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Stars return to Hollywood!

Honorary Hollywood mayor Johnny Grant (R) welcomes the return of stars to the Walk of Fame along with the MTA's Steve Polechronis. See story, Page 5.



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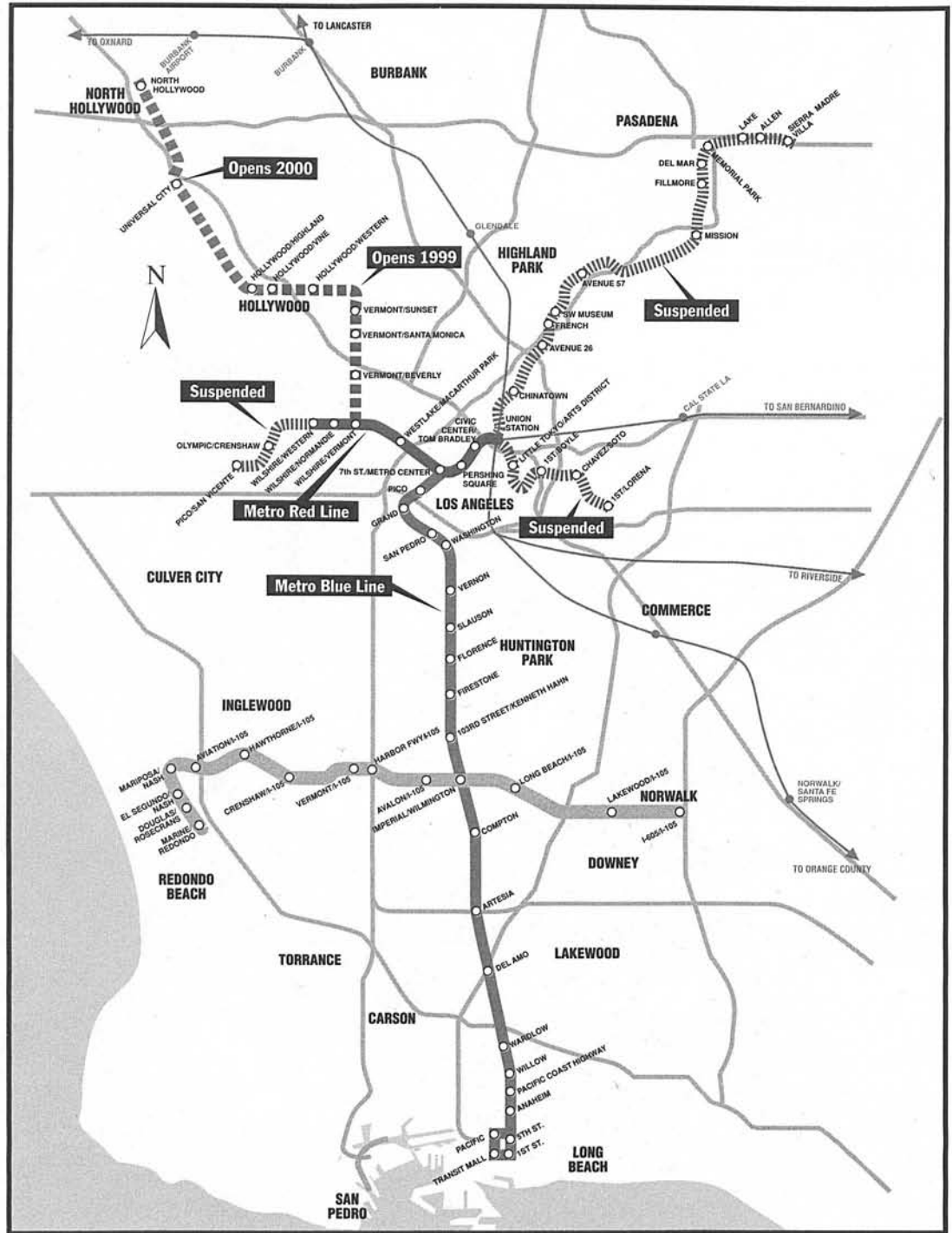
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Suspension halts work on rail projects

When the MTA Board ordered work suspended on three Metro Rail construction projects in January, the agency already had spent about \$110 million for design work on the Eastside Extension, \$215 million for work on the Metro Blue Line to Pasadena and \$13 million for Mid-City Extension planning. Design work on the Eastside Extension was 85 to 90 percent complete and is to be finished in May or June. Real estate acquisition, estimated to cost \$3.16 million, and

demolition should be completed in June. Design work on the Pasadena Blue Line also was 85 to 90 percent complete, except for four line segments. MTA Facilities Maintenance will manage the property during the demobilization period. The major liability on the Mid-City Extension is for systems contracts, estimated to cost \$1.85 million to terminate. The demobilization plan for the three suspended rail lines calls for total expenditures of \$28.2 million.

MTA Board orders suspension of all work on Eastside, Pasadena and Mid-City rail lines

By Bill Heard, Editor

The MTA is closing out design work on three Metro Rail construction projects following a January vote by the Board of Directors. The agency was directed to suspend all activity on the Eastside Extension, the Metro Blue Line to Pasadena and the Mid-City Extension.

After an expenditure of approximately \$28.2 million for demobilization, the MTA expects to reduce its Fiscal Year 1997-98 rail capital budgets for the three projects from \$229.8 million to \$65.7 million.

The Board's action ratified a recommendation by CEO Julian Burke, who proposed suspending work on the rail lines for at least six months. His proposal followed an extensive review of many construction scenarios, alternate routes and funding options.

"There simply are not sufficient funds...to complete any of these projects as now contemplated," Burke told the Board. "We must stop, take a breath, get hold of this operation and figure out how we can...implement these projects...in the near future."

When the suspension order came, design work for the Eastside Extension and for the Metro Blue Line to Pasadena was 85 to 90 percent complete. The Mid-City project was still in the planning stage, although officials estimated a cost of \$1.85 million to terminate some systems contracts.

12- to 48-month shelf life

The MTA's outside panel of tunneling experts estimates that the completed design work will have a shelf life of 12 to 48 months.

The Board directed the CEO to report monthly on the agency's ability to preserve funding and on other developments affecting the projects, including third-party proposals. A report is due within six months on funding options for remobilizing the projects.

The agency will help any employees whose jobs are eliminated to find new positions. The demobilization also will affect a number of outside design and construction firms.



CEO Julian Burke

Burke told the Board he had "specifically rejected the option of terminating the projects," adding that he has "no preconceived view that any of the projects should be abandoned."

Restoring credibility

Noting that federal funding for the Eastside and Mid-City projects had been withheld by the Federal Transit Administration, he said suspending the three projects would signal that the MTA is getting its fiscal house in order. Such an action would help restore the agency's credibility and maintain the promised funds.

Some \$1 billion has been programmed for

the projects by the state and federal governments. MTA staff assured the Board that the agency would make every effort to preserve those funds.

Suspending work on the three rail lines will give the MTA an opportunity to explore new ways to manage large construction projects.

"We want to re-examine the organization and how we're organized internally for major projects," Burke said.

Meanwhile, construction continues on Segments 2 and 3 of the Metro Red Line. The five-station segment connecting Wilshire Boulevard to Hollywood and Vine via Vermont Avenue is scheduled to open in early 1999. The final three-station segment, connecting Hollywood/Highland and North Hollywood, is expected to open in 2000.

"We should concentrate on the resources we have and how we can use those resources," Burke said. "We need to rebuild our credibility and that's a part of this whole puzzle." ■

MTA task force drafting proposal for divesting bus and rail divisions

An MTA task force is drafting a proposal for converting the agency's 12 Metro Bus divisions and three Metro Rail divisions into zones governed by regional boards and operated by local transit providers.

Responding to a Jan. 14 Board vote, the staff expects to present the proposed implementation plan for approval at the April Board meeting. The task force includes members from Transit Operations, Regional Planning, Labor Relations and County Counsel.

The Board directed the MTA's CEO to work with the City of Los Angeles, proposed San Fernando Valley zone, Councils of Government in the San Fernando, San Gabriel, Gateway and South Bay areas, as well as with Arroyo Verdugo cities, municipal transit operators and others "to develop alternative bus service... based upon the Transit Zone concept."

Among the issues the task force is to consider in developing the plan are:

- The impact on the MTA as a regional

planning agency,

- Consent Decree ramifications,
- Impact on MTA labor agreements,
- Equity and fairness to disadvantaged communities such as inner-city areas,
- The impact on existing municipal operators, and
- Projected costs and cost savings.

The Jan. 14 vote was the most recent of three Board actions aimed at decentralizing MTA bus and rail service.

Last October, the Board voted to explore ways to improve bus service and possibly to establish a transportation zone in the San Fernando Valley. LADOT is the lead agency in this effort.

In November, the Board directed the staff to evaluate options for decentralizing MTA bus and rail operations. These include transferring service to the area's 17 municipal operators, to a transportation zone in the San Fernando Valley and to a new rail operator. ■

M T A Y E A R 2 0 0 0 T E A M



From left: Jim Brainerd, deputy executive officer, Information Technology Services; Y2K project leader Kathryn Jackson and project manager Gary Harrell; Operations analyst Mattie Jones; and systems programmer Rosario Apellano.

Rx for the Millennium Bug

MTA's Year 2000 Team works toward immovable deadline

By Bill Heard

Unless something is done quickly, many of the world's computers will celebrate the year 1900 — not the year 2000 — when the millennium rolls around.

That's because scientists who designed the first computer systems earlier this century allotted only two spaces for the year date. They left it to later generations of designers to solve a problem everyone knew was on the horizon, but ignored. Until recently.

Now computer people around the world are scrambling to bring their systems into compliance with Y2K — the Year 2000. Because if they don't, things will begin to go haywire at the stroke of midnight, Dec. 31, 1999, if not before.

Many systems already are failing. The problem affects personnel records, airline timetables, vehicle maintenance schedules, retirement pay, prison release dates, drivers license renewals, billing dates...your paycheck... and much, much more.

Jim Brainerd, the MTA's chief information officer, is confident that checks in the first pay period of 2000 will come on time and with the right date.

Gaining a buffer

"I'd like to have the lion's share of our changes made by early 1999," he says. "That

would give us a buffer for any further modifications that might be needed before the year ends."

The MTA's Y2K Team, led by project manager Gary Harrell of Information Technology Services (ITS), already has scanned 12 million lines of computer code. A total of 6 million lines was reviewed further by computer software tools. Some 4 million of those lines will be date-corrected. Other software changes will be made with the help of computer consulting firms.

The MTA already had planned to replace outdated computers with hardware that will recognize the four-digit 2000 date. This includes mini-computers for time-keeping systems at the operating divisions and new computers for the agency's materials management and vehicle maintenance systems.

The Year 2000 problem also can affect such time-sensitive equipment as elevators, heating and lighting systems and security systems. At MTA Headquarters, Y2K-compliant equipment was either installed during construction or already has been upgraded by the equipment contractors at no charge to the MTA.

Degree of comfort

In Brainerd's mind, the most difficult part of the Y2K project is ensuring that operating systems and data bases provided by outside vendors interact properly with MTA equipment and software programs.

"We have a degree of comfort with those resources under our control and we have the staff here to fix any problems," he says. "But, if something should happen in the interaction between one of our applications and an outside vendor, we may not be able to quickly determine whose problem it is."

However, Brainerd is pleased with the cooperation from major vendors like IBM, which provides hardware, and Oracle, which provides much of the MTA's software.

"I expect that from them," he says. "If they didn't perform it would severely impact their business with us in the future."

Although the average MTA employee probably won't be inconvenienced, departments may be asked to cooperate with ITS by rescheduling requests for computer service, according to Harrell.

"Non-critical system modifications may have to be put on hold while we're working on the problem and our customers will be asked to assist in testing the systems," he says. "But, we'll make it as painless as possible."

Over the next 16 months, the behind-the-scenes work of the Y2K Team's programmer-analysts will escalate.

"They'll be a fairly invisible group," says Brainerd. "But, because of the critical importance of computers to the work of the MTA, they'll be the most important element in solving the Y2K problem." ■

Media fanfare greets restoration of stars to Hollywood's Walk of Fame

By Bill Heard, Editor

In the 1930 silent film classic, *All Quiet on the Western Front*, Raymond Griffith played a soldier dying in the trenches of France. He went on to a successful career as a Hollywood producer.

Griffith, who died in 1957, was back in the spotlight, Jan. 6, when — amid much media clamor — the MTA restored his star to its location adjacent to the Henry Fonda Theater on the Hollywood Walk of Fame.

"Welcome back, Raymond!" shouted honorary Hollywood mayor Johnny Grant as four hardhatted Corridini Corp. workmen gingerly lifted the 300-pound pink terrazzo and brass icon out of a padded crate and cemented it into the sidewalk. Steve Polechronis, MTA deputy executive officer, Construction, joined Grant for the ceremony.

Griffith's star was only the first of 235 star panels to be returned to their places of honor following completion of street-level work in that area of Hollywood Boulevard. The stars had been in storage since construction began in 1994 on the Vermont/Hollywood segment of the Metro Red Line.

MTA External Relations staff, who arranged the Jan. 6 event, also plan a ceremony in late winter in conjunction with the Hollywood Chamber of Commerce to rededicate that portion of the Walk of Fame.

Among the luminaries whose stars were momentarily dimmed were Anthony Quinn, Lana Turner, Barry Manilow, Bette Davis, Nat "King" Cole, Vincent Price, Gene Kelly, Bob Hope, Jerry Lewis and Milton Berle.

Berle said goodbye

A consummate showman, Berle turned up at the corner of Hollywood and Vine on a morning back in 1994 to say a temporary goodbye to his star and to mug for the cameras.

During their more than three-year absence from the Walk of Fame, the stars were stored in a secret location under museum-like conditions by Cook's Crating of East Los Angeles. Cook's



Left: Corridini Corp. technicians lift Raymond Griffith's star into place on Hollywood Boulevard.

Right: Honorary Hollywood mayor Johnny Grant (upper left) and the MTA's Steve Polechronis watch as technicians carefully settle the star into position.



most recent high-profile job was moving art works into the new Getty Center.

"This is a very significant moment," Grant told a crowd of media gathered for the reinstallation of the stars. "We're moving nearer to the day when underground transportation opens in Hollywood. That will be very important to the continued revitalization of this community and of all Southern California.

"The MTA made a commitment that they would return the stars in their original condition," he added. "That process started this morning."

Another milestone

"We've reached another milestone in construction of the Metro Red Line," said Polechronis. He noted that workers would reinstall the stars one panel at a time over a two-month period. Any stars that were damaged are rebuilt to exact specifications.

Bob Imus, Corridini Corp. general supervisor, said the Walk of Fame would look brand new

when reinstallation is completed. The company installed the Walk of Fame's first panels in the late 1950s near Hollywood and Vine.

The polishing the stars were to receive after the panels were in place would "bring them back to life and return the old luster," Imus said.

Ninety-eight stars located between Vine and Whitley streets on Hollywood Boulevard will be stored temporarily beginning in March while sidewalks are repaired. They'll be set back in place along with 24 other stars that were removed from the sidewalk in front of the Pacific Theater.

Another 63 Hollywood Walk of Fame stars are expected to be reinstalled next to the Highland subway station in early 1999. That station will open in mid-2000 and is part of the subway extension to the San Fernando Valley.

Metro Red Line stations will be located on Hollywood Boulevard at Western, Vine and Highland, and on Vermont Boulevard at Beverly, Santa Monica and Sunset. ■

ADA Task Force helps make things better for the disabled

The MTA's efforts to comply with the ADA (Americans with Disabilities Act) are being felt in many small, but important ways – a cascade of policy changes, projects and new programs that are making life easier for the agency's customers who are disabled, stakeholders and employees.

Examples include a system for monitoring wheelchair boardings on Metro Buses; expanded bus operator sensitivity training; flash cards for use by the blind in signaling buses; and signs at Metro Rail stations clearly marking accessible entrances.

"Our job is to ensure that we're meeting both the law and the spirit of the ADA," says Ellen Blackman, who chairs the MTA's 36-member ADA Task Force. A member of the Bus System Improvement Planning staff, Blackman has worked with the ADA since the law was passed in 1990.

The Task Force, established in July, 1996, is responsible for identifying problems that affect customers, members of the public and employees with disabilities. It helps develop solutions, oversees their implementation and monitors the progress of new ADA programs and policies.

Coordinate activities

"We look at what's happening in each part of the MTA and decide what needs to be done to comply with the law," says Blackman. "Having the Task Force makes it easier to coordinate our ADA activities and to exchange ideas."

The Task Force includes members from 31

key areas, including Transit Operations, MTA Executive Office, County Counsel, Human Resources and Communications and Customer Service. Members also work with the City of Los Angeles ADA compliance office, with the Braille Institute and the National Center for the Disabled.

"We've had to be sensitive to the needs of people with disabilities," says Blackman. "We've worked with members of the ADA Task Force Advisory Committee to make sure that we're addressing the needs of people with disabilities."

Media fanfare greets restoration

Within the past year, the Task Force has achieved a number of ADA objectives, including:

- Seeking changes in rail platforms to prevent passengers with impaired vision from mistaking the space between rail cars for a doorway.
- A training program for emergency evacuation of disabled passengers from buses, rail cars and rail stations.
- Completing ADA modifications at the El Monte bus terminal.
- Providing passenger information materials, contract and proposal materials and other announcements and documents in alternate formats for persons with disabilities.
- Revised hiring policies that open all MTA positions to qualified candidates with a disability and requiring departments to accommodate them on the job.

Among the first accomplishments of the

Task Force was to gain the appointment of an ADA compliance officer. Gail Charles, managing director of Equal Opportunity Programs, now serves in that capacity.

"The Task Force has made my role as ADA compliance officer easier," says Charles. "The accomplishments indicate the important role each member plays in implementing the law."

"Response to the ADA is still evolving," she adds. "Local and federal agencies charged with monitoring its enforcement are all still learning and making appropriate changes." ■



Bus Operator Ron Prull experiments with a wheelchair during a training class. Assisting, from left, are TOS Brenda Esquivel, TOS Francis Montes-Juardo and TOS Demetrius Jones.



Interim CEO Julian Burke has appointed four top-level administrators at the MTA. From left: Allan G. Lipsky, Deputy Chief Executive Officer, previously was president of Bridge Asset Management, Inc. Sharon Landers, Deputy Chief Executive Officer, served as deputy commission-

er of the New Jersey Department of Transportation. Michael Gonzalez, Assistant Deputy to the CEO, previously served as Staff Director of Metro Rail Construction. Habib Balian, Assistant Deputy to the CEO, previously served as deputy to a Los Angeles County supervisor.

Operator's 37-year career included buses, trolleys, Metro Blue, Red and Green lines

By Bill Heard, Editor

December 12 – his last day on the job – and the Rail Control Center was giving Sonny Lister the classic run-around.

The Metro System's most senior rail operator with 37 years' service, Lister had signed on at 6:01 a.m. for a "tripper" assignment augmenting morning rush hour service on the Metro Blue Line.

He made his usual Long Beach to Los Angeles roundtrip and expected to be directed to the MTA's Division 11 rail yard in Carson for the remainder of his eight-hour shift.

Instead, he was sent north. Then, he was dispatched south to retrieve a four-car train.

"I'm coming in"

Finally, en route to the yard and growing suspicious of his unusual schedule, he called Rail Control:

"This is T-3. Now that you guys have had your fun, I'm coming in."

"We're not finished with you yet," came the reply. "We're still in control."

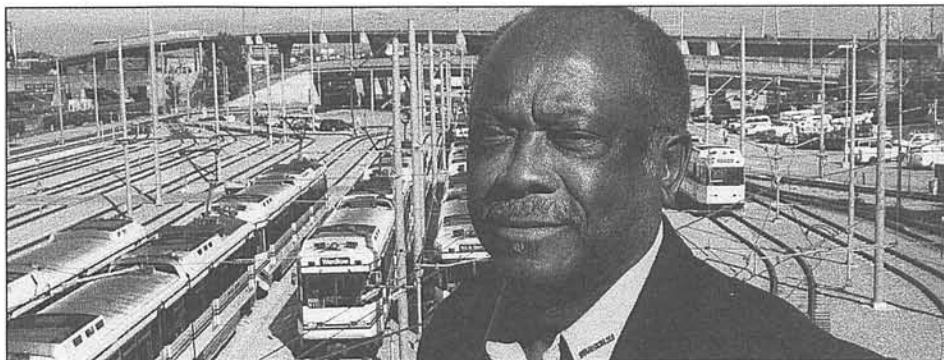
"You're still in control of the train, but you're finished with me," Lister laughed into his radio. "Good bye and God bless you. I've enjoyed it."

A shout greeted Lister when he entered the operators' break room at Division 11. A festive brunch was spread and several dozen current and former colleagues were on hand to wish him well in his retirement from a career that took him from driving diesel buses and electric trolley-buses to operating all three Metro Rail systems.

Not present, because he was assigned to a run, was Operator Art Clary, who – with 31 years' service – assumes Lister's position as most senior rail operator.

Yandell Lister, 62, a native of Center, Texas, joined the old MTA in September, 1960, following service in the U.S. Army and a job at Douglas Aircraft.

After two years driving a diesel bus, he requested reassignment as one of the MTA's last electric trolley-bus operators. He drove trolley-buses until just before service was suspended in 1964.



On his last day on the job, Yandell "Sonny" Lister took a final look at the Metro Blue Line trains he operated for seven years. At retirement, he was the MTA's most senior rail operator.

Although it marked the passing of an era, Lister's brief experience in electric vehicles would become a key factor years later in a decision that would bring his long career to an exciting conclusion.

Ready to retire

"I had been ready to retire," he says. "Driving a bus is one of the hardest jobs in town. But, rail was a new opportunity and I was interested in doing it again."

In February, 1990, Lister joined the first class of bus operators to convert to Metro Blue Line operators.

During an intensive five-week course, the eight-member class had to master a complicated technology, acquire new skills and gain experience in the safe operation of a different type of vehicle in a new environment.

The fledgling operators also helped the rail designers and builders perfect the Metro Blue Line system by testing procedures and safety rules under operating conditions.

"It was a learning process for everybody," Lister recalls. "We had the cars, but no one really knew much about them. It took a lot of trial and error to make the system work properly."

When the Metro Blue Line opened in July, 1990, Lister operated one of the first trains in the inaugural procession.

Two years later, he moved on to the Metro Red Line. Making the change required additional schooling and a period of adapting his light rail skills to heavy rail operation. He and his class-

mates also made innumerable trial runs through the tunnels to test the cars and the sophisticated control equipment.

VIP train

On opening day, Jan. 30, 1993, Lister drove the VIP train on its initial run from Union Station to Wilshire/Alvarado.

"The Red Line was a wonderful experience," he says. But, it was an experience that lasted only two years because in September, 1994, he was transferred to the startup group for the Metro Green Line. After the usual trial period, Lister operated the inaugural train on opening day, Aug. 12, 1995.

Lister is proud of his accomplishments with the Metro Rail system. "It makes me feel like I've helped the city get off the ground," he says. "Without rail, we'd be in a sad situation in the next few years."

The veteran operator looks back fondly to working with "some of the finest people in the world" and to meeting "some wonderful passengers over the years." And he recalls the advice an old-timer gave him at the dawn of his career.

"He said, 'Young man, put your feelings under your seat cushion and sit on 'em. If you can hold your emotions down when people try you, you'll survive.'" ■

Sonny Lister and his wife, Billie, live in West LA. He has two adult step-sons, a teenage daughter and three grandchildren. He plans to travel, play golf and restore a 1970 Cadillac convertible.

A survivor's gift: Play time with the children

Cancer victim Bob Flynn brings happiness to kids

By Deborah Craney

About 18 months ago, Bob Flynn of the Real Estate Department thought he was on top of the world. He was enjoying his position as senior real estate officer for the MTA. In addition, he was a practicing attorney, a judge pro tem for the Los Angeles Municipal Court, and was supervisor of security for the Los Angeles Lakers basketball and Los Angeles Kings hockey games.

During his spare time, Flynn enjoyed cheering his granddaughter, Christie, to gold medal wins in synchronized swimming. Christie's goal is to represent the United States in the Olympic games someday. But that's another story.

In September, 1996, Flynn wasn't feeling as active as usual, so he went to see a doctor. After an examination, he was admitted to a local hospital for testing.

The bad news

After days of lying in a hospital bed, Flynn was informed he had cancer. His first questions were, "Can it be cured?" and, "When do I start treatment?"

A born fighter, Flynn knew he could beat the disease if there was even the slightest chance for recovery. His family – especially his parents – were saddened, but Flynn knew he needed their support if he was going to get through the ordeal.

Someone had to reverse the family's spirits. So, Flynn put on a happy face. That, he decided, was the only way he could survive.

He began chemotherapy, exercised daily, went swimming, and took long walks. In addition to keeping physically strong, Flynn also elevated his mental state by attending church and meditating daily.

He credits his determination to the support of his family, friends and co-workers. He even received an autographed "Get Well" card from the Lakers cheerleaders.

A family affair

As part of his treatment, Flynn had to have two daily injections into his stomach. His granddaughters got involved by helping him with this

task. He made recovery a family affair.

After a few months, and even while continuing with his chemotherapy, Flynn returned to work at the MTA. He believed that if his co-workers could tolerate a bald guy wearing a baseball cap, then it was his obligation to be at work.

Overall, he felt pretty good, although there were some occasions when he became ill and others when he got out of bed at 3 a.m. to stroll around the neighborhood in order to divert his attention from the nausea he experienced as a side effect of the medical treatments.

After six months of therapy, Flynn's doctors suggested he have surgery to remove the remaining cancerous mass from his body. Within a week and half following the surgery, he was back to work at the MTA. Not long afterwards, he was informed that he may have defeated his illness. He now undergoes quarterly check-ups and CAT scans to monitor his health.

A promise made

Upon receiving the news of his victory, Flynn felt very fortunate, but had a feeling that he owed a debt. He recalled the many children stricken with cancer whose paths he had crossed during his own chemotherapy. He promised himself that when he regained his strength, he would return to the hospital and spend time with these children.

Flynn now volunteers at the Children's

FAN

Finance &
Administration News

Deborah L. Craney, Editor

Hospital at Long Beach Memorial on Saturdays and two days each week. His young friends are battling cancer, sickle cell anemia, acute appendicitis and paralysis.

He recalls the hugs from a seven-year-old boy, a kiss on the cheek from a four-year-old girl and the smile on the face of a 12-year-old paralyzed boy. But, he says the love and attention he gives to the kids is returned ten-fold. And, if he's able to help a child to smile for at least one day during such a trying period, it's all worth the effort.

Flynn doesn't worry about becoming too attached to a child or dwell on the very real possibility of losing a little one. After all, there are beautiful memories of decorating the children's rooms on their birthdays, and the joys of Thanksgiving and Christmas and other events.

Still, Bob Flynn doesn't feel as if he's doing anything extraordinary. And, he hardly views his gift of time as "work."

He calls it "play time with the children." ■



Bob Flynn, who suffered a bout with cancer, offers encouragement to his young friend, 12-year-old Diego Maldonado, hospitalized since last October with an illness that paralyzed him from the neck down following a soccer injury.

Student artists provide mural for Customer Service Center

By Malissa Wise

Cindy McGuire, an art teacher at Wilson High School in El Sereno, teaches her students the history of public art. The MTA has provided an environment for her students to stimulate their interests and apply their artistic skills.

The result: a mural for the East LA Customer Service Center.

The MTA's Revenue Department and Metro Art developed a program to give young students the opportunity to see what the public art process is really like and to make a statement within their community.

The idea stemmed from the desire to have our Customer Service Centers reflect the diverse communities served by the MTA. This gives us a way to thank the thousands of people who use our Centers and to showcase the talent of young artists.

A group of approximately 60 of McGuire's art students were selected to plan the beautification of the East Los Angeles Customer Service Center. Their excitement is contagious.

Three major themes

"They've seen a lot of slides," says McGuire, "and they've done some brainstorming. They

came up with three major themes that they're interested in – community, the future, and violence prevention."

The students have been on a fact-finding mission interviewing employees, customers and community residents. They also took a variety of site measurements.

The transportation-themed mural will feature old Henry Huntington tokens as elements of the art work.

McGuire is grateful for the opportunity. "For my kids to come out and have an experience like this is nice," she says.

After completing the East LA project, the Revenue Department plans to continue these types of art projects for the remaining Customer Service Centers. ■

MTA Revenue Department forms new compliance section

The Revenue Department has announced a new addition to its team. After two years of planning and budgeting, a Revenue Compliance section has been formed.

The section is expected to process more than \$200 million in revenue annually. Revenue is collected by several methods:

- cash
- discount tokens
- weekly, semi-monthly, and monthly pass sales.

Because the MTA has different types of payment options, it also has different locations that must be maintained to ensure proper control and mechanical operability for those various options.

Every transit authority across the nation faces the task of collecting and protecting the revenue produced by providing transit services for the public.

Improving MTA operations

Revenue Compliance will help the MTA to improve its operations. It is staffed by Brady Branstetter, Ruben Cardenas, Jr., David Coffey, Sandra Little, Lourdes Pecho and Everett Wilson.

This team interacts with Bus and Rail Operations, Revenue Equipment Maintenance, the Central Cash Counting Office, Security, Fare Media Sales, and Credit and Collections to facilitate improved quality control at every step of the revenue collection process.

In addition, the Revenue Department will be better able to analyze and determine revenue trends.

It's another improvement the Finance & Administration Unit has achieved in its effort of working toward a better MTA! ■

DeFoor, Smith qualify for professional certifications

By Donna Mills

Treasury Department's Joya DeFoor and Mike Smith recently earned the certification for Certified Cash Management (CCM).

The CCM examination was developed by the Treasury Management Association to help define and establish professional standards in the field of cash management.

The examination is designed to measure mastery of the knowledge required to perform as cash managers in today's business environment.

The exam covers various diagnostic areas, including short-term investments, information and technology management, financial risk management and international relationship management.

Congratulations to Joya and Mike on their impressive achievement!

MTA Treasurer Joya DeFoor (L) and Senior Financial Analyst Mike Smith recently earned professional designations in Certified Cash Management.



Metro Contracts' man races the open road....at 170 mph!

Dennis 'Mad Dog' Antenucci, the MTA's road warrior



By Wendy Taylor

The roar of engines and the smell of victory – how sweet it is! Out on the race circuit, they call him “Mad Dog.” At the MTA, however, he’s Dennis Antenucci, a senior contracts administrator.

When he isn’t working on the Metro Red Line subway project, this MTA employee and Huntington Beach resident likes to road race his vintage 1972 de Tomaso Pantera.

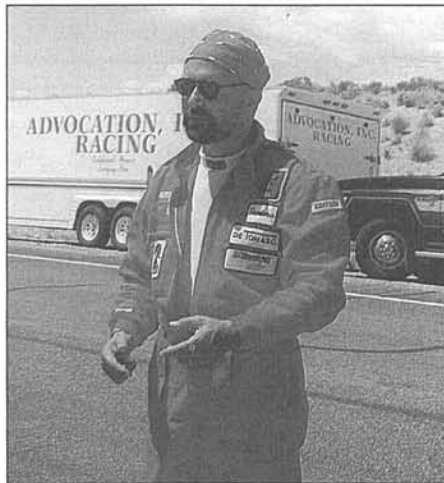
Antenucci must be good at it because he finished first in his division the first time out as a participant in the 1997 Nevada Open Road Challenge. Open road racing is, indeed, a challenge and is quite different from the more standard type of auto racing on a track or a specially-prepared course.

The Nevada race is considered an endurance event, running 90 miles along State Highway 318 from Lund to Hiko. The road normally permits a top driving speed of 65 mph – not the 140 mph that “Mad Dog” averaged that day. Certainly, few motorists travel 90 miles in only 38 minutes, 34 seconds.

“The most difficult thing I noticed was the level of concentration needed to keep up the speed for that length of time,” he says. “It gives you a new respect for the Indy-car drivers.”

Other side of racing

Antenucci also got to see the “other side” of racing as he passed several cars that had pulled off to the side, including another Pantera that



Dennis Antenucci's 1972 de Tomaso Pantera, above, takes first place in the 1997 Nevada Open Road Challenge. He averaged 140 mph over the grueling 90-mile desert course.

“Mad Dog” Antenucci, left, suited up and ready to rock ‘n roll.

25 years old and he thought it wouldn’t even place in the event. But by modifying the engine, cooling system and suspension (along with the addition of a complete roll cage for safety) the car met current race specifications and withstood the extreme speeds and desert heat.

The “win” also caught others at the race by surprise.

“I was up against seasoned drivers in Ferrari’s, Corvettes, Porsches, Shelby Cobras and Dodge Vipers,” he says. “They told me rookies always choke and Panteras always break, but we proved them wrong on both counts.”

Support from family, friends

Although Antenucci raced alone, without a navigator on board, his MTA boss, Construction Contract Manager Larry Kelsey, has been supportive of Mad Dog’s passion. Kelsey, who manages Red Line Segment 2 contracts, helped Antenucci prepare the car, provides advice on race strategy, and often travels with him to events to act as navigator and crew chief.

“Without his support, I might not have done as well,” says Antenucci.

In addition to Kelsey, three other people support the race effort, including a mechanic

Metro Rail Construction

Wendy Taylor, Editor

had careened off course and cartwheeled, the driver suffering a compound fracture to his leg.

Meanwhile, Antenucci reached top speeds in excess of 170 mph before completing the 2-lane, mountain highway course, climbing 5,500 feet and navigating reverse arching turns.

The first-place finish – although a relief – caught him by surprise. Antenucci’s Pantera is

and those who trailer the car to the race. Antenucci is sponsored by family members, friends and businesses who sometimes provide him oil and parts for his car.

"We call ourselves 'Team Pantera Racing,'" he says.

Since his first win, Antenucci has participated in two other races, finishing third in another one held in Nevada, and tenth overall in a field of 112 race cars at the La Carrera Road Race in Ensenada, Mexico. The race series was featured on several television shows, and Antenucci was interviewed for the TV show, *Hard Copy*.

His wife, Mary Ann, is philosophical about his racing sideline, saying "its just what he does!"

His seven-year-old daughter Isabella, however, considers her dad a hero.

A Vietnam veteran and one-time commercial diver and construction manager on heavy construction jobs in the Middle East, Europe, Asia and Africa, Antenucci joined the MTA in 1991, initially working for the Rail Construction Corp., then a subsidiary of the LACTC.

Returning to work after a weekend race can be difficult. But Antenucci loves being part of one of the largest U.S. public works projects. Besides, his racing life and his MTA job have something in common.

"They're both a team effort," he says. ■

American flag flies for new citizen Henry Fuks

Some 75 members of Metro Rail Construction crowded into a 17th floor conference room for the surprise. A huge cake with an American flag emblazoned upon it proclaimed: "Congratulations Henry!"

And when Henry Fuks – a quiet, reserved man – entered the room, co-workers cheered loudly and joyously. Fuks blushed deeply, but he was proud. He had finally become a U.S. citizen.

Fuks was born in Poland but became a Canadian citizen in his youth when his family settled in Montreal. He relocated to Los Angeles in 1987 to become a consultant with DMJM (Daniel, Mann, Johnson and Mendenhall), a firm that worked on management and design of the Metro Blue Line.

He joined the LACTC in 1991 to work on Metro Red Line Segment 1 and has been involved with every Metro Rail project since.

Fuks currently manages the construction portion of Segment 3 (North Hollywood). He oversees the construction management firm to make sure the MTA gets a good job from the construction contractors.

After 11 years in Los Angeles, Fuks decided to apply for citizenship.



It was a red, white and blue occasion for Metro Rail Deputy Project Manager Henry Fuks (R), who recently became a U.S. citizen. Charles Stark, Construction executive officer, led co-workers in congratulating Fuks at a surprise party.

"I believe our projects will one day greatly benefit the people of Los Angeles," he says. "Being a citizen will make my contribution seem more satisfying."

He was surprised and delighted that Construction Executive Officer Charles Stark and his fellow workers wanted to commemorate his U.S. citizenship.

Fuks, who has had pride in the rail program from "day one," looks forward to completion of the Metro Red Line's North Hollywood branch.

"I want to see the first person get on the train and use it!" he says emphatically. ■

Metro Rail '97: The good, the bad and everything in between

By Wendy Taylor

Considering the debate over rail construction funding, 1997 may not be recorded as a banner year for the MTA's Metro Rail construction program.

At year's end, the Board received CEO Julian Burke's capital budget proposal to suspend construction of planned rail lines to the Eastside, Mid-City and Pasadena. The Board approved Burke's proposal at its January 14 meeting.

Despite setbacks, progress was made during the year on current projects. Here's a recap of last year's high points in Metro Red Line construction:

Metro Red Line, Segment 2 (Hollywood)

■ In March, repairs were completed on the

sinkhole and all four lanes of Hollywood Boulevard near Barnsdall Park were reopened. This completed, a day ahead of schedule, nearly a year's worth of work in that area.

■ In October, after 23 and 1/2 days of around-the-clock work at the Hollywood/Vine station site, Hollywood Boulevard was restored and reopened 18 hours ahead of schedule – a major victory for the Segment 2 Construction and External Relations team. Days of positive press reports followed.

■ In November, track work was completed from Wilshire to Hollywood/Vine. Hi-Rail access was achieved and train control installation began in earnest. In December, the final Segment 2 contracts, including one

for the Kaiser Entrance at Vermont/Santa Monica, were bid and were to be awarded in January.

Metro Red Line Segment 3 (North Hollywood)

■ The "main event" for Segment 3 in 1997 was the twin-tunnel "breakthroughs" in October and November. The breakthroughs completed a continuous underground link between downtown Los Angeles and the San Fernando Valley.

On behalf of the men and women of the MTA who continue to work day in and day out to make rail a reality for 21st Century Los Angeles, I can say we're proud of our work. ■

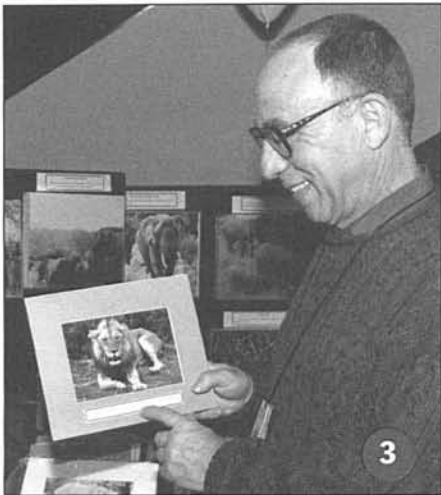
Employees celebrated the 1997 holiday season



1. Employees contributed more than 1,300 holiday gifts for needy families and children. From left, Tanya Obregon, Gail Charles and Sheila Diggins of Equal Opportunity Programs check the totals.



2. Little Mira Zohbi, 4, enjoys a moment on the knee of Ol' Santa (Terry Davis, General Services) as her father, Abdul, of Systems Safety and Security, faces the camera during the employee holiday event.



3. Bob Lapin of ITS displays a photo of the King of Beasts. His African safari photos were on sale during the employee Arts and Crafts Fair.



4. A raucous musical trio of, from left, Mike Ortiz, Ruben Hernandez and Rodger Maxwell entertained during the Transit Operations holiday party.



5. Division 10 Operator Carlyn Charles offered elaborate flower arrangements for sale during the Arts and Crafts Fair.



6. Kids from the Mountain View School District in El Monte celebrated when their Division 9 bus won first place in the MTA's 1997 bus decorating contest.

Photos by Bill Heard

Great strides for high-steppin' youngsters and the community

Division 8's Monica Tucker leads Lancaster drill team

Division 8 Operator Monica Tucker was pleased to move to Lancaster several years ago, yet she found activities for children in her neighborhood somewhat lacking.

She missed the parades.

As a youngster, Tucker was introduced to the pageantry, energy and excitement of performing with precision drill teams.

"When I was growing up in Los Angeles,

The Lancaster Unique High Steppers have performed all over the Southland – Long Beach, Victorville, Los Angeles, and even Las Vegas – in dozens of holiday parades and community events.

Numerous plaques and trophies attest to the team's success in competitions. They took first place in a drill team event at Magic Mountain.

Tucker's dedication to the Lancaster Unique High Steppers takes considerable time and effort.

She estimates that she spends 10 hours each weekend and four to five hours during weekdays with the team.

Tucker strives to help team members build character and self esteem; to encourage responsibility and citizenship.

Team members must maintain at least a C+ average in school.

Yard sales and fish fries

The organization is strictly a nonprofit enterprise.

"We have to hold a lot of yard sales, fish fries and car washes to raise funds," she says.

Tucker has worked hard to keep participation affordable for team member families. Dues are only \$2 a month and large families receive discounts. One particular family with many foster children paid only \$5.

Another cost-saving strategy she devised offers a broad range of price options for team members' uniforms.

"We try to keep costs reasonable," says Tucker.

In addition to the thrill she gets from the drill team's precision performances, Tucker receives the satisfaction of providing a positive experience and safe haven for children in her neighborhood.

"I enjoy children," says Tucker. "It's very satisfying helping them. These children could be getting into trouble; it's great to give them something to do." ■



Members of the Lancaster Unique High Steppers line up in preparation for a parade. The 43-member team has won many competitions in the Southland.

Monica Tucker (right).



there were some great teams such as the Black Diamond Drill Team and the LA Sheriff's Department High Steppers," she recalls fondly. "We needed something here in Lancaster to get kids off the street and give them a place to go."

Perform throughout Southland

With her mother's help, Tucker – who joined the MTA in 1990 – founded the Lancaster Unique High Steppers in 1995, a drill team and drum squad that currently has 43 members ranging in age from 5 to 17 years.

MTA lists achievements in improving bus service

Since late 1996, the MTA can count a number of accomplishments toward improving bus service. Among them:

- Introduced a mid-day 75-cent fare on two bus lines (seniors pay only 35 cents).
- Lowered the price of its regular monthly pass system-wide from \$49 to \$42.
- Lowered the price of its semi-monthly pass from \$26.50 to \$21.
- Introduced a \$11 weekly pass.
- Launched the largest bus service expansion in 20 years by adding 106 vehicles.
- Added bus service to reduce the number of standees during peak hours and benefit nearly 400,000 daily passengers.
- Directed 3,400 bus and rail operators to attend the MTA's Transit Institute. Training focuses on ways to resolve conflicts, provide better customer service and be more culturally sensitive.
- Expanded the Bus Stop Cleaning Program by deploying six-person crews and targeting more than 18,000 bus stops in a year-round program.
- Began the Crenshaw Connection to serve Leimert Park and the Crenshaw Baldwin Hills Plaza.
- Began the Smart Shuttle between Slauson Avenue and the Metro Green Line's Vermont station.

MTA and Cypress Park Community dedicate new mural at Division 3

By Gary Spivak

November 22, 1997, was a great day for Division 3 and the Cypress Park community. A work of art would bring the two more closely together.

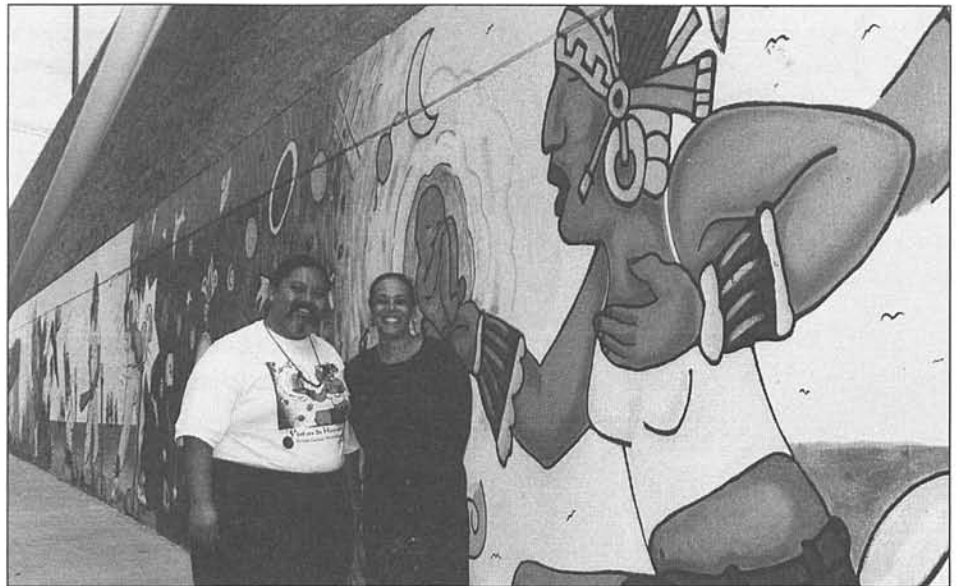
"Vistas de Harmony," a vividly colored mural by local artist Leo Limon was dedicated in a special ceremony. The 10-foot-by-260-foot mural, painted on the west wall of the division, depicts the struggles and successes of the people of Cypress Park.

Attending the dedication were Assemblyman Antonio Villaraigosa, Los Angeles City Councilman Mike Hernandez and representatives for U.S. Rep. Javier Becerra, State Sen. Richard Polanco, and Los Angeles County Supervisor Gloria Molina.

The mural, inspired by stories of the local community's aspirations, was painted with the assistance of Cypress Park youth. One segment includes the themes "Be Ready," "Be Responsible" and "Be Respectful." A dragon figure symbolizes wisdom and creativity

These symbols signify the importance of art and culture and the need to live in harmony.

The mural project was a joint effort of the MTA, the Atzlan Cultural Arts Foundation and



Los Angeles artist Leo Limon (L) and Ellen Levine, MTA Transit Operations executive officer, share a moment during the dedication of Limon's mural, "Vistas de Harmony," at Division 3.

BOCC recognized for support to special needs customers

By Patricia S. Jacobs

The dedicated men and women of the Bus Operations Control Center do much more than handle a whopping 2,500 calls a day. For passengers with special needs, they can be a lifeline.

Work Training Programs, Inc., a nonprofit organization that helps individuals with mental and developmental disabilities, recently presented its Employer Recognition Award to the MTA's Bus Operations Control Center (BOCC) staff.

The award recognized the staff for providing assistance to special needs patrons who become lost or disoriented. BOCC responds to requests from law enforcement agencies, patrons' family members or from the Work Training Programs administrator.

BOCC dispatchers broadcast the name, description, destination and last known location of the missing person to all buses. Every effort is made to reunite the lost patron with family or a primary caretaker.

Accepting the Work Training Programs award were Tom Jasmin, BOCC manager; Glenn Wynn, Senior TOS; Laurence Cosner, Senior

TOS, and TOS Myrna Ramirez. Congratulations and, "Well done!" to the dedicated BOCC staff. ■

Flat tire causes Kogen's only missout in 23 years

Like many people, Operator Ross Kogen of Division 15 dreams of the day he'll be able to sleep late. For now, however, his work day begins at 4:42 a.m.

Starting work early isn't unusual for Transit Operations personnel.

What makes Kogen unique is that he's had only one missout in his 23-year career as a Metro Bus operator. And he doesn't make excuses for that one.

A flat tire was part of the problem, but it wasn't entirely to blame. The real problem, he says, was that he didn't have a spare.

Now, whenever he gets the chance, Kogen advises new operators to keep their cars in running order, keep their spare tire inflated and, most importantly, set not one, not two, but three alarm clocks.

Kudos to Ross Kogen for his remarkable punctuality and, while we're at it, congratulations on an accident-free driving record, as well! ■

Transit Operations

Patricia S. Jacobs, Editor

the community. The MTA and the Foundation hope to find additional funding to extend the mural.

Also attending the dedication and ribbon cutting was Ellen Levine, Executive Officer for Transit Operations. Operator Susan Robinett drove a new CNG bus at the dedication, making it available for viewing by those attending the ceremony. ■

A gift of life from Vic Uemura

By Patricia S. Jacobs

Vic Uemura, a mechanic at Division 15, gave a woman he had never met a very special Christmas gift: his bone marrow.

Uemura first became aware of the need for minority bone marrow donors through a television program he watched in 1992. He decided to respond to the appeal and registered as a potential donor with the National Bone Marrow Registry.

The call from the Registry came last October. Would Uemura consider being a bone marrow transplant for an East coast woman who was critically ill? He responded with a resounding "Yes!"

Weeks of medical tests followed to ensure that he was the best possible bone marrow match for the patient. Once it was determined that his tissue was compatible, the surgery was scheduled.

Two days' hospitalization

The procedure to remove the bone marrow from Uemura's hip required two days of hospitalization.

Despite some soreness and fatigue, Uemura is enthusiastic about his experience. He was "treated like royalty" by medical personnel and, shortly before Christmas, the Red Cross gave him the news he had been hoping for. The recipient of his bone marrow was much improved and had been released from the hospital.

Uemura encourages others, particularly minorities, to consider being a bone marrow donor.

"After all," he says, "what can be more rewarding than giving someone a gift of life?" ■

Metro Red Line is 5 years old; daily ridership is growing

The Metro Red Line celebrated its fifth year of operation, Jan. 30. More than 38 million boarding passengers have used the system since opening day.

Weekday boardings averaged 37,755, up 54 percent over last fiscal year. Ridership during FY 97 topped 11.6 million boardings, up 52 percent

compared to FY 96, when 7.6 million rode the subway.

More than 34 million boarding passengers during FY 97 used the entire 48-mile Metro Rail system, which includes the Metro Red, Blue and Green lines. ■



Dressed in buckskins and coonskin cap, the MTA's Mike Lensch lines up his long rifle to take a shot during a mountain man's marksmanship event.

'Mountain Man' Lensch makes frontier life real for school kids

Despite long hours of work at Division 18, Service Operations Director Mike Lensch still manages a little time to do the things he loves best. The things that keep him "sane."

Lensch is an expert marksman and a history buff who shares his knowledge of a bygone era with school children. He gives living history talks to kids about the Lewis and Clark Expedition of 1803, describing the explorers' search for a water route from the Eastern states to the Pacific Ocean.

Lensch gives his talks outfitted in a full suit of buckskins and coonskin cap, typical of mountain men from the Fur Trade Era. More than one child has left his lectures dreaming of life as a mountain man or woman.

He also is an expert carpenter and engraver who works in wood, glass, metal, marble and

stone. He makes composite ivory inlay that achieves the delicate look of Ivory without harm to elephants.

Lensch and his wife, Arliss, are members of the International Egg Art Guild. They create beautiful Faberge-style eggs.

People are amazed, Lensch says, at his ability to do such intricate work with hands that are...well, a great deal larger than average. ■

New brochure racks being tested on buses at Divisions 3 and 18

By Robin O'Hara

New Metro System Information racks are being tested on coaches that run out of Divisions 3 and 18. The new racks have 10 pockets for time tables and informational brochures in addition to a plexiglass sign-holder that can alert passengers to schedule changes and other pertinent information.

If a sign is unnecessary, the sign-holder displays the Metro 1-800-COMMUTE number.

The new racks were installed in response to passenger complaints that the old one-pocket schedule and brochure holders were always empty. The new racks hold 10 times the amount of informational materials and will help dispense Metro information more efficiently.

If the new racks are successful, the MTA Customer Communications Department plans to install them in the rest of the Metro Bus fleet. ■



Now being tested at Divisions 3 and 18, this new brochure rack contains 10 times as much information as the one-pocket holders.

MTA's TCAP students to restore historic Yellow Cars

RTP&D

Regional
Transportation
Planning &
Development

Donna Finn, Editor

By Steve Brye

After 35 years, two Yellow Cars, circa 1890, are returning to East and South Central LA, if only for one year. The last Yellow Cars operated in those areas of Los Angeles in 1963. In some places, the tracks are still buried in the streets.

Many residents remember when trolleys ran on pollution-free electricity right through their neighborhoods and fervently wish they had never been removed.

Following hours of intense negotiations by an ensemble of enthusiasts, the Los Angeles Department of Recreation and Parks voted last November to allow the MTA's Transportation Careers Academy Program (TCAP) a one-year loan of two of the city's oldest streetcars.

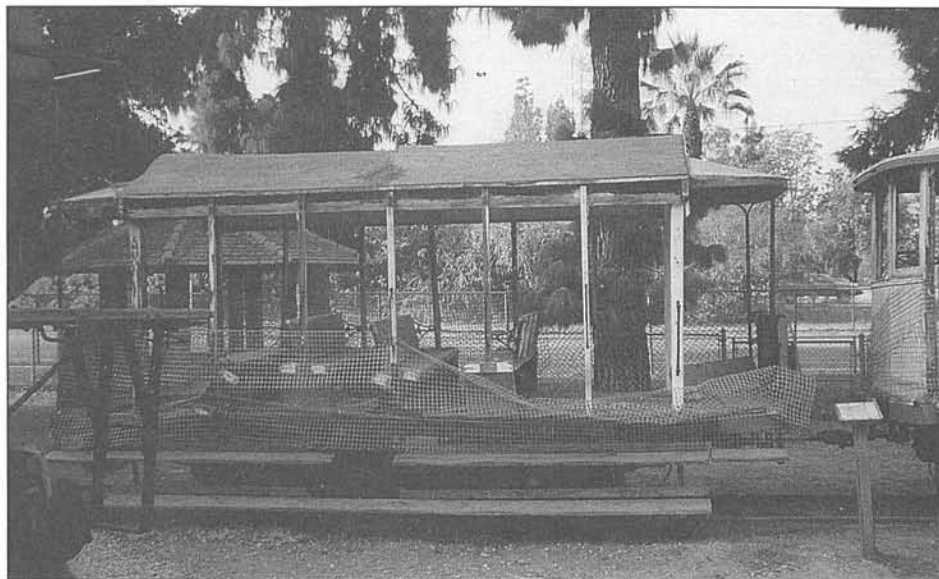
The cars will be moved to Locke High School in Watts and Wilson High School in El Sereno for historical restoration by TCAP students.

When restored, the cars will be returned to Travel Town in Griffith Park. By guaranteeing the survival of these two outstanding examples of transit history, TCAP is providing a core group of students the opportunity to have hands-on experience in restoring old streetcars.

Information for the future

What they learn will be stored on Computer Aided Design (CAD) files. Copies will be given to Travel Town, providing the basis for any future design work on historic streetcars.

In addition, the skills they'll learn in the preservation of old wooden vehicles are directly applicable to other wooden structures, including the many Victorian homes throughout East



One of two historic Yellow Cars being returned to East and South Central LA for restoration by TCAP students, this streetcar is thought to have been built in the 1890's for use on the streets of Los Angeles.

and South Central Los Angeles.

In recent years, many cities began looking again at historic streetcars and similar systems as low cost feeder/distributor systems to their rail mass transit. San Francisco has had the Cable Car System since 1879. BART's design included two station stops adjacent to the cable car.

During a recent trip to San Francisco, RTP&D Executive Officer Jim de la Loza examined the Market Street streetcar line that has emerged using restored Presidents Conference Commission (PCC) cars. He found that each car is painted in the color scheme that was originally used by one of the PCC operators, including Los Angeles' own Pacific Electric.

While system capacities may be modest, public appeal is often substantial. For example, Seattle and New Orleans both have new water front streetcars using historic cars, while Memphis has historic streetcars supplementing their bus system.

Swarm of streetcars

Although LA initially had a swarm of streetcar systems, they were gradually consolidated into just two networks, both owned by trolley, corporate, and real estate baron Henry

Huntington.

The first of these was the internationally famous Red Car System -- the Pacific Electric, the facilitator of every real estate deal that bore Huntington's name, including the Huntington Hotel, Huntington Beach, Huntington Park, etc. The Red Car made them all possible, even if the service wasn't the best after the real estate parcels were sold.

It was the more prosaic Los Angeles Railway, the LARY -- the Yellow Car System -- that carried the masses. It was older. It was not internationally known. It wasn't glamorous. It was narrow gauge.

But, year in and year out it carried over two-thirds of regional transit riders, far more than the famous Red Cars. And, unlike the Red Cars, the Yellow Cars also made a profit, except during the Great Depression. It even made a profit the year it closed.

The two streetcars to be restored by TCAP students seem to be LARY streetcars, but it will be necessary to establish the age and origin of these much-modified cars.

1911 wheel markings

One appears to carry LARY markings and 1911 stamps on the wheel forgings, which indi-

continued, next page

MTA planning helps reduce congestion in LA County

By Jody Feerst and Heather Hills

Did you know that Los Angeles is the most populous county in the United States? 9.4 million people. Do you know how many cities there are in the County? 89.

No doubt you've already figured out that there are more cars and trucks than the freeways and roadways were originally designed to accommodate. While sitting in stop-and-go traffic on the way to work, running errands, or going to one of our famous beaches or tourist sites, how many times have you said:

"Somebody ought to DO something about this mess!"

Yellow Cars, continued

cate clear evidence of an early start. Regardless of origin, the two streetcars are of the open-bench, narrow-gauge, four-wheel type widely used by LARY in the 1890s.

Many people were instrumental in helping make this streetcar restoration possible, among them:

- Linda Barth, administrator for Travel Town;
- Father Juan Santillan, Recreation and Parks Commissioner;
- Girish Roy of MTA Construction, who is providing vehicle design and overall project engineering assistance;
- Project Manager Art Gomez of TCAP;
- Dan Farkas, assistant chief of staff in Councilman Richard Alatorre's office;
- The staffs of Locke and Wilson high schools and Travel Town;
- RTP&D's Transportation Project Manager Diego Cardoso, who advises on myriad aspects of wood working;
- Getty Museum staff, who are guiding our efforts on the historic preservation of the wood aspects of the cars; and
- Chief Bob Aron of the Los Angeles City Fire Department, who set the wheels in motion for the Fire Department's heavy-duty vehicle transport crew, led by Capt. Richard Cotterall, to move the streetcars to the schools. ■

The MTA is more than just a transit agency. It is responsible to taxpayers for a number of other important transportation solutions. One of these is the Congestion Management Plan (CMP).

Award-winning

The MTA's Congestion Management Plan (CMP), updated November 2000, is an award-winning program used throughout Los Angeles County. It also is the only program in the county that directly links land use and transportation.

The MTA's CMP started in 1992 and requires the agency and the 89 local cities to work together to solve a very challenging problem – transportation planning.

Prior to the CMP, it was assumed that Caltrans and the MTA would take care of regional transportation needs while cities handled their traffic on local streets. The CMP is California's first legislation requiring local jurisdictions, the MTA, transit operators and others to consider new approaches in developing transportation solutions.



The Congestion Management Plan encourages transit-oriented development. Whether it's near downtown LA's Union Station or in a more suburban setting, this type of development has proven congestion-relieving benefits.

**MTA's
TCAP
students
to restore**

The 89 cities have an important role to play in the CMP by implementing projects and programs that help reduce traffic congestion. Each city's level of responsibility is directly linked to the amount of new development it is experiencing.

Cities can choose from 65 options listed in the CMP's "toolbox" of congestion mitigation strategies, including road improvements, synchronized traffic signals and transit services.

Innovative strategies

A new area of mitigation that is generating excitement is innovative land use strategies that integrate residences, stores and work places to encourage transit and pedestrian activity.

In LA County, successful developments include Santa Monica's Third Street Promenade, downtown Long Beach, and downtown LA's Grand Central Square. Recent studies indicate that mixed-use, transit-oriented development also produces benefits for suburban communities, including:

- Trip reduction resulting in less congestion on the streets and highways;
- Development near transit maximizes public (MTA) investment in transit;
- Acts as a catalyst for development/redevelopment that includes transit services, increased property values and sales tax revenues;
- Activity from combining residential and commercial uses increases community safety;
- Development costs are potentially reduced due to reduced parking space demand;
- Fewer single-occupant vehicles trips improve air quality.

The CMP does not call for limiting growth, but is a call to be smarter about how to increase and maintain mobility, quality of life and economic competitiveness.

So, the next time you get excited about a new 18-screen theatre or a more conveniently located store in your town, remember to ask yourself, "Is my city using the CMP toolbox to help reduce congestion on the highways?" ■

All in the Family

RETIREMENTS

Alexander, William A.
Dec '74 to Dec '97

Alvares, Jesse R.
Dec '74 to Dec '97

Barrera, Manuel J.
Jul '80 to Nov '97

Billingsley, Michael
Jan '75 to Jan '98

Churches, Eugene C.
Oct '74 to Nov '97

Cooper, Imogene
Jan '75 to Jan '98

Delgadillo, Ramulfo F.
Sept '68 to Nov '97

English, Bessie L.
Dec '74 to Jan '98

Eutsey, Ronald D.
Jan '81 to Nov '97

Faust, John S.
Jan '75 to Jan '98

Ford, Michael H.
Nov '74 to Nov '97

Francis, Michael
Jun '91 to Dec '97

Fuentes, Guadalupe
Dec '74 to Jan '98

Garner, Norman N.
Sept '80 to Dec '97

Gwin, Richard M.
Nov '74 to Jan '97

Guerrero, Jose
Nov '74 to Jan '98

Hankins, Marianne
Sept. '85 - Jan '98

Harris, Ray D.
Apr '89 to Nov '97

Hernandez, Bill E.
Nov '74 to Nov '97

Hidalgo, Frederick
Dec '74 to Dec '97

Jones, Raymond D.
Oct '74 to Oct '97

Kent, Harold M.
Oct '74 to Nov '97

Lee, Robert
Mar '71 to Jan '98

Marques, Arthur R.
Dec '74 to Dec '97

Martinez, Norbert S.
Nov '74 to Nov '97

McCreery, Robert L.
Nov '74 to Nov '97

Melanson, George E.
Oct '74 to Nov '97

Monroe, David E.
Nov '74 to Jan '98

Moore, Alfred C.
Feb '78 to Nov '97

Morin, Jerald
Feb '81 to Jan '97

Mossembekker, Jan S.
Nov '87 to Nov '97

Ochoa, Alcarado
Jan '87 to Jan '98

Poswell, Robert J.
Oct '74 to Oct '97

Putman, Sterling E.
Mar '80 to Nov '97

Rodriguez, Ruben
Oct '74 to Nov '97

Schlumpf, Ron W.
Dec '74 to Jan '98

Sena, Laurence P.
Dec '74 to Jan '98

Seraile, Joseph C.
Jan '75 to Jan '98

Sherman, Duval C.
Oct '74 to Oct '97

Thacker, Albert L.
Jan '75 to Jan '98

Tiscareno, Jesus H.
May '68 to Nov '97

Urie, Luanna M.
Apr '85 to Nov '97

Waters, Alvin J.
Nov '74 to Nov '97

Wiley, James D.
Dec '85 to Jan '98

Willis, James T.
Jul '68 to Nov '97

Wilson, David R.
Sept '74 to Nov '97

Woods, George D.
Nov '74 to Nov '97

SERVICE AWARDS

35 Years

Thomas, Billy J.
March 2, 1963

30 Year

Finney, Joe W.
January 12, 1968

Kamakura, Terry S.
January 30, 1968

Lewis, Everett E.
March 30, 1968

25 Years

Ball, Michael T.
January 5, 1973

Balolong, A.D.
February 9, 1973

Cota, Bernard P.
January 12, 1973

Deck, John A.
January 15, 1973

Edwards, Ed
March 30, 1973

Richards, Richard C.
March 19, 1973

Seiler, Walter
March 23, 1973

Schroder, Frank E.
March 30, 1973

Sifuentes, Nicanor
January 19, 1973

20 Years

Belcher, Marlene M.
February 27, 1978

Funk, Dean S.
February 14, 1978

Mackawa, Raymond K.
February 13, 1978

Noval, Tito A.
February 20, 1978

Rickenbacker-Gill, Linda Lee
March 6, 1978

Reed, Linda C.
March 27, 1978

IN MEMORIAM

Alexander, Theodore

Amis, James J.

Brune, Frank C.

Camacho, Jose A.

Crowe, Junior E.

Curtis, John

Dahlstrom, Frits E.

Davis, Howard R.

Davis, Terell

Hunt, Mervin N.

McDonald, George L.

Miller, John G.

Molina, Albert B.

Payne, Harry A.

Reynolds, Dorothy E.

Schuman, Willard V.

Shumake, Wilmer T.

Smith, Merlyn M.

Weary, Albert E.

Wooten, Roger B.



One of the MTA's oldest retirees, William T. Reynolds, died Nov. 5, 1997, at age 97. Born Jan. 21, 1900, in London, England, Reynolds joined the Los Angeles Railway in 1923 and retired in 1965 with 42 years' service.

October Employees of the Month



John Davis
Security



Maureen Lucey-Smith
Administration



Maureen Micheline
RTP&D



Audrey Noda
Communications



Jill Robinson
Metro Construction



John Tena
Transit Operations



Tommye Williams
Procurement

November Employees of the Month



Art Gomez
Administration



Dorothy Gray
RTP&D



Henry Ho
Executive Office



Margaret James
Procurement



Joanne McCormick
Communications



Tung Nguyen
Transit Operations



Joan Vertrees
Metro Construction

Metro Bus service expansion helps riders reach jobs, schools and health centers

By Ed Scannell

The first phase of the Metro Bus Pilot Project Master Plan went into effect in December, an action that benefited thousands of transit dependent people in the MTA's service area.

Late last year, the MTA Board of Directors gave the go-ahead for a series of bus service start-ups and expansions and approved the addition of 67 buses into service during peak hours on 12 Metro Bus lines.

"The new and expanded routes in Phase I of the Pilot Project will provide service to the people who depend on us to get to medical facilities, schools, and jobs," said Ellen Levine, MTA executive officer for Transit Operations. "We want

our passengers to know we're listening to them and that we'll continue to refine our service to meet their needs."

The Master Plan is among the service improvements outlined in the federal court's Consent Decree in which the MTA agreed to provide new and expanded service, including at least 50 buses during peak hours.

Phase I service

The Master Plan was developed last fall following a series of community meetings sponsored by the MTA and the Bus Riders Union (BRU). The meetings were attended by members of the public who called for more frequent service, as well as for an increase in the span of

operation of existing service.

Most of the Phase I service additions and expansions were introduced over a two-month period beginning last December.

The Board has directed operations planners to return this spring with a proposal for Phase II of the Pilot Project. It will include recommendations for service expansion on additional lines. The agency is conducting a competitive selection process for transit operators interested in providing the service.

At a minimum, Phase II must include the startup of a new limited-stop bus service (Line 305) to connect South Central Los Angeles with the West Side.

Service on the 12 lines in Phase I is divided among the MTA, Laidlaw/Charterway, ATE/Ryder, Los Angeles Department of Transportation and Transportation Concepts.

Free boarding

During the first month of each new service, passengers are boarding the new lines and extensions of existing lines for free. Information about the service changes and promotional fares is available through the MTA's 1-800-COMMUTE phone line a few weeks prior to startup of each service. Brochures detailing the changes are available on Metro Buses in the affected areas.

Service on Line 550, an express service connecting West Hollywood and San Pedro, via the Harbor Transitway, was inaugurated this month. Line 550 provides direct links to San Pedro Peninsula Hospital, Kaiser Hospital, Harbor General UCLA Hospital, and Cedars Sinai Medical Center.

Phase I additions and service expansions already in service include: Line 108 (Slauson Avenue), Line 601 (Union-Echo Park Shuttle), Line 602 (El Sereno-City Terrace Shuttle), Line 104 (Fullerton/Los Angeles), Line 167 (Chatsworth/Studio City), Line 205 (San Pedro/Willowbrook), Line 422 (Newbury Park/Encino), Line 604 (Vermont Avenue-area shuttle), Line 218 (Studio City/West Hollywood), Line 603 (Rampart/Hoover Shuttle) and Line 605 (County-USC Medical Center shuttle). ■

MTA Transit providers will be required to meet service performance standards

The MTA is negotiating with private transit operators who provide service on Metro Bus lines to add specific performance standards to their contracts.

Existing MTA service contracts include performance standards but lack effective means, such as financial incentives and liquidated damages, to enforce the standards. Requiring contractors to meet standards protects the quality and reliability of service to MTA patrons.

Customer complaints about contract service and the MTA staff's assessment of service quality suggested the need for measurable standards and for incentives to guarantee that contract service meets the agency's requirements.

Acting on a vote by the MTA Operations Committee, the Transit Operations staff has been negotiating to incorporate the new standards within existing bus service contracts. All new contracts will include the standards in the Requests for Proposal. Performance standards are common practice in the transit industry.

The standards will require safe and clean service on contract bus lines. Among other requirements, contractors are to ensure that

such equipment as wheelchair lifts and air conditioning units function properly. Contractors also must meet service efficiency and reliability standards, including on-time performance according to timetables provided by the MTA.

Courtesy required

Contract companies will be responsible for the performance of bus operators who must be courteous to passengers and call all stops. Contractors will be required to meet the MTA's own standard of no more than six customer complaints per 100,000 boardings. The MTA averages 4.6 complaints per 100,000 boardings each month.

The MTA staff will develop standards appropriate for the type of service, vehicle age and condition. Negotiators also are to be sensitive to the potential cost impact of performance standards and liquidated damages.

The MTA currently contracts for service on 13 lines. The Board also has authorized contracting service on at least nine new and existing lines to comply with the federal court's Consent Decree to relieve overcrowding on Metro Buses. ■

Rock-a-bye baby sleeps peacefully during Santa Monica Mountains tunnel blasting

By Beverly Voran

A six-month-old baby slept peacefully as miners working deep beneath the Santa Monica Mountains set off explosives needed to excavate portions of the Metro Red Line tunnel connecting Hollywood and North Hollywood.

The baby's mother, who lives in the house closest to the blasting, says she thought the muffled sound was her two-year-old thumping on the floor. No homes are directly above the blasting, which takes place 500 to 800 feet below the surface.

Although many earlier excavation projects in the Santa Monica Mountains have used explosives, the MTA responded to residents' concerns by working with explosives expert Gordon Revey of Geotek & Associates to design one of the safest systems ever used in North America.

"The procedures used in this storage and handling system are the safest I've ever experienced in underground construction and mining," says Revey. "We have a very carefully controlled process."

The MTA has selected a very sensitive surface vibration criterion of 0.50 inches per second — one-fourth the usual construction standard.

Agencies regulate explosives

Delivery, handling and storage of explosives is regulated by several local, state and federal agencies. The MTA's plans also were reviewed by the Laborers' International Union of North America. The Los Angeles Fire Department is periodically monitoring delivery and inventory.

The explosives are stored in a specially designed, double-locked magazine more than 700 feet below the surface. It was constructed to contain an accidental detonation, although there has never been a detonation of an underground storage area.

One day's supply of explosives is stored in the magazine to minimize the number of deliveries. Access to the area is restricted to a very small group of authorized personnel.

Inventories are conducted at the end of each

shift and confirmed at the beginning of the next shift. Any unused explosives are returned to the supplier for off-site storage when no blasting is scheduled within a 24-hour period.

Excavating with explosives is accomplished by drilling a specific pattern of holes in the rock. The explosives are loaded into the drill holes by trained personnel who are supervised by a CalOSHA-licensed "Blaster-in-Charge" (BIC).

Warning signals sounded

After loading, the BIC clears the area. Guards are posted on each side of the blast area. A series of warning signals is sounded before each blast.

The blasts are divided into a series of small charges fired with separate delay detonators — similar to how a string of firecrackers would respond when one end is ignited. By design, each blast fractures only the immediate area of rock.

After detonation, the BIC inspects the area to determine whether it is safe to resume work.

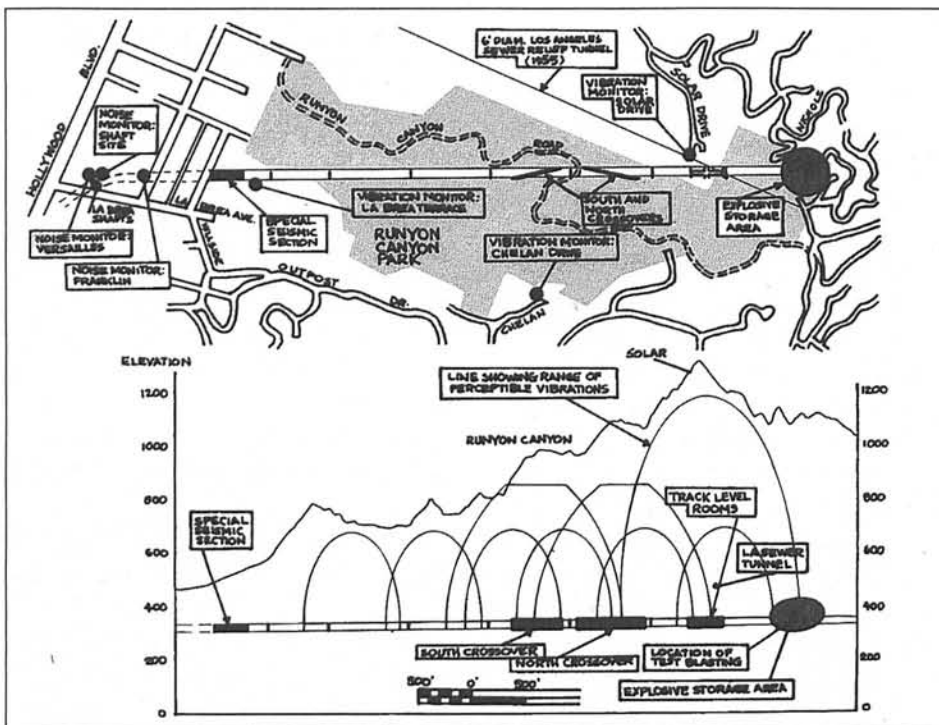
Miners remove loose rock and spray shotcrete (a form of concrete) on the newly exposed surface and install steel dowels to temporarily secure the tunnel walls.

New holes are then drilled and the sequence repeated to advance the excavation. The cycle of preparation, blasting and rock removal, requires several hours of work. Usually two or three blasts occur per 8 hour shift. Each blast typically lasts less than 10-15 seconds.

Permanent vibration monitors are in place on Solar Drive, Chelan Drive and La Brea Terrace. Noise monitors are located on Franklin Avenue, at the Versailles Towers and at the La Brea access shaft.

Blast doors have been installed at both ends of the blast area, and since the blasting is occurring deep underground, noise, dust and debris are contained.

And, as evidenced by the sleeping baby, only a brief, barely audible sound is created by the detonation. ■



Map/diagram shows course of Metro Red Line and range of vibrations from blasting beneath Santa Monica Mountains.

Operator Ricardo Kingi turns youth-at-risk into youth with a purpose

By Marion MacKensie

Ricardo Kingi is a living example of how one person can make a difference, a big difference, in the lives of young people who might be headed down a path of crime.

Kingi, 52, is a Metro Bus operator who drives Line 10 out of the MTA's Division 7 in West Hollywood. That's what he does during the day. A 23-year veteran, he has an outstanding record, loves his job and is well-liked by his passengers.

But, he also has made his mark on the world in other ways, notably by helping young people gain needed self-confidence which has propelled them away from gang influences to become good students, school leaders and even police officers.

Kingi teaches martial arts at his own studio in Inglewood. He has worked with hundreds of boys and girls over the years. As a result of his work, he has seen a documented drop in vandalism, graffiti and criminal involvement among the students who have completed his program, and at the schools they attend.

"Martial arts changed my life," says Kingi. "I loved it so much I wanted to pass on what I had learned.

His temper mellowed

"In junior high and high school I used to get into a lot of fights but after a year of martial arts, my temper mellowed out," he adds. "It built my confidence. I could go anywhere because I was not afraid of being attacked."

Influenced by both grandfathers, one who taught judo in the U.S. Navy and the other who was a boxer, Kingi began studying martial arts in 1962. By 1968 he had earned his black belt. In 1979, he opened the Kajukenbo Institute of Self Defense.

Personal experience helps Kingi relate to youths-at-risk. The term refers to youths ranging in age from 8 to 16 who already have been contacted by the juvenile authorities or police



Martial arts helped the MTA's Ricardo Kingi change his life. Now his classes are helping many troubled youngsters become better students, school leaders and good citizens.

department or have been disciplined at school. Approximately 80 percent have no fathers in the home and little parental guidance.

"Most of the kids who come to my studio are there because they've been disciplined," explains Kingi. "So when a kid walks in he has an attitude. He's mad, his fists are clenched and he's ready to fight anybody. He thinks he's being disciplined once again – which he is in a sense – but what we're really giving him is what we call tough love."

Learn the fundamentals

Kingi says kids are addressed aggressively and taken through the fundamentals of martial arts.

At first they resist, but by the third month an understanding and appreciation of the training starts to grow. They lose their fear. Not feeling intimidated anymore, they suddenly find they have less to prove to themselves or others and, therefore, have less reason to fight.

"We had one kid who was really difficult," says Kingi. "He took our training and his life turned around. He ended up being student body president."

As the program grew and word got out, youngsters from all over wanted to get into the program. Kids 12 and 13 years old started

attending. Many went on to join police departments and proved themselves as officers.

The LAPD heard about Kingi's work and approached him almost three years ago about running their Jeopardy and Vandalism Abatement Program, specifically for youth-at-risk.

Discipline and self-control

"At first the LAPD was nervous that we'd be training kids how to seriously fight," says Kingi. "But when they understood that fighting is a very small part of martial arts, that the discipline, self control, concentration and philosophy are the fundamentals, they really got excited."

With the training, Kingi has seen kids' grades improve, have fewer disciplinary problems at school, become less fearful and reactive towards life, and develop a better relationship with their parents.

"Youth-at-risk are not losers," says Kingi. "They're intelligent kids who are looking for role models, discipline and direction in life. Martial arts has given them that, and here at the Kajukenbo Institute we see lives turn around."

Kingi and his wife, Elaine, live in Los Angeles and have four children: Ricardo Jr., Ronald, Kimberly and Robert. ■

MTA 'austerity budget' will eliminate \$50 million in FY 1998-99 spending

Starting with a zero-based budgeting process, the MTA plans to reduce spending by more than \$50 million in Fiscal Year 1998-99.

The agency's goal, according to Interim CEO Julian Burke, is to produce an austerity budget and a business plan in which every dollar spent is justified. Each expenditure must support and advance the MTA's mission.

His management team will work with each department to "solve the fundamental problems which have weakened the reputation and finances of this agency," Burke said in a memo to the staff.

"This time, the 'easy' savings...are gone and most of our savings will have to come from smarter spending and streamlining," he wrote.

Ten "workout teams" have been formed to find ways to trim expenses and achieve efficiencies.

Composed of MTA employees and outside consultants, the workout teams will review capital planning, inventory and budget, transit maintenance, workers' compensation claims, operations labor management, Human Resources, Information Technology Services, new business development, overhead, transit fares and transit service delivery.

FY 98-99 budget objectives

Budget objectives for FY 1998-99 include demobilizing construction of the Metro Rail Eastside, Mid-City and Pasadena Blue Line projects unless new funding can be identified.

The MTA wants to increase revenue opportunities and plans to improve efficiency by finding cost-effective ways to provide core transportation services. It will eliminate redundant and discretionary activities and improve the productivity of its current activities.

This year's budget will be presented within a business plan framework that will outline the MTA's direction. It will emphasize goals, objectives and strategies and the steps the agency will take to achieve them.

Budget preparation began in January when capital requests were due. In February, cost cen-

ters were required to prepare anticipated expenditures for projects and tasks. Budget requests will be reviewed in April and will be submitted to the MTA Board for approval in June. ■

MTA TCAP students read winning essays at Washington conference

Two North Hollywood High School students who participate in the MTA's Transportation Careers Academy Program (TCAP) read their winning essays late last year at a national transportation conference in Washington, D.C.

Essays by seniors Ana Martinez and Maalik Russell were chosen from among more than 60 submitted by TCAP students. During their stay in the capital, they attended the Transportation Research Board's education conference and met with Transportation Secretary Rodney Slater.

A native of El Salvador, Martinez was an intern last summer for a major MTA design contractor. After graduation in June, she plans to attend a university to study elementary education.

Russell spent his summer internship with an MTA engineering contractor. After graduation, he plans to enlist in the armed forces to become a helicopter pilot. His long-range goal is to become a commercial airline pilot. ■

MTA achieved many improvements in '97 in local transportation

The MTA documented a number of transportation improvements during 1997 - achievements beyond its traditional areas of bus and rail operations.

Programs the agency funded included car-pool lanes, bike baths, transit centers and other facilities designed to reduce congestion, speed traffic and reduce pollution. In addition, the MTA:

- Contracted with the Los Angeles Police Department and Los Angeles County Sheriff's Department to patrol its bus and rail lines.

- Helped 15 LA County transportation projects receive nearly 22 percent of all funding offered by a state transportation improvement program.
- Approved a plan to relieve traffic congestion, improve safety, enhance the bus system and beautify Santa Monica Boulevard between I-405 and Beverly Hills.
- Expanded the Metro Freeway Service patrol to more than 300 tow trucks patrolling 430 miles of freeway.
- Awarded more than \$650 million to 88 cities for a wide range of transportation improvements.
- Set a record for Metro Blue Line ridership with more than 50,000 average weekday boarding passengers.
- Recorded dramatic increases on Metro Red and Green lines, with total boarding ridership for all Metro Rail lines reaching 110,000 each weekday.
- Unveiled an Internet website that offers such services as direct access to transit schedules and route information for all MTA-operated service. ■

SOUTHERN CALIFORNIA ASSOCIATION OF GOVERNMENTS



Gloria Jeff, deputy administrator of the Federal Highway Administration, visited the MTA's Transportation Careers Academy Program (TCAP) in December. In visits with TCAP participants at Locke and Wilson high schools, Jeff viewed the technology, equipment and student work progress. Jeff is seen here with Mark Pisano, executive director, Southern California Association of Governments.

MTA to test 3 Earl Clark ATTBs on some of busiest Metro Bus lines in Los Angeles

Three prototype Earl Clark ATTBs (Advanced Technology Transit Bus) are scheduled to go into operating service in March on some of the MTA's busiest Metro Bus lines.

The low-floor, compressed natural gas-powered coaches will be road-tested throughout the remainder of 1998 as part of a program to evaluate the ATTBs' performance in daily service.

Initially, the buses will operate out of the MTA's Division 10 on the 320- and 20-series bus lines, which serve Santa Monica, Westwood, Wilshire Boulevard and downtown Los Angeles.

"The 20 lines are some of the most traveled transit lines in America," says Art Crabtree, ATTB project manager. "They carry the heaviest

loads and will help us prove whether the ATTBs have the muscle to do the job."

Later in the year, the buses will be moved to other MTA operating areas for experience in differing road and service conditions.

No fares for ATTB riders

Passengers on the ATTBs won't be required to pay fares. Instead, riders will be asked to complete a 22-question evaluation of bus performance. Questions, which will be presented in English and Spanish, will cover cleanliness, comfort and other performance factors.

ATTB operators and mechanics also will be asked to fill out questionnaires. Information from the surveys will help the ATTB's designers,

Northrop Grumman, determine whether modifications are needed in design and construction. These changes also could be included in the manufacturing specifications for the bus.

The goal for the first full production run of the ATTB is October, 1999, according to Crabtree. To date, the project has cost \$53 million, with most of the funding coming from the Federal Transit Administration and \$10 million from the MTA.

Thus far, Northrop Grumman has produced six prototypes. In addition to the three slated for service in LA, one is in Boston, another at a federal testing facility in Altoona, Penn. The sixth prototype is being fitted with an ultra-capacitor in the propulsion system that stores energy. ■

MTA, developer plan entertainment complex at Hollywood station

The MTA is negotiating with a San Diego-based company to develop a portion of the Metro Red Line's Hollywood/Highland station property.

TrizecHahn Centers Management, Inc., plans to construct a 425,000 square foot entertainment, retail and restaurant complex on 4.6 acres that include the station and adjacent property surrounding the famed Mann's Chinese Theatre. The MTA owns the 59,000 square foot station site, a portion of which will be used for the entrance portal.

Since mid-1997, TrizecHahn and the MTA have been negotiating a joint development agreement and a ground lease. The site is located within the Community Redevelopment Agency's Hollywood Redevelopment Project.

By reaching an agreement for development of the Hollywood/Highland property, the MTA hopes to create a tourist and entertainment destination that will improve mobility, economic development and create jobs in the area.

The agency also wants to generate long-term revenues from leases that will support Metro Rail operating and maintenance expenses.

The MTA anticipates opening the Hollywood segment of the Metro Red Line in early 1999. That segment will include stations at Vermont/Beverly,

Vermont/Santa Monica, Vermont/Sunset, Hollywood/Western, Wilshire/Vermont and Hollywood/Vine. ■



Mechanic Gene Trombley inspects a wheelchair lift on a new compressed natural gas bus, one of 20 new CNG buses now in service at the MTA's Division 8 in Chatsworth. Delivery of new buses will continue in 1998, allowing the agency to replace older coaches with state-of-the-art clean air vehicles accessible to the disabled.

