



Metro News

BULLETIN



CONSTRUCTION
is in
the air!

BULLETIN BULLETS

- *RTD takes bold steps to maximize efficiency and address new challenges. Page 2.*
- *Work crews put finishing touches on new Central Maintenance Facility. Page 4.*
- *New telephone hotline will help downtowners cope through Metro's construction. Page 6.*

COMMITMENT TO EFFICIENCY

RTD Accelerates Plan to Maximize Efficiency and Address Challenges

The RTD Board of Directors recently approved a 14-point Performance Action Plan that will accelerate efforts to attain the District's management goals and objectives. Many of the approaches proposed in the plan by General Manager John A. Dyer were already part of an adopted plan that would maximize efficiency in all management and performance areas of the District's vast operations. The new performance plan adds to and expedites implementation.

In adopting the plan, Board Directors were forceful and adamant about driving home the point that District leadership has been aware of areas in need of sweeping change to maximize both efficiency and productivity, and that appropriate measures to address these concerns were underway before the local media launched a sensational investigatory series on RTD operations. The Board acknowledged that such an internal evaluation is essential for the health and life of any responsible company.

The Performance Action Plan will begin yielding measurable results immediately. Over the next six-month period the District should save some \$1.3 million in operating costs.

The plan presents recommendations and strategies to improve performance in 14 specific areas of operation:

1. Travel and Expenses Records of General Manager and Staff
2. Passenger Complaints and Corrective Action
3. Accidents and Safety
4. Alcohol and Drug Abuse
5. Driver Licensing
6. Employee Absenteeism
7. Service Quality, Cleanliness and Maintenance



John Dyer describes benefits of performance plan at recent Board meeting.

8. Management's Emphasis on Controlling Bus Operations
9. Operating Costs
10. Employment Practices
11. Internal Review and Evaluation by Inspector General

12. Elderly and Disabled Transportation
13. Bus Operations in Heavily Traveled Corridors
14. Crime/Perceived Safety

During the next six months, the General Manager will periodically "grade" the District's progress (on an "A-F" scale, with "A" being highest), based on a set of measurement criteria. On March 26, Dyer presented the first interim report card, noting major improvements ("A" rating) in the majority of the 14 categories.

Among the accomplishments, driver absenteeism was down 20% from the monthly average for 1985-86. The rate of employees testing positive for illegal drugs was down 57%, compared to the last six months of 1986.

Dyer's findings are being analyzed by independent auditors hired by the Los Angeles County Transportation Commission.



Fuentes Appointed Inspector General

Oversees Internal, External Audits

A federal transportation official who has 15 years of auditing, investigative and contracting experience, has been selected to head up RTD's newly created Office of Inspector General.

Ernesto V. Fuentes, 39, formerly San Francisco regional counsel for the Urban Mass Transportation Administration (UMTA), was named to the \$75,000-a-year post in February, following approval of the RTD Board of Directors. He was recruited as part of a nationwide search to fill the position created by the Board last September.

As Inspector General, Fuentes will be responsible for overseeing internal and external audits and investigations of RTD operations and contracts. He will report both to the Board and to General Manager John A. Dyer.

Fuentes' appointment is in partial fulfillment of a critical element of Dyer's 14-point performance improvement plan (see Page 2).

"Ernie Fuentes brings 15 year's investigative, auditing and contracting experience to the RTD, including extensive experience conducting investigations and program audits for the U.S. Departments of Justice and Transportation," Board President Jan Hall said.

"He is especially knowledgeable in the area of federal contract compliance, an asset that will help the District improve its auditing functions and satisfy federal procurement rules and regulations. Mr. Fuentes has worked day-to-day with the federal inspector general's office, and he is a recognized expert on federal regulations relating to UMTA grants and local agencies."

THE FIRST OF THE LOT

Assistant General Manager for Operations Robert Korach and acting Director of Transportation Leilia Bailey inspect the first of 90 new Neoplan buses that will be used for long-distance freeway express service on routes ranging up to 65 miles. All of the buses will be received by midsummer. In addition, the RTD Board recently awarded a \$49-million contract to Transportation Manufacturing Corp. for the purchase of 297 new standard-size buses, including 30 to be powered by methanol. This represents the third largest bus procurement in RTD history and the first time the District has ordered experimental methanol-fueled buses. "If the methanol buses prove economical and effective in reducing smoke and soot emissions, we are hopeful this new technology can be applied throughout the transit and trucking industry," notes Korach.



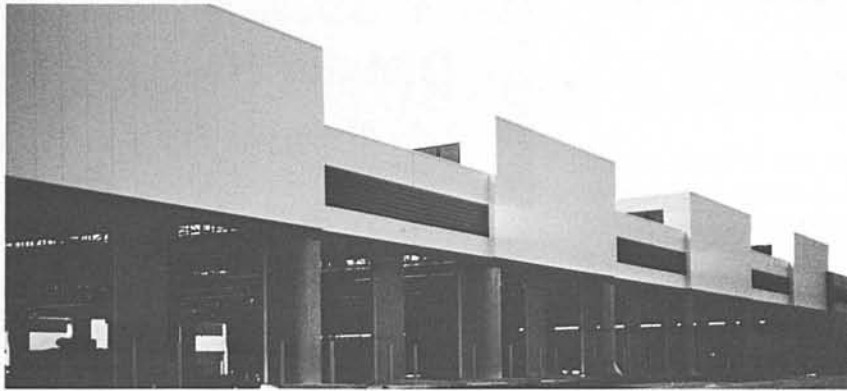
District Records Midyear Productivity Gains

RTD has made significant gains in reducing operating costs and improving productivity. Midway through Fiscal Year 1987, RTD's operating cost per revenue-service-hour has averaged \$64.53, which is below the budgeted goal of \$71.50. Cost per boarding passenger has averaged \$1.03, which is better than the District goal of \$1.05.

Improved productivity has enabled the District to reduce expenditures. RTD projects its operating expenditures in FY 87 will be \$21.5 million under the adopted budget of \$516.1 million. However, farebox revenue also is running below the original budget estimates. The District will complete the fiscal year June 27 with a balanced budget after taking further steps to trim costs by eliminating 33 administrative positions in February and reducing non-driver overtime, among other actions.

The following are other measures of productivity tracked in the RTD performance profile for December 1986:

- Hub miles between road calls for equipment breakdowns averaged 4,319 miles for the first six months of the fiscal year. This far exceeds RTD's FY 87 budget goal of 3,300 miles. The average was 4,604 miles in the last quarter, which is 46% better than the same period last year. RTD defines road calls as responses to bus breakdowns that cause service delays of 10 minutes or more. The District credits the reduction in service delays to the deployment of additional field mechanics in downtown and other parts of the city where bus service is concentrated.
- Wheelchair boardings were up 63% in the last quarter compared to the same period last year.
- RTD averaged 1.7 crime incidents per 1 million passenger boardings in the last quarter, 6% below the same period last year.
- RTD averaged 3.8 complaints per 100,000 boardings in the last quarter, slightly below the year-to-date average of 3.9.
- In the last quarter, RTD averaged 4.6 accidents per 100,000 hub miles traveled, which compares to 4.7 for the same period last year.



COMMITMENT TO EFFICIENCY

New State-of-the-Art Maintenance Facility Will Maximize Productivity

When the public is invited soon to view the new RTD Central Maintenance Facility (CMF) just east of downtown Los Angeles, undoubtedly some will feel they've walked on the futuristic set of *Star Wars*. Robots racing up and down aisles, retrieving mechanical parts. Robots painting bus exteriors. The facilities themselves—contemporary and highly functional.

The new CMF, located at Macy and Vignes Streets, indeed represents state-of-the-art technology and design for such facilities in the transit industry. It also represents one of the largest capital projects undertaken by RTD, second only to the Metro Rail Project.

As the name implies, the CMF will serve as the central facility for heavy-duty repair and maintenance of the District's extensive fleet of more than 2,500 buses. It will also support RTD's 14 operating and future division shops and has been designed and equipped to support a fleet of nearly 5,000 coaches.

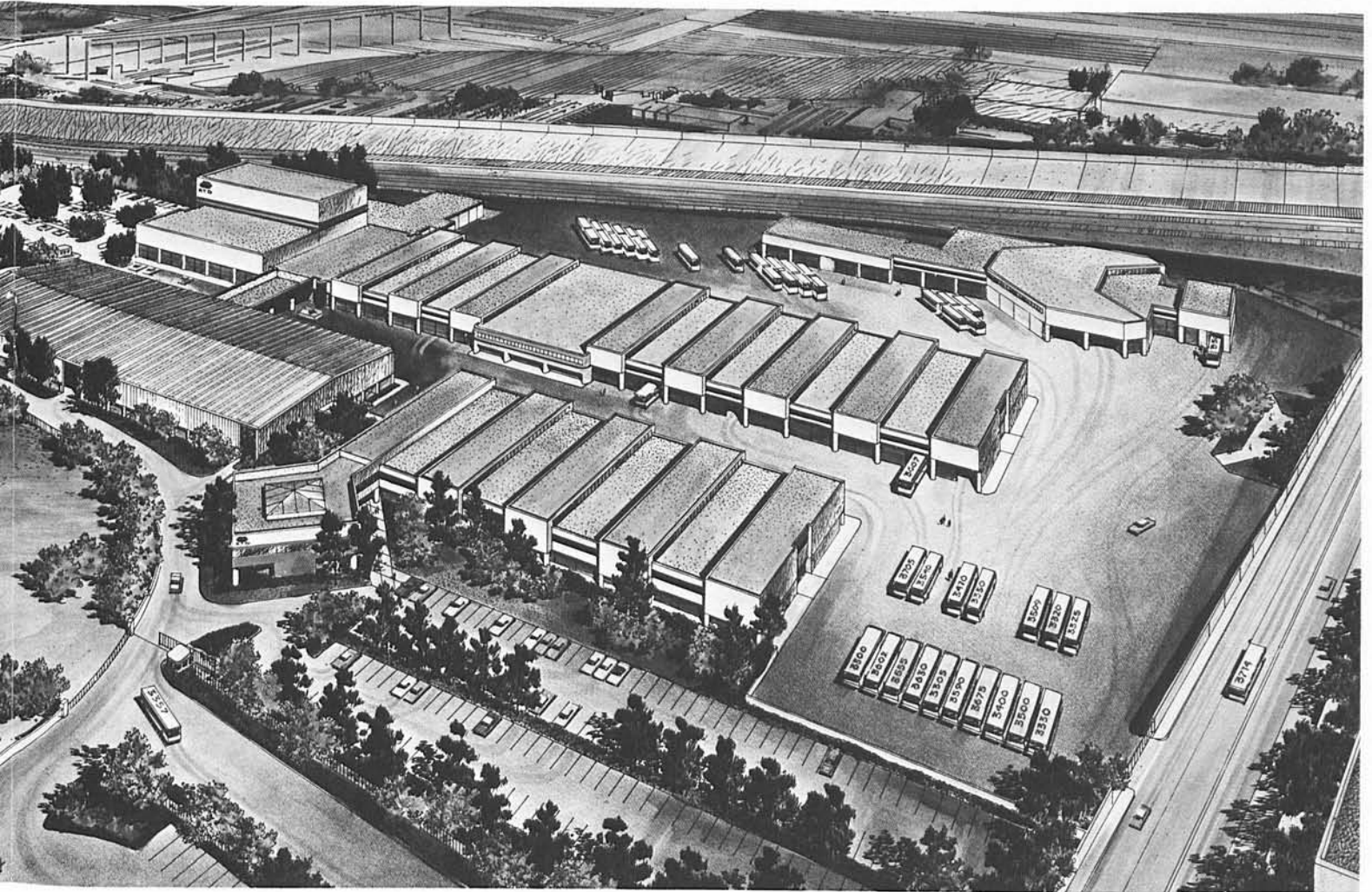
Many buses that come through this "acute care hospital" are in need of a



total makeover—both engine and body. Expert personnel and the new technology provided by the CMF will simplify this process and increase overall productivity and efficiency.

Perched on 30 acres, the imposing, 430,000-square-foot complex is composed of five buildings: a unit shop (with maintenance administrative offices) for engine assembly, welding, and transmission work; a unit shop for purchasing, telecommunications and equipment engineering personnel, hydraulic repair and electrical component overhauling; a bus repair building for heavy mechanical and body frame work; storage building with central receiving/shipping docks and inventory unit, where robots will be able to store and retrieve thousands of parts; and a painting facility, which will also employ robotronics to paint buses and maximize efficiency.

The conceptual design of the \$46-million CMF was prepared by DMJM of Los Angeles, and the final design and construction documents were prepared by Gannett Fleming Transportation Engi-



neers of Harrisburgh, PA. The facility will house 935 employees.

The present CMF is housed in an old, turn-of-the-century rehabilitated rail car barn, just south of downtown. Although the District has been able to maintain a good standard of maintenance—due to conscientious work by repairmen and management staff—inadequate space requirements and antiquated utilities have diminished efficiency.

“The new CMF is another major expression of the District’s commitment to provide reliable service to the thousands of people who use and rely on our system,” notes Board President Jan Hall. “With government funding resources shrinking and maintenance costs rising, the District is to be commended for moving forward and investing in a new facility that will yield higher productivity at substantial cost savings.”



These photos show crews completing final phases of work on new RTD Central Maintenance Facility just east of downtown Los Angeles. Artist's rendition in upper right corner shows the complete facility, consisting of five major buildings on 30 acres.



Getting Started—Work crews begin utility relocation work on north side of Seventh Street between Hope and Figueroa as a prelude to tunneling and station excavation.

BENEFIT ASSESSMENTS DEFERRED UNTIL 1992

The Board of Directors recently approved a proposal to defer collecting Metro Rail benefit assessment payments in downtown Los Angeles until after the subway system begins operations in 1992.

Board President Jan Hall says the District is taking this initiative in addressing concerns raised by downtown property owners who claim they may suffer a financial hardship during Metro's construction and do not expect to realize tangible benefits until after the subway opens in five years.

"We recognize the pivotal role the private sector has played in making Metro Rail a reality," she notes, referring to the

\$130 million to be generated by the assessment revenues.

Under the plan, assessments will still be collected for 1986, but deferred after that until December 10, 1992.

RTD's outside financial advisor, Sidler Fitzgerald Public Finance, advises that it is possible to defer collection, although more interest cost will be generated because of that action. This is because RTD will borrow money in the interim to pay back the interest on bonds it plans to sell beginning next September to raise the \$130 million in private-sector contributions toward construction of Metro Rail's initial downtown/Alvarado subway segment.

METRO RAIL UPDATE

Downtown Braces Construction Effort

District, Agencies Coordinate Effort

Downtown Los Angeles is getting a foretaste of the intense level of construction activity that will be underway for the remainder of this decade. Barricades, yellow-suited work crews, chain-linked fences and utility trucks are all vivid signs that construction is in the air!

New office and residential complexes, hotel renovations, street resurfacing, and rail development projects represent the major elements of the downtown master plan that will further establish downtown as Southern California's centerpiece in the 21st century.

Utility relocation work for the Metro Rail Project, which must precede tunnel and station construction, has been in progress along Seventh Street between Figueroa and Grand, and along Hill Street between Temple and Fifth Streets.

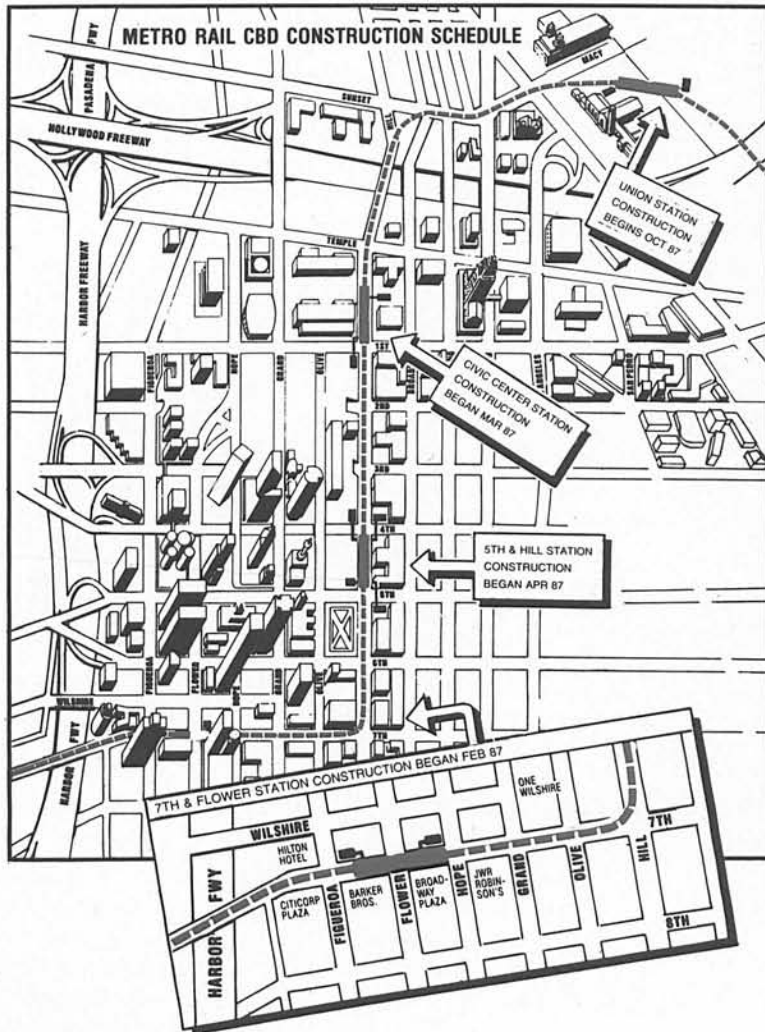
Tunnel and station construction is expected to begin in mid-May at First/Hill and in June at Fifth/Hill. Excavation for the Seventh/Flower station is scheduled to begin in September. Tunneling activity in the Wilshire/Alvarado area will begin in May, followed by station construction in September.

To help those who live and work downtown cope with the inconveniences and impacts of both public and private construction projects, the District has established a 24-hour, toll-free hotline. Called Project Streetwise Hotline, this public service provides timely responses to public inquiries and complaints relative to construction schedules and inconveniences.

The hotline information is coordinated through a Project Streetwise communications task force appointed by Mayor Tom Bradley. It consists of the major agencies that are overseeing downtown construction projects, including RTD, PDCD, Los Angeles County Transportation Commission, the City of Los Angeles Department of Transportation and the Community Re-

for Most Extensive in City History

to Mitigate Impacts



These dates include utility relocation work, which must precede tunneling and excavation.

development Agency of Los Angeles. Also assisting in traffic mitigation planning and counseling are CommuterComputer and the Central City Association.

To further assist the downtown constituency during the Metro Rail's construction, RTD will open information centers this summer in strategically located points along the Metro Rail alignment. The offices will process complaints and provide information relating to subway construction and bus services in the downtown area.



HOTLINE
1-800-852-9994

CONTRACT AWARDS

Tunnel, Station Construction Contracts Are Less Than Original Estimates

RTD Directors February 26 awarded the largest Metro Rail construction contract to date, a \$61-million pact for tunneling work and Civic Center construction. The award to the joint venture of Tutor-Saliba Corp. of Sylmar, CA and S.J. Groves & Sons Company of Minneapolis, MIN was nearly \$15 million below engineers' estimates.

Since last fall's groundbreaking on the initial 4.4-mile downtown subway segment, RTD has awarded more than \$87 million in contracts that have saved altogether \$27 million against engineers' estimates.

General Manager John A. Dyer said, "The RTD has benefitted from the competitive construction market. We're encouraged by the trend and are hopeful it indicates additional economies from the \$480 million in remaining Metro Rail contracts scheduled to be awarded for construction of the first, 4.4-mile leg of the system."

The Tutor-Saliba and S. J. Groves joint venture will build the Civic Center Metro Rail station and two, 18-foot diameter tunnels from Union Station to Fifth and Hill streets. Notice to proceed, the date when construction may begin, is scheduled for the spring. Completion is expected in spring, 1990.

Tutor-Saliba is well-known for having built the Tom Bradley Terminal at LAX and the Promenade Towers in downtown Los Angeles. Joint venture partner Groves worked on subway tunnels in Washington, D.C., and Minneapolis. The firm also helped build the Swan Lake Dam and Power Plant for Ketchikan Public Utilities in Ketchikan, Alaska.

On January 8 the RTD Board awarded a \$26.3-million contract to Shank-Ohbayashi, a joint venture based in Denver, to build twin tunnels from the station at Wilshire and Alvarado to the Seventh and Flower Street stations. The contract represents savings of \$12.2 million against engineers' estimates of \$38.5 million. Notice to proceed is scheduled for this spring, and completion is expected in the summer of 1989.

In addition, bids were opened February 12 on a fourth major contract, for construction of two 2,100-foot tunnels between Fifth and Hill streets and the Seventh and Flower station. The engineers' estimate for the project is \$20.5 million, but the low-bidder (also Shank-Ohbayashi) has bid the work at \$18.2 million, which is \$2.3 million below engineers' estimate.

RTD Notes



RTD Appreciation Day—Resolutions and letters of appreciation from 16 cities throughout the San Gabriel Valley were presented to RTD officials recently in recognition of the service the RTD provides 1.5 million riders daily. Shown (from left) are San Gabriel Councilwoman Jeanne Parrish, United Transportation Union General Chairman Earl Clark, Monrovia Mayor Pro-tempore Bob Bartlett, RTD Board President Jan Hall, and RTD Director/La Puente Councilman Charles H. Storing. City representatives urged other cities and residents in the Valley to show their support and appreciation for the commendable work the RTD performs throughout Los Angeles County.

RTD Hosts Conference for Minority Contractors

Southland contractors and subcontractors, including businesses owned by minorities and women, attended a highly successful RTD conference in January to learn how they could participate in the Metro Rail construction contract bidding process.

RTD, in conjunction with the Los Angeles City Mayor's Office of Small Business Assistance and PDCD (the construction manager for Metro Rail), convened the conference at USC Davidson Center to inform participants about contract opportunities and to facilitate networking among contractors, subcontractors, suppliers, city officials and Metro Rail planners.

Said Walter Norwood, RTD Assistant General Manager for Equal Opportunity: "Minorities and women own many businesses capable of becoming important subcontractors on the Metro Rail Project. Participants learned the ropes of the process, got their questions answered, and networked with contractors and others who can provide them more business."

Of the \$390 million expected to be awarded in 1987 on the first segment of Metro Rail, RTD has allocated 18% and 4% to DBE (disadvantaged business enterprise) and WBE (women-owned business enterprise) contractors, respectively.

In addition, the conference covered the owner-controlled insurance program, including workers' compensation, general liability insurance, builders' risk insurance, pre-construction surveys, and bond guarantee and joint venture programs.

"We have an aggressive program to assure that women- and minority-owned businesses, as well as others, enjoy full opportunities to share in the construction of Metro Rail" Norwood stated.



Oath—Dunning is administered the oath of office by District Secretary Helen Bolen at recent ceremony.

Dunning Joins Board

Joseph S. Dunning, a retired aerospace executive, was recently sworn in as a member of the RTD Board of Directors.

The 71-year-old Hollywood Hills resident was appointed to the 11-member RTD governing body by Mayor Tom Bradley and confirmed by the Los Angeles City Council. He replaces Norman Emerson, who recently resigned to devote more time to his private consulting business.

Dunning is one of two Bradley appointees on the Board, which adopts policy on issues ranging from regional bus service deployment and fares to overseeing development of the Metro Rail Project.

The new director is a former vice president of McDonnell Douglas. He retired in 1979 after working 39 years as an engineer and administrator for the aerospace firm and its predecessor, Douglas Aircraft Co.



METRO NEWS BULLETIN is published by the Southern California Rapid Transit District to inform the greater Los Angeles community of progress and developments relative to District programs and services.

BOARD OF DIRECTORS

President Jan Hall, **Vice President** Carmen A. Estrada, John F. Day, Joseph Dunning, Nate Holden, Marvin Holen, Nikolas Patsouras, Jay B. Price, Charles Storing, Gordana Swanson.

John A. Dyer/General Manager
Lou Collier/Director of Local Government & Community Affairs
Clarence Brown/Editor

Submit all inquires to:
RTD Local Government & Community Affairs
 425 S. Main St. • Los Angeles, CA 90013
 (213) 972-6456