

NEW! FOUR PAGES OF DIVISION NEWS!

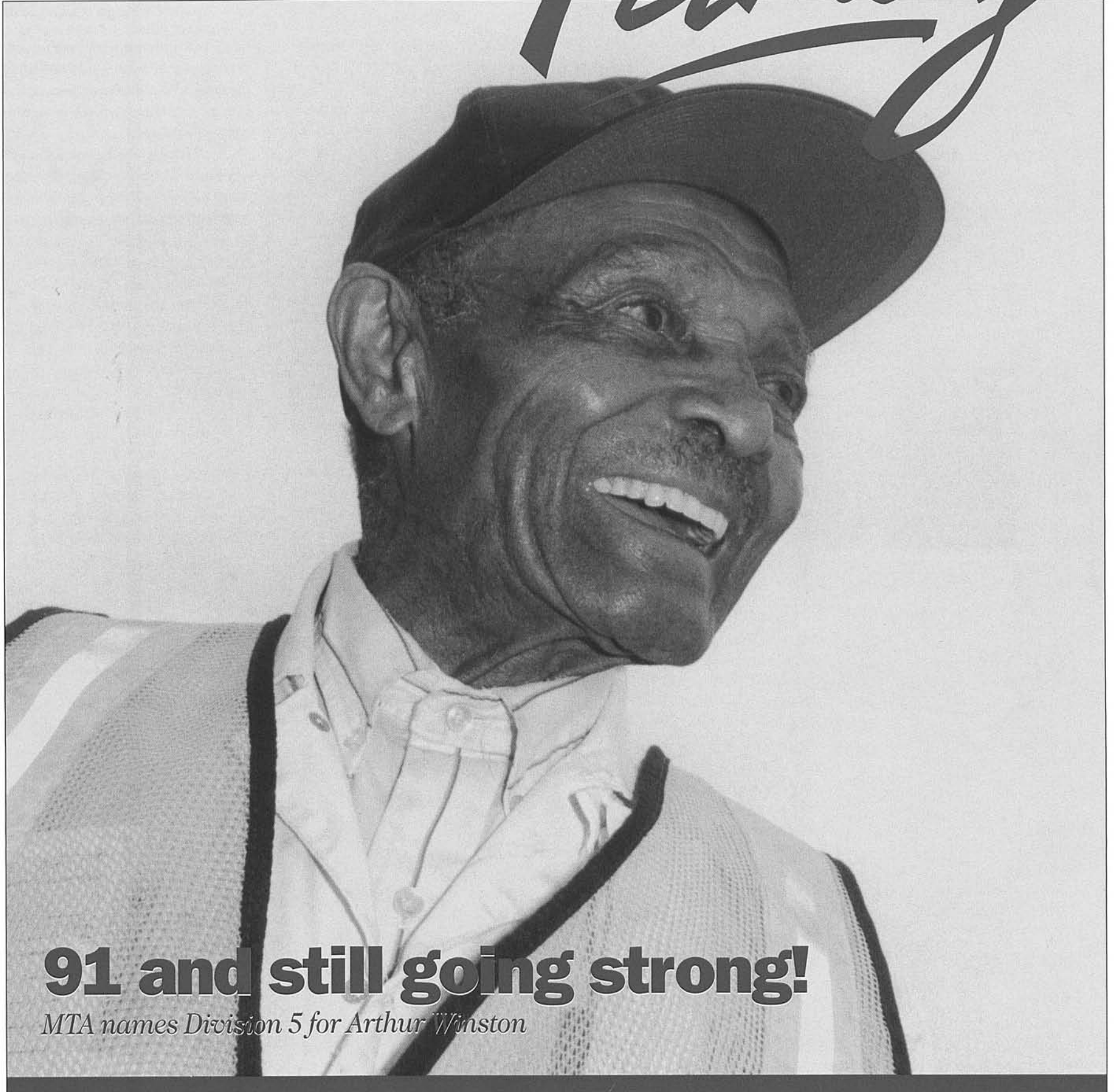
# Metro

 Metropolitan  
Transportation  
Authority

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EMPLOYEE MAGAZINE OF THE METROPOLITAN TRANSPORTATION AUTHORITY

# Family



## 91 and still going strong!

*MTA names Division 5 for Arthur Winston*

## In this issue



The Arroyo Seco Bridge reconstruction won an award for the MTA. Read all about it on the RTP&D page.

- 5** The MTA has made significant progress on its Metro Rail construction projects. Job safety remains a priority.
- 6** Rae James, executive officer, Customer Relations and Communications, gives her views of customer service, and more, in this month's Conversation With feature.
- 8** The MTA's first-ever Customer First Conference drew big-name speakers and rave reviews from participants.
- 13** Want to be a Transit Police reserve officer? Here's how you can get involved in this important element of MTA security.

# Metro Family

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

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# Sharing my thoughts

By Linda Bohlinger, Chief Executive Officer



*I have good news from several fronts to pass along to you this month. We have made significant progress on issues that directly affect employees. We also are moving ahead on plans to improve the MTA's organization.*

**K**ey actions by the Board in February helped us resolve some serious matters. I am very pleased to report that the agency now has approval to pay the OASDI portion of Social Security contributions for non-represented employees and Teamsters members.

The program covers those who had been scheduled to transfer into the PTSC (Public Transportation Services Corporation) on Jan. 1, 1997, as one element of the Unified Retirement Plan.

This action resolves one of the final personnel issues that resulted from the merger of the SCRDT and the LACTC. It also means that former SCRDT employees and MTA employees hired after April 1, 1993, or later, will get an increase in take-home pay equal to the amount of OASDI currently being deducted from their paychecks, without an adverse impact on their income tax status. Former LACTC employees will see no change in their take-home pay, but also will be protected from any adverse impact on their income tax status.

I also can tell you that officials in Sacramento are responding positively to our plans to provide PERS coverage to non-represented employees and Teamsters members. Our meetings have been productive and I'm very optimistic that we'll resolve all outstanding issues and have a plan in place by the end of June.

We're making progress in our negotiations with the City of Los Angeles to merge our Transit Police Department with the LAPD. As of this writing, only four issues separated us from an agreement with the City. Two involved the transfer of personnel, one concerned the transfer of benefits and the fourth had to do with whether the LAPD would provide security services to the MTA.

A report was due back to a joint committee of the City Council by mid-March and I fully expect that we can reach

a final agreement by April 1, with implementation of the merger on July 1, 1997. Chief Sharon Papa and her hard-working and persistent staff are to be congratulated for their work in negotiating the merger.

Our ethics staff under Ryan Nakagawa has made excellent progress on developing the MTA's new Code of Conduct. The first two sections, one covering Board ethics and one on contractor and lobbyist ethics, have been approved by the Board. The third section, covering employee ethics, is still being drafted at this writing. I will make sure that the draft for employees is widely discussed with you before taking it to the Board for approval. My goal is for this code to be concise, clearly understood and practical.

Finally, I think we all can look forward to the positive changes that will come about as a result of recommendations in the Coopers & Lybrand report, adopted during a special Board meeting last month.

Among the six major themes recommended to improve our management structure and practices are some aimed at improving employee morale.

These include additional staff training, such as TLAMP, an all-employee survey

on morale with yearly updates, a new performance appraisal system, improved interaction of management and employees, and an improved employee recruitment and selection process.

It's still early in the year and much has happened already. Thanks for your support as we continue to move forward.

**Editor's Note:** With this issue, *Metro Family* magazine expands by four pages to include articles from the MTA's major divisions. The pages will rotate placement within the magazine, but each will be identified by a distinctive logo. Our thanks to editors Maria Aguirre, Transit Operations; Deborah Craney, Finance & Administration; Donna Finn, Regional Transportation Planning & Development; and Wendy Taylor, Metro Rail Construction, for their assistance. And, readers, please let us know what you think about the new pages by e-mail to Bill Heard, Editor, or by phone to the CEO HotLine at 922-6282.

## January Employees of the Month



Cheryl Broussard  
Executive Office



Eck Chaiboonma  
RTP&D



Carolyn Flowers  
Transit Operations



Rahmatolla Kangarloo  
Administration



Stephanie Kaping  
Metro Construction



Steve Phillips  
Communications



Samuel Zuniga  
Finance

# Division 5 rededicated as 'Arthur Winston Division'

*'I feel very good, very honored.'*



Arthur Winston flanked by his crew members. From left, Bernice Hardemion, Randall Criss, Pat Anderson, Quincy Bush, Ken Trammel.

At a ceremony scheduled for March 21, MTA's Division 5 operating facility was to be officially renamed "The Arthur Winston Mid-Cities Division."

"I feel very good, very honored," says Winston. This is a great place to work and people are very friendly. It's my home away from home."

Plaques will be affixed to the transportation and maintenance buildings bearing this inscription:

"In recognition of Arthur Winston for having distinguished himself by serving the Los Angeles County Metropolitan Transportation Authority and its predecessor agencies for over sixty-six years. In his honor, this MTA operating facility is hereby renamed 'The Arthur Winston Mid-Cities Division' as decreed by Board action taken on January 22, 1997." ■

## Arthur Winston's life, career span ten decades of service

By Frank Harper

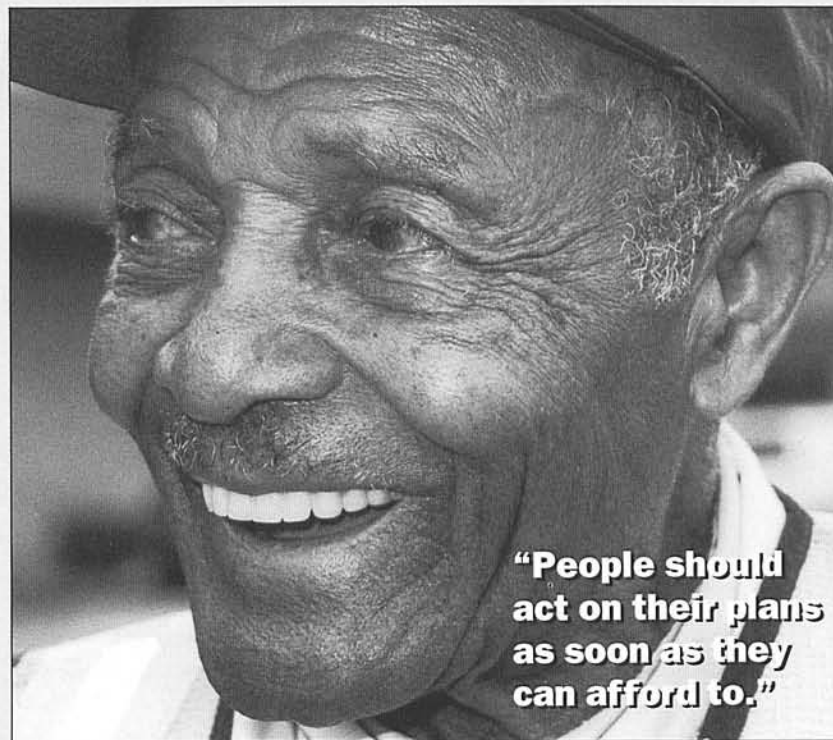
*"You'd better have on roller blades if you're gonna keep up with him!"*

The staff at The Arthur Winston Mid-Cities Division (formerly known as Division 5) warned us about keeping up with Winston. Following him (literally) around the yard, for the photographs that accompany this issue, it's apparent that Arthur Winston is indeed a phenomenon. The trim, nonagenarian moves with an agility and grace of someone half his age.

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

Consider this:

Winston will turn 91 on March 22. He is the oldest active MTA employee and, with 66 years, its most senior ranking. During his lifetime, he has witnessed two



**"People should act on their plans as soon as they can afford to."**

Photos by Clarence Hendricks

world wars, 17 presidents, the rise and fall of Soviet Communism, the Cold War, the dawn of flight at Kitty Hawk and man's landing on the moon.

And, he's still working full-time.

Hired by the Los Angeles Pacific Electric Railway Company in 1924, Winston has served 66 years through a half-dozen transportation agency mergers.

He has maintained a near perfect attendance record throughout his career. For five years during the early '80s, he worked two straight eight-hour shifts a day.

Winston awakes every morning at 5 a.m. to arrive on time for his 6 a.m. to 2 p.m. day shift. He supervises five employees. ■

### TIMELINE OF A LIFETIME

Here are some events that correspond to Arthur Winston's remarkable life and career at the MTA.

- 1906:** Arthur Winston is born in Oklahoma territory, March 22. San Francisco earthquake, April 18.
- 1907:** Oklahoma admitted to statehood.
- 1918:** Arrives in Southern California. His father had come to Los Angeles several years earlier. Attends Jefferson School. World War I ends. Bolsheviks, led by Lenin, seize control of Russia. First U.S. Air Mail delivery
- 1924:** Hired by Pacific Electric Railway Company. Calvin Coolidge is President.

- 1925:** Winston marries Frances Smith. Their marriage lasts for 63 years until her death in 1988. They have four children, five grandchildren and two great grandchildren. "The Monkey Trial." John Scopes tried and found guilty in Arkansas for teaching evolution.
- 1927:** Lindbergh crosses Atlantic in first solo flight.
- 1934:** After a brief hiatus, Winston returns to public transit service where he's been ever since. Franklin D. Roosevelt is president. U.S. is in grip of the Great Depression. Prohibition repealed.

- 1953:** Winston marks 25th year with the Metropolitan Coach Line, transfers to Division 5. Promoted to Service Attendant Leadman, a position he holds today. Tensing and Hillary climb Mt. Everest. Coronation of England's Queen Elizabeth II. Dwight Eisenhower is inaugurated as president. Linda Bohlinger, MTA interim CEO, is four years old.
- 1958:** Winston observes 30th anniversary on the job. Brooklyn Dodgers re-locate to Los Angeles.
- 1963:** President Kennedy assassinated in Dallas.

- 1964:** Civil Rights Act signed by President Johnson.
- 1969:** Neil Armstrong takes "one giant leap for mankind" on the moon.
- 1974:** President Nixon Resigns.
- 1984:** Olympics held in Los Angeles.
- 1989:** Berlin Wall brought down signifying end of Communism in Eastern Europe.
- 1991:** U.S. and allies defeat Iraq in Gulf War.
- 1996:** Possible evidence of life on Mars detected.
- 1997:** Division 5 renamed the Arthur Winston Gateway Division at ceremony, March 21, the day prior to his 91st birthday. China's leader Deng Xiaoping dies at age 92.



# Studies of MTA resulted in benefits for the agency and its employees

Since the MTA was formed in 1993 through the merger of the SCRTD and the LACTC, the Board has authorized dozens of studies of the agency.

Consultants have looked at the organization's structure, benefits, contracting procedures, information systems, planning functions and many other programs. Their recommendations, big and small, have helped shape the MTA into the agency we know today.

The most recent study, accepted by the Board in February, is by the accounting firm of Coopers & Lybrand. It recommends many improvements in the MTA's management structure and practices.

*Metro Family* checked up on several other major studies to see what has become of the recommendations and how the agency and its employees have benefited. Here's a snap-shot of those studies.

In 1995, a committee of executives from major transit properties conducted a "CEO Peer Review" of the MTA. Since the

panel's report was released, the agency has implemented a number of recommendations, among them:

- Created and clarified the MTA's mission, vision and goals.
- Established the Regional Transportation Planning and Development Division.
- Created two Deputy CEO positions.
- Established a Chief of Staff position.

Two reports by consultants Foster-Higgins and the Hay Group have led to fundamental changes in the MTA's benefits, job classification and compensation programs for non-represented employees.

## Foster-Higgins study

The Foster-Higgins study resulted in improvements in the agency's health program and in life insurance, accidental death and dismemberment, and long-term disability coverages. All these benefits can be customized to fit an individual employee's needs.

"Employees are now paying less for benefits," says Vera Walsh, assistant director, Human Resources. "They also have more coverages and more options in choosing their benefits."

Other benefits covered in the study were the TOWP (time off with pay) program and the increase in tuition reimbursement from \$500 at the former RTD to \$1,740 per year.

The Hay Group study led to important changes in the way non-represented employees' jobs are classified. Each position now is graded according to its value to the MTA before it is ranked within the organization. These changes helped correct inequities in job classifications that existed prior to the merger.

The study resulted in employee compensation that compares favorably with that for similar jobs in the Los Angeles region. Salary ranges will be reviewed annually and adjusted to reflect local market conditions and the MTA's financial and operational performance.

## Arthur Anderson study

Metro Construction also has benefited significantly from recommendations in two studies performed by the Arthur Anderson firm.

The MTA's Construction Safety department, for example, has grown from about six staff members to more than 20 professionals. This occurred when the department assumed primary responsibility for safety at Metro Rail construction sites.

Another relationship with a major contractor will change considerably as contract negotiations with the MTA's subway design firm, EMC, are completed.

The new contract will give the MTA more control over the designer's work. Other cost-saving changes being negotiated include requiring EMC to carry its own errors and omissions insurance, and changing the way the company is paid for its work. ■

## Bridging the gap with customers

*Operators teach strategies to help MTA employees resolve conflicts*

Should operators be required to deal with hostile or resistant behavior from customers?

Is it an operator's job to encourage responsible behavior by their riders?

Should an operator have to verbally control people who are angry or upset and may present a risk?

The answer, of course, is a resounding "no." And yet, the reality is very different. There will always be disruptive riders, response times for backup may be slow, violence against persons is a growing societal problem.

Therefore, if the operator doesn't take control in these situations, who will?

Questions of this sort, and strategies to assist operators in dealing with difficult people are part of a new training program being offered to operators and Transit Operations Supervisors.

"Dealing With Difficult People" was initially presented in February to TOSs at

the El Monte central instruction center. The day-long, eight-hour program features activities, video presentations and discussion sessions.

Eventually, the program will be extended to every division and be offered to every operator, according to TOS Mike Stanford. Stanford and fellow TOS instructor Charles McMillan have been implementing the course.

### Operators are teachers

What's unique about the program is that all of the 24 facilitators who are conducting the training sessions are, themselves, operators.

"They're doing a great job. They've worked very hard," Stanford says proudly of his staff.

"A few of the operators had done some public speaking," says Stanford, "but for most of them, it was a new experience."

The course is structured into three

sections: "Communication, Bridging the Gap," "Verbal Control," and "Dealing with Anger."

First, the process of communication, both verbal and non-verbal messages, is discussed. Among the strategies offered in this section include: "The Purposeful Greeting," a method to establish a rapport with a potentially disruptive rider that may diffuse the undesired behavior.

"The Door Opener," is a question or statement directed to the customer that uses empathy and rapport to reduce a hostile customer's tension.

### Take verbal control

Operators are taught to take verbal control when a customer is doing something wrong or when the operator wishes to give a directive. Techniques include identifying the problem behavior, encouraging a value judgment ("Is that something you're supposed to be doing?"), identify-

ing a consequence to the customer, and presenting a choice of alternatives.

Of the strategies covered in the training, dealing with anger can be the most important.

"If anger is allowed to carry on," advises Stanford, "it becomes uncontrollable. It's important for an operator to be able to recognize the distinction between angry behavior and dangerous behavior."

Techniques suggested to deal with anger include diffusion, withdrawal, and empathy.

Stanford says the techniques taught in the class include applications that can extend beyond situations on MTA buses or trains.

"They're valuable for customer relations people, for telephone information operators and for parents and children too," he says. ■

# Progress Report: Metro Rail Construction

Segment 2 is catching up to schedule; Segment 3 is \$95 million under budget

## Metro Rail Construction

Wendy Taylor, Editor

The following is a progress report on Metro Rail projects currently under construction:

### METRO RED LINE

#### SEGMENT 2 Vermont/Hollywood Corridor

The project itself is 82 percent complete. The station excavation and tunnel excavation are both 10 percent complete.

At Barnsdall Park — site of the sink-hole incident — tunnel completion work was awarded last spring to two separate contractors, following termination of the original contractor. These contracts are now substantially complete.

Street restoration and tunnel completion are expected by April. The significant achievement is that, although the project is still about 100 days behind schedule for a Dec. 31, 1998, opening, positive actions by the project team over the past few months have so far recovered more than 30 days of schedule slippage. The team remains committed to the original opening date.

#### SEGMENT 3 North Hollywood Extension

The overall North Hollywood extension, which includes five major contracts, is currently \$95 million under budget. This is despite the additional costs incurred for the Santa Monica Mountains tunneling contract.

#### Santa Monica Mountains

The MTA successfully worked with the property owners in the Runyan Canyon area to negotiate a workable solution to mitigate construction impacts.

Since tunnel mining began in the east tunnel last May, about 6,000 feet have been mined (as of the end of February).



Metro Rail construction workers take a break during work on the Universal City subway station. Photo by Ken Karagozian.

Tunneling began in the west tunnel last July, and so far about 5,500 feet have been mined.

These numbers are extraordinary considering the problems encountered in July when the tunnel boring machine was stopped and the support system had to be reinforced.

#### Lankershim Boulevard

All tunnel excavation has been successfully completed between the North Hollywood Station and the Universal City Station. The final concrete liner is in place.

#### Eastside Extension

A complete engineering analysis has been conducted. This project will use the most up-to-date technological advances in tunnel excavation and settlement control measures. Final design is 50 percent complete.

### PASADENA BLUE LINE

Metro Construction staff was able to effect a \$194 million cost reduction for this project. Last March, the Board approved a staff recommendation to open the line a year earlier (May 2001) for a total cost of \$804 million. Final design is 80 percent complete.

The 100-year-old Arroyo Seco Bridge Reconstruction is complete and contract is in close-out. Major construction is occurring at the Lake Avenue over-crossing, Allen Avenue underpass, the Lake and Allen Bridges, the Sierra Madre Boulevard Underpass, and the Lacy Street Bridge.

## Construction Safety

### On-the-job safety remains a Metro Construction priority

As you know from the *CEO Report*, the investigation into the fatal Metro Red Line construction accident in February is ongoing, and the results may already be reported by the time you read this. Meanwhile, there are some important facts to remember.

This was the first fatality in 10 years of building LA's Metro Rail, a rare statistic when compared to similar major projects around the world. But, as MTA Chairman Larry Zarian stated, "Even one death is one too many."

Thus, it's a good time to report that the MTA's construction safety record compares favorably with other major transit properties in the U.S., and continues to improve.

For example, during 1994 on Segment 2 (Vermont/Hollywood corridor), the number of lost-time accidents per 200,000 man hours was 3.1 — under the national average, but higher than we wanted it to be. Today, that number has been reduced to 2.5.

On Segment 3 construction (North Hollywood), the rate of lost-time accidents is less than one-tenth the national average.

"The bottom line," says Charles Stark, Metro Construction interim executive officer, "is that the safety record on MTA projects, in terms of lost-time accidents, is a mere fraction of the national average."

"The reason we're taking such an intensive look at tunnel safety is that, in the face of this serious accident, we want to make sure there aren't any similar life-threatening conditions in the system."

### 'Spinning positive' about Metro Rail

By Wendy Taylor

MTA Construction staff could be discouraged if they took to heart what some say about the Los Angeles Metro Rail Program. Facts sometimes take on a media "spin" that can be misleading.

Resistance to rail is not new, but we know that it is obviously embraced by those who already use it — 100,000 passengers a day, and growing — a ridership number that exceeds that of 12 other major U.S. cities.

The realities are that our construction program is in full swing, the federal government is funding much of it, and the projects currently on the books are not going to be stopped mid-stream.

More importantly, Metro Rail is fueled by a dedicated group of employees who know the benefits rail will bring the people of this region for a long time to come.

### 100-year vision

"What people keep forgetting," said MTA Board Alternate Robert Arthur, "is that we have a 20-year plan with a 100-year vision."

Buses will be the backbone of LA's public transportation system for decades to come, and it is an MTA priority to improve bus service. However, buses alone can't carry LA over the long haul. There are too many people and too much traffic.

A subway, however, delivers the traffic capacity of a new 14-lane freeway in high density corridors.

The main reason to build a subway in LA is to get more travelers and their vehicles off our surface streets and freeways. Just easing traffic by 10 to 20 percent during the 1984 Olympics allowed LA commuters — including public transit riders — to cruise.

Even though bus improvements are an MTA priority, the subway construction program must continue. Otherwise, buses will simply be stuck in traffic with the rest of us. ■

# Conversation With: Rae James

By Bill Heard, Editor

Rae James was no stranger to the MTA when she was appointed executive officer, Customer Relations & Communications in January, 1996.

Since the creation of the agency in 1993, she had been actively involved with transportation policy-making as deputy mayor in the Riordan administration. She often represented the mayor on MTA committees and, in his absence, at Board meetings.

Her position as both an outside observer of the agency and as a participant in its activities gave James a unique insight on the MTA's customer relations and communications needs. As executive officer, she oversees the activities of some 230 employees involved in marketing, media relations, internal communications, government relations, public affairs, customer relations and Metro Art.

In this interview, conducted February 12, she discusses her views on the role of communications at the MTA.

## Customer First

Metro Family: Rae, the MTA just completed the Customer First Conference. What's your assessment of it?

Rae James: I'm really pleased and especially appreciative of all the hard work put into it by Scott Mugford and his staff, MTA Marketing, Media Relations, and many others. We've had nothing but exceptionally positive responses from all who attended.

MF: How did the conference impact the staff?

RJ: One of the most rewarding responses came from the people in Transit Operations and Telephone Information. They said they'd never had an opportunity to attend a conference of this sort where their concerns were addressed. Employees also felt a certain amount of energy from having colleagues here at Headquarters from all across the country.

MF: What will our customers get out of the conference?

RJ: We learned that the first customer we must serve is our own employees. The second customer is the person who uses our services. We have to recognize that for us to treat our external customers better, we have to be sensitive to what our internal customers, our employees, need.

## Profile: Rae James



*"If there's anything I want employees to get from this interview, it's that people expect a lot from the MTA and they believe we have the potential to deliver. Even with the negative press, I think people fully expect us to turn it around."*

## Employee orientation

MF: What's next in customer service?

RJ: We want to expand our employee orientation to include a segment on what "customer first" means. We're looking at employee incentive programs that will help employees realize that our goal is "customer first." Customer first is a way of life, not just a slogan or a campaign.

MF: What is the MTA's message right now?

- Native of Oakland, Calif. Currently, a resident of Los Angeles.
- Graduate, University of California, Berkeley. B.A. in Industrial Psychology and Economics.
- Masters program, Public Finance, California State University, Hayward.
- Appointed executive officer, Customer Relations & Communications in January, 1996. Served as an official of the City of Los Angeles for 13 years, most recently as deputy mayor with oversight of seven city departments, the Housing Authority and the MTA. Also served as a legislative analyst for the City and as special assistant to the administrator, Community Redevelopment Agency. Earlier, was assistant financial controller, Cetus Corporation.
- Family: Husband, Leonard and twins, Sean and Stefan.
- Hobbies: Needlepoint, skiing and reading.



RJ: Our message is that we're committed to serving you better. Our customer could be a rider, an employee, an elected official, even a person who never uses our system. But, we're committed to serving that customer whoever he or she is.

MF: What are we telling our customers about the MTA?

RJ: We're telling them that we care. That we don't take them for granted. That we have integrity. That we're profession-

als and that we can deliver what we say we can. And that we're prudent with the taxpayer's money.

MF: What is Communications saying to the staff?

RJ: One of the things we're trying to say to the staff through our employee recognition program is that we care about you. We recognize that you're doing a tough job and that you may not have had a lot of credit coming your way. We're trying to do a better job of recognizing the good work of our employees.

## Customer survey

MF: What efforts are we making to learn how our customers feel about the MTA?

RJ: Some 40,000 people participated in a customer satisfaction survey, which we conducted over the past six to eight months. We also continue to receive customer complaints. But, I see those comments as valuable feedback to help us improve our customer service.

MF: The MTA's critics will tell you the agency has a poor public image. What are we doing about that?

RJ: We're working on several fronts. We're taking extra time with the media, getting interviews and editorial board opportunities for our executives. We're also focusing on weekly newspapers and the ethnic media. We'll be showing a special video on TV soon, and we'll do an annual report.

We're developing a speakers bureau to tell our side of the story, and an Internet web site so people can access information about the MTA. We're also sending "stakeholder" letters to our elected officials and we're being more proactive in our relationships with them.

MF: What do you want employees, especially the people in our operating divisions, to know about the work Communications is doing?

RJ: I want them to know they're not alone. I want them to know that WE know that the customer isn't always right. That we know they have a tough job, that they're doing great and that we're trying to support them and not make their jobs more difficult. ■

# Transit Operations: new leadership and new challenges

The sprint is over for Transit Operations, but the marathon has just begun.

Ellen Levine, executive officer, Transit Operations, challenged her employees to undertake 28 Action Plan items during her first 100 days of leadership. The 100-day period has ended with most of the items accomplished.

Transit Operations employees accepted challenges in five different categories:

- Customer First
- Our People First, Too!
- Community Focus
- High Quality, Competitive Service
- Innovate

Major successes implemented so far have included the Transit Innovations Conference in January and the development of a new paint scheme for buses and trains.

## New challenges

Transit Operations continues to work on some of the initiatives and awaits the challenges from the Operations Task Force.

Some of our accomplishments:

- Launched operator-centered, customer-friendly promotions like the "We know how to treat you" Halloween candy distribution.
- Increased the frequency and quality of internal communication, particularly with front-line employees. These included the "Executive Officer's Let's Talk" program at every employee location and the Operations Communiqué newsletters.
- Created unique bus decals to establish community identity. They'll be seen, soon, on every bus.
- Implemented service improvements resulting from the settlement of the fare lawsuit.
- Implemented the bus stop cleaning program.
- Began the partnership between union leadership and staff from all MTA divisions to improve our current performance.



Regional Rebuild Center's Henry Dominguez, (left) and Danny Hernandez outfit a bus with the new Metro color scheme—bright white emblazoned with gold striping and an orange "M" logo.

## THE CHALLENGE

### Accepting the Challenge: Stephen Earl and Johnny Lindsey

Stephen Earl and Johnny Lindsey, both Transportation Operations Supervisors at Division 5, heard about the Transit Innovations Conference in December and put on their thinking caps to come up with a new idea or projects.

Both have a major interest in computers

and a desire to provide a better service to our customers.

### User-friendly program

They met with David Lindsey, Johnny's brother, who works for the MTA as a Senior Programmer Analyst. Together, they designed a user-friendly computer program that gives customers information on bus and train schedules, system maps and major points of interest.

The men plan to develop a kiosk to



Rick Hittinger has been named Regional General Manager, Transit Operations Central Region. Previously, he was Service Operations Director at Division 10.



Michelle Caldwell has been named director, Transit Operations Finance and Administration. Previously, she was director, Capital Planning.

## Transit Operations

Maria Aguirre, Editor

place at local banks, shopping centers and major tourist areas. They want to help the MTA's current passengers, but they also hope to encourage visitors to use our transportation system.

The next step is to look for funding for the project and try to get the information on the Internet.

## IRAN PROGRAM

### 'IRAN' program to put 300 buses back in service

By Maria Aguirre

To keep up with increased service demands, the Regional Rebuild Center (RRC) has set up a special bus refurbishment program.

Dubbed the Inspect & Repair As Needed Program (IRAN), the program expects to recondition 105 RTS buses by June, 1997. Ultimately, the program's goal is to recondition 300 buses by Fiscal Year 1998.

Each bus will require RRC employees to put in about 300 hours per vehicle to refurbish the mechanical condition and appearance. After a thorough inspection of each bus' mechanical condition, a repair list will be developed.

Work will then proceed to bring the bus into good working order. These buses were originally intended to have a 12-year life span but some are now 18 years old.

### Bright white, gold stripe

Buses will be redecorated with the new MTA white and gold color and design scheme. Interiors will be cleaned and painted, as needed.

In response to passenger requests, windows will no longer be tinted. Non-tinted windows create a cleaner appearance throughout the bus and provide more visibility for passengers.

Look for these bright, shiny new buses on the street soon. With their bright white paint, gold stripe and orange "M" logo, they're sure to beautify our region and make a hit with customers. ■

# Connecting with

MTA's Customer First Conference couples em

By Bill Heard

Disney does it. Southwest Airlines does it. So does Saturn Corporation. And all three companies have been wildly successful. Why? Because they make customer service a top priority.

In fact, these companies have been successful because they're structured not just to provide customer service, but to encourage and reward employees who routinely go beyond the call of duty to satisfy customers.

Speaker after speaker at the MTA's Customer First Conference, held February 6 and 7 at the Headquarters Building, emphasized the importance of customer service. A first-of-a-kind national event, the conference drew more than 300 participants, including representatives of 30 other transit agencies from as far away as New York City and Washington, D.C.

"We can't afford to take our customers for granted," CEO Linda Bohlinger said during opening remarks. "We want to make sure that those who ride our system have a convenient, safe and reliable trip."

*"Always treat your own employees as you want them to treat your best customers."*

— Dr. Stephen R. Covey

## Valuable feedback

In a keynote address, Leslie Byrne, special assistant to President Clinton and director of the U.S. Office of Consumer Affairs, said customer comments provide valuable feedback for management.

"Every dollar spent on complaint handling generates \$4 in return," she said. "Management needs to identify the root causes of a complaint. A complaint is just the tip of the iceberg since most customers don't complain."

The opening day of the Customer First Conference saw participants shuttling among a dozen workshops to hear presentations on such topics as how to use the Internet to reach customers, marketing transit services, the little things that count

in front-line service, building a customer-oriented leadership team, and the use of surveys to define customer needs.

During a panel discussion entitled "Learning from the Best," Kristine Shattuck of Southwest Airlines revealed her company's "secret recipe" for success: *Happy employees equal happy customers.*

*"One executive told me, 'We don't walk the talk at our company, we stumble the mumble.'"*

— Richard Whiteley

## "Outrageous service"

The recipe is based on P.O.S. — positively outrageous service — which Shattuck defined as doing whatever it takes to satisfy a customer. Southwest Airlines employees who go out of their way for customers are labeled "Heroes of the Heart" and receive company-wide recognition.

Jeff Soluri, an instructor at Disney University, said his company's attitude about customers has evolved over the years. "Crowd control" at Disneyland has now become "guest assistance," he noted, an indication that the company is treating its customers more as individuals.

"A guest isn't always right," Soluri said. "But, he must be allowed to be wrong with dignity."

Don Crowder, western region sales manager for Saturn Corporation, said his company goes beyond mere customer "satisfaction" to strive for customer "enthusiasm."

He cited last year's homecoming event that attracted 43,000 Saturn owners to company headquarters in Tennessee as an example of customer enthusiasm. Achieving that degree of loyalty, Crowder said, involves employee teamwork and a desire to form a bond with customers.

## Customer service culture

Robert Spector, co-author of *The Nordstrom Way*, advised companies during a workshop on "Excellence in Action" to build a culture of customer service in which employees are encouraged to excel. Customer service is not a strategy, it's part



of the department store's culture.

"Nordstrom has never advertised or issued a press release saying they have great customer service," Spector said. "Customers, themselves, carry that message."

Paul Skoutelas, CEO of LYNX, the Central Florida Regional Transportation Authority, told the workshop audience his agency looks for more than good drivers in selecting bus operators.

"Hire the smile, train the skill," he said, emphasizing that an employee's attitude is the key to providing good customer service. He added that all LYNX employees can recite the agency's vision statement, "Moving to be America's Best."

At the workshop on marketing transit, Jack Stephens, head of customer development for Atlanta's transit authority, described how MARTA used the 1996 Olympics as an opportunity to become more customer-service oriented.

## MARTA ambassadors

All MARTA employees were "Customer Service Ambassadors" during the Olympics, an effort that put even the agency's top executives on the front line with customers.

During a workshop on providing front-line service, John Catoe, director of transportation for Santa Monica Municipal Bus Lines, echoed the call for close involvement with customers.

Santa Monica, which currently operates 135 coaches, plans to add some 27 buses to its fleet this year and expand service by 30 percent. Current ridership is 20 million passengers a year.

*"Customer service is not a strategy. It's a way of life."*

— Robert Spector, co-author  
The Nordstrom Way

"We had 30 outreach meetings with the community to ask about their service needs before we finalized our plans," said Catoe. "We based all our decisions on comments from our customers."

Sterling Hampton, MTA Bus Operator of the Year, described the qualities necessary for customer service as: patience, compassion, personal attention and knowledge of routes, timelines and landmarks.

"Passengers may not always be right," he said, "but they always win." ■



# h our customers

employee satisfaction and customer service

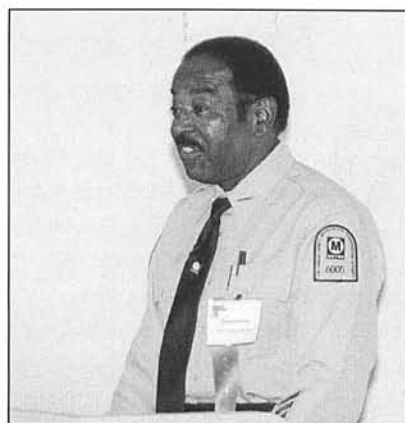


Clockwise from left:

**Leslie Byrne, special assistant to President Clinton and director of the U.S. Office of Consumer Affairs, gives the keynote address at the Customer First Conference.**

**Kristine Shattuck (c.) of Southwest Airlines explains her company's service concept. From left are "Learning from the Best" panelists Don Crowder of Saturn Corp. and Jeff Soluri of Disney University.**

**Sterling Hampton, MTA Bus Operator of the Year, describes the qualities necessary for good customer service.**



## A spiritual message for business



**Dinner speaker Dr. Stephen R. Covey (L) arm wrestles with Jesse Castorena, acting service operations manager, Division 10, to illustrate "win-win" situations in dealing with internal and external customers.**

**T**he first principle of good business is to serve the customer, Dr. Stephen R. Covey, author of *The 7 Habits of Highly Effective People*, told his audience during a dinner speech at the MTA's Customer First Conference.

Accomplishing this requires most organizations to change from within, he

said, with employees treating each other as customers and seeking to understand each other's needs.

"If you are honest and fair with people and keep them informed and involved in decision-making," he advised managers, "my experience is that trust goes up, not down."

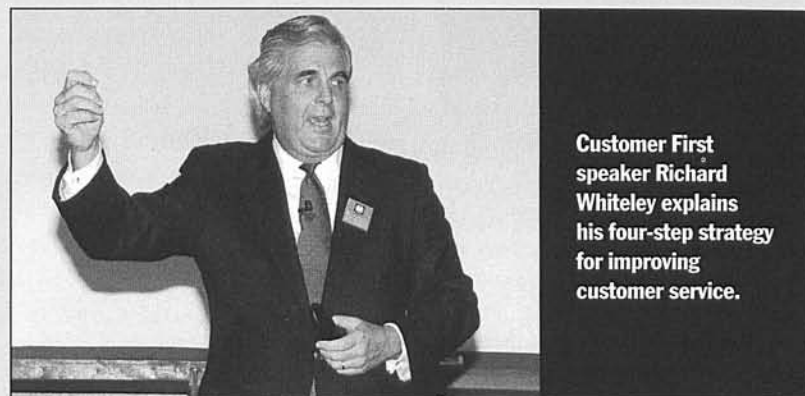
### Empowering employees

Covey advocated empowering employees, which he defined as "releasing the creative ingenuity of people to serve customers."

He suggested that employees develop personal mission statements in their work lives as a means of keeping priorities straight. In dealing with others, he said, treat them as you want them to treat your best customers.

"Be loyal to such principles as honesty and integrity," Covey said. "It's the highest way of serving the organization and of serving the customer."

## Advice from a customer satisfaction expert



**Customer First speaker Richard Whiteley explains his four-step strategy for improving customer service.**

**C**ustomer satisfaction expert Richard Whiteley believes an organization is only as successful as its customers are loyal.

In a luncheon speech during the Customer First Conference, Whiteley said company decision-makers must make direct contact with customers through focus groups or surveys, and by experiencing first-hand the services provided to customers.

"Our research indicates that 86 percent of CEOs talk customer service and quality," he said. "Yet, surveys show that only five percent of Americans believe companies are trying to improve customer services."

Whiteley suggests a four-step strategy for improving customer service:

- Create a strategy for listening to customers.
- Collect and organize the information received from customer contacts.
- Create a dynamic scorecard to chart progress toward improved customer service.
- Promote collaboration among employees to provide better customer service.

"Your business will run better and more efficiently if you listen to your customers," he says, "because they experience the products and services you provide."

Whiteley is the author of *Customer-Centered Growth: Five Proven Strategies for Building Competitive Advantage*. ■

## Kudos for the conference

**H**ere are some comments from transit industry representatives who attended the MTA's Customer First Conference:

- "I believe the success of the conference was due in part to the professionalism and friendliness of the MTA employees. I had the privilege of experiencing their great attitude and friendly smiles wherever I went."
- "Excellent, excellent program! Innovative, novel and important. Transit definitely needs to move in this direction."
- "Wonderful! One of the best conferences I've ever been to. Very practical!"
- "This conference has offered very powerful sessions and discussions that opened my mind. I'll practice the concept and principle of 'customer service.'"
- "Had a wonderful time and have gone away with many great ideas for our agency. I look forward to attending next year."
- "Excellent! Kudos to MTA!" ■

# Subway workers unearth Campo de Cahuenga

*Fremont and Pico signed historic truce at site to end Mexican-American War*

It was 150 years ago that two soldiers who were to play an important role in the history of California met at an adobe ranch house in the hills above Los Angeles to end a war between their nations.

Lt. Col. John C. Fremont of the U.S. Army and Mexican General Andres Pico tethered their horses to an oak tree and sat together on the veranda of Campo de Cahuenga in what is now Universal City. There, on Jan. 13, 1847, they signed the Articles of Capitulation that ended the Mexican-American war.

With a stroke of his pen, Gen. Pico ceded to the United States nearly a half-million square miles of territory from which all or parts of seven states — California, Nevada, Utah, Arizona, Colorado, Wyoming and New Mexico — were created in the Great Southwest.

**Back in the news**

Campo de Cahuenga was back in the

news last month, when archeologists under contract to the MTA revealed to local news media portions of the foundation of the six-room house, which was built in 1845. Workers had unearthed the southeast corner of the 99-by-30-foot foundation to determine whether it extended beneath Lankershim Boulevard.

Most of the remains of the historic adobe lie beneath the courtyard of a building constructed in 1949 in a small city park to commemorate the signing of the truce. The Red Line's Universal City Station will be located near the park.

Displayed for reporters and photographers were clay floor tiles with animal paw prints, some of the inhabitants' personal items, and other artifacts found during excavation of the site. A four-foot-by-four-foot corner of the foundation also was revealed.

**History changed here**

"This is where the history of the West

changed," Project Archeologist John Foster of Greenwood and Associates told the press. Now listed as a state landmark and a Los Angeles cultural-historical monument, the MTA will seek designation for the site by the National Register of Historic Places.

A report by Greenwood and Associates describes Lt. Col. Fremont as an explorer who mapped the Oregon Trail and rode with the great plainsman, Kit Carson.

Fremont was a key figure in the annexation of California by the United States. He was appointed civil governor of California by Commodore Stockton of the U.S. Navy and, in 1850, was elected one of the first

two U.S. senators to represent the state. He ran for president twice, but was defeated in both campaigns.

Gen. Pico was the younger brother of Pio Pico, the last Mexican governor of California. The general was highly respected as a soldier and led the Californios in their victory over American forces at the battle of San Pasqual.

After signing the Articles of Capitulation, Pico went on to serve as a California state senator in 1860 and 1861. The political power and military prowess of the Pico brothers, the report says, continued to affect state and local political affairs long after their deaths. ■

## Employee Assistance Program offers a wide range of counseling services

You may never use one of the most valuable benefits provided by the MTA, but it can offer a refuge in times of trouble to you, your family and your co-workers. It's the EAP (Employee Assistance Program) and counselors are available to help you 24 hours a day.

EAP is a confidential counseling service provided to all regular MTA employees and their families through the Employee Support Systems Company (ESSCO). Professional counselors are available by phone or by appointment.

These counselors work with employees who are experiencing such difficulties on the job as absenteeism, inability to get along with supervisors or co-workers, or whose quality of work has deteriorated.

**EAP services**

Through EAP, employees have access to a wide range of services, including financial and legal counseling, help with eating disorders, weight-loss and smoking control.

The program covers assistance for sexual, physical or emotional abuse, and assertion training to restore self-esteem or improve communications with family members, supervisors and co-workers.

Counselors also help employees and their families deal with such emotional problems as depression or grief. Assistance with alcohol or drug dependence, medical problems, child care and

elder care also are part of the service.

"There's almost no problem EAP won't address in one way or another," says Luanna Urie, MTA Human Resources analyst. "But, the sooner an employee approaches EAP for advice, help or counseling, the easier it is to solve the problem."

**Financial counseling**

On two occasions, Urie says, employees have called EAP for financial counseling the day before their house was to be repossessed.

"If they had called EAP two years earlier," she says, "the family wouldn't have gone through that stress and they wouldn't have been in danger of losing their home."

EAP services provided through ESSCO are free as part of the MTA's employee benefits package. Employees who are referred to other outside counseling or professional services must be responsible for any costs. An employee's insurance plan, however, may cover a portion of those costs.

ESSCO has two 24-hour phone numbers employees may call: 1-800-221-0945 or 714-978-7915. Offices are located in downtown Los Angeles at 714 West Olympic, Suite 1130, and near all MTA work locations. ■



Workers uncover floor tiles of the original Campo de Cahuenga in Universal City, site of the signing of Articles of Capitulation ending the Mexican-American War in 1847.

**For help 24 hours a day, call EAP at: 1-800-221-0945 or 714-978-7915**

# MTA Receives Preservation Design Award

*Historic Arroyo Seco bridge adapted for Pasadena Blue Line*

By Steve Brye

The MTA's century-old Arroyo Seco Bridge, located on the Metro Blue Line to Pasadena, recently received a 1997 Preservation Design Award from the California Preservation Foundation. This marks the second honor for the structure. The City of Los Angeles designated the bridge a Historical Landmark at the completion of its reconstruction in 1996.

Built in 1896 by the Santa Fe Railroad, the Arroyo Seco Bridge is located in Highland Park, seven miles northeast of Union Station.

Originally designed as a single-track elevated structure, the bridge has carried freight and passenger trains over the Arroyo Seco, to and from downtown Los Angeles.

When the Pasadena Freeway was laid out in the 1930s, the Arroyo Seco Bridge was deemed such a vital transportation artery that the freeway was located under the bridge's existing spans.

## Feasible for Blue Line

When the MTA purchased the alignment for the Blue Line, it also acquired the landmark bridge.

After considerable study, MTA's Construction Division determined that it was feasible to reuse this historic bridge for the new light rail project.

Throughout the redesign and renewal process, the MTA worked closely with the Highland Park Heritage Trust to ensure that the bridge would undergo only minimal changes for its readaption as part of the Pasadena Blue Line.

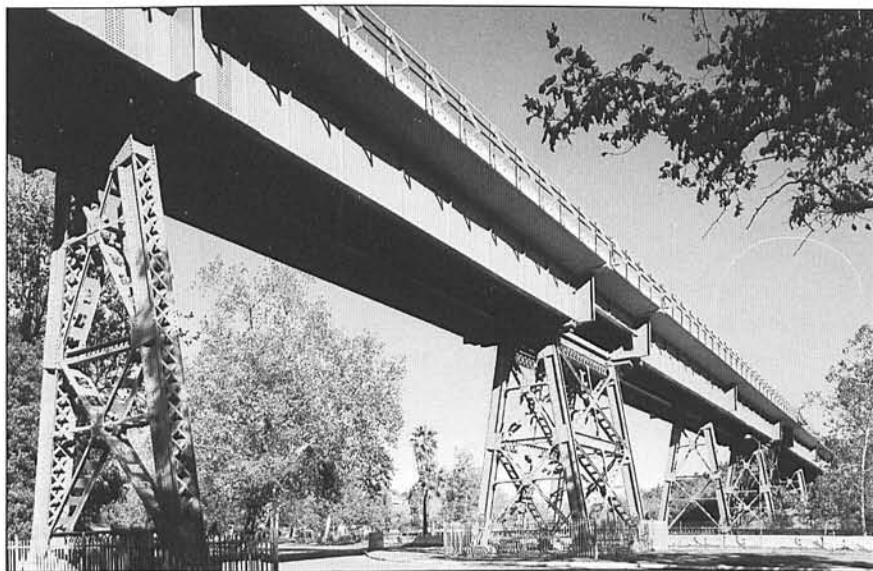
Renovation of the bridge required disassembly, replacing and overhauling worn-out parts. Inspected and repainted prior to reassembly, the bridge was equipped with a new two-track deck for light rail use.

## Continue historic function

The MTA is especially grateful for the close work and cooperation of the Highland Park Heritage Trust throughout the redesign and reconstruction process.

"It's a wonderful accomplishment to reuse this historic structure in such an appropriate way," Trust President Nicole Possert pointed out. "The reuse as part of the light rail project allows the bridge to continue its historic function of carrying trains."

This project is an excellent example of sensitively fitting a light rail project into the community it serves. RTP&D's special appreciation is extended to former MTA employee Nancy Michali, who early in the planning process, helped assure good planning coordination with the state historical process.



The Arroyo Seco Bridge along the Metro Blue Line Pasadena route. The bridge's reconstruction has been praised by preservationists.

## Neither rain, nor bees can prevent Regio Sprinter debut

By Marta Maestas

Winter rains had drenched Southern California the week prior to the launch of the Regio Sprinter. Metrolink staff, RTP&D staff, and city coordinators from Monrovia, Arcadia, and San Dimas traded calls back and forth, concerned about the weather and Saturday's run.

At the Monrovia station, a huge puddle sat where the speaker's platform was to be erected. Someone dubbed it "Lake Monrovia." During a lull from the rain, a swarm of bees attacked Dave Fineberg, Arcadia City coordinator, at the Arcadia event site.

Despite these calamities — the rains, the bees — plans went forth for the demonstration run of a promising, new transportation technology.

## Crystal clear day

Saturday, January 18, turned out to be a crystal clear day in the San Gabriel Valley for the debut of the Regio Sprinter.

The Siemens-built, environmentally friendly, diesel rail vehicle began its run in Claremont, transporting officials and guests, including Southern California Regional Rail Authority (SCRRA) Board Member Judy Wright.

There to greet the Regio Sprinter upon its arrival at the beautifully restored San Dimas depot were MTA Board Chairman Larry Zarian, Duarte Mayor John Fasana, and Assembly Member Bob Margett.

Dressed in western garb for the occasion were members of the "San Dimas Muddy Springs Social Club." Members of the San Dimas Historical Society greeted the Claremont passengers on the grounds of the Pacific Railroad Museum.

## New train, old tracks

Following kick-off ceremonies at San Dimas, the low-floor diesel multiple unit rolled along the tracks of the historic Santa Fe Railway, Pasadena Branch. This modern train traversed one of the oldest right-of-ways in Southern California.

At each stop along the line, mini fairs

# RTP&D

Regional  
Transportation  
Planning &  
Development

Donna Finn, Editor



The Regio Sprinter, an advanced diesel rail vehicle, on its demonstration run through the San Gabriel Valley.

showcased each local community and added to the merriment. There were many surprises en route, even an old fashioned train robbery staged by San Dimas "bandits."

In a display of interagency cooperation, MTA Operations and Foothill Transit provided a "rainbow fleet" of free bus shuttles to return passengers to their point of origin. This operation was as smooth as the Regio's ride.

The cost for each Regio Sprinter rail car is under \$2 million. The car's capacity is 74 seated and 100 standees.

"It can reach speeds in excess of 60 mph along existing tracks," explained George Donahue, vice-president of Siemens Transportation.

To implement the Regio Sprinter would require that tracks and signaling systems be upgraded and boarding platforms be built. Officials say the system costs significantly less than light rail.

"The issue is determining which rail lines are a priority," stated Zarian. MTA and city officials alike were spirited in their support for the train.

The demonstration run generated public interest and support.

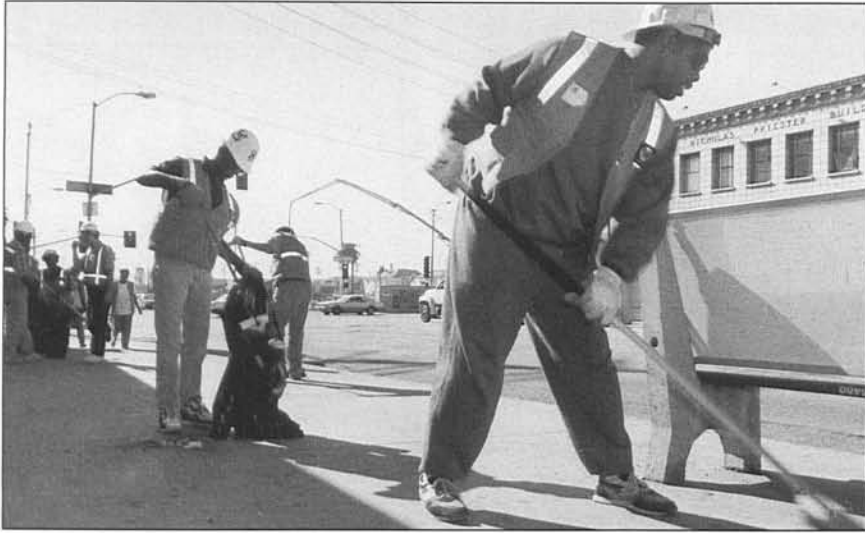
Carol Libby of the Arcadia Historical Society was happy to catch a glimpse of the future.

"Trains used to come through Arcadia like crazy. This brings it full circle," Libby said. "I think it's great."

The Regio Sprinter demonstration was made possible by the efforts of the MTA, SCRRA, Foothill Transit, and the cities of Arcadia, Monrovia, San Dimas, and Claremont. ■

# 'Handi-capable workers' draw raves from community

*'Employ America' workers are MTA ambassadors of goodwill*



Employ America workers clean the sidewalks and area around an MTA bus stop on Vermont Avenue. Merchants and riders are applauding the program.

For the past three years, a group of developmentally disabled men and women, hired by the MTA, have worked hard to keep the sidewalks and areas near Metro Red Line construction sites free from trash and debris. In doing so, they've won the praise of community residents and business owners, alike.

"They do a wonderful job," says Ted Spiegel, owner of an electronics business at Vermont and Willowbrook. Construction sites generate a tremendous amount of dirt, dust and trash, and there's no way the city can respond as quickly as these people do."

"Employ America" workers are referred to the MTA from the nonprofit

Social Vocational Services. The MTA pays their wages.

Donning hard hats and safety vests and armed with brooms, shovels, and trash cans, they patrol areas around construction sites at Sunset, Santa Monica and Beverly Boulevards, keeping them clean.

### Crews of eight

Crews of approximately eight workers spend one day a week at each of the three station construction sites. Another day is spent maintaining the area outside the Red Line's Wilshire/Vermont station. The crew rounds out its week by spending a day at whichever of the four locations needs some extra attention.

Robert Coto joined the ranks of Employ America three months ago.

"It feels good to do a service for the community," says Coto. "Business owners have told us they like what we're doing. And when we do a good job, they do good business."

Now a fixture around construction sites, it's not uncommon for a business owner or nearby resident to invite Coto and other crew members in for a drink of

water, a bite to eat, or just to offer their thanks for a job well done.

### Win-win situation

"Some of the crew members have been on the job for as long as two years, proof that it's a win-win situation," says MTA Public Affairs Officer Andre Parvenu.

"In fact, I like to call it a triple win," Parvenu adds. "The community wins by having a cleaner neighborhood. The MTA wins by bringing such a valuable service to construction neighborhoods. And the men and women of Employ America win, too, by developing good work habits and building self esteem."

The MTA has opened its own doors, as well, by providing jobs to four Employ America workers in the mail room at the Headquarters building.

"The Employ America workers are truly ambassadors of goodwill for the MTA," says Board Chairman Larry Zarian. "We strive to be a good neighbor to business owners and residents, and I can't think of anyone more dedicated to that end than these fine people." ■

## YOUR Health



By Kimberlee Vandenakker  
Work/Life Programs  
Coordinator

MTA management is aware that employees are being asked to do more with less while "moving the MTA into the future." To help employees resolve the often conflicting demands that emerge in our professional and personal lives, the MTA recently hired a Work/Life Programs coordinator.

The coordinator will assist employees and supervisors with the implementation of the Family Care and Medical Leave policy, provide employees with dependent care resource and referral services, serve as liaison between employees and the operator of the Gateway, Chatsworth, and Sylmar child care centers, and develop cost-effective strategies to help employees create and maintain a work/life balance.

### Diverse responsibilities

Our employees have very diverse

responsibilities, interests, and hobbies. A large percentage of the MTA workforce provides daily care to aging parents, babies and older children.

Another segment attends school in an effort to grow personally or professionally. Some employees are active in civic and community organizations or dedicate time to their place of worship.

Employees need support as they pursue these important activities, and that is why the MTA invests in Work/Life programs. But, the program also will benefit the agency, as many business journals have shown in documenting the win-win results of work/life programs. Examples are:

- Flexible Scheduling
- Employee Assistance Program
- Tuition Reimbursement
- Health Care Seminars
- On-Site Child Care

- Discounted child care at all KinderCare centers
- Dependent Care Resource & Referral Service
- Flexible Spending Accounts
- Leave of Absence Programs & Policies
- Telecommuting
- Transportation Subsidy

In the near future, employee roundtables will be held to give employees an opportunity to talk about their work/life challenges and to gain insights from the experiences of others.

The feedback will be used to identify employee needs and interest in expanding cost-effective work/life services.

For additional information, please call Kimberlee Vandenakker, the MTA's Work/Life Programs coordinator at 922-4867. ■

# Transit Police Reserve Corps needs volunteer members

By Daniel R. Cowden

*It's 8:30 p.m. on a Saturday night. A call comes into MTA Transit Police Dispatch from a Metro Blue Line operator saying that a little girl on his train is lost. Minutes later, a black and white police cruiser pulls up to the Del Amo station to take custody of the child and transport her safely back to her parents.*

*At about 9:45 p.m., the operator of an MTA bus on the Vermont Line puts out an SAS (Silent Alarm System), and three MTA police units converge on the coach to provide emergency service and ensure public safety.*

*Later that night, one of our Transit Police patrol units is flagged down by a citizen saying that he has just been robbed. Several of our units swing into action to apprehend the suspect.*

In each of these cases, the Transit Police officers who respond may include reserve officers who are volunteering their time and talent to make the MTA's vast regional public transit system a safer and friendlier place.

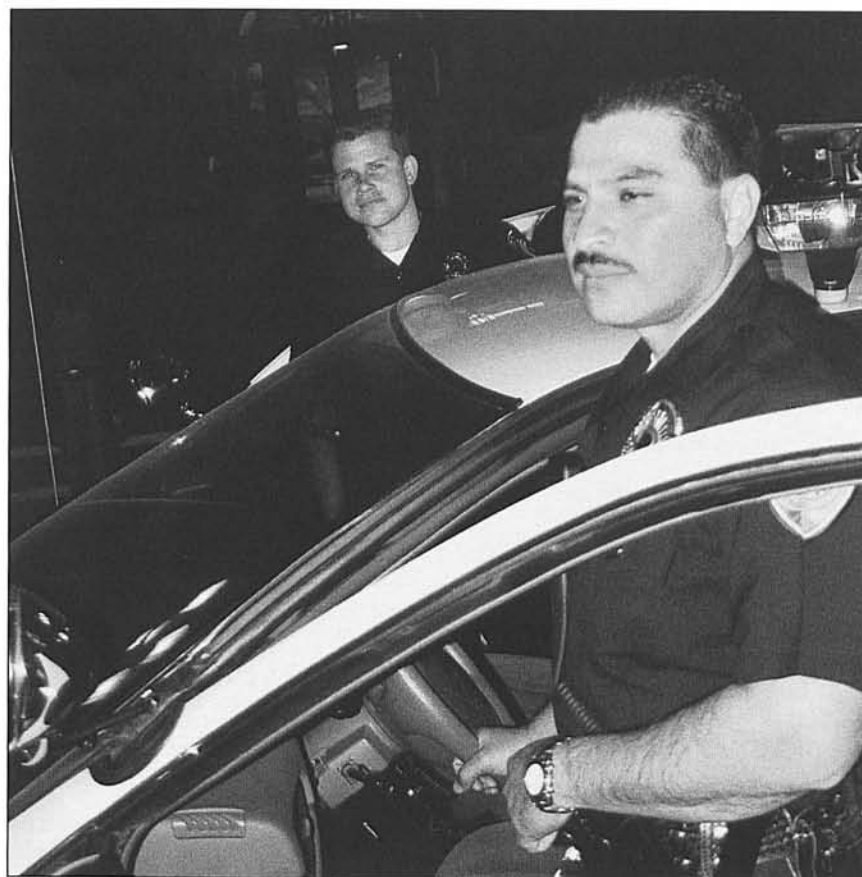
The next time you see one of our black and white police cruisers go by, it may be a unit staffed by reserve Transit Police officers. When you call for emergency police service to handle a dangerous situation on a bus or train, the unit that responds may have reserves performing their scheduled field duty.

## Dedication and devotion

"It takes a special level of dedication to go through the long and very rigorous training required for these reserve police officers," says Chief Sharon Papa. "I'm always amazed that our reserves display such a consistently high level of devotion and professionalism."

Reserve Corps coordinator Sgt. Mark Jennings says, "The MTAPD's Reserve Corps program is modeled after those of most other major police departments within California and it complies with all the requirements of POST, the California Commission on Peace Officer Standards and Training."

Reserve officers are fully-trained and



**Transit Police reserve officers Tony Aguilar (foreground) and Peter Ostry prepare to start a patrol shift. Aguilar is a financial services employee in private industry. Ostry is a mechanic at MTA Division 3.**

equipped. They perform a wide variety of interesting police duties from uniformed patrol to community relations and undercover investigations.

"These volunteers are making the MTA's regional public transit system safer and more secure each day," Jennings says.

Interim CEO Linda Bohlinger has expressed her strong support for the Reserve Corps program.

"Service as a Transit Police reserve officer is an excellent way to serve our community and it contributes to one of my highest priorities by making the transit system safer for all our passengers and operators," she says.

## Seeking volunteers

The Transit Police Department, the nation's largest transit police force, instituted the reserve police officer program in late 1995. The unit currently has nine reserve officers and it is growing rapidly. The MTAPD is currently recruiting for applicants for the volunteer position of reserve transit police officer. The requirements are:

- High school diploma or GED
- U.S. citizenship
- Good health
- No police record
- Ability to pass a physical agility test

There are three basic levels of reserve Transit Police officer. Level I and II reserve officers carry firearms and have full police powers while on duty with full-time officers. Level III reserve officers have full police powers, but are not armed nor deployed in a general law enforcement role. Transit Police specialists, who provide technical or administrative support, do not have police powers.

The MTA has recently authorized pay for reserve officers after they perform their minimum volunteer time of 20 hours per month. Duty time beyond the first 20 hours may be in pay status and reserve officers can earn up to \$20 per hour.

The position of reserve Transit Police officer is open to all applicants including MTA civilian employees and other members of the community. Call Sgt. Jennings at (213) 922-3540 for further information.

# FAN

Finance &  
Administration

Deborah L. Craney, Editor

## MTA co-sponsors Vendor Fair at LA Convention Center

By David Hershenson

The MTA is teaming with other city and county agencies to present the 1997 Greater Los Angeles Vendor Fair. The event, scheduled for April 16, will be held at the Los Angeles Convention Center.

This is the fifth annual fair co-hosted by the MTA and it promises to be bigger and better than ever. Last year's event attracted over 2,500 attendees, included over 200 exhibitors, and featured nearly two dozen workshops.

The purpose of the event is to provide opportunities for business representatives and exhibitors to meet with host agencies and to learn how to best compete for contracts.

MTA employees can visit all exhibit areas free by showing their employee identification.

## Interact with key leaders

This year's gathering will focus on introducing vendors to decision-makers from the host agencies, sponsors, and large companies. Suggestions from prior years' evaluation forms signaled a desire to have more direct interaction among contract administrators, buyers, and other employees from the host agencies.

The '97 event will feature more key staff from the participating agencies as well as from other cities, agencies and entities participating in the show.

Workshop topics this year include: "Doing Business on the Internet," "Raising and Borrowing Capital," and "Business Opportunities with the Alameda Corridor Project, L.A. Harbor and the L.A. Airport."

"Doing Business With..." a series of workshops for companies dealing with the fair's sponsoring agencies, will cover topics such as: How to get on mailing lists, M/W/DBE programs, and types of contracting opportunities available.

For further information or to request a registration packet, contact the Vendor Fair Hotline at (800) 267-0106. ■

# From here to there and back

*For Tony Calorino, scheduling is both science and art*



**Tony Calorino's work is on display on every Metro Bus, in every Metro Rail station, and wherever MTA passes are sold. Millions of riders have used the schedules and timetables he has constructed for the past 41 years.**

By Frank Harper

Perhaps in another life Tony Calorino might have become a chess grandmaster.

With his ability to visualize and anticipate bus and rail trips, his aptitude for comprehending both the grand scenario and the tiniest detail, and above all his creativity, the veteran schedule maker displays the same traits as chess champi-

ons Bobby Fischer or Gary Kasparov.

For 41 years, Calorino has designed intricate bus and rail schedules for the MTA and predecessor agencies, providing Southland passengers with efficient and convenient transit service and saving the agency millions of dollars in reduced operating costs.

In a recent interview, the reserved, self-effacing Calorino and his protégé, Mike Brewer of the Scheduling and Operations Planning Department, discussed some of the fine points of the science and art of schedule design.

### Orchestrating movement

"Schedules are documents that orchestrate the movement of transit vehicles and operators and transform them into passenger trips," explains Calorino.

He described how the MTA's schedule checkers ride a given bus or rail line and record such data as travel time between points, the number of passengers, the number who board or leave the vehicle, and the load standard (the optimum number of passengers as determined by the MTA Board).

From this data, Calorino and his colleagues in Scheduling and Operations determine the appropriate number of trips

needed in each time period.

"All of these elements must be accomplished without exceeding budget, equipment and operator availability," he notes.

To complete the process, schedulers prepare instructions and maps for operators and timetables for the transit-riding public.

### Three-headed monster

Among his small, specialized cadre of schedule planners, Tony Calorino's accomplishments are the stuff of legend—in particular, the "Three-Headed Monster."

Calorino had the task of combining three large and complex bus lines along Sunset Boulevard (Lines 27/28, Line 328 and Lines 83/84/85) into a manageable design.

Using such concepts as "turnbacks," "dove-tailing" and "short lining," his immaculate handiwork resulted in substantial savings for the MTA's operating budget.

Calorino's scheduling expertise also has been called into play for special events such as the NFL Super Bowl and Pope John Paul II's visit to Los Angeles — circumstances that required extensive detours and layover changes.

### Man versus machine

The Calorino legend also was enhanced when he squared off against a computer with a software scheduling program—a story, Mike Brewer says, that's similar to the folk tale of John Henry and the steam drill. Calorino won the contest handily.

"Tony can beat any computer," says Brewer. "He can improve on what a computer does, but a computer can't improve Tony's work."

According to Calorino, computers have not had the impact on scheduling that one might suspect. Schedule design hasn't really changed much since the 1940s when the concepts were formulated.

Ironically, the timetable for Calorino's own commute to Union Station from his home in Dana Point via Metrolink, has been planned by someone else. Yet for the millions of daily Metro passengers, only a handful will ever know the effect that Calorino has on their daily routine.

As he looks out from his Gateway window to the city below, Calorino can marvel at the fruits of his labor — the buses and trains moving like pieces on a chessboard to his own grand design. ■

## Linda Bohlinger's CEO Hotline

The CEO HotLine continues to receive calls from employees who have a variety of concerns and questions. Here are several I'd like to share in this month's column.

**Q. We've been told about the new Code of Conduct adopted by the MTA Board. Where can I get a copy and who does it cover?**

A. The first two sections of the Code of Conduct have been approved. They cover Board members, alternates and their staff, contractors and lobbyists. The third

section, now being drafted, covers MTA employees. When the Code receives final approval and is printed in booklet form, you can get a copy by contacting Barbara McDowell at 922-2977. We'll let you know when it's ready for distribution. In the meantime, if you have a question about the Code, contact Ryan Nakagawa at 922-2975.

**Q. Why can't the MTA provide an information booth, with staff, to direct passengers at the Metro Red Line Wilshire/Western station?**

A. Good suggestion. Our Joint Development department plans to create retail outlets next to the station entrance for a newsstand, flower shop, etc. This will allow us to contract with one of these vendors to sell Metro passes, provide transit system information, and install special phones to connect passengers directly with Customer Information.

**Q. I've read recently about several armored truck robberies. Why can't the MTA provide its vault truck drivers with bullet-proof vests for our safety?**

A. Excellent suggestion. To provide our employees with the highest security protection available, the Revenue Department will work with Transit Police to obtain security vests for all Vault Truck drivers. Thanks for calling.

**Q. I'm told the maximum college tuition reimbursement under MTA policy is \$1,710, based on the full-time cost of attending Cal State University. But, the actual cost of attending full time is \$1,946. Can't this be updated to reflect real costs?**

A. Our Employee Development department is responsible for reviewing and recommending reimbursement adjustments each fiscal year. Reimbursements are determined using a method developed by

the City of Los Angeles. That is: base fee for six or more units times three registrations per year. In FY-96, maximum reimbursement was \$1,710. It is \$1,740 in FY-97. Please contact HR if you have other questions about this important issue.

**Q. Last fall, we were advised that MTA Service Award pins were being distributed. My tenth anniversary was October 20, but I still haven't received my pin. What's happened?**

A. Apparently, there has been some confusion over our account with the vendor who provides our Service Award pins. Employee Activities now believes that situation has been cleared up and they can order pins again. They expect to receive them in April, and you should get your pin at that time. Service Awards are important and I regret that distribution has been delayed. ■

# All In The Family



**Gary Spivack** has been named **Service Operations Director at Division 3**. Previously, he was **Director, Building Services for the Headquarters building**.

**Jeff O'Keefe** has been named **Service Operations Director at Division 15**. Previously, he was **general manager of Santa Clarita Transit System**.

**Leahy, Michael O**  
Dir of ITS to Serv Oprns Dir

**Lensch, Martin G**  
Serv Oprns Mgr to Serv Oprns Dir

**Littig, Noralisa B**  
Acct to Sr Acct

**Lorenzo, Barbarita C**  
Wrks Comp Supv to Sr Emp Rel Rep

**Lowee Shæwn D**  
Prog Anlys to Dept Sys Anlys

**Lucas, Thomas R**  
Mec B to Mec A

**McDonnell, John P**  
Sec to Dept . Sys Asst

**Ramos, Monique Y**  
Sec to Record/Info Coord

**Reyes, Edwin M**  
Sr Admin Anlst to Chief Admin Anlst

**Rodríguez, Hector**  
Eq Opp Prog Mgr. to Sr Eq Opp Rep

**Ruglisi, Davide F**  
Admin Aide to Rail Transit Oprns Supv

**Sandberg, Joel J**  
Dep Proj Mgr-Const to Dep Exec Ofer, Cstr/Eng

**Williams, Gwendolyn W**  
Dep Proj Mgr - Constr to Dir of Constr Serv

### RETIREMENTS

**Adams, Judge**  
Nov '73 to Jan '97

**Anaya, Guillermo A**  
Dec '73 to Jan '97

**Barrasa, Reymundo H**  
Jun '66 to Jan '97

**Buncom, Walter O**  
Feb '69 to Jan '97

**Brown, Barry W**  
Apr '79 to Jan '97

**Brown, Money C**  
Jan '72 to Jan '97

**Chapman, Laura R**  
Jun '73 to Jan '97

**Chatelain, William A**  
Jan '74 to Jan '97

**Chew, Paxton K**  
Dec '73 to Jan '97

**Chmielewski, Norman**  
Jul '83 to Jan '97

**Coman, Frank R**  
Nov '84 to Jan '97

**Craver, George L**  
Jul '66 to Jan '97

**Crofford, Norm**  
Dec '92 to Jan '97

**Garey, William J**  
Oct '73 to Jan '97

**Gonsales, Manuel C**  
Nov '73 to Jan '97

**Hall, Fredrick G**  
Feb '59 to Jan '97

**Henderson, Samuel J**  
Dec '89 to Jan '97

**Inge, Takeo**  
Aug '86 to Jan '97

**Jones, Robert E**  
Oct '73 to Jan '97

**Kelley, Alonso**  
Sept '73 to Jan '97

**Korling, Peter F**  
Nov '68 to Jan '97

**Kirkwood, Ernest I**  
Aug '69 to Jan '97

**Lavizzo, Edward J**  
Jul '69 to Jan '97



**John Roberts** has been named **Service Operations Director at Division 9**. Previously, he served as **Service Operations Director at Division 9**.

**Mike Leahy** has been named **Service Operations Director at Division 2**. Previously, he was **Director, Information and Technology Services, Program Management**.

### TRANSITIONS

**Ahaus, Charlotte F**  
Asst Accts Rep to Commun Asst

**Alburo, Folorencio A**  
Custd to Lead Mopr Waxr

**Alejandro, Frank**  
Asst Rail Div Transp Mgr to Rail Div Transp Mgr

**Arndt, Paul C**  
Lead Mopr Waxr to Stock Clrk

**Axibal, Sharon F**  
Accts Payable Supv to Admin Anlys

**Becerra, Jesus J**  
Custd to Lead Mopr Waxr

**Candler, Lessie**  
Custd to Lead Mopr Waxr

**Caldwell, Michelle L**  
Dir of Cap Plang to Dir of Oprns Fin Adm

**Chawdhry, Zahra**  
Dept Syst Asst to Asst Admin Anlst

**Childress, Clorinda**  
Accts Clrk to Rec Clrk

**Findlay, Denice C**  
HR Anlst to Emp. Rel Rep

**Flores, Jose A**  
Custd to Lead Mopr Waxr

**Frasier, Carolyn M**  
Exe Sec to Emp Rel Rep

**Gibbons, Sean**  
Trans Pol Offer (TRN) to Trans Pol Offer

**Houston, Mose E**  
Custd to Lead Mopr Waxr

**Itoku, Gary T**  
Mec C to Mec B

**Jones, Wyman**  
Rail Safety Engr to Trans Sys Safety Engr

**Kingston, Nolan-Amory**  
Sec to Sr Sec



Representatives of the Los Angeles Fire Department were at Division 10 recently for the retirement of Service Attendant Howard Perkins (c.), a 23-year MTA veteran. LAFD Captains Dick George (L.) and Al Barnhart thanked Perkins for the many times he had steam-cleaned their vehicles after a fire.

## Suggestion Box

Editor:

I thought the March 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: \_\_\_\_\_

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Thank You for your ideas. Please cut out this section and send it by interoffice mail to Bill Heard, Editor, Metro Family Mail Stop 99-13-8.

# Metro Family News Briefs

## Matsumoto named Interim Deputy CEO

Interim CEO Linda Bohlinger has named Terry Matsumoto to serve as Interim Deputy CEO for Finance and Administration. He oversees Finance, Administration, Employee and Labor Relations, Procurement and Transit Police.

Rod Dawson has been named to fill in for Matsumoto as Interim Executive Officer, Finance. He will be responsible for managing day-to-day operations of the Finance Division.

In his new post, Matsumoto will be responsible for the merger of the MTA's procurement activities, which will move from Administration and Metro Rail Construction and will report directly to the Deputy CEO.

Matsumoto has more than 25 years' experience in financial and administrative management. During his tenure with the MTA, he has served as Executive Officer, Administration; Executive Officer, Finance; as Director of Capital Planning and as Controller.



**Terry Matsumoto, Interim Deputy CEO**

## MTA TV show to air on KABC, April 12

A new MTA television production entitled "Metro Safari" will be broadcast on KABC-TV, Channel 7, at 2 p.m., Saturday, April 12.

The 30-minute show will include segments on Metro Bus operators and the Bus Rodeo, the fossils discovered during Metro Rail construction, the Advanced Technology Transit Bus (ATTB), and the Metro Art program. Visually, the presentation will be an off-beat mix of unconventional video and film, backed by music.

"By using the format of a television program," says Marketing Director Warren Morse, "we hope to go beyond advertising the MTA's services to paint a larger and more compelling picture of the agency's role in LA's present and future."

A Spanish version of the program is being prepared for airing on a Spanish-language station. The English version also will be shown on local cable channels.

## Employees helped make LA Marathon a success

Once again, MTA employees made major contributions to the success of the 12th Annual LA Marathon, March 2, by providing transportation and information - as well as runners, bikers and volunteers.

A team of operations planners led by retired Senior Planner Russ Wilson helped thousands of Metro Bus passengers get to their destinations by rerouting 46 bus lines in Los Angeles and Hollywood. More than 100,000 brochures with maps were placed on MTA buses and trains to notify passengers of the changes.

Some 40 MTA Headquarters and operating division employees participated in

the event on foot, on bikes and as Marathon workers. The MTA reduced cash fares on Metro Buses to 50 cents and offered free-fare rides on the Metro Red Line.

## Freeway Service Patrol expands

Freeway drivers will be getting some extra relief. The MTA authorized one million dollars to expand its Freeway Service Patrol (FSP).

Fifty additional tow trucks will be deployed to assist stranded freeway motorists and remove vehicles that cause traffic jams.

Hours of service are being expanded to include the mid-day period, Monday through Friday.

New weekend service will be provided during the evening and early morning hours of Friday and Saturday from 7:00 p.m. to 3:00 a.m. Daytime service will cover Saturdays and Sundays from 10:00 a.m. to 6:00 p.m.

Since the FSP program was launched by the MTA in 1991, more than 1.3 million disabled vehicles have received assistance. ■

CM144JS397



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Metropolitan Transportation Authority  
One Gateway Plaza, P.O. Box 194  
Los Angeles, CA 90053

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