

MTA REVIEW

SEPTEMBER 1996

MTA HEADQUARTERS - THE BEST!



MTA's headquarters building wins a prestigious award.

The MTA's new headquarters building – One Gateway Plaza – which opened last September, has won the best office/professional building (over 100,000 square feet) grand award at the 1996 Gold Nugget design competition. The Gold Nugget awards honor distinctive architecture and land planning in residential, commercial and industrial projects. The 28-story, 628,000 square foot headquarters tower, adjacent to historic Union Station in downtown Los Angeles, was designed by the architectural firm of McLarand, Vasquez & Partners of Costa Mesa, CA. The project was built by Charles Pankow Builders of Altadena, CA, and jointly developed by the MTA and Catellus Development Corporation of Los Angeles.

"We're quite proud of this recognition for our new headquarters building," said Joseph E. Drew, MTA CEO. "We achieved our goal of consolidating two separate rented facilities into one custom-built headquarters that we own and in the process created one of the great public landmarks of Los Angeles."

MTA ownership will save taxpayers approximately \$36.3 million over a 30-year period. The \$145 million project was completed on time and within budget.

The Gold Nugget is the oldest and largest design competition of its kind in the United States. This year's competition, the 33rd annual, drew more than 520 entries from the United States, Mexico and Canada, and overseas locations that included Japan, Indonesia, Australia, and Thailand.

I N S I D E

Bus Priority Signals Installed

The Board Report

**Metro Green Line
Celebrates First Birthday**

**Schedule Changes
on Wilshire Corridor**

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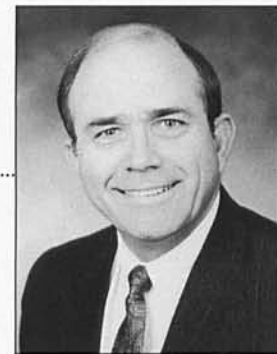
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Joseph E. Drew
Chief Executive Officer

METRO VIEW



By Joseph E. Drew
MTA Chief Executive Officer

Providing for the increasing transit needs of the public in an era of decreasing resources demands extraordinary teamwork. And teamwork and leadership are the essential elements to the MTA's success.

It is my belief that high performance teams will develop and thrive when there is a clear understanding of respective areas of expertise and when an environment of trust has been created. To achieve that understanding and trust we are moving forward with a commitment to invest in training. One training program we're investing in is called TLAMP (Transportation Leadership and Management Program). This new program is offered to executives, managers and supervisors and has proven itself very effective. The program is training staff to help build new skills, reinforce the things we do well and affirm a shared set of fundamental principles.

The pressing problems we face ultimately will all demand the same thing – highly effective team performance. TLAMP is already proving itself to be a successful tool for improving the way we do business and building management capacity. Working with the public sector group at UCLA, we have designed a training program that will provide our employees with the critical leadership and technical tools we need to succeed as a high-performance team.

Funded by a Federal Transit Administration grant and conducted at UCLA through the Office of Executive Education Program at the Anderson School, the program began earlier this year with a four-day Executive Leadership Academy for 13 senior executives. Other sessions completed include a 10-day Organizational Leadership Academy for 30 deputy executive officers and directors, and followed by a five-day Team Leadership Academy for 30 managers and supervisors.

In addition to working on developing leadership and management skills, TLAMP participants work together on group projects. One group developed an innovative method of measuring MTA management performance that will be used in future reports to the Board. Another addressed the merger and ways to resolve outstanding issues and a third group recommended ways to build MTA teamwork through participation in community service projects. And rest assured these are not just classroom projects, they are real-life action programs in which the MTA is committed to follow through.

TLAMP success lies in the fact that it stresses ways for achieving customer satisfaction, community problem-solving and strengthening of internal controls. The program is also an ongoing training opportunity for creating high performance teams that will lead the MTA's continual improvement process. TLAMP is also helping staff develop new skills, establish dialogue among staff from across the organization, lay a common foundation for problem-solving and set the example for excellence.

In the long-term, cost savings will be realized as the MTA develops staff who are able to function as a team to improve performance, processes and customer service. Investing in our employees today is really an investment in the future success of public transportation in Los Angeles County.



The Board Report

PASADENA TRANSPORTATION CENTER AT DEL MAR

Approved the addendum to the Pasadena-Los Angeles Light Rail Transit Project Final Environmental Impact Report for the Proposed Pasadena Transportation Center at Del Mar Boulevard and approved the Memorandum of Understanding (MOU) between the City of Pasadena and the MTA for this project.

The MTA will contribute \$1,000,000 to the City of Pasadena from the MTA Pasadena Blue Line Rail Project Budget for construction of the Del Mar Transportation Center. The center is comprised of the Arroyo Parkway Parking Garage and the Bus Plaza. The City of Pasadena has also secured \$7.2 million in state funds for the development of this facility.

HOLLYWOOD CORRIDOR GETS ASSISTANCE

Authorized the execution of the Memorandum of Understanding (MOU) between the MTA and the Los Angeles Community Redevelopment Agency (CRA) for two years to provide economic development programs for the Hollywood Corridor. The program has a funding level of \$16.7 million and the source of funding has been Proposition A. To date, approximately \$6.2 million has been encumbered. A total of \$7 million will be budgeted for this two-year MOU which provides a variety of programs for the long-term benefit of Hollywood including a facade

improvement program, a retail loan program, street lighting upgrades, sidewalk repair and funding for the first year of a Business Improvement District.

AGENCY APPROVES JOINT DEVELOPMENT IN LONG BEACH

The Board approved a joint development project that will provide shopping and additional transit parking at the Metro Blue Line Willow Station in Long Beach.

Pending approval of the Long Beach Redevelopment Agency, plans call for a 700-car secured parking structure, reserved exclusively for transit riders, to be built in 1997. In addition, an adjacent shopping center will include a supermarket, drug store, small-scale retailers, surface parking for shoppers and a central plaza.

The project will use a unifying architectural theme with the Willow Station as a focal point. The initial term of the ground lease covers 35 years, but consecutive options could extend the period up until the year 2081.

"This is a plus for all participants," said Joseph E. Drew, MTA CEO. "For the MTA, it means providing park and ride facilities, on good financial terms, that will be needed as the Metro System continues to grow. In the last fiscal year, ridership on the Metro Blue Line increased by 13 percent to 14.5 million passengers. By providing added convenience for commuters, we will help to ensure continued growth."

MTA
BOARD
ACTIVITIES
FOR
AUGUST
1996



This joint development will provide additional parking and shopping at the Metro Blue Line Willow Station. The artist rendering shows the view from the rail station platform across the transit plaza to the new 700 park and ride structure and the neighborhood shopping center.

New Faces at the MTA

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MTA

Frank C. Cardenas



MTA CEO Joseph E. Drew has announced the appointment of Frank C. Cardenas as the agency's new Chief of Staff

Cardenas will assist Drew by supervising the key staff support services of Internal Audit and the Office of Equal Employment Opportunity and Minority Business Enterprise. His duties also include overseeing the day-to-day activities of the office of the CEO and coordinating MTA-wide activities and special projects.

Cardenas was formerly Vice-President of the Board of Public Works for the City of Los Angeles, a position he held since September 1994. He previously served as Director of Governmental Affairs for the Los Angeles World Cup Organizing Committee.

A graduate of East Los Angeles College and the University of Southern California, Cardenas went on to receive his law degree from Harvard University. Upon completion of his studies at Harvard in 1990, Cardenas practiced law in the Los Angeles law firm of O'Melveny & Myers.

Jim de la Loza



De la Loza has been appointed to the position of Executive Officer, Regional Transportation Planning and Development. De la Loza came to the MTA in 1991 as Senior Project Manager and has held progressively responsible management positions since then, most recently as Deputy Executive Officer for Multimodal Planning. Prior to joining the MTA, he was with the Los Angeles Community Redevelopment Agency and has an extensive background in transportation management that spans thirteen years. He holds a bachelor's degree from California State University, Long Beach in environmental design and a master's in architecture and urban planning from UCLA.

COMMUTERS CYCLING TO METRO

Even without publicity, the bike racks set up at Metro Green Line stations are already reaching capacity.

There are enough racks for 88 bicycles at the 13 stations, but as many as 65 are filled on any given day. At least three stations report overflow from time to time, but some racks will be shifted to make sure there are enough racks at such stations as Norwalk, Lakewood and Crenshaw.

The facilities are designed to provide bicycle commuters with an inexpensive way to access the MTA's growing rail system along with helping relieve congestion and improving air quality.

The racks are free and available on a first-come, first-served basis. Bicycle lockers are also available for an extra level of security. Lockers are available at all Green Line Stations at \$25 for a three-month lease, \$45 for six months, and \$60 for one year. Cyclists who wish to lease a locker should call MTA's Cycle Express line at 213-922-3777.

The biking facilities at Metro Green Line stations are part of an evolving program to place bicycle racks and lockers at nearly all Metro stations. Facilities for more than 350 bicycles are now in place throughout the Metro Rail system.

"These facilities, combined with the hundred of miles of bike routes we have helped fund, make bicycling a more viable commuting option," said Joseph E. Drew, MTA CEO. "We'd like to see more people consider it."

Welcome!

Ray Inge



Inge has been appointed to the position of Deputy Executive Officer, Human Resources with responsibilities for recruitment, employee development, employee activities, career development training center, compensation, benefits and human resource administration. He has over 12 years of experience in human resources management in the manufacturing, engineering and service industries. He came to the MTA in 1995 as Assistant Director and until now served as Director of Human Resources. Before joining the MTA, he was Area Recruitment Manager for Kaiser Permanente Health Plan. He has a bachelor's degree in sociology from Northeast Missouri State University and a master's degree in management from the University of Redlands.

Raman Raj



Raj has been appointed to the position of Managing Director, Labor Relations, with responsibilities for Labor Relations - Operations and Employee Relations. He joined the MTA in 1995 as Assistant Director, Human Resources and most recently was Director of Employee Relations. Raj's background includes over 20 years of human resources and line management experience in the service sector. Prior to joining the MTA, he was Director of Compensation with Kaiser Permanente. He has bachelor's degrees in economics and political science from Osmania University in New Dehli. He received his MBA from Hardin-Simmons University in Texas.

METRO RED LINE UPDATE

The contractors for Metro Rail construction are moving forward on schedule towards the completion of five stations along Vermont Avenue and Hollywood Boulevard. The anticipated grand opening date is December 1998. In addition to current Red Line service downtown and along Wilshire Boulevard, passengers will be able to travel along Vermont with station stops at Beverly, Santa Monica, and Sunset boulevards; and along Hollywood Boulevard with station stops at Western Avenue and at Vine Street. An average trip from Gateway Transit Center/Union Station downtown to Hollywood/Vine will take only 30 minutes.

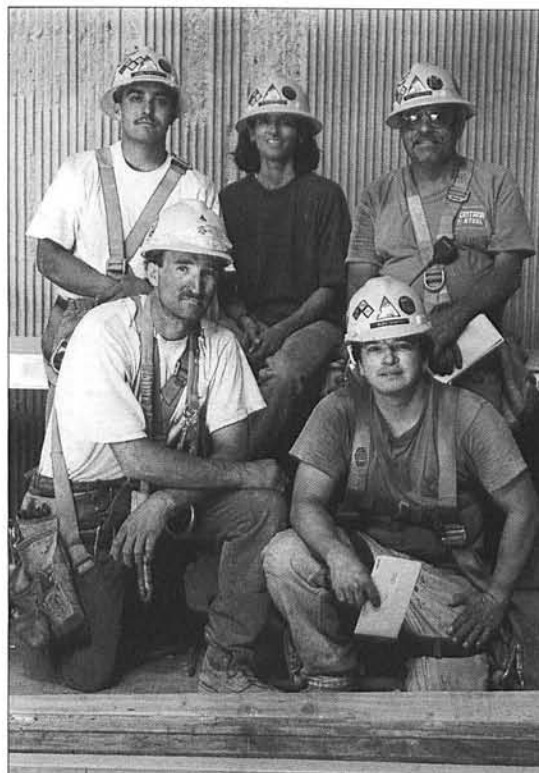
The Vermont Corridor

Tunnel work on two Vermont Avenue tunnels is continuing; approximately 85% complete at this time.

Overall, the three stations along Vermont Avenue including Beverly/Vermont, Santa Monica/Vermont and Sunset/Vermont are approximately 60% complete.

The Hollywood Corridor

Completion of the Hollywood tunnels continues with the Hollywood/Western station and Hollywood/Vine station approximately 45% complete.



Metro Rail construction continues to move forward. This crew works at the Santa Monica/Vermont station.

Metro
Rail
Construction
Continues
on
Schedule

Priority
Treatment
Given
to
Bus
Riders

BUS PRIORITY SIGNALS INTRODUCED IN DOWNTOWN LOS ANGELES

As part of an overall transit priority program to improve bus service within Los Angeles, the MTA and the City of Los Angeles Department of Transportation (LADOT) teamed up to install a special traffic light that will give transit buses priority over other traffic at key signalized intersections.

The first intersection completed is at Figueroa and Eighth streets in the Financial District of Downtown Los Angeles. Buses traveling northbound on Figueroa and stopping to load in a cut-out bay will receive a special signal to "jump" ahead of traffic waiting at the intersection. The white "T" signals ("T" stands for "Transit") give buses a 5-8 second advanced phase to proceed through the intersection while all other traffic waits at a red light.

This intersection will continue to operate normally except when a bus is detected in the cut-out bay after loading and unloading passengers. Any impacts on general traffic are expected to be minimal since the "T" signals will only be activated on an average of once every ten minutes during rush hours and even less during non-rush hours.

The signals are another way in which the MTA is attempting to give priority treatment to bus riders and improve bus service. If it proves successful, these priority signals will be expanded to other parts of Los Angeles to help buses through congested parts of the city.

METRO RAIL RIDERSHIP CONTINUES TO CLIMB

Metro Red Line weekday ridership jumped 59% since three new stations were opened at Vermont, Normandie, and Western avenues.

The MTA now has 44 stations in operation on all lines and expects to see ridership continue to climb.

Weekday ridership on the Metro Red Line is expected to increase to about 40,000 a day in the next several months. June weekday ridership on the line averaged 23,200 passengers a day.

MTA officials noted the Metro Blue Line recorded a new all-time weekday high in June when ridership on the 22-mile system linking Los Angeles and Long Beach rose to 48,900, a 29.3 percent increase from June 1995. An average of 13,650 weekday riders used the Metro Green Line in June.

"We expect to see a greater use of public transit in Los Angeles as more and more people discover the convenience and linkage of the rail and bus system," said Joseph E. Drew, MTA CEO. "Riding the Metro system can save money and time, as well as beat the hassle of solo driving on Los Angeles freeways and highways."

The following is a directory of Metro Customer Centers serving the transit-riding public with route information and sales of tokens and monthly passes.

GATEWAY TRANSIT CENTER – EAST PORTAL

Union Station, Downtown Los Angeles
6 a.m. - 6:30 p.m., Monday through Friday

ARCO PLAZA

515 S. Flower St., Level C, Los Angeles
7:30 a.m. - 3:30 p.m., Monday through Friday

EAST LOS ANGELES

4501 B Whittier Blvd., Los Angeles
10 a.m. - 6 p.m., Tuesday through Saturday

HOLLYWOOD

6249 Hollywood Blvd., Hollywood
10 a.m. - 6 p.m., Monday through Friday

BALDWIN HILLS CRENSHAW CENTER

3650 Martin Luther King Blvd., Suite 101B
10 a.m. - 6 p.m., Tuesday through Saturday

SAN FERNANDO VALLEY

14435 Sherman Way, #107, Van Nuys
10 a.m. - 6 p.m., Monday through Friday

WILSHIRE

5301 Wilshire Blvd., Los Angeles
9 a.m. - 5 p.m., Monday through Friday

Metro Customer Centers

Happy First Birthday!



On August 12 the MTA celebrated the Metro Green Line's first birthday with cake, live music, and parading clowns during an event at Imperial/Wilmington Station where the Metro Green Line (Norwalk - Redondo Beach) intersects with the Metro Blue Line (Long Beach - Los Angeles). The Metro Green Line carries nearly 15,000 passengers each weekday, which is more than the agency projected for its first anniversary when the line opened in August 1995. Ridership is expected to continue to rise as the traveling public realizes how convenient and cost-effective rail is to travel to many destinations, including Los Angeles International Airport.

Students from 107th Street Elementary School sing "Happy Birthday" to the Metro Green Line.

Park and ride use has risen 31 percent since January, particularly at Norwalk and Aviation Stations where many people are boarding the Metro Green Line to access the Metro Blue Line.

The public is continuing to learn about the Green Line's convenient connection to LAX. Increasingly, people are using the free shuttle that takes passengers from Aviation Station to all airline terminals in less than ten minutes. Ridership on the shuttle has grown about 10 percent every month since it started, and it is now carrying 2,430 patrons on average weekdays to and from LAX. Passengers can now travel from LAX to downtown L.A. for \$1.60.

Hours on the Metro Green Line have been expanded. The first train now departs Norwalk for Redondo Beach at 4:03 a.m. The last train departs from Norwalk at 11:42 p.m. For night passengers taking the Metro Green Line from LAX, the last eastbound train leaves Aviation Station at 11:41 p.m. and the last westbound train departs Aviation at 12:07 a.m.

Since the MTA has opened three new Metro Red Line stations on Wilshire Boulevard, the agency is seeing Green Line riders travel all the way to Western Station on rail.

**Metro
Green
Line
Ridership
Continues
to
Grow**

Gateway to Giving

8

Employees
Contribute
to
Nine
Different
Charitable
Agencies



MTA CEO Joseph E. Drew is the first employee to make a donation to "Gateway to Giving." Accepting the donation is Dominique Grinnel, campaign organizer.

"Gateway to Giving" is the MTA's first corporate contributions campaign. Employees generously contributed to nine Fund Distribution Agencies offering a broad choice of health and human care services. The annualized contribution of over \$300,000 will go to the following agencies: Asian Pacific Community Fund, Brotherhood Crusade/Black United Fund, Inc., Combined Health Appeal of California; Earth Share of California, Los Angeles Women's Foundation, National Hispanic Scholarship Fund, United Latino Fund, United Negro College Fund and the United Way of Greater Los Angeles.



TRANSIT TOTS ANSWERS COMMUTING AND CHILD CARE NEEDS

MTA's got the solution to both your commuting and child care needs. Called Transit Tots East, this new child care center was created as an incentive for working parents to use public transit. The center was recently dedicated at the Sylmar/San Fernando transit center located at 2100 Frank Modugno Drive.

The center, with the capacity for 68 children from infants to pre-school age is part of a transit depot served by six Metro Bus lines, one LADOT Commuter Express line, shuttle buses and the Santa Clarita Metrolink line. The facility has parking for 385 cars. Future plans also call for a bike lane to link with the transit facility.

Studies show that families with child care needs are less likely to take public transit or rideshare because they have to make arrangements to take and pick up their children. Placing child care facilities at transit stations will attract more working parents to the bus and rail system and make the schedules of parents a lot simpler.

The child care center is a joint project of the MTA, the City of Los Angeles, the Mobile Source Air Quality Review Committee and the State of California.

It will be operated by Children's Discovery Centers, a state-licensed and nationally-accredited child care service provider which is currently operating similar facilities at transit locations. Hours of operation are from 6:30 a.m. to 6:30 p.m.

This center is the second facility of its kind. Transit Tots West recently opened at the Chatsworth Intermodal Transit Hub at 10036 Old Depot Plaza Road.

For enrollment information, call 310-348-9044.

CITY OF LOS ANGELES APPROVES \$200 MILLION FOR METRO RED LINE

The Los Angeles City Council voted to approve \$200 million in funds that will assist the MTA in completing construction of the third segment of the Metro Red Line connecting the system to the San Fernando Valley and East Los Angeles as well as extending it west in the Wilshire Corridor.

"This agreement with the City on funding for Metro Red Line construction is an important assurance of local support for the project," said Joseph E. Drew, MTA CEO. "The City's action must be reviewed by the MTA Board, but City Council action shows pivotal support. It means we can move forward."

The \$200 million is key to the commitment between the MTA and the Federal Transit Administration (FTA), assuring the construction of Segment 3 of the rail line, which includes North Hollywood, Mid-City, and the East Side extensions.

The proposal calls for the City of Los Angeles to pay the funds over an eight-year period, with \$58 million in the current fiscal year. The MTA will sell a short-term bond to finance the city's remaining balance of \$142 million, which the city will pay off over an eight-year period.

The Los Angeles City Council action also stipulated that the MTA assure completion of a San Fernando Valley east-west alignment on the Burbank-Chandler corridor as the next rail construction in the MTA's Long Range Plan.



Mentor Program Prepares Students for the Future

10

“Students who weren’t very enthusiastic about school now have a totally different attitude.”

by Bill Heard

It’s a unique program designed to get students excited about school and a future career, and the good news is it’s working. The MTA-sponsored TOP (Transportation Occupations Program) and TCAP (Transportation Career Academy Program) use approximately 300 mentors to work with students who participate.

The mentor program, open to MTA employees and consultants, allows professionals to share with students and teachers on a regular basis their experiences in such fields as engineering, urban and transportation planning, architectural design, transit operations, marketing and in the various transportation trades.

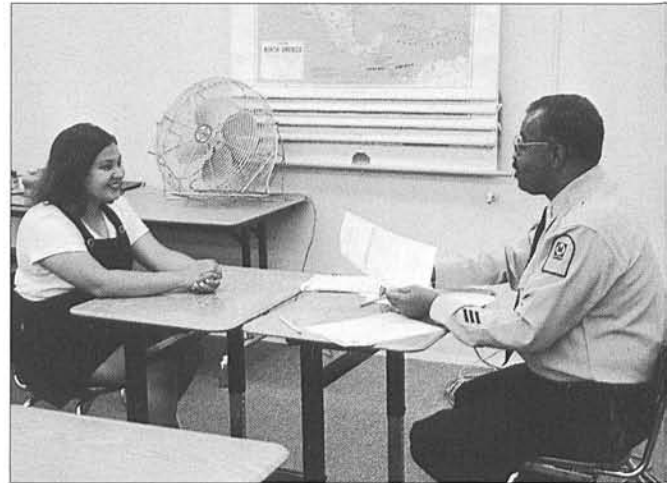
Mentors sometimes assist students with their projects, counsel them on college selection and help develop job networking skills. Rather than a “big brother or big sister” type of relationship, mentors provide a professional connection with the transportation industry.

“Mentors find that young people are very focused when they’re involved in exciting, challenging activities,” said Naomi Nightingale, Manager of the Career Development and Training Center. “It’s amazing how bright and ready for the work environment they are.”

Mentors work with the student over the course of the school year including a weekly phone conversation, a monthly visit to the school and participation in a Career Day event.

“As a mentor, you get a real sense that you’ve helped a youngster,” says Nightingale. “We see student attendance and confidence going up. Students who weren’t very enthusiastic about school now have a totally different attitude.”

TOP has provided scholarships and job training since 1985 to more than 500 young people interested in engineering, urban planning, architecture and other transportation-related careers. TCAP, a similar program started in 1994 and co-sponsored by the MTA and the Los Angeles Unified School District (LAUSD), is a “school within a school” program for students at Locke, North Hollywood and Woodrow Wilson high schools.



Metro Bus Operator Eddie Hill conducts a mock job interview with Iracema Chaidez, a student at North Hollywood High School, as part of the agency's mentor program.

TCAP prepares students for advanced studies in transportation subjects at the community college and university levels or for entry placement in the transportation industry. TCAP is fully funded by grants and matching funds from the MTA, LAUSD, Federal Transit Administration and the U.S. Department of Education.

TOP gives high school juniors two years of instruction and internships in drafting, computer-aided design, graphic design and other technical subjects, including engineering aide. More than \$250,000 TOP scholarships in amounts ranging from \$300 to \$1,500 have been awarded to college-bound students in the past 11 years.

Some 90 high school juniors and seniors, as well as college students, worked in various departments at the MTA over the summer as part of either TOP or TCAP programs.

A third organization sponsored by the MTA - Transportation Teaching Institute (TTI) - provides training for the teachers involved in the two programs and links students with MTA mentors. Sixteen teachers from the three high schools, along with three instructors from Valley, Los Angeles and Southwest community colleges, have just completed six weeks at the MTA during which they developed this year's instructional programs.

SCHEDULE CHANGES ON WILSHIRE CORRIDOR IMPLEMENTED

On September 15, the MTA implemented changes to Metro Bus service on Wilshire Boulevard designed to reduce congestion, make the bus system more efficient, and take advantage of the faster travel times available on the Metro Red Line.

The change eliminates duplication of bus and rail service along Wilshire Boulevard by terminating limited stop service at the Wilshire/Western Metro Red Line Station. At the same time, the agency is expanding local service on Wilshire Boulevard and providing additional feeder bus service to enhance access to the Metro Red Line.

Routes 320 and 322 will be shortened to begin and end their runs at the Wilshire/Western Station. Passengers from those lines can transfer, free of charge, to the Metro Red Line or to local bus service provided by Lines 20, 21 and 22. Rail passengers traveling west can likewise transfer to any Line 20, 21, 22, 320, 322 or 426 Wilshire Boulevard bus at no charge by presenting their rail ticket to the bus operator.

MTA staff were at the Wilshire/Vermont and Wilshire/Western Stations and aboard Wilshire buses for two weeks to hand out brochures explaining the service modifications and answer patrons' questions.

"We want this transition from bus to rail to be as seamless as possible," said Joseph E. Drew, MTA CEO. "Our passengers will find that connections are easy and their trip times will be reduced by several minutes."

HOURS OF OPERATIONS FOR ALL RAIL LINES EXTENDED

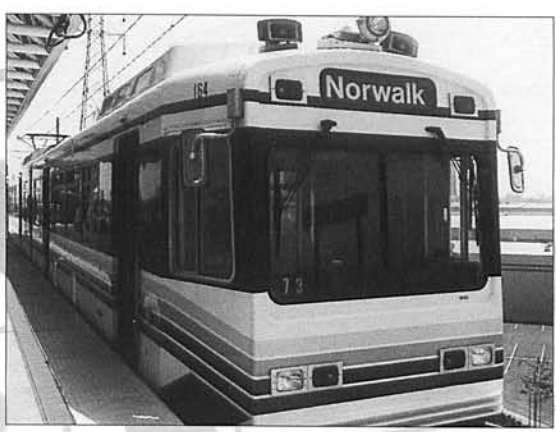
In an attempt to better meet the needs of the public, the MTA has extended its hours of operation on all rail lines.

Metro Red Line trains traveling downtown now begin morning service at 4:43 a.m. at the Wilshire/Western Station. The last Metro Red Line train departs from Wilshire/Western at 11:32 p.m. The change represents more than a two-hour expansion of service over the previous schedule.

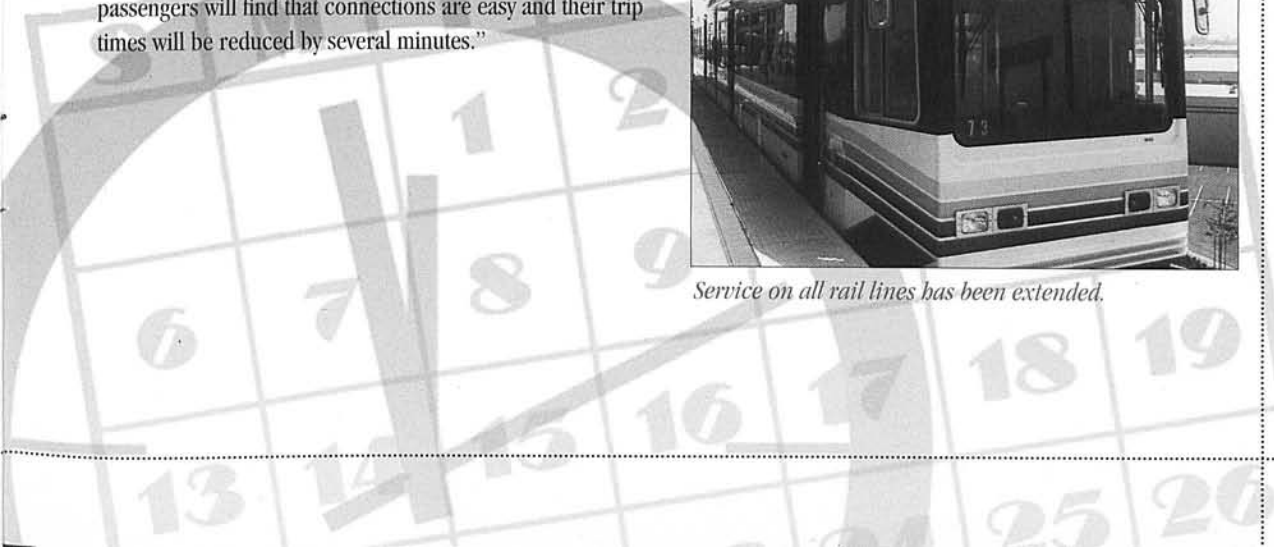
Metro Blue Line train schedules were extended twenty minutes. The first train now leaves Los Angeles for Long Beach at 5 a.m. The last train departs Los Angeles at 11:23 p.m.

The first Metro Green Line train now departs Norwalk for Redondo Beach at 4:03 a.m. The last train departs from Norwalk at 11:42 p.m., a one-hour and forty-minute expansion over the previous schedule.

In addition, train schedules have been synchronized, so people will be able to transfer from one rail line to another with greater ease.



Service on all rail lines has been extended.





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Joan Caterino
Editor

Al Moore
Manager, Printing Services

Steve Jost
Photographer

Mike Barnes
Manager, Marketing

Warren Morse
Marketing Director

Rae James
*Executive Officer,
Communications*

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