

# Metro

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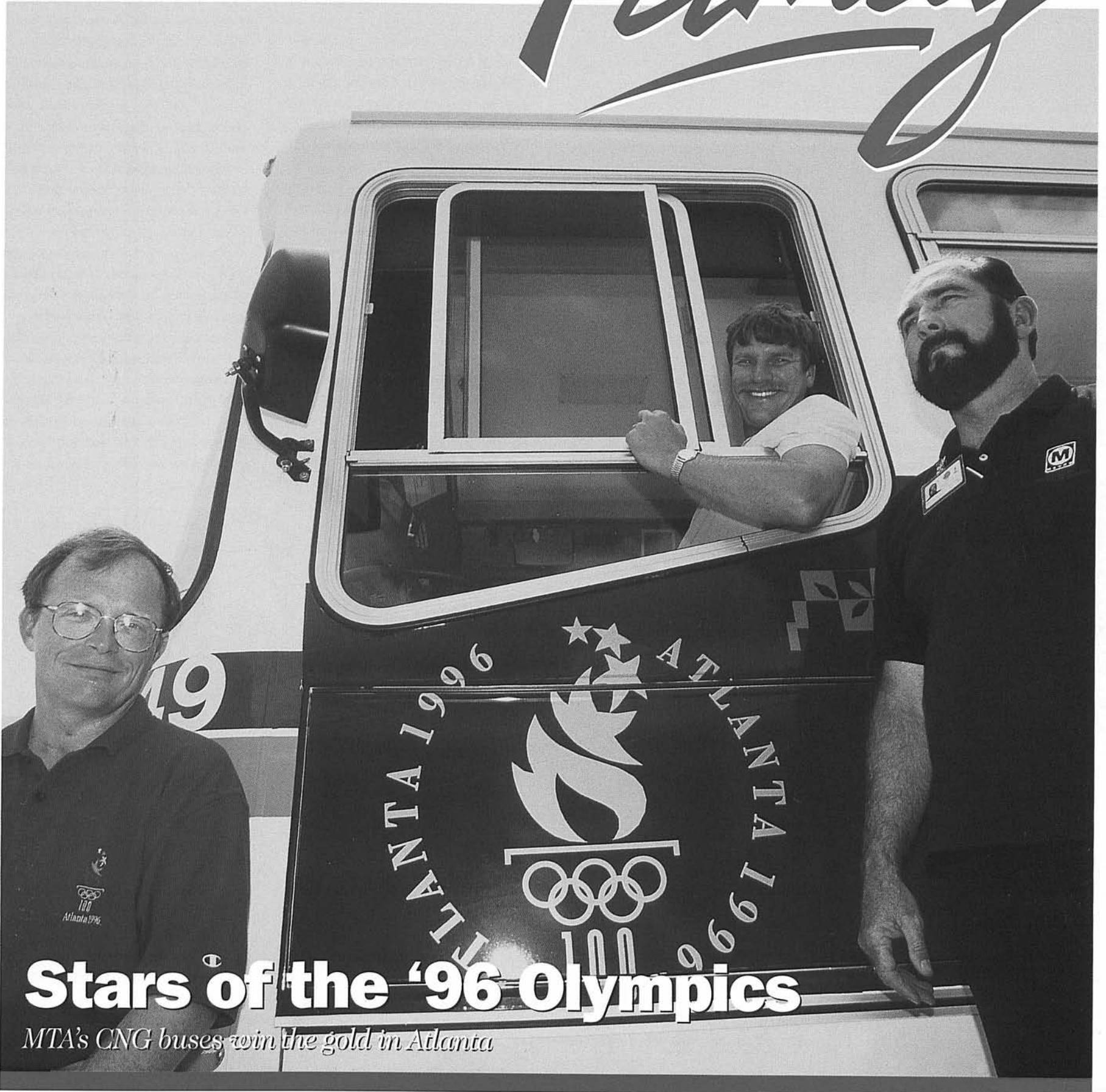
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# Family



## Stars of the '96 Olympics

*MTA's CNG buses win the gold in Atlanta*

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Victors emerge from the annual Bus Rodeo to represent the MTA in international competition.

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**Cover photo: Team members Dan Quigg (center) and Dave Banks (R) were among six MTA operations maintenance employees who provided support for 59 CNG buses the agency sent to the 1996 Olympics. Joe Gordon (L) of the American Gas Association, was project manager for Olympic transit operations.**

Meg Lasky photo

# Metro Family

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# CEO Thoughts and Thanks



*Every MTA employee deserves the peace of mind of knowing that they will have a secure, comfortable retirement. As a public agency, we need to explore all the avenues for providing this peace of mind. That way, our employees can focus on their primary purpose: providing service to our customers.*

**A**s CEO, it is my leadership responsibility to help see to it that all our employees enjoy a financially secure retirement. One of the most important ways I can do this is to make sure that MTA retirement benefits are valuable and competitive.

We all have heard the dire projections about the uncertain future of the Social Security system. These make our retirement benefits even more important in providing the retirement security we all need. For several years - even before my arrival here - the agency began exploring ways to improve our retirement plan.

Several months ago, we learned that the Social Security Administration and the Internal Revenue Service would allow MTA to withdraw from Social Security and refund both employee and MTA contributions since April, 1993. But there were stipulations:

- the MTA must create and fund a Social Security Replacement Plan, and
- all employees must be given a choice of staying in their current MTA plan or moving to the Public Employees Retirement System (PERS)

The main advantage of PERS is that the retirement benefit provides cost of living increases. Why is this important?

Let's take a look at what could happen to a \$1,500 monthly retirement check. Assuming five percent inflation (the average for the past 20 years), that check would be worth only \$1,160 in equivalent dollars after five years, and only about \$898 after 10 years. In other words, the purchasing power of your retirement paychecks would continue to decrease.

The PERS system helps protect our retirees from this type of erosion in the value of their retirement benefits. But

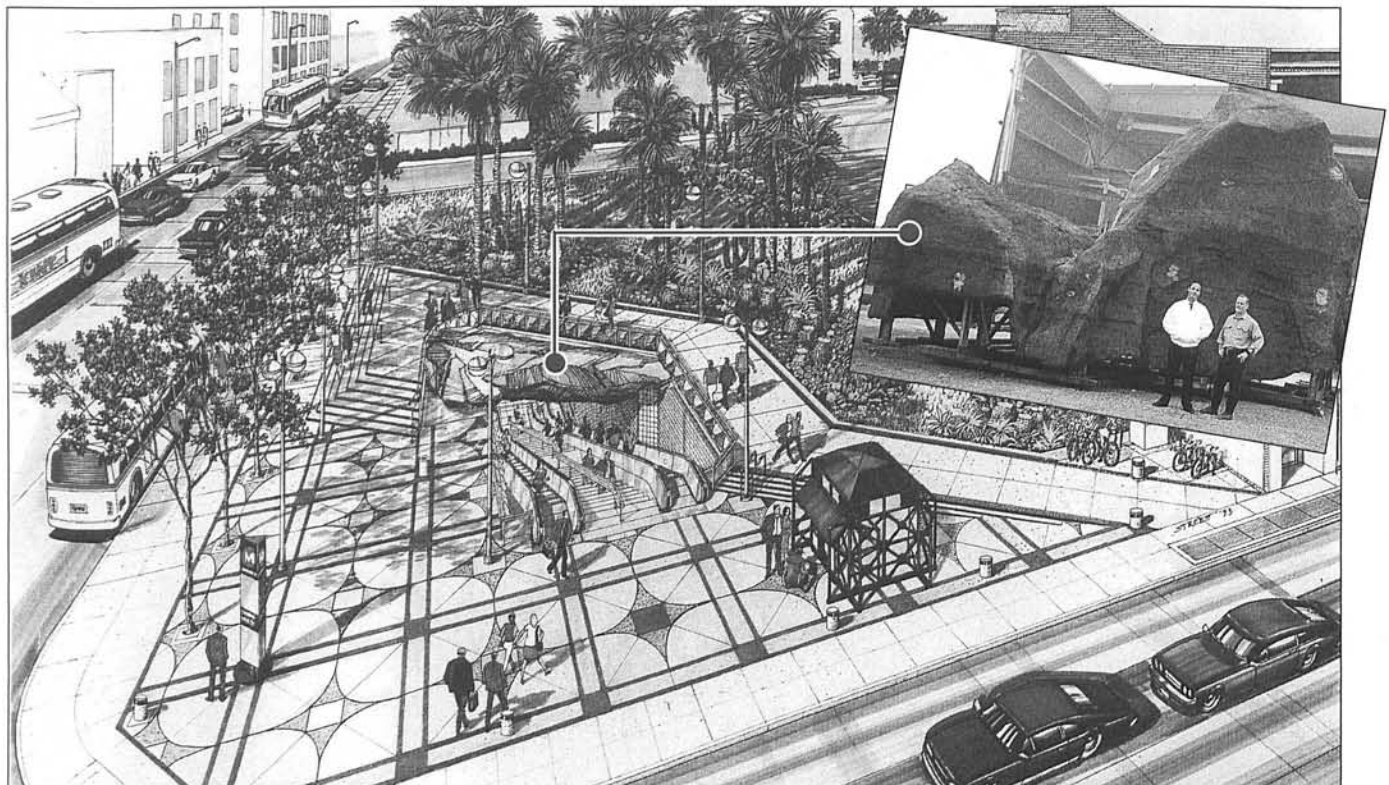
there are other threats to our employees' future financial security and the possible instability of Social Security is among the greatest. By moving out of the Social Security system and creating our own Social Security-type plan, we can lower the cost of the same level of benefit to our employees.

Security is an important issue to many of our employees. That might even be the reason they came to work at the MTA in the first place. The security of working for a public agency also meant earning a decent salary and the promise that the agency would take care of them in their later years with a solid pension.

I hope I have made it clear that I am committed to providing such security, and that the changes we are proposing reflect this commitment.

When our future financial security begins looking doubtful, we worry. That's human nature. And when we worry, we have less time to focus on our jobs. We're in the business of providing excellent service to our customers, and that should be our primary focus.

As CEO, I promise you that I will continue to explore all avenues possible to ensure your retirement security and to provide you the peace of mind we all deserve. ■



A major design feature of the Metro Red Line Vermont/Beverly station will be huge, natural-appearing - but imitation - rock formations. The station design invites riders to question their relationship to the environment and to technology. Inset photo shows rock formations waiting shipment from the manufacturing plant. From left are Art Cardenas, Jr., vice president of Star Iron Works and Artist George Stone.

# MTA goes for the gold in Atlanta

*MTA's maintenance crew, CNG buses were stars of '96 Olympics transit system*

**A**tlanta, The Olympics — It was an endurance test for both humans and machines. But there were no judges, no jubilant crowds and no gold medallions at the finish.

The Olympic experience for a handful of the MTA's Transit Operations employees, instead, was a virtual 'round-the-clock effort geared toward keeping 113 CNG buses from nine U.S. transit properties in top condition for their daily runs to the Olympic events. And to hear a veteran tell it, the MTA's CNG buses left the others in their dust.

"Our buses were the stars of the road, there's no question about it," says George Karbowski, an MTA equipment engineering supervisor back from two grueling weeks in Atlanta. "Our Neoplan buses rolled out first for the longest runs every day because they had the best fuel capacity. The CNGs ran routes originally assigned to diesel buses."

Fifty-nine of the CNG buses were provided to ACOG (Atlanta Committee for the Olympic Games) by the MTA as part of a Federal Transit Administration showcasing of alternative fuel vehicles. Six MTA operations maintenance employees were tasked with ensuring that the Los Angeles buses gave peak performance during the international sports extravaganza.

## Hot, humid weather

The MTA team endured Atlanta's 90-degree, 80-percent humidity weather to help maintain a CNG fleet that included

low-floor New Flyers, Orions and TMCs dispatched to the summer games by properties as far-flung as Austin, Tex., State College, Pa., and Kenosha, Wis.

Rounding out the MTA's maintenance team were Dan Quigg, equipment engineer; maintenance supervisors Dave Banks and Joe Stuart; and mechanics Frank Gonzalez and Lech Gazinski. Like Karbowski, the men worked shifts that might begin at 3 p.m. and finish up at 7 a.m. the next day.

The CNG fleet was staged at a temporary gravel lot about a quarter-mile from the MARTA (Metropolitan Atlanta Rapid Transit Authority) main CNG fueling facility. ACOG contracted with the American Gas Association (AGA), which brought in staff from several local gas companies and transit properties, to handle refueling and maintenance of the coaches.

AGA bolstered the temporary maintenance staff by contracting with a vendor to change damaged tires. Detroit Diesel and Cummins mechanics were on hand to handle diesel bus problems; Carrier and Thermal King took care of air conditioning systems. Motorola technicians serviced fleet radios.

## Into the breach

"The MTA guys jumped into the breach," says Joe Gordon, AGA project manager for transit operations. "They outshone everyone in their total magnitude of support. MTA buses also were the backbone of our Olympic transit system fleet."



An MTA bus on loan for the 1996 Olympic Games pauses before the Atlanta skyline. The agency sent 59 buses to support the international event.

Quigg and Karbowski worked closely with the AGA staff to establish a plan for fueling and maintaining the diverse CNG fleet. This included setting up a work schedule that ensured experienced mechanics were always available at the bus lot. The staff also created three, two-member teams of mechanics who were constantly on the road to service the buses.

"We realized right away that many of the staff weren't familiar with the logistics of a morning rollout," says Karbowski. "It was a daily adventure to get the buses serviced, fueled, cleaned and repaired."

The adventure began at 5 p.m. each day as the coaches, piloted mostly by school bus drivers hired for the Olympics, returned to the lot from their daily runs. Fitting 113 buses into a lot

designed for only 80 required precision driving skills most of the temporary operators didn't have.

## Bus shuttle

From 7 p.m. until about 10 p.m., the buses were shuttled to the nearby fueling station, then returned to the lot for further servicing. The work was completed just in time for the morning rollout at 5 a.m.

"As the buses return from Atlanta, the CEO has asked us to dispatch at least one to every division," said Shaker Sawires, deputy executive officer, operations. "All MTA employees should share in the pride of our participation in the Olympics."

No gold medal for the MTA's Olympics team, perhaps. Just the respect of their colleagues across the nation and the satisfaction of a job well done. ■

## Employee Activities is more than just the MTA's "company store"

**M**aybe you dropped in to buy a greeting card or a package of M & Ms, but what you may think of as the "company store" is really a small part of a broader range of employee activities directed from offices at the Gateway Headquarters.

Did you know that the MTA's Employee Activities Department:

- Funds a number of employee sports teams and clubs?
- Operates a travel service for executive travel and emergency employee travel?
- Provides employee Service Awards pins and retiree recognition plaques? You knew that? Here's a "hot news"

item for your calendar:

- Employee Activities is planning an MTA holiday dinner dance, Dec. 7, at the Omni Hotel in downtown Los Angeles.

Since 1980, Employee Activities has grown to encompass the activities above and much more. Diane Delaney-Talton, employee activities manager, started the department.

"It began as a means of handling the annual Bus Roadeo," she recalls. "We expanded to cover morale, welfare and employee recreation, service awards and retirement recognition. Now others handle the Roadeo and we're involved solely with employee activities."

The department receives about \$800,000 a year in revenues from its various activities. Half is spent on revolving inventory for the store and on employee activities, and half on operating costs, including salaries and benefits for its six employees.

The department pays league fees and buys equipment for sports teams. It will provide \$50 for individual employee retirement parties and up to \$500 annually for each recognized employee club.

The department offers employees discounts on amusement park tickets, sports tickets and tickets for concerts and plays.

For more information call 922-4740; for business travel, call Kathy Lau, 922-4736. ■



Employee Activities Manager Diane Delaney-Talton ( R ) displays MTA items for sale in the employee store for Janne Nielson. On the Plaza level at the Gateway Headquarters, operating hours are from 8 a.m. until 4:30 p.m. It is no longer closed at lunchtime.

Tracy Mostovoy, The Perfect Exposure.

# Roadeo course no handicap for MTA's top bus operator

*Division 10 mechanics wrench first place from six-team field*

**P**oncho Gonzalez walks with a slight limp due to a hip displacement at birth, but the 21-year veteran bus operator from Division 9 eased ahead of a competitive field of 30 of the MTA's best operators to win the 1996 Bus Roadeo.

"My handicap's never been a problem for me," says the slight Chilean, who came to the United States in 1969. "I'm proud to be handicapped because I'm different from everybody else."

The annual driving and maintenance competition was held, Aug. 17, at Santa Anita. The event drew hundreds of family members and spectators to a sun-baked parking lot where orange cones and white plastic barrels defined a sinuous course for the operators to negotiate in their 40-foot coaches. The 11 maneuvers included serpentine turns, backing, precision approaches and accurate stops, all within a seven-minute time limit.

Gonzalez, 48, first competed in the Bus Roadeo in 1979 and has driven in 10 events, always placing among the finalists. The key to winning, he says, is to be calm. "There's a moment of truth, and if you lose your edge of mind for even a fraction of a second, you can lose the competition."

Runner-up in the driving event for the second year in a row was Sam Morales of Division 1, who finished only six points behind Gonzalez. Arnold Herrera of Division 1, eight points out of first place, came in a very close third.

Gonzalez will represent the MTA at the International Bus Roadeo, October 8, in Anaheim. The event is held in conjunction with the American Public Transit Association's (APTA) annual conference.

In the Maintenance Team competition, the Division 10 team of Doug Creveling, Fred Hines and Alan Wong finished 90 points ahead of their nearest challengers to win the brass trophy.

The Division 2 team of John Tena, Rudy Rounds and Juan Villalba captured second place. Tom Lovasco, Jim Lindsay and Desmond Williams, representing Division 7, placed third in the event. Each team could earn 1,375 total possible points in the four-part competition.

The maintenance competition area was screened off from spectators by bright blue panels. Behind the screens, mechanics dressed in white overalls labored to start a diesel engine, troubleshoot an air brake system and diagnose problems in a bus power train, all within 24 minutes. The event ended with a driving test.

The Division 10 team represents the MTA at APTA's international finals, Sept. 13-15 in Tacoma, Wash., and Team Captain Wong has a plan: "We'll relax until right before we go, then we'll go over the notes on our strong points and weakness-

es. We'll be ready in Tacoma."

Every competitor interviewed by Metro Family, winners or not, commented that participation in the Roadeo inspires professionalism and translates into safer, more comfortable service for passengers.

Elias Shahin, a Division 10 operator who came out of the preliminaries in first place, but finished a disappointing 21st in the finals, was philosophical.

"Competing in the Roadeo helps you learn about your abilities with a bus in tight situations," he says. "You come out of this competition a better driver than

you were going in. I'd advise any driver to compete."

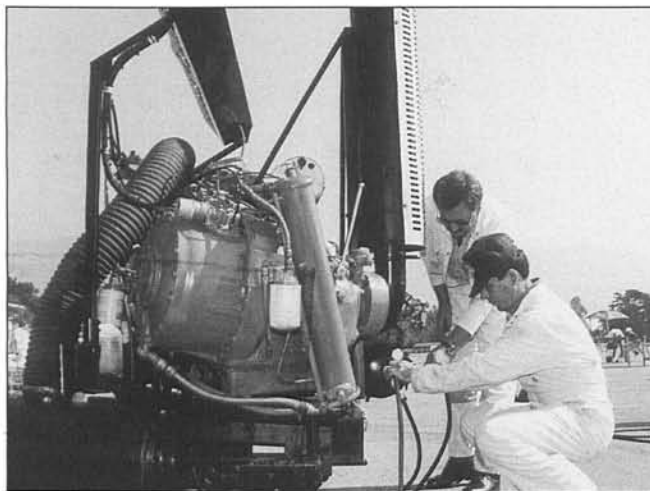
CEO Joe Drew, on hand at the Roadeo to present awards to the winners and runners-up, explained the meaning of the competition to a local TV station.

"It demonstrates every year just how capable our operators and mechanics are," he said. "Secondly, it creates a spirit among the competitors. And those who help prepare for the Roadeo and who support it, also become a part of the team."

— Bill Heard



Roadeo photos by Tracy Mostovoy, The Perfect Exposure.



**At Top:** Proud winners of the 1996 Bus Roadeo are, from left, Division 10 mechanics Fred Hines, Alan Wong and Doug Creveling; Division 9 Bus Operator Poncho Gonzalez. CEO Joe Drew presented awards to the Roadeo winners and runners-up.

**Above left:** Division 6 mechanics John Zarokowski (L) and Jose Medrano(R) troubleshoot a diesel engine during the maintenance competition.

# Conversation With: Stan Phernambucq

Stan Phernambucq sat down recently with *Metro Family* to discuss his first year in office as the MTA's Executive Officer, Construction. In this first of a series of *Conversation With* interviews, Phernambucq was frank about the challenges his division experienced during the past 12 months. He also was upbeat about his staff and about the challenges the Construction Division will face in the months ahead. The interview was conducted August 7.

**Metro Family:** Stan, you recently marked your first anniversary as Executive Officer, Construction. What's your assessment of the past year?

**Stan Phernambucq:** Probably the toughest year in my career. We've had our problems, no doubt about that, but we've recovered. I'm proud of my team and the progress we've made this past year. We've accomplished a tremendous amount, not the least of which was opening the Metro Red Line's Wilshire Corridor and the Green Line. Those are accomplishments organizations don't often see and we had two of them in one year.

**MF:** What were the major challenges and how has the division weathered them?

**SP:** We weathered the sinkhole storm and the claims that arose from it. And, by the way, they're not as bad as people thought they would be. Our relationship with the Board has improved. People were upset by the construction problems and by the bad press, so we had to work from "below the tunnel line" to recover our credibility. We've also been subjected to very close scrutiny.

**MF:** Does close scrutiny by the Board, the public and the media affect you, your staff and how you make decisions?

**SP:** Yes, and you just have to deal with it. We try to make the best and most cost-effective engineering decisions for the people of Los Angeles. But, it does affect us and we feel the pressure.

**MF:** You're adding more staff in the Construction Division, aren't you?

**SP:** Next year will be very busy for us. The Pasadena Blue Line will be going full-bore. The Red Line eastern extension also gets started. Our work load will double in 1997. We have to have the people in place to handle that amount of work. And, we're getting more quality people in. We're able to recruit people who are as professional

## Profile: Stanley G. Phernambucq



Photos by Tracy Mostovoy, The Perfect Exposure.

■ **Native of Los Angeles, reared in Norwalk.**

■ **Graduate, U.S. Military Academy, West Point, 1971, B.S. Engineering.**

■ **M.S., Civil Engineering, USC, 1982.**

■ **Retired Colonel, U.S. Army Corps of Engineers, 1995, with 24 years' service.**

■ **Last post: Vicksburg, Miss., as District Engineer, with responsibility for completion of the \$1.8 billion Red River navigation project, supervising 1,500 employees and a budget of more than \$300 million.**

■ **Family: Wife, Jill, and two boys, James, 16, and Christopher, 15.**

■ **Hobbies: gardening, camping and water sports.**



**Stan Phernambucq, MTA executive officer, construction.**

as our current staff and who are willing to take on the challenges.

**MF:** Any organizational changes in the works?

**SP:** I've recruited a new deputy executive officer, Mike Robinson, who will be aboard in October. He's retiring from the Corps of Engineers as district engineer for Los Angeles. Mike will be my deputy for administration and construction services with responsibility for project control and contracting, and oversight of quality and

safety. John Adams will continue as deputy executive officer for project management and technical services, with responsibility for engineering and construction.

**MF:** Much of what we've been talking about involves leadership. Describe your leadership style.

**SP:** Leadership is holding people to standards and letting them achieve their goals. It's sharing responsibility by letting your staff be in charge and giving them the

authority to solve problems and get the project built. But, it also involves sharing the praise that comes your way for a job well done.

**MF:** Are you satisfied with your staff's response to that type of leadership?

**SP:** Yes, I think my staff and I have grown together this past year. I have a good staff. I've made some changes and those people have responded appropriately. They're pros and they've been willing to accept the responsibility, the good and the bad, and the scrutiny of the Board, the public and the media.

**MF:** What do you see as the major challenges in the months ahead?

**SP:** I have every confidence that we can meet any of the technical and professional challenges ahead — completing our Hollywood and North Hollywood projects, moving ahead with the Pasadena Blue Line and starting up in East L.A. Politically, we'll continue to struggle because there are people who want us to fail. We also have to worry about funding from Washington. If we don't get the money we need, something will have to give.

**MF:** Speaking of the Red Line eastern extension, what can we expect?

**SP:** We'll be using a different type of tunnel construction in East L.A. The contractor will use an earth-pressure balancing machine that will maintain a positive pressure on the tunnel face. This will make subsidence negligible. We're not going to repeat the problems we've had in the past with subsidence.

**MF:** What do you tell critics about our rail construction projects and the future of rail in Los Angeles?

**SP:** The future of rail is now. Mass transit in L.A. is not only wanted, it's used and it's respected and appreciated. Ten years from now, just try to take away the rail lines and see what happens.

**MF:** What do you want to say directly to our readers?

**SP:** Metro Construction went over some big hurdles this past year. We have many, many more to go. One former staff member likened us to salmon that are traditionally known for fighting upstream. It's true, we're always fighting upstream. We have to be faster, better, cheaper if we expect to serve the people of Los Angeles in the manner they require. But, we're all members of the MTA team. This is a good place to be. That's the bottom line. ■

# A new spirit

*Employees build teamwork, learn new ma*



Scott Mugford, director, customer relations, (L) and Warren Morse, marketing director, take break to enjoy a bowl of soup.

By Bill Heard

A spirit of teamwork is building momentum at the MTA. Senior executives, managers and supervisors who have participated in a new training program say it is breaking down barriers that have hindered cooperation among employees ever since the merger.

Called TLAMP (Transportation Leadership and Management Program), the training program focuses on leadership and management skills, as its name implies. But, it also has brought together, for the first time, employees from varied backgrounds and responsibilities within the MTA who are working together on projects that will benefit the agency.

Funded by a Federal Transit Administration grant and conducted at UCLA, the program began earlier this year with a four-day Executive Leadership Academy for 13 senior executives. That session was followed by a 10-day Organizational Leadership Academy for 28 deputy executive officers and directors, and then by a five-day Team Leadership Academy for 28 managers and supervisors.

CEO Joe Drew attended the opening of TLAMP and participated in many of the classes. He also was on hand at the conclusion of the training sessions to listen as the groups described their experiences.

### Quality and concern

"I came away extremely impressed with the work and thought that went into the team presentations and with the quality and concern of the executives, managers and supervisors involved in TLAMP training," says Drew.

"Given the wide responsibilities of the MTA and the importance of our work for the future of Los Angeles, it's imperative that we invest both money and time in our people to develop strong leadership and teamwork," he said. "TLAMP is clear evidence of this commitment and the graduates of the program already are living up to that promise."

The TLAMP classes featured presentations by well-known leadership and management experts, but they also gave

participants an opportunity to discuss the resentments that have separated employees and departments in the three-and-a-half years of the MTA's existence.

"One of the instructors said the class was like detoxification," says Cary Stevens, a production planner at the RRC who attended the leadership academy for managers and supervisors. "We were all dragging around emotional baggage, preconceptions of others and what they do at the MTA. It took a couple of days together before we began to break down those preconceptions."

### Aspirations for the future

Keith Killough, deputy executive officer, countywide planning, agrees: "There were emotional sessions and some blame placing. But, we got through that and discovered that we all share common feelings and aspirations for the future of the MTA."

With the resentments set aside, participants in all three academies found they could concentrate on developing leadership and management skills, as well as addressing broader issues facing the agency. The senior executives, for example, discussed problems involving the MTA's direction and its needs for the future.

TLAMP participants also worked together on group projects. The deputy executive officer/director group was divided into three teams and assigned specific projects that helped hone their leadership, management and problem-solving skills.

One team developed an innovative method of measuring MTA management performance that will be used in future reports to the Board. Another addressed merger issues and ways to ensure a smooth implementation of the merger. The third group recommended ways to build MTA teamwork through a community service project.

### Real-life actions

These weren't just classroom projects, says Pat McLaughlin, managing director, organizational effectiveness. "They are real-life action programs the MTA is committed to follow through on within the



Gathered with The Lord's Kitchen staff are TLAMP participants Janne Nielson, Michael Gonzalez, Scott Mugford, and Warren Morse.

next six months to two years."

McLaughlin's department is charged with implementing change throughout the MTA, including assisting departments with reorganization plans. The department's small staff looks for ways to improve employee productivity and performance. She also is responsible for implementing TLAMP follow-on recommendations and programs.

The team that addressed merger issues, for example, outlined a vision for the MTA that included such points as honoring the past, communicating professional respect for every employee, an atmosphere of mutual respect and trust, recognition for accomplishments, and confidence and enthusiasm for the future.

"The results of TLAMP show that most MTA employees share the same vision and core values," says McLaughlin. "The team gave us a clear view of the merger issues and how to move forward."

### Appreciating diversity

The managers and supervisors academy concentrated on basic management skills, working together as a team, and on learning to appreciate the diversity of skills and backgrounds to be found among agency employees. Among the participants were six operating division supervisors who shared their experiences from the daily responsibility for putting service on the street.

## The TLAMP team

The TLAMP training program was designed over the past two years by a team that included Cindy Kondo-Lowe, training manager, and Juli Fowler, senior training coordinator, of the MTA's Employee Development Section of Human Resources, and representatives of UCLA's Public Sector Group at the Anderson School's Office of Executive Education.

The Employee Development Section also worked with the MTA's Grants Department to obtain Federal Transit Administration funding for the program.

Enrollment in future TLAMP programs will be by a nomination and selection process administered by the MTA's executive office. For additional information, call 922-7120 or 922-7119. ■

# t at the MTA

management and leadership skills at TLAMP



Participants (from left) Ralph de la Cruz, Ray Inge, Ralph Wilson and Jon Hillmer.

"This group gave us some very good ideas on how better to connect the operating divisions with Headquarters," says McLaughlin. "We also have some good follow-on projects from the group that will be used in future training sessions."

As TLAMP training moves forward, McLaughlin hopes to see participation by employees who represent all lines of activity within the MTA. This will ensure that the agency's best minds with broad perspectives will be available to work on projects and engage in problem-solving.

"Now, we'll have a core resource of people who know how to work together, know who to call if they have a problem," she says. "This not only smoothes working relationships, it also improves efficiency, reduces redundancy of effort and will allow the MTA to do more with the same resources."

In fact, the TLAMP veterans are continuing to meet on a monthly basis to review the action items still pending on their projects, to share ideas and information. As a result, McLaughlin believes the MTA will see more productivity and accountability, with less finger pointing, more teamwork, higher morale and more problem-solving ability among employees.

### Developed camaraderie

"During the course of the training," says Warren Morse, MTA marketing director, "we began to understand each other



and our areas of responsibility and develop a camaraderie that already has been very helpful in making the agency run smoother."

Jeff Christiansen, deputy executive officer, program management, construction, and the members of his team already are finding opportunities to use TLAMP training in their daily activities.

"It's easier for us to work through issues together," he says. "I'll give an A-plus to TLAMP. In my 16 years at the MTA, this is far and away the best training activity I've attended."

Art Kimball, deputy administrative officer, would make TLAMP training a part of orientation for new MTA employees, believing it "sets the pace for future management and leadership of the organization."

But, points out Margaret Merhoff, contract administration manager, "It's not going to happen overnight. We came away from TLAMP knowing there's a strong commitment to change, but it will take a groundswell of effort because the MTA is still so compartmentalized."

"TLAMP training will be a significant turning point for the MTA," says Janne Nielson, assistant Board secretary, who attended the sessions for directors and managers. "Looking back years from now, we'll say that TLAMP helped us evolve from two organizations into one." ■



Top to Bottom: Janne Nielson, assistant Board secretary, risks dishpan hands to wash a steam table cover.

Jon Hillmer, regional general manager, Operations, (L) and a Lord's Kitchen worker select fresh celery to serve at a meal.

Michael Gonzalez, deputy executive officer, staff director, Construction, takes a bag of trash to the dumpster.

## TLAMP Classes

Here's a listing of employees who have attended TLAMP as of mid-August.

<b>Administration</b>	<b>Finance, cont.</b>
Lynn Bell	Barbara Lorenzo
Linda Bohlinger *	Les Porter
Jim Brainerd	<b>General Counsel</b>
Judith Butler	David Kelsey
Juli Fowler	Nina Webster
Bill Frazier	<b>Management</b>
Joe Giba	<b>Audit Services</b>
Ray Inge	Deborah Harrell
Art Kimball	Tony Padilla
Michael Leahy	<b>Office of the CEO</b>
Velma Marshall	Joe Drew
Margaret Merhoff	Joanne Kawai
Ted Montoya	Judy Schwartz
Raman Raj *	
<b>Board Secretary</b>	<b>Operations</b>
Janne Nielson	Daljit Bawa
	Bruce Buck
<b>Communications</b>	Noe Cortez
Fran Curbello	Arcadio de la Cruz
Rae James	Dagoberto Garcia
Warren Morse	Michael Hays
Scott Mugford	Jon Hilmer
David Sutton	Richard Hunt
Lupe Valdez	Ellen Levine
	Cary Stevens
<b>Construction</b>	Ralph Wilson
Mike Baca	<b>Organizational</b>
Jeff Christiansen	<b>Effectiveness</b>
Michael Gonzalez	Larry Conn
Pauline Lee	Shirley Maimoni
Stan	Pat McLaughlin
Phernambueq	
Joel Sandberg	<b>Regional</b>
David Sievers	<b>Transportation</b>
	<b>Planning &amp;</b>
<b>Equal</b>	<b>Development</b>
<b>Opportunity</b>	Callier Beard
Calvin Birdsong	Michelle Caldwell
Cheryl Broussard	Jim de la Loza
Gail Charles	Andrea Heinsius
Brent Thomas	Patti Helm
	Carol Inge
<b>Finance</b>	Keith Killough
Kim Belcher	Rodger Maxwell
Agapito Diaz	James McLaughlin
Nanci Eksterowicz	
Rufus Francis	

\* Finance and Administration

# MTA launches Internet website; gets 1,500 'hits' in 18 days

*Computer access projects include networking link between divisions and Headquarters*

The MTA launched a new Internet Website, July 22, and within the first 18 days of operation, recorded some 1,500 "hits" by interested browsers.

The introduction of the Website (<http://www.mta.net>) was one of three computer-related projects that, over the next nine months, will improve communications between the MTA and its employees, patrons, the general public, government officials and other stakeholders. A companion service, an Intranet system (<http://www.metro.net>) available only to MTA employees, also is under development.

The Internet/Intranet project is being implemented by the MTA Marketing Department and Information Technology Services (ITS). The team is headed by Paul Wilkinson, an ITS systems project leader, and Harry Goldsbrough, marketing and advertising manager. Maggie Chen, Ken Frederick and Kimberly Klever of ITS and Thomas Amiya of Marketing complete the team.

In another milestone for the MTA's information technology program, the Board may be asked this month to approve a cabling project that will link the operat-



**Internet/Intranet project team members take a moment from their work for the camera. From left, seated, are Harry Goldsbrough of Marketing and Paul Wilkinson of ITS. Standing, from left, are Maggie Chen of ITS; Ken Frederick, administrative intern; and Thomas Amiya, marketing communications officer.**

Tracy Mostovoy, The Perfect Exposure.

ing divisions with Headquarters, according to Dennis Newjahr, director, ITA strategic business planning. This not only will provide Internet and Intranet access to the divisions, it also will include Microsoft Office, a package of computer productivity programs.

#### MS Office offered

Among the programs that will be available at all MTA locations through the MS Office software will be MS Exchange (e-mail), the Schedule Plus daily calendar and itinerary, Excell spreadsheet and other applications. If the Board approves the cabling project, the link between divi-

sions and Headquarters is scheduled for completion by the end of June, 1997.

"We're working to develop information and productivity tools that will impact almost every aspect of our employees' work lives," says Goldsbrough. "With Internet and Intranet, we'll be able to requisition equipment, get immediate news on Board actions, learn about job postings and eliminate lengthy system-wide voice mail announcements. In addition, the whole world of Internet-based information and communication will be opened up for MTA employees."

The Internet site will include Board agendas, meeting information and actions, news releases, public newsletters, open contract solicitations, MTA event information, access to the Internet and other Websites.

The MTA Intranet will be used for communications within the agency and is accessible only by MTA employees. Goldsbrough likened the Intranet project to an "official, accurate grapevine," offering such information as job bulletins, information on policies and procedures, the MTA phone directory, employee activities, credit union information and internal newsletters—even the daily Headquarters cafeteria menu. ■

## YOUR Health

By Luanna Urie, Human Resources



### Violence in the workplace

Violence is the second leading cause of death in the workplace. The Bureau of Justice Statistics has found that one of every six violent crimes occurs at work, affecting nearly one million victims nationwide each year.

As a proactive employer, the MTA has adopted a policy entitled "Violence Prevention." In October, employees will

be introduced to the policy and to the new Violence Intervention and Prevention Program.

All employees will receive a copy of the policy and a brochure. The brochure will list behaviors to avoid and appropriate actions employees may take to protect themselves from threatening events.

#### Acts of harassment

Workplace incidents involving co-workers and supervisors are usually described as acts of harassment or of intimidation. Actual physical attacks are more likely to originate from outsiders or from customers.

The statistics of violence in the workplace are telling. Out of 24 million reported victims, 8% were victims of a physical attack; 25% were harassed at work and 66% were victims of threats.

Because of such statistics, the laws

have changed. Not long ago, police could take action only after a crime or an act of violence had been committed. New laws empower the police to intervene BEFORE a violent act takes place.

Many Police departments, including the Los Angeles Police Department and the MTA's Transit Police, have Threat Investigation Units or teams to investigate and follow through on reports of stalking or of threatening behavior.

#### Investigation unit

The Transit Police Investigation Unit has access to a computer program known as Mosaic. The data base contains characteristics of violent crime perpetrators compiled from actual cases.

When investigating a potential threat to employees, the Transit Police conduct extensive interviews of people most familiar with the characteristics of the threatening party. This information is

matched against the characteristics stored in the data base to determine the extent of any matching characteristics. The computer program will indicate the level of threat (or non-threat) posed by the person being investigated.

Depending upon the level of threat suggested by the computer program, MTA management, Transit Police or other agencies can decide what action, if any, should be taken to ensure the safety of employees.

Organizations like the MTA have become more responsible for preventing violence in the workplace. This may explain the recent decline in work-site firearms-related homicides and other dangerous incidents.

If you have questions or concerns about this or other health topics, you may contact Luanna Urie, Human Resources, 922-7164. ■



# An earthquake shook his conscience

*Ray Alleyne's desire to help has eased suffering in his homeland*

By Elisabeth H. Handler

Whether he's dealing with the 7.0 earthquake that devastated his home town or a bus whose transmission just doesn't sound right, Ray Alleyne, Division 10 Mechanic A, is hands-on.

Since 1991, when the Costa Rican province of Limón experienced a catastrophic earthquake, Alleyne has been involved in getting medical equipment, supplies and money to the people of Limón. Within three weeks of the earthquake, Alleyne and a small group of Costa Ricans in Los Angeles had arranged their own airlift, getting the Costa Rican airline to carry food, medical supplies and clothes for free. Alleyne flew with the shipment, knowing that being there in person was the only way to ensure delivery.

"You could lose an elephant in Costa Rica," he points out, laughing. Although Costa Rica is one of the few functioning democracies in Central America, normal bureaucracy, plus the disruption caused by one the area's worst disasters, made anything but personal delivery impossible.

## Jump in and do it

But that's the way Alleyne likes it, anyway. At Division 10, where his 16 years of experience with the MTA is highly prized, his style is to jump in and do it. So on the plane back from Costa Rica after their mission, he and the two others who had made the trip decided that this shouldn't be a one-shot effort.

"We sat on the plane and said to each other, 'What can we do to help?'" Alleyne remembers. "When we got back to LA, we talked with Carlos Alluin, Costa Rican consul general, and he suggested we set up a foundation to keep this effort going. Because, even through Costa Rica has one of the higher standards of living in Central America, there is a lot of need, especially in the medical area."

As a result of that meeting, Alleyne co-founded ASPIRA, which now has a branch in New York City, and is currently serving as its vice president. "The title doesn't mean I just make phone calls," he quickly explains. "We all do all the work."

One of Alleyne's proudest moments with ASPIRA came in 1994, when he was able to drive a state-of-the-art ambulance down to the docks at Long Beach and



Officials of Hospital Dr. Tony Facio in Limón, Costa Rica were on hand to accept an ambulance shipped to the hospital by ASPIRA co-founder Ray Alleyne, MTA Division 10 mechanic.

watched it being loaded on a ship for the long trip to Costa Rica's Atlantic coast and a hospital in Limón.

Donated by Shaeffer Ambulance in Los Angeles, the vehicle got a thorough going-over by Alleyne, who made sure it was in mint condition. He was there when the ambulance was presented to the hospital, and it was a bittersweet moment.

## Personal experience

"It's kind of personal, but two years before that, my mother in Costa Rica had a heart attack, and because there was no ambulance, she died before she could be

taken to the hospital," Alleyne explains. For him, the ambulance is a way of making sure others don't have that experience.

Alleyne is a graduate of the Colegio de Limón with a degree in Spanish literature. He came to the U.S. in 1974, settling first in New York, but soon moving to Los Angeles.

After graduating from college, he had worked for the Costa Rican Department of Transportation as a mechanic, so when he applied for a job with the RTD, even though they were only hiring class "C" mechanics, Alleyne got a job as a "B" mechanic, and soon earned his class "A"



Back on the job at Division 10, Mechanic Ray Alleyne uses a Woodward Control System diagnostic computer to trouble-shoot a CNG bus engine.

status. Over the years he has attended many classes, an aspect of his job that he loves.

"So much has changed over the years," Alleyne says. "It's not just engines any more — you have to be a computer expert. Because the bus won't run if the computer doesn't say 'go!'"

Alleyne puts a lot of himself into his job. He can recognize a bus he has worked on in the past, without even reading the numbers. "When I see a bus I fixed go by, filled with passengers, it makes me feel good, and I say to myself, 'I did that!'"

## Jack-of-all trades

He rides the MTA to and from his home in Pasadena where he lives with his wife, Lidia, and two children, Angie, 20 and Andre, 14. Alleyne can tell in a second if the bus he is on is healthy, just by listening. And if a bus comes in with a transmission problem, he'll check the brakes and fix them too, if they need it. He sees himself as a jack-of-all trades, willing to go the extra mile to make sure every bus he works on leaves Division 10 in the best possible condition.

An upcoming vacation will bring Alleyne back to Costa Rica, but he has a feeling once people know he's there, he'll be pulled into ASPIRA activities immediately.

That doesn't bother him, and he's sure his wife will be tolerant. She has always been understanding and supportive of the time and energy he has devoted to the organization over the past five years. He also appreciates the understanding of his boss, Dieter Hemsing, who has made sure that Alleyne could take his vacation days when he needed to fly out with a shipment.

Alleyne wants his fellow MTA employees to know they're welcome to learn more about ASPIRA and make a contribution — just get in touch with him at Division 10. You'll end up wanting to help this quiet, caring man who follows one principle (up to his elbows in a bus engine, or delivering crutches to a seniors home in Limón): "If we all work together, we'll be all right." ■

If you're interested in contributing to ASPIRA or learning more about the organization, contact ASPIRA, P.O. Box 175, Escondido, CA 92033, Tax ID #95-4477627.

Tracy Mostovoy, The Perfect Exposure

# Metro Green Line completes first year, surpassing projected ridership

*New rail link gives positive impact on regional transit system*



Tracy Mostovoy, The Perfect Exposure

Passengers board and disembark from a Metro Green Line train at the Harbor Freeway station. The 20-mile line now averages some 15,000 daily boardings at its 14 stations between Norwalk and El Segundo.

The Metro Green Line first-year results exceeded the anticipated growth for the line, with almost 15,000 weekday boardings, an indication of the line's significance in the MTA's regional transit plan. The line marked its first anniversary, Aug. 12.

Perhaps the most remarkable aspect of the Green Line's operation has been its

effect on Metro Blue Line ridership, which grew by 29 percent to reach average weekday boardings of 48,500. In turn, the Blue Line has contributed 12 percent of the Green Line's ridership.

"The reality of an integrated, passenger-friendly transit system is taking shape in Los Angeles," said CEO Joe Drew. "We have made significant progress toward

that goal. The Green Line is clearly functioning as a valuable part of our transportation network."

To ensure continued integration of transit services around the Green Line route, the MTA has phased in new and modified bus feeder routes, increasing the flow of passengers to and from the Green Line. The plan is almost 80 percent complete, and additional feeder routes will be implemented as funding becomes available.

The most recent addition to the feeder service came with the opening, Aug. 1, of the Harbor Transitway Station on the I-110 freeway at the Century Freeway interchange. The station currently is served by MTA lines 444, 445, 446 and 447 and by LADOT Commuter Express Line 448.

## Park-n-ride use

Park-n-ride use along the Green Line indicates its increasing value as a commuting transit option. Park-n-ride boardings have increased by 31 percent just since January, especially at the Norwalk and Aviation stations where the Green

Line gives easy access to the Blue Line for more distant commuters.

Early critics of the Green Line called it "the train to nowhere," but ridership on the shuttle from the Aviation station to and from LAX has grown 10 percent every month, and now has reached more than 2,400 patrons every weekday. In a recent news story in the Daily Breeze, LAX-bound traveler Tony Thomas explained his reactions:

"It helps out a lot of people, I'm sure of that," he was quoted as saying. "Don't have to fight traffic. Don't have to pay for parking."

With a free shuttle from Aviation Station to all LAX terminals, the maximum \$1.60 fare provides an additional incentive to use the Green Line for airport trips.

Growing ridership has led the MTA to expand Green Line hours, with the first train leaving Norwalk at 4:03 a.m. and the last train leaving at 11:42 p.m. Night passengers leaving LAX via the Green Line can travel eastbound as late as 11:41 p.m. The last westbound train from Aviation departs at 12:07 a.m. ■

Joe Drew's

## CEO Hotline

The Social Security/PERS issue has been the subject of many calls to the HotLine this past month. Most callers left their names and we've tried to provide personal answers to each one. Because the issue is discussed elsewhere in this edition of Metro Family, this month's HotLine will include other concerns.

**Q.** For the fourth time this year we can't get welding gas deliveries at the RRC because the MTA has not paid the vendor's bills. I'm down to my last bottle of argon gas today. Please help quick, or we won't be able to repair radiators and won't be able to deliver engines to the divisions.

**A.** The Finance Department moved on this problem within hours after receiving the HotLine call. Another vendor was

located to provide an emergency supply of welding gas. All bills from the original vendor, amounting to \$1,508, were reviewed and \$907 was paid the next day while Accounting researched the remaining \$600 in outstanding payments. As a result of this call, Accounting now has a "short-pay" procedure that permits payment of portions of an invoice, even if some elements of it remain on hold. This procedure should help expedite vendor payments.

**Q.** Why does Human Resources continue to post positions and then not hire for those positions? It's very frustrating for employees to take time to fill out applications, submit resumes and hear nothing. Then, six months later, HR posts the same positions again. Why does this happen?

**A.** I sympathize with your frustration, but unfortunately, there are times when we're forced to discontinue a recruitment after posting a job bulletin. Reasons for cancellation can include a budget deficit

or delay in funding a program, or a reclassification of the position. The requesting department may restructure a position, may transfer an employee from another department into the position, or decide not to fill it at that time. A Board decision on MTA organization or on implementation of a program may change the required staffing needs. You can keep track of a postponed or canceled job posting by staying in touch with the HR analyst handling the recruitment.

**Q.** Why is it that an organization the size of the MTA has no nurse or medical professional on staff?

**A.** For a number of reasons, including liability, conflict of interest, costs and our multiple sites, the MTA contracts with outside medical clinics for care and treatment of employees. Our five contract medical clinics are located within 15 to 20 minutes of the nearest MTA division. In addition, we have a list of at least 25 medical clinics where our employees can receive treatment for an industrial injury

or illness. We also have a Wellness Program that features health fairs and many other health-related activities. For information about this program, please call Leila Procopio, Human Resources Manager, Special Programs, at 922-7175.

**Q.** I think employees should be able to evaluate their supervisors in the same way they evaluate us. Also, there should be a two-part evaluation system in which an employee would have a developmental session with the supervisor and six months later a follow-up session to gauge the employee's progress.

**A.** One of Human Resources' objectives this fiscal year is to establish a performance management program for non-contract employees. Now in development, the plan should be complete by December. Training for managers and supervisors should be conducted between January and May, with implementation scheduled July 1, 1997. Your suggestion is a good one and will be taken into consideration as the program is developed. ■

# All In The Family

Every family has moments to celebrate and to remember. On this page, you'll find a monthly listing of MTA promotions, Service Awards and employee retirements. Those who are no longer with us also are remembered In Memoriam.

## SERVICE AWARDS

### 30 years:

Castaneda, Carlos  
9/10/66

### 25 years:

Pettyway, Alexander  
9/4/71

Jackson, Randolph  
9/11/71

Peres, Manuel F.  
9/11/71

Foster, Oliver T.  
9/11/71

McCargo, Ivan A.  
9/11/71

Houseton, Frank T.  
9/11/71

Dotta, Orlando F.  
9/11/71

Currie, John T.  
9/14/71

Mayes, Bruce A.  
9/24/71

Ocasio, Tomas  
9/25/71

### 20 years:

Tchinski, Joseph G.  
9/28/76

Williams, Yolanda J.  
9/29/76

### 15 YEARS:

Gibo, Dennis M.  
9/8/81

Sebree, Harry L.  
9/8/81

Starks, Gary J.  
9/9/81

Wilson, Mary A.  
9/9/81

Neri, Mario D.  
9/9/81

Woods, Gail Y.  
9/9/81

Robertson, Andrea  
9/10/81

Brawley, Clyde L.  
9/11/81

Bates, Anna E.  
9/12/81

Mendoza, Annette H.  
9/16/81

Peres, Vicente E.  
9/17/81

Jimenez, James  
9/17/81

Peres, Jose M.  
9/19/81

Valdes, Carlos V.  
9/21/81

Allen, Tayna M.  
9/21/81

Reed-Murphy, Esther  
9/22/81

Harris, Derwin  
9/23/81

Larios, Jose L.  
9/26/81

Spencer-Boseman, Brenda J.  
9/28/81

## RETIREMENTS:

Brown, Louis B.  
1'76 to 7'96

Busby, Larry  
7'73 to 7'76

Carter, Howard L.  
4'73 to 7'96

Contarino, Alfred J.  
6'73 to 7'96

Flores, Don Arredondo  
4'73 to 6'96

Hampton, Ollie J.  
7'66 to 7'96

Little, Sarita M.  
11'83 to 5'96

Madril, John M.  
6'73 to 6'96

Martinez, Jose E.  
5'73 to 7'96

Mayes, Norman W.  
Jul'73 to Jul'96

McComie, Joseph H.  
Dec'78 to Jun'96

Montgomery H. D.  
Feb '73 to Jun '96

Morales, Carlos B.  
Jan '84 to Jan '96

Noris, Antonio S.  
Jul '86 to Jul '96

Pairis, Dorothy M.  
Dec '70 to Jul '96

Pankow, Kenneth R.  
Jan '75 to Jul '96

Portier, Eveline  
May 75 to Jul '96

Tanisaki, Calvin H.  
Jul '86 to Jul '96

Thiede, Alfred J.  
Dec '90 to Jul '96

Wadlington, Walter  
Sep '59 to Jun '96

## PROMOTIONS:

Acosta, Jessica L.  
Doc Contrl Asst to  
Typist Clerk

Lulkoski, Linda  
Sr Sec to Admin Aide

McLaughlin, Patricia  
Exe Ofer PLG & PRO to  
Mng Dir Org Dev

Williams, Mary L.  
Sr Cost/Sch Anal to  
Proj Contrl Supv

De La Losa, James  
A Team Dir to Exe Off  
PLG&PRO

Rodriguez, Hector  
Sr Eq Opty Prog Rep to  
Eq Opty Prog Mgr

Delgadillo, Marco A.  
Mee A to Mee A Leader

Martinez, George  
Mee A to Mee A Leader

Herrera, Mona L.  
Serv Atndd to Maint Speclist

Sandoval, Rogelio  
Mee A to Maint Speclist

Hawthorne, Bret  
Cust Info Agnt I to  
Stok Clrk

Trejo, Fernando A.  
Custod to Stok Clrk

Crawford, Stephen P.  
Trans Pol Off (Trn) to  
Trans Pol Off

Kerman, Stephen J.  
Trans Pol Off (Trn) to  
Trans Pol Off

Jensen, Lee J.  
Trans Pol Off (Trn) to  
Trans Pol Off

De La Cruz, Carlos  
Trans Pol Off (Trn) to  
Trans Pol Off

Miller, Eric L.  
Trans Pol Off (Trn) to  
Trans Pol Off

Lait, Robert T.  
Trans Pol Off (Trn) to  
Trans Pol Off

Schultz, Claus W.  
Trans Pol Off (Trn) to  
Trans Pol Off

Jenkins, Daniel S.  
Trans Pol Off (Trn) to  
Trans Pol Off

Pudelek, Patrick M.  
Trans Pol Off (Trn) to  
Trans Pol Off

Noya, Glenn S.  
Trans Pol Off (Trn) to  
Trans Pol Off

Woods, Andrew J.  
Trans Pol Off (Trn) to  
Trans Pol Off

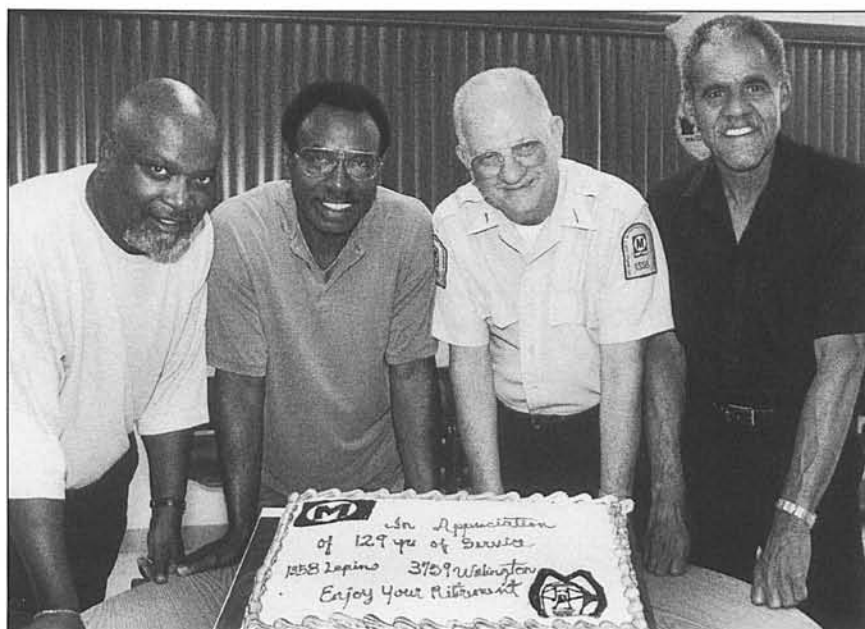
Ceja, Jose  
Trans Pol Off (Trn) to  
Trans Pol Off

Huffman, John G.  
Trans Pol Off (Trn) to  
Trans Pol Off

Quinteros, Becky L.  
Acct Aide to Admin Aide



The Gateway Headquarters entrance was transformed into a hotel lobby this summer during filming for an episode of the TV sci-fi series, "Sliders." Although it was the first use of the new lobby, Hollywood film companies frequently rent MTA facilities, including Metro Rail stations, for filming.



These recent MTA Rail Operations retirees share a total of 129 years of service among them. From left are Acting RTOS Norman Mayes, 23 years; RTOS Luke Scott, 30 years; Metro Red Line Operator Robert Lepins, with 39 years the MTA's most senior bus and train operator, and Red Line Operator Walter Wadlington, 37 years.

## Suggestion Box

Editor:

I thought the July/August issue of "Metro Family" was: \_\_\_\_\_

I especially liked: \_\_\_\_\_

I did not like: \_\_\_\_\_

Here's a suggestion for a story or feature in a future "Metro Family" issue: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Thank You for your ideas. Please cut out this section and send it by interoffice mail to Bill Heard, Editor, Metro Family Mail Stop 99-13-60.

# Metro Family News Briefs



Transit Police Sgt. Jose Garcia

## Sgt. Jose Garcia killed in Echo Park shooting

Transit Police Sgt. Jose Garcia, 33, was fatally wounded in an early-morning shooting incident, Aug. 14, in Echo Park. The seven-year veteran officer was off-duty at the time.

Sgt. Garcia joined the MTA in 1986 as a bus operator and transferred to the Transit Police in 1989. In 1991, he was commended for his actions in a hostage situation aboard an MTA bus when a male passenger held a child at knife-point. He is the first Transit Police officer to be fatally shot.

In addition to his wife, Noritza, Sgt. Garcia is survived by an 11-month-old son, Christian, two sons by a previous marriage, (Jose Jr. or Luis??), 11, and Robert, 7, and by his wife's son, Anthony, 6. A trust fund has been established for the officer's family. Contributions may be sent to the Sgt. Jose Garcia Fund, in care of the MTA Transit Police Department.

On behalf of the MTA, CEO Joe Drew expressed most sincere condolences to the family and colleagues of Sgt. Garcia.

## Bus Operator Donald DeBoe's attacker gets 8-year sentence

A man who severely injured MTA Bus Operator Donald DeBoe, 57, during a beating last November has been sentenced to eight years in jail.

Lawrence Cook received the maximum term from a Superior Court judge. A second assailant, Bernard LeGrone, is expected to be sentenced this month. The attack by Cook and LeGrone occurred after DeBoe's bus struck and killed a young man riding a minibike. Witnesses said the rider crossed against the light.

DeBoe was hospitalized for 11 days following the attack and is still on medical leave from Division 10.

## Frontline supervisor training will enhance skills, knowledge

The Employee Development section of MTA Human Resources kicks off a Frontline Supervision Certificate Program this month.

Offered four times annually, the program is designed for supervisors who have had little or no previous supervisory training. A total of 25 supervisors may attend each of the sessions, which will consist of 14 three-hour weekly classes. Selection will be made on a first-come basis that's in proportion to the number of supervisors in

each of the MTA's functional divisions.

Employee Development is distributing brochures and applications to all supervisors. This program is not part of TLAMP (Transportation Leadership and Management Program).

## Gateway Headquarters wins 1996 building design award

The MTA's Gateway Headquarters building has won the 1996 grand award in the nation's oldest and largest office/professional building design competition.

More than 520 entries were submitted from the U.S., Mexico, Canada and other countries. The Gold Nugget award honors distinctive architecture and land planning in residential, commercial and industrial projects.

The 28-story, 628,000-square foot building, which replaced MTA offices at 425 S. Main Street and 818 West 7th, will save taxpayers approximately \$36.3 million over a 30-year period. The \$145 million project was completed on time and within budget. ■

CM316 8/96 JS



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