and customer-focused," said Drew. ●



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