

# Metro

**M** Metropolitan  
Transportation  
Authority

VOLUME TWO

NUMBER ONE

JANUARY 1997

EMPLOYEE MAGAZINE OF THE METROPOLITAN TRANSPORTATION AUTHORITY

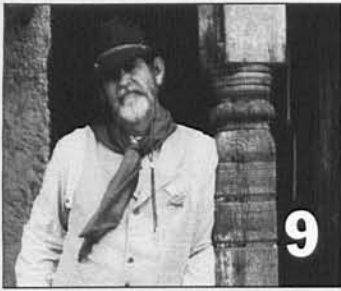
# Family



## “Customer First” campaign

Theme is “Committed to serving you better”

## In this issue:



It's a hair-trigger bunch of outlaws and lawmen who entertain the tourists at Calico Ghost Town. MTA's Bob Waters is above.

- 4 MTA employees ended a tough year with celebrations and donations of gifts to the needy.
- 5 Deputy CEO Linda Bohlinger takes a look forward into 1997 in this month's Conversation With.
- 7 The MTA is putting customers first in 1997, with a new theme and new programs.
- 8 It's ambitious, but the MTA has launched a new program to clean all 18,000 of its bus stops.
- 10 Outside auditors took a close look at the MTA and made some hard-hitting recommendations.

**Cover photos:** This photo montage represents only a few of the MTA's many Customer First efforts, ranging from providing transit services to funding of local commuter programs.

# Metro Family

A monthly employee publication of the Los Angeles County Metropolitan Transportation Authority.

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# CEO Thoughts & Thanks



*Let me say once again that I count it a great honor to have served as your CEO this past year. I very much appreciated the hard work each of you put into the programs and projects we initiated and the support you gave to me, personally, throughout the year.*

I'm confident that the next person to fill the CEO's chair can count on the same dedication, vision, leadership and concern for our customers that you have given since the creation of the MTA.

As this is the start of a new year, it's a good time to look back at what you and the MTA achieved in 1996. And, what accomplishments they were!

In no particular order of priority, I have room in this short column to mention only a few.

- In July, we opened the Wilshire Corridor and added three new stations to the Metro Red Line. Adding two miles to the subway increased its length to five miles and opened up another area of the city to this service.
- Meanwhile, construction work continues on the Vermont/Hollywood corridor and tunneling began through the Santa Monica Mountains to connect Hollywood to the San Fernando Valley.
- We improved passenger service on a number of Metro bus lines by adding 52 new buses to our fleet. We also continued to integrate CNG buses into the fleet as we worked to help improve the county's air quality.
- In October, four years of research and development paid off with the introduction of the Advanced Technology Transit Bus. The ATTB was greeted with much fanfare by federal and local officials who believe it will be the bus of the future with its many weight-saving, low-emissions and passenger comfort features.
- On the employee front, the agency implemented a new job classification and compensation program for non-represented employees on January 1. The work on the new program was accomplished in the latter half of 1996. Based on the Hay Study, the new system creates a fairer and more equitable structure and focuses on the value of the job to the MTA.

- We also began a successful Employee of the Month program that permits us to recognize the outstanding performance of employees whose work contributes to our mission. Seven employees are chosen each month from the many who are nominated by their co-workers in each major division of the agency.
- In a program that began in the summer and culminated in the late fall, several hundred employees contributed ideas to the "100 Ways to Improve Bus Service" contest. The outstanding ideas provided by this thoughtful group are

currently being implemented by Transit Operations. The success of the "100 Ways" contest is an excellent platform from which the MTA can launch a Customer First program. You'll be hearing much more about this program, which initially will focus on our internal customers.

- Finally, the MTA began an important leadership initiative this past year with the introduction of TLAMP, the Transportation Leadership and Management Program. Beginning with senior executives, TLAMP training now has been given to deputy executive officers and directors, managers and supervisors. TLAMP already is credited with instilling a new spirit into the MTA. I believe this new corporate culture will continue to grow as more managers and supervisors complete their training.

Thank you again for your support. Best wishes to you and your families in 1997. ■

## October Employees of the Month



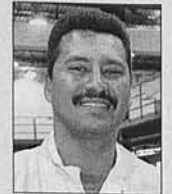
Louis Burns  
Finance



James Grimes  
Ex. Off. Transit Police



Irma Licea  
Communications



Albert Luna  
Administration



Georgia Miller  
RTP&D



Richard Reams  
Transit Operations



James Stubblefield  
Construction

## November Employees of the Month



Ellen Gelbard  
RTP&D



Ruthe Holden  
Ex. Off., MAS



Vokleang Lim  
Administration



Carlos Monroy  
Finance



Maureen Tamuri  
Construction



Rachel Velasquez  
Communications



Joe Williams  
Transit Operations



# How to survive in LA

*MTA boot camp trains new operators to be the best and the brightest*

By Gary Wosk

The call for recruits went out some months ago: help reduce overcrowding on MTA buses, provide excellent customer service, and always drive safely. In short, be the best that you can be.

There was, however, a "Catch 22."

The 25 part-time bus operator recruits selected by the MTA were first required to undergo three weeks of intensive training at the agency's bus boot camp in El Monte — a.k.a. Operations Central Instruction.

Boot camp was followed by four weeks of on-the-job training on an in-service bus. Finally, in order to graduate, recruits had to pass a 180-question written exam and driving test.

By the time they took the test, they had amassed 25 hours in class time and 100 hours in the field. The law requires only 15 hours in class and 20 hours on the road.

## Sink or swim

It's strictly sink or swim for the recruits at Central Instruction. If a student reports late for duty — normal hours are 6:30 a.m. to 2:30 p.m. — or takes too long for lunch, it can be immediate grounds for dismissal.



**Bus boot camp recruit Ron Prull practices maneuvering a wheelchair onto a lift. From left are TOS J. Rios (kneeling), students Vickie Galang and Darrion Wright, TOS Brenda Esquivel, TOS Francis Montes-Juardo (driving bus) and TOS Demetrius Jones/ Photo by Tracey Mostovoy, The Perfect Exposure.**

Students also must be willing to come face-to-face with the "commander," Robert Ellison Jr., Acting Manager of Instruction, a former junior high school teacher who has trained some 500 bus operators since joining Central Instruction six years ago.

He relishes the opportunity to shape the future of the recruits and requires them to be conservatively dressed with polished shoes.

A former MTA bus operator, Ellison and his staff of 20 Transit Operations Supervisors waste no time. On Day One, half the

class actually will drive a bus in West Covina or in the dry Los Angeles River bed while the other recruits attend class.

## Classroom subjects

Among the subjects covered in class are customer relations, how to diffuse tense situations, defensive driving, and fares and transfers.

Another important subject is providing service to disabled passengers without disrupting on-time service. Using crutches, wheelchairs and blindfolds, students simulate what it might feel like being disabled and waiting for a bus.

Bus boot camp's controlled environment won't totally prepare the new operators for real-life conditions on the streets of Los Angeles. It does, however, give them much more than the basics of bus operation and customer service.

"The training students receive at Operations Central Instruction is the best in the country," says Ellen Levine, Executive Officer for Transit Operations. "No doubt about it, any student who successfully completes this training, in my mind, is the best." ■

## New year rings in revised employee compensation, classification program

By Frank Harper

As non-represented MTA employees celebrated the arrival of the New Year, they also marked the arrival of a new compensation and classification program that began January 1. Individualized statements were sent to employees with information about changes in job classification titles and new salary grades.

"The classification system that replaced the two systems from the merger of SCRTD and LACTC didn't serve the agency well," says Deputy CEO Linda Bohlinger. "The new system will focus on the value of the job to the agency, and is a fair and equitable way to pay employees."

The new program has several advantages over the previous program. It is internally equitable, externally competitive and flexible, according to Bohlinger. MTA senior management also was involved in the job evaluation process, something the previous compensation study lacked.

Recent salary surveys that more accurately reflect changes in jobs and in the market were used in the process.

"We've decided to place MTA jobs within the market at a higher than average salary structure," notes Bohlinger, "because we think it reflects that we've been hiring the best employees in the industry."

New pay grades recognize appropriate differences in job content and pay ranges can be reviewed periodically to remain competitive in the industry.

## Letters from numbers

Notably, the classification and compensation program features a new grade structure marked by 27 salary grades instead of the former 13 levels. Salary grades are now represented by a letter instead of a number.

Under the new program, some employees have received new job titles to more accurately reflect their job description. The evaluation committee discovered situations

in which employees, all with similar jobs, had a variety of job titles.

The few employees whose current salary is below the minimum of their new salary range will receive pay raises to bring them up to the minimum of the range. Those employees whose salaries are above the maximum for their new range may not receive increases until their range "catches up" with their current salary.

## Scoring jobs

Deputy executive officers from across the agency served on the Job Evaluation Committee. As a result, rankings in the new plan more adequately reflect the organizational culture at the MTA.

The committee based job evaluations on a system known as the "Hay Job Evaluation Method," a method used by similar large organizations including the New York MTA and BART. The Hay Group trained the MTA Job Evaluation Committee to use a ranking

## The Job Evaluation Committee is composed of senior management members from all areas of the agency:

**Jim Brainerd, Administration**  
**Jeff Christiansen, Construction**  
**Tony Chavira, Transit Operations**  
**Ralph de la Cruz, Transit Operations**  
**Richard Hunt, Transit Operations**  
**Keith Killough, RTP&D**  
**Art Kimball, Administration**  
**Ellen Levine, Transit Operations**  
**Shirley Maimoni, Executive Office**  
**Terry Matsumoto, Finance**  
**Pat McLaughlin, Executive Office**  
**Scott Mugford, Communications**  
**Gwendolyn Williams, Construction**

system that measures job content and assigns each job a numerical score.

Three critical factors of job content went into the job evaluation process: "Know how," problem-solving, and accountability. ■

# It was the best of times

*Holiday parties brought cheer at the end of a difficult year*

**T**here's an old saying among editors that nothing is as dead as yesterday's holiday. The exception, however, is this page of photos from three events that not only were fun, but helped draw us together as a family.

At Halloween, we shivered with delight at the spooky decorated buses and the frightening band of ghouls that swarmed Headquarters. Operating division personnel competed to create the scariest bus designs.

Who wasn't terrified by Wolfman, Dracula, Elvira, the Phantom of the Opera and other demons who roamed the Plaza looking for innocent victims?

In early December, some 300 kids from nine schools adopted by the MTA decorated

live Christmas trees for display in the Headquarters lobby. With the end of the holidays, the trees will be planted on the school playgrounds.

Party time! And many employees put on their best formal clothes for the Holiday Magic dinner dance sponsored by Employee Activities. Others attended holiday events at their divisions.

The dinner dance at the Omni Hotel drew a glittering MTA crowd who danced the night away. Highlights of the evening were a massive "Macarena" dance-in and CEO Joe Drew's rendition of "La Bamba."

Hope you had a happy holiday. Here's wishing you a great 1997!

*The Editor*



(Top) MTA employees donated 310 clothing items and 20 infant toys to the Children's Institute International, 375 toys to the Fred Jordan Missions and 275 gift items and toys to the Maclaren Children's Center. The holiday project was sponsored by MTA Equal Opportunity Programs. From left are Susan Robles, Gail Charles, Vladimir Corona, Bessie Rush-Johnson and Nola Crittendon. (Above) Ed Scannell of Media Relations concentrates on his music during a dinner dance jam session. (Left) Kim Mitchem of Southern Region Operations places a decoration on the Stephen Middle School Christmas tree. (Upper right) Kim Turner of Division 8 strikes a dramatic pose with balloons from the dinner dance decorations. (Lower right) Phyllis Meng of General Services helped the children of Bridge Street School decorate their holiday tree.

(Left) "Dracula" Noe Cortez, Division 3 TOS, prepares to bite his next victim, wife Marianne, a stenographer at Operations Central Instruction. (Far left) Witches Tracey Young of Construction and Estelle Plascenia of Division 8, board a Halloween bus decorated by Division 8 employees (far left). Photos by Carl McKnight, Tracey Mostovoy and Bill Heard.



# Conversation With: Linda Bohlinger

*Editors Note: Linda Bohlinger was named Interim Chief Executive Officer at a special Board meeting, January 10, to replace CEO Joe Drew.*

Linda Bohlinger is a committed transit advocate who strongly believes that the MTA provides added value to the region's transportation systems.

Bohlinger's view of the public's transportation needs encompasses not only bus and train service, but also highways, bike-ways and funding for community-based transit services. She's proud of the MTA's unique and powerful role in the planning, construction and operation of local transportation services.

Her own responsibilities at the agency are wide-ranging. As deputy CEO, she oversees the activities of MTA's Finance, Administration, Employee and Labor Relations and Transit Police units and, in an acting capacity, the Construction and Transit Operations units.

In this interview, conducted November 19, Bohlinger touches on agency morale, labor contracts, customer service and merger issues, among other topics.

## Ahead for 1997

**Metro Family:** Linda, we've just come through another tough year. What do you see ahead for the MTA in 1997?

**Linda Bohlinger:** I'm confident that the MTA in 1997 not only will survive, but flourish, through the continuity of leadership of our highly capable executive team and staff. I'm committed to the success of this agency, having been with the MTA and one of its predecessors for 15 years.

Based on my MTA tenure and my five years in Sacramento in the late 80's, I know that we make a difference in Los Angeles County. One of my goals is to bridge our three functions as operator, builder and planner/programmer so that we work even closer as a team.

I see a renewed emphasis in 1997 on improving bus service as we implement the consent decree from the fare lawsuit, which includes adding 152 buses over the next two years and improving transit security for our passengers as well as our bus operators.

## Long-range planning

Another major area of emphasis is rail construction. With the adoption in March,

## Profile: Linda Bohlinger



Photos by Clarence Hendricks.

*"I want to help make the MTA more customer-oriented, both internally and externally. My goals are to improve staff morale and to strengthen and balance the MTA's three major roles of transit operator, rail transit constructor and planner/programmer."*

1997, of a new long-range plan, the Board will reset our rail construction schedules and balance our long-range planning of a transportation system that includes bus, rail, highways and demand management strategies such as carpooling.

How we handle reduced federal funds and an increased demand on our local funds will be a very big issue.

Also, this spring we'll program local, state and federal revenues in the Call for Projects around the county. In FY 1997, the MTA's \$3 billion budget included more than \$1 billion allocated to our transportation

- **Native of Santa Barbara. Currently, a resident of Altadena.**
- **Graduate, University of California, Santa Barbara, 1971, B.A. in Spanish.**
- **Masters in Public Administration, University of Southern California, 1977. Doctoral work in public administration is in progress.**
- **Appointed Deputy CEO in January, 1996, having previously served as Executive Officer, Planning and Programming and as Deputy Executive Officer, Capital Planning. Experience in transportation also includes Deputy Director of the California Transportation Commission, Sacramento Area Council of Governments, LACTC, and the Southern California Association of Governments.**
- **Previously worked as academic administrator at USC and teacher of "English as a Second Language" to Spanish-speaking migrant farm workers. Linda is fluent in Spanish.**
- **Family: Husband, John Sohn, and 12-year-old cat, Big Guy.**
- **Hobbies: avid golfer, sailing, skiing.**



partners, such as Caltrans, the 88 cities, the County and the 18 municipal bus operators. That's an important part of our job.

I would like to add that our Finance and Administration units are key in supporting our efforts to deliver quality transportation products.

## Labor negotiations

**MF:** MTA labor contracts expire in mid-1997. What's the likely impact?

**LB:** Contract negotiations will be a very important project this year. We have an agency-wide task force developing policy

issues. The outcome of these negotiations will determine how we handle our bus and rail services in the future, because labor costs are a major element of our budget.

**MF:** What's our attitude going into labor negotiations?

**LB:** We're developing both short-and long-range labor strategies. Our goal is a union contract that allows us to work together with our unions to improve our existing transit services, as well as provide alternative service delivery as identified through our Bus System Improvement Plan process and the fare lawsuit consent decree.

We also want to create a process that allows MTA Operations to compete for contracted services with private carriers, LADOT and other local properties.

## Pay for performance

**MF:** Are you in favor of a "pay for performance" system?

**LB:** Yes. We need to recognize and reward employees for a job well done. Human Resources is leading an agency-wide effort to develop a merit pay program in which a manager and employee first agree on goals for the upcoming year which are tied to our organization-wide goals. Based on levels of performance, an employee would be eligible for merit pay incentives.

**MF:** Is the merger finally over?

**LB:** No. One of my major challenges is to continue to work through the remaining merger issues. We have taken some major steps over the past year, including implementing the unified retirement system that allows non-represented employees to choose PERS or remain in the MTA Retirement Plan.

We also have made our Time Off With Pay (TOWP) and "frozen" sick banks more consistent, flexible and accessible to staff.

We now have a new, fair and equitable job classification system with revised salary categories for non-represented employees. I have committed to have the Job Evaluation Committee meet monthly to re-evaluate any revised job descriptions upon request of the executive officer.

Finally, we shouldn't bury the past. We should honor the history of both agencies that merged into the MTA. We need to get past the hostility and the perception that there's inequitable treatment. I hope both our actions and my commitment to continue this effort will help us do that. ■

# Employee task force demonstrates agency's commitment to diversity

Like the mosaics that adorn Patsaouras Plaza — many different tiles blending to create a vast picture — employees of the MTA and the customers they serve are a blend of backgrounds, talents and experiences.

"The MTA's employees are its most valuable resource," says Gail Charles, director, Equal Opportunity programs. "Diversity among the MTA's multi-cultural workforce is valued as a tremendous asset of the agency."

Managing diversity — by making sure that every employee and customer feels valued and is treated fairly — is both an important responsibility and a competitive advantage in the workplace and marketplace, according to CEO Joe Drew, who initiated a study that looked at diversity issues at the MTA.

The study resulted in training sessions for top-level MTA executives in managing diversity issues effectively. It also led to the formation of an employee committee to educate and inform co-workers about diversity issues, and to provide resources and assistance through innovative programs and services.



Diversity Task Force chairs and co-chairs, from left, are DA Haydel, Bill Frazier, Francene Joe, Marion Colston-Fayyaz, Joya DeFoor, George Nickle, Phyllis Tucker and Dan Ibarra. Not shown are Jane Matsumoto, A.J. Taylor and Mike Lensch. Photo by Bill Heard.

The Diversity Task Force, formed last summer, is a broad cross-section of employees appointed by the executive officers. Marion Colston-Fayyaz, manager, Organizational Development, was elected to head the panel that meets monthly.

### Strong commitment

"The members are very strongly committed to the task force mission," says Colston-Fayyaz. "Our meetings are held during lunch hour so they won't interfere with our members' primary job responsibilities."

Since its inception, the committee has conducted a number of successful programs and has others on the drawing board. A

brochure describing task force goals and projects soon will be distributed to all employees. Information about diversity programs and services will be distributed with employee payroll vouchers.

Task force member Dan Ibarra, director, Operations Support Services, notes that diversity at the MTA extends beyond the more obvious categories of race, gender, religion and ethnic origin.

"We need to be aware of people's lifestyles, sexual orientation, language and physical ability," he says.

### Successful Programs

The Diversity Task Force has imple-

mented several successful programs and has many more planned for the coming year. These include:

- A training program for bus operators to sensitize them to the challenges faced by transit users with physical disabilities.
- A special employee tour of the Museum of Tolerance in West Los Angeles.
- Providing language translations for neighborhood meetings in MTA service areas. Preparing signage around construction areas in several languages.

The task force and MTA librarian Dorothy Gray have assembled a growing collection of diversity-related resource materials including books, videos, articles, and pamphlets that are available to all MTA employees. ■

Anyone interested in reaching the Diversity Task Force may phone the Equal Opportunity Hotline (213) 922-2600.

# Ridership on Los Angeles Metro Rail system rivals commuting in other major U.S. cities

Ridership on the MTA's new light and heavy rail transportation system, first opened in 1990, exceeds that of 12 other major U.S. cities that operate rail systems.

Nearly 100,000 passengers use the three Metro Rail lines on an average week day. The MTA operates a network of approximately 48 connected miles of track, which helps relieve congestion on area streets and freeways.

Statistics indicate rail ridership in Los Angeles has doubled since 1994 when ridership on the Metro Blue Line and Metro Red Line totaled 50,450.

MTA ridership figures are even more impressive when compared with major U.S. cities with lines less than 20 years old.

### Blue Line ridership

Ridership on St. Louis' highly regarded

light rail line is only slightly better than the Blue Line, which carries twice as many passengers as lines in Sacramento, Portland, Buffalo and San Jose. Ridership is about the same as San Diego's much older trolley.

The Metro Green Line, open since August, 1995, is used by approximately 2,000 more passengers a day than the nation's newest light rail line, launched in Dallas in June, 1996.

### 61 percent increase

Based on September, 1996, numbers, ridership on the Metro Red Line increased 61 percent over the previous year to 36,500, the highest tally yet for the Red Line. Patronage has increased steadily since July when the Red Line was extended to include three new stations along the Wilshire corridor.

Patronage on the 22-mile Metro Blue

Line increased 13 percent to 45,500 daily boardings for the month, compared to last year.

Metro Green Line ridership increased to a new record of an average 17,100 riders per week day, up 60 percent over a year ago. The Green Line traverses 20 miles between Redondo Beach and Norwalk.

"This latest statistical evidence proves that Los Angeles rail ridership figures stack up nicely with our counterpart systems," says CEO Joe Drew. "If these ridership trends continue, our Los Angeles rail system will one day become a model for the rest of the world."

### Embracing rail travel

"Looking back at history, it's not surprising that Southern Californians are beginning to embrace rail travel again,"

Drew adds. "At one time, we had the largest inter-urban rail system in the world. People who lived in Los Angeles in the 1920s would be amazed to learn that there are commuters today who prefer a daily dose of freeway gridlock over the convenience and comfort of the train."

Los Angeles' rail ridership rate is exceeded only by New York City (4.3 million), Boston (751,000), Chicago (672,000), Washington, D.C. (508,000), San Francisco (265,000) and Atlanta (185,000).

Rail ridership exceeds Denver (13,000), San Jose (20,000), New Orleans (21,000), Pittsburgh (24,000), Buffalo (25,000), Cleveland (26,000), Sacramento (26,000), Portland (27,000), St. Louis (44,000), San Diego (50,000), Miami (71,000) and Baltimore (74,000). ■

— Gary Wosk



# Committed to serving our customers better

*"Customer First" campaign takes broad view of relationships with external, internal customers*

For 10 points, please answer the following multiple-choice question:

Who is your customer?

(a) MTA bus and train riders.

(b) Automobile commuters.

(c) Bicycle riders.

(d) An employee needing assistance.

(e) All the above.

If you answered (e) *All the above*, give yourself 10 points and a pat on the back. You've just picked the answer that embodies the spirit of the MTA's new "Customer First" campaign, which began this month.

Customer First has been selected as the MTA's primary outreach effort for 1997. The theme, "Committed to serving you better," and the activities planned for the campaign will emphasize the broad view of customer service.

"Traditionally, we think of our customer as the bus or train rider," says Rae James, executive officer, Customer Relations and Communications. "But, really, the customer relationship includes all those to whom we provide service, and that includes our co-workers."

In fact, fostering better relations among employees is a primary goal of the campaign. James believes that promoting a "Golden Rule" style of working together, in which employees "treat others the way you wish to be treated," will result in a more responsive, effective and customer-friendly agency.

## Shaped by surveys

The Customer First campaign was shaped in part by surveys of passengers and employees who were asked for their views of what makes good customer service. Months of planning, program design and staff work also went into developing a campaign MTA executives hope will have wide appeal and will inspire employees and customers, alike.

In the recently concluded "100 Ways to Improve Bus Service" contest, employees offered many ideas that will be implemented as part of the Customer First campaign. The best overall idea, placing comment cards aboard all MTA buses, allows customers direct input into the agency's improvement efforts.

Other winning suggestions, such as run-



ning buses with headlights on around the clock and encouraging management to ride buses frequently, illustrate and cement the MTA's commitment to serving our customers better.

In February, the MTA will take a giant step to the forefront of the consumer movement by convening a Customer First Conference at the Headquarters building. The conference is open to transit professionals from across the country, leaders in private industry and elected officials.

The conference, scheduled February 6 and 7, will focus on significant consumer issues facing the transit industry and will present viewpoints from consumer-service experts and representatives of some of America's top customer-driven companies.

## Nationally known speakers

The event also will feature such nationally known speakers as Dr. Stephen R. Covey, author of *Seven Habits of Highly Effective People*, and one of Time Magazine's "25 Most Influential People;" Richard Whitely, author of "The Customer-Driven Company," a respected guide to improving customer service; and Robert Spector, co-author of "The Nordstrom Way," a book about the successful department store chain.

In planning the MTA's Customer First campaign, executives were especially conscious of the need to upgrade MTA transit services in the face of rising competition from municipal and private transportation companies. As a "market-driven" agency, the MTA must meet its transit customers' expectations for service — including on-

**Six employees shared honors for the Best Overall Idea in the "100 Ways to Improve Bus Service" contest completed in November. Shown here with CEO Joe Drew (C) are, from left, Bob Perez, Ben Warshawsky, Monique Ramos, Wilfredo Atienza and Prem Duggirala. Photo by Tracey Mostovoy, The Perfect Exposure.**

time, clean and safe service — or lose customers to other transit services or to the private automobile.

CEO Joe Drew closed a recent CEO Report with the thought that, "The MTA may never equal our competitors' cost, but we certainly can provide equal or better service."

## 100-Day Action Plan

Transit Operations, for example, is about mid-way into a "100-Day Action Plan" that poses 28 challenges ranging from expanding consumer outreach and education to the implementation of a bus stop cleaning program. Service improvements also include better technology for vacuuming buses and replacing the old tinted bus windows with clear glass.

"I've asked employees to tell me what we can do to put the customer first," says Ellen Levine, executive officer, Transit Operations. "How can we support them so they can do their jobs more effectively and what barriers exist that limit their effectiveness? In response, I've received many thought-provoking comments and recommendations."

Levine also has convened an Operations

## Guiding principles of Customer First

### Respect

I will treat my internal and external customers with respect at all times.

### Worthy of trust

My team members can rely on me to support their efforts to meet the MTA's goal of improved customer service.

### Positive attitude

I will be positive and supportive so that my co-workers can fully contribute to the MTA's mission.

### Responsible

I will not assign blame, but will work to find solutions.

### Caring

I care about the outcome of the work I do, about those I serve and about those with whom I work.

### Praise

I will show my appreciation for my co-workers' contributions to the MTA's mission and goals and for the assistance they give me.

### Communicating

I will encourage open communications with my co-workers and with our customers.

Task Force of 50 management employees representing many areas of the MTA as well as members of union leadership. The task force has been meeting to evaluate the current regional structure for managing Metro Bus operations.

The group also is developing recommendations for improving service at all points of customer contact, improving the condition of the bus fleet, finding ways to expand service and for improving employee working conditions.

Meanwhile, executive officers in other divisions have been scrutinizing their procedures to see where changes need to be made in the interest of improving service to both internal and external customers.

Whether it's MTA Administration, which primarily serves employees, or Regional Transportation Planning & Development, which provides a multitude of services to communities, Metro Construction, Customer Relations and Communications, or the MTA Executive Office — all are turning an analytical eye toward achieving that important goal: Serving our customers better. ■

# Making a clean sweep

*Crews will clean 18,000 bus stops in ambitious new MTA program*

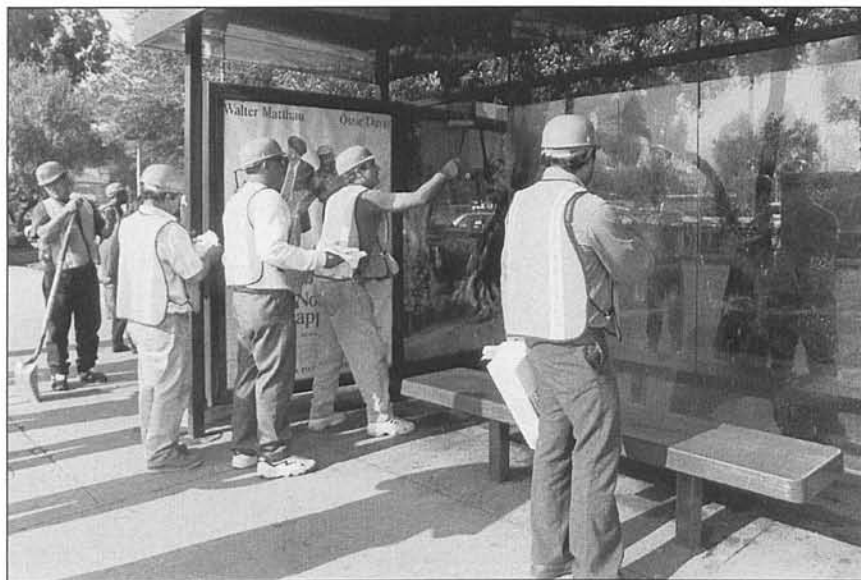
By Ed Scannell

The MTA has launched the Bus Stop Cleaning Program, an ambitious project to clean the 18,000 stops in LA County serviced by its buses. "Historically, upkeep of bus stops has not been MTA's responsibility, but we believe our customers deserve a clean and pleasant environment where they make their bus connections," says CEO Joe Drew. "This is an important addition to our extensive Customer First campaign."

## Crews to remove graffiti

On December 3, the first six-member crew took to the streets, cleaning 75 bus stops in the first week alone. The crew pulled up weeds, removed trash, and cleaned sidewalks. A second crew was deployed January 7, and the third and fourth crews will start work in February and March.

The first group of streets targeted in the program include Van Nuys Boulevard, Slauson Avenue, Broadway, Valley Boulevard, Venice Boulevard, Vermont Avenue and Florence Avenue.



**A six-member crew of community service workers referred by the courts cleans a bus shelter on Cesar Chavez Boulevard. The shelter is one of 18,000 bus stops included in the MTA's Bus Stop Cleaning Program. Photo by The Perfect Exposure.**

In addition to the cleanup of the stops themselves, the crews in some cases will remove graffiti on buildings adjacent to some stops with the permission of building owners.

As part of MTA's Mediation and Restitution Services program, the crews will be drawn from a pool of adult court-referred community service workers provided by judges from around L.A. County.

"The crews will be deployed on a needs-based schedule. They'll also have the flexibility to respond quickly when an urgent situation arises," says Ellen Levine, executive officer, Transit Operations. "Some bus stops may require little or no cleanup. Others may need attention as often as once a month. Our goal is to keep the stops clean year-round."

## Help from communities

Realizing that the job may require a helping hand, MTA hopes to partner with churches, businesses, community groups and municipalities in another element of the program dubbed "Adopt A Stop." Adopted bus stops will bear a sign indicating who is taking responsibility for their appearance.

"Groups unable to perform cleanup chores can still adopt a stop by helping to pay for the cleanup," adds Levine. "And in some instances MTA's cleanup crews may assist partners with their own cleanup projects in exchange for some attention to needy stops." ■

LET'S TALK

# Safety

By Linda Meadore,  
Asst. Dir., Safety Compliance



**S**afety first – what does that really mean to you? Did you know that the MTA has three safety departments? Every day, some 40 MTA safety employees

work on construction sites, in the tunnels, with rail design engineers and in bus and rail divisions to help keep employees and contractors accident-free, both on and off the job site.

Three MTA employees coordinate these safety activities: Dan Jackson, Director of Construction Safety; Lou Hubaud, Director of Construction Systems Safety; and Robert Torres, Manager of Operations Safety.

Dan Jackson's 23-member staff spends most of its time on our subway construction sites along Vermont Avenue and Hollywood Boulevard. They work daily with each construction contractor to maintain injury-free work areas.

As a result of their efforts, the MTA has a better safety record than other transit properties engaged in rail construction activities.

Safety engineers conduct monthly safety and injury audits, and weekly progress meetings at each construction site. Safety training for workers includes 30-hour OSHA programs, tunnel hazard awareness, First Aid and CPR, confined space and hazard awareness.

Lou Hubaud's staff of nine is responsible for ensuring that new rail lines are designed in accordance with required safety codes and standards. The group includes two battalion chiefs from the LA city and county fire departments. On any given day, staff members can be found poring over blueprints for design of rail facilities and systems, running safety committees, or working in the stations and tunnels.

Lou is responsible for safety certification of all new rail lines prior to revenue opera-

tions. He also directs the Grade Crossing Safety Improvement Program, which works to reduce accidents on the Metro Blue Line.

Robert Torres' eight-member staff is responsible for the safety and health of the 1,567 employees in the Headquarters building and the 6,545 employees in MTA Transit Operations. They respond to bus and rail incidents, conduct investigations and prepare safety reports for various federal and state regulatory agencies. They conduct regular injury audits and overall safety audits for bus and rail divisions.

The MTA has created a new office of Safety Compliance within Management Audit Systems to emphasize the agency's commitment to safety. I have been appointed to head this office, which is responsible for conducting surveys and audits of all MTA safety activities.

The new office also helps resolve safety issues, recommends new or improved procedures, and ensures that all employees put safety first. Two inspectors will join the staff to oversee construction and operations safety activities.

So, safety first? At the MTA, it's a job for the professionals, but a concern for us all. ■

## Cora to the Rescue

Operator Cora Lewis won well-deserved recognition from the MTA Board, last month, for aiding an elderly man who lost his way and wound up miles from home. Cora, an operator for six years, noticed the man sitting on the ground near a bus layover zone in the Crenshaw district. She could tell he was in trouble.

John Fenelon, resident of a Whittier retirement home, had boarded the wrong bus that Sunday morning and had traveled nearly 25 miles in the wrong direction. Cora invited the weary man onto her bus and asked him for identification. Her act of kindness started a chain of events that reunited Fenelon with his family.

Jack Fenelon had been searching frantically for his father when he learned of Cora Lewis' actions. "We were very grateful he had fallen under her care," he said. "She was terrific."

Congratulations to Cora for a job well done. Her actions and concern for our passengers are representative of the many kindnesses performed daily by MTA operators throughout our service area. ■



# He's quick on the draw, podnuh!

*Bob Waters slaps leather and bites the dust as Calico Ghost Town weekend volunteer*

By Bill Heard

A volley of gunfire disrupts the peaceful silver mining town of Calico. A slender, bearded man in a black ten-gallon hat falls dead, his smoking .44-caliber Peacemaker dangling from his lifeless fingers.

Bystanders are stunned by the violent action.

Then, applause! And Bob Waters, MTA employee and part-time Calico gunfighter, rises from the street and brushes off his clothes, all smiles.

For Waters, it's another weekend playing cowboy for the tourists who visit the 1880s ghost town, a San Bernardino regional park. Located on Interstate 15 just 10 minutes north of Barstow, the gunfights, shops and restaurants draw visitors from across the nation and around the world.

"It's relaxing and fun," says Waters, assistant records custodian in the Board Secretary's office. "I like to interact with the visitors, especially the kids."

## Authentic costume

And the visitors like to interact with Waters, posing with him for photos or asking about his costume. In addition to the hat, he wears authentic tan canvas pants tucked into stovepipe boots, vest and a three-button shirt like those worn in the Old West.

He also gets quizzed about his weapons. These questions, many from youngsters, usually result in a mini-lecture on gun safety. Calico safety rules require all weapons to be unloaded of their blank cartridges immediately after a gunfight skit. Even so, visitors aren't allowed to hold the guns.

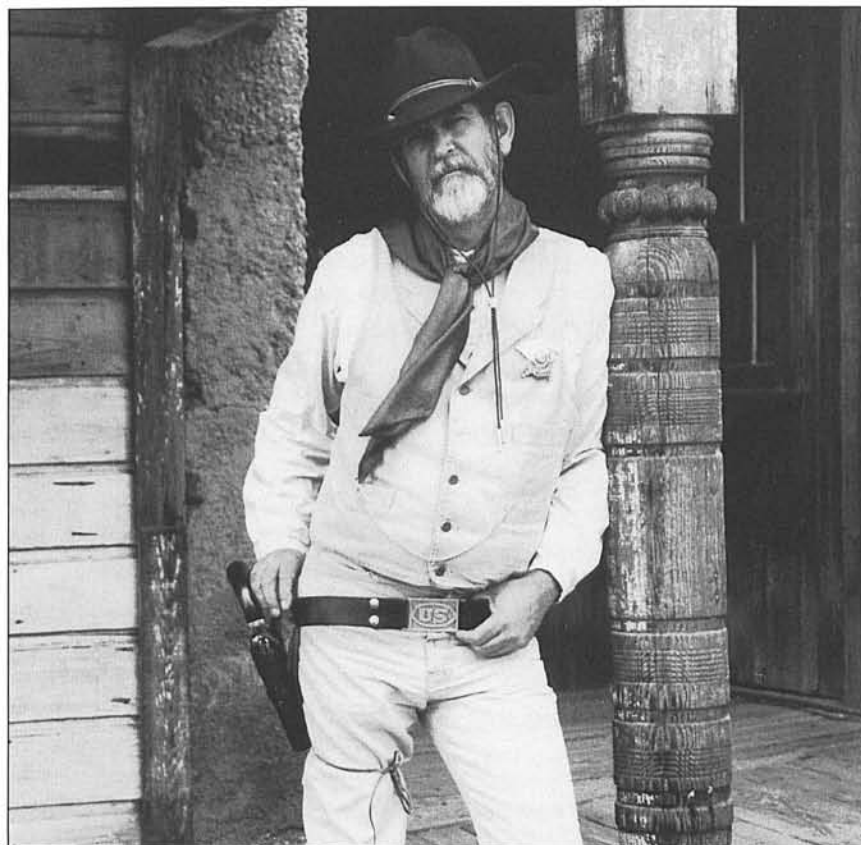
Waters is one of a number of volunteers who take weekend duty to augment Calico's full-time employees in the street performances. As a part-timer, he's usually on the wrong end of the pistol barrel.

"For the most part, I get stuck as the bad guy," he chuckles. That means he bites the dust a lot, not easy for a 54-year-old man. After one particularly hard pratfall on Calico's paved street, Waters quickly learned the stuntman's method of dying.

"I didn't have to pretend to be hurt that time," he recalls. "I really was hurt!"

## Visit to the ghost town

Waters signed on as a Calico volunteer



last April, following a visit to the ghost town. "I'd been looking for a chance to do something like this and I asked one of the gunfighters how to get involved."

He filled out an application and soon was stalking the mean streets of Calico — sometimes as a deputy marshal and sometimes as an outlaw. The group has a half-dozen skits they perform from 10:30 a.m. until 4:45 p.m. every day except Christmas.

Scenario: Four outlaw brothers spend the night carousing in Calico's saloon where they gamble away all their money. Loaded for bear, they plot to even the score by robbing the saloon. The dumbest one of the

bunch is chosen for the heist but, unfortunately, he has nothing but food on his mind.

Moments after barging into the saloon, the brother is back in the street, money pouch in hand. By now, however, the town marshal has wind of the plot and confronts the brothers. They're innocent, they protest, and finger their dimwitted brother as the culprit.

"I've just got beans!" he whines.

## Shootout in Calico

A shootout ensues and, sure enough, when the marshal opens the dead brother's pouch he discovers... beans!



(Above) Waters shows his deputy marshal's badge to a pair of Boy Scouts. Tourists from around the world visit Calico Ghost Town to soak up the flavor of the Old West.

(Left) MTA's Bob Waters patrols the streets as a Calico Ghost Town deputy marshal looking for outlaws and other varmints when he's not playing the bad guy in a weekend gunfight skit.

(Left) Deputy Marshal Waters confronts outlaw, Art Crofut, in the streets of Calico. Gunfights, although true to the violent 1880s, are played for humor. Photos by Margie Meserve.

"We try to remain true to the violent era that the Old West was up until about 1900," says Waters. "But, we've added humor to our skits to please the kids, and we don't use blood tablets."

The would-be gunfighter joined the MTA in 1969 as a bus operator, driving out of Divisions 3, 10, 18 and 9. He transferred to the Board Secretary's office in 1981.

When he's not roaming the Old West, Waters spends his spare time with his other hobby, photography. He prefers shooting nature and landscape photos.

He also maintains a small collection of 1861-vintage pistols, three Navy Colt .44s and an Army Colt .44, that shoot black powder. The weapon he carries in Calico is a .45-caliber Ruger replica of the Colt Peacemaker worn by many western lawmen.

Waters and his wife, Beverlee, live in Oak Hills, near the top of Cajon Pass. A perfect place for an old gunfighter to sit and watch the sun sink slowly in the West. ■

For more information about Calico Ghost Town, call 1-800-862-2254. The park is open year-round, except Christmas. Hours are 8 a.m. to dusk. Shops, restaurants and attractions are open from 9 a.m. to 5 p.m. Parking is free.

# Audit of MTA highlights difficulties, recommends ways to improve productivity

A nationally respected auditing firm appointed by the Board has taken a penetrating look at the MTA and has recommended a number of ways to improve effectiveness and efficiency, productivity, employee morale and response to customers.

The analysis performed by Coopers & Lybrand and reported to the Board in December was intended to develop a broad picture of the MTA from the merger in 1993 to the present. It included a review of past studies of the agency, interviews with Board members, and an employee survey to ensure participation by all levels of staff.

"The MTA has experienced extraordinary difficulties," the auditors wrote, "including a poorly implemented merger, major problems with one of the largest public works construction programs in the country, budget cuts, and serious customer dissatisfaction which has led to a recent class action lawsuit."

These difficulties are heightened, the report said, by the MTA's wide-ranging responsibilities and because it "operates in an extraordinarily large and intense political environment." This has put both the Board and the staff under an abnormal degree of stress, it added.

The report credited the Board and MTA executive management with efforts to provide stronger leadership, greater clarity and purpose for the agency.

## Auditors praise efforts

The auditors praised efforts made toward strengthened leadership and leadership training, improvements in Board-staff relations and the resolution of lingering merger issues. They also commended investments in key management systems, new initiatives in the area of performance

and customer values, and efforts to reduce costs and improve the quality of service.

The report noted the "many extremely capable and hard-working people at the nucleus of (the MTA) operation" who could lead the agency "into an exciting period of renewal." It called for "stability, patience and determination" while Board and staff work to revitalize the agency, an effort auditors believe will take two to four years.

"It is imperative," the auditors wrote, "that the (MTA) have the strong, stable leadership, management and governance in place, supported by the proper systems and tools, and that leadership make a commitment to doing what is necessary to ensure a sound, long-lasting (agency)."

## Key areas for improvement

- Institutionalize strategic business and operational planning.
- Align organizational structure with business needs, cost effectiveness and value-added.
- Re-engineer core processes.
- Improve critical management reporting and information needs.
- Implement a formal management improvement plan and program.
- Strengthen MTA leadership and governance.

## Develop mission, goals

Although the report contains many recommendations for improvements, several suggestions can be highlighted. Auditors called for the Board and management to develop the MTA's mission, vision, values and goals and to communicate them throughout the organization. Management and Board actions should be consistent with those key statements.

The agency should determine a 12- to

24-month strategy and action plan with targeted results as recommended in mid-1996 by the Peer Review committee, auditors said.

In four recommendations directly affecting employees, auditors said the MTA should conduct annual employee attitude surveys to gauge changes in the agency's culture. They also called for performance bonuses or merit pay and a redesign of the performance appraisal system that would provide feedback on management performance.

Finally, the auditors said the MTA's recruiting and employee selection process should be revised to make Human Resources responsible for recruiting and screening candidates, but leaving the final decision on hiring to the department filling the position.

The report calls for the MTA to adopt a vision to become a model agency by the year 2000. An agency, the auditors wrote, that sets an example for the transportation industry in customer service, business effectiveness, employee satisfaction and political pride.

"Only hard work, consistency, creativity, time, and determination - and a workable plan," the auditors said, "will result in meaningful changes within the MTA." ■

## Joe Drew's CEO Hotline

**Q.** I'm concerned about security in the Headquarters parking structure. My department, Customer Information, stays open late at night. Most of us are women and we're afraid to go into the parking area alone.

**A.** Thanks for your call about this important safety issue. You'll be pleased to know that contract security guards patrol the parking structure 24 hours a day, seven days a week. MTA security guards also periodically tour the parking areas. If you're working late and want an escort to your car, contact the security control room at Ext.

27600. To arrange permanent escort service, you or your department should send a memo to Marvin Merriweather or Sgt. Luke Fuller of the Transit Police Department.

**Q.** We're very concerned about the clutter that has accumulated in the MTA's cash counting room. Adding more and more machines has affected working conditions here. Help!

**A.** The Revenue Department has been looking for a larger, more appropriate facility for cash counting. Meantime, they'll have a consultant review the current facility, use of space and work flow. Coin processing machinery will be upgraded. Supervisors and managers are meeting semi-monthly with cash room employees to discuss problems and seek solutions. Thanks for your call.

**Q.** I've filed a grievance with the ATU because I believe I've been shorted 8.5 hours in overtime premium pay. The han-

dling of the pay period for the third shift was changed and this caused the problem. Can't this be resolved?

**A.** You'll be paid the 8.5 hours overtime premium in accordance with the ATU contract. Your management and Employee Relations are working together to develop a clear procedure to avoid such problems in the future. The ATU grievance procedures also have been modified to improve the time it takes to resolve such disputes. Thanks for calling with your concern.

**Q.** We need to make a better effort to inform our non-English speaking customers that they are required to pay the fare to ride our buses. It's hard to make them understand if they don't speak English.

**A.** You'll be happy to know that our Marketing Department is developing a fare information guide that will be published in 10 languages: Armenian, Japanese, Mandarin Chinese, Korean, French, German,

Vietnamese, Cambodian, Spanish and English. It's designed so bus operators can more easily help non-English speaking customers by providing fare information. Thanks for thinking "Customer First!"

**Q.** Why did Risk Management print 5,000 workers compensation supervisor's manuals when we still have boxes of the manuals left over from the 425 building? Also, 6,000 proof of insurance stickers were printed to put on MTA vehicles. It seems like a waste of taxpayers' money.

**A.** Thanks for your concern, but Risk Management didn't print new manuals. The department received 1,750 new inserts to update the old, outdated manuals with such information as phone numbers and organizational changes. The cost of maintaining the manuals is covered in our contract with the claims management company. Also, no new proof of insurance stickers were printed, nor will they be at this time. ■



# All In The Family

## SERVICE AWARDS

### 30 years:

**Wilkes, Lenard A.**  
12/10/66

**Ortiz, Victor O.**  
12/17/66

### 25 Years:

**Duell, Leo J.**  
2/6/71

**Caballero, Emilio**  
12/7/71

**Gonzales, Ruben G.**  
12/12/71

**Miranda, Anthony**  
12/21/71

**Flynn, Roger J.**  
12/22/71

**Ebli, Frank J.**  
12/22/71

### 20 YEARS:

**Macias, Marie A.**  
12/21/76

## TRANSITIONS

**Agrawal, Sudhir Kumar**  
Proj Engr to Engr Proj Mgr

**Aguayo, Carmen**  
Rev Clrk to Cust Serv Agnt I

**Aguirre, Maria A.**  
Pub Affs Offer  
to Sr Public Affs Offer

**Arreola, Hugo M.**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Armas, Richard M.**  
Bus Opr (P/T) to Bus Opr (F/T)

**Avila, Jim J.**  
Mec "A" to Maint Speclst

**Bahmanshir, Saeed**  
Serv Attnd to Mec "C"

**Bennett, Anderson**  
Proj Engr to Engr Proj Mgr

**Bishop, Darrell R**  
Serv Attnd to Mec "C"

**Bloomer, John M.**  
Tran Pol Ofer (TRN)  
to Tran Pol Ofer

**Boxeans, George L.**  
Tran Pol Ofer (TRN)  
to Tran Pol Ofer

**Busse, Don A.**  
Tran Pol Ofer (TRN)  
to Tran Pol Ofer

**Camarillo, Arwel F.**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Carmichael, Thomas J.**  
Proj Engr to Engr

**Carr, George S.**  
Equal Opp Prog Rep to  
Sr Equal Opp Prog Rep

**Cardosa, Romero A.**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Carrasco, Bernardino**  
Bus Opr (P/T) to Bus Opr (F/T)

**Cespedes, Arturo M.**  
Bus Opr (P/T) to Bus Opr (F/T)

**Chawdhry, Malika M.**  
Sr Sec to Exe Sec

**Chesser, Steven B.**  
Media Rel Rep  
to Sr Media Rel Rep

**Churanakoses, Manit**  
Proj Engr to Engr Proj Mgr

**Conn, Lawrence R.**  
Sr Admin Anly  
to Org Prog Mgr

**Cuellar, Monica L.**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Davis, Richard J.**  
Ch Admin Anly  
to Oprns Perf Anly Mgr

**Dean, Valerie**  
Asst Contr Admin  
to Contr Adminr

**Dias, Erick D.**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Dimson, Edgardo L.**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Dubon, Roberto**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Durrant, Leslie**  
Proj Engr to Engr Proj Mgr

**Escareno, Francisco J.**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Espinosa, Patricia G.**  
Sec to Sr Sec

**Evins, Stephanie**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Fincher, Andres**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Fleming, Derek De'Shaun**  
Cash Clk/Rel Vault Trk  
Drivr to Vault Truk Drivr

**Galoosian, Roobik**  
Stat Anly to Risk Finan Mgr

**Barrett, Garth D.**  
Sec to Sr Sec

**Gaskill, William R.**  
Proj Engr to Engr Proj Mgr

**Go, Fred L.**  
Cash Clrk to Cash  
Clrk/Cash Cntg Supv

**Gheitanchi, Dixie R.**  
Sec to Sr Sec

**Giba, Joseph**  
Fac Maint Supv  
to Syst Maint Mgr

**Gibson, Charles E.**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Goytia, Steven**  
Serv Attnd to Mec "C"

**Griffith, Carlos E.**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Greene, Scott D.**  
Transp Tech Mgr III to  
Transp Prog Mgr IV

**Griesbach, Alfred W.**  
Proj Engr to Engr Proj Mgr

**Gudino, Gabriela**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Guevarra, Ecan**  
Tran Pol Ofer (TRN) to  
Tran Pol Ofer

**Gutierrez, Irma**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Harnish, Michael A.**  
Cash Clrk/Rel Vault Trk  
Drivr to Vault Truk Drivr

**Hashem-Nahid, Behsad**  
Proj Engr to Engr Proj Mgr

**Haethorne, Bret**  
Stok Clrk to Storkepr  
to Bus Opr (F/T)

**Hodges, Pamela J.**  
Cust to Serv Attnd

**Jackson, Douglas**  
TOS to Sr TOS

**Jaffe, Steven I.**  
Chief Admin Anly  
to Oprs Supprt Mgr

**Jauregui, Juan M.**  
Serv Attnd to Mec "C"

**John, Ann P.**  
Proj Engr to Engr Proj Mgr

**Johnson, Bryon K.**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Johnson, Thomas R.**  
Custod to Cash Clk. Rel  
Vault Truk Drivr

**Kahanda, Dhammika S.**  
Bus Opr (P/T) to Bus Opr (F/T)

**King, Daniel E.**  
Serv Attnd to Mec "C"

**Kirshna, Ram**  
Proj Engr to Engr Proj Mgr

**Kuhn, Jesus J.**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Landelius, Peter H.**  
Tran Pol Ofer (TRN)  
to Tran Pol Ofer

**Leone, Linda**  
TOS to Sr TOS

**Lesinsky, Gabriel**  
Mail Carrier  
to Cust Info Agnt I

**Licea, Irma**  
Admin Anly  
to Sr Admin Anly

**Lindsey, William E.**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Lipovsky-McCowan, Linda E.**  
Train Opr (P/T)  
to Bus Opr (F/T)

**Little, Sandra Lynn**  
Sr. Sec to Exe Sec

**Lopes, Daniel**  
Custd to Mec "C"

**Marquez, Julio C.**  
Serv Attnd to Mec "C"

**Martin, Duane**  
TOS to Sr TOS

**Matsumoto, Jane**  
Sr Admin Anly  
to Chief Admin Anly

**Matsumoto, Terry**  
Chief Admin Off  
to Exce Off, Finance

**McKensie, Donald**  
Cust Info Agnt I  
to Pasngr Rel Rep

**Milan, Rogelio P.**  
Mec "A" to Maint Speclst

**Mohr, Laura J.**  
Proj Engr to Engr Proj Mgr



**Gisselle Acevedo-Franco (L)** has joined the MTA as Director of Government Relations and Public Affairs. She previously served as Director of Communications and Public Relations at MedPartners/Mullikin. At the MTA, she is responsible for overseeing local, state and federal government relations and public affairs.

**Marc Littman** has been named Director of Public Relations. Previously, he was Public Affairs Manager at the Community Redevelopment Agency in Los Angeles. At the MTA, he is responsible for Media Relations, Internal Communications and Metro Art.

**Montoya, James A.**  
Sr Materl Supv to Materl Mgr

**Navarro, Mario M.**  
Bus Opr (P/T) to Bus Opr (F/T)

**Nelson, Harold E.**  
Proj Engr to Engr Proj Mgr

**Nocon, Constantino L.**  
Electrician to Maint Speclst

**Nugent, Mary C.**  
H.R. Asst to H.R. Anly

**Oklesson, Frank T.**  
Proj Engr to Engr Proj Mgr

**Olivares, Susana**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Padilla, Gwendolyn Y.**  
Stek Clrk to Storkepr

**Peterson, Edward B.**  
Serv Attnd to Mec "C"

**Pine, Aaron S.**  
Serv Attnd Ldr to Mec "C"

**Quijas, Theresa A.**  
Cust Info Agnt I  
to Bus Opr (F/T)

**Richardson, Elbert**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Roberts, Doreatha**  
Sec to Sr Sec

**Robles, Bertha A.**  
Cust Info Agnt I  
to Cust Serv Agnt I

**Robinson, Burke L.**  
Bus Opr (P/T) to Bus Opr (F/T)

**Rodriguez, Miguel**  
Tran Pol Ofer (TRN)  
to Tran Pol Ofer

**Romero, Filbert**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Roy, Girish**  
Proj Engr to Engr Proj Mgr

**Saint, Armineh K.**  
Pln Sales Rep  
to Sched Oprns Plnr

**Sanchez, Francine M.**  
Bus Opr (P/T) to Bus Opr (F/T)

**Satin-Jacobs, Patricia**  
Mgmt Reviews Anly  
to Sr Mgmt Reviews Anly

**Singh, Birinder P.**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Singh, Thomas E.**  
Serv Attnd to Mec "C"

**Slaughter, Robert W.**  
Elec Comm Tech  
to Elec Com Tech Ldr

**Smiley, William B.**  
Bus Opr (F/T)  
to Train Opr (F/T)

**Smith, Melinda N.**  
Secretary to Sr Secretary

**Tamuri, Maureen**  
Proj Engr to Engr Proj Mgr

**Terry, Lilith A.**  
Sr Engr to Proj Engr

**Terry, Renee**  
Gen Clrk to Typst Clrk

**Thakur, Jai Paul**  
Proj Engr to Engr Proj Mgr

**Tiongco, Richardo Q.**  
Vault Truk Drivr to Cash Clrk

**Toliver, Rebecca A.**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Torres, Carlos B.**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Trnka, George J.**  
Proj Engr to Engr Proj Mgr

**Trombley, Gene M.**  
Mec "A" to Mec "A" Ldr.

**Valensuela-Martinez, Angel**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Van Soelen, Pieter**  
Serv Attnd to Mec "C"

**Vasquez, Chris**  
Bus Opr (P/T)

to Bus Opr (F/T)

**Vertess, Joan F.**  
Reeds/Info Coord  
to Config Mgmt Anly

**Watson, Nery**  
Buyer to Contr Admintratr

**Weinberg, Richard I.**  
Bus Opr (P/T)  
to Bus Opr (F/T)

**Wilson-White, Olivia**  
Typst Clrk to Gen Clrk III

**Yu, Jonathan T.**  
Sec to Sr Sec

## RETIREMENTS

**Camareno, Robert E.**  
Nov '75 to Nov '96

**Cash, C. H.**  
Aug '69 to Nov '96

**Cooper, Sharon L.**  
Oct '73 to Oct '96

**Craig, Larry**  
Nov '73 to Nov '96

**Cummings, William**  
Nov '73 to Nov '96

**Butler, Bobby E.**  
Oct '73 to Nov '96

**Dotta, Orlando F.**  
Sept '71 to Sept '96

**Hughley, Percy L.**  
Sept '73 to Nov '96

**Johnson, Eugene E.**  
Mar '73 to Nov '96

**Kochanski, Michael**  
Sept '73 to Nov '96

**McClinton, Dale S.**  
Nov '73 to Nov '96

**Nakatani, Roy S.**  
Oct '73 to Nov '96

**Pimentel, Ramon**  
Oct '93 to Nov '96

**Ramos, Carlos M.**  
Nov '93 to Nov '96

**Smith, Robert T.**  
Jan '84 to June '96

**Stairs, Stephen E.**  
Mar '74 to Aug '96

**Williams, Benny O.**  
Oct '73 to Nov '96

## IN MEMORIAM

**Culpepper, Houston E.**  
Hired: 03/20/56

Died: 08/23/96

**Gainey, Arnold T.**  
Hired: 06/02/72

Died: 09/17/96

**Salazar, Joseph**  
Hired: 05/17/71

Died: 10/10/96

**Smith, Leslie E.**  
Hired: 02/24/45

Died: 10/09/96

**Spears, Clyde**  
Hired: 07/13/68

Died: 10/22/96

**Wheeler, Helen M.**  
Hired: 09/04/30

Died: 09/16/96

# Metro Family News Briefs

## Ancient fossils discovered during Metro Rail construction

More than 1,900 fossils, including the remains of extinct animals and fish, have been recovered, preserved and cataloged since construction began on the Metro Red Line.

The most recent finds are a number of fossilized logs, estimated to be 8,800 years old, discovered during the excavation of the Universal City station.

Over the years of construction, thousands of items have been identified and several tons of rock examined to locate fossils

as minute as ancient pollen and as exotic as the bones and teeth of extinct camels and elephants.

State and federal laws require the MTA to study and, if feasible, preserve artifacts of natural and human history. Fossils from MTA construction projects are turned over to the LA County Museum of Natural History for preservation, study and display.

## MTA expands bus fleet, reduces cost of passes

The MTA expanded its bus fleet in

December, adding 53 buses on 34 lines and making schedule and route adjustments on a total of 93 lines. It was the largest single addition to the fleet since 1976, and it will be followed next June by a second installment of 51 buses.

At the same time, the agency reduced the price of monthly passes from \$49 to \$42. An \$11 weekly pass was introduced along with a special 75-cent fare that will be in effect during off-peak hours — 10 a.m. until 2 p.m., Monday through Friday — on Lines 40 and 42. Both lines are heavily traveled by the transit-dependent.

On December 30, the MTA inaugurated two Metro Bus limited-stop lines with 20 of the 53 new buses. Line 311-Limited parallels Lines 111 and 112 on Florence Avenue in South Central LA. Line 394-Limited complements Line 94 on San Fernando Road between downtown Los Angeles.

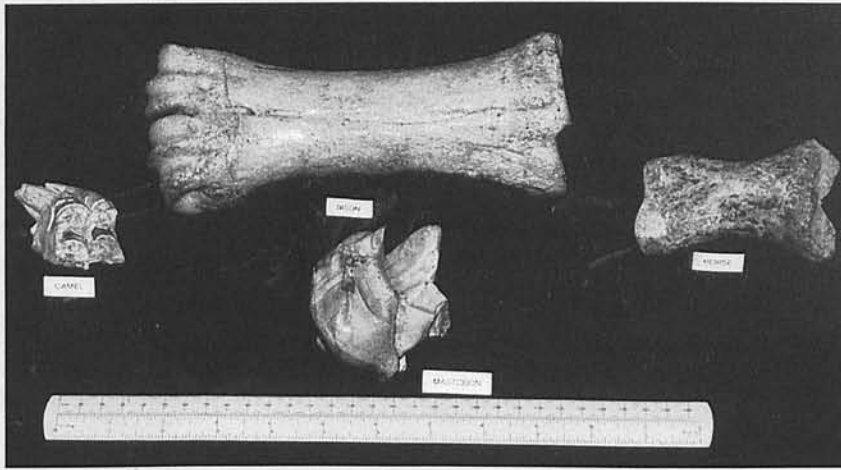
## City Council approves concept of police merger, wants study

The Los Angeles City Council approved the concept of a merger of the MTA Transit Police with the Los Angeles Police Department, December 11, but voted to study the issue further before taking final action on the proposal.

The Council directed the city's chief legislative analyst and the administrative officer to meet with the MTA and to report back to a joint meeting of the Public Safety, Personnel and Budget and Finance committees within 30 days. The staff report will address concerns raised by Council members and will contain a recommended negotiating posture.

MTA officials viewed the Council's action as a positive development and anticipated that issues will be resolved in early 1997, clearing the way for the merger at the beginning of FY 98, next July.

Meanwhile, the Los Angeles Sheriff's Department has forwarded a report and recommendation on the merger to the Board of Supervisors. County action on the merger was expected in January. ■



**Fossilized bones of many animals and fish, as well as plant remains, have been discovered during excavation of the Metro Rail project. The finds are cataloged and preserved for scientific study and public display.**

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