Summer, 1975

cta Quarterly

IN THIS ISSUE

All About CTA, incorporating the 1974 Annual Report

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The Issue

This issue of CTA Quarterly incorporates portions of the 1974 Annual Report. In the articles, paragraphs that would otherwise appear in the narrative section of the Annual Report are indicated by italics. A statistical section, appearing at Page 24, carries basic tables and charts. A supplement, containing other financial tables and audited notes, is available upon request to CTA. A supplement, containing the audited financial tables and notes by Arthur Andersen & Co., is available upon request (see enclosed card).

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Page 20 top.

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Highlights of CTA's Biggest Year

Supertransfer experiment, linked with Sunday bargain fare, boosted weekend riding by 50 per cent.

$391 million capital development program launched. Orders placed for 200 air-conditioned rapid transit cars, 600 air-conditioned buses.

First women bus drivers and rapid transit conductors hired and trained.

Executive machinery streamlined for responsibilities of tomorrow. Marketing, Human Relations, Safety Departments established.

Improved liaison with ethnic and minority groups and media. News announcements translated into Spanish for convenience of Latin-American press.

Expanded marketing program for ridership. Catchy jingles on radio, color TV commercials. Posters. Display ads.

Expanded Travel Information Center (call 670-5000) takes on job of advising riders on public transportation services throughout six-county area.

Energy shortage focuses new attention on importance of public transportation. In winter crisis, CTA's increased Sunday ridership alone saves more than 300,000 gallons of gasoline.

RTA approved by voters at March 19 referendum.

The Covers

Front: Chicago's landmark Water Tower and the rapidly developing upper Michigan Avenue area are better served by the year's most publicized bus route additions. (see Routes, Page 10).

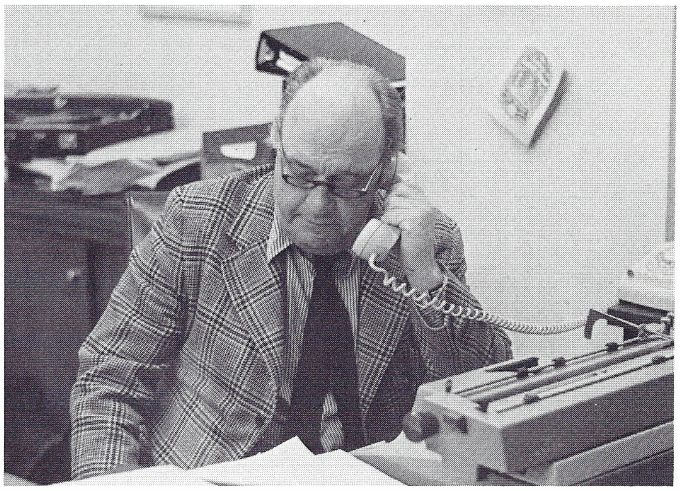
Back: Beauty bath for buses is a feature of one of year's major capital developments: new bus service garage for CTA vehicles serving Chicago's south side. (see Facilities, Page 12).

The Center Spread

Important contact between CTA public transportation and intercontinental air travel is typified by this scene of 1974-tested articulated bus at O'Hare. Daytime express service between Jefferson Park and airport was stepped up to every-15-minutes in '74.

In Any Year —

Money Is The Headline News In Transit



One of best known voices and by-lines in Chicago is Tom Buck's. This article views CTA's '74 from perspective of 20 years of reporting transit scene for The Chicago Tribune. As CTA Manager of Public Affairs, Tom is frequently on phone to give media first-hand facts on CTA happenings.

For the CTA, 1974 was the biggest year of headline news in nearly a quarter of a century.

On that, I'm sure all of them would agree — all of the reporters for Chicago's major newspapers who, at one time or another, were assigned to cover the CTA.

We were good friends who respected each other's judgment, but that didn't stop us from scooping each other on CTA stories at every opportunity.

Assigned from the *Daily News,* over the years, were James Mundis, now with AT&T in Washington, D.C.; Roy Fisher, now dean of the School of Journalism at the University of Missouri; the late Horton Trautman; and Dennis Byrne, who is now covering the CTA.

From the *American* which later became *Chicago Today,* there were the late Walter Sutherland, Mike Meredith, the late Sam Blair, Marty O'Connor, and, more recently, C. Owsley Shepherd and Bob Glass.

In the early CTA years, William Miner covered for the *Sun-Times.* Then, for many years, the *Sun-Times* was represented by Fletcher Wilson, who retired to Florida to grow roses and tomatoes. Fletch was succeeded by William Harsh, now with the Illinois Department of Transportation. Peggy Constantine is covering for that paper today.

At the *Tribune*, it was my good fortune in 1950 to inherit the CTA beat from Clayton Kirpatrick, now the *Tribune* editor. David Gilbert has been covering for the *Trib* the last two years.

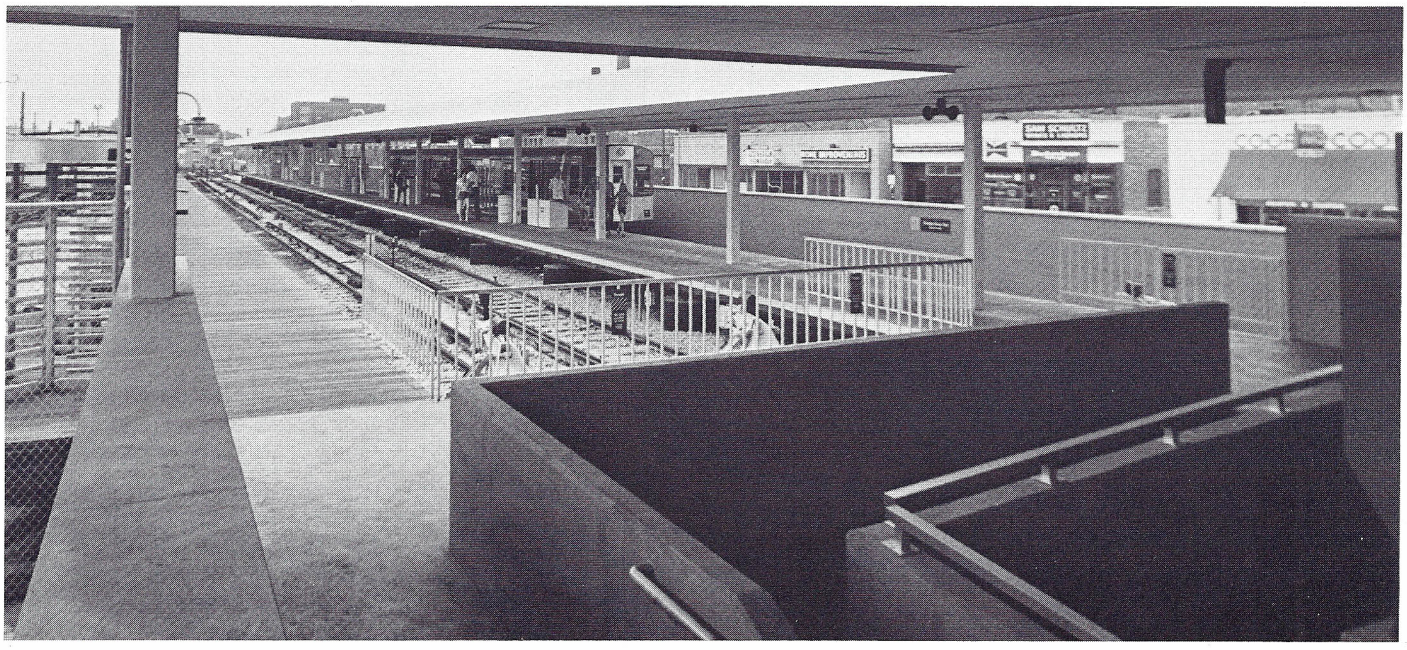
We competed on such major stories as how the Green Hornet streetcars were converted to elevated-subway cars; how Chicago, in conjunction with the Cook County and Illinois Highway Departments, pioneered in creating rapid transit lines in the median strips of superhighways; and how the CTA gained national attention with the creation of the Skokie Swift as the first federal grant demonstration project in the rapid transit field.

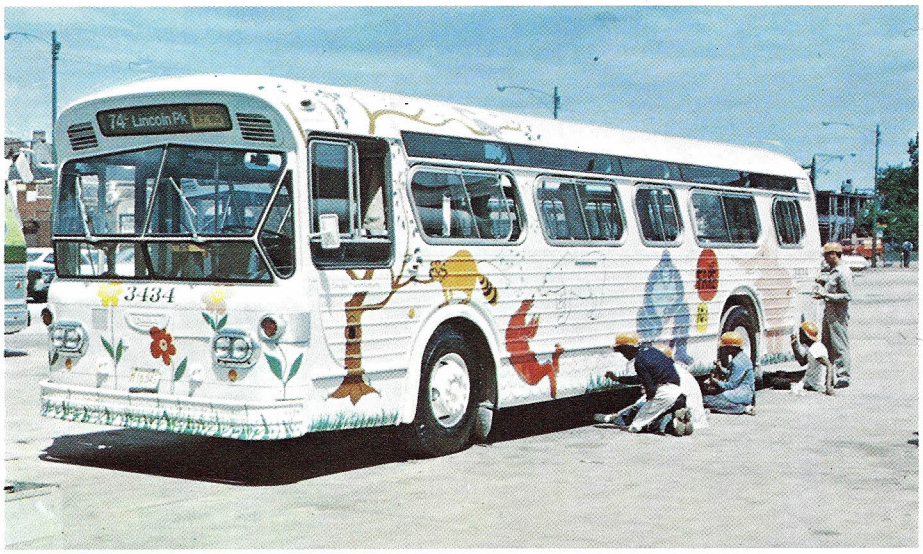
There also were the stories of lighter vein, such as how female pigeons were used to trap other pigeons on the Loop "L", and how wider seats were put on buses to meet the specifications of a witty and pragmatic CTA chairman with the physique of the Big Ten wrestler that he had actually been.

But the most significant of all CTA stories always were concerned with one subject — money.

Or, more specifically, money for two purposes — money for new equipment and other improvements and money to

Convenient ramp for wheel chair riders, foreground, is one of features of new (1974) and modern rapid transit terminal of Ravenswood line at Kimball and Lawrence.





Greater involvement with the community was marked trend in CTA's year. This included students, youth, ethnic groups, nation. One of the first of CTA Bicentennial vehicles was named for Crispus Attucks, black patriot. Bus was used for history lesson dedication at school of same name. New travel convenience bus between elevated line and the zoo, appropriately christened 'L'ephant, was decorated by three teams of Model Cities youngsters working at CTA's South Shops. Shuttle fare is just a dime.

meet rising costs of operations.

All things considered, that's what the big story of 1974 was really all about: how to finance, without raising fares, the operations of not only the CTA, but also all other public transportation, including the commuter railroads and the suburban bus systems.

There were, of course, other major reasons for the creation of the Regional Transportation Authority. And while the RTA already is making headlines with plans to improve and expand service throughout the six metropolitan Illinois counties, its ongoing role of supplementing fare box collections with public funding is certain to continue as headline news.

Next to 1974, the most significant headline year for the CTA was 1951. The subject of those headlines, commanding the top of the front pages in July, also was money.

It was the first major test of whether the original basic premise of the CTA could be made to work. Under this concept, the CTA Board was obliged to charge fares at a level sufficient to pay all costs, including debt service and a depreciation requirement.

The newspaper stories told how "more than 300 jeering and angry straphangers filled a hot, stuffy room for stormy hearings" on CTA proposals for a 20-cent universal fare and a weekly pass for both the surface lines and the elevated-subway system. The universal fare of 20 cents would have meant increases of 5 cents for the surface lines and 3 cents for the "L".

James R. Quinn, CTA vice-chairman and the only remaining member of the original Board, recalls how it became necessary to call in policemen, both in uniform and plainclothes, to help preserve order at the hearings. He recalls, too, the chagrin of a plainclothes policeman who confided later that his pocket had been picked during one of the turbulent sessions.

The controversy was climaxed by a decision by the CTA Board to raise the fares. The fare for the surface lines (then mostly streetcars) was increased 2 cents — to 17 cents. For the "L"-subway, the fare was raised 1 cent — to 18 cents. The proposed weekly pass was not adopted because it was not considered feasible. The fare increases were not as much as the staff had proposed, but they were sufficient to restore the CTA to a break-even financial position.

The significance of those 1951 fare increases was that the CTA Board had demonstrated its intention of adjusting fares to keep the authority in sound financial health.

From then on, too, there developed a distinctive pattern of news coverage on the part of the reporters regularly assigned to the CTA beat.

Each month, the CTA published a financial statement. Reporters began keeping a close eye on those statements for any

Among the major events in Chicago transit's big year were remodeling of Bryn Mawr station, left, on North-South rapid route, to include new stainless steel hardware, terra cotta floor, and run-it-yourself escalator; an experimental Supertransfer that, linked with Sunday bargain fare, produced a significant increase in weekend riding; and, below, successful "Yes" referendum vote for the new Regional Transportation Authority in the six-county northeastern Illinois area.

indication of possible further fare increases in view of the direct relationship that had been established between revenue totals, operating costs, and money necessary to fulfill other financial obligations under the break-even formula.

If revenues were not sufficient to meet all of the financial obligations, the first item to be blotched with red ink was the depreciation account, which represented money that should be set aside for the future replacement of equipment and other improvements. And, when the accumulated deficiency in the depreciation account was a significant figure such as $1 million, all of us reporters became alerted to a probable need for another fare increase to erase the deficit and make the CTA whole again.

We then began writing stories to alert the public of a possible fare increase.

We also began asking CTA officials about the possibility. Seldom, if ever, would we get definite confirmation, but there often were subtle indications that we were on the right track. Walter J. McCarter, for many years the general manager, would sort of grin and say, "No comment." Thomas B. O'Connor, later the general manager, would be equally noncommunicative.

A meaningful silence to queries about possible higher fares was the response of Peter J. Meinardi, the long time CTA financial expert, and of Harry Polland, the able and conscientious public information director.

Then, as another monthly statement would show a still larger deficit in the depreciation account, all of us assigned to the CTA would begin scooping each other with more specific speculative stories, pointing out not only how many cents the fare might go up, but also predicting the probable date of the increase. By then, our best indication of accuracy was that no one at the CTA would tell us that we were wrong.

Shortly thereafter, the CTA would announce officially the staff proposals for a fare adjustment. And action soon would be forthcoming from the Board as the necessary move to balance the books.

This pattern of fare adjustments — and news coverage — prevailed until 1970, when the last fare changes were made and after which the public decision was made to stabilize fares.

That decision to stabilize fares was based on the realization, both here and elsewhere in the country, that the vital service of public transportation could no longer be sustained by the fare box alone.

The paramount subject of providing adequate funding for public transportation has now moved to the regional or metropolitan, the state, and the federal levels.

Tom Buck
CTA Public Affairs

Riders

They're Going Places

CTA ridership is riding with a purpose. Every rider is going somewhere.

Of the 1,150,000 riders on CTA buses and trains, on the average weekday, about 785,500 are going to work — or home from work. Most are employees of Chicago area organizations who find CTA the most affordable way to commute.

204,000 riders are going to school, most at the reduced fares provided to public and private school students of high school age.

Other riders are going to professional appointments, to the doctor and the dentist, to visit friends in the hospital, to sporting events.

On Sundays, when a bargain fare is in effect, many riders are going to church. Many also are going to Chicago art galleries, museums, and concert halls.

Ridership on CTA increased by 5.0 per cent in 1974. Total revenue passengers, including originating riders and transfer fares were 625,420,858 in 1974 compared with 595,543,461 in 1973.

A loss in rapid transit passengers of 1.0 per cent, or 94,184,863 passengers in 1974 compared with 95,160,135 in 1973 was offset by an increase in surface system passengers. There were 287,453,420 surface passengers in 1974 compared with 272,414,322 in 1973, an increase of 5.5 per cent.

With CTA fares stabilized, increases in ridership provide the best means of reducing the public funding necessary to meet operating costs.

A reasonable investment in marketing — analysis of what motivates ridership, the development of inducements, and the communication of benefits — was initiated by the CTA Transit Board.

A new transfer plan, giving riders more for their money than ever before, has been effective. The plan enables riders to combine both ends of their trips (at the CTA fare plus the 10 cent transfer charge) with intermediate rides on eight commuter railroads. The plan also permits use of the 10 cent transfer for an unlimited number of rides, within an hour, in any direction.

Experimental Sunday fares of 25 cents for adults and 10 cents for senior citizens and children (ages 7 to 11; those under 7 are free) combined with the Supertransfer to boost weekend riding, on the average, by approximately 280,000 rides each Sunday.

The gasoline shortage in the early months of 1974 provided additional fuel for ridership promotion. March ridership was up 4.9 per cent over the same month in 1973.

As the energy situation eased, monthly gains were momentarily reduced. But, the communications effort sustained an upward momentum to finish the year with an overall gain. A high of 6.6 per cent gain was set in October.

Expansion of CTA's round-the-clock information bureau into a modernized Travel Information Center, with the widely-advertised phone number of 670-5000, has alerted present and potential riders to CTA's concern for their convenience. The Travel Information Center handles 95 per cent of incoming calls, without waiting, through an automatic call routing system. Information is available on all public transportation services within the six-county Chicago area.

The Travel Information Center was introduced to the public through colorful posters, intriguing newspaper advertisements, and an extensive schedule of radio commercials.

Keeping the public informed as to riding conditions during morning and evening rush hours is also helpful in maintaining customer confidence.

The combined services of Operations Control, monitoring nerve center for the entire CTA system, and Public Affairs supply twice-daily rush hour reports to radio and TV stations throughout the area, notably WBBM Newsradio 78 which programs the announcements with its regular traffic coverage, and WGN Radio which utilizes the large-audience Wally Phillips show.

During emergencies, more continuous coverage is provided throughout the day and night. For example, during the spring blizzard of April 2, 1975, a "weather watch" for commuters was maintained from 3 P.M. one afternoon through the night and into the rush hour of the succeeding afternoon. In such cases, riding delays and unusual conditions are signalled to all media through the Chicago City News Wire so that special remote coverage can be obtained by mobile units and taped program inserts may be easily made through calls to the Public Affairs office in the Merchandise Mart.

CTA's new Marketing Department staged a continuing series of promotional programs throughout the year.

A new 'L'ephant Bus, colorfully decorated by art students in the Model Cities program, was promoted as economic family transportation between the Fullerton elevated station and Lincoln Park Zoo.

To augment the revenue-producing potentials of CTA's pool of buses and rapid transit cars, a sales campaign for charter service was launched. A Christmas shopping shuttle to Woodfield Mall was arranged.

Other special services instituted included guaranteed-seat bus express service to Chicago Bears football games at Soldier Field, special buses between the Northwestern University campus and Dyche Stadium on football Saturdays, and several nostalgia trips for rail fans on CTA's "antique" rapid transit trains.

Three major inducements to ridership are the focal points of CTA's promotion effort. Economy — particularly in these days of inflation. Convenience — particularly in these times of overcrowded space. And accessibility.

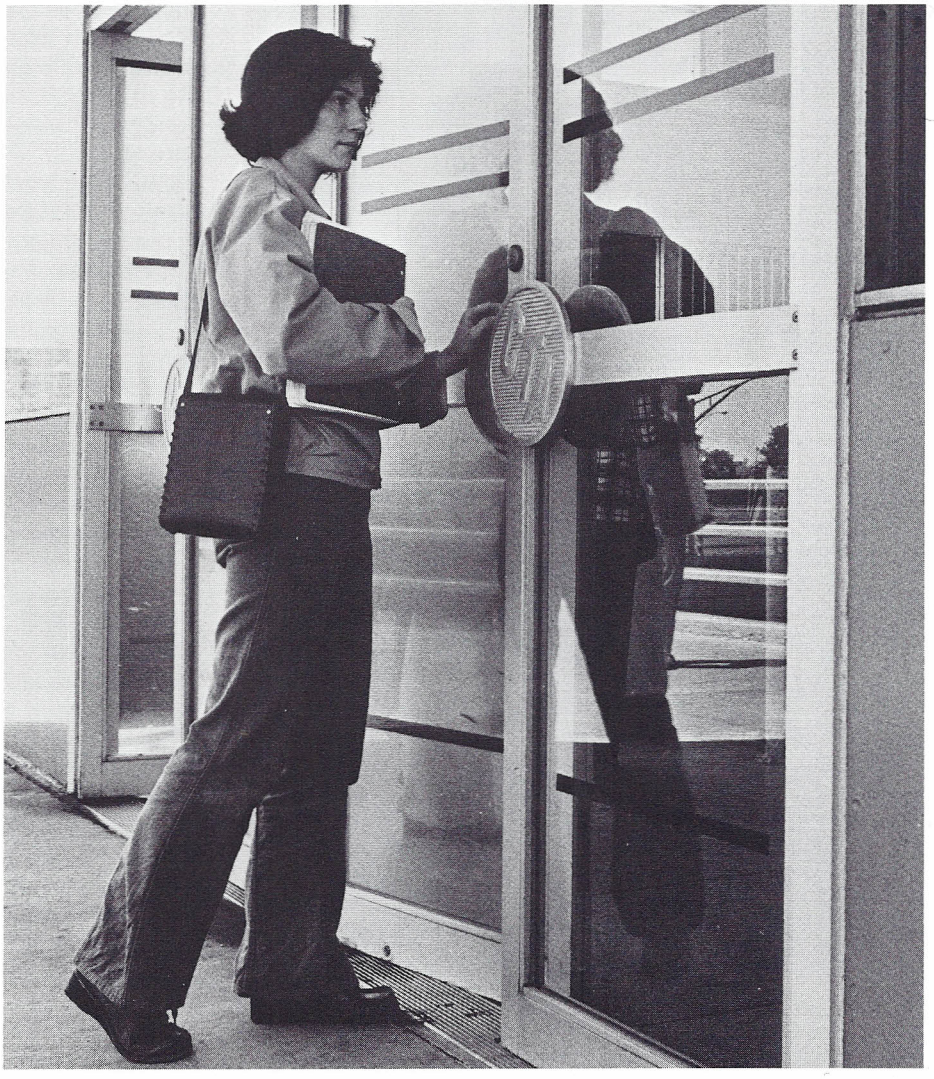
Those who sell and inform ridership on CTA are taking advantage of methods and techniques that have proved effective in other metropolitan areas, both through participation in American Public Transit Association activities and through individually arranged idea exchanges.

Riders

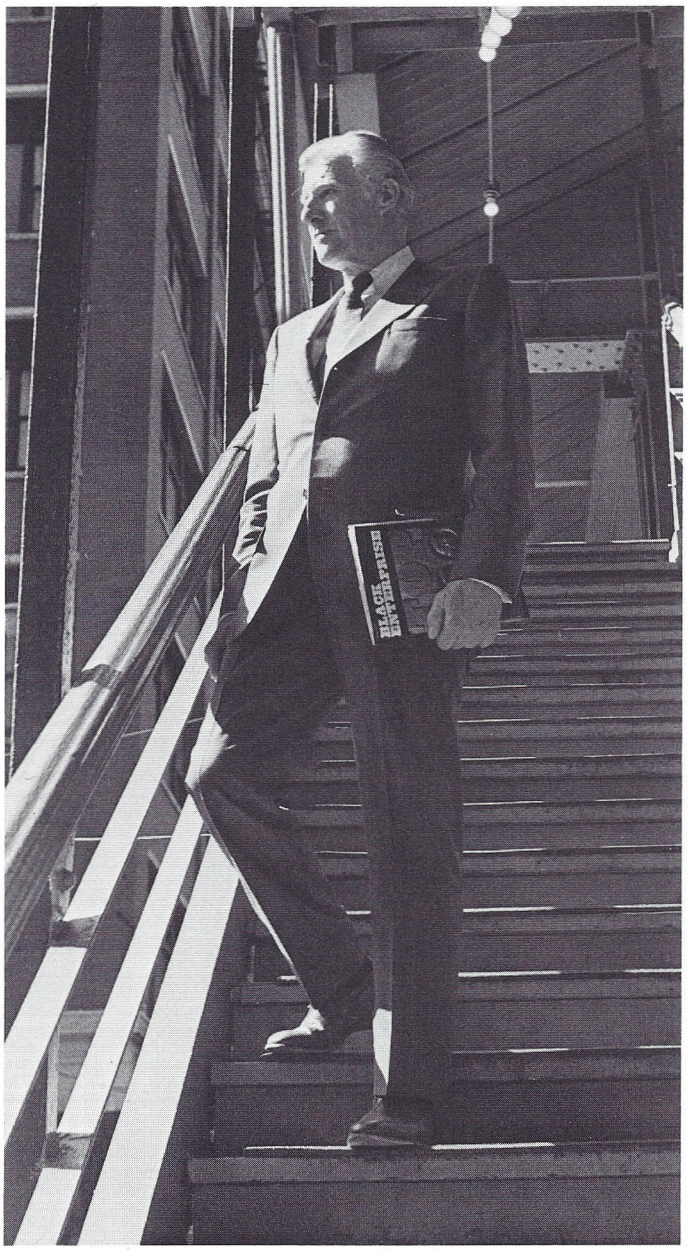
While most commuters use the CTA once they arrive downtown, Mrs. Millie Cary uses the CTA to get to her commuter train.

Mrs. Cary, the nurse in charge of the Myocardial Infarction Research Unit at Albert Merritt Billings Hospital, 950 E. 59th Street, boards a North-South train at the Fullerton elevated station each morning.

She then transfers from the subway to the Illinois Central Gulf Railroad station at Randolph Street, reversing her trip each evening.



Priscilla Banakis, a marketing student at the University of Illinois at Chicago Circle, catches the 103rd Street bus to take her to the Lake Dan Ryan rapid transit station at 95th and State Streets. Miss Banakis transfers to the Congress Douglas subway at Clark and Lake Streets and continues on to the Circle Campus at Halsted. She says the trip takes between 1½ to 2 hours, depending on traffic.



Leading members of Chicago's business corps are included in CTA's ridership totals.

For example, there's Thomas H. Coulter, chief executive officer of the Chicago Association of Commerce and Industry, whose offices are on South Michigan, just a block from a rapid transit stop.

The CACI leader relies on the CTA for many of his in-town luncheon appointments and businesstrips to such spots as the Tribune Tower, Circle Campus, and the West Side Medical Center.

Coulter discovered the extra convenience and economy of this round-town CTAing during a snowstorm when he was unable to hail a cab for an engagement on upper Michigan Avenue. He walked over to State and Adams and went below to the subway. It was a breeze.

He has also adopted the practice of using CTA's express service to O'Hare. One time, he got to the airport from downtown in 35 minutes, recovering his flight schedule despite a late start from the office.

Whenever Coulter commutes to work on the CTA, (about 50 percent of the time) he has his wife drive him to Dempster Street where he picks up the Skokie Swift. The Coulters live in Golf.

Reasons for riding CTA more are effectively promoted through car cards.

Routes

They Cover The Territory

CTA public transportation serves the entire City of Chicago, providing transit service to within 3/8 of a mile of 99 per cent of the city's population.

Service is also provided through 20 suburbs and along the borders of 11 additional suburbs for a total of 31 served.

At the close of 1974, miles of revenue bus routes totaled 2,013 and miles of revenue rapid transit track were 191.6.

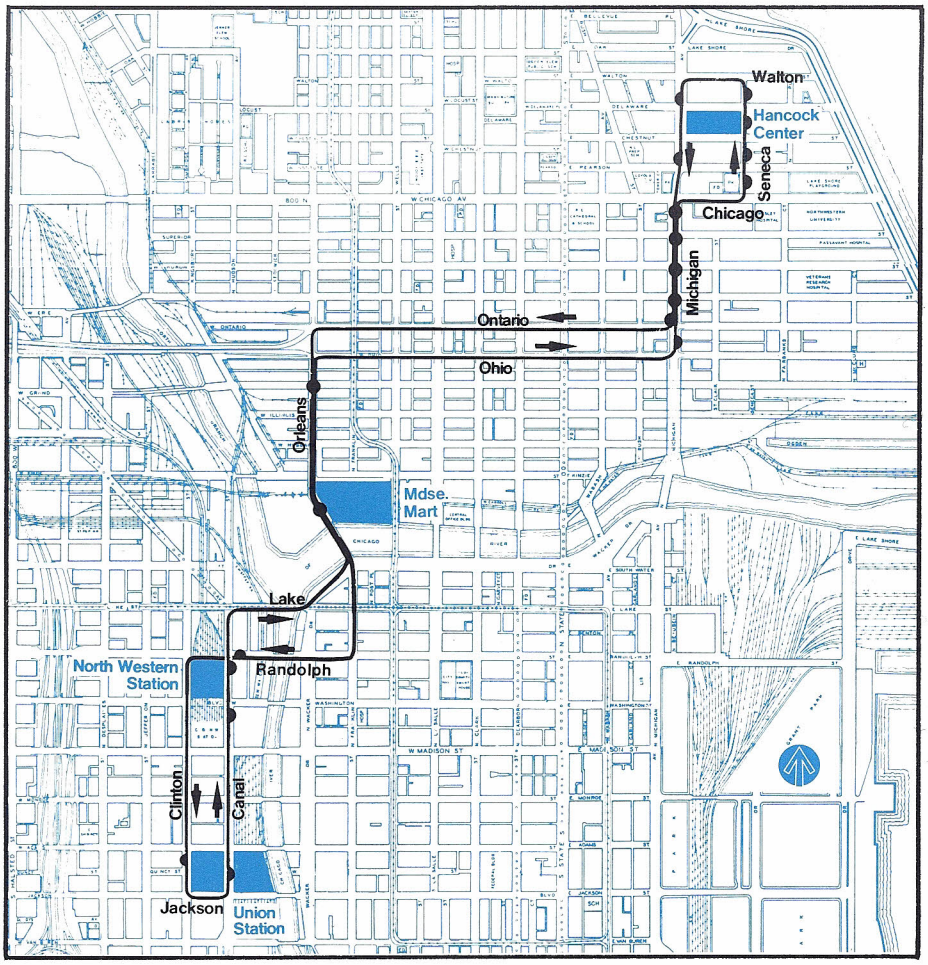
New service is added or expanded in accordance with the density of population and changing patterns of traffic. Significant route additions made during the past year were as follows:

1. Inauguration of every-15-minute daytime service by O'Harexpress buses between the Jefferson Park rapid transit terminal and the airport;
2. Bus routes connecting the railroad commuter stations with the developing near North Side and the Water Tower area — available at a special shuttle fare of 35 cents;
3. Three South Side bus routes to better serve the hospitals and the high rises in the Prairie Shores and Lake Meadows neighborhoods;
4. Weekday rush period bus service, at a local 25 cent fare, between downtown Skokie and the Jefferson Park terminal;
5. Extended bus routes on the South Side to better serve such points as the Republic Steel Works and Olive-Harvey College.

Early in the new year in 1975 CTA bus service in and to the suburb of Schiller Park was launched. A subsidy program by the village government enabled a 25 cent fare to be established.

Combined vehicle miles operated in 1974 came to 136, 985,139.

Surface system miles were 88,185,180. Rapid transit system miles were 48,799,959.



Commuter train to Chicago's growing upper Michigan complex — Big John, Water Tower Plaza, I. Magnin, Bonwit's, Field's uptown, et al — for 35 cents.

On each weekday during the year an average of 2,234 buses operated over 273,386 miles and an average of 892 rapid transit cars operated 162,833 miles.

Average scheduled speed of buses was 12.16 miles per hour compared with 12.11 miles per hour in 1973. Average scheduled speed of CTA rapid transit trains was 26.63 miles per hour compared with 27.53 miles per hour a year ago.

An important interchange development of the year was the arrangement of an experimental transfer system with North Suburban Mass Transit District (NORTRAN) permitting exchange of passengers between two United Motor Coach routes and CTA service to Jefferson Park and points on Milwaukee Avenue.

Safety

It's A Major Goal

A new Safety Department was created by the CTA in 1974. Said then Chairman Milton Pikarsky: "The CTA still has one of the best safety records among the large public transportation systems of the world. But we are not content to rest upon past records."

Compared with 1973, the previous safest year in CTA history, 1974 was not regarded by management as satisfactory.

The rapid transit system rate of 1.1 per 100,000 miles was 11.0 per cent lower than the previous 'L' record set in 1972. The surface system accident rate, however, increased to 9.9 per 100,000 miles, up 5 per cent.

CTA's new Safety Department further augments an intensive safety-training program initiated in 1954. Since that time, there has been a downward trend in accident rates, year after year.

In 1974, CTA stations and departments received 13 awards granted by the Greater Chicago Safety Council in recognition of reductions in accident frequency rates.

Cab signalling — the new electronic safety system that controls both the spacing and speed of trains — was completed on the heavily traveled North-South elevated route shortly after the end of the year.

Equipment, both in the cars and at track wayside, works together to keep trains safely apart and to restrict trains to posted speed limits, particularly at curves and switches. The motorman's cab of each train is equipped with three-color (red, yellow and green) signals and a speedometer which relates actual speed to allowable speed.

The motorman also receives an audible beep-beep signal when the speed exceeds allowable limits or a preceding train is too close. This instruction is delivered through wayside "logic" equipment (a series of relays which produces a command signal transmitted through the running rail).

What the motorman sees in his cab. In box at upper right allowable and actual speeds are constantly posted; below, red-amber-green lights flash in traffic sign fashion. Motorman is also warned with audible beep signal when he's just close enough to train ahead.

The motorman is required to bring his train to allowable speed within 2½ seconds or the train will be brought to an emergency stop automatically.

Facilities

Their Development Is Continuous

Continuous improvement of service to the public of the Chicago area is the underlying mission of CTA's Capital Development Department.

Projects brought on stream in the year 1974 represented a total investment of $25,659,837.

Among the major accomplishments were:

. . a modernized, escalator-equipped Bryn Mawr station on the North elevated route, the first of nine rapid transit stations to be modernized under the CTA's $140 million capital improvement program;

. . a second new terminal, with ramp, at the end of the Ravenswood elevated route at Kimball and Lawrence Avenues;

. . a new bus maintenance station and service garage at 79th Street on the South Side (see companion feature in this issue of the CTA Quarterly);

. .new cab signalling equipment for CTA rapid transit (see more detailed description in the article on Safety).

In addition, under Phase II of the development program, orders were placed with successful bidders for;

. . 200 air-conditioned rapid transit cars;

. . 600 new buses, most of which are to be air-conditioned.

The Phase II capital development program, in which the CTA is presently engaged, is a $391 million program funded by the Urban Mass Transportation Administration of the U.S. Department of Transportation and the Illinois Department of Transportation.

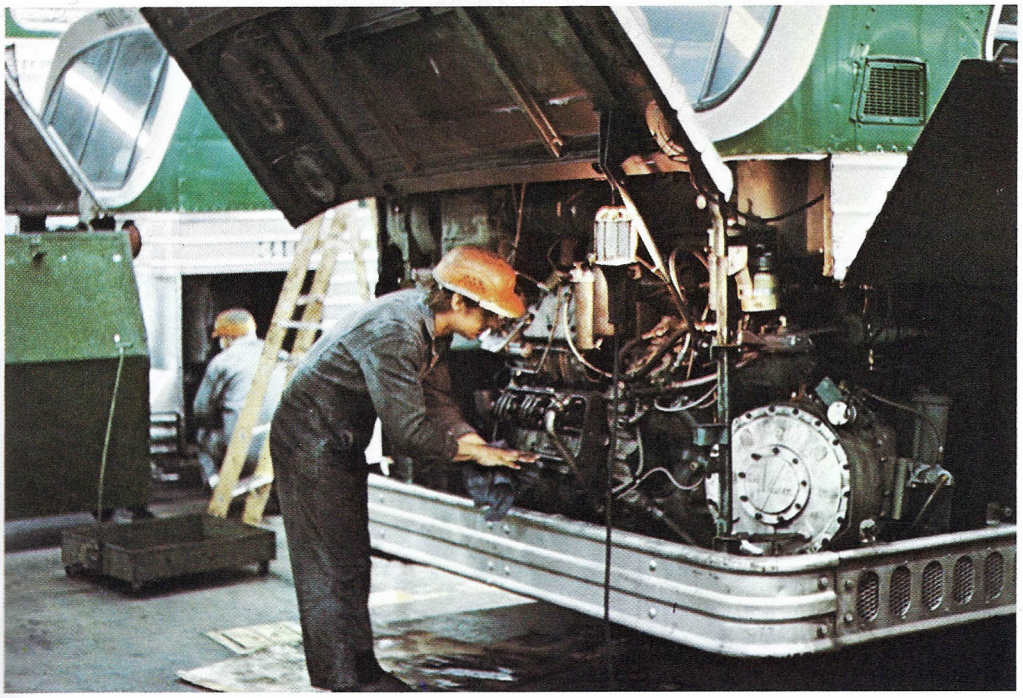
At New 77th Street Garage:

CTA Buses Go Into

Top: When a CTA bus gets its beauty bath and spruce-up, the wash job is automated. After wheels are steamed and lather is applied, sprayer runs back and forth across the bus to rinse the suds away.

Bottom: For the internal housekeeping, hoses bring cleaning fluids in through the windows. Rubbing down of "furniture" and thorough scrubbing of bus floors are next operations.

"Wet Dock" Every 24 Hours



Top: Cleaning underneath is a lift operation. High pressure steam hoses blast mud and grime away to help bus operate in smoother fashion, last longer.

Bottom: Finally, mechanics inspect the engine to see that it's clean also — and in good operating condition. Bus maintenance records and cues are computerized so condition of entire fleet can be before supervisors constantly.

Under construction throughout 1974 — and now in operation — is the largest bus service station ever built by CTA. This $2.6 million, two level structure was probably the capital development achievement of the year.

Dramatic feature of the new station is an automated bus beauty bar, providing daily shampoo and rinse to every one of the 316 buses in service. Even the color scheme and decor are salon-like for psychological impact on the "beauticians" whose job is to keep every bus as attractive to riders as is possible.

The beauty bar can work on 11 buses at a time. Gantry washers move over the 1,136 square feet of a bus exterior in only five minutes, applying detergent, brushing, rinsing, air drying, and scrubbing the wheels. The wash lines are equipped with underground water reclamation systems for environmental control.

The beauty bar gives CTA the most modernized and cost-efficient cleaning and washing facility in the transit industry.

Buses go in for servicing at the new garage every 4,000 miles or, on the average, every four weeks. The 72,000 square foot garage can handle up to 34 buses at a time in various steps of servicing and minor repairs.

During this bi-weekly check-up, cleaning fluids are brought inside the bus through long flexible hoses. The cleaning crew applies detergents and water, then dries it as it goes through the vehicle.

Six lanes of double length pits can accommodate up to 12 buses for undercarriage inspection and lubrication. Oils and lubricants are fed through a system of computerized control equipment. To protect the environment, used oils and lubricants from the buses are siphoned into an underground storage tank where they are collected and sold to a commercial oil company.

The building contains 16 heavy duty hydraulic lifts for undercarriage repair work.

Managers

CTA is Growing Them

Not all CTA managers, directors, superintendents and supervisors are home grown. When experienced professional talent is required to fulfill a rapidly-developing current need — as in computer science, development planning, communications — CTA goes out and finds it.

However, 14 per cent of CTA's advanced management (managers and directors) have been with CTA since 1935, and 47 per cent have been with CTA at least 20 years. Many of the superintendents and supervisors in the system began their CTA careers as bus drivers or rapid transit conductors.

One of the emerging personnel policies at CTA has been that of giving executives total awareness of the various departments and job functions necessary in keeping the system operating smoothly and efficiently as a vital public service. The philosophy is that everyone should see his job in relationship to the many others with which it interacts.

CTA's own "business administration college", called Management Institute I, carried out an educational program for 285 CTA employees during the 1973-74 and 1974-75 academic years. Some of these employees served as discussion leaders.

Developed by the Personnel Development department, this innovative program has attracted the interest of the transit industry nationwide. A number of other organizations have drawn upon our techniques.

To date, the Management Institute has concentrated on the middle management level. Future plans call for the addition of both upper and entry level management.

Students in the Management Institute have been selected by their department managers. Each class has been given one day a week of instruction over a ten-week period so that regular job responsibilities are not unduly interrupted.

The curriculum includes role playing, analysis of case problems, examination of leadership styles, and management by objective. Most classroom sessions are of the seminar type. Activities throughout CTA are visited.

A complementary educational program, also initiated by Personnel Development, is the CTA Technical Institute (CTATI) which has been attended by 200 people since the program was launched in 1972.

The intensive one-week program is held six times each year. Attendees have included employees of other transit systems and state transportation departments as well as CTA personnel.

The curriculum includes field training in bus operation, line and power supervision, terminal operation, security, construction, shop methods, bus maintenance, tower and yard operation, fare procedures, cost accounting, government relations, track maintenance, materials management, community relations, and data processing.

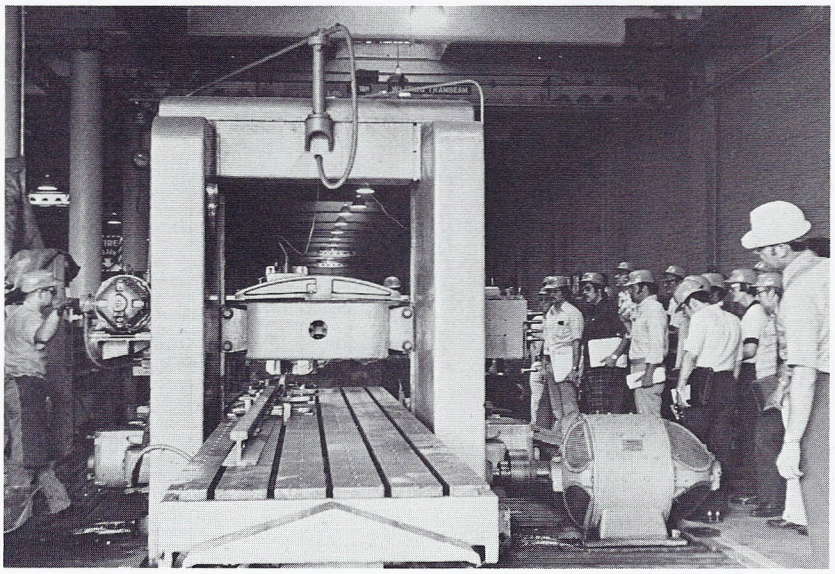
A third aspect of CTA training helps develop future talent for the system and the industry. CTA works with universities and colleges in the area to give transportation-interested students opportunities to do intern work in their chosen fields.

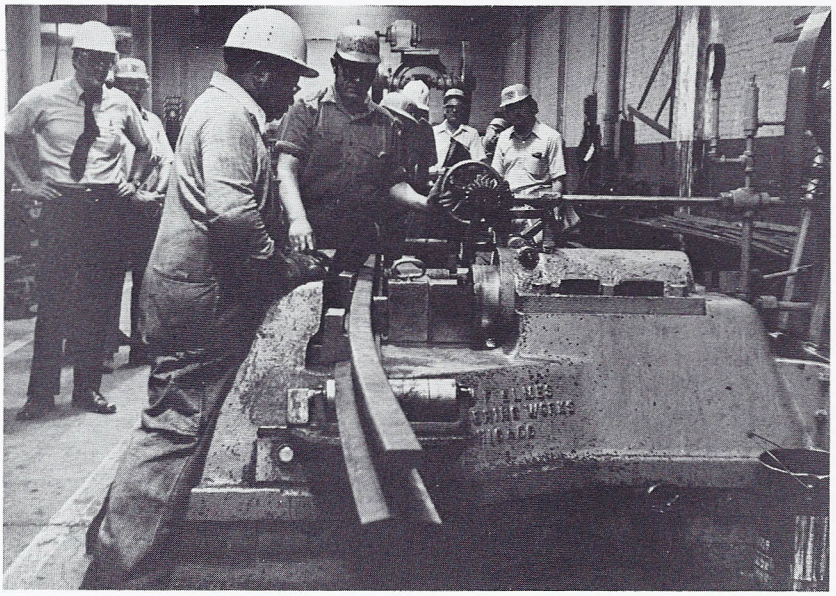
A Co-Op Trainee Program consists of a work semester during the student's regular college year. A Graduate Training Program is also conducted and co-op students sometimes go right on into this phase of education.

Commencement time at Management Institute. Key management [left to right, James Blaa, transportation; John Aurand, general administration; Paul Kole, general finance] awards diplomas. In this case, to Eugene Vanella, supervisor, power operation and substation maintenance. Institute faculty members are Mike Smith [next to Kole], Robert Desvignes, and Ron Baker.

CTA Technical Institute class is shown at left during typical instructional tour of facilities. Top, at silk screen shop, where directional signs are printed. Center, at west shops, observing rail planer, which hones down metal at ends to make switch joints fit precisely. Bottom, at machine which bends rails for curves.

Co-op trainee George Grimes, below civil engineering student from the University of Illinois, gets first-hand surveying experience on the Evanston right-of-way of the rapid transit.



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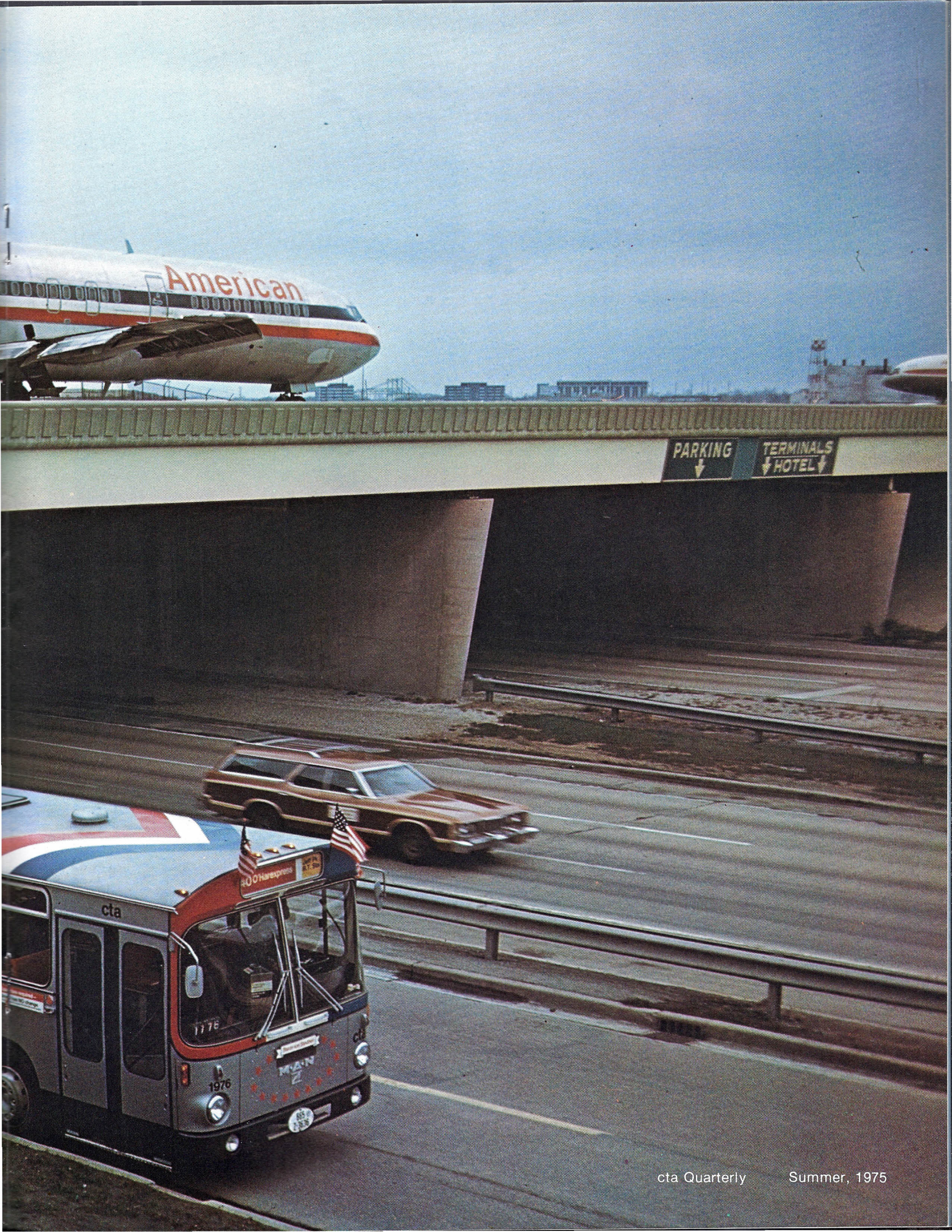
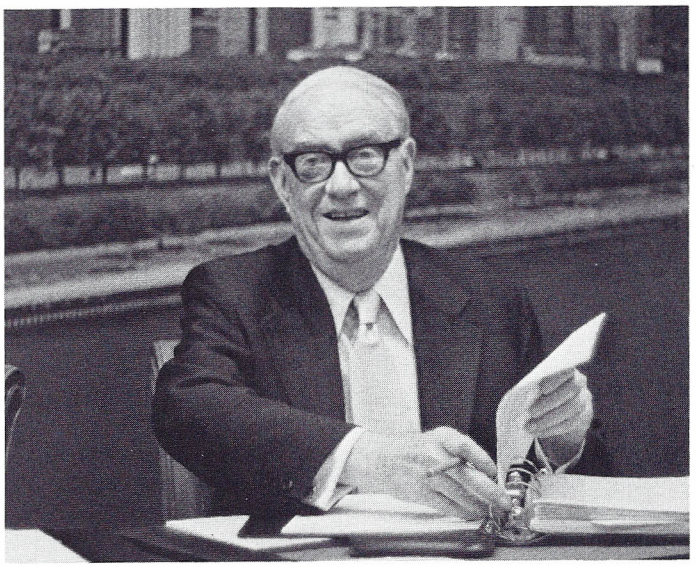

American
PARKING
TERMINALS
HOTEL
cta
1976

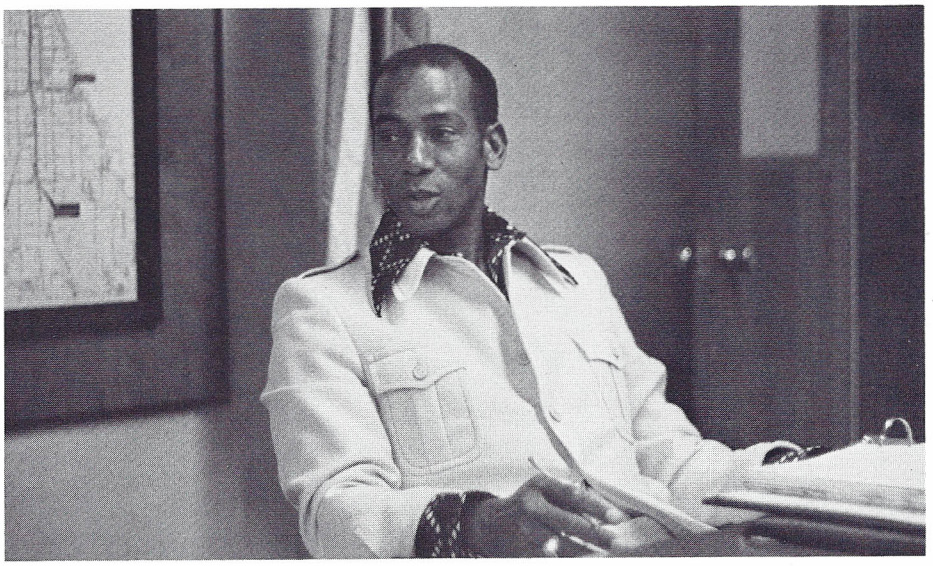
The Chicago Transit Board

Donald J. Walsh



The Chicago tradition of outstanding newspaper executives is borne out by Donald J. Walsh. Representative of the business side of journalism, Walsh entered the field in 1920 as secretary to the late Victor F. Lawson, publisher of the Chicago Daily News. He served as Daily News circulation manager from 1934 to 1942, then moved to the same position with the Chicago Sun. In 1950, he joined the Herald-American where he became business manager. Walsh was state director of public safety during the administration of the late Governor Adlai Stevenson and was appointed to the Transit Board by Mayor Richard J. Daley in 1971. Walsh is a trustee of DePaul University and a member of the board of Catholic Charities.

Ernie Banks



One of the most popular civic heroes in Chicago's history, Ernie Banks was appointed to the Transit Board in 1969 by Governor Richard B. Ogilvie. Banks joined the Chicago Cubs in 1953 from the Kansas City Monarchs, playing first as a star shortstop and later as a first baseman. He was voted the most valuable player in the National League in both 1958 and 1959 and participated in 13 All-Star games. Banks is now a member of the Cubs' coaching staff. He is a native of Dallas, Texas, but has lived in Chicago since 1953. He has been active in such community activities as the Boy Scouts of America and the YMCA. In 1959, the Chicago Press Club honored Banks by naming him its Man Of The Year.

New Designees

Marshall Suloway, Commissioner of Public Works, has been designated by Mayor Richard J. Daley to fill the Board vacancy caused by the resignation of Milton Pikarsky to become chairman of the Regional Transportation Authority. Edward F. Brabec, business manager of the Chicago Journeyman Plumbers Union, Local 130, is Mayor Daley's appointee to fill the Clair Roddewig vacancy.

Clair M. Roddewig (1903-1975)

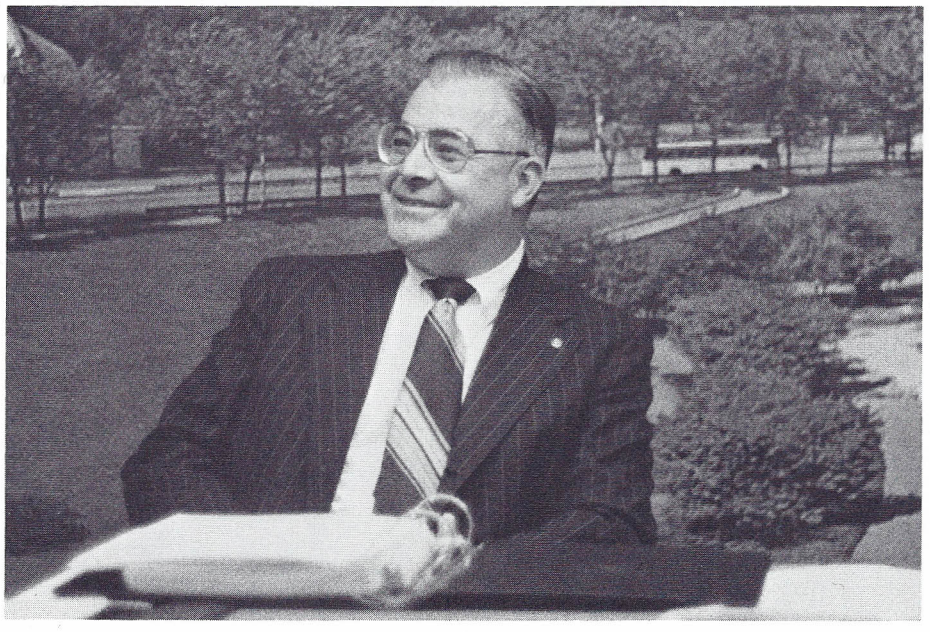
Clair M. Roddewig, who served as Acting Chairman of the Board for four months in 1973, died February 23, 1975. A lawyer, railroad and business executive, and civic leader, Roddewig had been appointed to the Board by Mayor Richard J. Daley in 1970.

James R. Quinn

Chicago's most powerful package of transit experience, public service wisdom, and human relations is labelled James R. Quinn. Quinn, who serves as Vice Chairman of the Transit Board, was appointed in 1945 by the late Mayor Edward J. Kelly. From 1931 to 1945, Quinn was a Chicago alderman representing the 50th Ward. He was chairman of the Council's Committee on Local Transportation for 11 years. He took an active part in the formation of the Chicago Transit Authority in 1945 and played the key role in the bringing of the subway system to State Street. Quinn is an attorney with offices on LaSalle Street. He has been assistant state's attorney and a professor of law at Loyola University.

Lawrence G. Sucsy

Key Transit Board member in bringing CTA bus service to Evanston was Lawrence G. Sucsy, who was appointed to the Board in 1971 by Governor Richard B. Ogilvie. Sucsy has a background in investment banking and management consulting. In the latter capacity, he directed a joint venture that gave the developing country of Nigeria its first intercity bus service. He spent six years with Chicago-headquartered Booz, Allen & Hamilton where he directed consulting assignments with major railroads, airlines, and government agencies. Sucsy received his undergraduate degree in electrical engineering from Yale University and his M.B.A. from Harvard Business School, where he was also a Baker Scholar.



Wallace D. Johnson

An investment banker throughout his business career, Wallace D. Johnson was appointed to the Transit Board in 1970 by Governor Richard B. Ogilvie. He had drafted the plan of reorganization for the North Western Railroad in 1955, was co-author of a plan for rehabilitating the New Haven Railroad, and had served as financial adviser to the president of the South Shore. In 1971, Johnson made a five-nation tour to study mass transportation impact on urban and suburban living in European cities under the auspices of the U.S. Department of Transportation. Johnson is a member of the High Speed Ground Transportation Advisory Committee for DOT. A graduate of Lake Forest College, Johnson has served as chairman of the board of the Chicago Association of Stock Exchange Firms.

Pivotal day for urban transportation: President Ford signs $11.8 billion legislation signalling federal government acceptance of transit as necessary public service.

Even "transit independents" like this "happy" drive-to-work motorist benefit from public funding of transit. CTA keeps 140,000 cars off the expressways in the rush hour. He's already coping with 36,000.

Money

It's What Makes The Wheels Go 'Round

1974 was a landmark year in transit economics. When President Ford signed the Urban Mass Transit Assistance Act last November, it signified recognition, at federal levels, of the public service necessity of public transportation.

The importance of stabilizing fares at reasonable levels so that the use of public transportation is attractive, and a balancing factor in the consumer price index, has been accepted. No longer is it regarded as necessary, or even feasible, to equalize rising operating costs with rising fares.

At the same time, it is also recognized that a public service such as transit must maintain the highest level of performance, convenience, efficiency, and safety in its equipment, facilities, and schedules. The riding public must not be deprived of up-to-date service because of diminishing net revenues.

This factor has been effectively communicated throughout the past few years by former Chairman Milton Pikarsky and other CTA spokesmen. The importance of public transportation to the so-called "transit independent" who seldom, if ever, uses transit has been one theme. Another has been the return to the public on public investment in mass transit in terms of:

a. energy conservation;
b. environmental protection;
c. efficient use of space;
d. employment;
e. stabilization of go-to-work living costs.

Illustrating energy-saving return to the public on investment in mass transit: The automobile delivers 17.7 passenger miles per gallon of fuel. The bus delivers 246 passenger miles. The rapid transit train delivers 320 passenger miles. In terms of pollutants, the bus produces the equivalent of less than two cars, yet serves 20 times or more the number of riders.

Money

In 1974, CTA operating revenues increased $8,563,266 or 4.6 per cent over the previous year. Increased costs of Social Security taxes, employer's insurance, motor fuel, and miscellaneous services accounted for 16.7 per cent of the increase in operating expenses.

Before applying grants received, operating revenues fell $62,574,420 short of meeting operating expenses.

Operating revenues were short $8,228,134 to make deposits to debt service funds in order to comply with the trust agreement assuring the Authority's public revenue bonds.

Operating revenues also failed to meet the required provision for depreciation.

Thus, total revenue deficiency before applying grants amounted to $86,406,489.

The State of Illinois reimburses fare differentials caused by reduced fares for students and senior citizens. In 1974, the total reimbursement for these two groups amounted to $18,886,372 compared with $10,774,613 in the previous year.

During 1974 grants to CTA were authorized as follows:

. . $70 million for system modernization and capital improvements from the Urban Mass Transportation Administration of the U.S. Department of Transportation;

. . $16 million from the newly-constituted Regional Transportation Authority for operating costs.

The Regional Transportation Authority will fund the difference remaining between operating costs and the $62.6 million deficit as well as equipment trust deficits of $1.7 million. Interest earnings on investments increased in line with generally rising interest rates during the year.

For the year 1975, a budget of $291,837,000 was adopted by the CTA Board. This budget is based on an estimated $198,223,000 in system-generated revenue and public funding through the Regional Transportation Authority of $95,314,700.

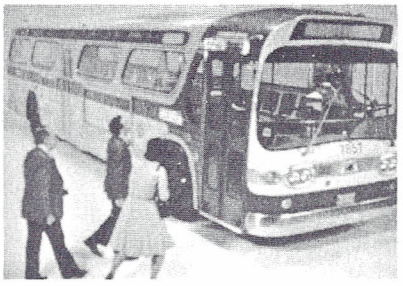
Modernized data processing contributes to improved efficiency of CTA financial and management functions: for example, accounting, record keeping, budgeting, estimating, payroll, purchasing, personnel.

Money-saving is a major argument for CTA-model transportation. How the message is conveyed, in one of CTA Marketing's current television commercials is reflected in storyboard at right.

Chicago Transit Authority
"Herman & Gladys-30"
CTA-5013

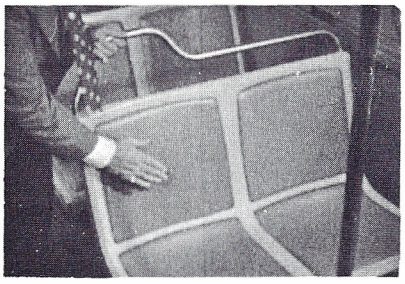
1. (Music under) DEALER: I see. So you're looking for an economy model.

2. Well, this is our biggie. It's your basic two-door,...

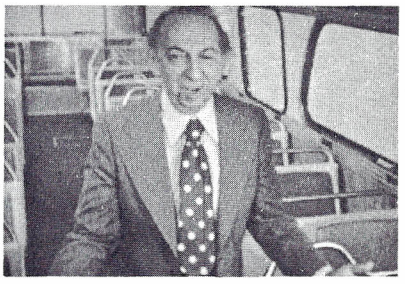


3. ...automatic transmission...

4. ...with your sporty two-tone paint job. All standard!



5. Comfy bench seats,...



6. ...lots of leg room,...

7. ...power brakes...

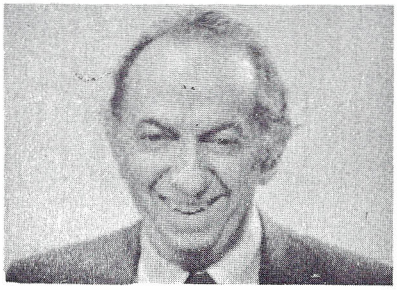
8. ...and power steering.

9. MAN: Standard? DEALER: Standard!

10. And, you'll never have to spend a nickel on gas, maintenance or parking.

11. MAN: How much?

12. DEALER: 45¢ down. And 45¢ back.



13. What do you say folks?

14. (Music and natural sfx)

15. You look terrific in it!

cta, *statistically*

(Subject to final audit.)

2,420 buses
1,100 rapid transit cars

serving the city of Chicago and 31 suburbs

2,018 miles of bus routes
205 miles of rail routes

14,000 bus stops
142 rapid transit stations

all within 3/8 of a mile of 99% of the population

2.3 million rides on an average weekday

Financial Highlights

	1974	1973	Increase (Decrease)
Operating Revenue	$ 195,040,693	$ 186,477,427	$ 8,563,266
Operating Expenses	257,615,113	220,809,128	36,805,985
Revenue Available (Deficiency) before Grant and Debt Service	**(62,574,420)**	**(34,331,701)**	**(28,242,719)**
Grant from City of Chicago, County of Cook, State of Illinois and RTA Applied to Operating Deficiency	62,574,420	34,331,701	28,242,719
Net Revenue Available (Deficiency) before Debt Service	—	—	—
Debt Service Requirements	8,209,019	8,196,998	12,021
Deficiency Before Depreciation	(8,209,019)	(8,196,998)	(12,021)
Depreciation Requirements—Current Period	15,603,936	14,916,873	687,063
Net Deficiency in Revenue	**$ (23,812,955)**	**$ (23,113,871)**	**$ (699,084)**

Sources of Revenue

	1974	1973	Increase-(Decrease) Amount	Per Cent
Passenger Revenues—				
Originating — Bus	$127,718,188	$126,386,032	$ 1,332,156	1.1
Originating — Rail	44,185,798	45,222,358	(1,036,560)	(2.3)
Fare Differential—State of Illinois Reimbursement—				
Students	8,664,494	6,785,572	1,878,922	27.7
Senior Citizens	10,221,878	3,989,041	6,232,837	156.2
Evanston Fare Differential	302,065	92,308	209,757	227.2
	191,092,423	**182,475,311**	**8,617,112**	**4.7**
Charter Service	991,935	670,098	321,837	48.0
	192,084,358	**183,145,409**	**8,938,949**	**4.9**
Other Revenues—				
Station and Car Privileges	987,499	967,712	19,787	2.0
Rent of Buildings and Other Property	445,473	425,436	20,037	4.7
Miscellaneous	1,523,363	1,938,870	(415,507)	(21.4)
	2,956,335	**3,332,018**	**(375,683)**	**(11.3)**
Total System Generated Revenues	**$195,040,693**	**$186,477,427**	**$ 8,563,266**	**4.6**

Operating Expenses

	1974	1973	Increase-(Decrease) Amount	Per Cent
Wages and Salaries	$169,495,279	$147,504,693	$ 21,990,586	14.9
Pension Contributions	22,586,400	19,689,690	2,896,710	14.7
Federal Insurance Contributions	9,168,587	7,757,572	1,411,015	18.2
Employees' Insurance	8,737,590	9,316,500	(578,910)	(6.2)
Total Labor Costs	**209,987,856**	**184,268,455**	**25,719,401**	**14.0**
Electric Power Purchased	4,586,717	4,123,433	463,284	11.2
Motor Bus Fuel Consumed	7,628,654	4,802,194	2,826,460	58.9
Operating Material and Supplies	9,686,633	7,765,882	1,920,751	24.7
Provision for Injuries and Damages	14,582,211	9,817,266	4,764,945	48.5
Misc. Services, Supplies, Etc.	11,143,042	10,031,898	1,111,144	11.1
Total Operating Expenses	**$257,615,113**	**$220,809,128**	**$ 36,805,985**	**16.7**

Debt Service Requirements

	Interest	Principal and Sinking Funds	Total
Revenue Bonds	$1,709,562	$6,499,457	$8,209,019
Equipment Trust Certificates	163,816	1,537,416	1,701,232
Total	**$1,873,378**	**$8,036,873**	**$9,910,251**

Bonds

Series	Total Revenue Bonds Retired (Serial Maturities and Sinking Funds) 1974	Since Issue
1947	$5,192,000	$84,184,000
1952	224,000	9,306,000
1953	71,000	2,689,000
Total	**$5,487,000**	**$96,179,000**

Safety

	1974	1973	1954	Increase-(Decrease) From 1973	From 1954
Traffic Accidents	6,495	6,197	16,300	4.81%	(60.15%)
Passenger Accidents	2,680	2,835	9,678	(5.47%)	(72.31%)
Total Accidents	**9,175**	**9,032**	**25,978**	**1.58%**	**(64.68%)**
Scheduled Miles on Route (in thousands)	135,710	137,803	164,222	(1.52%)	(17.36%)
Frequency Rate—Accidents/100,000 Miles—					
Traffic Accidents	4.79	4.50	9.93	6.44%	(51.76%)
Passenger Accidents	1.97	2.06	5.89	(4.37%)	(66.55%)
Total Accidents	**6.8**	**6.6**	**15.8**	**3.03%**	**(56.96%)**

Claims

	1974	1973	Increase (Decrease)
Claim Settlements			
Number	4,899	7,892	(2,993)
Settlement Costs	$1,408,093	$ 1,313,285	$ 94,808
Expenses	1,787,459	1,644,619	142,840
Total Cost of Claims	$3,195,552	$ 2,957,904	$ 237,648
Suit Settlements			
Number	1,317	2,104	(787)
Settlement Costs	$4,158,120	$ 6,313,003	$(2,154,883)
Expenses	1,617,932	1,671,884	(53,952)
Total Cost of Suits	$5,776,052	$ 7,984,887	$(2,208,835)
Total Costs	**$8,971,604**	**$10,942,791**	**$(1,971,187)**

Ten Year Financial & Statistical Summary

(In Millions of Dollars, Passengers and Miles, Except Where Noted)	Fiscal Year									
	1974	**1973**	**1972(a)**	**1971**	**1970**	**1969**	**1968**	**1967**	**1966(a)**	**1965**
System Generated Revenues	$173.2	$172.4	$178.5	$181.2	$174.9	$171.9	$145.7	$140.7	$140.4	$134.4
Student Fare Differential—State of Illinois	8.7	6.8	6.1	6.1	6.0	4.6	3.6	3.7	3.6	1.3
Senior Citizen Fare Differential—State of Illinois	10.2	4.0	—	—	—	—	—	—	—	—
Other Revenues	2.9	3.3	2.5	3.7	3.8	3.4	3.6	3.5	3.4	3.1
Total System Generated Revenues	**195.0**	**186.5**	**187.1**	**191.0**	**184.7**	**179.9**	**152.9**	**147.9**	**147.4**	**138.8**
Total Labor (including Fringe Benefits)	210.0	184.3	180.9	161.3	147.3	132.0	117.2	109.2	102.7	95.1
Material and Supplies	9.7	7.8	9.8	9.6	8.7	8.0	7.5	7.6	7.0	6.4
Provision for Injuries and Damages	14.6	9.8	9.3	9.5	9.2	8.2	5.5	5.9	6.5	7.5
Power & Fuel	12.2	8.9	7.6	7.3	6.8	6.4	6.3	6.5	6.6	6.4
Other Operating and Maintenance Expenses	11.1	10.0	8.3	8.5	7.1	6.4	3.9	5.4	5.4	5.0
Total Operation and Maintenance Expenses	**257.6**	**220.8**	**215.9**	**196.2**	**179.1**	**161.0**	**140.4**	**134.6**	**128.2**	**120.4**
Revenue Available (Deficit) before Debt Service	**(62.6)**	**(34.3)**	**(28.8)**	**(5.2)**	**5.6**	**18.9**	**12.5**	**13.3**	**19.2**	**18.4**
Debt Service Requirements:										
Revenue Bonds	8.2	8.2	8.3	8.0	7.9	8.0	8.0	8.1	8.2	8.0
Equipment Trust Certficates	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7	1.7
Revenue Available (Deficit) before Depreciation	**(72.5)**	**(44.2)**	**(38.8)**	**(14.9)**	**(4.0)**	**9.2**	**2.8**	**3.5**	**9.3**	**8.7**
Grants from RTA, State of Illinois, City of Chicago, and County of Cook for Operating Costs & Equipment Trust Debt Service	64.3	39.1	6.0	3.5	—	—	—	—	—	—
Grant from State of Illinois for Debt Service	—	—	10.0	9.0	—	—	—	—	—	—
Net Revenue Available (Deficit) before Depreciation	**(8.2)**	**(5.1)**	**(22.8)**	**(2.4)**	**(4.0)**	**9.2**	**2.8**	**3.5**	**9.3**	**8.7**
Depreciation Requirement (Current Period)	15.6	14.9	15.0	15.3	14.8	14.4	12.2	11.8	11.8	11.1
Balance Available (Deficiency)	**$ (23.8)**	**$ (20.0)**	**$ (37.8)**	**$ (17.7)**	**$ (18.8)**	**$ (5.2)**	**$ (9.4)**	**$ (8.3)**	**$ (2.5)**	**$ (2.4)**
Capital Investment:										
Funds provided by CTA	$ .2	$ .2	$ 1.1	$ 1.3	$ 3.6	$ 7.0	$ 5.9	$ 7.6	$ 14.3	$ 14.1
Funds Provided by Federal, City, etc.	25.7	35.7	29.3	4.7	19.1	48.4	46.4	1.4	—	—
Total Capital Investment	**25.9**	**35.9**	**30.4**	**6.0**	**22.7**	**55.4**	**52.3**	**9.0**	**14.3**	**14.1**
Sale of Real Estate—Proceeds	.5	.9	1.3	3.0	.1	.2	—	.8	—	.9
Outstanding Revenue Bonds—Less Reserves	32.8	32.8	34.8	41.3	47.4	54.3	60.4	65.9	71.1	76.1
Outstanding Equipment Trust Certificates—Less Reserves	3.2	4.8	6.1	7.5	8.9	10.2	11.5	12.8	14.0	15.2
Total Bonds and Certificates Outstanding	**$ 36.0**	**$ 37.6**	**$ 40.9**	**$ 48.8**	**$ 56.3**	**$ 64.5**	**$ 71.9**	**$ 78.7**	**$ 85.1**	**$ 91.3**
Revenue Passengers:										
Originating—Bus	287.4	272.8	277.1	282.6	296.2	317.0	347.0	389.8	405.7	389.1
Originating—Rail	94.2	95.2	100.5	103.5	105.6	103.1	110.8	120.7	117.6	114.8
Total Originating Passengers	**381.6**	**368.0**	**377.6**	**386.1**	**401.8**	**420.1**	**457.8**	**510.5**	**523.3**	**503.9**
Transfer Passengers	243.8	227.6	228.4	225.0	226.9	231.1	235.1	257.1	261.1	252.1
Total	**625.4**	**595.6**	**606.0**	**611.1**	**628.7**	**651.2**	**692.9**	**767.6**	**784.4**	**756.0**
Automobile Registrations—Cook County	2.3	2.3	2.2	2.1	2.1	2.0	2.0	1.9	1.8	1.7
Revenue Vehicle Miles:										
Bus	88.2	90.7	95.1	95.2	98.3	102.2	103.8	107.1	112.3	111.1
Rail	48.8	48.7	50.8	51.1	51.5	45.6	44.8	45.3	45.5	44.3
Total	**137.0**	**139.4**	**145.9**	**146.3**	**149.8**	**147.8**	**148.6**	**152.4**	**157.8**	**155.4**
Active Passenger Equipment (thousands):										
Buses	2.7	2.9	2.8	2.9	3.0	3.1	3.2	3.2	3.2	3.1
Rail Cars	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2	1.2
Total	**3.9**	**4.1**	**4.0**	**4.1**	**4.2**	**4.3**	**4.4**	**4.4**	**4.4**	**4.3**
Rates of Fare at Year End:										
Full Fare (b) (d)	45¢	45¢	45¢	45¢	45¢(c)	40¢	40¢(c)	30¢(c)	25¢	25¢
Children, Students and Senior Citizens (e)	20¢	20¢	20¢	20¢	20¢	20¢	20¢(c)	12¢	12¢	12¢
Transfer Charge	10¢	10¢	10¢	10¢	10¢(c)	5¢	5¢	5¢	5¢	5¢
Total Incidents Which May Result in Suits or Claims (thousands)	17.9	16.0	13.6	17.2	19.5	22.3	22.7	23.6	22.7	21.5
Number of Employees, at Year End (thousands)	12.5	12.1	12.6	12.8	12.9	12.5	12.2	12.4	12.2	12.4
Bus Operators Hourly Wage Rate at Year End, (Including Cost-of-Living)	$ 6.895	$ 6.20	$ 5.535	$ 5.27	$ 4.78	$ 4.33	$ 4.00	$ 3.41	$ 3.29	$ 3.18

(a) Fiscal Years 1966 and 1972 were 53-week years. All others were 52-week fiscal years.
(b) Senior Citizen reduction effective limited hours (4-20-69) — 24 hours basis (11-5-72).
(c) Fare changes effective July 8, 1970, December 19, 1968, November 5, 1967.
(d) Sunday Bargain Fares — 25¢ Effective March 10, 1974.
(e) Sunday Bargain Fares — 10¢ Effective March 10, 1974.

Workers

They're All Salesmen; But They Don't All Travel

Operating labor hours for 1974 totaled 25,520,518 compared with 25,030,067 for 1973, an increase of 2.0 per cent.

Cost-of-living allowances, as stipulated in employee-employer agreements with the union, were made twice in 1974, resulting in the salary scale for the wages of drivers shown below.

The Authority's pension contribution costs for the year increased 14.7 per cent, primarily as a result of higher employee earnings. Federal Insurance Contribution Act costs for 1974 increased 18.2 per cent due to a higher taxable base.

Many and varied are the 12,660 jobs in CTA. Estimates are that 52% of these are bus drivers, conductors, and motormen.

All CTA workers, in effect are sales people — doing something to make it easier, more comfortable, more prompt, safer for the riders.

Not a great many are seen, but all are heard. Here are what a few of them do —

	Basic Hourly Rate	Cost-of-Living Allowance	Total
December 30, 1973	$6.200	—	$6.200
1974 Changes	.200	.495	.695
December 30, 1974	$6.400	$.495	$6.895

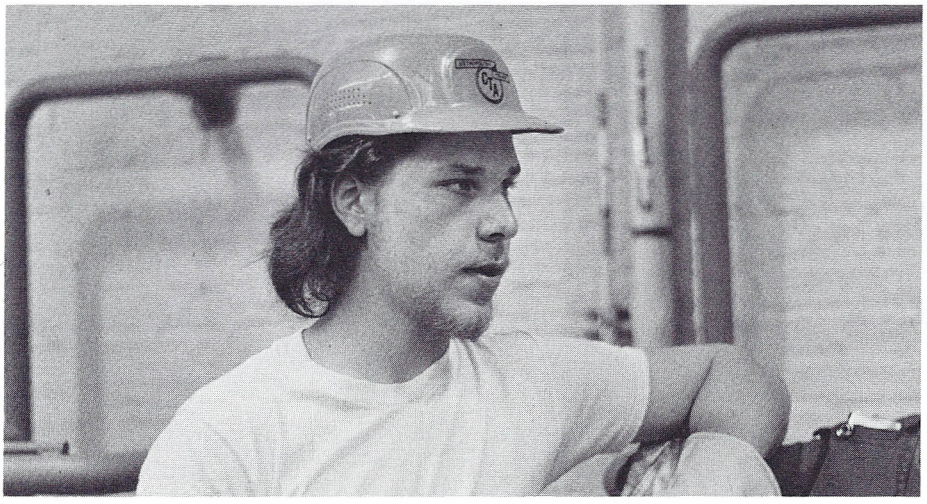
Frank Reader, 60, CTA's flange angle foreman, plans the work of an eight man gang responsible for repairing and replacing the 45 foot-long L-shaped steel arms that hold together the CTA's 40 miles of 'L' tracks.

He estimates his crew finishes six pair of flange angles each week, working both in winter and summer, often on Sundays. For that is when they can single track the trains, Reader explains, for easier placement.

While Reader no longer walks the scaffold under the tracks, he does sometimes ride up in a bucket to take a first hand spotcheck of newly positioned flange angles.

Profiles by Anit Leppiks, CTA Public Affairs

CTA conductor Robert Blyth, has been announcing stops on the West-Northwest rapid transit route ever since it was opened five years ago. Blyth works a swing shift, catching both the morning and evening rush hours. But despite all of his contact with the public, Blyth has never been seriously ill; in 33 years at the CTA, he has never missed a day.



John Small, 21, a bus serviceman, scrubs the insides of buses every 4,000 miles, about every two weeks.

His job starts with sweeping the floor of the bus, which he follows with a spray, rinse and wipe of the entire seating area, before he polishes the inside windows.

Small also is responsible for cleaning up any writing or gum stuck on the inside of the bus.

Alicia Tomlin is the receptionist to see if you are at CTA's General Offices in the Merchandise Mart and want to know something about the CTA, but don't know your way around.

Ms. Tomlin, a CTA employee for three years, developed her ease in handling the public while a ticket agent. So it's small wonder that people leave the CTA information booth on the seventh floor knowing exactly where to go and wearing a smile.

Ms. Tomlin says most people ask questions about obtaining senior citizen cards and how to find the employment office.

Workers

Fred Miller, 24, worked as summer help while pursuing his bachelor's degree in physical education at Northern Illinois University. Now he drives the No. 151 Sheridan bus route out of the North Park Garage.

Ida Taylor, a CTA ticket agent for eight years, hands out 'L'-to-subway identification checks at the Clark and Lake Street outer elevated station.

A boring job? Not when you're dealing with 146 riders every two minutes for four hours of rush period traffic twice a day.

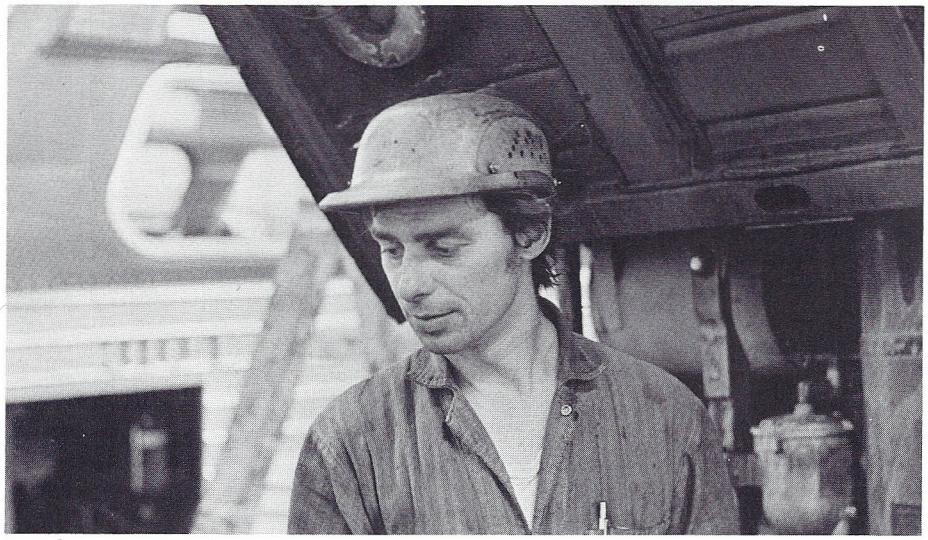
Alexander Johnson, 36, is a bus repairman on wheels. Johnson comes to the scene of any bus stuck on the street and works to get it going again in 15 minutes or sends it to the shop for further repairs.

Johnson must be able to instantly diagnose what's wrong with a bus, he must be able to work in the midst of street traffic, and he must be fast.

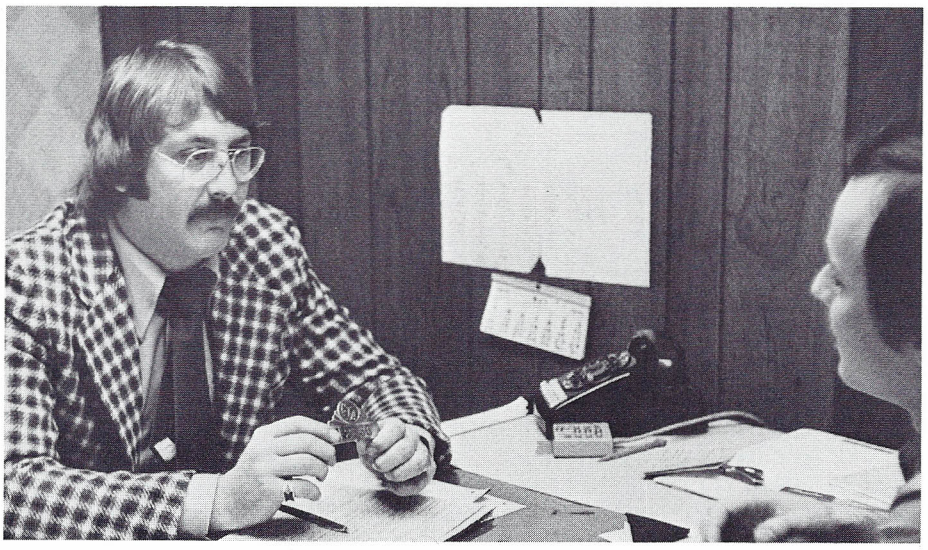
If you've ever seen a bus sign on Wacker Drive, you've seen Joan Harrison's work. For Miss Harrison, graphics designer, is currently involved in the layout of bus destination signs.

Not that she's always at her drawing board; part of the job of a CTA designer involves checking the subways and bus stops where signs are placed.

Miss Harrison concludes that while her bachelor of fine arts degree from Northern Illinois University is in graphics design (1974) — she has become something of an engineer at the CTA — designing and laying out projects that will be functional as well as attractive.



To Paul Raeck, 38, a repairman at the 77th Street Garage, taking the transmission apart or replacing an engine's cylinder heads is an ordinary task. Such a "chore" however, may take two men working 10 hours to complete. Says Raeck, "I like engines." He must.



Michael Nardulli, 23, interviews applicants for entrance level jobs at the CTA.

Among the 40 or so applicants he deals with each day are students and teachers applying for summer jobs as bus drivers, ticket agents, conductors, servicemen and trackmen.

On the job himself only six months, Nardulli is a 1973 graduate of DePaul University.

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