

Management's operational text for 1948. It symbolizes the dynamics of motion as it applies to the faster, safer, more comfortable movement of mass transportation.

"Winged Transit" may be defined as the coordination of those phases of transit service which results in rider satisfaction and revenue building.

Preceded by two years of system wide modernization and intensive research, the Company is now ready to make an aggressive bid for increased public patronage. All efforts will be concentrated in the successful attainment of this major objective during the coming year.

It is with considerable satisfaction that I am able to report that the year 1947 marked the conclusion of a system wide program of basic mechanical and operational modernization. This long range plan was initiated in 1945 and was designed to extend over a three-year period.

It is appropriate that Mr. W. Ralph Fitzgerald, first President of Los Angeles Transit Lines, receive special recognition for his wise and loyal service during the crucial period. Mr. Fitzgerald resigned in November, 1947, to assume broader executive responsibilities with the National City Lines, Inc., Chicago, Illinois.

It is my purpose in this Report to stress those events which had a major bearing on the Company's operations during 1947.

Of special significance were adjustments made in the Company's fiscal structure. Favorable bank credits were negotiated which enabled the Company to refinance certain Conditional Sales Contracts and take advantage of longer terms provided under the new Credit Agreement. A portion of the new moneys was used to purchase new and needed equipment leaving the additional credit balance to be used for future purchases of additional equipment. I am certain that these adjustments have materially strengthened the Company's financial position.

Particularly gratifying was the successful negotiation of a new yearly Labor Contract to supersede the Agreement which expired on May 31, 1947. Negotiations began on May 1, 1947, and ended on June 7, 1947, with full accord being reached on all issues affecting wages, hours and working conditions. To complete such a complex Contract, in approximately five weeks, reflects the spirit of harmony and mutual understanding which prevailed between Company and Union Representatives during the discussions and further confirmed the American principle of collective bargaining to be fair and effective. Under the new Contract, working hours were reduced to a 40-hour week and an average increase of 12 to 15 cents per hour was awarded. It was estimated at that time that terms of the new Contract would add approximately \$1,300,000 to the Company's annual labor costs.

Due to sharply rising operating costs in all "Expense" classifications, particularly labor and equipment, the Company found it necessary to apply to the California Public Utilities Commission for an over-all fare increase on June 18, 1947. The Company requested an increase in base fare to 10 cents with tokens at 4 for 35 cents; the discontinuance of weekly passes; an adjustment in the rate for school tickets and an increase in outer-zone fares. Following many lengthly hearings and numerous rate studies by the Commission, a series of fare increases was officially granted on January 19, 1948, to become effective January 30, 1948.

While the Commission failed to authorize all fare increases requested in the application, it granted raises in outer-zone fares, an adjustment of school ticket rates, and the elimination of all weekly passes except the one applying to the inner zone. Rate of inner-zone passes was increased from \$1.25 to \$1.50. Added annual revenues resulting from this fare increase should total an estimated \$1,000,000.

On August 3, a major transformation, which had been long in planning and preparation, took place on the transit lines of the city. Together with this improvement step, which affected seven major lines as to rerouting, a new type of vehicle was introduced to the patrons...the trackless trolley.

This step was taken to conform with the City's program of traffic readjustment whereby one-way traffic was established on streets through the business districts. Also in accord with the Citys program, the Company made other equipment and service betterments, which included the addition, during the year, of approximately 170 motor coaches.

The straightening of many transit routes to eliminate time consuming turning points in congested areas accomplished much toward immediate relief of traffic congestion. This straightening process eliminated 9000 daily turning operations within the central area of the city, which resulted in the saving of 4800 daily riding hours for our patrons.

Continuous thorough studies are being made of customer riding habits as a part of our all out drive to increase passenger revenues. This continuous research in serving as the background for coordination of this Company's service with the routes which will become available as the proposed freeways are completed and for maximum utilization of those freeways in providing more rapid transportation to present and potential passengers.

During 1947, the Los Angeles Transit Lines contributed greatly to easing the City's immediate traffic problems. However, changing conditions continue to generate new complications.

Continued population growth, new residential communities, the decentralization of business and industry and a steady influx of new automobiles are responsible factors.

Although some of the freeways are in early stages of construction, many civic and business groups are attempting to find a long range solution to the problem. There is talk of subways, an elevated system, fringe parking lots and new link highways between freeways. Representatives of the Company continually cooperate with all official and responsible Transit Committees, furnishing expert counsel, in all such planning.

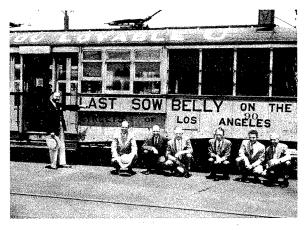
The Company's outlook is bright. Problems of organization are behind us. Our equipment and engineers are ready to serve the public with greater speed, safety and comfort. Research indicates that through better service and intelligent promotion new masses of people can be induced to ride with us. That is why we are about to concentrate on building greater passenger patronage.

I am confident that we are ready.

President Los Angeles Transit Lines

# PERATION

# TRANSFORMATION



Old "Number 90" pauses for final





During the year, one of the worst traffic bottlenecks in the Los Angeles downtown business district was greatly relieved. This was accomplished after a comprehensive study, by the Traffic and Transportation Committee of the Los Angeles Chamber of Commerce, which recommended that 5th and 6th Streets become one way arteries. The Company favored the recommendations and initiated a special wide scale rerouting program affecting seven major lines entering the district. Service on the one way streets now consists of motor coaches and trackless trolleys.

On August 3, 1947, the new downtown route system was installed with appropriate ceremonies. Motion picture celebrities joined with civic and Company officials in dramatizing the passing of the old street-car equipment and the introduction of rubber tired vehicles.

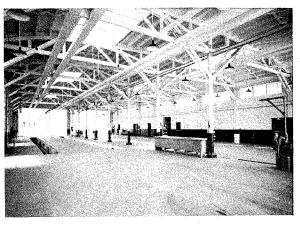
Trackless trolley operators were given several months training before being assigned to the new type equipment. This was done over a specially designed loop, built at South Park Shops, which duplicated all the conditions to be encountered under actual service runs.

A new trackless trolley Division was built for repairs and maintenance. It is strategically located at a point approximately in the center of the trackless trolley routes thereby saving deadhead mileage as well as man hours and vehicle miles.

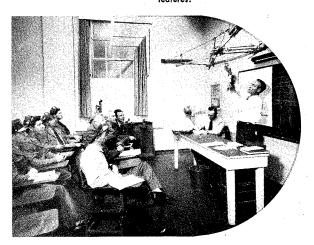
One of the features of the Division is the same system of "assembly line methods" which has been installed in all Company shops. This means that equipment follows a forward movement through inspection and repair pits to washer, yard and out on the line.

"Push Button Control" is still another innovation designed to save time. As a vehicle enters the Division, it passes a "control tower" where a switchman directs every trackless trolley to its proper position by pressing a button which flashes a light signal to the operator. The operator merely follows the lights to where the switchman designates his vehicle should stop.

While trackless trolleys represent only a small fraction of the system's total equipment, their installation is positive evidence of the Company's willingness to cooperate with both the public and community interests in solving special and peculiar traffic problems.



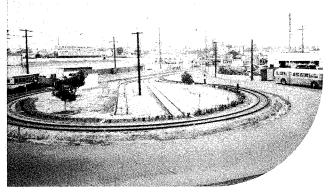
For Trackless Trolley maintenance this home base has all modern



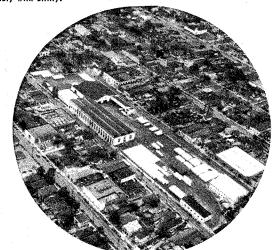
Specialized training was necessary to prepare operators for the new vehicles.

During the year 1947 approximately 170 motor coaches were added to the fleet.

Good housekeeping even includes washing hub caps.



Landscaped terminal loops combine beauty with utility.



Air photo dramatizes neatness of Division Two

## HOUSEKEEPING

A program to promote cleanliness and neatness throughout the system produced many tangible and profitable results. Department heads were constantly reminded that a clean work shop or an orderly storeroom not only resulted in greater efficiency but actually improved working conditions for all employees.

The uninterrupted campaign to promote cleanliness throughout all properties has the practical effect of prolonging the life span and operating efficiency of equipment since dirt causes a great number of mechanical failures. All motors are steam cleaned before inspections or overhaul work, each coach is cleaned inside and out after each days work, yards are neat and clean, and pits and garages are free of grease.

Special attention to the cleanliness theme was given in those departments which have close relations with the public. As a result, there was a marked improvement in the spic and span appearance of all vehicles. It is the sincere opinion of management that cleanliness of equipment has attracted many new riders since many letters have been received from patrons who appreciate this phase of transit service.

# PPLIED

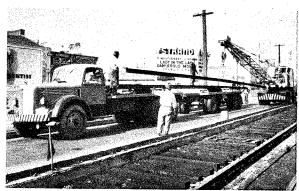
# EFFICIENCY



One of the year's most important steps taken in the interest of operating efficiency was the condensation of the Way and Structures headquarters from an area comprising 44 acres to its present 21/4 acres. This was accomplished through the installation of special equipment which requires only a fraction of former working space. Moreover, despite the great shrinkage in operating area, the new yard arrangement has a production output which exceeds the former. Much employee time is also saved since distances between working areas at the new yards are considerably less.

Mechanical features of the Way and Structures include a giant crane, mounted on rubber tires, which can speed to any point where new rails are being installed without being confined to travel over streetcar routes. The crane truck can move off the right-of-way when a streetcar wishes to pass. Formerly, passenger traffic on rail lines was often held up by a rail crane and series of flat cars.

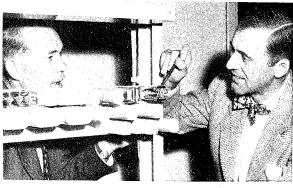
Another highlight in applied efficiency is demonstrated by the newly installed "Conference Telephone Hookup System." It is now possible for executives, supervisors or superintendents to attend a meeting without leaving their desks. At a signal, they pick up their phone receiver and the open circuit permits each to hear instructions or voice opinions. This new device will result in important savings in executive time.



Rubber mounted crane replaces rails without blocking streetcar traffic.



New Way and Structures yard now occupies 21/4 acres instead of 44.

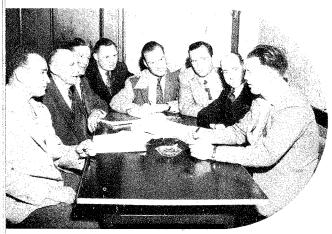


Special telephone circuit permits system wide conference hook-up.

### AFFTY

# A SCIENCE

Trainees receive visual instruction



One of many Safety Committees engages in round table discussion.



The Company's Safety Program was intensified during 1947. A special drive was conducted to reduce "blind" or unreported accidents—accidents which, because of their apparent insignificance, cause an operator to neglect filling out the required Accident Report form. Unreported accidents frequently prove costly to a company since witnesses are not available when claims are entered.

The following represent 1947 reduction figures:

Ratio of "unreported" accidents to "total reduced" 3.2%.

Total traffic accidents reduced 5.5%.

Fatal Accidents reduced 14%.

Occupational accidents reduced 2%.

Days lost due to occupational accidents reduced 6%.

Los Angeles is exposed to a higher traffic accident potential than almost any city in the world. During an 11-hour traffic count, 625,000 motor vehicles entered the downtown business district. This compares with a normal flow of 64,000 vehicles entering a similar area in Detroit during a 16-hour period. Twice as many vehicles enter the Los Angeles downtown area as enter the Loop district of Chicago.

# FELLOWSHIP

Management has always believed in the value of encouraging social and recreational activities among employee groups. Evidence that the Company did not lessen its interest during 1947 is shown by the following Company sponsored clubs and events:

Sponsored 1947 Winter Bowling League with forty 5-man teams.

Entry of teams in the American Bowling Congress held in Los Angeles, March 1947.

Company sponsored turkey shoot for bowlers at Thanksgiving.

Los Angeles Transit Lines American Legion Post No. 541.

Los Angeles Transit Lines Veterans Club.

Los Angeles Transit Lines Women's Club with monthly meetings.

Retired Men's Club for former employees.

Greater recognition of employee seniority was inaugurated by the establishment of a Master Seniority List. Seniority is now system wide and gives operators annual choice of their work runs.

The Company now awards Badge No. I to the man at the top of the seniority list.



Company executive starts L.A.T.L. teams in ABC Tournament.



Women's Club celebrates birthday party.



Newly elected Officers of L.A.T.L. American Legion Post No. 541.

# UILDING

# 6000WILL

Both the Company's Public Relations and Advertising showed directional changes in 1947. Public Relations included greater cooperation with organized community groups including the following:

Los Angeles Chamber of Commerce, Junior Chamber of Commerce and Women's Division of Los Angeles Chamber of Commerce.

American Red Cross. Community Chest. Downtown Business Men's Association.

Police Department. Tuberculosis Association.

Parent Teachers Association. American Legion. Los Angeles Advertising Clubs.

Los Angeles County Sheriff's Relief Association.

Company representatives aided each of the above organizations in their individual public and community welfare campaigns. Safety programs predominated while others were shows, rodeos, fireworks displays, and many other events which resulted in direct benefits to the system through increased bus and streetcar patronage.

The award of a watch by Company employees to a traffic officer gained wide and favorable publicity since the idea originated with employees themselves.



Employees present watch to traffic officer.



Transit Lines official awards theme badge to Miss Safety Pin-up before 80,000 people at Coliseum.



Company executive addresses West's largest Advertising Club.



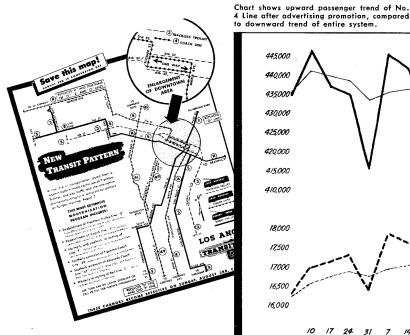
ELLING

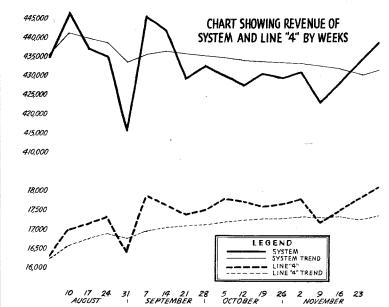
OUR SERVICE

Company advertising maintained a consistent informational theme. Improvements were announced as they became a part of operations. In line with plans to more aggressively sell the advantages of transit travel, a special campaign was released to promote rides on the Number 4 line. This particular line was rerouted and rescheduled to provide a new major route from the southeast section to the Hollywood district. On August 3 checks showed that the public was not acquainted with this new major crosstown line, since the anticipated increase in passenger load did not result. A special publicity and advertising campaign directed the public's attention to the advantages of the new line with the consequence that patronage steadily increased as shown by Chart below.

It is planned to use this same technique in the future and a campaign to acquaint people, district by district, of the best and fastest methods of traveling about town is now in process.







# COMPARATIVE INCOME AND STATISTICS

INCOME	1947	1946
INCOME:	¢2E EE4 022 20	- 
Operating Revenue Other Income	\$25,554,023.28 56,223.68	\$22,488,678.03 59,352.69
Total	\$25,610,246.96	\$22,548,030.72
EXPENSES:		
Salaries and Wages	\$13,931,478.66	\$11,470,990.26
OTHER EXPENSES (excluding labor):		
Maintenance—Plant and Equipment	.1,581,284.96	1,102,010.38
Power, Fuel and Lubricants	1,136,419.77	992,918.27
Transportation	387,788.90	268,666.69
General Administration	559,302.17	578,207.88
Insurance, including Injuries and Damages	2,375,857.47	2,323,214.29
Depreciation	1,963,637.76	2,297,561.18
Taxes and Licenses Interest and Carrying Charges	2,306,379.88	2,085,670.34
	410,728.64	425,744.36
Total Expense	\$24,652,878.21	\$21,544,983.65
NET INCOME:	\$ 957,368.75	\$ 1,003,047.07
Earnings per share on 1,095,440 shares of common		
stock outstanding	\$0.87	\$0.92
OPERATING STATISTICS:		
STREET RAILWAY OPERATIONS:	1947	1946
Revenue Car Miles	24,060,972	24,098,688
Passenger Revenue	\$15,668,942	\$15,297,245
Revenue per Car Mile	65.12c	63.48c
Operating Expenses per Car Mile	61.94c	57.75c
Miles of Track operated at end of year	258	302
TROLLEY COACH OPERATIONS:		
Revenue Trolley Coach Miles	721,982	None
Passenger Revenue	\$ 659,144	
Revenue per Trolley Coach Mile	91.30c	
Operating Expenses per Trolley Coach Mile	58.15c	
Miles of Trolley Coach Routes operated at end of year	9	
Note: During this period Trolley Coaches were operated on only one relatively short route through heavy riding territory.		
motor coach operations:		
Revenue Coach Miles	18,759,282	15,257,187
Passenger Revenue	\$ 8,904,340	\$ 6,859,841
Revenue per Coach Mile	47.47c	44.96c
Operating Expenses per Coach Mile	44.32c	42.87c
Miles of Coach Routes operated at end of year	268	263

# REPORT OF INDEPENDENT PUBLIC ACCOUNTANTS

EIGN CORRESPONDENTS

FRANCE

CANADA CUBA ENGLAND TELEPHONE TRINITY 7691

# TOUCHE, NIVEN, BAILEY & SMART

CERTIFIED PUBLIC ACCOUNTANTS

607 SOUTH HILL STREET

LOS ANGELES 14, CAL.

CHICAGO ST. LOUIS MINNEAPOLIS DAYTON LOS ANGELES SEATTLE

February 24, 1948

BOARD OF DIRECTORS,

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m We\ have\ examined\ the\ balence\ sheet\ of\ Los\ Angeles\ Trensit}$ OF DIRECTORS, LOS ANGELES TRANSIT LINES: Lines as of December 31, 1947, and the statements of income and surplus for the year then ended, have reviewed the system of internal control and the accounting procedures of the Company and, without making a detailed audit of the transactions, have examined or tested accounting records of the Company and other supporting evidence, by methods and to the extent we deemed appropriate. Our examination was made in accordance with generally accepted auditing standards and included all procedures which we considered necessary in the circumstances. The Company's accounts are classified in accordance with the regulations of the Public Utilities Commission of the State of California. In our opinion, the accompanying balance sheet and related statements of income and surplus present fairly the position of Los Angeles Transit Lines at December 31, 1947, and the results of its operations for the year, in conformity with generally accepted accounting principles which, except for the change in respect of depreciation, stated in Note A to Financial Statements, which we consider proper, have been applied on a basis consistent with that of the preceding year. Marshe, Certified Public Accountents.

(A CALIFORNIA CORPORATION)

### BALANCE SHEET DECEMBER 31, 1947

CURRENT ASSETS:				
Cash			\$1,098,794.36	
Accounts receivable, arising in the ordinary course of business			148,514.19	
Materials and supplies, at cost			1,024,909.37	
Interest receivable			26,368.59	
Prepaid expenses:				
Taxes and insurance			153,924.72	
Other			18,412.77	
				\$ 2,470,924.00
TANGIBLE PROPERTY (Note A):	Cost	Depreciation	Net	
Motor and trolley coaches	\$11,981,148.08	\$ 4,132,234.75	\$7,848,913.33	
Street railway cars	9,732,479.54	6,757,689.07	2,974,790.47	
Rail lines, power system, and miscellaneous equipment	16,644,993.11	11,843,385.16	4,801,607.95	
Buildings	3,499,825.53	1,089,839.99	2,409,985.54	
Land, right-of-way and grading	6,469,361.72	1,007,037.77	6,469,361.72	
Interest during construction and	0,407,301.72	_	0,407,301.72	
miscellaneous overhead	1,775,394.91		1,775,394.91	
	\$50,103,202.89	\$23,823,148.97		26,280,053.92
INTANGIBLE PROPERTY, consistant amortization of \$1,273.69	ting of franchise	es, at cost, less		3,179.85
OTHER ASSETS:				
Deposit with Trustee of First Mortgage Bonds (Note B)			\$ 586,731.30	
United States Treasury Bonds, 21/2%, due 1967/72, at cost, on deposit as collateral for franchise bond			418,139.90	
Investment in and advance to Transit Casualty Company, at cost (Note B)			390,000.00	
Deposit as collateral for indemnity bonds			50,000.00	
Miscellaneous physical property, less depreciation of \$2,604.36			56,483.17	
			<del></del>	1,501,354.37

\$30,255,512.14

### BALANCE SHEET DECEMBER 31, 1947

CURRENT LIABILITIES, exclusive of portion of term of due within one year (see below):  Accounts payable, arising in the ordinary course of Accrued salaries and wages  Accrued taxes and other current liabilities  Payroll deductions for income and social secul withheld  Accrued interest on term obligations  Unearned revenue  Federal taxes on income (Note C):  Current year, less tax anticipation notes of \$2 Prior years	of business rity taxes	\$ 680,360.53 572,174.49 324,838.81 87,409.05 73,135.01 204,157.93 304,000.00 75,000.00	\$ 2,321,075.82
	Due within	· Due after	
OBLIGATIONS:  Notes payable to banks, secured by liens	one year	one year	
on motor and trolley coaches, interest at 23/8%, payable monthly; \$664,639.56 due in each year 1948 through 1952, \$627,-161.81 in 1953, \$478,148.16 in 1954, and \$262,331.76 in 1955	664,639.56	\$ 4,026,199.97	
Notes payable to banks (unsecured), matur- ing \$315,000.00 semi-annually to March, 1950, interest at 3%	630,000.00	945,000.00	
First Mortgage 37/8% Serial Bonds maturing semi-annually at \$315,000.00 commencing September 1, 1950 and \$365,000.00 commencing September 1, 1955 to maturity in 1958		5,350,000.00	
PREMIUM ON TERM OBLIGATIONS	1,294,639.56	\$10,321,199.97	11,615,839.53 80,183.89
RESERVE FOR INJURIES AND DAMAGES			120,448.68
CAPITAL STOCK AND SURPLUS: Capital stock: Authorized, 1,100,000 shares of the par value of \$10.00 each			
Issued and outstanding, 1,095,440 shares		\$10,954,400.00	
Surplus, per accompanying statement (Note D): Earned surplus		4,446,107.34	
Capital surplus		717,456.88	16,117,964.22
			\$30,255,512.14

### EARNED SURPLUS

Balance, January 1, 1947 \$3,731,628.77 Reduction of reserve for federal taxes on income of prior years (Note C) 338,586.75 \$4,070,215.52 Deduct: Payment to the City of Los Angeles on liability for repaving street railway lines \$54,446.66 Less credit in lieu of federal taxes on income—equivalent to tax reduction resulting from deductibility in current year of charge made directly to surplus (see statement of income) 20,689.73 33,756.93 \$4,036,458.59 Net income for year 1947, per accompanying statement 957,368.75 \$4,993,827.34 Dividends on common shares at 50c, in cash 547,720.00 Balance, December 31, 1947 (Note D), to balance sheet \$4,446,107.34

### CAPITAL SURPLUS

(Arising from donations in aid of construction)

 Balance, January 1, 1947
 \$ 662,416.20

 Donations received during year
 55,040.68

 Balance, December 31, 1947, to balance sheet
 \$ 717,456.88

OPERATING REVENUE:		
Passenger revenue: Street railways	\$15,668,942.34	
Coach operations	9,563,484.16	
1	\$25,232,426.50	
Charter, advertising, and miscellaneous revenue	321,596.78	
		\$25,554,023.28
OPERATING EXPENSES:		
Maintenance track	\$ 782,401.66	
Maintenance equipment	4,145,443.24 11,062,122.46	
Transportation Station expense	28,614.51	
Traffic promotion	60,027.22	
Insurance and pensions	2,384,936.25	
General and administrative	1,278,710.72	
Depreciation (Note A) Taxes and licenses	1,963,637.76 1,701,690.15	
Operating rents	229,875.87	
		23,637,459.84
NET OPERATING INCOME		\$ 1,916,563.44
OTHER INCOME:		
Interest on securities	\$ 33,627.21	
Premium on term obligations retired during year	12,459.18	
Miscellaneous	10,137.29	m., aaa .
		56,223.68
OTUED DEDUCTIONS		\$ 1,972,787.12
OTHER DEDUCTIONS: Interest charges	\$ 401,397.52	
Trustee's and transfer agent's fees	9,331.12	
		410,728.64
INCOME, before federal taxes on income		\$ 1,562,058.48
PROVISION FOR FEDERAL TAXES ON INCOME:		
Current year	\$ 584,000.00	
Charge in lieu of federal taxes on income—equivalent to	•	
tax reduction resulting from deductibility in current		
year of charge made directly to surplus (see statement	20 / 00 72	
of surplus)	20,689.73	604,689.73
NET INCOME, to Statement of Surplus		
		\$ 957,368.75

### E. ROY FITZGERALD

Chairman of Board Los Angeles Transit Lines President National City Lines, Inc.

### ED FITZGERALD

Vice President and Treasurer National City Lines, Inc.

### FOSTER G. BEAMSLEY

Vice President National City Lines, Inc.

### T. ALLAN BOX, JR.

Investment Banker

### BRUCE H. GRIGSBY

Vice President Security First National Bank of Los Angeles

### CONE T. BASS

Vice President Los Angeles Transit Lines

### S. M. HASKINS

Senior Partner Gibson, Dunn & Crutcher

### MAYNARD McFIE

Investments Industrial Real Estate

### T. J. MANNING

President Los Angeles Transit Lines

### T. J. MANNING

President

### CONE T. BASS

Vice President

### J. C. YARBROUGH

Vice President and Comptroller

### JOSEPH G. GORMAN

Vice President and Secretary-Treasurer

### F. P. SNYDER

Assistant Secretary

REGISTRAR
Security First National
Bank of Los Angeles
Sixth and Spring Streets
Los Angeles

TRANSFER AGENT
Bank of America National
Trust and Savings Association
Seventh and Spring Streets
Los Angeles

The annual meeting of share-holders will be held on May 11, 1948, at 10:00 a.m. at the Los Angeles Transit Lines Building, Room 1026, 1060 South Broadway, Los Angeles 15, California.

