From the General Manager’s desk

Metro front and center

As this issue goes to print, several important things will have taken place or will be underway. On Sept. 24, King County Executive Dow Constantine is set to unveil Metro’s 2012-2013 and 2013-2014 biennial budgets. Five days later, one of Metro’s most ambitious service changes goes into effect. And from Sept. 30 to Oct. 3, Metro hosts the American Public Transportation Association (APTA) Annual Meeting in Seattle. It’s a busy and exciting time.

Meanwhile, our budget is a good news/bad news story. The good news is that, unlike many transit systems, we’ve been able to maintain our overall service hours—thanks in part to the two-year Congestion Reduction Charge that took effect this spring. The charge helped us create a largely stable fiscal path for 2012-2013 and into 2014. But near the end of 2014 this extra funding will end, and we’ll once again face the structural budget deficit that remains from the huge loss of sales tax caused by the Great Recession.

Unless we find ways to dramatically reduce our expenses and/or find new revenues, we must again contemplate major service reductions. I’ll have more to say about our budget after the County Council adopts it in late November.

Bus/bike safety is a team effort

Bus drivers and bicyclists share our roads, often under conditions that are less than ideal. To better understand the challenges that each group faces and to improve their safety relationship, Metro’s Service Development, Transit Operations, and Transit Safety staff members have teamed with the Bicycle Alliance and the Cascade Bicycle Club.

This collaboration has already produced several significant achievements. The most recent is a bus/bike safety campaign that put ads on the backs of 30 buses traveling through downtown Seattle in May, June, and July. The ads, developed by Communications Specialist Kelly Lindsey, urged cyclists to “be predictable.” Titan, Metro’s contract bus advertising manager, donated the ad space on buses as a public service.

Metro has also updated four safety videos (Passing, Turning, Loading Your Bike, and Be Predictable). They’re used in operator training and can also be viewed on Metro’s website at http://metro.kingcounty.gov/tops/bike/sharingroad.html.
The past two issues of In Transit have touched on some of the massive efforts involved in planning and implementing the fall 2012 service change, one of the biggest in Metro’s history. The downtown Seattle Ride Free Area will end at the same time, changing how we collect fares and move buses through downtown Seattle and throughout the system. These changes require a nearly “all hands on deck” approach to help our customers understand the changes and adapt to them. I thank each of you involved in making these things happen.

The APTA Annual Meeting is the premier transit event of the year, with about 1,800 attendees from transportation agencies and businesses throughout North America. We’re honored to be the host agency; it reflects well on our standing in the industry and on our accomplishments.

Many of you have worked tirelessly to prepare for this major event. Many others are supporting it behind the scenes, and still more are acting as presenters, moderators, panelists, technical tour guides, and hosts. Every transit agency in the greater Seattle area has contributed toward making it happen. As Executive Constantine and I welcome participants at the opening session, we do so as proud representatives of all involved. Watch for highlights in the next issue.

I can’t close without congratulating all of the individuals and teams recently named to Metro’s Wall of Fame, and especially Ted Day, Dennis Pingeon, and the RapidRide Shelter Crew team, who were selected to represent Metro on the Washington State Department of Transportation Wall of Fame. Read all about it on pages 2 and 3.

Kevin Desmond
General Manager

Metro’s 2012 Wall of Fame

In late July, Metro named the newest members to its Wall of Fame, which recognizes employees who demonstrate exemplary work on behalf of internal and/or external customers. In Transit congratulates these nominees (see page 3) on joining the Metro Transit Wall of Fame family. From this group, Metro management had to name only two individuals and one team as Metro’s 2012 Wall of Fame “winners” to be inducted into the Washington State Department of Transportation’s Wall of Fame.

Pictured left to right are Ben Derramas, Will Reece, Keller Rockey, Troy Jaeger, Marvin Miller, Chuck Meredith, Daren Bassen, and Carl Hendrickson. Not pictured: Alan Huston.

RapidRide Shelter Crew

The RapidRide Shelter Crew demonstrates outstanding commitment, pride of workmanship, customer service, and a can-do attitude toward completing a high volume of priority work on tight deadlines. Their quality of work, flexibility in implementing design changes, and use of innovative approaches for handling and transporting the oversize RapidRide shelters are just a few of many ways the group goes above and beyond expectations. In addition to having set more than 300 RapidRide shelters, pylons, and other amenities, this crew refurbishes more than 150 regular shelters each year and responds to more than 200 other requests for shelter installations, removals, or major repairs. A measure of the crew’s commitment and dedication was revealed when, due to pending deadlines and street-use restrictions, they worked seven weekends in a row to complete installations and keep the RapidRide program on schedule.
Ted Day (Service Development)

Ted Day is an exemplary planner and human being, and a valuable asset to Metro Transit. He exhibits a rare combination of abilities: outstanding technical proficiency, creative thinking, and the ability to communicate to diverse audiences. Day genuinely cares for people. He’s a “go-to” resource for many, both inside and outside Metro.

Since joining the Service Planning group in 1998, he has contributed to many successful service restructures, large and small, including major efforts such as Link integration and planning for the start of RapidRide. He never shirked from even the toughest assignments, successfully taking on technically demanding and emotionally draining work such as identifying network efficiencies and cuts to address Metro’s budget shortfall. Day is a self-starter and routinely reviews route and subordinates. He has always been ready to take “the just stand” on issues and to assist others, and to be a staunch advocate for his team members.

Dennis Pingeon (Vehicle Maintenance)

Dennis Pingeon started his exemplary three-decade career with Metro as a mechanic, putting his technical skills, knowledge, professional experience, and positive attitude to good work. Promoted to lead mechanic, he showed positive leadership skills in directing people, sharing his vast technical knowledge, and managing resources to meet goals. As he was promoted to chief and supervisor positions, he continued to show the same dedication and commitment to continuous improvement, supporting team members, improving his own skills, and mentoring others. And as he approached his Sept. 5 retirement, his focus centered on establishing training and mentoring programs to help co-workers advance their careers. Pingeon has been a leader among his peers, a mentor to both seniors and subordinates. He has always been ready to take “the just stand” on issues and to assist others, and to be a staunch advocate for his team members.

Teams

ABT Side System Deployment Team
- Information Technology – Ray Burgess, Greg Debo, Tefera Gulelat, Steve Heard, Ben Lesh, Phin-Ba, Todd Schaible, Anita Self, Charlene Sellhast, Rebecca Switaj, Cindy Wang, Ursula White

Alaskan Way Viaduct/SR 520 Tolling Customer Communications Team
- Sales and Customer Services – Marketing and Promotions: Mark Bilodeau, Deborah Brockway, Kelly Lindsey, Linda Wraith
- Service Development – Market Development: Carol Cooper, Kathy Koss

Atlantic/Central Operations Building Team
- Operations – Rudy Allen, Bill Burdick, Tutti Compton, Ralph Keyport, Vicki LaRitz, John Lewis, Lynn Riley, Jay Sybert
- Power and Facilities – Wendy Chin, Phil Johnson
- Transit Safety – Michael Lemeshko
- 4Culture – Jordan Howland

Customer Information Office Snow Response Team
- Sales and Customer Services – Deidre Andrus, Brain Ballestrasse, Patricia Banks, Eric Butler, Tim Cady, Christopher Daniels, Jo Anne Doornbos, Barbara Farstad, Karel Formanek, Karen French, Richard Guver, Jim Halvorson, Rose Hernandez, Alicia Hicks, Kara Higgins, Janice Johnson, Jessica Jones, Ernest King, Ann Mansell, Tim Mason, Bill Mayo, Kevin Mills, Nancy Morgan, Robin Nelson, Lisa Ovalles, Linda Poltz, Tom Randall, Michele Ruxlow, Mardi Spahr, Carl Todd, Lawrence Works

Drug and Alcohol Group Team, Transit Human Resources – Robyn Burdick, Lori Jones

Sept. 2012 Service Change Communications Team
- Communications – Anna Clemenger, Ashley DeForest, Sarah Driggs, Betty Gulledge-Bennett, Rochelle Ogershok, DeAnna Martin, Jackie Phillips, Sara Stefano, Linda Thielke
- Sales and Customer Services – Marketing and Promotions: Mark Bilodeau

Operations Payroll Team
- Operations – Karen Blacketer, Laura Ornelas

RapidRide Shelter Crew*
- Power and Facilities – Daren Bassen, Ben Derramas, Carl Hendrickson, Alan Huston, Troy Jaeger, Marvin Miller, Chuck Meredith, Will Reece, Keller Rockey

Nominees

Individuals
- Ian Bennett, Rail
- Roger Bruckshen, Paratransit/ Rideshare Operations
- Sarah Campbell, Paratransit/Rideshare Operations
- Mike Chargulaf, Design and Construction
- Wendy Chin, Power and Facilities
- Ted Day, Service Development*
- Jana Wright Demas, Service Development
- Katherine Eckhardt, Operations
- Sgt. Bill Hurley, Metro Transit Police
- June Kamau, Transit Safety
- Jill Krecklow, General Manager’s Office
- Jim Martin, Sales and Customer Services
- Carol Merrill, Sales and Customer Services
- Dennis Pingeon, Vehicle Maintenance*
- Rita Ritter, Design and Construction
- Liz Slater, Operations
- Jay Vavra, Service Development

*Individual and team winners
Williamson’s busy week — On successive Thursdays, Operator Jae Williamson went from hero to “hamburger.” While driving Route 131 on the evening of July 27, Williamson performed a successful Heimlich maneuver on a passenger who was choking on a piece of chicken, possibly saving the man’s life. A week later, he was convalescing at home in a foot cast after a run-in with bees. As reported by Steve Shay of The Highline Times on Aug. 9, Williams heard the passenger gagging, pulled the bus over, and asked the man if he was having a heart attack. Then he noticed the food and realized the man was choking. Having practiced the Heimlich maneuver only on dummies, he put it to good use in real life. “The food came out and he was OK,” Williamson told The Highline Times. A week later, though, Williamson was out mowing his lawn and ran over a bees’ nest. The bees stung his ankles, and he broke a bone while hopping up and down. “I like the two stories together,” he said. “This is a story of Thursdays.” Read the complete article online at http://tinyurl.com/9mff4l3.

APTA profiles Stenoien — Non-revenue Vehicle Maintenance Superintendent Deb Stenoien was profiled in the July 27 issue of Passenger Transport, an APTA publication. Stenoien is a graduating member of the Leadership APTA class of 2012 and will be honored at the APTA Annual Meeting in Seattle in early October. Her story and a video are available on the Passenger Transport website (http://tinyurl.com/8tzbuj6).

Newspaper honors Metro operator — Everett “Laury” Minard was named this year’s “Best Bus Driver in Seattle” by The Seattle Weekly. To mark the occasion, County Executive Dow Constantine proclaimed Friday, Aug. 10, 2012 as “Everett Minard Day” and went to Atlantic Base to personally congratulate Minard before he headed off to work. Minard drives night runs on Route 2 between Madrona and Queen Anne, and is known for his polite and gentle manner with customers. He’s been a Metro driver for more than 27 years, and at 86 he is also Metro’s oldest driver. To ensure his fitness for duty as a full-time operator, he’s had yearly physicals since he turned 75. The Seattle Weekly’s piece is available online at www.seattleweekly.com/bestof/2012/award/best-bus-driver-1779594.

Barahimi honored for commute trip successes — King County’s Employee Transportation Program Coordinator Hossein Barahimi (Market Development) has received a 2012 Diamond Award from Commuter Challenge in recognition of his contributions to improve mobility in the Puget Sound region. Each year, the nonprofit recognizes a handful of local organizations and individuals who have embraced innovative and successful efforts to change and reduce commute trips among their workforces. Barahimi was honored for his demonstrated commitment to reduce commute trips by King County’s Employee Transportation Program.

Jae Williamson recuperates after his second eventful Thursday (photo by Jen Williamson).

Hossein Barahimi

Everett “Laury” Minard, center, is flanked by (L to R) Atlantic Base Operations Chief Tim Mack, Transit Operations Manager Jim O’Rourke, King County Executive Dow Constantine, Metro General Manager Kevin Desmond, Carrie Cihak of the Executive’s Office, and Acting Deputy General Manager Christine Anderson.
County employees. Through his efforts, in 2011 King County had its highest-ever response rate to the Commute Trip Reduction survey (69 percent compared to 43 percent in 2007)—no small feat given that the county has dozens of worksites and some 12,000 employees working various shifts. And the drive-alone rate for King County employees working in downtown Seattle fell from 30.4 percent in 2007 to 24.8 percent in 2011, far exceeding the trip-reduction goal for this group and easily besting the average drive-alone rate of 27.2 percent for all downtown Seattle employees.

Transit operators of the month

**August 2012**
Atlantic Base: James Strom
Bellevue Base: Dale Schultz
Central Base: Pierre Porter, Jr.
Eastside Base: Bradley Baker
North Base: Share Jolliffe
Ryerson Base: Abdihakim Abdi
South Base: Glenn Smith

**September 2012**
Atlantic Base: Glenn Wright
Bellevue Base: Paul Mckillop
Central Base: Barbara Richardson
East Base: Mark Fields
North Base: Michael Greene
Ryerson Base: Arvind Dutt
South Base: Roosevelt Brown

Security Sensitive

Sharing our parking facility

Last October, despite predictions of dire consequences, things went pretty well when Seahawks fans were first allowed to use Metro’s employee parking garage on Sixth Avenue S. Since then, we’ve shared the garage dozens of times for events and games, accommodating thousands of fans.

We’re doing this because the new North Lot development near CenturyLink Field removed hundreds of parking spaces near the stadiums. The development is important to a financially healthy Pioneer Square, Seattle, and King County—so it’s good for Metro, too. But fans still needed somewhere to park, and eyes turned to our parking garage in the quest to replace the lost spaces.

Metro routinely uses less than half of the garage’s 1,000 spaces. Still, when sharing was proposed we had concerns about keeping enough parking for our employees, controlling circulation in the garage, and providing security for the facility and our employees.

The agreement we negotiated includes safeguards to ensure there’s always plenty of parking for Metro employees. We even have an override provision if the employee parking supply gets too tight. And we have security practices in place and working. This is new work for the Transit Security section and the garage’s Security Monitoring Center. Fortunately, Seattle’s main professional parking company, IPM, manages the event parking for us.

We’ve learned a lot over the past year, and will continue to refine the parking arrangements to work better for Metro employees. On game days, I encourage those of you who use the garage to arrive a few minutes early, just in case it’s busy. A little patience will help, too.

A final thought: although we think of it as “Metro’s garage,” we should remember that it’s owned by the public, and some of us are fortunate to have free, employer-sponsored parking downtown—a rarity nowadays.

Thanks for helping us to make this work so well.

—Mark L. Norton
Manager, Transit Security

Send comments and ideas on Metro security, emergency management, and homeland security to mark.norton@kingcounty.gov.

Continued from page 1

Bus/bike safety

The team’s plans for the future include reviewing the designs of roadway improvements being considered by local jurisdictions and doing safety outreach at transit base events. They’re also considering new bus ads for use during next year’s Bike to Work Month.

We can safely share the road!

Be predictable

Back-of-bus ads promoted bus/bike safety in late spring and early summer.
SHORT SHOTS IN TRANSIT
News briefs in and around the Transit Division

■ Metro by Torchlight — Volunteer Metro operators accompanied a festive new RapidRide bus in the July 28 Torchlight Parade in downtown Seattle. “RapidRide Man” and “ORCA Man” (operators Willie Middleton and Ryan Asuncion) entertained some 300,000 spectators lining the street as Metro recognized our operators for all they do to serve our customers and built awareness about the end of the Ride Free Area and the launch of the RapidRide C and D lines (see photo on page 1).

■ Following the money — County Executive Dow Constantine, Transportation Director Harold Tanaguchi, and Metro General Manager Kevin Desmond recently visited Metro’s Revenue Processing Center. Wearing special no-pocket uniforms, they watched what happens to the dollar bills and loose coins we collect between the fare box and the armored car that takes them to the bank. ORCA use is increasing, but more than one in four riders still pay with cash—adding up to more than $33 million last year. Processing that cash is a highly secure operation, with multiple checks and balances and strict protocols. Metro has made several facility and procedural improvements over the past two years to increase security. Our visitors left empty handed, but loaded with information about this important Metro operation.

■ Rideshare commuters honor bookkeepers — Metro’s VanPool and VanShare customers have named their top bookkeeper as part of Rideshare Operations’ Commuter’s Choice recognition program. Using Metro’s website and social media, customers told amazing stories of dedicated bookkeepers managing multiple vans, tracking mileage and monthly ridership, maintaining low fares by leading recruiting efforts, communicating the availability of incentives, and calculating monthly fares with full-time and part-time ridership. Almost 300 nominees were pared down to five finalists, and Kathy Ackermann, bookkeeper for an REI VanShare group in operation since 2006, received top honors. REI employees who’ve been sharing a van since 2006 celebrate their favorite – and now award-winning – bookkeeper, Kathy Ackermann (third from right).

■ New coordinator will keep RapidRide moving — Schedule reliability is critical to RapidRide, so Metro has created a new position in the Transit Control Center to keep service timely and reliable through downtown Seattle after the C and D lines launch Sept. 29. The RapidRide coordinator will actively manage RapidRide service during weekday morning and afternoon peak hours, working to resolve issues that might affect service on the street and adjusting bus schedules to maintain spacing, reduce rider overloads, and respond to roadway blockages. The coordinator can also call special standby or “cover” buses into service to maintain schedules.

■ Speeding service in the bus tunnel — Starting Oct. 1, Metro will take new steps to move buses efficiently through the Downtown Seattle Transit Tunnel on weekday afternoons. From 2:30 to 6:30 p.m., service supervisors will send buses into the tunnel in groups according to their bay assignments from the International District and Convention Place stations. From 4 to 6 p.m., loaders will help speed boarding at each bay in the Westlake and University Street stations and Bay C in the International District Station. These employees will use portable fare card readers to tap customers’ ORCA cards, then allow only those customers to board through the rear doors. All others (including ORCA card users who haven’t tapped yet) will board through the front doors.
Performance corner
SR-520 tolling rider survey results

The Lake Washington Urban Partnership, of which Metro is a member, is working to improve traffic flow, address congestion, and increase safety on State Route 520 and Interstate 90 in the Seattle area. To that end, Metro surveyed Sound Transit and Metro bus riders crossing Lake Washington on SR-520 before and after tolling went into effect on the bridge. Riders completed almost 2,000 pre-toll surveys and just over 2,000 post-toll surveys. Key findings include:

- **Reasons for using the bus** – Saving money increased significantly as a primary reason, from 36 percent before tolling to 41 percent after. Avoiding traffic decreased as a primary reason, from 21 percent before tolling to 16 percent after.
- **Influence of toll on decision to ride bus** – Three out of 10 riders said the toll influenced their decision to take the bus. About one in five current bus riders started riding the bus after the tolling on SR-520 began.
- **Changes in travel since tolling began** – Since tolling began, almost half of riders said they have faster travel times. About the same percentage said there was no difference in travel time. Only 7 percent reported their travel time as being slower. The majority (58 percent) of respondents who said their travel time was faster said it decreased by 5-14 minutes. Eighty-two percent of respondents said traffic on SR-520 was less congested after tolling than before.

Rider Satisfaction—Riders’ overall satisfaction with Metro’s SR-520 service increased from 83 percent before tolling to 86 percent after. Similarly, riders’ overall satisfaction with Metro increased from 77 percent before tolling to 81 percent after.

Ridership—After making service improvements before the start of tolling, Metro’s overall ridership on routes that cross SR-520 went up 15 percent. After tolling began, it went up another 11 percent.

If you have questions about the survey, please contact Lori Mimms at 206-684-2088.

### Reasons for riding the bus across SR-520

<table>
<thead>
<tr>
<th>Reason</th>
<th>Before tolling</th>
<th>After tolling</th>
</tr>
</thead>
<tbody>
<tr>
<td>Save money</td>
<td>36%</td>
<td>41%</td>
</tr>
<tr>
<td>Don’t drive/ don’t own car</td>
<td>24%</td>
<td>21%</td>
</tr>
<tr>
<td>More convenient than car</td>
<td>18%</td>
<td>20%</td>
</tr>
<tr>
<td>Parking is limited/ expensive</td>
<td>20%</td>
<td>18%</td>
</tr>
<tr>
<td>Avoid traffic</td>
<td>21%</td>
<td>16%</td>
</tr>
<tr>
<td>Save time</td>
<td>2%</td>
<td>7%</td>
</tr>
<tr>
<td>Other</td>
<td>6%</td>
<td>7%</td>
</tr>
</tbody>
</table>

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On the Move

Shaun Merrell, utility line worker helper (TLT) — July 23
Chris Stockman, utility line worker helper (TLT) — July 17
Todd Wylie, rail track and ROW maintainer (TLT) — July 16

Service Development

Craig Ratchford, graduate student intern (Market Development) — May 1
Michel Walsh, student summer intern (Market Development) — July 9

Vehicle Maintenance

Joshua Alexander, mechanic (TLT) — August 13
Calvin Bretz, sheet metal worker (TLT) — July 16
Christopher Craig, mechanic (TLT) — August 13
John Dahlquist IV, fiscal specialist II (rehire) — August 6
James Ellis, mechanic (TLT) — August 13
Edward Gregory, mechanic (TLT) — August 13
Nickolas Henry, mechanic — August 13
Brent King, mechanic (TLT) — August 13
Stanley Schubert, business and finance officer — July 17
Ham Teang, electronic technician (TLT) — July 16
David Wright, utility service worker — July 16

In Our Thoughts

Gayle Delanty, former Metro CTRS employee, passed away August 27
Bill Lushenko, equipment painter (North VM — 13+ years) passed away July 24
ON THE MOVE
Transit Division retirements, promotions/job changes, new hires, and remembrances

Retirements

**General Manager's Office**
Jim Jacobson, deputy general manager — August 1; 30 years

**Power and Facilities**
Bob Miller, maintenance planner/scheduler (Work Center) — July 31; 28 years

**Rail**
Cliff Hill, rail service worker (Link) — August 11; 14 years

**Service Development**
Lori Kittredge, transit facilities planner (Transit Route Facilities) — August 17; 34 years

**Transit Safety**
Mike Lemeshko, supervisor — September 28; 31+ years

**Vehicle Maintenance**
Jo Brodersen, utility service worker — October 31; 21 years
Russel DeCory, mechanic (Atlantic Base VM, 2nd shift) — August 1; 21 years
Dennis Pingeon, superintendent (South Base VM) — September 5; 30+ years
John Wagner, mechanic (Electric Shop) — July 21; 32 years

Promotions and Job Changes

**General Manager's Office**
Christine Anderson to acting deputy general manager from special project manager
Gale Israelson to career service project/program manager II (Transit Security) from TLT

**Operations**
Levi Christopher to superintendent from base chief (North Base)
Imelda Ngonevolalath to administrative specialist III (East Base) from Executive Services, Finance and Business Operations (Payroll Operations)
Randall Potter to acting chief (Base Operations) from first-line supervisor
Jan Voss to base chief (North Base) from base chief (East Base)

**Power and Facilities**
Ricardo Miramontez to chief (North Facilities) from lead ground specialist

**Rail**
Al Azen to rail operations chief from rail supervisor
Nick Keolker to rail electro-mechanic from material service center worker

**Service Development**
Jana Wright Demas, to transportation planner III from transportation planner II (Service Planning)
Jeremy Fichter to transportation planner III from transportation planner II (Service Planning)
Liz Gotterer to senior transit facilities planner (Transit Route Facilities) from senior service planner (Service Planning)

**Vehicle Maintenance**
Ian Hanson to chief from lead mechanic (East Base VM)
Chris Parrott to superintendent (Ryerson Base VM) from chief (South Base VM)
Larry Ward to superintendent (South Base VM) from superintendent (Ryerson Base VM)
John Custer to apprentice mechanic from equipment service worker
Dennis Robinson to acting NRV purchasing specialist from transit parts specialist
Patrick Sheehan to career service equipment painter from TLT

**New Hires**

**Design and Construction**
Alberta George, transit project control engineer II (TLT/ rehire; left 1997) — July 17

**Power and Facilities**
Paul Bohocky, maintenance painter (South Facilities) — July 30
Tim Dickinson, transit chief (Tunnel Work Center) — July 16
Daniel Feiteira Jr., utility line worker helper (Power) — August 1
Jordan Kuwik, utility line worker helper (Power) — August 2
Joshua Belew, transit facilities maintenance worker (N. Facilities) — August 13

**Rail**
Richard Bash, utility line worker helper (TLT) — July 17
Alva Beck, utility line worker helper (TLT) — July 18
John Edman, rail electrical worker (TLT) — July 18
Raymond Edwards, utility line worker helper (TLT) — July 23
Michail Gallagher, streetcar maintainer (rehire) — August 1
Joseph Knifong, rail electrical worker (TLT) — July 24
John Leary, utility line worker helper (TLT) — July 17

Continued on page 7