

# Metro

EMPLOYEE MAGAZINE OF THE METROPOLITAN TRANSPORTATION AUTHORITY

 Metropolitan  
Transportation  
Authority

VOLUME TWO

NUMBER EIGHT

SEPTEMBER 1997

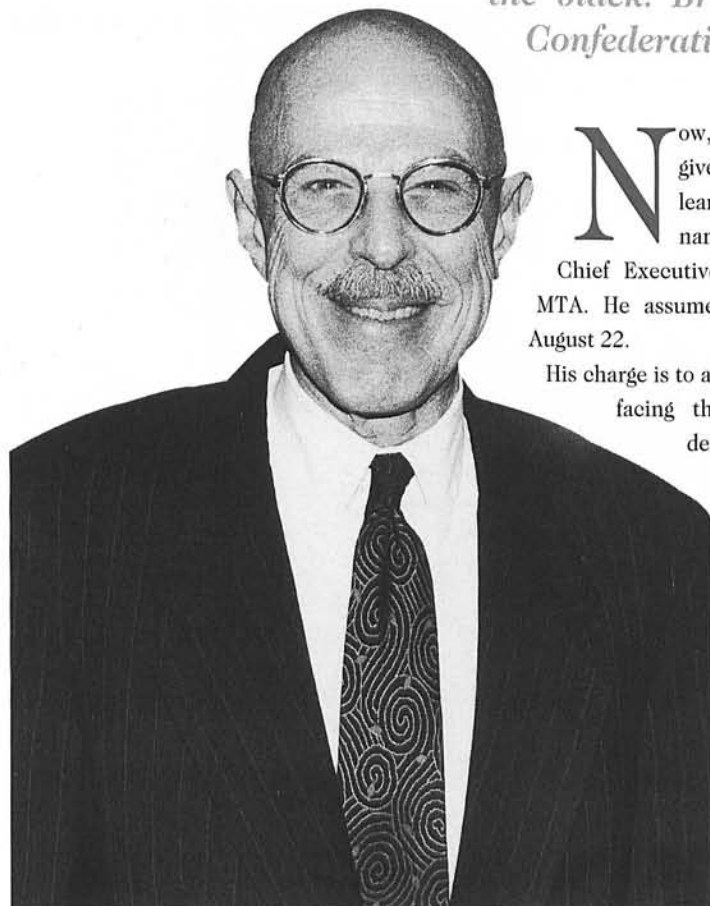
# Family

## Board names Julian Burke to lead MTA

*Interim CEO asks employees to help restore stability and credibility*

*By Bill Heard, Editor*

*Julian Burke lives in an area of Los Angeles called Mount Olympus. That's fitting, because over the past 20 years, Burke has successfully completed labors that would defeat most mortal men. He helped get the Penn Central Railroad Company back on track. Put many troubled savings and loan associations in the black. Breathed life into Mutual Benefit Life Insurance Company and the Confederation Life Insurance Company (U.S.).*



**N**ow, Burke has been given another Herculean task. The Board named him Interim Chief Executive Officer of the MTA. He assumed his new post August 22.

His charge is to address challenges facing the MTA and to demonstrate to the public and to the agency's funding partners that the MTA can meet its goal of improving the region's transportation network while operating in a fiscally responsible manner.

At an employee meeting Sept. 3, Burke confessed that his knowledge of the organization is still far from complete, but said he is learning fast. In a talk that was heard by employees at Headquarters as well as at the operating divisions, he asked for help in revitalizing the MTA.

"I give you my word that, if you work with me to bring credibility back to this organization, I will work with you to bring stability back to your workplace," Burke said. "I can't improve the credibility or the morale of the MTA without your involvement."

### Troubled companies

The interim CEO recounted his years working with troubled companies, adding, "I've seen organizations that were in at least as much difficulty and strain, if not more so, than the MTA seems to be in today."

Burke said his plans weren't yet firm, but that to gain credibility, achieve better

direction and become more efficient and effective, the agency must:

- Complete construction of the Metro Red Line to North Hollywood;
- Improve Metro Bus service;
- Produce a revised Rail Recovery Plan;
- Make changes in the current year's operating and capital budgets; and
- Make changes in management and the organizational structure.

In answer to an employee's question about possible layoffs, Burke said "some conservation of resources" and "tightening of the executive and management structure" will be necessary, but he denied that he has a "hit list," as had been rumored.

"It's not my style to slash and burn," he said. "My style is to resolve, to settle down, to (create) an organization that can function, understands what its goals are and (gains) the cooperation of its employees." ■

## IN THIS ISSUE

- 4** Will non-polluting electric vehicles join the MTA's motor pool soon? Maybe so, but first they have to have a place to charge up.
- 6** Metrolink celebrates its fifth anniversary in October. Executive Director Richard Stanger looks at past, present and future.
- 11** Lost a personal article on a Metro Bus or Train? Thousands have, and the MTA's Johnnie Smith knows where they all are.
- 12** Watching tunnel walls fly past all day would glaze over anyone's eyes. Metro Red Line operators must have the "right stuff."
- 14** Steve Brye has developed an educational board game for children. His ingredients: two Metro Bus lines and a penchant for fun.



1997 Bus Rodeo winning operator Jose Arizmendi of Division 9 shows Transit Operations Executive Officer Ellen Levine (L) and Deputy CEO Linda Bohlinger just how accurately he drove in this year's event. Please see full coverage of the Bus and Rail Rodeos on Pages 8 and 9.

## Metro Family

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

**Editor:** Bill Heard  
**Designer:** Paula Cummings  
**Executive Officer, Communications:** Rae James  
**Director, Public Relations:** Marc Littman  
**Asst. Director, Internal Communications and Executive Editor:** Phyllis Tucker  
**Manager, Printing Services:** Al Moore

# Sharing My Thoughts

By Linda Bohlinger, Deputy Chief Executive Officer



*On behalf of the MTA staff, I want to welcome Julian Burke as our new Interim Chief Executive Officer. The Board asked Mr. Burke to take the agency's helm for a year. In offering him the post at its Aug. 22 meeting, the Board noted his years of experience in turning around companies with financial, organizational and operating challenges similar to those faced by the MTA. Earlier, he had helped review the agency's budget.*

In the seven months I served as Interim CEO, I enjoyed the support of many fine staff members. I'm grateful for the hours of hard work you devoted to such important tasks as writing the FY 1997-98 budget and updating the Rail Recovery Plan.

Many of you were involved in developing the Bus Service Improvement Plan and working to meet the terms of the Consent Decree. Others worked on the Call for Projects, the Transit Police merger, the PERS plan, the Earl Clark ATTB - so many important projects that they've almost become a blur.

I'm also proud of the energy and attention to detail that the largest number of our employees give every day to providing Metro Bus and Rail service. Keeping our buses clean, well maintained and on time are the most important benefits we offer our customers.

### Spoke with hundreds

During my seven months as Interim CEO, I met and spoke with hundreds of you at Headquarters and at our operating divisions.

I never failed to be impressed with the character of our employees and with the quality of the work you do every day. I appreciated the frankness with which you offered ideas about how to improve customer service and to make the MTA a better place to work.

I'll look back on my time as Interim CEO with many fond memories. Thank you all for your efforts on behalf of the MTA and of our customers. I'm confident you will give Mr. Burke the same support you've given me.

### Suggestion forms

Employee Suggestion Program (ESP) forms have been distributed to all offices. But, you don't have to wait to get a form in hand if you have access to a computer.

The ESP form now can be found under

"My Computer" on the "w:" drive. Click on "MTA forms," then select "General Forms." Click on the ESP form to display it on your screen. Save the form on your system, fill in the required information and forward the completed form to the Internal Communications Department at Mail Stop 99-13-6. Or FAX it to 922-2391.

And, while you're in "General Forms," pull up "EOM Nomination Form.doc" and nominate a deserving co-worker for the MTA's Employee of the Month program. You'll be glad you did.

### Charitable campaign

Division 1 hosted an event, Aug. 20, that officially wrapped up our 1997 charitable giving campaign, Committed to Serving our Communities. Division 1 was

chosen as the site because its employees achieved a 97 percent participation in this year's campaign.

Overall, employee participation in charitable giving increased from 65 percent to 75 percent this year. The average increase in contributions to the nine fund distribution agencies was more than 35 percent.

I want to thank all first-time contributors as well as those who increased their pledges this year.

Benefiting from your generosity were the Asian Pacific Community Fund, Brotherhood Crusade, The College Fund/UNCF, Combined Health Appeal, Earth Share, Los Angeles Women's Foundation, National Hispanic Scholarship Fund, United Latino Fund and the United Way. ■

## June Employees of the Month



Alison Andreas  
Transit Operations



Joan Caterino  
Communications



Bruno Guillemet  
Metro Construction



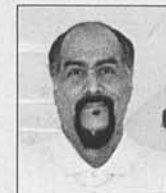
Marion Colston and Cynthia Shavers  
Administration



Linda Lulkoski  
Executive Office



Annette Mendoza  
Finance



Oscar Rodriguez  
Procurement



David Sikes  
RTP&D

# 'Weird Rules' irritate MTA employees

CEO Advisory Group selects Top Ten most puzzling practices

By Bill Heard

**W**hy do some managers get paid less than the employees they supervise?

Why is there no class on telecommuting if you have to take the telecommuting class before you can telecommute? These are among the Top Ten "Weird Rules" that stood out from a total of 88 puzzling policies submitted to the CEO Advisory Group last year by MTA employees.

Most Weird Rules aren't to be found in the MTA's policy manuals. Many seem to have sprung up in response to a specific problem, then evolved over time into bureaucratic doctrine.

### Address the issues

At one of her first meetings with the Advisory Group, whose 33 members are drawn from every major division, Interim CEO Linda Bohlinger asked members to recommend ways to address the issues raised by the 10 most irksome rules.

In June, she directed the executive officers to prepare action plans to resolve the issues.

"By eliminating the Weird Rules," she

wrote, "all of us can be more effective in accomplishing our objectives and, ultimately, achieving the agency's mission."

Mario Perez-Ceballos, a Human Resources supervisor and member of a subcommittee that selected the Top Ten Weird Rules, says all 88 employee submissions were judged against a set of criteria.

### Five-level scale

"We used a five-level scale to determine the impact each weird rule had on the MTA's overall mission, operation, efficiency and employee morale," he says. "We tried not to edit the meaning or intent of the rule as submitted by the employee."

Mike Smith, a Treasury Department senior financial analyst and a committee member, says many Weird Rules resulted "when a department handling a problem wasn't viewing the overall organization or seeing issues of importance to others."

Committee member Jody Feerst, transportation technical manager, Congestion Management Program, agrees.

"Some Weird Rules arose when people applied broad policies too literally," she says. "In any large organization, there will be conflicting priorities." ■

## MTA's Top Ten 'Weird Rules'

The CEO Advisory Group selected these Top Ten Weird Rules from among 83 inconsistent or unusual practices that adversely affect work life at the MTA:

1. Salary rules for internal promotions are different from the salary rules for external hires.
2. MTA rules discourage flex days, telecommuting or working while commuting, instead of encouraging ways to reduce traffic congestion.
3. Employees who received a temporary raise for accepting a higher position in an acting capacity are having their salaries rolled back when they accept the position permanently.
4. There's too much delay in paying consultant invoices.
5. New hires and promotions are delayed by a requirement for triple signature approvals.
6. Recruitment is delayed by a requirement to obtain Budget Office or Human Resources approval, even though the position already is included in the department's approved budget.
7. Some supervisors and managers make less money than the employees who report to them.
8. The Board adopted a policy that requires completion of a class before an employee may telecommute. However, no such classes have been scheduled.
9. A lack of signage and clearly marked pedestrian walkways in the Gateway parking garage is potentially dangerous.
10. Human Resources does not recognize non-traditional work experience in determining an employee's qualifications and salary for a promotion or lateral transfer.

An 11th Weird Rule, concerning lack of seating at the 7th and Metro Red Line station, was selected by the Advisory Group, which recommended that seating be provided at all Metro Rail stations. Due to budgetary constraints, the recommendation was not accepted by the CEO.

### July Employees of the Month



Thomas Amiya  
Communications



Amjad Bhular  
Administration



David Castillo  
Transit Operations



Ronald Jue  
Executive Office



James Linkous  
Procurement



Toni Cottrill  
Metro Construction



Wanda Knight, Carol Inge, Cosette Stark  
RTP&D



Anne Adelman  
Finance

# Electric car drivers soon can say 'charge it' at Gateway

*MTA Headquarters to be site of vehicle charging stations*

If clean air electric vehicles (EVs) are going to grab a portion of the Southern California auto market, a network of charging stations must be established so that vehicle owners can have a place to recharge their cars.

The MTA is playing an important role in encouraging the use of zero-emission electric cars.

Eck Chaiboonma, project manager, Southeast Area team, spearheads several of the MTA's alternate fuel projects. He also was instrumental in obtaining funding for the agency's participation in "Quick Charge LA," a program aimed at providing charging stations for electric cars.

Chaiboonma says the agency plans to install the first group of five Quick Charge stations in the next six months.

## Ten charging stations

Ultimately, plans call for a total of 10 Quick Charge stations to be housed at

Gateway. The charging stations will be available as a free service to any electric car driver, although owners may incur parking fees during the three-to-four hour charging periods.

Quick Charge LA will be developed in cooperation with the Department of Water and Power, with major funding by the South Coast Air Quality Management District and additional funding from General Motors.

The MTA will provide a small portion of the installation costs, says Chaiboonma.

One LA City Council member involved with the project says charging stations are the key to public acceptance of electric vehicles. Providing more charging stations throughout the city will make it easier and more convenient for people to drive electric vehicles.

## Nearly 200 stations

Plans are to eventually expand Quick Charge LA to nearly 200 stations at 42 proposed sites in the region.

Electric vehicle drivers soon will be able to recharge their cars at Metrolink stations, city halls and civic centers, shopping malls such as Beverly Center and

Ontario Mills, USC, UCLA, LAX, the LA Zoo, the J. Paul Getty Museum and at many Saturn auto dealerships.

One of DWP's fleet of EVs was at the MTA's Regional Rebuild Center in July to undergo testing. Chaiboonma is interested in the results, since one of his projects is to study whether the MTA should purchase EVs for its fleet of non-revenue vehicles.

Compared with conventional internal combustion gasoline-fueled cars, electric vehicles bear a hefty price tag. Chaiboonma is looking for sources of funding that would help offset the high cost.

"AQMD has a \$5,000 'buy-down' program," he says. "The federal Department of Energy also has a similar program. By combining funding from those two sources, the EV could possibly become an affordable alternative for the MTA." ■



A General Motors EV1 electrical vehicle takes a power charge at a multi-bay charging station at DWP headquarters in downtown LA. A similar charging station will be installed soon at MTA Headquarters.

## 'Eastside experts' offer team solutions to rail project's communications issues

At a recent preliminary strategy session for the Metro Blue Line to Pasadena, someone asked this question: "Can we 'Eastside' it?"

So effective has been the team model used by the Eastside Communications Coordination Team (ECCT), that this approach is being considered for other construction projects.

The ECCT, composed of members from all departments involved with the Eastside Metro Rail project, has met regularly since its inception in May to share information and exchange ideas. This interchange has helped team members work smarter and better serve the Eastside community.

"I have never seen a team come together this well, or with such ease and comfort, to share information," says ECCT team chair Gisselle Acevedo-Franco, director for MTA Government Relations and Public Affairs.

She attributes the team work to the members' experience on past projects.

### Experienced team

"Most people have been through other projects, Segment 2, Segment 3," says Acevedo-Franco. "This is a perfect opportunity to use the lessons learned."

Acevedo-Franco is clearly impressed by the progress that's been made through the team method. By bringing all departments involved with the Eastside togeth-

er, the ECCT has proved to be a valuable forum for information exchange. She cites an example:

"There were some tough legal issues that I would have never known about," she says. "Without the ECCT, I would never have had the opportunity to have the legal department share those concerns with us."

Acevedo-Franco says that information and ideas shared among team members helps the MTA build credibility with two very important constituencies--the Eastside community and local officials.

### Officials are impressed

"We can speak in a more informed manner," she says. "Elected officials are impressed. They see a difference in the way we function out in the community. I think we do our job on the outside better if we're communicating inside."

Acevedo-Franco credits Interim CEO Linda Bohlinger and Rae James, executive officer, Customer Services and Communications, for their leadership and support of

the ECCT.

"We are taking a proactive approach," says Bohlinger, of the ECCT. "This team will become Eastside experts by serving our internal and external customers." ■



Outreach efforts serve as a bridge between the MTA and the Eastside community. ECCT team member Alessandra Moctezuma of Metro Art meets with musician at Mariachi Plaza.

# New Transit Institute upgrades operator training

## Transit Operations

Maria Aguirre, Editor

By Maria Aguirre

Operator Barry Benjamin awakens at 4 a.m. this particular morning to arrive at the MTA's new Transit Institute on time. Usually, Benjamin reports to the Sun Valley Division, but for the past two days he's been attending classes at the Headquarters building.

The Transit Institute, an intensive 16-hour classroom training program, is designed to equip Metro Bus and Rail operators to do their jobs better.

The Transit Institute replaces the previous Verified Transit Training program that was a DMV annual requirement for operators' license renewal. Operators now receive double the amount of training as in the past.

"The instructors really know their material," says Barry, "and the review comes in handy."

### Successful operator strategies

Some of the topics covered in the institute include Accident and Injury Prevention, Safety Concerns, Pre-Trip Inspections, ADA, Sexual Harassment and Customer Service.

A video series, Strategies for Dealing with Difficult People, which was specifically designed for bus and rail operators, also is featured.

The video depicts various scenarios that drivers frequently encounter. Operators are presented with strategies for

dealing with negative situations such as fare disagreements with passengers or passengers who are intoxicated.

### Training open to operators

The training is presented by the Operations Central Instruction group, headed up by Michelle Caldwell, director of Transit Operations Finance and Administration. All Metro Bus and Train operators will have the opportunity to participate in the Transit Institute.

Operator Benjamin says he enjoyed the tour of both the Gateway Building and the Regional Rebuild Center; it was his first visit to both.

Despite the long trip from Sun Valley, he welcomed the opportunity to meet operators from other divisions and compare notes about lines and customers.

Benjamin discovered everyone has difficult customers. "I learned some techniques that will help me on my line." ■

At  
press time!

## MTA mechanics win International Roadeo

An MTA Division 10 team of mechanics bested a field of 48 contenders in Nashville, Aug. 23, to win the 1997 APTA International Bus Maintenance Roadeo.

Team members Alan Wong, Doug Creveling, Marco Pedemonte and John Gillen qualified for the event by taking first place in the MTA's Bus Roadeo in July.

The top four maintenance teams at the International Roadeo were from Los Angeles, Philadelphia, Baltimore and Tacoma.

Roadeo teams are tested on their diagnostic skills in bus inspection, engine and brake system troubleshooting. ■

## Operations changes

*New fiscal year means changes for Transit Operations people*

The new fiscal year that began July 1 has brought some notable changes to several departments and personnel in Transit Operations.

The Scheduling Department will be more closely linked to Transit Operations and Dan Ibarra, interim general manager of the Southern Region, now manages contracted-out service.

Scheduling, while remaining under Finance and Administration, has undergone a change. Under the new arrangement, Rail Operations and each bus region will have their own assigned schedulers.

This change is intended to foster closer relationships among schedulers and operators at the operating divisions they serve.

Through greater understanding of the day-to-day challenges faced by operators, schedulers will be better equipped to make scheduling adjustments.

### Contract services

Ibarra will manage the day-to-day contracts of companies providing bus services to the MTA. Placing this function in Transit Operations will help coordinate the MTA's county-wide service.

Responsibility for the Arthur Winston/Mid-Cities Division has been moved from the Southern Region to the Central Region under General Manager Rick Hittinger. This will provide some stability to this division until a permanent Southern Region general manager can be selected.

In another development, new Division Advisory Committee (DAC) coordinators have been assigned to each region. This change will ensure that each division has an active DAC program. DACs coordinate events and provide promotional materials.

Kim Mitchem has been named the DAC coordinator for the Southern Region. In the Central Region, the DAC coordinator is

Miranda Tucker.

### New responsibilities

Richard Hunt, deputy executive officer, Transit Operations Services, now oversees the Engineering, Facilities Support, RRC, Bus Operations Control Center, Stops and Zones, Freeway Tow Service and Call Boxes, and Fleet Management.

Mike Stange is heading up Service Quality. He will be putting together programs to raise service levels to the high standards that our passengers deserve. In this important function, Stange will report directly to Executive Officer Ellen Levine.

Grace Golden is now the interim service operations director at Division 7. She replaces Harold Hollis who retired. With the retirement of B.J. Harris, A.J. Taylor moves from Division 5 to Division 1. The closure of Division 12 brings Theral Golden to Division 5 each day. ■

## Operations picnic set for October

By Rick Hittinger, General Manager  
Central Region



Mark your calendars now for Saturday, October 18, 1997. The Transit Operations picnic will be held at the

Crescenta Valley Regional Park located at 3901 Dunsmore Ave., Glendale. The fun will start at 10 a.m. and continue to 4 p.m.

Transit Operations will provide hot dogs, drinks, popcorn, ice cream and an opportunity to dunk a few of our managers in our traditional dunk tank.

Also, the kids will get a kick out of our moon bouncer and clowns. Basketball and volleyball games will be available. Music will be provided by Jaime Delgadillo.

And of course, it wouldn't be a Transit Operations event, without a talent show. Bring your ideas and talent and entertain us all.

If you have some ideas or need further information please call me at ext. 24424 or Jack Owens at ext. 26564. ■

# Metrolink: Five years of commuter rail service

*Regional system is nearly at capacity, but director sees continued growth*

By Bill Heard

**M**etrolink, whose periwinkle blue and white trains provide some 24,300 commuter trips each day in six Southern California counties, celebrates its fifth anniversary in October.

Initiated in 1990 by a dedicated group of MTA employees, the system began passenger service in 1992. The rail network is operated by the Southern California Regional Rail Authority (SCRRA), whose board members represent Los Angeles, Orange, San Bernardino, Riverside and Ventura counties.

highway links into the Antelope Valley. Thousands of desperate commuters turned to Metrolink as an alternative means of transportation.

Following the spurt in ridership generated by the earthquake, Metrolink's patronage has continued a steady growth, and Executive Director Richard Stanger says the system is almost at capacity.

Stanger expects SCRRA to add a seventh rail line from Riverside through Fullerton to LA within the next couple of years and new cars to meet the growing commuter demand.

In a *Metro Family* interview conduct-

23,500 daily passengers. We're slightly beyond that now and reaching our system capacity at the present level of build-out.

### Perception soars

MF: The public perception of Metrolink certainly soared after the Northridge earthquake. What impact did your response have on Metrolink?

RS: We probably had a 10 percent name recognition before the earthquake and 90 percent recognition a week after it.

Ridership on the Antelope Valley line went from 950 a day to 8,000 a day. It dropped back to 3,000 and now is up to about 4,000. That's a four-fold increase.

MF: What part does Metrolink play with the MTA in the regional transportation system?

RS: Metrolink has a major impact on freeway volumes because we carry a lot of formerly single-occupant drivers very long distances to work and back. More than 60 percent of our riders used to drive alone. Buses -- the workhorse of the transit system -- cover many short trips and the MTA rail system carries people efficiently on intermediate-length trips.

### Buses, trains work together

All three modes work together as a system of public transit that is usable by many different kinds of people.

MF: Is Metrolink planning two-way service so people who live in the central city can get to jobs in the suburbs?

RS: We already have reverse trips on most of our lines. But, patronage estimates indicate that the reverse commute demand will continue to be a fraction -- perhaps 3 percent -- of our inbound traffic.

However, we're starting reverse service this Fall into Orange County where there's a concentrated job market. We'll run trains to serve such employment centers as Anaheim, Santa Ana and Irvine.

The Achilles heel of the Metrolink system is that we don't control the rail-station-to-work trip. We have to rely on others -- like the Metro Bus and Rail network -- to provide it.

That will continue to be the most difficult problem Metrolink faces in its ability to grow -- finding ways to make that last connection between our stations and places of employment. ■



**Richard Stanger, Executive Director, Metrolink**



**Commuters board a Metrolink train. More than 24,000 passengers from a six-county area are now using the service as it approaches its fifth anniversary.**

Since most of its rail mileage is within Los Angeles County, SCRRA draws almost 60 percent of its subsidy -- about \$22 million last year -- from the MTA. The remainder is provided by the other four counties.

Metrolink has grown in the past five years from 112 miles of track and 11 stations to a total of 416 miles of track with 45 stations on six rail lines. Commuter trains now make 95 trips each day.

During that period, Metrolink has met challenges that included winning government funding, gaining official support in the cities it serves and reviving local interest in commuter rail service.

### National attention

It also faced a crisis and gained national attention in January, 1994, when the Northridge earthquake destroyed key

ed August 6, Stanger discussed the past, present and future of Metrolink.

### MTA roots

*Metro Family:* You make a point to emphasize that the Metrolink system had its roots at the MTA.

Richard Stanger: For some reason, it's perceived that someone else built Metrolink, but it should be a source of pride for the entire MTA organization. Metrolink is a vital contribution to the transportation system in Southern California, and it's a contribution that the MTA and its employees accomplished.

MF: As you start your sixth year, how far along is Metrolink toward its goal?

RS: When we started Metrolink, we weren't sure how successful it would be, so we "sized" the system to carry about

## METROLINK AT A GLANCE

### Governing authority:

**Southern California Regional Rail Authority**

Operating budget	\$.872.8 million
Revenue recovery	.....50.5%
Daily riders	.....24,363
Avg. commute	......35 mi.
Trains per day	......95
Number of routes	......6
Route miles	......416
Stations	......45
Number of locomotives	......31
Number of rail cars	......108
Avg. speed	......45 mph

Counties served: Los Angeles, Oxnard, Riverside, San Bernardino, San Diego, Ventura

Source: SCRRA, June 1997

# Route 30 project: From dream to reality

Completing San Bernardino freeway link was a team effort

**RTP&D**  
 Regional  
 Transportation  
 Planning &  
 Development  
 Donna Finn, Editor

By Marta Maestas

**O**n a mound of earth under crystal skies in the community of La Verne, commuters and San Gabriel Valley residents continued their journey toward mobility and progress.

It was a long time coming, but the ground breaking ceremony for the Route 30 Gap Closure Highway Project finally got under way in July.

When completed in 2002, Route 30 will link east Los Angeles County with San Bernardino County along 28.2 miles of continuous freeway from Route 210 to Route 215 in the City of San Bernardino.

The road has been a bumpy one for the project. Funds were programmed, then challenged, until monies were finally obligated in the 1984 State Transportation Improvement Program (STIP) for protection of this important right of way.

**A vital link**

This vital link in the regional highway system has provided the MTA opportunities for partnerships not only with San Bernardino County, but also with the designer/builder, Caltrans.

When the Caltrans engineering and design unit became immersed in highway earthquake retrofit work, it appeared the project would slip further and further away from its targeted opening date.

Multimodal Planning's San Gabriel Valley Area Team stepped into the picture to work with the state agency to issue the Request for Proposal (RFP) and the contract for the design of 15 bridges and structures for the project.

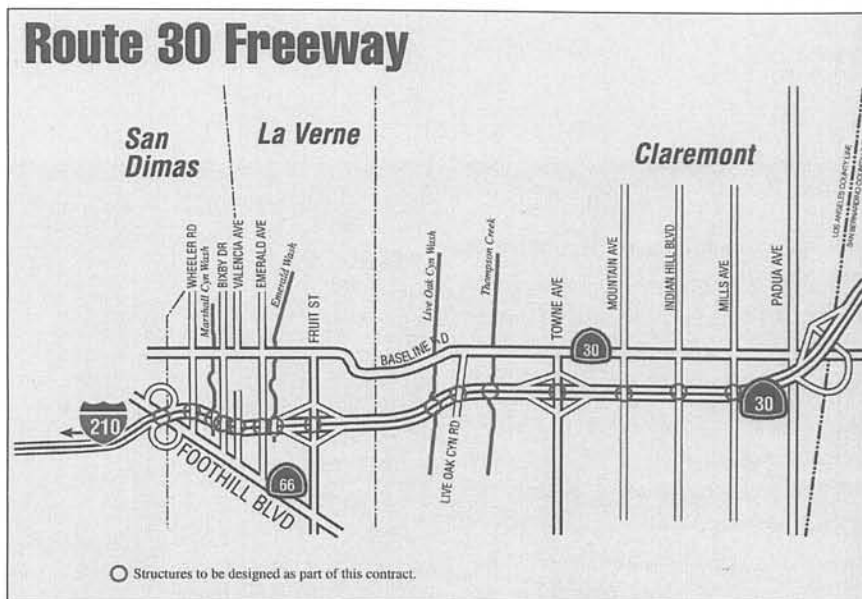
The final contract was awarded by the MTA Board in June, 1997, with a total budget of \$1.9 million. The design work is estimated to take 12 months.

**Major population growth**

The Los Angeles County portion of the project is 5.4 miles long and passes through the cities of La Verne and Claremont.

The Southern California Association of Governments (SCAG) has projected a 115 percent growth in population, particularly in the communities within western San Bernardino County.

Employment in this area is projected to increase about 185 percent during the



Linking east Los Angeles and San Bernardino counties, the Route 30 Gap Closure project will ease congestion in the rapidly growing San Gabriel Valley.

same period. Traffic generated by such high levels of growth is projected to create more heavily congested conditions on area roadways unless additional highway capacity is provided.

**Construction accelerated**

The total cost of the Route 30 Freeway is \$321 million, with the MTA contributing \$66 million and the state \$255 million.

Upon completion, Route 30 will provide commuters with three mixed-flow lanes and an HOV lane in each direction

from San Bernardino to the San Fernando Valley.

Plans for a comprehensive community outreach/mitigation program are under way and will incorporate many of the "lessons learned" in other major MTA construction projects.

In the Fall of 2002, the grand opening of the Route 30 Gap Closure Project will reinforce the value of Partnerships for Mobility and Progress, and further prove that great things can happen when agencies, communities and people work together. ■

## MTA's annual Call for Projects is transportation's recipe for success

By Carol Inge

**H**ow do you help relieve traffic congestion, reduce air pollution, and invest in ways to make better use of our streets and highways -- all at the same time? The answer is...the MTA's Call for Projects!

A total of 157 Call for Projects submissions will share \$666.3 million in funds over several years to implement transportation improvements throughout Los Angeles County.

Every two years the MTA solicits innovative proposals from 88 cities, Los Angeles County, and state agencies to implement congestion-relieving projects in their areas.

For the 1997 Call for Projects, Regional Transportation Planning and

Development evaluated and ranked 414 proposals in various transportation categories. In all, 157 projects were approved for funding by the Board at its June meeting.

**HOV Lanes**

If you carpool or take express bus service, you'll be happy to know that the MTA programmed money for a total of 22 miles of additional High Occupancy Vehicle (HOV) lanes on six freeways.

For example, HOV lanes will be built on the I-10 Freeway in the San Gabriel Valley from State Route 57 to the San Bernardino County line.

In the Southeast area, 3.2 miles of HOV lanes will be added to the I-5 freeway

between Rosecrans and Florence avenues.

HOV lanes also will be added to segments of the I-605 freeway in the Southeast, State Route 60 in the San Gabriel Valley, State Route 14 in North County and the I-405 freeway on the Westside.

**New bike stations**

Are you a cyclist? The MTA funded new bike stations at Union Station Gateway and at the Chatsworth and Santa Clarita Metrolink stations.

Bike stations provide facilities for storage, repairs, parts sales, rentals, changing rooms, and, in some cases, even showers for cyclists. The Board also funded 54 miles of additional bike lanes and paths to provide for safer cycling.

The MTA has funding to equip two-thirds of its bus fleet over the next two years with bike racks. With project funding already provided by the Board, bus riders will have the option of riding a bicycle to and from bus stops at both ends of their trip.

Transit centers with passenger shelters and bus bays will be built or expanded at Avenue 57 in Highland Park, at Cal State University Los Angeles, Los Angeles County/USC Medical Center, Huntington Drive/Monterey Road, the Wilshire/Western Metro Red Line station, the Eastland Shopping Center in West Covina, the Santa Clarita Newhall Metrolink station and Warner Center in the San Fernando Valley. ■

# MTA thoroughbreds

*Arizmendi, Division 10 mechanic*

By Gary Wosk and Frank Harper

With the San Gabriel Mountains and Santa Anita's grandstand in the background, the scent of barbecue wafting through the air, scores of MTA employees gathered July 26 for a key annual event.

Thoroughbreds of a sort, the agency's top operators and mechanics were poised to compete in the 22nd MTA Bus Rodeo.

A network of neatly arranged orange cones, white barrels and tennis balls patterned the racetrack parking lot where the driving event was held. Mechanics labored over several large bus engines and other equipment stationed in a roped-off area near the spectators' tents.

Perennial contender and crowd favorite, Jose Arizmendi, of San Gabriel Valley's Division 9, took top honors in the bus driving competition, smoothly guiding his diesel coach with its new gold and white color scheme around the course in the fastest time.

## Division 10 winners

Division 10's team of Alan Wong, Marco Pedemonte, and Doug Creveling won the bus maintenance event.

Arizmendi, a 24-year veteran, will represent the agency at the International Bus Rodeo during the American Public



1997 Rodeo winner Jose Arizmendi (top) faces the camera with (from left) Transit Operations chief Ellen Levine, runner-up Michael Hubler and runner-up Samuel Morales, both of Division 1, and Deputy CEO Linda Bohlinger.

Transit Association Annual Conference in Chicago, September 23. The Division 10 mechanics won the chance to compete in the national championship in Nashville last month.

"I knew I had a good run," says Arizmendi, who achieved a 628 point score out of a maximum 650. It was Arizmendi's second time in the winner's circle; he finished first in 1988.

The San Gabriel Valley Division's entrant has competed in every Rodeo

since its inception. He's been a top ten finalist for the past 18 years.

"I just try to be relaxed and concentrate before I start," Arizmendi says of his preparation. "I get adjusted to the equipment, the seat, the mirror."

## Pulling a 'threepeat'

Finishing a very close second, with 624 points, was Samuel Morales of Division I, who pulled a "threepeat." It was the third year in a row that he's been the runner-up.

Third place went to another Division I contestant, Michael Hubler, whose score was 618. Each of the three top finalists received a ring.

It was the second consecutive win for Division 10 mechanics Wong and Creveling. Joined by new team member Pedemonte, the trio received a \$500 cash award each, plus a trip to the Nashville finals.

The bus maintenance competition involved three events: brake inspection, bus inspection and engine inspection. Contestants raced the clock to troubleshoot, solve and repair implanted mechanical defects.

Unlike the blazing heat of previous Rodeos, much of the day was cool and overcast. The event included a display of show cars, many restored and owned by MTA employees.

## Best of the best

"These Metro Bus system operators are the best of the best," says Ellen Levine, executive officer, Transit Operations.

"The agility, gracefulness and toughness they displayed today can be compared to a cowboy's true grit riding a bull," she says.

"This course is a lot tougher than any street we have in LA," notes Frank Cecere, Transit Operations supervisor, Service Quality, one of the Rodeo organizers.

"After the Rodeo," he says, "the drivers look at the turns on their routes in a different way—they have a better idea of how to navigate a street or a certain curve."

Levine had this to say about the mechanics:

"The MTA mechanics today proved why they deserve this distinction. Like the baseball player who bunts in order to advance the runner, mechanics' contributions don't always show up in the box score, but without them the MTA strikes out."

## Rookie driver

There was one first-time bus driver at the Rodeo—Deputy CEO Linda Bohlinger.

"I was amazed at how smooth the ride was," she says. "It brought back memories of when I drove around in a 1969 VW bus."

Rookie Bohlinger found maneuvering around the cones to be her toughest challenge on the Rodeo course.

"It's pretty scary driving a 40-foot bus," she concedes. "The front end isn't so much of a problem as the back end."

Bohlinger, who isn't contemplating a career change to bus operator any time soon, adds:

"It was great. I'd like to do it again." ■



Anthony Simiele (L) and Ike Allison, Division 8 mechanics, work frantically to find the problem on a test machine during the maintenance competition. Not shown is team member C.H. Cash.



A bus inches its way into a reverse maneuver among a line of cones.



# s win at Santa Anita

ces lasso top honors at Bus Roadeo



Division 10's winning team of (from left) Alan Wong, Doug Creveling and Marco Pedemonte display their trophies for Deputy CEO Linda Bohlinger (L) and Ellen Levine, Transit Operations executive officer.



Di Au Duong of Division 5's team searches for the answer to a problem during the bus maintenance competition.



Jeffrey Ralph of Division 5 watches a group of children experiment with the Automatic Test System display.

## Winners announced in MTA's '97 Rail Roadeo

Their vehicles run on rails and their competition is different, but the competitors in the MTA's Rail Roadeo are just as intense.

Robert Rodriguez, a Metro Red Line operator and nine-year MTA veteran, bested 12 other light- and heavy-rail operators to win the local competition, May 17.

Rodriguez represented the MTA at the APTA rail conference in Washington, D.C., in June, where he competed

against operators from 13 other rail properties.

The MTA's heavy-rail maintenance team of Dennis Gibo, Tony Pham and Andre Tran, led by their instructor, Gary Dewater, also represented the agency at the APTA conference.

It was the MTA's second year to participate in the maintenance competition. The team placed seventh out of 18 teams competing in the event. ■



Winners in the 1997 Rail Roadeo are, from left, maintenance team members Dennis Gibo and Andre Tran, Metro Red Line Operator Robert Rodriguez, Maintenance Instructor Gary Dewater and maintenance team member Tony Pham. The Rail Roadeo was held May 17.

# Knights of the freeway

*Metro Freeway Service Patrol is a welcome sight for stranded motorists*

*Beyond Bus and rail:*

*First of an occasional series about MTA-supported programs and services.*

By Frank Harper

Is there a sight in modern life so gratifying as an approaching tow truck heading to your rescue on a busy freeway?

Stranded on the narrow strip of highway shoulder, alone and vulnerable, betrayed by rubber or metal, the wait is unending agony.

"Thirty-One Boy... ninety-seven ... southbound 5 at Buena Vista . I'm ten twenty three for Triple Ay."

Translation: Tow truck driver Eleazar Chaparro, of the Metro Freeway Service Patrol (FSP), identifies himself (31-B), announces his location and gives the code that says he's on standby. He's towed a car off the freeway and the motorist is waiting (10-23) for a AAA tow truck. *Metro Family* is along for the ride.

It's been unusually slow this July Friday rush hour morning on Chaparro's beat, the busy Interstate 5 freeway corridor between Burbank and the Pasadena Freeway.

## Faulty transmission

It's only the third incident during his 6 a.m. to 10 a.m. shift. This car has a faulty transmission, a problem beyond the scope of the FSP's service.

Chaparro enters "98" into his on-board computer to indicate to dispatchers at the California Highway Patrol that this inci-



**Chaparro hands FSP response card and brochure to Kim Sindle, of Glendale. Sindle holds son Tyler, 5. The MTA receives hundreds of appreciative letters each year from motorists.**



**Metro Freeway Service Patrol tow truck driver Eleazar Chaparro notes an "incident" on his Scantron report form as required by the CHP.**

dent is completed and he's "clear" again. He fills out a Scantron form with the same information. Then it's back on the road, patrolling for stranded motorists.

Started in 1991 to help ease congestion, the Freeway Service Patrol, jointly managed by the MTA, the California Highway Patrol and Caltrans, consists of 150 tow trucks and 300 tow truck drivers who provide free services to stranded motorists during weekday rush hours and parts of the weekend.

Tow trucks currently patrol 511 miles of freeways in LA County. In 1996, the Metro Freeway Service Patrol assisted 317,000 stranded motorists. On a typical day, the FSP assists more than 1,200 cars and trucks.

## Tremendous boon

Funded primarily by Proposition C and Caltrans State Highway Account funds, the FSP has been a tremendous boon to commuters by reducing freeway congestion caused by vehicles stalled in traffic.

FSP tow trucks constantly cruise their freeway beats during rush hours to change flat tires, jump start batteries, refill radiators or add a gallon of gas.

FSP trucks may only tow disabled cars to designated drop zones; they are not permitted to tow vehicles to private repair shops or residences, nor do they assist vehicles involved in accidents unless directed by the CHP.

Eleazar Chaparro's truck cruises up

and down the I-5 several more times this morning without incident. Finally he notices a little white Chevy ahead, southbound near Griffith Park.

Easing his truck just in front of the Chevy, Chaparro dons his orange safety vest with the FSP insignia and jots down the vehicle's location and license number.



**As traffic speeds by, Chaparro changes the flat tire on Sindle's car. Working close to the traffic is a dangerous element of the job for FSP drivers.**

## Highway blowout

The driver, Kim Sindle of Burbank, accompanied by her son, Tyler, 5, just moments ago has had a blowout en route to Glendale.

"I'm really lucky," says Sindle. "Without you guys, I would've had to walk with my son all the way to an off-ramp to get to a phone. I'm very appreciative."

I-5 traffic whizzes by only inches from Chaparro as he works to change the flat tire. Last October, at nearly the same spot, he sustained severe injuries when a big rig,

riding on the right shoulder, rammed into him and his truck while he was changing a tire. He was out of work for several weeks.

"I was very lucky," he says. "I like this job, but it can be very dangerous."

Her flat tire now changed, Sindle also appreciates that the service Chaparro and the FSP have provided is free of charge to her.

## Prompt, courteous service

Eleazar Chaparro is pleased, too, that he's provided prompt, courteous, service.

"People are very happy, very grateful to see us," he says.

Apparently other drivers are pleased too. The MTA, which shares oversight of the FSP program with the CHP, has received hundreds of letters of thanks from motorists praising Chaparro and the 300 tow truck drivers.

In addition to providing immediate assistance to stranded motorists, the Metro Freeway Service Patrol provides a considerable economic and clean-air boost to the region.

Caltrans estimates that half of all traffic congestion is caused by so-called "incidents" or breakdowns—a single halted car causing a traffic tie-up. Time lost by workers stuck in traffic jams affects the region's economy.

The Freeway Service Patrol provides a benefit of \$8 for every dollar spent, according to Aleksandar Jakovljevic, FSP program manager. Air pollution, a major by-product of congestion, also is reduced by the FSP program.

According to the University of California's Transportation Center, motorists who've encountered the FSP say they feel "more comfortable on the road, enjoy a heightened sense of security" and are more accepting of gas taxes. ■



**Grateful for his help, Sindle thanks Chaparro. The FSP assists more than 1,200 motorists every day while patrolling 511 miles of freeway.**

# Lost...and Found

MTA's Johnnie Smith reunites owners and lost items

# FAN

Finance &  
Administration

Deborah L. Craney, Editor

By Malissa Wise

**M**TA Lost and Found inventory list: Purses, backpacks, glasses, books, umbrellas, skull, Oscar statuette...A skull!!

An Oscar??

Yes, a skull, an Oscar and more than 9,000 other items every year find their way to the Lost and Found Office.

Administered by the Revenue Department and located in a locked facility at the Wilshire and La Brea Customer Service Center, the MTA Lost and Found Office is the repository for personal property found on bus and rail lines and at MTA facilities. It's also the place where owners can retrieve their misplaced or forgotten items.

About that Oscar: It was awarded to singer Helen Reddy. She gave the statuette to her gardener who promptly left it on an MTA bus.

The skull? It was an educational specimen, probably lost by a biology student.

Overseeing Lost and Found is 18-year MTA veteran and recent Employee of the Month Johnnie Smith. Smith's job involves processing items and trying, whenever possible, to return them to their rightful owners.

"I try to find some identification mark and a current address," she says. "We then notify the owner by mail."

Her job involves heavy phone work—she's constantly on the line with patrons seeking their personal belongings.

## Turned in by operators

Items are documented for contents, condition, and identifying marks. The vast majority (99 percent) of items are turned in by MTA bus operators and rail personnel.



MTA Lost and Found's Johnnie Smith demonstrates one of the items most frequently left on Metro Buses and Trains — an umbrella. Hundreds of other items are stored on shelves at the Wilshire Boulevard office waiting for their owners to collect them.

More than 35 percent of the items found each year are returned to their owners. Articles bearing personal identification, as well as library or school books, have a much higher (55 percent) return rate.

Smith often relies on the detective skills she's honed over the years in attempting to match items to owners.

Those skills came in handy when a briefcase stuffed with Chinese currency was found on a bus. Smith traced it by documenting a slip of paper with a contact name in San Francisco.

## Mailed to China

The contact was able to notify the owner and relay the address to Smith, who express-mailed the briefcase to its relieved owner in China!

On another occasion, a very soiled, worn bag was found containing \$2,214 in cash. The bag belonged to a mentally disabled person.

Smith was able to locate the person's conservator by tracking addresses written on letters and envelopes that were more than a decade old.

Items that are unclaimed by the owner

within 90 days are either destroyed or sent to auction for sale, as required by state law. Currently, sales have been handled by a national auctioneer.

In 1997, Lost and Found proceeds of \$1,200 were transferred into the General Fund. Amounts in excess of \$20 are deposited into the same fund, but are returned by MTA check to the owner, once a claim is made.

## Placed in safekeeping

Amounts under \$20 are retained in a safe until the 91st day, and then deposited into the MTA's General Fund.

With the help of MTA's Information and Technology Services Department, Revenue's Lost and Found Office was computerized in March, 1997, to better serve the public.

To assist with the recovery of lost property, Smith recommends providing a complete description of the missing item, the bus line number or the name of the facility where the items was last seen and the approximate date of loss.

The Lost and Found Office's hours of operation are 9 a.m. to 5 p.m., Monday through Friday. The office is located at 5301 Wilshire Boulevard at La Brea. For more information, call (213) 937-8920. ■

## How to spell quality? R-P-M

Reliability means better customer service

By Paul Monaci

**E**nsuring that the MTA receives equipment, facilities, and systems that perform reliably and as specified is the responsibility of the Reliability Program Management (RPM) group, led by Antonio Chavira, the acting deputy executive officer for Procurement.

Recently transferred from Transit Operations to Procurement, the 15-member RPM is composed of three sections: Rail Reliability, headed by Wyman Jones; Bus Reliability, led by Rudy Melendez; and Program Management, headed by Paul Monaci.

Working together, these three sections develop reliability criteria, investigate and manage the reliability of existing assets, and guarantee that future contracts are developed in a manner that assures that the MTA receives dependable products.

These groups work with Transit Operations and Metro Construction staff to identify reliability issues. They make sure that vendors reimburse the MTA for items under warranty and that replacements perform dependably.

### Analytical tasks

The Program Management section is responsible for managing the analytical tasks for the department.

Staffed with analysts specializing in reliability and failure analysis, this section works to resolve reliability issues that affect MTA's service and construction objectives.

Program Management also supports the technical sections by providing modified specifications and contract language to support continuous improvement of the performance of equipment, systems, and facilities that the MTA purchases.

RPM's objective is to improve the performance of all MTA infrastructure and supporting systems. The ultimate beneficiaries of improved MTA reliability are its internal and external customers. ■

# 'Red Line operators: No tunnel vision allowed

*Many aspire to operate MTA trains, but only a few have the 'right stuff'*

By Gary Wosk

Joe Ellis glances out the window of his tiny four-foot by ten-foot cab one last time to make sure everyone is safely aboard his Metro Red Line train.

Simultaneously, he reaches for the master control, firmly gripping it with his strong, thick-fingered right hand. Instinct is what he calls it.

"I would like to remind everyone that no eating or drinking is allowed on the train...next stop Civic Center," Ellis announces for perhaps the 200th time this shift. "The doors are closing. Thank you very much for riding the Metro Red Line. Have a nice day."

Instantly, the 160-ton train is well on its way, barreling down a 6.5-mile tunnel and accelerating at three miles an hour per second until reaching a maximum of 55.

Welcome to the world of Operator Joe Ellis. Since becoming a train operator seven years ago, he's driven more than enough miles in this 18-foot, 6-inch-wide concrete corridor to make it to the moon, a distance of 278,000 miles.

## 15,000th roundtrip

The 54-year-old Ellis recently marked an anniversary of sorts by completing his 15,000th roundtrip on the eight-station alignment.

Quite frankly, being a subway operator is plainer than the Great Plains. Except for a few drips of water and the occasional sighting of a rodent or spider, what you see is what you get -- and the only thing you hear is the whirring of the train fans.

If you like repetition...and repetition...and repetition, this job's for you.

"Red Line operators have to like everything about it because they'll be spending so much time down there," says Rail Superintendent Tom Jasmin. "We constantly monitor the operators for boredom and fatigue."

"You never see daylight and never know what outside conditions are like," he adds. "Everything taken for granted on the surface, like sun light and fresh air, has to be provided in this artificial environment."



Operator Joe Ellis has only his reflection to keep him company in the tiny cab of a Metro Red Line train. Passenger safety is his primary concern.

## A rare job opening

Hundreds of MTA bus operators are constantly on the lookout for the rare opening to become a Metro Train operator -- there currently are 24. It's one of the most sought-after jobs of all at the MTA and only the most senior operators are considered.

Last year more than 400 bus operators, out of a total workforce of 3,100, applied for two positions.

Jasmin, a bus instructor for 15 years, believes senior bus drivers opt for subterranean solace because it appears to be less stressful and affords a new lease on life for many nearing retirement.

"It's prolonged my career," said the stocky Ellis, whose first 20 years with the

MTA were spent as a bus operator. The self-described thrillseeker (as long as it doesn't involve skydiving or bungee jumping) was also looking for a little excitement.

"Quite frankly, it was the thrill of it. I'm always trying to get into something new and, as a kid, I was always fascinated by trains," he says.

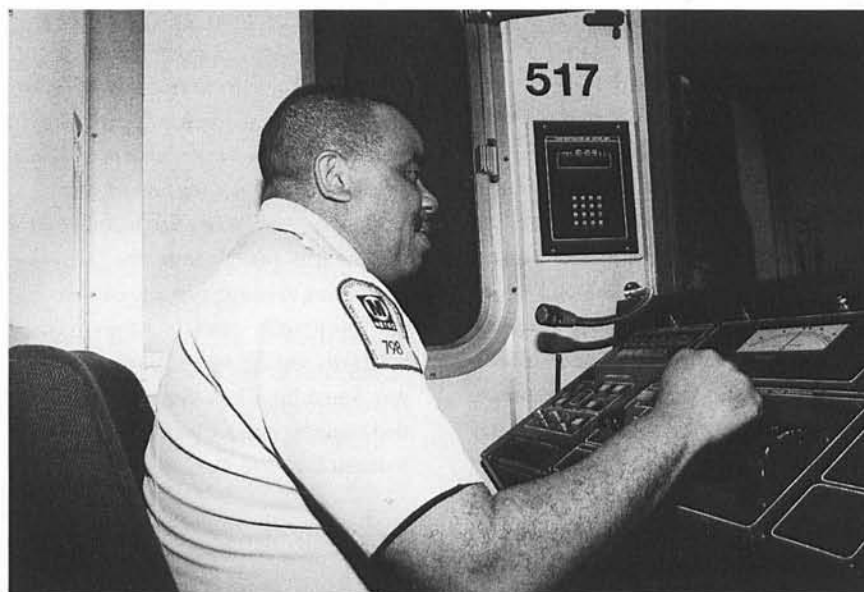
## Six weeks of training

Before subway wannabees can enter underground life, applicants must survive a six week training course. Not everyone

is cut out for the job. On average, five of every eight operators graduate by earning a score of 90 percent or better.

"It's not for everyone," says Jasmin. "The claustrophobic; those who freak out when asked to walk along a narrow emergency exit stairwell; and those not strong enough to throw the cab's control panel switch or push up the emergency stairwell hatch never graduate."

In addition, since being physically fit is important in case an operator must lead his passengers to safety, those who can-



Ellis moves the master control forward to start his train moving away from the station. Red Line trains gain three miles an hour per second to a 55 mph maximum speed.



Ellis cranes out the window of his train to check that all passengers are safely on board. Red lights on each car signal doors are open; green means they're closed and he can proceed.

not walk 6.5 miles to the Wilshire/Western Metro Red Line station fail. No second chances.

Ellis says he got over "tunnel vision" long ago and that staying focused in the world he inhabits 10 hours a day is not a problem. Instead of meditating or dreaming about his next fishing excursion, first and foremost on his mind is providing up to 300 people per train with a comfortable and safe ride.

Now only a few years away from calling it a career, Ellis says the start-up of service in late 1998 on the Red Line to Hollywood keeps him pumped and primed for a new challenge.

"I look at it as my last frontier," he says. "Where no subway operator has gone before." ■

# Making ends meet

North Hollywood Red Line tunnel to mark construction milestone

## Metro Rail Construction

Wendy Taylor, Editor

By Wendy Taylor

In subway construction language, it's called a "hole-through" when crews working from one end of the project meet up with those heading toward them from the other end -- and together they break through the wall of earth between them.

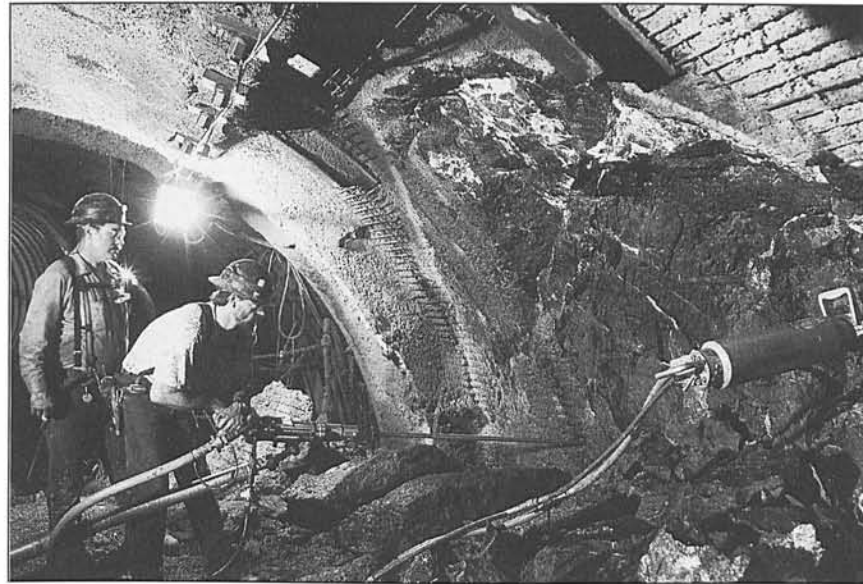
Traditionally, it's a time of great celebration for everyone involved with the project.

Late next month or in early November, Metro Red Line workers will be elated to finally finish excavation of the twin tunnels in North Hollywood (Segment 3), linking them up with the Hollywood corridor of Segment 2.

A true milestone in the building of the Los Angeles subway system, it means that the MTA has carved an underground transit system all the way from Union Station at the eastern most edge of downtown -- underneath the densest, most populated areas of the city -- to North Hollywood, a total of about 17 miles.

### Toughest challenge

The last time Metro Rail workers were



this jubilant was in May, 1994, when a major breakthrough occurred at the Wilshire/Vermont Station. There, workers digging twin tunnels south beneath Vermont Avenue pushed through a wall of earth into the Wilshire/Vermont station construction site.

Unequivocally, the North Hollywood corridor has been the toughest and most challenging portion of the Los Angeles subway to build thus far.

It took about 18 months, two giant tunnel boring machines (TBMs) and about 150 men and women to dig through the mostly hard-rock terrain of the Santa Monica Mountains.

Except for about 600 feet at the northern end, the 12,600-foot alignment is

entirely under steep mountain terrain. The TBMs concurrently excavated two side-by-side tunnels at a depth that varied from 100 to 1,000 feet.

### Hole-through near La Brea

The upcoming hole-through will occur near the La Brea access shafts just north of the Hollywood/Highland Station, the most southern station of the North Hollywood segment.

There, the two TBMs that have been advancing southward from Universal City will push through the last wall of earth to connect with the special seismic section on the other side.

The 300-foot-long seismic section, which is directly over an earthquake fault, was hand-mined using roadheaders and

Miners for Traylor Bros. Inc./Frontier-Kemper Construction Co. drill into the rock face during excavation of a cross-passage in the Metro Red Line tunnels beneath the Santa Monica Mountains. Metro Rail officials expect to "hole-through" and complete tunnel excavation in late October or early November.

other heavy equipment to dig two horse-shoe-shaped tunnels that are larger than those being mined from the north. The larger size tunnel allows for easier track realignment should an earthquake ever dislocate the track.

After the hole-through, the best way to remove the TBMs from the tunnel will be determined.

### Removing the TBMs

Some parts may be lifted to the surface through the La Brea access shafts, but the trailing gear (the bulk of a TBM) will probably be pulled back through the tunnel to be raised from the shaft at Universal City.

Meanwhile, work continues on the three stations at Hollywood/Highland, Universal City and North Hollywood.

Once the "hole-through" occurs, one might be able to run underground from Union Station all the way to North Hollywood almost as fast as it would take to drive there in rush hour (If you're a champion winning marathon runner, that is). Just think what that will mean in the year 2000 when speedy Metro Red Line trains will travel the same route. ■

## Finishing up with a blast: Some excavation to require safe use of explosives

Once tunnel construction beneath the Santa Monica Mountains is completed, some of the remaining work to keep the project moving toward a May, 2000, opening date, will require using a minimal amount of explosives.

The use of explosives is a small part of the project and is a time-tested construction method that was used in the same area of the mountains in the past to build a water tunnel and a sewer line.

The project will use about 150,000 pounds of an emulsion gel explosive specially formulated for safer handling to

remove 45,000 cubic yards of material. However, only 250 to 400 pounds will be used at any one time.

A highly respected blasting consulting firm has designed an underground storage facility for the explosives. Elaborate handling precautions and worker safety measures will be enforced.

### Use is controlled

All use of explosives is controlled and monitored by the U.S. Alcohol, Tobacco and Fire Arms Bureau, CalOSHA and the Los Angeles County and City Fire Departments.

Geologic formations in the La Brea shaft area will require explosives to excavate cross-passages running between the two tunnels and to construct large track-level rooms.

The track-level rooms, which are areas carved out for train equipment storage, will be excavated by drill-and-blast methods. The rooms will be lined with a waterproofing membrane and a reinforced cast-in-place concrete lining.

Cross-over tunnels also will be mined by drill-and-blast methods. Explosives will be used to progressively widen the areas in stages to a maximum of about 50 feet.

There will be 34 cross-passages ranging from 18 to 80 feet long located at about 500-foot to 700-foot intervals throughout the North Hollywood corridor.

Except for those located in the soft ground, twin-tunnel section adjoining the La Brea shaft, most of the cross-passages will be excavated by drill-and-blast methods. ■

## Did you know...?

(Little-known facts about Metro Rail construction.)

The \$5.3 billion currently expended for all rail construction in Los Angeles has created and maintained more than 143,000 jobs.

# MTA Bus Run—It's all just a game to him

*Steve Brye's board game may be a teaching tool for public transit*

By Frank Harper

Are your kids tired of *Monopoly*? Have they watched every video in the "Family" section of *Blockbuster* more times than you can count? Do your children sing that constant refrain, "Booorriing!"

Take heart, here comes *MTA Bus Run*.

Working at home, after hours from his job with the Central Area Team, Steve Brye, transit project manager, has devised a board game, *MTA Bus Run*, that simulates...well, an MTA bus run.

"The objective of the game," says Brye, "is to pick up passengers, carry them to their destination, drop them off and collect the right fares."

"The game's purpose is to give young people an understanding of the challenges the MTA and its bus operators face," he says.

## Prototype stage

Brye's game is still in the prototype stage, but he offers a demonstration.

He opens a homemade game board featuring what, at first glance, resembles lightning strokes, but actually is a depiction of two MTA bus routes.

One route spans an area from York and Figueroa in Highland Park to the Coliseum. The other has stops at County-USC Medical Center, Chavez and Soto in Boyle Heights, and terminates at Seville and Palm in South Gate.

MTA veterans will recognize the routes as abbreviated versions of the 83 and 251 lines.

Brye places two plastic buses on the table—the ones with a coin slot on the roof.

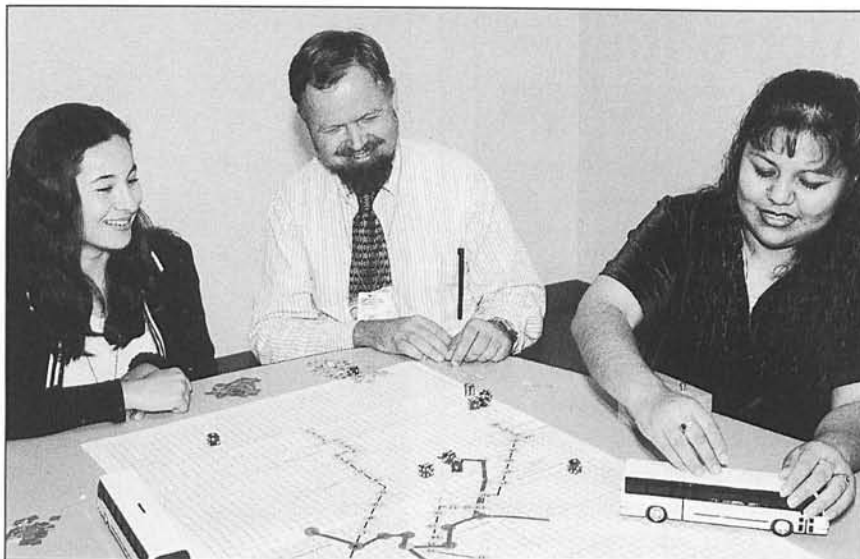
The game is played with small, two-sided markers with illustrations of passengers on one side and fares on the other. Players also use an assortment of dice and may use an optional chess game timer.

## Babies and dogs

"We have every type of passenger and fare," says Brye, "including babies in diapers, men, women, students, and even a few seeing-eye dogs."

Players roll the dice to determine how many passengers to pick up and drop off at each stop along the routes.

Winning is strictly a matter of chance determined by rolls of the dice, but Brye has designed extra features into the game to make it more challenging and appealing to older children.



Steve Brye watches as student interns Veronica Montes (L) and Maria Morales play a prototype of the game, *MTA Bus Run*. Brye invented the board game to educate children about riding public transit.

He plans to distribute the finished product to fifth and sixth grade classes at schools near the Metro Red Line Eastside extension and the Pasadena Blue Line.

"We're having discussions with a non-profit group to see if they're interested in producing the game," says Brye. "Any net proceeds would go to an MTA scholarship fund."

"Some of my friends have joked that I

have illusions of being the next Milton Bradley Company," Brye laughs.

"This game is a way to express our respect for what the Metro Bus drivers do and a chance for the students to get a simulated understanding of how difficult it is," he says. "It's not easy to get across the board in 30 minutes while collecting all passengers and calculating how much money's been collected." ■

## CEO Hotline

During July, the CEO HotLine received a number of calls from salaried employees asking about this year's deadline for cashing out Time Off With Pay (TOWP), frozen vacation and frozen sick leave time.

You may have read in the Aug. 11 CEO Report that a change in MTA policy now allows non-represented employees to request one cash-out at any time during the year.

TOWP or frozen vacation hours in excess of 160 hours can be cashed out at your current rate of pay, if you have used at least 80 hours of scheduled TOWP for vacation.

Salaried employees also can convert frozen sick leave into TOWP once each 12-

month period. Under the rules, you have to be at least 55, currently in active service and have five or more years of service.

Human Resources has distributed a memo explaining these new employee-supportive policies. Please contact HR if you need additional information.

Here are other questions called into the HotLine:

**Q. I've been reading in the CEO Report about the Employees of the Month. Some were described as assets to their department or did teamwork, but to me that doesn't constitute an Employee of the Month. Are these just "I like you" selections?**

A. Good question. Unfortunately, the limited space in the CEO Report doesn't allow for the full presentation of the lengthy nomination descriptions. Some are pages long. In every instance, it's clear that each month's winning nominees

have shown initiative, teamwork, customer-oriented service and have had sustained excellent performance.

All nominations are reviewed by the department director and by the division executive officer. The nominations then are reviewed by a committee of employees, representing all major divisions, who name the winners each month.

In the future, we'll try to provide better descriptions of the Employees of the Month. Thanks for calling the HotLine.

**Q. Each of the MTA's personal computers is password protected, but many of us have experienced difficulty changing passwords to something the system finds acceptable. What's the problem?**

A. According to Information Technology Services (ITS), they corrected a software glitch in the Windows 95 system in June that should have cured most

of the problem users were having. You should be OK now.

Our password format of eight letters or numbers must be changed every 30 days for security reasons. No password may be reused within a 12-month period. If you enter your password incorrectly three times in succession when booting up, you'll be locked out of the system.

Password protection is mandated by federal and state regulations and is subject to review by the FTA. Beginning in January, our passwords will require the use of both letters and numbers in order to comply with national standards for government agencies.

If you have difficulty making a password change, please call the ITS Help Desk at 2-HELP (24357). Thanks for your call. ■

# All In The Family

## TRANSITIONS

**Abbott, Roy N.D.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Anderson, Debra Louise**  
H.R. Asst. to  
H.R. Analyst

**Arnold, John C.**  
Mec "A" to  
Mec "A" Leader

**Aceiro, Filipe D.**  
Signal Inspectr to  
Signal Inspectr Ldr

**Beckett, Aaron T.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Blancarte, Sergio**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Brown, Robert**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Caldwell, Stephanie J.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Campos, Maria S.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Canales, Maria G.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Carrasco, Norma M.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Collins, David**  
Transit Oprns Supv to  
Rail Transit Oprns Supv

**Collins, Nicole L.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Coseden, Daniel R.**  
Dir Corp Affairs to  
Dir Sec/Law Enf Policy

**Davis, Michael J.**  
Sr Admin Analysts to  
Chief Admin Analyst

**De La Cruz, Ralph**  
Rail Gen Mgr to  
Dep Exec Ofcr, Oprns

**De La Rosa, Tony**  
Mec "A" to  
Mec "A" Leader

**De La Ysla, David J.**  
Sr Progrmr Analysts to  
Software Engr

**Dias, Gerardo**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Dorsey, Shontrese L.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Duar, Reynaldo W.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Esfandiary, Farhang**  
Bus Opr (F/T) to  
Sched Checker

**Farris, Jeffrey J.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Faulkner, Charles W.**  
Acct to Sr. Acct

**Fernandes, Braulio S.**  
Mec "C" to Mec "B"

**Foley, Lloyd R.**  
Transit Oprns Supv to  
Rail Transit Oprns Supv

**Fordham, Tyrone M.**  
Transit Oprns Supv to  
Rail Transit Oprns Supv

**Figueroa, Javier**  
Transit Oprns Supv to  
Rail Transit Oprns Supv

**Francois, La Keshia D.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Gonsales, Salvador**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Gonsales, Raul A.**  
Assignmt Coord Clrk to  
Deptment Syst Anal

**Grace, Jon S.**  
Plan Sales Rep to  
Transp Proj Plnr II

**Harmon, Scott Edward**  
Signal Inspectr to  
Signal Inspectr Ldr

**Henderson, Charles**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Henderson, Tamara L.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Higgins, Donna T.**  
Transit Oprns Supv to  
Rail Transit Oprns Supv

**Hill, Melissa**  
Sec to Admin Analysts

**Hoswell, Freddie L.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Hudson, Joyce**  
Ofc Assist to Sec

**Janowick, Leo M.**  
Dept Syst Analysts to  
Admin Analysts

**Johnson, Jake D.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Johnson, Yvonne**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Jones, David**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Juc, Ronald S.**  
Admin Analysts to  
Sr Finan Analysts

**Kakasu, Paul T.**  
Transit Oprns Supv to  
Rail Transit Oprns Supv

**Kim, Jennifer**  
Admin Intern to  
Transp Proj Plnr I

**Lee, Andrew C.**  
Acct to Sr Acct

**Lewis, Mary L.**  
Cust Info Agnt I to  
Mesgr Clrk/Rel Mail Carrier

**Maggard, Martin L.**  
Engr Assoc. to  
Rail Signal Supv

**Manso, Catherine**  
Sr Sec to Admin Aide

**Maranto, Donna L.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Marques, Jose D.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Martinez, Manuel T.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Matthews, Marquita R.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Miller, Federico A.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Monroy, Carlos E.**  
Bdgt Analysts to  
Sr Bdgt Analysts

**Morales, Sy**  
Track Inspectr to  
Track Inspectr Ldr

**Moreno, Hector L.**  
Transit Oprns Supv to  
Rail Transit Oprns Supv

**Morgan, Mary E.**  
Auditor to Sr Finan Analysts

**Mornes, L.C.**  
Facil Inspectr to  
Propty Maintainer A

**Morris, William A.**  
Equip Maint Instr to  
Equip Maint Supv

**Myatt, Edward J.**  
H.R. Analysts to  
Sr. H.R. Analysts

**Nall, Antar D.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Naujokas, Jeffrey J.**  
Tran Pol Ofcr (TRN) to  
Tran Pol Ofcr

**Norton, Stephen D.**  
Tract Powr Inspectr to  
Tract Powr Inspectr Ldr

**Olavarria, Steven A.**  
Trans Pol Ofcr to  
Tran Oprns Emerg Disp

**Ouellette, Richard L.**  
Transit Oprns Supv to  
Rail Transit Oprns Supv

**Padilla, Daniel J.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Padron, Laura L.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Pine, Aaron S.**  
Mec "C" to Mec "B"

**Preciado, Mark A.**  
Trans Pol Ofcr (TRN) to  
Trans Pol Ofcr

**Prosser, Michael W.**  
Tran Pol Ofcr (TRN) to  
Tran Pol Ofcr

**Quintanilla, Antonio D.**  
Equip Serv Supv to  
Materiel Supv

**Rejon, Wilbert A.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Reyes, Pas L.**  
Payroll Clrk to Data Tech

**Roberts, Aretha D.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Roberts, Roquesa D.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Robertson, Valerie E.**  
Workers' Comp Analysts to  
Workers' Comp Supv

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

**Rose, Tammie T.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Ruis, Timothy R.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Sam, Vivian C.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Sanson, David H.**  
Transit Oprns Supv to  
Rail Trans Oprns Supv

**Serrano, Richard**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Soto, Jesse F.**  
Acct to Sr Acct

**Soto, Patrick J.**  
Progrmr Analysts to  
Sr Progrmr Analysts

**Siemens, Arthur P.**  
Tract Powr Inspectr to  
Tract Powr Inspectr Ldr

**Staton, Michael P.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Tee, Whimbin V.**  
Sr. Progrmr Analysts to  
Software Engr

**Tem, Cecil A.**  
Rail Equip Maint Mgr to  
Sr Rail Equip Maint Supv

**Thomas, Renee L.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Thompson, Gwendolyn**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Ueals, Edwardo A.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Valentine, Stephen L.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Varughese, Mathew**  
Dept Sys Asst. to  
Dept Syst Analysts

**Velasco, Hector G.**  
Transit Oprns Supv to  
Rail Transit Oprns Supv

**Villagran, Julian X.**  
Shipping & Receiv Clrk to  
Stock Clrk

**Wilson, Lisa L.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Woodson, James H.**  
Transit Oprns Supv to  
Rail Transit Oprns Supv

**Wright, Charlene S.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Zapata, Jerry A.**  
Tran Pol Ofcr (TRN) to  
Tran Pol Ofcr

**Zavaleta, Jorge A.**  
Bus Opr (P/T) to  
Bus Opr (F/T)

**Zohbi, Abdul Kader**  
Admin Analysts to  
Sr Admin Analysts

## RETIREMENTS

**Aguayo, Oscar L.**  
Jun '74 to Jun '97

**Barron, Antonio**  
May '75 to Jun '97

**Basulto, Fernando**  
Apr '68 to Jun '97

**Benyo, Carl B.**  
Aug '82 Jun '97

**Brown, Willis J.**  
Jun '74 to Jun '97

**Camacho, Jose A.**  
May '74 to Jun '97

**Castillo, Natividad R.**  
Jun '67 to Jun '97

**Childs, Granvel**  
May '65 to Jun '97

**Cobos, Guadalupe**  
Oct '72 to Jun '97

**Collins, Michele**  
Jun '74 to Jun '97

**Cruseford, Leroy**  
Oct '63 to Jun '97

**Dancy, Eddie**  
May '68 to Jun '97

**Delafuente, E.R.**  
Apr '74 to May '97

**Deming, James F.**  
Jun '74 to Jun '97

**Dominigues, Antenor**  
Oct '70 to Jul '97

**Eubanks, Yucle S.**  
Mar '75 to Jun '97

**Feickert, Paul R.**  
Jun '69 to Jun '97

**Fields, Ethel M.**  
May '75 Jun '97

**Fletcher, James P.**  
Aug '73 to Jun '97

**Franco, Roberto J.**  
May '74 to Jun '97

**Garcia, Carlos G.**  
May '74 to Jun '97

**Godines, Jose Luis**  
May '74 to Jun '97

**Gower, Rudolph L.**  
Jun '79 to Jun '97

**Harris, Clincy L.**  
Aug '68 to Jun '97

**Harris, Vincent L.**  
Apr '69 to Jun '97

**Henry, James R.**  
Mar '69 to Jun '97

**Hilario, Ricardo G.**  
Nov '87 to Jul '97

**Horton, James L.**  
Jun '74 to Jun '97

**Jackson, Milton D.**  
Sept '68 to Jun '97

**Johnson, Ronald C.**  
Jun '74 to Jun '97

**Kelley, Verbon**  
May '69 to May '97

**Lara, Robert H.**  
Jun '84 to Jun '97

**Latty, Brenda F.**  
May '74 to Jun '97

**Little, Donald E.**  
Mar '73 to Jun '97

**Lopes, Hugo C.**  
Apr '74 to Jun '97

**Lucero, Louis F.**  
Sept '72 to Jun '97

**Matterer, Mattheus D.**  
Nov '71 to Jun '97

**Massoni, Waldemar A.**  
Feb '74 to Jun '97

**McDowell, William M.**  
Jun '92 to Jun '97

**McKensie, Shirley A.**  
Jun '68 to Jun '97

**McWaters, Paul D.**  
Dec '72 to Jun '97

**Miller, John**  
Jul '74 to Jul '97

**Mitchell, Emerick A.**  
Jul '72 to Jun '97

**Orange, Herbert D.**  
Mar '71 to Jun '97

**Orosco, Alvincio V.**  
Jun '74 to Jun '97

**Pena, Juan L.**  
May '74 to Jun '97

**Pippen, Emmitt L.**  
Jan '68 to Jun '97

**Quick, Lee W.**  
Oct '66 to Jun '97

**Ramires, Ruben**  
Mar '74 to Jun '97

**Roque, Joseph R.**  
Aug '67 to Jun '97

**Ribeiro, Elliot S.**  
May '74 to Jul '97

**Scott, Henry P.**  
May '74 to Jun '97

**Scott, Robert E.**  
Feb '69 to Jun '97

**Shaw, Floyd D.**  
Nov '68 to Jun '97

**Siedenburg, Willem F.**  
Apr '68 to Jun '97

**Smith, Osell**  
May '70 to Jun '97

**Starks, Roy L.**  
Aug '67 to Jun '97

**Steyn, John E.**  
Jan '73 to Jun '97

**Thompson, George W.**  
Jan '86 to Jul '97

**Thompson, Shirley I.**  
Mar '76 to Jun '97



**Brian Soto** has been named director, General Services. Named acting director in January, he has more than 12 years of experience in the General Services Department. He reports to the Interim Deputy Chief Executive Officer.

**Walker, Louis**  
Nov '58 to Jun '97

**Weed, William C.**  
July '78 to Jun '97

**Welch, Ladell**  
Mar '74 to Jun '97

**Wells, Leslie**  
Jun '75 to Jun '97

**Wideman, Robert L.**  
Oct '73 to Jun '97

**Williams, Larry L.**  
Jun '74 to Jun '97

## SERVICE AWARDS

**30 YEARS**

**Bricker, David E.**  
Sept. 1, 1967

**Karriem, Dawud Q.**  
Sept. 16, 1967

**25 YEARS**

**Cheaves, Teddie E.**  
Sept. 22, 1972

**Flowers, Dennis**  
Sept. 1, 1972

**Hilke, Gernot P.**  
Sept. 1, 1972

**Jessie, Larry F.**  
Sept. 1, 1972

**Johnson, Robert F.**  
Sept. 22, 1972

**Lucero, Louis F.**  
Sept. 1, 1972

**Morris, Lawrence M.**  
Sept. 6, 1972

**20 YEARS**

**Flores, Jesus**  
Sept. 12, 1977

**Hicks, Cleophus**  
Sept. 25, 1977

**Lucas, Thomas D.**  
Sept. 25, 1977

**Payne, Fred W.**  
Sept. 26, 1977

## IN MEMORIAM

**Andre, Dwight E.**

**Brown, Leroy**

**Bush, David M.**

**Corde, Carl F.**

**Framusanu, Gheorghe**

**Hicks, Cleophus**

**Mitchell, Jewell N.**

**Vickrey, Lloyd E.**

**Warde, Charles J.**

## Suggestion Box

Editor:

I thought the September issue of "Metro Family" was: \_\_\_\_\_

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

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

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

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

# Metro Family News Briefs

## **MTA launches search for its billionth bus passenger**

Who'll be the MTA's billionth bus passenger?

That lucky rider will be showered with airline tickets, shopping sprees, flowers, Metro Bus and Rail passes and more.

Since the MTA's inception in April, 1993, approximately one billion passengers have ridden Metro Buses.

In honor of this significant milestone, the MTA will hold a drawing at Headquarters, October 8, to pick its one billionth bus rider. Since mid-August, entry forms for the grand prize have been available aboard Metro Buses and at customer centers.

"It's time to say thank you to our passengers," said Deputy CEO Linda Bohlinger. "We think it's appropriate to note our success by honoring them for using the MTA to get to their destinations."

## **Board approves revised alcohol and drug policy**

At its June 25 meeting, the MTA Board approved a revised Alcohol and Drug Abuse Policy. The new policy became effective July 1.

The revised policy covers post-accident testing, specimen collection procedures and other administrative changes that clarify employee and management responsibilities. It incorporates recent amendments to the Federal Transit Administration drug and alcohol testing regulations.

In compliance with the new federal requirements, all employees received copies of the policy revisions. Each employee acknowledged receipt of these rules by a signed card.

*Enter the Zone*, a booklet summarizing key elements of the revised alcohol and drug abuse policy, is available through Human Resources.

## **MTA Internet web site offers Metro Bus and Rail timetables**

Internet surfers who visit the MTA's web site now can obtain individual schedule and route information for all MTA-operated bus and rail lines.

The MTA web site has also received a new look—it's been given a new graphic design.

The web site, which is updated regularly, features briefings on the Metro Red

Line construction projects, passenger fare information, agendas of Board meetings and MTA employment opportunities.

MTA's website address is [www.mta.net](http://www.mta.net).

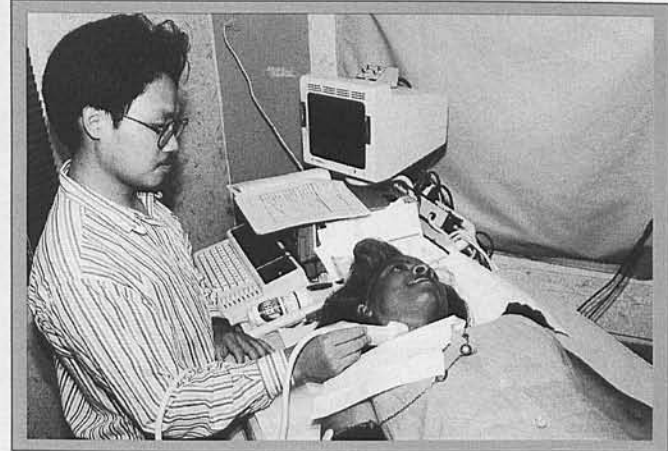
## **Gardena's James Cragin named Board's second vice chair**

Gardena City Councilman James Cragin has been selected by the MTA Board as its second vice chairman.

Cragin, a retired insurance claims

adjuster and member of Gardena's City Council since 1982, serves as one of four City Selection Committee appointees to the 13-member MTA Board.

"It's my hope that together with Mayor Riordan, Supervisor Yvonne Braithwaite Burke and my colleagues on the MTA Board, that we can work effectively with the new CEO and restore integrity and improve morale at the MTA," said Cragin. ■



**Betty Langley (r), MTA Passenger Relations representative, is one of dozens of African-American employees participating in a USC heart disease study. Here, an ultrasound scan checks the thickness of her carotid artery wall. Some of those tested will be asked to participate in a three-year study to evaluate the effectiveness of vitamins E and C in fighting heart disease.**



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

BULK RATE  
U.S. POSTAGE  
**PAID**  
Permit 4717  
Los Angeles, CA