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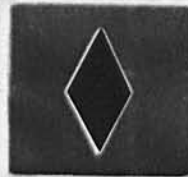
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**Life
in the
fast
lane**



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Franklin E. White

MTA Chief Executive Officer

Board Receives Construction Organization Study

A report analyzing the MTA's rail construction organization and performance, which was commissioned by the MTA Board last August, calls for increased oversight by MTA construction staff of the MTA's Engineering Management Consultant and Construction Manager.

Conducted by the accounting firm of Arthur Andersen & Co., the report found that oversight needs to be strengthened in most of the 16 subject areas examined: engineering; real estate; cost estimating; contract awards; contract administration; billings and payment applications; resident engineer; change orders; schedule and cost control; reporting; safety; quality; public affairs; risk management; and human resources.

The most urgent management recommendation is to hire a strong construction executive with extensive hands-on construction experience. According to Franklin White, the MTA's CEO, the selection and hiring of a new executive officer for construction is expected to be completed in May.

"We commissioned the Arthur Andersen report to give us an independent look at the MTA's construction unit," said MTA Chairman and L.A. County Supervisor Mike Antonovich. "The report's recommendations provide us a roadmap to the future. Our new executive officer for construction will be called on to implement these recommendations."

Antonovich added he will call for the creation of a task force, made up of the ex-officio members of the MTA's Construction Committee and staff from

Arthur Andersen & Co., to meet and review implementation progress on a quarterly basis.

Aside from a new executive officer, the report identified seven critical management issues that require immediate attention and action:

- Add new personnel to the Construction Unit. The MTA's hiring process must be streamlined;
- The new construction executive officer must restore team spirit within the construction unit, instill shared values of the unit's oversight role and encourage all to "fix the problem rather than fix the blame";
- The MTA Board must demonstrate trust and support to the construction unit;
- The new executive officer and staff must establish a "healthy skepticism" toward the Engineering Management Consultant and the Construction Manager, and clearly define services expected from them;
- The new EOC must restore strong emphasis on controlling the cost of projects;
- MTA management must show the board, staff and consultants a willingness to maintain a true and complete cost picture of each project at any time; and
- MTA management must support quality and safety as a priority, even over schedule and costs.

The report endorsed the division of responsibilities between the MTA staff, the Engineering Management Consultant and the Construction Manager, but emphasized that MTA

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Metro View

by Judith A. Wilson,

MTA Executive Officer, Planning and Programming

The Planning Perspective

Last month in this column, Franklin White, the MTA's CEO, provided his view of the newly-adopted 20-Year Long Range Transportation Plan and what it encompasses. I hope my own perspective will provide insight into the philosophy behind some of the decisions we made. A transportation planner's job is to see the "big picture," and make the pieces fit that, in the end, will benefit the most people.

When the planning and programming department first sat down at the drawing board, we realized that we had some fairly major hurdles to address. We knew that the previous 30-Year Plan was too broad and ambitious for today's financial bottom line. The first 20 years of the 30-Year Plan had forecasted \$100 billion in available funds. This amount had shrunk to about \$72 billion due to a deep recession in Los Angeles and the consequent reduction in sales tax revenues.

Also, regional planners tell us that by the year 2015, there will be 3 million more people living in Los Angeles County. Our challenge, then, was to develop a transportation plan that could meet a critical mobility problem—while dealing with 38%

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Board Report, continued

staff must do a better job in fulfilling its prescribed roles. More staff are needed, particularly in the contract administration and cost estimating area.

The report advocates granting authority to the board's construction committee to approve contracts and change orders up to \$500,000; contracts over \$500,000 would require full board approval. It also was recommended that construction committee meetings be held twice a month.

The report also recommended completing the transfer of safety functions to the MTA, and eliminating duplication with the Construction Manager. Quality Control, on the other hand, should be returned to the Construction Manager. Independent audits of the risk management and billings and payment application functions were recommended.

Other Board Actions

MTA's Funday Program Approved

The MTA Board approved a discount fare promotion for bus riders this summer. Calling it the MTA Funday Program, the board approved a three-month trial run in hopes that it will encourage ridership on MTA buses for those who normally don't use the bus.

Beginning on Sunday, July 2, and on Sundays and holidays thereafter until September 24, discount coupons will entitle riders to a one-way trip for only 50 cents when accompanied by a regular fare-paying passenger. The coupons, which will be distributed in June, are valid only on MTA buses and cannot be used for Metro Rail service or special bus services, such as the service to the Hollywood Bowl. Transfers or other discount offers are not available when using the coupon.



"We want to give people who don't use the bus system a chance to experience it," said Franklin White, the MTA's CEO.

Promotional Fare for Green Line Approved

The MTA Board voted to provide free rides to the public on the Metro Green Line for the first two days of service when the line opens this summer. These will be weekend days, and will give the public an opportunity to try out the L.A.'s only commuter train that will operate in the middle of a freeway (the I-105, between El Segundo and Norwalk).

The board also approved a reduced fare promotion of 25 cents, following the free fare period to last up to one month. "We want to encourage the public to give the Green Line a try," said Franklin White, the MTA's CEO. "Once they do, we hope they will continue to find it a fast and convenient transportation option."

North Hollywood Station Contract Awarded

The MTA Board approved the award of a \$70-million construction contract for the Metro Red Line subway station in North Hollywood. Kajima/Ray Wilson, Joint Venture, was the successful bidder for the station contract. Two other firms were considered, both with higher-priced bids; they were Tutor-Saliba/Perini and Kiewit-Shea. The Kajima/Ray Wilson firm has com-

continued, next page

Other Board Actions, continued

mitted to meeting a DBE goal of 26.9%. The scope of work under the contract includes construction of a reinforced concrete station, crossover and tailtrack, surface improvements, the station entrance and plaza, and ventilation and exit structures. The construction also includes architectural finishes, mechanical and electrical work, and landscaping work.

South Bay Traffic Signal Improvements Approved

The MTA Board approved the award of a \$1.9-million contract for the upgrading of traffic signals along Western Avenue from Imperial Highway in Los Angeles to Summerland Street in San Pedro, and along Sepulveda Boulevard from Arlington Avenue in Harbor City to the Harbor (I-110) Freeway. The contract was awarded to the Sun Valley firm of Fischback & Moore, Inc., who came in with the lowest-priced bid and committed to a DBE goal of 21.75% and a WBE goal of 7.34%.

The improvements and upgrades include modifying traffic signal controllers and pedestrian push buttons and signals, and installing communications conduit, interconnect cable, loop detectors, traffic signal pullboxes and other signal and electric elements.

EIS Contract for San Fernando Valley East-West Rail Line Approved

The MTA Board of Directors has approved the selection of a firm to complete a major investment study and environmental impact statement to look at various transit alternatives for the San Fernando Valley East-West corridor. The \$1.5-million contract was awarded on April 26 to a consultant team headed by Gruen Associates of Los Angeles.

Although funding under the MTA's new 20-Year Transportation Plan has only been approved for an east-west rail line from North Hollywood to the I-405 Freeway along the Burbank-Chandler Corridor, extending the rail line to

Warner Center, and/or using other transit alternatives for this corridor, will be studied for environmental clearance.

"The study will help us identify cost-effective solutions that will enable rail transit to be extended into the Valley at the earliest possible date," said Franklin White, the MTA's CEO. "It also provides the federal environmental clearances, which are necessary to qualify the project for matching ISTEA funds."

Federal matching funds would allow construction of the line to begin by the year 2002, shortly after the opening of the North Hollywood and Universal City Metro Red Line stations.

The study, which will take about 18 months to complete, will look at other transportation remedies in addition to a subway route, such as adding express buses, a DMU (railbus) service and Transportation Demand Management solutions. ■

Metro View, continued

fewer resources.

First, we looked at the projected demographics over the next 20 years, such as where people will live in the county and what the different transportation needs are likely to be in each area. We took into account that Los Angeles County is an employment-rich area; when compared to surrounding counties, we have many more people coming here to work.

We have to make a difference in the way people use our transit system, and we need to become more flexible with the types of travel modes we provide.

This is especially important because the percentage of people using public transportation has dropped significantly over the last two years.

By starting with our baseline projects (i.e., those projects already constructed, currently under construction or those with promised funding), we found that they already accounted for \$52 billion of the \$72-billion. Thus, with only \$22 billion left, we had to make some tough decisions.

We decided to evaluate travel modes in three ways: (1) moving the largest number of people at the fastest speed (mobility index); (2) air quality and emission reduction effectiveness; and

(3) cost effectiveness. We then looked at how well specific transportation projects performed to fit these criteria.

These were some of our findings:

- High Occupancy Vehicle (HOV) lanes, or carpool lanes, are a high performer in terms of mobility per dollar and in moving the most people quickly.
- Rail is extremely expensive to build, and would be best used to solve severe congestion problems in localized areas. We also looked at alternative modes to light rail cars, such as busways and DMUs (also known as the railbus technology).

The Carpool Advantage

Did you know that HOV (high occupancy vehicle) lanes, better known as carpool lanes, are the second largest capital commitment for the MTA after rail construction? Or, do you realize that during rush hour traffic, using a carpool lane will save you at least one minute per mile—usually more—when compared to regular freeway lanes?

Probably not. Most travelers throughout Los Angeles County prefer to have blinders on when it comes to noticing carpool lanes. But they're fast creeping up on you, and those who already use them know they can be your friend, especially when you're in a hurry and traffic is suddenly at a

standstill. The HOV program is intended to improve mobility on our freeway system by providing priority treatment for buses, vanpools and carpools.

A cooperative effort

The HOV program is a cooperative effort between Caltrans and the MTA, and is funded through a combination of federal, state and local resources.

There are currently 68 miles of HOV lanes on Los Angeles freeways. These facilities carry an average volume of 1,250 vehicles per hour, per lane, during peak commuter hours, with an average occupancy rate of 2.3 people per vehicle.

By 1998, there will be another 115

miles. These new carpool-only lanes will be added without reducing the current number of regular freeway lanes. The MTA and Caltrans will have spent \$500 million to plan, design and construct these facilities, with \$315 million of the money coming from the MTA.

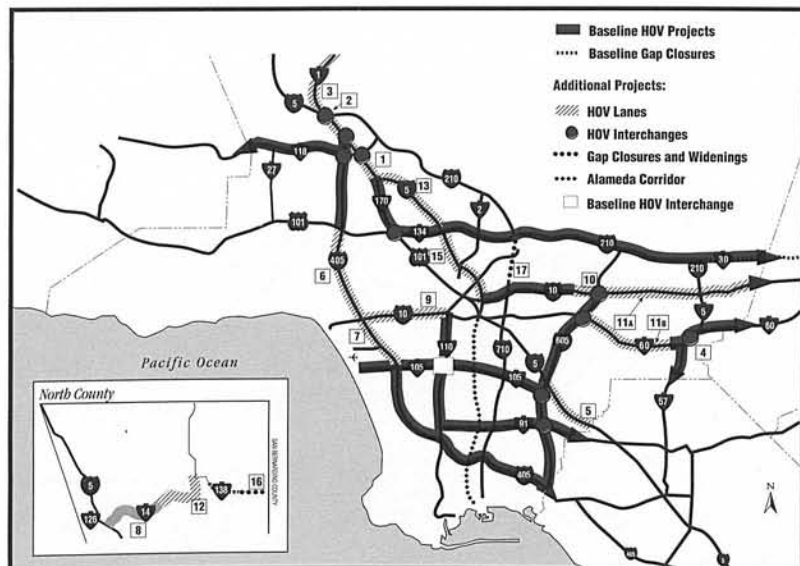
Given this major investment in HOV construction, the MTA is developing a public awareness program to ensure maximum usage of the carpool lanes. In an automobile city like Los Angeles, HOV is especially crucial for mobility. Obviously, ridesharing is a better and more efficient use of our freeways. Yet, even today, we believe many eligible vehicles (with two or more occupants) are not using carpool lanes.

The MTA, in partnership with Caltrans, is about to launch a major marketing campaign to educate travelers about HOV advantages and how to use them. We know that making the public aware of the positive impact carpool lanes can have on mobility and congestion will affect their usage. In future issues of MTA Review, we will offer tips on how to use HOVs.

HOV System Integration Plan

The MTA is in the development stages of an HOV system integration plan. The plan will integrate carpool lanes with park-and-ride lots, transit service and transit centers. Freeways are being

Los Angeles HOV Projects



Carpools, continued

analyzed to determine the best and most cost-effective way to use HOV with other services. The plan will also designate additional corridors where HOV can be implemented.

Freeway-to-freeway connectors

Freeway-to-freeway connectors are included in the plan. L.A.'s newest freeway, the Glenn Anderson Freeway (aka the Century Freeway, or I-105) features freeway connector HOV lanes. These lanes allow drivers to stay in the faster, carpool lane as they transition between freeways. So far, these lanes are a hit with carpoolers.

Coming to a freeway near you

By the end of 1995, HOV lanes will open on the Hollywood Freeway (170) between the I-5 and 134 freeways, and on the Ventura Freeway (134) between the 170 and the I-210.

The Ventura Freeway project will connect with the existing HOV on the I-210 Freeway. This will become the longest continuous stretch of HOV lanes

in the county—about 30 miles—easing the commutes between the San Gabriel Valley and the Burbank, Glendale, Pasadena and North Hollywood areas.

Another freeway bonus that's on the way is the nearly-completed Harbor Freeway Transitway. The transitway, with its nearly 3-mile-long elevated structure, is L.A.'s most dramatic freeway project so far. Scheduled to open in 1996, the Harbor Transitway will reduce travel time for both carpools and buses.

Success speaks for itself

The 20-year-old El Monte Busway is, indeed, a documented success story. Today, nearly 77,000 people use the busway daily via carpool, riding one of 12 MTA bus lines, or using Foothill Transit.

By integrating HOV projects into the MTA's overall transportation plan, the MTA and Caltrans are building an integrated network to facilitate mass transit and accommodate future

transportation demands. HOV lanes work together with the light rail system, busways, and park-and-ride lots to help move the largest number of people at the fastest speed possible.

The 14 million people living in the Los Angeles basin today own 6 million cars. Travel between counties in Southern California is so essential that transportation planning must consider the surrounding counties, an area of about 12,000 square miles. The regional population is expected to climb to between 21 and 23 million by 2010, and the number of daily vehicle journeys will top 60 million—up from 45 million in 1990.

An HOV system provides commuters with the incentives of reduced travel time and delay, improved trip reliability, reduced costs, and encourages ridesharing. Clearly, HOV lanes and busways are two important steps toward improving mobility in Los Angeles County and the surrounding Southern California area. ●



photo courtesy of Caltrans

Operations Overview

Layoffs to Offset \$97.6-Million Operations Deficit

MTA will eliminate 569 staff positions, including 234 by layoff, in an effort to reduce a projected operating deficit of \$97.6 million in FY 1996. This means more than 1,000 positions will have been eliminated over the last three years—representing about 10% of the agency's workforce—resulting in a leaner and more cost-effective organization.

"As the budget process for the next year takes shape, it is apparent that part of the solution to the agency's financial problems is the need to look internally and cut costs where appropriate," said Franklin White, the MTA's CEO.

"Many factors have contributed to our deficit problem. We proposed a number of revenue-generating measures that were adopted as part of our current budget, not the least of which was an increase in fares. We did not anticipate a federal court order that kept us from raising our fares for five months. That decision has had a serious impact on our budget process this year, and will continue to affect us next year."

Virtually all levels of MTA jobs ranging from non-represented managers and supervisors to union-represented employees such as bus operators, mechanics and clerical staff are among

the 569 positions to be eliminated in an effort to balance the agency's FY 1996 budget.

White said cost reductions were sought in all internal expense areas before turning to staff reductions as a last resort. Internal organizational changes have included shifting from a two-manager to a single-manager structure at each MTA operating division, and making that manager responsible for improving the financial performance of the division (see related story on Page 10.)

Despite staying within budgeted expenses this year and the internal reorganization to improve work efficiency, the MTA had no choice but to eliminate staff positions, White said.

Of the 569 positions, 43 will be offset by newly created positions, resulting in a net reduction of 526 positions. More than half of the 526 are vacant or will be eliminated by attrition. The breakdown of eliminated positions and resulting layoffs appears in the chart below.

"This is a painful step that no one at MTA wants to take," White said. "The reality of our fiscal situation in the last two years has forced us to eliminate

more than 1,000 staff positions. My goal is to keep any future staff reductions to an absolute minimum."

The current staff reductions are expected to make up about 35% of the operating shortfall. The reductions do not affect the rail construction unit, which will add positions in FY 1996.

The MTA's FY 1996 proposed budget, which will include plans to resolve the remaining deficit, is expected to be presented to the Board of Directors in late May.

Transit Fare Case Trial on September 15

At a pre-trial scheduling conference on April 27, U.S.

District Judge Terry J. Hatter set a trial date on Sept. 15 for a lawsuit protesting transit fares, which was filed last year against the Authority by the NAACP and other groups. The judge also set a pre-trial conference on Aug. 14.

Positions to be Eliminated

Position	Number	Method
Managers, supervisors and administrative personnel:	112 positions	62 to result in layoffs.
Bus operators:	189 positions	all through existing vacancies or attrition.
Mechanics and maintenance assistants:	185 positions	140 to result in layoffs.
Clerical workers:	83 positions	32 to result in layoffs.

"We have to make a difference in the way people use our transit system, and we need to become more flexible with the types of travel modes we provide."

*Judith Wilson,
MTA Executive Officer,
Planning and
Programming*



Metro View, continued

For example, a Glendale light rail line would cost about \$560 million; whereas DMU would cost about \$110 million. We concluded that rail must be used sparingly, only when lower cost solutions will not work.

The bus system must be improved, as follows:

- a) By increasing the countywide fleet by 300 buses;
- b) Re-allocating, or diverting little-used buses to high-demand areas (such as transit-dependent areas);
- c) By moving buses faster, using bus-preferential lanes; and
- d) By using high-capacity buses or

heavy-haul lines like the El Monte Busway and the soon-to-be-opened Harbor Transitway.

We know that people will choose a transportation mode according to how much faster it is than driving alone. The use of bus-preferential lanes would keep buses moving faster, not impeded by traffic, and cars would no longer be stuck behind slow-moving buses.

Apparently there has been the perception that the new plan simply adds 300 more buses. In reality, though, the bus system will be completely revamped to re-deploy large buses where they're needed the most, and develop alternative modes to meet the traveling needs elsewhere.

For example, we know that there are a lot of 40-foot buses that are not full

during non-peak hours and in less transit-dependent areas; these buses can be replaced with smaller, community circulator buses or shuttles, and the money can be re-invested for buses in the high-transit demand corridors.

We are actually adding 50% more capacity to the system with the bus and rail improvements recommended in the new plan. This will more than keep up with population growth—if we can get people to use these transit alternatives!

Finally, the 20-Year Plan includes a whole second tier of projects to be evaluated if additional funding becomes available. Included in the second tier are the following rail projects:

Operations, continued

Community-Based Transit Policing Inaugurated

The MTA Transit Police Department, utilizing a \$1.1 million Department of Justice grant, has instituted a transit community-based policing program in South Central Los Angeles. The 15-officer detail will work in a 30-square-mile area that includes portions of 27 MTA transit lines and 300,000 daily riders.

The new police unit will rely heavily on the active support and involvement of community leaders and residents. The officers have received advanced training in police-community relations and early intervention techniques. They will be deployed both as vehicle and foot patrols.

The grant, made under the Police Hiring Supplement Program, is the first of its kind for a transit police department and is the largest in the nation for a department the size of the MTA Transit Police. The funding award, made last May, allowed the Transit Police to recruit, train and equip 12 new officers. The addition of those officers allowed 12 veteran police officers, and three supervisors, to be assigned to the community police detail.

"Our officers will work to form close bonds of trust and mutual support with groups and individuals who want to improve their community," said MTA Transit Police Chief Sharon Papa.

"We've already demonstrated a strong community commitment with our NO TAG anti-graffiti program, participation in DARE and Adopt-A-School programs, and our Miracle On Broadway footbeat program. We want our police officers to be seen as an asset by the people we serve," Papa added.

The South Central detail will serve an

area bounded by Martin Luther King Boulevard on the north, the Metro Blue Line on the east, Imperial Highway on the south and Crenshaw on the west. The majority of the service area, home to over 200,000 residents, is within the city limits of Los Angeles, but also includes portions of Hawthorne and Inglewood.

MTA Officers will make routine calls on business owners, community leaders and interested individuals. Working relationships within the community are expected to help police gather intelligence and develop a clearer understanding of transit-related crime patterns, and the root causes of those crimes. The unit will coordinate with the Los Angeles Police Department, Los Angeles County Sheriff Office, gang diversion programs, the Probation Department and the court system.

During the first year, a comprehensive analysis of crime statistics, as well as customer satisfaction surveys and focus groups, will assess the effectiveness of the program every three months. Thereafter, the program will be evaluated once a year.

The federal grant covers one half the costs of the 12 officers for three years. The MTA will match the grant and cover the costs of the extra three senior positions, using local funds.



"We want our police officers to be seen as an asset by the people we serve."

Sharon Papa, MTA Transit Police Chief



- A San Gabriel Valley, east-west line to downtown;
- The USC/Exposition Park line;
- The Glendale line;
- The Crenshaw line;
- The second phase of the San Fernando Valley line to Warner Center; and
- Adding on to the Pasadena Blue Line.

The next piece of planning work is an aggressive cost-containment program so we can continue to do more with less. In short, one of our main goals is to reallocate our resources, using them more wisely to fit the travel patterns of today's—and tomorrow's—travelers. We think it will be a winning solution for everyone. ●

An Estimated \$5-Million Saved From Streamlining MTA Operations



*Art Leahy, MTA
 Executive Officer,
 Operations*

In recent months, Art Leahy, the MTA's executive officer in charge of the Operations unit, has been busy initiating some major changes that will save the MTA an estimated \$5 million annually. Under the new plan, each of the MTA's 12 operating divisions will be under a single manager, called a service operations manager. Previously, the employees of the operating divisions reported to two managers, one for maintenance and one for transportation. These new single managers, in turn, will now

report to four newly-selected regional managers.

The 12 managers, who assumed their new roles on April 17, will be responsible for all aspects of service delivery, including transportation, equipment maintenance and stores at each of their respective divisions, and will have authority and accountability for the divisions' budgets and operating performance.

The divisions are divided into four regions, each reporting to new regional managers, as follows:

Region	Manager
Northern Region Divisions 3, 8 and 15	Jon Hillmer
Southern Region Divisions 2, 5 and 18	Ralph Wilson
Eastern Region Divisions 1, 9 and 12	Tony Chavira
Western Region Divisions 6, 7 and 10	Ellen Levine

The estimated savings will result, in part, from a 10% reduction in the operations management staff. ●

Rail Construction Outlook

Metro Green Line Cars Officially Named After Cities

KNX radio reporter Jim Thornton was the master of ceremonies for the MTA's Metro Green Line car-naming event on April 17. He led the day by smashing the first champagne bottle to christen the train; then, the mayors from the various cities along the Green Line's alignment followed suit with bottles of their own.



Marking another milestone of the Metro Green Line, 15 rail cars have been named after cities and communities located along the Green Line route. The cities and communities adopting Green Line cars were Redondo Beach, El Segundo, Hawthorne, Inglewood, Gardena, Lynwood, Paramount, Downey, South Gate, Bellflower, Norwalk, Watts, Westchester, Willowbrook and Athens. "Naming the cars after cities and county communities helps in the creation of Green Line ownership and pride of residents and businesses along the line," said Supervisor Mike Antonovich, chairman of the MTA, at a public and media event on April 17 at the Marine/Redondo Green Line Station in Hawthorne. "These cities and communities will be recognized by plaques with a description of their communities to be placed in the interior of the Green Line cars."

“Naming the rail cars follows a tradition begun with the Metro Blue Line five years ago, and marks a step forward in the preparations for the opening day,” said Supervisor and MTA Board member Yvonne Brathwaite Burke. Burke, along with several mayors and elected representatives for each city and community, broke ceremonial champagne-style bottles at the event to mark the naming of the cars.

“This is an opportunity to honor and thank the mayors, city council members and community leaders of the cities along the Metro Green Line alignment,” said Franklin White, MTA’s CEO. “Their support and cooperation during more than 10 years of planning and construction helped to establish a firm foundation for the Green Line’s success.”

Manufactured by Sumitomo Corporation of America, the 15 new Green Line cars are identical to Metro Blue Line cars and will have the same striping. The cars measure 87 feet, weigh 98,000 pounds and have 76 seats. The passenger capacity with standees is 230. Equipped with intercom and public address systems that allow two-way communications between passengers and the operator, passengers can use the intercom during emergencies just by pushing a button.

The Metro Green Line is 20 miles long with 14 stations. It will travel east to west serving the communities between Norwalk and Redondo Beach. Metro Green Line passengers may connect with the Blue Line at the Imperial/Wilmington station, and with the Red Line at 7th and Flower in downtown Los Angeles, and with the Metrolink system at Union Station. The line is scheduled to open this summer. ■



***LA Subway Costs—
 A Comparison Look***

The cost of building the Los Angeles subway system is comparable to, and in some cases less expensive than, similar systems in the United States. The following information was gathered to offer a perspective and clarify where the MTA stands with its peers across the nation when it comes to spending money for its underground rail system.

When comparing subway and station construction costs for Los Angeles and other major U.S. cities, coming up with a fair and meaningful comparison involves adjusting construction costs according to inflation, because it costs

more to build things today than 10 or 20 years ago. Further, there are regional differences, such as the local cost of building materials and labor. Then there are increasingly stringent government mandates, such as the Americans with Disabilities Act and occupational safety regulations, and other factors outside an agency’s control, like earthquake seismic requirements and difficult ground conditions.

Taking all of these factors into account, and by comparing “apples to apples” when it comes to similar U.S. projects, the chart below is a breakdown of the costs for building a mile of subway in Los Angeles and various U.S. cities, as well as the cost for building a subway station.

***MTA Meets DBE Participation
 and Affirmative Action Goals***

When it comes to using Disadvantaged Business Enterprises (DBEs) and women-owned businesses on Metro Red Line construction contracts, the MTA reports that the total dollars available during FY ‘94-‘95 for minority

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<i>Project</i>	<i>Cost for One Mile of Subway</i>
Los Angeles	\$35 million
San Francisco	\$42 million
Washington, D.C.	\$52 million
Boston	\$90 million

<i>Project</i>	<i>Cost for One Station</i>
Los Angeles	\$50 million
Boston	\$30 million
Atlanta	\$50 million
Washington, D.C.	\$54 million

Rail Construction, continued

contracting is \$101.9 million.

The chart, right, shows is the percentage earned by each minority group:

The MTA's goal for this year is to achieve 29.5% minority participation. Currently at 21%, the MTA expects an increase in minority contract awards later this year when construction finishing contracts come up for bid.

The MTA has achieved its goal of 28.9% minority employees on most contracts; however, the goal established for women employees of 6.9% has yet to be achieved because women are historically under-represented in the heavy construction trades.

MTA Construction Unit Up for Ford Foundation Award

The MTA's state-of-the-art automated change control system (CCS), which was developed in 1992 by the MTA's construction unit, is a semifinalist for a prestigious award under the Innovations in American Government

Minority businesses	Percent Earned
Hispanic	42%
White female	20.3%
African-American	18.4%
Asian-Pacific	14.1%
Asian-Islander	3.1%
Native American	1.3%

Awards program, a nationwide competition sponsored by the Ford Foundation and the John F. Kennedy School of Government.

Selected from a pool of 1,451 applications, the CCS is among 100 nationwide semifinalists who are contending for \$1.8 million in Ford Foundation grants. The top 15 winning programs, which will be announced in October, will each receive a \$100,000 grant.

The CCS has been a major factor in

saving time and money in processing construction contract change documents for the Metro Red Line Segment 2. It has proved so successful that 26 other public agencies and 17 private firms are currently interested in purchasing it for their own use.

Originally developed for in-house use in 1991, the system provides definitive contract change, claims, and document submittal tracking, generates forms, and has a mechanism for extensive retrieval of historical records.

"The CCS fills a major void in the heavy construction industry, and because of the level of support it provides, the system is in big demand," said John Adams, MTA acting executive officer, construction. "No other computer software package provides such extensive support for large construction projects with their stringent federal, state and local funding regulations."

Since its implementation, the CCS has realized nearly a 75% reduction in change preparation time. The system also has been recognized as an important element in achieving more than 60% reduction in change cost on Segment Two of the Metro Red Line. ■

Republic Bank Joins Construction Enhancement Loan Program

Franklin White (below, left), the MTA's CEO, and Walter Cook, President and CEO of Republic Bank N.A., exchange documents establishing Republic Bank as a participant in the MTA's Construction Loan Program. The program assists businesses and property owners during rail construction. For more information, call (213) 620-RAIL.



Community News and Events

Relics Found During Rail Construction Given to Chinese Historical Society

The past, present and future came together in Chinatown on April 27 when the MTA turned over to the Chinese Historical Society of Southern California thousands of artifacts recovered from old Chinatown during the excavation for its subway station at Union Station.

The treasures, ranging from beautiful hand-painted porcelain teacups to opium pipe bowls to hundreds of Asian coins, were unearthed at 59 different digs during construction of the Metro Red Line Station at Union Station from 1989 to 1991.

"What a day!" said Irvin Lai, the president of the historical society when addressing the more than 100 people who turned out to witness the transfer of title from the MTA and Catellus Corp., which owns Union Station. "It's a momentous day not just for Chinese Americans, but all Americans."

The area had been home to the Los Angeles Chinese community from the 1870s to 1934, when the land was condemned to make way for Union Station. The population, which peaked at nearly 3,000, was relocated. The area, 12 city blocks of houses, workshops, stores, warehouses and a mission, was leveled. The site was covered with 14 feet of fill to form the trackbed for several rail lines. Union Station opened to rail passengers in 1939. The area lay undisturbed for the next 50 years, until construction began on the Metro Red Line.

The existence of Old Chinatown was well documented in maps and census records, and the MTA hired an archaeological consultant, Greenwood and Associates, to ensure that historic items were properly removed,

documented, preserved and catalogued. Project archaeologists found intact brick foundations and thousands of items that provide a greater understanding of the early Chinese community. Besides transferring title, the MTA is also providing \$4,000 to fund preservation and display of the items.

"We know that cultural interaction was very limited in Old Chinatown," said Roberta Greenwood, supervising archaeologist. "Our recoveries help paint a picture of how life was back in the 1800s and how they established their homes, shops and small businesses in their community."

The Chinese Historical Society of Southern California, founded in 1975, will make the artifacts available to scholars and will display selected items at local businesses and financial institutions. The Society plans to build a Chinatown Heritage and Visitors Center at the site of two 110-year-old Victorian bungalows, which will be restored to their original appearance.

The MTA, which played a role in uncovering Chinatown's past, also will be a presence in Chinatown's future. One of the 13 Pasadena Blue Line stations will be in Chinatown. The



Sixth grade students from Castelar Elementary School in Chinatown learn about Old Chinatown.

Pasadena Blue Line is scheduled to open in 2002.

MTA's Career Day Draws More than 200 Local Students

About 220 students from North Hollywood High School, Locke High School in south central Los Angeles and Wilson High School in East Los Angeles visited MTA headquarters for a

continued, next page



MTA Career Day La'Tanya Crutchfield, a sophomore from Locke High School, spends time on the job with MTA Communication Officer Alice Dickerson.

Community News, cont.

day on April 26, to learn about various facets of the public transportation industry as part of MTA's Transportation Careers Academy Program.

The Academy is a "school within a school" program jointly sponsored by the MTA and the Los Angeles Unified School District that targets high school students interested in transportation-related careers, including urban planning, architecture, engineering and other trades applicable to the industry.

"Our high school students are the transportation planners of the future," said Franklin White, the MTA's CEO.

"I'm pleased that our program provides bright young people the opportunity to join us for a day to see for themselves the exciting work we're involved in."

The program is open to all students from participating high schools who meet attendance and academic performance requirements, said Naomi Nightingale, the program's director for MTA.

"The partnership we have with the schools creates opportunities and learning environments for students to understand the relevance of education

to career goals and job preparation," Nightingale said. "It provides excellent preparation for those wanting to go on to community colleges or universities for further studies, or even to entry level jobs in the transportation industry."

The Transportation Careers Academy Program is fully funded by grants and matched funding from the MTA, the U.S. Federal Transit Administration, the Office of Civil Rights, the U.S. Department of Education, and the Office of Vocational and Adult Education, in cooperation with the L.A. Unified School District.

Young Artists on Display

This summer, MTA bus riders will have a pleasant change of scenery—at least on the inside of buses. As part of the MTA's new Young Artists Program, the works of 14 young artists, ages 13 to 23, will replace the customary advertisements along the interior walls of 2,000 MTA buses.

The Young Artists Program was developed to recognize the artistic talents of local young people, and to build a sense of partnership and respect

between the MTA and Los Angeles County youth through art. The winning works from this year's inaugural competition were selected from about 300 entries received from aspiring artists throughout the Los Angeles area.

"The quality of the work produced for this competition is truly astounding," said Franklin White, MTA's CEO. "I wish to personally thank everyone who took the time to submit entries, and congratulate those whose work will be displayed on our buses."

The Young Artists Program, which is an outgrowth of MTA's ongoing vandalism abatement effort, was actually suggested to the MTA by the young people, said MTA A-R-T Program Director Maya Emsden.

"We invited a number of young people to advise us on how they thought we could involve youth in our efforts to reduce vandalism on our buses," Emsden said. "They suggested an art competition, which will now be an annual event."

The winners of this year's competition are as follows:

According to artists Edward Martinez, 20, and Joseph Galarza, 21, their mural is called a "Celebration of Life," in response to the many stories today about homelessness and crimes against people and property. This piece is meant to "enable all people of every race, creed and religion to realize and experience the true beauty of life."



From Arleta, Manuel Avila.

From Los Angeles, Matthew Ausbury, Louis Cameron, Lauren Cohn, Molly Eastling, Gulshan Ara Lucy, Carlos Nieto, Daniel Ochoa, Eric Walker, and Kehinde Wiley.

From Pasadena, Joseph Galarza and Edward Martinez.

From Whittier, Erik Burns, and from Woodland Hills, John Lee.

County's CMP Wins First-Time National Transportation Award

Los Angeles County's Congestion Management Program (CMP), which is administered by the MTA, has received the Institute of Transportation Engineer's (ITE) "Best Practices Award." The first-time award, conceived by ITE's Transportation Planners Council (TPC), is aimed at a program that uses various strategies to address regional congestion and integrates transportation land use and air quality planning.

The Los Angeles CMP was recognized for applying innovative techniques to a complex problem and for effectively communicating the program's approach and requirements.

The Los Angeles CMP reflected (in 1993) a three-year effort in working with cities, regional agencies, business and environmental groups to develop a program that satisfied statutory requirements while retaining the flexibility and simplicity necessary for implementing a CMP throughout Los Angeles County's 89 local jurisdictions. All of these jurisdictions, ranging in population from under a thousand to over 3 million, adopted the CMP requirements and are implementing its elements. The MTA will be updating its CMP by the end of 1995. ●

New Faces at the MTA

Barry Engelberg

Barry L. Engelberg, who was instrumental in spearheading the government affairs program that brought the Los Angeles Metro Rail subway system to Southern California in the mid-1980s, has been appointed as the MTA's Director of External Affairs. He will direct the MTA's government affairs, marketing, media relations and community affairs departments, as well as the MTA's A-R-T program.

Prior to joining the MTA, Engelberg served as Public Affairs Executive for the Mobil Oil Corporation in Torrance, advising upper management on public affairs issues. While at Mobil, he pioneered a progressive public affairs program that restored the company's standing in the local community.

From 1978 to 1987, Engelberg served as Director of the Office of Federal and State Liaison for the former Southern California Rapid Transit District. He played a key role in obtaining \$4 billion in federal, state and local funding for the L.A. Metro Rail subway project. He also served for two years as Deputy Director of Business Development for Delon Hampton & Associates in Los Angeles, and four years as District Assistant to Rep. Glenn M. Anderson (D-Cal.).

Mr. Engelberg holds a master's degree in Latin American studies from the University of New Mexico and a bachelor's degree in political science from State University of New York.

James Brainerd

With more than 25 years experience directing management information systems, James Brainerd joins the MTA as its new Chief Information Officer. He is in charge of the MTA's Management Information Systems, which oversees the agency's telecommunications, data processing and computer network activities. He came to the MTA from the San Diego Data Processing Corporation, a firm specializing in communications, data processing services and consulting, where he was the Director of Consulting Services.

Brainerd has also held executive positions with the Metropolitan Water District, Electronic Data Systems, the Oldsmobile Division of General Motors and several universities.

A 1968 graduate of Michigan State University with a BA in industrial engineering, Brainerd obtained an MBA in finance from Central Michigan University in 1971. ●



Barry Engelberg, MTA's Director of External Affairs



James Brainerd, MTA's Chief Information Officer

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Editor's Note:

*Although this issue of MTA
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only one month and will
report on MTA news and
board actions for the
preceding month, as well
as cover current and
upcoming issues and
events.*

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