cta Quarterly

IN THIS ISSUE

The Transit Independent Evanston Management Women Drivers Travel in Chicago





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Chicago Transit Authority

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Milton Pikarsky

November, 1974

Why This

Magazine --

The CTA is the circulatory system for the pulse of Chicagoland.

Getting people from here to there -- to work, to school, to duty, to church, to health care, to pleasure -- is what makes our urban society move and grow.

The CTA performs a vital service for every home, business, and institution in this great community.

It also has a responsibility to report regularly to the leaders of this community — to acquaint these leaders with the progress we are making, the problems we are attempting to solve, and the challenges we are facing.

I believe it is also our responsibility to make our reporting so attractive that readership will be motivated and that even those who do not use the transit system will be continuously aware of its personal interest and value to them.

That is why we have selected a popular, non-ponderous, non-technical magazine style and format for these new quarterly reports to the community, It is our hope that the magazine will be as interesting to those who know us little as to those who know us well.

Sincerely,

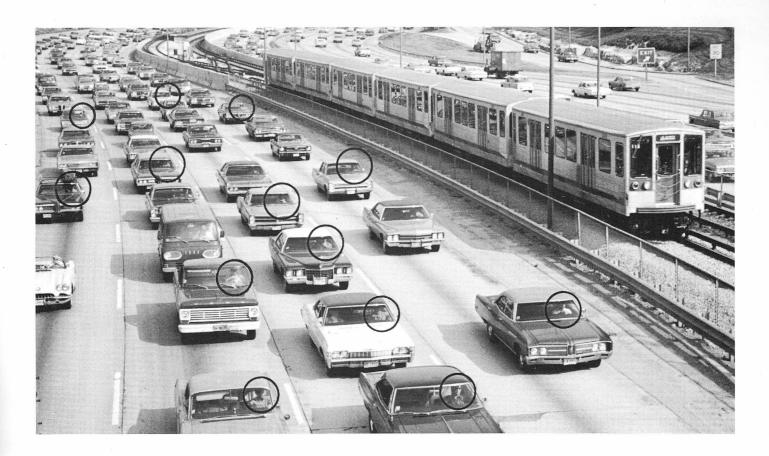
Milton Pikarsky Chairman

Front

Toward 1976: Moving billboard for Chicagoland's commemoration of our country's Bicentennial is the Ben Franklin, first of a series of CTA rapid transit trains and buses to be appropriately decorated. The design was developed under the direction of George Krambles, Manager of General Operations. Dr. Clarence R. Ver Steeg, professor of history at Northwestern University and noted historian of the U.S. colonial period, is serving as a consultant to the CTA in naming the Spirit of '76 vehicles.

Back

Toward 2000: First artwork to be installed on CTA property is Space Junction of Energy, a 12-gauge sheet metal sculpture by Jerald Jacquard, associate professor of arts at the Chicago Circle campus of the University of Illinois. The sculpture provides the theme for CTA's modernized terminal at Kimball and Lawrence avenues on the Ravenswood rapid transit route. Says the sculptor: "People should get an emotional feeling that the work is changing as they walk around it and look through its spacial areas. It energizes the mind."



What's In It For Me?

The "Transit Independent" Also Benefits From CTA

Ted Ingalls is fictitious—but several million people real. He seldom takes a CTA train or bus.

He has no idea how close to home the bus may stop. He is never certain where any bus is going.

When he reads about a delay on the subway in the morning, Ted is grateful that he drives to work.

When the legislature votes funds for urban mass transit, Ted fumes at his wife and says: "They're spending so much to keep that transit system alive, better they should afford to cut my taxes."

Ted is not a bad guy. CTA doesn't dislike him. It just wishes it could make him understand. And, CTA recognizes that perhaps it hasn't done enough to communicate with him.

How TI's Think

CTA has a label for people such as Ted. They are Transit Independents. In the good old American way, they are beholden to no conductor. They are also oblivious of any personal benefit from mass transit.

Ted gulps his orange juice and coffee so fast that he hardly has time to read the morning paper. He has to get out there on Eden's before the traffic begins to form clots in the artery.

It isn't the cost of driving that concerns him, it's the irritation. He doesn't stop to consider that even his compact costs him 17.9 cents per mile on the way from Skokie to Big Stan. Down and back, that's about \$4.28 a day, without gas-consuming delays.

He could do it for \$1.40 on CTA. But, of course, he couldn't charge it on his credit card.

If Ted finds his regular parking lot open, he may not have to drive around looking. But, at best, the space for his car to wait will cost him more than \$3 for seven-and-a-half hours.

When Ted goes to lunch, and it's more than a two block walk, he will probably look for a cab. The fare

will run around \$1.80 and he will give the cabbie a 35 cent tip.

Over the course of a week, the Transit Independent may think he is \$7 or \$8 in pocket because he hasn't used the CTA. But, if he had a toll gate at his home that he had to put \$5 to \$10 in each time he drove downtown, rather than filling up with gas once or twice a week, he would know differently.

As it is, however, why should he be concerned about CTA? What has it done for him?

Well, let's see. What has it done?

Traffic Prevention

First, it's always sweeping the highways for him. That's right, the highways.

If you think the Monday morning jam at the Ohio Street turnoff is bad now, would you like to imagine it without a mass transit system operating in Chicago? The 1970 census reports that 584,-498 cars are driven to work in Chicago each day. At any time between 8 and 9 a.m. on the Kennedy (at Sacramento), 7,000 cars are traveling in the local lanes. The addition of 1,000 more cars would cause an historically massive traffic jam.

Now let's put CTA go-to-work commuters into automobiles and see how much of a mess they can make. There are 459,290 riders on CTA between 7 and 10 a.m. If all these people drove, and we figured two to a car—which is generous—there would be 229,645 more cars on the road.

This is quite enough to send Ted Ingalls to Dunning, but there's more.

Work and Energy

Let's suppose Ted runs a small business with, say, 65 employees, most of whom live beyond walking distance to the shop. Without CTA, even those who drive are not going to get there before lunch. That comes to 1,300 man hours of downtime a week and few businesses can afford it.

Neither can the economy afford additional jamming of the lanes of commerce which bring in supplies and

send out merchandise. Anything which inhibits the movement of goods and materials also disrupts business.

Energy is being saved for Ted by the CTA. If all the CTA passengers were to get into automobiles for their daily trips to the office, they would be burning up 200 million gallons more of gasoline.

There's also the pollution. The accepted statistic is that motor vehicles give off 60 per cent of the daily air pollutants in Chicagoland. Get more motors on the road and Ted's eyes are going to smart quite a little.

Of course, CTA's diesel buses con-

Chart by Robert Heinlein, CTA Public Affairs

FUEL SAVING

in City Transportation

EQUIVALENT PASSENGER MILES PER GALLON OF FUEL USED

BUS

AUTOMOBILE

RAPID TRANSIT

320

PASSENGER MILES

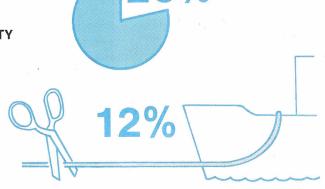
17.7

PASSENGER MILES

Source: Cleveland (Ohio) Transit System

REDUCTION IN FUEL CONSUMPTION IN URBAN AREAS IF EXISTING TRANSIT SYSTEMS WERE USED TO OPTIMUM CAPACITY

ESTIMATED RESULTING REDUCTION IN EXISTING PETROLEUM IMPORTS



Source: U.S. Department of Transportation Studies

tribute to the smog. However, one modern bus, while serving up to 50 times as many people as one car, produces the pollution equivalent of only two automobiles. So, the arithmetic is still on the side of CTA in doing the Transit Independent's lungs a favor.

Keeping Taxes Down

Public transportation also keeps the non-user's taxes lower. No metropolitan area could conceivably muster the local tax resources to build the additional streets, highways, and expressways that would be necessary if mass public transportation did not exist.

The construction of more highways and parking lots would grossly undermine local tax bases by removing more land from the tax rolls. Indeed, it has been estimated that space equivalent to the entire Chicago Loop section would have to be cleared just to take care of downtown traffic.

In addition to the indirect benefits, the public transportation system is actually "used by" the Transit Independent more often than he realizes.

It's so comforting to have a standby utility. Remember the big snow of 1967, for instance, when, for several days, the only things moving were the rapid transit and commuter trains? There's been nothing like it since, but most winters bring one or two periods in which the CTA trains are abnormally crowded.

On a day-to-day basis, family members, relatives, and friends of the Ted Ingalls's depend on the CTA.

The kids go to school on it.

Grandma takes it to the medical center.

And, there is a handicapped worker whom Ted employs that is not able to drive a car.

Not A Bad Deal

Now let's get out the totalizer and review the values that the Transit Independent receives.

Mobility: he gets around easier.

Operating fluidity: his business runs better.

Energy: more for his use.

Breathing: it's more refreshing this way.



Milton Pikarsky, CTA Chairman, is one of the nation's leading exponents of the value of public transit to the total population of a city and its suburbs. His recent speech on The Transit Independent, delivered before the 1974 annual meeting of the American Transit Association, is available upon request to Tom Buck, Manager of Public Affairs, Chicago Transit Authority, Merchandise Mart Plaza, P. O. Box 3555, Chicago, III. 60654

Tax savings: not evasion, but aversion.

It's difficult to put a dollar figure on, but it's obviously worthwhile to the Transit Independent to keep CTA running, even expanding. And, worth supporting whenever and wherever public transportation is a public issue.

POINTS from PIKARSKY

"Sunday reduced fares have shown that, for an investment of \$19,000 in transit assistance, riding can be increased to an extent equivalent to a saving of \$150,000 in gas."

"The availability of federal financial assistance for transit operation costs would make possible a reduction of fares, which in turn would reduce the cost-of-living for a large segment of our urban population."

"Regardless of the size of the federal budget, it is imperative that public transportation be given a greater share of the budget. For decades, public transportation has been largely unassisted by the federal government, particularly in relation to the huge outlays for highways and the private automobile."

"...we must cast aside the thinking of the past—the attitude that the highways and transit are competitors. Quite the contrary is the case. We now are beginning to think and act in terms of highways and transit as complementary facilities of travel."

"A new and higher level of federal financial assistance is urgently needed for operating costs of transit . . . To obtain financial assistance for only capital improvements would be much like having an expensive automobile but no money for gasoline."

"In light of the anti-inflationary effects of stabilized or reduced fares, here is one of the most important of many reasons why the 'transit independent' should give support to public assistance for transit improvements and operations."

Energy And **Transit**

By Tom Wicker

One year after last winter's gasoline shortages began to be felt across most of America, the unthinkable has happened. Many of those who had to desert their automobiles and turn to mass transit have remained as transit riders even though gasoline is plentiful again (probably not for long).

Too much can't be made of this. There weren't too many mass transit riders to begin with. Not all that many Americans shifted to buses and subways last winter. When gasoline reappeared last spring, many of those quickly returned to their beloved automobiles.

Yet, the facts remain—as reported by the American Public Transit Association — that transit ridership has risen nationally for twelve consecutive months, so that in September, 1974, there were 7.8 per cent more transit riders in 120 cities than there had been in September, 1973. The 25-year decline in the national use of mass transit - a decline unmistakably caused by the proliferation of superhighways and urban freeways - has been halted

and marginally reversed. Another encouraging sign for the sensible development of mass transit facilities is to be found in a political issues poll taken for the New York Times by Yankelovich, Skelly & White, Inc. A sampling of nearly 1,400 persons in New York State showed 64 per cent of them favored more state emphasis on mass transit while only 27 per cent favored improving and extending the highway system instead.

The inclusion of New York City, with its heavy concentration of transit riders concerned about a possible fare increase, undoubtedly weighted the results. But even among "upstate" New Yorkers — outside the city and its suburbs - those sampled split almost evenly on the question, 45 per cent for mass transit, 44 per cent for the further development of highways. To some extent, that contradicts the conventional wisdom that mass transit is of importance only in a few major cities, notably New York City.

Yet, these good signs aside, public policy everywhere still tends to favor highways and automobiles, despite the near-certainty of renewed gasoline shortages, the real possibility of higher gasoline prices (and higher gasoline taxes), continuing environmental concern, and the energy conservation being urged on Americans.

President Ford, for example, insists on looking at mass transit appropriations as a threat to his budget and therefore to his campaign against inflation. More properly, Federal funds in aid of the long-range development of mass transit should be seen as a vital part of a national

effort to conserve energy and control the environment.

Even in New York City, where 40 per cent of the nation's transit riders are concentrated, transit policy appears centered on the problem of saving the 35-cent fare with state, Federal and local subsidies. Holding down the fare is vital, but it is only one part of the long-range need which is to attract more riders through improved service.

Every increase in transit fare, as is well known, results in a loss of riders and therefore is usually selfdefeating. On the other hand, operating subsidies to maintain the fare can also be self-defeating. Rising costs mean the subsidies have to rise, too, absorbing money that ought to go for maintenance and capital improvements; eventually, the fare will have to go up, too, and the rider will find himself paying more for deteriorated service-another sure formula for an ultimate loss of riders to the private automobile.

One key to a better strategy is in the fact that the new device of giving two subway fares for the price of one on Sundays has been a success, attracting most of the new riders the New York City subway gained in the past year-after many years of steady losses. Such fare devices consistently attract new passengers, and others ought to be tried —reduced fares in the non-rush hours, for example, or computerized charges calculated by the length of the ride, or a price break for buying a large number of tokens at once.

Even more important, however, is capital improvement, especially in old transit systems like New York's subways. The plain logic of the converging problems of energy, environment and the economy is that high priority—not grudging lip service—ought to be given to providing new transit systems and vastly improving old ones. Such a national mass transit program might even provide a useful public service employment program, if Mr. Ford can be persuaded that rising unemployment requires something more than the limited emergency measures he has so far been willing to support.

The problem is not to get everyone out of auto and into trains and buses. The problem is to lure enough people to mass transit to ease substantially the impact of the automoblie on energy and the environ-ment. Nor is it necessary to make mass transit self-supporting by the fares of transit riders. It would be equitable for everyone to support, through their taxes, the contribution mass transit can make to easing the energy and environmental crises —not to mention the traffic problems that plague every city.

This column by Tom Wicker of The New York Times presents a viewpoint that is worthy of your considera-tion. It appeared in the newspaper on October 29,



TRANSITOPICS

Worldwide

- CTA -

CTA Chairman Pikarsky, at White House for President Ford's signing of \$11.8 billion mass transit assistance bill, hailed legislation as "landmark." Most significant point, Pikarsky said, is that "federal government has now become a partner with state and local governments in helping to defray the operating costs of public transportation." It means, he added, that transit is now recognized at federal level "as a true public service." The law will bring the six-county Chicago area \$239,062,000 over six years in operating assistance and is expected to provide principal means of carrying forward modernization of CTA's system under a Phase II program costing upwards of \$400-million.

- CTA -

The Department of Transportation and the Administration on Aging of HEW are providing capital loans and grants to private, non-profit corporations and associations to develop urban transportation systems for senior citizens (Federal Research Report. 6/28/74).

- CTA -

The DOT is funding a massive program of fiscal '75 university research to stimulate new knowledge and techniques in transportation, encourage use of modern analytical tools, stimulate local and state sponsorship of university-based transportation research, contribute toward a national transportation policy, and attract young talent into transportation careers.

- CTA -

In a <u>Chicago Sun-Times</u> interview, Northwestern University economist Robert Eisner warns against cuts in government spending on urban mass transit as an inflation-fighting move. Cuts could well lead to higher costs of public transit and private transportation, he says.

- CTA -

The rapid transit system being planned for Los Angeles County can take a half million cars off the freeways during rush hours, research consultants for the system have concluded.

- CTA -

A <u>New York Times</u>-Yankelovich poll of New York state citizens shows that 64 per cent of respondents would rather see the state place its emphasis on mass transit than on extending or improving the highway system (10/28/74). In Manhattan, the vote is 80 per cent for mass transit, 11 for highways. Upstate, it's 45 per cent for mass transit, 44 for highways.

- CTA -

In its latest study on national goals, the National Planning Association reports that transportation facilities are the one most important factor in the viability and future growth of urban communities. It places particular emphasis on fixed rail systems.



Three places where Evanston bus service is essential. Top, at Evanston Township High School on Dodge. Center, for shopping and business in downtown Evanston, corner of Church and Davis, north of the often-used bus island. Bottom, at Central and Ridge, a key stop on the 201 route because of Evanston Hospital, background, and the Koss Building, a medical office center.





Photographs on Pages 8, 9, and 13 by Al Madsen

When The Buses

The Evanston example proves that a suburb may meet its own transportation needs better by linking with the urban system than by winging it on its own.

The urban system has more knowledge to draw upon, more facilities to use, and a wider base over which to spread costs.

By purchasing service from the city system by agreeing to protect it against losses, the suburb can provide its residents with a lower fare, be less out of pocket, and run fewer risks of service interruptions than a profitmaking local transit company would present.

Quiet After Tumult

If quiet is an indication of satisfaction, then Evanston's riders are satisfied with CTA bus service. City Hall, and other collecting points for complaints, just don't have any.

The silence is in sharp contrast to the noise of 12-to-15 months ago when a local strike first removed brown buses from the Evanston streets and eventually replaced them with green ones.



Dyche Stadium; Evanston landmarks are familiar stops on 201

Came Back To Evanston

Man, there was clamor then!

People worried vocally about whether the nice, comfortable, air conditioned buses that the Evanston Bus Co. had just put in service before its drivers went on strike on April 24, 1973, would be replaced by the CTA's oldest equipment.

Now many riders rate the CTA fleet the best Evanston has ever had.

People complained about the original route plan for restoring service in Evanston, claiming that it didn't enable most people to get on or get off where it was convenient.

Now every resident and shopkeeper of Evanston is within two blocks walking distance of a CTA stop.

People worried that the Evanston Bus Co. drivers would be replaced by imports from Chicago.

Now they find, in CTA livery, the same friendly drivers they have known for years—drivers who really know the area.

A Ho Hum Strike

It all began peacefully enough. When the drivers first went out on strike, most riders gave it a week.

Friendly drivers who said "Good morning, Mrs. Murphy" could not stay away for long. And the company certainly must recognize their need for more take-home pay.

Yes, the company did, but it didn't have the money. It was an economic impasse that has become so typical in our inflationary age.

As it became more obvious that collective bargaining was getting nowhere, muttering began. But, school was out for the summer. And, when a judge refused a strike injunction with the remark that it wouldn't hurt Evanstonians to walk a little, many secretly agreed.

By mid-August, however, the busless streets of Evanston had lost their charm. The bus company was seeking permission to fold. Back-to-school sales were on and shoppers were off. How were the kids to get to class after Labor Day? And who wanted to face the imminent onslaught of winter on foot?

One might have thought, therefore, that the citizens of Evanston would have been delighted when they picked up their morning papers on August 21.

The city council had entered a pact with CTA the night before. Four Evanston bus routes were to be restored by early September. The CTA would also continue to operate some Evanston elevated stations that it had previously threatened to close.

Return Trip

The bus routes would make east-west loops, up and down the backbone of Evanston marked by the elevated tracks. Each route would intersect the 'L' at one or two points. The in-Evanston bus fare would be a quarter (it had been 40 cents) and transfer privileges to the in-Evanston 'L' would be free.

The city of Evanston was guaranteeing to make up the CTA's losses on the Evanston service to the extent of \$300,000.

Few Evanston families spilled their coffee in excitement when they read the newspaper. Fear and disappointment were the more prevalent emotions.

The fear was not so much of taxes as of Chicago control. This spectre was rendered the more believable by the seeming favoritism to the Loopbound commuter.

The disappointment was that the main north-south bus route, plus the route serving Evanston Township High School from the center of town, were not being restored.

What most citizens did not know is that it was the city fathers, not CTA management, who had insisted that there be no bus route which did not depend on the elevated. The reason was to force increased boarding at Noyes, South Boulevard and other stations which had been threatened with shutdowns.

In The Public Interest

Nor did most citizens yet appreciate the public spirited legerdemain some of their officials had used to get service restored at all.

In Evanston's government chambers, local transportation had been recognized as a critical issue since September of 1971 when bus officials convinced the council that the company couldn't hack it much longer without massive support from somewhere.

Mayor Edgar Vanneman, Jr., general counsel of Brunswick Corporation, and Alderman James Staples, a partner in the Chicago law firm of Baker & McKenzie, took the lead in seeking a solution. It soon become clear that the necessary funding must be found locally.

Staples proposed a one-cent-pergallon tax on retail gasoline sales in Evanston stations. As one might expect, this brought howls. A filling station operator on the north side of Howard Street didn't see how he could survive when motorists could buy across the street at a penny less. Evanston automobile owners threatened to drive to Skokie for their fuel if the tax went through.

"The council had a lady-and-tiger situation," Staples says, "but it had to consider riders more important than drivers. There were 11,000 people using the buses every day, most of them by necessity. It wasn't optional."

As luck would have it, the oil shortage hit a few weeks later and gasoline prices went out of sight anyway. Motorists forgot their resentment about the tax as they lined up at filling stations to buy gasoline at almost any cost.

It was Staples' money-raising moxie

that gave the city the float with which to guarantee the CTA against losses on the Evanston service. Originally, the money was marked for the North Suburban Transit District, which Evanston leaders had helped to form in hopes of bailing out the Evanston company by purchasing it, then pooling problems and arranging interconnecting ridership with adjacent communities.

CTA To The Rescue

As the Evanston bus strike continued throughout the summer of 1973, however, it became obvious that the North Suburban Transit District itself was too dependent on possible state and federal funding. If buses were going to be back on the streets of Evanston when school bells rang, some other expedient would have to be designed.

The CTA seemed the logical answer. It had the machines and the manpower. It had an Evanston rapid transit service.

Mayor Vanneman and Alderman Staples accepted the proffered help of City Manager Ed Martin and former Chamber of Commerce Manager Gerald Murphy to call upon Evanston resident Lawrence Sucsy, a CTA board member, and Chairman Milton Pikarsky to study the situation and see what could be done.

The answer that came back might have been disquieting if Staples had not had the \$170,000 gas tax card in his hand. What CTA said was that it had the willingness and the capacity to do the job. But, as a public organization responsible to the city of Chicago, it could not consider performing the Evanston rescue at any financial penalty to the citizens of Chicago proper.

A quick estimate showed that the service would probably cost about \$300,000 more than the farebox would bring in. The gasoline revenues made it possible for the council to agree to make up the difference to the extent necessary.

A Slow Response

Resumption of bus service on September 10 was met with Dixieland salutes at the 'L' stations. But many of the footsore continued to obey the

judge's walking orders.

Few, however, were too tired to protest. Calls and cards kept coming in to City Hall. Gripes came from senior citizens who couldn't climb the stairs to the 'L' platforms. Others came from parents of school children and merchants on north-south thoroughfares. Some came from inconvenienced residents who didn't find the bus back on their corner.

While CTA planners worked behind scenes to revise the routes so that missing services might be restored without undue additional expense, Mayor Vanneman and other officials labored to restore rider confidence the way things were.

A green public information folder, with map of the new system, was hand distributed to all residents. Yet, ridership fell considerably short of the 9,400 pegged as the weekday break-even point if the full subsidy were applied.

A Fast Repair Job

Thanksgiving time, 1973, should be marked for special gratefulness to Evanston leaders (and those of CTA) for it was in late November that the north-south and high school bus services were restored.

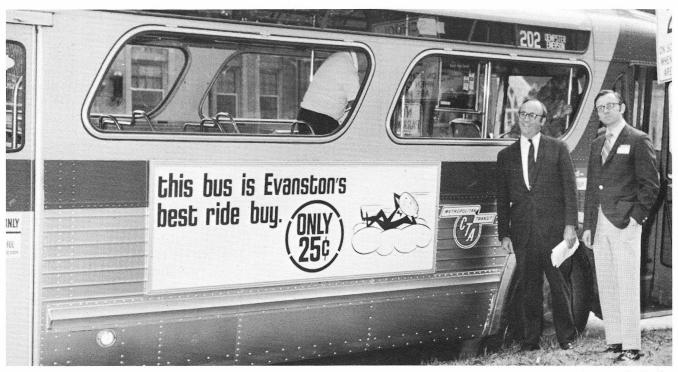
In the efforts that led to this crisisresolving action, the Evanston Chamber of Commerce served as catalyst.

Murphy, the Chamber manager, decided to use the organization's special September 27 section in the Evanston Review (the weekly newspaper) to conduct a survey of what citizens thought about the restored routes—and what ideas they had to better them.

More than 600 citizens responded. Two thirds of all suggestions called for resumption of the routes in question. Many added that they hoped that the change could be made before the impending cold weather.

To implement these suggestions quickly, the Chamber not only rushed a written report to the city, but also called a meeting involving members of the council's transportation committee and Evanston bus drivers.

The drivers had been asked in advance to think about where service should be added. Under leadership of driver Otto Williams, representatives appeared at the town meeting at the



When the buses came back to Evanston in September, 1973, Mayor Edgar Vanneman, Jr., who sparked the effort to bring CTA to the rescue, was on hand to greet the first passengers. Also on hand was Lawrence Suscy, right, Chicago Transit Board member and Evanston resident, who served as an advocate and organizer within the CTA family.

University Club with maps of suggested route changes, taped comments from riders and other drivers, and campaign slogans that could be used for increasing public interest.

Murphy and Staples were impressed that Chairman Pikarsky took the time to attend this meeting personally and that a CTA research team spent two weeks riding the Evanston buses to see how the system was working.

Put On A Happy Face

Haste to put the new route changes into effect allowed insufficient time for an all-media promotional campaign. Yet, massive impact on the total Evanston population (and commuters into the suburb) was mandatory. This was not only to bring the good news to all the impatient, but to restore bus riding habits which had atrophied during 20 weeks of traveling some other way.

City Manager Martin asked the Chamber to conduct the marketing campaign for the improved service. CTA marketing and public information specialists joined the team.

The chosen strategy centered on public relations—the creation of

events that would be played as news by the Evanston press and radio stations—and utilized as opportunities by business organizations and civic clubs.

A Smile-A-Ride program was the keystone. For one week, during nonrush hours and all day on Saturday, a passenger could receive a free ride on CTA just by smiling at the bus driver or the 'L' ticket agent. The Smile-A-Ride was tied into a proclamation of the period as Shop-By-Bus Week by Mayor Vanneman.

A second major event was an antique car show, staged in the Evanston parking garage. This was especially designed to reach the personal auto buffs with the mass transit message. Timetables and maps were distributed to the 1,500 people who visited the heart of the Evanston shopping area to see the classic automobiles and an 1859 Chicago horsedrawn transit car.

Ridership Goes Up

Basic publicity and promotion included use of the Chamber's ad space in the Evanston Review, news releases to and personal contact with editors

and broadcasters, and distribution of a map and timetables to all householders in Evanston.

In addition, a large four-color map of Evanston-CTA service routes, as revised, was displayed at bus stops, rapid transit stations, and in store windows throughout the city. Windshield leaflets were placed on parked cars by the Boy Scouts, the League of Women Voters, and the YMCA.

Within two weeks, Evanston ridership broke all previous records. By December 10, it had more than doubled to an average weekday figure of 8,300. By January 20, 1974, it hit a weekday average of 9,320—and it has been well over the quota figure ever since.

The original subsidy estimate of Alderman Staples has proved to be amazingly accurate. A report on the year's agreement (September-to-September) shows that Evanston must ante up \$311,000 compared with a projected \$300,000.

In renewing the city's purchase-ofservice arrangement with CTA, Mayor Vanneman wrote Chairman Pikarsky: "We are most appreciative of the ready response to our local transit needs by you, Larry Sucsy, and other CTA Board members, and by your staff experts who tailored our service to the wishes of the community."

Among those "staff experts" are CTA veteran Frank Misek, and associates Richard Brazda and Harold Hirsch, of CTA's Operations Planning department. These specialists in routing and scheduling to meet riding needs had actually surveyed the Evanston situation and come up with possible solutions before being asked, officially, so to do. This was at the suggestion of CTA management. Incidentally, this early plotting had assumed the continuance of Route 1.

Satisfaction Reigns

Since the buses have come back to Evanston, wearing CTA insignia, what has been the public reaction? Happy.

The bus strike had a recessionary impact on downtown Evanston business, merchants admit. Even without the old No. 1 route, store traffic and sales remained somewhat depressed.

Since the first of this year, however, things have been much better.

Marshall Field & Company's store at Sherman and Church is having one of its best years, says Robert J. Wittebort, manager. The store's front vestibule, where shoppers may wait inside for the bus, is a popular Evansston meeting place.

At Washington National Insurance Company, Evanston's largest corporate employer, a strike-period survey revealed that 33 per cent of bususing office workers travel to and from their jobs on Evanston buses.

By far the largest WNI ridership is on the old No. 1 route. According to Terrence M. Jenkins, public affairs director, the company's figures on this were instrumental in getting Evanston leaders to restore the route.

Miss C. D. Schaible, personnel director, says that WNI workers were ingenious in forming instant car pools and developing other sets of wheels during the strike. But, she adds, all are glad the buses are back.

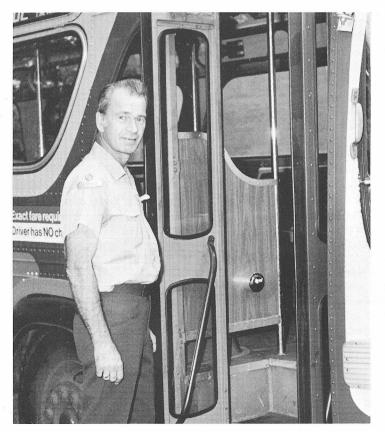
A typical reaction is that of Mrs. Kathi Wild, an analyst in Washington National's group master policy section, who lives in South Evanston.

"I just love the buses," Kathi testifies. "I can get right on at the corner, transfer at Main and Chicago at no extra cost, and I almost always get a seat. And where could I even park in Evanston for 25 cents?"

Students Like Service

Evanston high school students have greeted the return of buses as a necessity rather than just a convenience. Buses are the only way of getting to the school from some residential areas without pedaling or walking long distances. With homework and books, this is doing it under handicap.

Some parents are relieved that additional numbers of bicycles and pedestrians do not create impossible traffic hazards during the periods when students are going to school or back to their homes.



Joseph Sanhamel, experienced Evanston bus driver, kept his job when CTA came in. He piloted the first bus on the big day.

Evanston Bus Driver Likes His Work

Top seniority among bus drivers of the former Evanston Bus Co. belonged to Joseph Sanhamel. So, in effect, he was the first Evanston driver hired by CTA when service was restored.

Sanhamel also drove the pacemaker bus. He was at the wheel when Mayor Vanneman hosted a special preview for local officialdom.

Now driving a regular run on the Evanston 202 bus, marked Main-Emerson, Sanhamel is most happy with his new employer. He says the management is good, the pay is regular, and the equipment is "great."

A bus driver for nearly 34 years, Sanhamel is a lifetime resident of Evanston. He graduated from the former St. George high school. He has three children, all married and with families of their own. The Sanhamel residence is on Dempster street.

Sanhamel knows many of his passengers well and finds that they also rate the CTA service grade A.



Buses bring many people to work in Evanston. This corner, at Davis and Orrington (Fountain Square), is a major one. The new State National Bank building is in right background. Washington National Insurance Company, Evanston's largest corporate employer, is just a block away.

Assistant Superintendent Phil Mc-Devitt says that the new CTA service is "most acceptable." However, he continues to hope that a way can be found to get students from Northwest Evanston to the high school without the necessity to ride downtown and then transfer.

How does the Northwestern University family like the service?

"I think it is important that I have not heard any complaints," says James Stull, dean of student affairs, "because this is the office where most of the gripes seem to focus."

Dean Stull says that about 70 per cent of Northwestern's 9,000 students live on campus. He guesses that about 5 per cent use the bus and/or the elevated. The majority of these come to class from South Evanston or the Rogers Park section of Chicago.

Although student ridership is not large, it is concerned. The dean says that a number of students were worried that the buses might disappear from the streets permanently. When CTA came to the rescue, Stull hurriedly posted route maps at gathering spots around the campus. He is doing it again this fall.

The Northwestern staff and faculty rely on the buses even more than the kids, Stull says. These riders seem highly pleased with the new service.

Seniors And Nurses

The North Shore Hotel is one of a number of fine living centers for senior citizens in Evanston. The social program is filled with opportunities and the hotel has a walled patio. Consequently, bus riding is not an everyday habit.

Those who take the bus, according to Mrs. Ruth Zwick, social director, are happy that they have only a block and a half to walk to the Sherman Avenue bus island. Most of the senior riders to Chicago prefer to take the bus to Howard and then transfer to another bus rather than climb the stairs of the 'L'.

Bus service to Howard Street is much less circuitous and much more convenient for the aging since the socalled No. 1 route was restored.

Uniformed nurses serving at Evanston Hospital frequently alight from a CTA bus at the corner of Central street and Ridge avenue on their way to work. Not as distinguishable are other members of the hospital's 1,800 employee staff.

Miss Barbara Trager and John Scully, director and assistant director of public relations, respectively, agree that an absence of bus service would be a considerable handicap to the institution.

A large parking garage, recently opened, has relieved the cases of motorist frustration around the hospital. Even so, a number of visitors to hospital patients find it easier to come on the bus.

A Forerunner?

One of the lessons of the Evanston experience is that the individual transit needs of an outlying community need not fail to be analyzed, understood, and accommodated when a core organization applies its broader experience and capacities to do the planning.

When the buses came back to Evanston, therefore, the wisdom of the Regional Transportation Administration idea became more visible.



When this double-deck bus was carrying passengers along Sheridan Road in June, 1923—

—some may have been going to the Woods Theater to see Jesse Lasky's "The Covered Wagon" on a reserved seat basis . . . while others may have been headed for Orchestra Hall to see Harold Lloyd hang on the side of a building in the comedy breathtaker, "Safety Last" . . . and some may have been heading for Henry C. Lytton's to get a sailor straw at four bucks.

Mayor William E. Dever was leading a fight to keep Springfield from outlawing our daylight saving time . . . Pure Oil was trading on the stock exchange at $34\frac{1}{4}$. . . a new building on south Lake Shore Drive was renting apartments (with lake view) for \$100 a month . . . "Black Oxen" by Gertrude Atherton was a best-seller novel at \$2 . . . Paul Biese, "the Saxophone King," was playing for dancing at the Terrace Garden in the Morrison . . . and Eddie Collins was at second base for the White Sox.

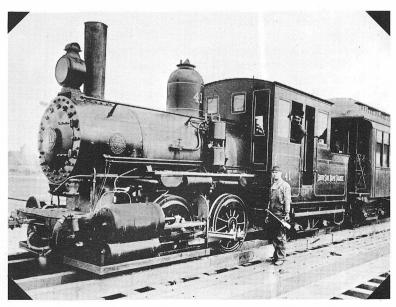
The car that passed the bus might have been a Willys-Knight Country Club model with khaki top, red Spanish leather upholstery, and Brussels floor carpets . . . parents of coeds worried about whether they might bob their hair . . . Jack Dempsey was getting ready to fight Tommy Gibbons in Shelby, Montana, of all places . . . Walgreen's was featuring Star-Rite electric fans (because of the heat wave) at \$9.49 and Listerine tooth paste at 19 cents.

A marathon dance at the Coliseum Annex was the subject of a court injunction case . . . the city council was charging that sugar was being hoarded . . . George Capper, the clothier, was urging the city to build subways . . . Tribune cartoonist Carl Ed's Harold Teen was the young folks' most popular comic strip . . . and another Ford (Henry) was considering running for president.

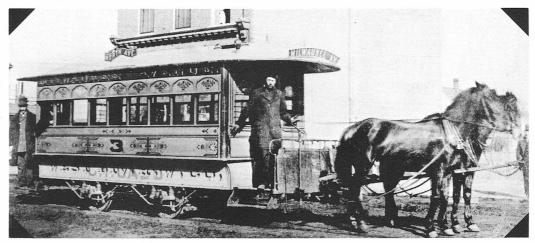
Mrs. Evelyn Marshall Field took out a \$2 million insurance policy, said to be the largest ever issued for a woman . . . headlining the Orpheum Circuit vaudeville were comic Leon Errol and songsters Van & Schenck . . . the Ladies Home Journal, at 15 cents, was featuring a complete Western novel by Zane Grey . . . the newest train to Washington was the Baltimore & Ohio's Capitol Limited . . . John M. Smyth was advertising gate leg tables . . . and Doris Blake (instead of Abby) was handling love problems for the Tribune.



More prominent in the movie, "The Sting," was CTA's rapid transit. But, outside that diner where Robert Redford hung out, Chicago Motor Coaches kept going by. This was the type. The period is the thirties. You will probably recognize the building in the background.

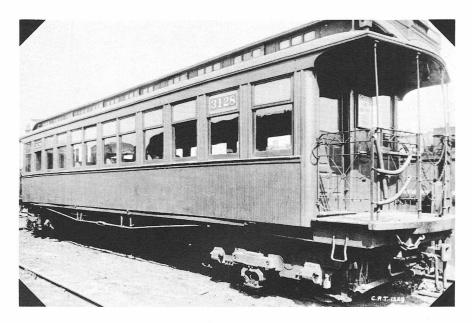


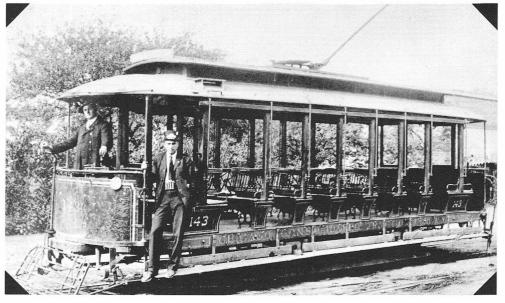
So you thought Casey Jones spent his whole career on the Wabash Cannonball? He could have trained on the South Shore Rapid Transit. Yes, steam locomotives traveled the overhead rails. On Lake street, also. The coal-burning era ended just before the turn of the century.



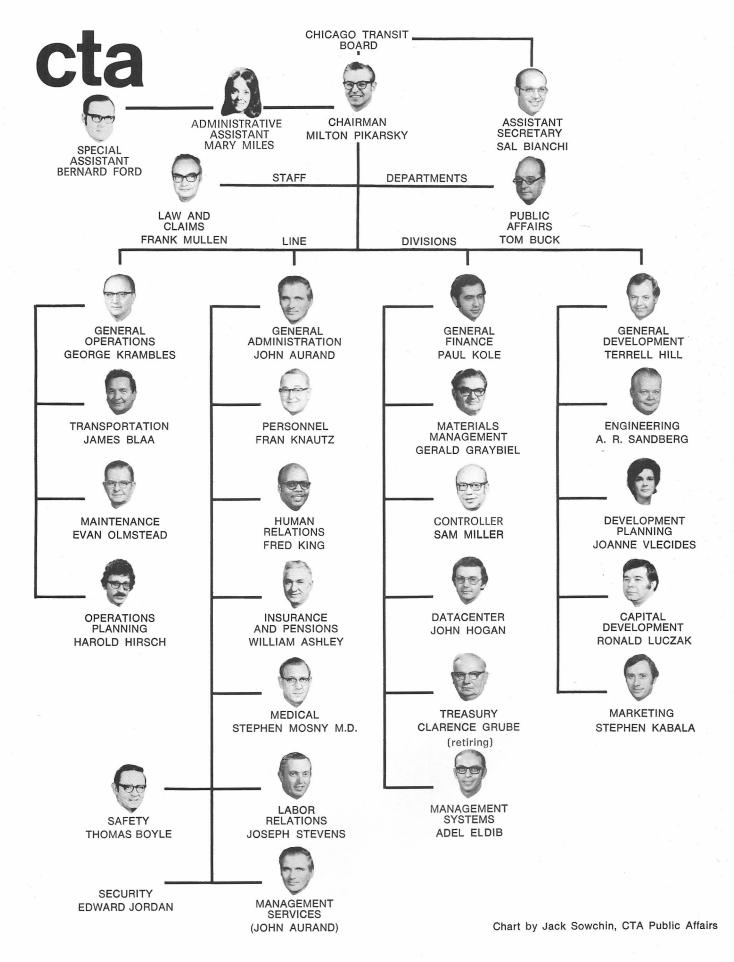
This is what is really meant by horsepower. When the "motor" was doubled, the speed improved considerably. Teams of horses were first used in Chicago in 1871. Milwaukee avenue was one of the familiar, but not-always-fast tracks for this display of horsemanship.

A commuting businessman of 1890 could keep cool on a warm day by standing on the "observation car" of this wood rapid transit car. It was a sooty location because the Lake Street elevated was pulled by steam locomotives. And it was breezy for newspaper reading. However, one's suit didn't stick to the seats.





Remember this naturally airconditioned streetcar? If you rode one like it, either you are past 50—or you played an extra in Judy Garland's "Meet Me In St. Louis." A warm Sunday afternoon, a picnic basket, your romance of the moment, and an excursion to Kolze's (pronounced Cozy's) Corner. Ah, that was living.



Seeing a business in the context of its role in society, as well as its function to get things done, makes significant differences in the capacity of a management structure to perform for long-range stability and survival. Managements, even of unrelated

Managements, even of unrelated businesses, may find worthwhile clues in the way in which the Chicago Transit Authority assumed this view and refocused accordingly.

It is essential, thinks CTA Chairman Milton Pikarsky, for an urban transit system to recognize that it is more than a means of getting people from here to there with reasonable speed, safety, comfort, and economy.

Transit is the bloodstream of the economy of the metropolis. Transit is vital to keeping the core of the city alive with employment and sales and to enabling the suburbs to grow. Transit must be accessible and affordable to all ethnic, income, and age groups which comprise the city's society, market, and work force.

Must Manage Change

In re-evaluating, perhaps reorganizing, the management structure—in short, "running the railroad"—it is thus essential for CTA to give major attention to such things as what is happening in life along the right of way before deciding in what direction future tracks should be laid.

So, when the management consulting firm of Harbridge House was commissioned to assist CTA with these important studies in the spring of 1973, the organization's capability to cope with change and to manage its new and broader mission became the basic measure

For getting things done on a daily basis, the management machine was already in excellent working order. Like the Oakland Athletics, the team performed. It made the right plays at the right time. It functioned with precision and efficiency.

Unlike the Oakland Athletics, the CTA team also had great esprit d'corps The executives had been working together for many years and they respected each other's professional skills. They had also been through several wars together, as one Harbridge House consultant puts it, and could be quickly mobilized to attack a transit problem.

But the structure was not right for the new mission. It was almost totally oriented to operations. Its decisionmaking was too programmed to what was really necessary and where costs could be curtailed. Challenges were seen in short-term focus, not in longrange perspective.

This was nobody's fault. Nor could it be called bad. Operations were well run and did produce immediate, tangible results. Immediate crises were handled.

Still, it was management in a capsule—largely unaware, except for bad weather and energy shortages, of the complex of external forces which any business must master, in its own way, if it is to be sure of continuing success.

Further, a large number of varied responsibilities reported directly to one executive.

Must Motivate Executives

If a presently successful structure company is to derive full benefit from a reorganization study, it must be aware that its executives are conditioned by their present style of operation. If organizational change is to be accomplished, these people must change first—and voluntarily.

The nature of human beings is to wait for change, not to initiate it. As for trying the unusual and the uncharted, there must be some proof that it will work. And, there is hesitancy to push a new idea once it has been seemingly squelched.

Consultants who attempt to superimpose change upon a successful management are usually, and rightfully, resented.

As Harbridge House began its engagement with CTA, the firm assumed the role of the catalyst of change, rather than the change maker. A high degree of involvement at all levels was sought.

One method was to hold meetings which considered future pressures upon the CTA or posed problems which could emerge as a result of existing habit patterns. Open discussion of these topics tended to encourage executives to make proposals and to endorse the fact that new tools for management would have to evolve.

Another method was to open the door to any executive to walk in with his own ideas for improvements. Some,

RUNNING THINGS—

For Today and Tomorrow

indeed, brought carbons or memoranda that had been in their files for months.

A third method was to challenge thinking as to what could be done by the CTA to take advantage of changed conditions outside the CTA itself. For example, to take advantage of increased financing from Washington, CTA would need to mount programs that would justify grants.

And, an underlying premise was: no big surprises. The secrecy that so often accompanies a consulting engagement—setting off unfounded, but damaging rumor and gossip—was scrupulously avoided. Executives were frequently given drafts of papers which affected their departments and the consultants paid close attention to their reactions.

Must Facilitate Direction

The structure which emerged from the Harbridge House study has four line divisions, instead of one, and two staff departments.

The pivotal change made, at the divisional management level, is to separate the running of today's system from the building of tomorrow's system—or, to use company terms, maintenance from engineering.

General Operations, under George Krambles, one of the country's best known and most experienced operating executives, has three major subdivisions. These are Transportation under Jim Blaa, Maintenance under Evan Olmstead, and Operations Planning under Harold Hirsch. For all four of these key managers, these positions represent a "step up"—that is, broader responsibilities and/or a new assignment.

The new "futures" division is called General Development and is managed by Terrell Hill, who has extensive experience with urban transit development in Atlanta and with related interests elsewhere. Reporting to Hill are Engineering under Art Sandberg. Development Planning under the CTA's first female manager Joanne Vlecides, Capital Development under Ron Luczak, and a new Marketing department under Steve Kabala. Three of the five managers were new to CTA.

General Administration is the portfolio of John Aurand who also supervises the Management Services department. Other departments reporting to Aurand are Personnel under Fran Knautz; Insurance, Pensions and Industrial Safety under William Ashley; the Medical department under Stephen Mosny, M.D.; Labor Relations under Joseph Stevens; and Human Relations under Fred King.

General Finance is headed by Paul Kole. Sam Miller is Controller. Other financial departments are Materials Management under Gerald Graybiel, the Treasury under Clarence Grube, the Datacenter under John Hogan, and Management Systems under Adel ElDib.

The management teams of the latter two divisions represent a healthy mix of experienced, promoted, and new managers.

Two staff departments report directly to Chairman Pikarsky. One of these is Public Affairs (from which this publication emanates) under Tom Buck. The other is Law and Claims under Frank Mullen.

Must Generate Involvement

Of even greater importance than the organization chart, however, is the new pattern of leadership which has developed. These are the elements of that pattern:

- It is participative, but demanding. Goals and objectives are agreed upon and the various managers are expected to develop programs to reach them. At the same time, performance and results are definitely expected—and within a reasonable time. Everybody knows it.
- It is highly performance-oriented. The end result is what counts, not the appearance of being busy.
- 3. It permits simultaneous concern for both the long term and short term targets. This was never possible when the same executives had to grapple with both. For, in a transit system, and probably in other businesses, the suddenness and repetition of the rush job consumes most of an executive's time.

4. It communicates awareness of the needs and problems of the future, through internal channels and through the Chairman's public statements. This stimulates more attention on how such challenges can be met and how problems can be solved before they arise.

Naturally, managing a public service such as CTA entails some differences from managing the private corporation. The only consequential difference is that the profit motive cannot dominate. A public authority cannot—or should not—eliminate an essential service to the public simply because it does not make money.

But, it is still money that the management of the public service is working with. And, while there are no stockholders as such, there is the public. So, a prudent course must be followed.

The similarities of needs and problems between private and public companies far outweigh the differences. Both must live in—and get along with—society. Both should take advantage of scientific and technical progress. Both derive their very livelihood from public acceptance—and they must deliver benefits to justify their long term existence.

Must Sustain Momentum

A management study is well worth doing, but it doesn't end with the submission of the report.

As a Harbridge House executive reminds us, improvement is a dynamic and continuing process. If something isn't working, you don't live with it any longer. You throw it out and replace it with a new and better way.

And, if you pick up a good workable idea from the outside, you don't wait for the next management study to consider it for installation. You do it now.

The built-in capability of the new CTA management structure is to sense these things and to be flexible enough and informed enough to act—now.

We think that is the right way to run a railroad. Or almost anything else.

The Ultimate Liberation of Women Drivers

In the days when Hudson was better known in the midwest as an automobile than it was as a river, women were not supposed to be very good drivers.

Ask any man and he'd tell you that. Why, they would signal left when they wanted to turn right, they would pull the choke out to hang their hat on it, and when they approached a corner where the fellows were holding a bull session, it was every man for himself.

Of course, this foolishness all started way back when they gave women the vote. It took a few years, but sure enough, women were eventually demanding the right to be considered for jobs that had always been performed by men. Like accounting and the law.

But, the height of effrontery was when the Chicago Transit Authority began hiring them for something everyone had always known they were lousy at—driving. Driving!

The First Move

One well remembers the mild shock when Mary Wallace appeared on the 10 o'clock TV news in a CTA bus driver's uniform and Chairman Milton Pikarsky announced this women's lib move as part of the Authority's affirmative action program.

To make it even worse, in the news release which was issued, Miss Wallace admitted that she had run afoul

Ophelia Ellis takes the wheel. One of her passengers wrote her a mash note—congratulating her driving skill.





Here's a togetherness note for Chicago area employers: how about encouraging your people to come to work in groups instead of all alone? It will help our country save fuel.

It will also help the environment, sparing us some of those drab, stifling days during the wintertime air inversions.

An ad hoc committee of Chicago business and professional people, nicknamed Downtown Chicago!, is joining the U.S. Environmental Protection Agency in a special campaign to encourage commuters to BUNCH-UP. John Taylor of Sears heads the committee.

According to Midwest Administrator Francis T. Mayo of EPA, auto exhaust emissions in the Loop are already twice as high as they should be and "voluntary action on the part of the public" is the best hope of reducing them.

CTA is delighted to participate in spreading the message that more group riding, on a daily basis, is good for you-and your community.

Car card BUNCH-UP promotion is appearing during December on more than 400 CTA buses and rapid transit cars.

But, of course, CTA riders are already BUNCHING-UP in about the most effective way possible. They don't even have to worry about stop lights, traffic trauma, and slippery streets.

It has another advantage over a car pool in that the CTA vehicles leave on your personal schedule and not on the preferred time of the automobile driver.

of a minor traffic law once in her past and a kindly judge had dismissed the

"I was driving through a controlled intersection," she explained, "and a policeman ticketed me for entering an intersection on a yellow light. When I went to court, the judge dismissed the charge after I had explained that the light had changed after I entered the intersection."

Uh huh.

But, anyway, no sooner had Miss Wallace taken to the streets—and been pictured again actually driving the bus-then applications with strange sounding female names began to come into the CTA personnel offices in the Merchandise Mart at the rate of a dozen a day.

And now, the CTA has as many women drivers on our streets as Heinz has varieties.

Look, fellows, it's safe, I tell you. Even if a woman can show a citation from Mike Howlett, she still has to pass a qualifying test at CTA, just like the men. She also has to pass a profile examination to determine how personable she can stay behind the wheel. Could you pass it?

After completing their examinations in the CTA personnel department, successful applicants must still take a 15-day driver training course on a bus with a supervisor-instructor in attendance.

The Female Ego

What, however, does the job do for the woman especially?

Testifies one applicant: "This is super. Women traditionally are tied to homes—or offices. For bus drivers, things are always changing. No two days are alike."

One gal driver who is making a man happy with her job is Barbara Jean Williams. Her father, Verner Swanagain, is a veteran CTA employee and a former CTA bus driver himself.

"If a man can drive a bus, so can I," bravely states Naomi Caldwell, a former beautician and beauty culture instructor. One of her daughters originally suggested that she apply, Mrs. Caldwell says. Mrs. Caldwell is also continuing her studies at Kennedy-King College.

Her bus driving job is the key to bringing her family together again for

children, ages six through 23, and eight of the children have been in foster homes due to the lack of family income.

The job is also a lifetime ambition for Mrs. Hayes. "I always wanted to be a bus driver, even as a girl," she says. "To me, driving is as enjoyable as eating."

Dorothy Smith, 21-year old former U.S. postal clerk, has taken the job to help her seven younger brothers and one younger sister through school. Major focus right now is on a brother who is a freshman at Alabama A & M.

Miss Smith hopes one day to resume her own college studies and become a lawyer. She holds an associate degree in the arts.

The Service Appeal

"Serving people" is one of the appeals to the bus driving job. This was the motivation that brought Mrs. Ivory Graham, 34, from a food store checkout counter to the CTA employment office.

"If you regard people as though they are someone special," says Mrs. Graham, "they will treat you the same way."

Gladys Hernandez, brought up in traditional and strict Latin-American cultural environment, which has different roles for women and men, said she was hesitant at first about applying.

"It might have looked unfeminine." she says, "although actually, it is not. It is a good-paying job. Besides, it is about time that we Latin-American women got rid of our many inhibitions and old-fashioned ideas."

Miss Hernandez, a native of Puerto Rico, has a 10-year error-free record on her automobile driver's license. She has also driven trucks and jeeps for such organizations as Western Electric and Zenith Radio.

Mildred M. Grover, a former gasoline station manager, is one of the drivers hired. Working with motors has always fascinated Mrs. Grover and the bus job gives her a great deal of satisfaction.

Apparently she communicates it at home for her teenage daughter, Mary, has now decided that she also wants to drive a bus as soon as she turns 21.

Irma Wesley, whose brother, Jim, is also a CTA bus driver, says that Mrs. Evelyn Hayes, 47. She has 11 he attempted to discourage her from

Girl Watching On The "L", Too

A female voice on the "L"-subway public address system will soon become familiar to transit riders.

Women have obtained suffrage for conductors' jobs, too. They didn't have to march for it.

The CTA work rules are the same for both sexes. After three months of conductor duty, the women must go into training to become motorwomen. Later they must qualify, as part of normal procedure, as either towerwomen or switchwomen.

In other words, they must be able to handle any of three jobs until recently monopolized by men.

First women to sign on, in late August, were Mrs. Marilyn Jackson and Mrs. Sandra Anne Watkins. Public service runs in their families. Bennie Jackson is a CTA bus driver, working out of the 77th Street Garage. Robert Watkins is a Chicago fireman.

You may think computers are glamorous, but Mrs. Watkins left one for an 'L' train. "I would rather work with people than just machines," she says.

Mrs. Doris O'Neal applied for her



Voice training, as well as track and operating techniques, is in the rapid transit conductor's curriculum. Here soprano Saundra Watkins tries a station announcement solo while Marilyn Jackson awaits her turn. The instructor is veteran Willie Mann.

conductor's job to avoid the longer waiting line of applicants for bus driving. She is using her income to save for a home for her family. Lean Phillips selected transit work after receiving her degree in sociology at the University of Illinois Circle Campus.

applying for the job.

This wasn't male chauvinism, according to Jim. It's just that he looked upon her as "his little sister," perhaps too young for such a responsibility. Miss Wesley was previously associated with an interior decorating company, but no draperies have yet been hung in her bus.

The Attention Factor

Pearlena Thomas has been a fan of the CTA since her high school days. However, her first job was as a security guard at McVickers Theater in the Loop.

She waited to sign on until some other women had tried the bus driving job. She didn't want to be first.

Some of the girls are getting more attention. Emily Anne Palma says that policemen have craned their necks to watch her driving performance. As a result, they have risked more squad car accidents than she has ever risked with the bus. Miss Palma applied for

the job on her 21st birthday.

Ophelia Ellis was handed a congratulatory note from one passenger. He wrote it en route.

When her bus is parked on Wacker Drive, according to Delores Walker, kids still come up and look at her wide eyed, as though she were a curiosity.

Phyllis Montgomery, sister of Mrs. Walker, left a secretarial job to assume the wheel of a CTA bus.

Guess, maybe, if you have been vice president of a charter bus company for five years, that ought to qualify you as a good driver. Right?

That is the background of Margaret Jarvis and the experience made her familiar with all of the neighborhoods of greater Chicago.

The Unconvinced

There are, apparently, some men who have not yet accepted the liberation movement. One of these, a steel mill worker in south Chicago, boarded Lorraine Newton's bus one evening and began criticizing her for taking a job he should have had.

It seems that he had applied for a CTA driver position and hadn't gotten it. In the ensuing discussion, however, a male passenger asked the complainant if he passed the CTA driver test. He admitted that he hadn't.

Then there was the day that Geraldine Davis pulled up at a stop where a man was waiting. He stepped onto the bus, saw the female at the wheel, shook his head "huh, uh" and backed off again.

On the whole, however, public reaction is overwhelmingly positive. It's a popular job with applicants, too. Since the first hire in June, more than 50 women have become bus drivers and nearly 10 have become rapid transit conductors. At press time, 231 other females had qualified and were awaiting openings as bus drivers; 119 as rapid transit conductors.

Make Your Next Trip— Chicago

Research and Text by Anit Leppiks, CTA Public Affairs

Planning your next trip? Thinking of exotic places like China, Japan, Sunny Spain or Iran?

You can explore these culturesand a lot more-in Chicago. On a budget you will find easy to afford. The CTA Travel Information Center will tell you how.

The newly equipped center, opened in July, 1974, gives directions to an average of 3.064 persons a day, telling them how to get to new jobs, shopping centers, or the museums.

On weekends, most persons ask directions to the Museum of Science and Industry, the Field Museum of Natural History, McCormick Place, Adler Planetarium, the Civic Opera, and Lincoln Park Zoo.

Then there are requests to learn new routes to not so well known, but still very much alive places such as the South Water Market in the area surrounding 1500 S. Racine Ave. Merchants will sell you any type of fruit or vegetable-as long as you buy in bulk like the grocers do. But go early -3 a.m. marks the start of trading which continues until early afternoon.

By dialing 670-5000 you will discover that, just six minutes from the middle of the Loop, you can celebrate the beginning of the Year 7673 in China.

Twenty minutes in the other direc-

tion you could catch the roar of the Lincoln Park lions.

Or, riding northwest 30 minutes, you could "capture a bit of Scandinavia."

Trips That WIN

With today's squeeze on the economy, the trend is toward mini-vacations that allow greater exploration of the area where you live.

Not that Chicago, once called the "most American city," has to be proven to you. You have heard the songs immortalizing its railroads and steel mills, you've seen the films recording the deeds of its "bad guys." you've walked through the halls of its architectural masterpieces.

That is why a mini-vacation in the city offers you an ingredient you cannot often find in travel-discovery. While tours can be nice, it is kind of a kick to dig up things you did not know existed in your own back yard.

So take a three-day vacation away from home-or try a short break like a half day off when you become bored at the office—to explore Chicago.

You could plan your trip by following your interests.

For example, if you are an architectural buff, Chicago is where it all began.

"Architectural Forum" noted, "Here, in Chicago, the skyscraper received the first major workout; here, too, a bold modern plan for a United States city of great parks and great avenues was drawn up and then transplanted into dramatic reality; and here, in Chicago, modern American technology was given some of its most powerful boosts: the mechanical elevator, the steel frame, the glass and metal wall."

High and Handsome

Plan a weekday roundtower tour. Start early-9 a.m.-when one of the newest buildings-the Sears Toweropens its observation deck. After



These lacelike iron staircases provide one reason why they wouldn't let them raze The Rookery. Why not stop in for a look? The location is just a block south of the Board of Trade and the Continental Illinois Bank on LaSalle.

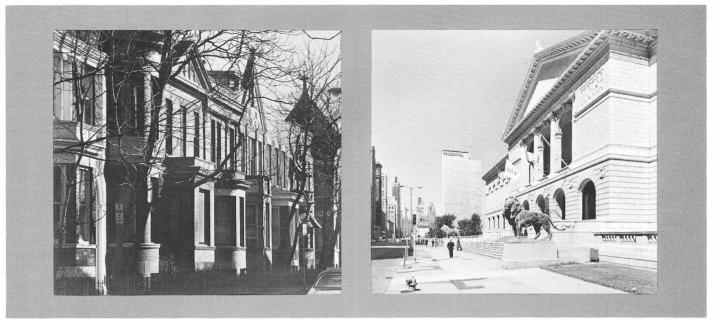


Photo by Richard Nickel for the Commission on Chicago Historical and Architectural Landmarks

Alta Vista Terrace, an official landmark, is a one block stroll through the Chicago of another century; the biennial exhibition of works in all media, by artists from Chicagoland, will be featured in the Morton Wing of The Art Institute December 14-January 19.

watching latecomers scurry to work all over the city, you can hop a bus across town and get a glimpse of the Standard Oil building, 200 E. Randolph St., gleaming white against the sun as you head for another tower—and a more northern view. The 94th floor observation deck of the John Hancock Building, 875 N. Michigan Ave., is open from 9 a.m. until midnight.

You can walk into a subway to get to the Circle Campus of the University of Illinois, prototype of the modern urban university campus. Be sure to check the Behavorial Sciences Building, Morgan and Harrison. A prime example of the field theory concept of design, the building boasts all sorts of nooks tucked behind any one of its eight separate staircases.

You can grab a quick sandwich and cucumber salad in the self service line—but then try to find a seat in the maze-like eating area!

Be sure to visit the Jane Addams Hull House, 800 S. Halsted St., while you are on campus. A designated Chicago landmark, restoration of Hull House was completed in 1967. (Just don't lean on the banister, which trembles with age.)

With the Hull House visit, you have started a trip back into time. Continue it at the Glessner House, located at 1800 S. Prairie Ave. Designed by Henry Hobson Richardson in 1886, it soon earned the nickname, "Granit Hut" because its outside walls only had fortress-like slits for windows; large windows on inside walls face a courtyard to produce a light, airy effect in the rooms.

Richardson's design influenced the work of Frank Lloyd Wright; his Glessner House is the only one of his buildings still standing in Chicago.

Compare the Glessner House with the Frederick C. Robie House, 5757 S. Woodlawn Ave., a Frank Lloyd Wright building finished in 1909. The Robie House is one of the first buildings Wright designed in the Prairie School style. For tours call 753-4429.

Be sure to save enough time so that, returning to the Loop, you can spend a while at the Rookery Building, 209 S. LaSalle St. The building is the lone survivor of a cluster of buildings which made up the first LaSalle Street financial district. Designed by John Wellborn Root in 1886, the Rookery is considered a monument to the art of masonry architecture.

The Church Beat

Or maybe your interests lie in great churches.

Fourth Presbyterian Church, 126 E. Chestnut St., is well known for its

103 year old Gothic arches.

A few blocks away, at 435 W. Menomonee Ave., is the Midwest Buddhist Temple, starkly simplistic in Japanese styling, hewn in rough concrete and wood. Just three years old, the temple stands where Ogden Avenue used to be.

Traveling south to 730 N. Wabash Ave., you can feast your eyes on the splendor of Holy Name Cathedral, which celebrated its centennial anniversary in 1974 following a restoration completed in 1969.

The restoration was actually the seventh time the cathedral was rebuilt since 1846. The work done in the sixties was to restore the deteriorating cathedral to the original Gothic design intended by New York architect Patrick Charles Keely when he rebuilt the cathedral out of the ashes of the Chicago fire.

Continuing your trip further south to Hyde Park, you will be able to see the oldest Reform Congregation in Illinois, K.A.M. Isaiah Israel, 1100 Hyde Park Blvd. Anyone in the office will take you on a tour of the Mediterranean style temple from 9-5 weekdays. Call beforehand for an appointment on weekends, however.

You could pretend you are part of the troupe for a weekend by sampling Chicago theatre.



If you like to browse through old homes, the Glessner House on Prairie Avenue provides a 19th century coordinated interior design by Isaac Scott. If you want to see a dragon dance, go to Chinatown on New Years (Chinese calendar variety).

Photo by Harry Tun



Start Friday night with dinner and an 8:30 p.m. curtain at the Ivanhoe Theatre, 3000 N. Clark St. Saturday morning you can arouse the kids with the temptation of seeing "Peck's Bad Boy" (January 25-March 16), at the Goodman Theatre Center, 200 S. Columbus Dr. Or convince your wife to interrupt her shopping for a couple of hours to catch a matinee performance at the Blackstone Theatre, 60 E. Balbo St.

Southside Cruise

If you would prefer to stay in one area, opt for a Southside jaunt.

Leaving the Evergreen Park Shopping Plaza at 95th St. at 8:30 a.m., you could reach the South Pullman District, 111th St. and Cottage Grove Ave. about 9 a.m. by way of CTA bus. For the most part still intact, South Pullman was founded by George S. Pullman in 1880 as a planned urban community for the employees of his sleeping car company.

By 11 a.m., you could be peering at African-American culture at the DuSable Museum,740 E.56th Pl. before you lunch at Hyde Park's Courthouse Restaurant, 5211 S. Harper Ave.

Spend the afternoon at the Glessner House and the Oriental Institute, 1155 E. 58th St. The culture of Egypt, Palestine, Syria, Anatolia, Mesopotamia, and Iran, from 5000 B.C. to 1000 A.D. are displayed in scale. The Institute also has a fragment of the Dead Sea Scrolls on display. Hours are 10-5 daily, closed Monday.

If you fancy modern architecture you could even take in the Lutheran School of Theology, 1100 E. 55th St., while you are in the area.

Suppose, one Sunday in February, you wanted to cover the city's special exhibitions and events in one day. You might spend a morning at Spertus Museum of Judaica, 618 S. Michigan Ave., learning about Life In The Time of Solomon (starting February 9), catch the Chinese New Year Parade down Wentworth, the main street of Chinatown, and later go sniff the azaleas at Lincoln Park and Garfield Park Observatories annual show.

Before you get too heady with the scent of the flowers, make up your mind whether to spend the evening at the Ice Capades at the Chicago Stadium or the folk festival at the Uni-

versity of Chicago. You can get to either by bus.

A Bit Of Sweden

Searching through the city's lesser known attractions some Saturday, you could stroll through the Alta Vista Terrace. Called by some the "street of 40 houses," by others the "street of 40 doors," Alta Vista Terrace is a one block-long north-south street 3800 north, 1050 west. Many of the masonry rowhouses reflect the Classic renaissance in American architecture spawned by the World's Columbian Exposition of 1893.

Travel 30 minutes and you can easily spend the rest of the day (and lots of money) in Andersonville, three blocks of Swedish shops, bakeries, and restaurants. Pick up a copy of "Svenska," the weekly newspaper (in Swedish, of course), and sample the Limpebread at Erickson's Delicatesson, 5250 N. Clark. The Sweden Shop, 3313 W. Foster Ave., near North Park College, carries imported fabric and stemware. And do not neglect Signe Carlson Bakeries, Inc., at 1701 W. Foster Ave.

You could make a traditional tour of those places you knew by heart as a kid. You would be amazed how they have changed.

Start with the trio of the Adler Planetarium, the Field Museum of Natural History and the Shedd Aquarium. The three form a trinity devoted to the heaven above, the earth, and the waters below the earth.

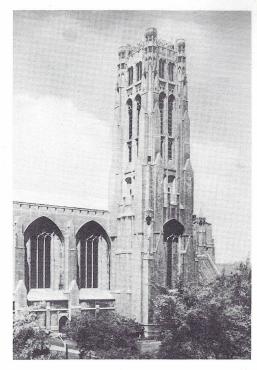
The planetarium, dedicated in 1930 and the first of its kind in the United States, will present "Cosmic Choreography," exploring the motions of the different planets, comets and double stars in the Milky Way Galaxy, in a show running January 6-March 21.

The Field Museum offers a special exhibit for children on "Cats, the Graceful Hunters," through February 28. Spinning will be demonstrated by members of the North Shore Weavers' Guild the first and third Monday of each month January through May.

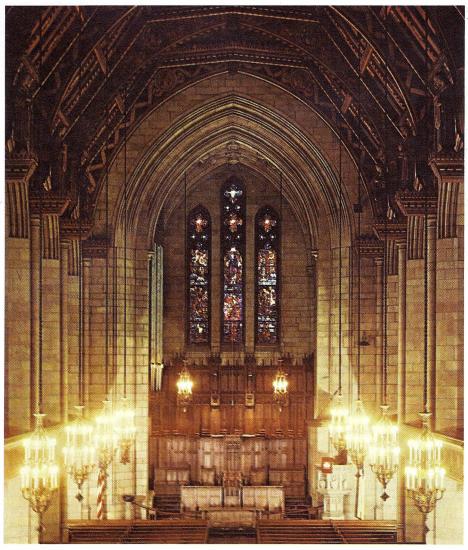
If you are at the Shedd Aquarium at 11 a.m. or 2 p.m. any day, you can see a scuba diver feed the fish in a simulated coral reef in the round. He dives into a 90,000 gallon, 125-foot tank which holds a complete marine community.

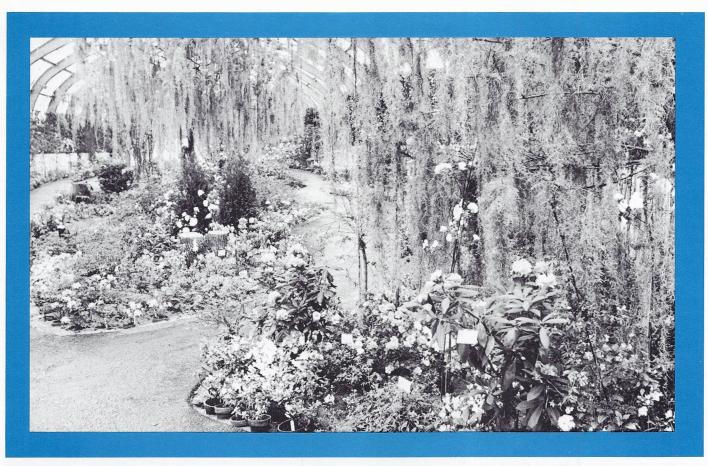
Taking a bus to the Art Institute

Spirelike tower of Rockefeller Chapel tells you that you're on the Midway at the University of Chicago campus.



One of the many beautiful churches of Chicago is Fourth Presbyterian across from the John Hancock.





Brighten up February with azaleas; simultaneous annual shows at Garfield Park and Lincoln Park conservatories, both reachable by the CTA, provide one of the spectacular garden features of the indoor season.

The town of Pullman is a legacy of bygone era—a living study of orderly urban planning. The population of 3,000 includes a few remaining residents who came as immigrant laborers in the 1920s.



Photo by Barbara Crane for the Commission on Chicago Historical and Architectural Landmarks

Don't leave the Sears Tower to your out-of-town guests. Go yourself—and play "I Spy." Here's one angle on your field of play.

will lead you into the 75th Exhibition of Artists of Chicago and Vicinity, which runs through January 19.

A Cosmopolitan Scene

If you have close ethnic ties, you may be interested in the Balzekas Museum of Lithuanian Culture at 4012 Archer Ave. The Polish Museum of America, 984 N. Milwaukee Ave., also provides tours.

The Ukrainian Institute of Modern Art at 2247 W. Chicago Ave., exhibits paintings and sculpture by nine American and Canadian artists of Ukrainian descent. Nearby at 2453 W. Chicago Ave., is the Ukrainian National Museum.

Chinese history from 4000 B.C. through the foundation of the 1911 republic is depicted in the dioramas at the Ling Long Museum, 2238 S. Wentworth Ave.

Up To Your Eye-Browse

When you tire of relics, browse through the faddish. Plan an upbeat tour of Chicago's specialty shops which carry everything from art supplies, furniture, leatherware and accessories to appetizers and witchcraft. London's Carnaby Street has nothing on us.

One inviting area is Hyde Park's Harper Court. In one block area you will find 20 to 30 shops that will serve your pet needs (Canine Castle and the Hyde Park Animal Clinic), provide hints for growing your plants (Plants Alive), drawing a picture (Art Directions) or collecting antiques (The Mustard Pot). If you like, The Fret Shop will make a musical instrument to your specifications or restring that guitar you found in the attic.

Scandinavian designed furniture, glassware, and rugs command lower-than-you-might-expect prices at a shop in conjunction with the Hyde Park Coop Supermarket at 5201 S. Harper.

There is a lot more to look at—The Practical Tiger advertises itself as the place for people with a lot of taste and little money. It's a great place to get ideas to furnish an apartment. Or Cooley's Corner has dozens of candles in all sorts of shapes.



At DeKoven and Jefferson Streets, where the great Chicago fire of 1871 was "kicked off," there's an interesting commemorative sculpture by Egon Weiner. It's called "Pillar of Fire."

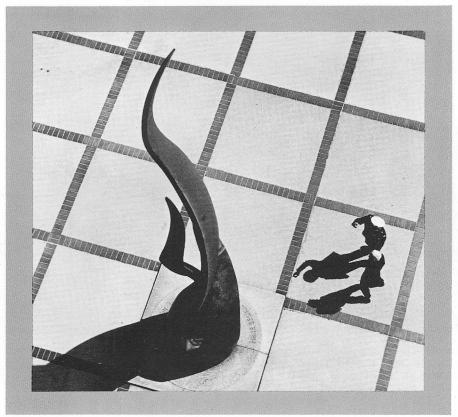
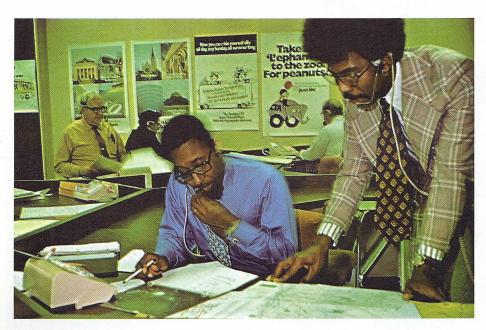


Photo by Richard Nickel for the Commission on Chicago Historical and Architectural Landmarks



A drink and a snack at one of Chicago's many bistros is a pleasant way to start or finish a CTA all-in-Chicago travel adventure. Example: the Wild Onion in the new Hyatt Regency near the Bridge.



Dial 670-5000 and this is what you connect with—CTA's well-equipped, well-staffed Travel Information Center. It handles an average of 3,064 calls a day, but an automatic call director assures you that no wait will be long.

Another area worth getting acquainted with is Near North Side which continues to solidify its position as the high fashion shopping center of the city with the opening of such stores as I. Magnin and the construction of Water Tower Plaza.

Oak Street is the Gold Coast's local shopping turf and boasts furniture (Scandinavian Design), makeup designed for the high fashion models, a number of shoe shops, not to mention women's boutiques and men's haberdasheries specializing in the latest of designers.

Take a No. 36 Broadway bus to New Town and you can wander among the shops until you are too tired to resist one of its ethnic eateries such as the House of Yakitori, Inc., where the manager will break a board for you.

Jewelart is a library of bobbles, bangles and beads for the home craftsman. Or, the health foods addict can find relief in any number of groceries in the area.

For Indoor Sports

If you want to take a winter sports trip without going all the way to Wisconsin or Michigan, you can do that.

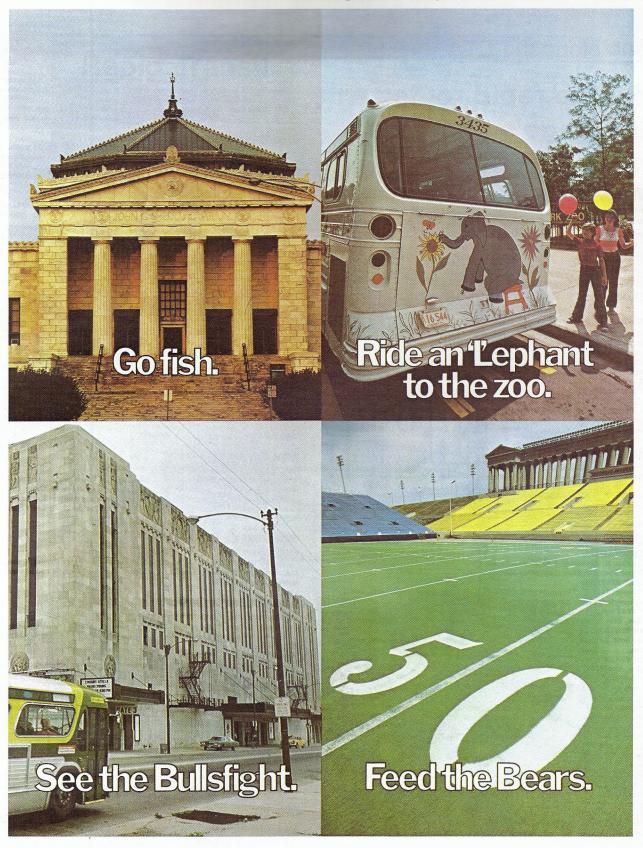
Any CTA bus to Marina City near the Chicago river may be considered a "skate bus." For Marina has about as glamorous an urban rink as you will find anywhere west of New York's Rockefeller Center.

If you want to keep up your tennis during the snowy months, take your racket (no extra fare) on CTA and head for one of the indoor courts in the city. Among the locations are the Lakeshore Racket Club (477-9888), McClurg Court Sports Center (944-4546) and the Mid-Town Tennis Club (235-2300).

College basketball is exciting and the Chicago area has some of the best in the land. The DePaul Blue Demons, who predict a comeback to national importance this year, play their games at the Alumni Hall, 1011 W. Belden. Their Loyola rivals play home games at Alumni Gym, 6526 N. Sheridan Rd.

These are just a few ideas for your winter adventuring. Chicago is full of new—and reachable—discoveries.

Regardless of where you are going or what you want to see in Chicago, call 670-5000 and leave the rest to the CTA.



For schedule, route, and fare information Call your CTA Travel Agent. 670-5000

Eating along the CTA

Take the rapid route to Chicago's best fare

How about eating your way along the CTA?

For those who'd like to give it a try, here are tips for gustatory trips on the CTA.

This sampling of restaurants has been compiled with the help of CTA personnel along the line and CTA patrons, including Kay Loring, the Tribune's resident gourmet, and Leanita McClain, the Tribune's soul food specialist.

The appraisals are Mrs. Loring's, with soul food insights by Miss McClain. The directions come courtesy of the CTA. A call to the restaurant of your choice is recommended to make sure your travel schedule meshes with their service.

Bon voyage and bon appetit!

The Evanston Leg of the North-South Route

NOYES STATION, EVANSTON:

Corinthian Column (Greek), 828 Noyes, CTA neighbor to the east, and The Pig's End, 819 Noyes, half a block east; both popular; moderately priced. FOSTER STATION, EVANSTON:

Michelini's, 2001 Maple, half a block west. Italian; art gallery.

DAVIS STATION, EVANSTON:

Pine Yard, 924 Church, half block north, half block west; Mandarin; excellent. Fritz That's It!, 1615 Chicago; two blocks east in Davis, then just a little north. Cheerful, swinging, noisy, wildly diversified menu from health juices to wines, burgers to filet mignon.

The Dominion Room, 501 Davis; three blocks east in Davis. Long established; gracious; a touch of home at its best.

Along the North-South Line

HOWARD STATION:

La Choza, 7630 N. Paulina; $\frac{1}{4}$ block east, $\frac{1}{2}$ block north. Mexican; moderately

Peking Lo, 1525 Howard, 1 block east. Very new; promising; Mandarin fare quite

Villa Girgenti, 7625 N. Paulina, $\frac{1}{4}$ block east, a little north. Good Italian dishes; topflight pizza. LOYOLA STATION:

My Pie, 6568 N. Sheridan Rd. Pizza's much better than average.

GRANVILLE STATION:

El Inca, 6221 N. Broadway; $\frac{1}{2}$ block west to Broadway, $\frac{1}{2}$ block north. Gay; attractive; delicious Peruvian food; fixed price dinners only. THORNDALE STATION:

Lake Breeze, 1116 W. Thorndale; it's right in the station. Small; reasonable; immaculate; American; some say there's no better soup. BERWYN STATION:

Wing Hoe, 5356 N. Sheridan; 2 blocks east, 1 block north. Fine Cantonese dishes. SHERIDAN STATION:

Liborio, 4005 Broadway; ½ block north, 2 blocks east. Very neat, clean; inexpensive: Cuban.

BELMONT STATION (also served by Ravenswood route):

Acapulco, 908 W. Belmont; ½ block east. Mexican supper club; good food; entertainment, dancing.

The Ivanhoe, 3000 N. Clark; 1 block east, $2\frac{1}{4}$ blocks south. Charming theater in the round; some excellent continental dishes; run of mill American fare.

L'Escargot, 2925 N. Halsted; 1½ blocks east, 2½ blocks south. Topflight French provincial; fine food and wines.

Miyako, 3242 N. Clark; 1 block east, $\frac{1}{2}$ block north. Japanese family fare.

Ann Sather's, 925 Belmont; $\frac{1}{2}$ block east. Excellent; Swedish; inexpensive; usually crowded: no reservations.

Suehiro, 3374 N. Clark; 1 block east, 2 blocks north. Japanese; attractive; tiny tea rooms as well as western height tables. Sam Mee, 3370 N. Clark; 1 block east; 2 blocks north. Dean of Chicago's Korean

restaurants. Tenkatsu, 3365 N. Clark: 1 block east, 2 blocks north, Japanese; pleasant; little;

FULLERTON STOP

Cafe Bernard, 2100 N. Halsted; 2 blocks east, 3 blocks south. Casual, breezy little restaurant serving French provincial food at moderate prices. NORTH & CLYBOURN STATION:

Golden Ox, 1578 N. Clybourn; across the street. An oasis of good German cooking. Museum quality antiques prevail in the 53-year-old interior. CLARK-DIVISION STATION:

North Star Inn, 15 W. Division; $1\frac{1}{2}$ blocks east. Clublike atmosphere of Old Chicago; excellent steaks; Italian food, CHICAGO-STATE STATION:

Jovan Restaurant, 16 E. Huron; 2 blocks south and around the corner. Tiny; elegant; continental fare; well worth the \$12.50 fixed price.

Gaylord India, 678 N. Clark; 2 blocks west, 2 short blocks south. Unusual and excellent Indian fare.

GRAND-STATE STATION:

Pizzeria Uno, 29 E. Ohio; 1 block north, 1 block east. Outstanding pizza; Italian salad.

CERMAK STATION:

Mama Batt's, 112 E. Cermak; 1 block east. Jewish blintzes, chicken in the pot. Sauer's, 311 E. 23d; 3 blocks east, 1 block south. German brauhaus atmosphere

in barnlike building; noisy; sauerbraten; beer. Soul Queen Cafe, 2200 S. Michigan; 2 blocks east. Excellent food; collard greens and yams among the side dishes; cornsticks and cobblers, all served with a Soul

47TH STREET STATION:

Glad 'Luncheonette, 4527 S. Indiana; $1\frac{1}{2}$ blocks west, $1\frac{1}{2}$ blocks north. Gospel songs to soothe the soul; your fill of such delicacies as smothered chicken, collards,

buttered biscuits, and hot peach cobbler a la mode.

Queen of the Sea, 215 E. 47th; 1 block west. Roast chicken and spicy dressing; no limit on seconds; sometimes chitterlings for the connoisseurs. 61ST STREET STATION:

Mary Ann's, 359 E. 61st St.; $\frac{1}{2}$ block east. Often neckbones, ham hocks; generous servings; sometimes highly seasoned, especially the greens; warning: 'No shirt, no shoes: no service."

KING DRIVE STATION:

H&A Restaurant, 422 E. 63d St.; $\frac{1}{2}$ block east. Going strong after 29 years, which says plenty for the ham hocks with mixed greens, black-eyed peas, and pickled beets; peach cobbler; pig's foot sandwiches. UNIVERSITY STATION:

Tai Sam Yon, 1318 E. 63d St., 1 block east. More than 100 Cantonese dishes from which to choose.

Along the Ravenswood Route

KEDZIE STATION:

The Bagel, 4806 N. Kedzie; 1 block north. All its good name implies. WESTERN AVENUE STATION:

Family House, 2425 W. Lawrence; 1 block north. Good Greek!

Lutz Continental Pastries & Candies, 2458 W. Montrose; 3 blocks south, 1 block west. Wonderful old world Viennese pastry and coffee shop; serving wines and beers, sandwiches as well as coffee and dessert.

Olympic Flame, 4657 N. Western; a couple of doors north. Good Greek fare; entertainment.

DAMEN STATION:

The Oyster, 1801 W. Lawrence; 1 block north, 2 blocks east. Very good, small continental restaurant, with emphasis on German food; piano music from 5 p.m. until

Along the Dan Ryan Route

CERMAK-CHINATOWN STATION:

Mandar-Inn, 2130 S. Wentworth, 1 block west, ½ block north. Chinatown's first Mandarin restaurant; Mongolian hot pot the specialty; Cantonese dishes also served. Or south in Wentworth for a great choice of Cantonese cuisine; Haylemon, at 2201; China Restaurant, at 2223; King Wah, at 2225; Won Kow, at 2237; Lee's Canton Cafe, at 2300, and Chiam, at 2323.

Along the Lake Street Route

HALSTED STATION:

Barney's Market Club, 741 W. Randolph; 1 block south. At Barney's, everything's big, from the "Yes, sir, Senator" greeting to the hearty steaks and lobster; famous market area landmark.

Along the Douglas Service from the West

CICERO-BERWYN STATION:

Klas, 5734 Cermak Rd., Cicero; 3 blocks west in Cermak. Good Bohemian food. And for those with strength to walk two blocks farther, Old Prague, 5928 Cermak Rd., Cicero

WESTERN AVENUE STATION:

Febo's, 2501 S. Western; 5 blocks south. Italian fiesta as well as more moderate

Toscano's, 2439 S. Oakley; 4 blocks south to 24th Pl., 1 block east. Italian; value, not frills.

18TH STREET STATION:

Nuevo Leon, 1515 W. 18th St., 2 blocks east. Mexican food.

The Douglas-Congress Lines

UNIVERSITY OF ILLINOIS (U. of I.) HALSTED STATION:

The Parthenon, 315 S. Halsted; 1 block north. In Old Greek Town; big, bustling; gyros, spinach pie, saganaki and such; low prices.

Dianna, 212 S. Halsted; 1 block north of Halsted Station. Good Greek food in restaurant in the back of a grocery store made famous in movie, "Dream of Kings."

Rodity's, 222 S. Halsted; 2 blocks north. Another good Greek restaurant in Old

Along the Northwest Milwaukee-Kennedy Route

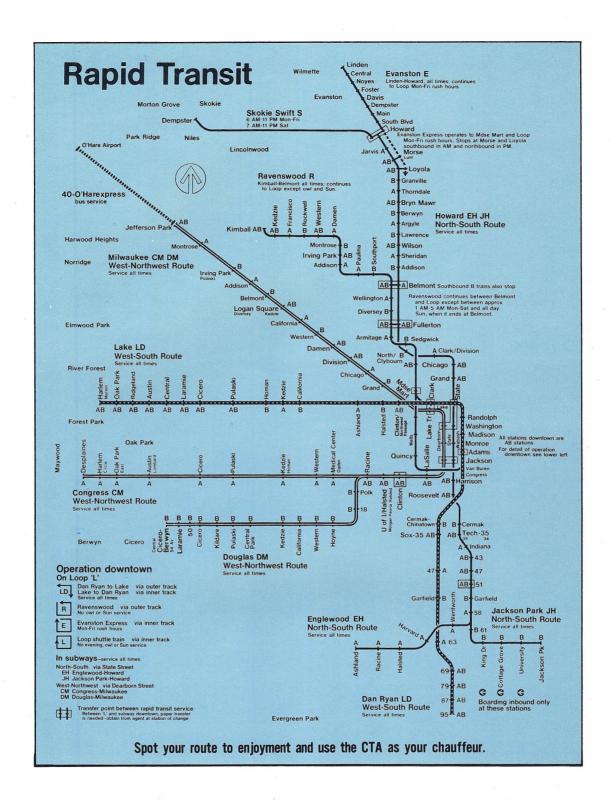
GRAND AVENUE STATION:

Como Inn, 546 N. Milwaukee, 1 block northwest in Milwaukee. Old world atmosphere; Italian cuisine. DAMEN STATION:

Patria, 2011 W. North; around the corner and just west of the station. Delicious Polish cuisine, soups; salad bar; liquors from the old country; moderate.

Turewicz, 1643 N. Milwaukee; 1 block north. Polish restaurant that really comes to life at night, with entertainment by musician owner and his staff; dancing, too. JEFFERSON PARK STATION:

Gale Street Inn, 4914 N. Milwaukee; across street from station. Popular pub type cafe; excellent barbecued back ribs, steak, sandwiches; moderate.



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