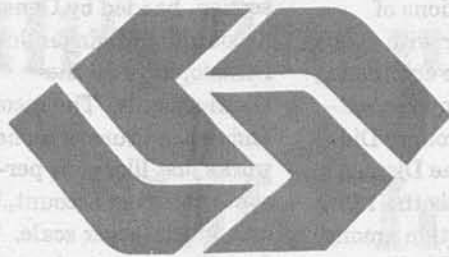


# HEADWAY



**OUTSTANDING  
DIVISION**



**RTD**

**SERVICE EXCELLENCE**

**Service Excellence:  
Division 8**

## Letter from the President



Dear RTD Employee: Every other Friday morning, there is one District department that reigns supreme in the minds of every one of you.

There is one particularly important deadline this department must meet every two weeks. If it misses that deadline, it knows it can expect 9,000 phone calls.

Happily, this has not been a problem in recent memory. RTD's extremely efficient payroll and control section, headed by Payroll Manager Howard Crawford, has always made sure you receive your paychecks promptly.

But the accounting and fiscal department and the treasury group accomplish much more for the District than issuing more than \$10 million in paychecks every two weeks. A distinguished history of wise financial planning and prudent investing, under the direction of Investment Manager Mel Marquardt, has made our accounting de-

partment one the nation's leaders among public organizations.

That is why I salute their efforts this month in Headway. We can thank them not only for getting your paychecks to you on time every two weeks, but for improving the lives of all our riders and employees.

Anyone who handles hundreds of millions of dollars each year with the deftness that the accounting wizards do has my respect—and I hope has yours. Did you know that the District's retirement fund is the 125th largest in the nation among public entities? I believe this speaks volumes for the high esteem in which the District holds its employees.

The District's pension funds (one for each of our seven unions and one for non-contract employees), the deferred compensation and 401 (K) plans have a combined value of nearly half a billion dollars. With savings and loan companies dropping like autumn leaves around us, it is comforting

to know that the District's own retirement plans are extremely secure. And the treasury group has spent years looking for ways to improve your retirement benefits, thus increasing the incentive to stay with the District.

The maze of retirement accounts, stocks, deferred compensation plans and myriad other investment instruments can be confusing to anyone whose talents don't include understanding numbers. But the investments and deferred compensation department is there to help you negotiate the maze. Mr. Marquardt arranges numerous seminars on the investment plans and deferred compensation. He also helps those dedicated District employees who are preparing for their retirement. Feel free to call them anytime at extension 6850 for assistance.

The general accounting section, headed by General Accounting Manager Josie Nicasio, pays all the District's bills. The income and expenditure of money works just like your personal checking account, but on a much larger scale. The department pays about 5,700 bills each month with approximately 2,500 checks, keeps a ledger of each transaction, and collects and distributes governmental grants and subsidies. Other income comes from fares our riders pay on our buses and trains, and the sale of monthly passes.

General accounting also works with outside auditors to complete the financial statements that you see

each year in the District's annual report.

Everyone knows what it's like to break open a piggy bank and count its contents. Cashier Robert Miller and the people in his office do this every day. In this case, the "piggy banks" are the fareboxes on the buses. The accounting and fiscal department has a team of 40 cash counters in its central cash-counting office. Their job is to make sure every penny is recorded properly.

It isn't all number-crunching and money-counting for the controller-treasurer's office. A number of other departments report to Controller-Treasurer Tom Rubin, including Risk Management, the Office of Management and Budget, Human Resources, and Management Information Systems. Since each of these departments contributes in its own unique way, I will write about them later.

As for today, we doff our caps to the men and women who keep our numbers straight. Here's the real bottom line: we couldn't live without them.

Sincerely,

A handwritten signature in dark ink, appearing to read "Nick Patsouras". The signature is fluid and cursive, with a large initial "N" and "P".

Nick Patsouras  
RTD Board President



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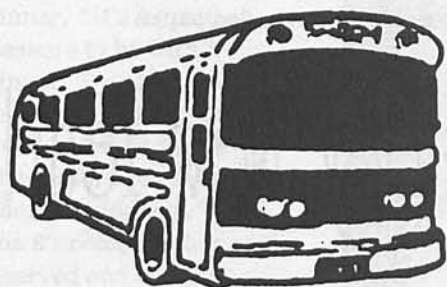
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## The Headway . . .

is published by the Southern California Rapid Transit District for the employees, retirees, and its friends every month. *Headway* is guided by a policy approved by the General Manager and published in the Human Resources Policy Manual. A copy is available on request.

Views and opinions contained herein do not necessarily reflect official District policy.

The *Headway* welcomes contributions from RTD employees and retirees--letters to the editor, story ideas, opinions, employee and staff activities, and other submissions. Deadline is the first day of the month for inclusion in the following month. Submissions should be typed double-spaced and signed by the author or on disk using the Wordstar 4 program. Opinion pieces and letters to the editor should not be more than 500 words and should be submitted on disk whenever possible. The editor reserves the right to select, edit, and position all copy.

Stories may be reprinted with acknowledgment of source.

**Editorial Office:** Administration Building, 425 S. Main St., Human Resources Department, Second Floor, (213) 972-7165.

**Printing Services Staff:** Photo Lithographic Operators--Rob Hartert and Ferrol Yeakle; Pressmen II--Pat Bates, Eliud Castellanos, Oscar Arzadon, Roberto Arrivilaga; and Bindery Operators II--Manny Alvarez, Walt Billingsley, and Luis Melendez.

**Typesetting, design, and make-up:** Scheduling and Operations Planning's Typesetting & Layout Section--Typesetting Supervisor Susan Chapman, Typesetting & Layout Operators Jean Williams, Michael Laichareonsup, and Julie M. Ortiz.

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**Contributing Editors:** Paul Lonquich, M.D., Sue Harvey, Axel Heller, Carolyn Kinhead, and Luanna Urie.

**Member:** International Association of Business Communicators and California Association of Public Information Officers.

The *Headway* is printed on recycled paper.



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## Division 8 Selected Division of the Month



*General Manager Alan Pegg and RTD Board President Nick Patsouras present to Division 8, its badge of honor, a flag that will fly below the American flag announcing its accomplishment to all who happen by.*

In a ceremony held in the division training room on November 28, 1990, at 5:30 a.m., Division 8 was named as Division of the Month for October, 1990.

Board President Nick Patsouras, Directors Jerald Milner and James Tolbert, and the entire RTD Executive Staff were present when General Manager Alan Pegg announced Division 8 as the winner. "It's a great pleasure to be with a winner. On an overall basis, this division has performed best in the District for the previous month," said Pegg. "Division 8's recognition is well deserved and overdue. Your division has a record of consistent, excellent performance. This consistency has been achieved by fostering a climate which involves management at

every level and the excellent employees that this division contains."

Board Director Jerald Milner told the employees that he felt honored to be in their presence and was appreciative of their efforts and sacrifices. "It's hard for me to imagine getting up at 3 a.m. to go to work. But I know that's just routine for you. I am very grateful to you for your dedication to this task, it's not always easy. So, we figure the least we can do is get up a few hours earlier and come down to thank you for a job well done."

Patsouras praised the Division 8 employees. "We are here to thank the people who make the organization work. Our

*... continued on page 6*



*Maintenance employees from the third shift, though fatigued from a hard night's work, muster the enthusiasm to acknowledge their achievement for a photo taken at 6:20 a.m.*

## District Provides Legal Counsel in Cases Rising from Accidents

RTD bus and train operators are eligible for legal assistance paid for by the District in the case of arrest or prosecution arising from vehicle accidents as provided under Article 40, section 5 of the RTD-UTU Collective Bargaining Contract.

"There has been some confusion as to what our employees can expect in terms of legal assistance," said RTD General Counsel Suzanne Gifford. "The bottom line--we are here to help and if someone needs an attorney, the District provides one for our employees in connection with the accidents involving

their bus or train. In some other instances, the District reimburses employees for reasonable attorneys' fees.

"The important criteria for everyone to understand is: the RTD will secure an attorney when and if an operator is arrested and charged with a crime in connection with an accident stemming from their operation of a train or bus."

This same rule does not apply should an operator be arrested in connection with a conflict with a passenger, she added.

"Employees should read the UTU-RTD labor agreement, Article 40, section 5, to see what rights

they have regarding these types of incidents."

Ms. Gifford said that when an accident which gives rise to arrest or criminal prosecution occurs, employees should first contact their division managers. Division managers in turn should contact her or a member of the legal staff who will provide a qualified criminal attorney. In these cases an attorney will be available to employees on a 24-hour-a-day basis.

"All we ask is that our employees take the initiative to contact us and we will help," she added. "If something occurs at night,

the management personnel at the divisions will be responsible for contacting the Dispatch Center and the call for assistance will be routed immediately to the appropriate staff to get legal help on the way wherever he or she is needed."

UTU General Chairman Earl Clark commented that he was glad the RTD Legal Department was bringing this information to the attention of all division managers and employees. "Criminal prosecution or arrest related to vehicular accidents could happen to anyone, given what operators are exposed to out in the field."

## Division 8-Division of the Month

... continued from page 5

agency depends on you, you can make it or break it. We are turning the public's perception of the RTD around now. There's no reason why we can't be the best in the nation," he said.

Patsouras presented the service excellence awards both to Transportation Manager Ron Reedy and Maintenance Manager Larry Mansker. A flag was unfurled and presented to Transportation employees who accepted it proudly.

Selection of the Division of the Month is based on composite scores after a division comparison of four safety and performance indicators which include: absenteeism, traffic accident frequency rate per 100,000 hub miles, occupational injuries per 100,000 hours of exposure, the

number of cancellations and out-lates, and the number of bus-related customer complaints registered. The time period comparison used was September of fiscal year 1991 as against the same period in fiscal year 1990. An additional variable that is factored includes any special program initiated by division management that bolstered morale and contributed to performance.

Based on this criteria Division 8 experienced only 3.81 total days absent per full-time equivalent during September, Fiscal Year 1991, down 9.54 percent from last year.

For September, their traffic accident frequency rate per 100,000 hub miles was only 2.89.

Occupational injuries

per 100,000 hours of exposure for September totaled only 7.97.

The number of cancellations were 1 and out-lates only reached 7 for September.

*"There's No*

*Reason Why*

*we can't be #1"*

Customer complaints have dropped by 31.1 percent in September compared to the same time last year.

Division 8's employee population consists of 302 regular operators, 38 part-time operators, 68 mechanics, and 30 service attendants. The fleet contains 228 buses which travel 271 assignments.

## N-C Pay-for-Performance To Be Evaluated

At the request of SCRTD Board President Nick Patsouras, the District has hired an independent consultant to conduct a study of the District's Pay-For-Performance Program for Non-Contract employees and recommend enhancements, as necessary.

The program is now seven years old. For any salary program to remain effective, it requires a periodic evaluation to ensure that its goals are continually being met. Such a study is currently underway and the final report and recommendations are expected to be submitted to the Board of Directors in about 90 days.



## Management Team Receives Input from Div. 1 Employees



*Patsaouras asks a Maintenance employee for his perception of the safety climate at Division 1.*

Division 1 is the oldest division in the system. While it wears its age well the same can't be said about the surrounding neighborhood. Fluctuating economics and shifting demographics have brought some redevelopment to the area, but still much of the area seems in rapid decline. This has caused the Division 1 employees considerable concern for their safety.

Because the area space in the Division 1 yard is so limited, employees must park their cars off-site. The off-site parking is located a couple of blocks from the division. Arriving in the early morning or leaving in the evening has left them exposed to danger and harassment by area denizens, complained the employees.

On hearing of their acute concerns RTD President Nick Patsaouras and General Manager Alan Pegg directed Transit Police Chief Sharon Papa to initiate 24-hour, roving

security guard service in the parking lots and in the yard. If an employee so requests he can receive an escort to his car.

Following implementation of the roving security guard service, President Patsaouras, General Manager Pegg, Assistant Director of Transportation Ralph Wilson, Transit Police Chief Sharon Papa, and Assistant Director of Equipment Maintenance Tony Chavira visited the division on November 6, 1990 to receive comments from the employees about the service and other safety concerns.

"Your safety is very important to us," said Patsaouras. "You are the company. Things are changing now. Our tarnished image is getting its luster back. We look good again. To continue this



*In the Division 1 training room, RTD Board President Nick Patsaouras and General Manager Alan Pegg respond to operators' security concerns.*

positive process we need your support; you have our support."

Patsaouras and the officers met with both operators and Maintenance employees encouraging a free dialogue between management and the

employees. After the ice was broken, most employees easily reported their concerns to management. A record was made of all comments and Patsaouras expressed his sincere appreciation for the employees' candor.

## Blue Line Adds New Safety Features

New safety features have been introduced on the Blue Line's tracks and trains, and new efforts made to educate people about the hazards along the route.

The long-range safety plans, introduced to improve safety, were initiated after three people were killed and 17 other motorists were involved in accidents since its opening last summer.

Among the first steps taken by the Los Angeles County Transportation Commission are:

- o Installation of a fixed "cyclops" light on the top of

all trains--at each end--to improve visibility for the train operator and to make the trains more visible to motorists and pedestrians.

- o Press for continued enforcement of traffic laws along the corridor.

- o Recruit volunteers to be crossing guards at intersections heavily traveled by pedestrians on holidays.

The commission also will seek an agreement with Southern Pacific to change its freight-train schedules and eventually move its routes to the Alameda corridor.

The short-term measures were adopted by a safety committee in late October, 1990, according to Transportation Commission Executive Director Neil Peterson. The committee continues to draft long-range proposals.

The safety committee plans include studying whether additional signal and other devices will alert people that Blue Line cars are approaching, and whether additional barriers can keep vehicles out of the path of the trains.

*continued on page 11 . . .*

## Citizens Advisory Committee Formed

Actor Ed Begley Jr. has been appointed chairman of a newly created RTD Citizens Advisory Committee comprised of individuals who ride RTD buses, announced RTD Board President Nick Patsouras.

"The formation of this special citizens committee is designed to gather input from regular users of RTD's services and make specific recommendations to the RTD Board of Directors on how we can improve the system," said Patsouras.

"Mr. Begley's commitment to public transit, as well as his involvement in environmental issues, will provide strong leadership in the development of programs geared toward improving and enhancing RTD's bus and rail service," added Patsouras.

"The RTD is continuing to open itself to the public in an effort to hear from those who ride regularly," Patsouras said. "I know of no better way than a citizens advisory panel to keep us on our toes. We will listen to the public who will give us hell so that we can become the best transit agency in the nation."

Begley, best known for his portrayal of Dr. Victor Ehrlich on the television series "St. Elsewhere" and currently starring in the NBC series "Parenthood," joined other citizens who will meet once every three months to discuss, review, and make recommendations on service improvements and RTD programs.

Begley, who has ridden the RTD exclusively for many years, said "We will



*At a press conference announcing the formation of the Citizens Advisory Committee, Yvonne Nau introduces herself and stated the concerns she will bring to the committee. Behind Ms. Nau, from left to right, are: RTD Board President Nick Patsouras, Ed Begley Jr., Carolyn Ziegler, Mike Ezzes, Ernie Smith, Julie Farias, and Bernadette Nishimura.*

help the Board make the RTD better. It is an honor to be asked." Begley's encounters with RTD bus operators has been consistently pleasant. "I've always ridden with great operators. I think the rude or incompetent driver is extremely rare given the people they encounter among the public."

Recently, Begley bought an electric car which has meant fewer trips on the RTD. "But I still regard the bus as extremely efficient and will use it." True to his word, over Thanksgiving Begley took Greyhound to visit his children in Ojai.

Already Begley has a list of recommendations to present to the RTD. These include adding more buses on the 424 and 425 lines along Ventura Boulevard during peak evening hours, developing a procedure to notify a driver that a rider needs the stops called, and

starting shuttle service on a methanol or CNG bus over Laurel Canyon Boulevard from Ventura Boulevard to Sunset Boulevard. "Right now when I want to get into Hollywood from the San Fernando Valley I have to take 3 buses and it takes me 1 hour and 15 minutes for a 15-minute ride over the canyon," said Begley.

Joining Begley on the RTD Citizens Advisory Panel are: Julia Farias of the International Institute; Carolyn Ziegler, ARCO; Yvonne Nau; Bernadette Nishimura, American Association of Retired Persons; Lillian Mobley, South Central Multi-Purpose Senior Center; and Mike Ezzes, Gray Panthers.

The Committee's mission will be to review and advise the District regarding transit operations and maintenance, marketing, accessible service, educational programs, customer relations, bus and Blue Line safety and service quality.

"This committee will further solidify the agency's commitment to safety, courtesy, convenience, access, timely information, quality service, and freedom of choice," said President Patsouras, noting these were commitments made to the public in July when the District issued its Transit Riders Bill of Rights.



*RTD Board President Nick Patsouras met with the Citizens Advisory Committee during its inaugural session in November, 1990.*



## District is Now a Southland Attraction

Since October, 1990, the District has been offering tours of the Central Maintenance Facility, the Blue Line's Central Control Facility, Division 11, bus divisions, the headquarters building, and sometimes a bus ride and Blue Line trip are thrown in for good measure.

"RTD has the image of a fortress with its window shades drawn," said RTD Board President Nick Patsaouras.

"We are in the process of tearing those shades down, and in keeping with our open-door policy, we want the taxpayers to get the inside story on the transportation system and to see how RTD operates to serve them," he said.

Named "L.A.'s Newest Attraction," where the public can get a behind-the-



*Director of Equipment Maintenance Rich Davis leads the city of Glendale officers and elected officials on a brisk walk through the Shops Section of the CMF.*

scenes look at us, the nation's largest public bus carrier and our commitment to safety, service, and performance.

A fully restored 1958 General Motors bus is prominently displayed at

the CMF for the viewing pleasure of the tourists and for the experience of a spin around the facility. The bus was used by the Metropolitan Transit Authority in the late '50s and early '60s.

RTD Community

Relations Representative Phyllis Tucker stated the tours have generated a booming business for her department. "We are booked solid through March 1991," she said. The Community Relations representatives lead two tours a week with approximately 20 people in each group. "As of November 27, 1990, we had taken 550 people through the system," said Ms. Tucker. The department officially began their tour guide service on October 16, 1990. The groups include various schools, chambers of commerce, senior citizens, Los Angeles County Public Defenders, Cub Scout troops, DPSS, Pacific Railroad Safety Society, and the International Student Service of Southern California.



### RETIREMENT DECISIONS: It's Your Money, So Know Your Choices

- How can I make my money last for me and my spouse?
- Should I go with the company plan, or take my money in a lump sum distribution?
- What are some safe investment choices for my money?
- How can I guarantee the return on my retirement money?



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Carl Jones, retired operator, with his wife Sarah.

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## MIS Mourns Loss of Rosalyn Gladney-Colley



MIS Systems Project Leader Rosalyn Gladney-Colley.

MIS Systems Project Leader Rosalyn Gladney-Colley passed away on November 9, 1990. Rosalyn worked for the District for

**Rosalyn Gladney-**

**Colley was the**

**first woman at the**

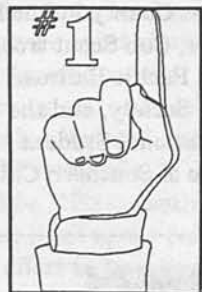
**RTD to become an**

**MIS System**

**Project Leader.**

She quickly cut a career path out in a different direction and became the first woman to become a system project leader at the RTD. Previous to her position at the RTD, she worked for Xerox in marketing and sales administration. She was a graduate of Marquette University. Her untimely death was caused by a blood clot in her lung. She was buried in her hometown of Kenosha, Wisconsin. She is survived by her husband, Steven A. Colley.

10 years, starting as an Operator out of Division 2.



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# LA Residents Honored for Ideas To Improve Mobility

Saying that it is most often the public, and not bureaucracies, who know best, RTD Board President Nick Patsouras announced November 16, 1990, the 90 winners of the "People Moving L.A. in the '90s" contest.

"People from all over Los Angeles County have spoken," said Patsouras at a morning press conference. "I will do everything in my power to see that the winners' ideas to improve traffic, mobility, and transportation become a reality."

The contest generated a host of ideas for making the quality of life in the Southland better. A panel of nine judges met on November 2, 1990 to finalize their choices. Criteria used to choose the 90 best suggestion included ease of implementation, innovation, community benefit, resources required, and anticipated success.

"I'm a great believer in community input," added Patsouras, who was joined by some of the winners. "I like to start at the grass-roots level and work up. After all, it's the people who submitted the ideas who know all too well what it's like to be stuck in traffic day in and day out."

Carol Carpenter of Tujunga suggested a discount in sales tax be provided to individuals who purchase four cylinder cars capable of getting 40 miles to a gallon of gas.

Peter Eason of Los Angeles wrote that he wants the California Highway Patrol and the



RTD Board President Nick Patsouras and General Manager Alan Pegg present trophies to a few of the 90 Los Angeles area residents honored for their ideas to improve mobility in response to the "People Moving L.A. in the '90s"

Sheriff's Department to carry dark polyethylene drapes to shield accident sites from view. Such a procedure, he reasoned, would speed traffic past accident locations.

Joseph Mallender of Los Angeles encouraged the use of theme buses. His winning idea suggested that local businesses encourage

the effort by supplying the advertising and art supplies. Jeanne Monaghan of Los Angeles submitted the idea to institute a frequent rider program for bus riders, similar to the airline frequent flyer program.

Gloria Page of Beverly Hills pushed for the installation of toll booths to

## New Blue Line Safety Features

... continued from page 7

"We've had numerous accidents where people have not noticed the train," Peterson told reporters at a press conference on October 27, 1990. But he insisted that in all the accidents, the motorists had ignored safe driving procedures.

Of the 17 traffic accidents, Peterson said "Most have occurred with illegal left-hand turns."

Peterson emphasized that all current safety measures are adequate, and

that they exceed standards set by the Public Utilities Commission.

"They are, and they have been tested throughout the country," he said.

But he said the public needs to become more educated about trains--and about the danger of ignoring the signals and barriers. He asked the media to repeat previously aired public service announcements.

raise revenues for public transportation. Richard Aronson of Beverly Hills suggested the building of "bike and ride lots" near major bus stops.

An awards luncheon honoring the winners was held at the Los Angeles

### Criteria for judging

90 best suggestions

included ease of

implementation,

innovation,

community benefit,

resources required

and anticipated

success.

Times building in downtown Los Angeles following a morning press conference at which some winners talked about their ideas.

Added Patsouras: "These people have done their part, and now it's time RTD, Los Angeles County Transportation Commission (LACTC), City of Los Angeles Department of Transportation (LADOT), and CalTrans do theirs. The judges are forwarding the 90 suggestions to the appropriate agencies for action. I will make it my business to follow them through."

The 90 winners each were presented with a trophy, T-shirt, and RTD monthly pass.

# Sanchez Appointed First Lady FM Supervisor

As far as Isabel Sanchez, 29, is concerned, anything is possible. All you have to do is take a risk. "And I am not afraid to take risks," said the Facilities Maintenance Department's first female Electronic Maintenance Supervisor I, appointed in late October, 1990. "I always speak my mind and I think that's why I've gotten where I am," asserts Ms. Sanchez.

In addition to her verbal ability, is her aptitude for math and the sciences, which set her apart from the rest of her class as a young girl. So talented was she, that her friends referred to her as "Little Einstein" or "Brainiac." Her ability was spotted by RTD recruiters for a special training program for Electronic Communications Technicians that was jointly sponsored by the RTD, State Personnel Board, and Los Angeles Unified School District. After an intensive 9-month study program at the Abram Friedman Occupational Center, Ms. Sanchez was hired by the RTD in 1986.

It didn't take long for her supervisors to take notice of her skill and irrepressible spirit. Bob Boehr, one of her supervisor's, when recommending her for Facilities Maintenance Employee of the Month wrote: "She aspires to a career at the District that may include becoming our first lady Systems Electronic Communication Supervisor. Knowing her dedication and tenacity, I believe she will succeed in



*Facilities Maintenance Supervisor I Isabel Sanchez.*

her career goals."

She acknowledges the help she received from supervisors Bob Boehr and Bill Heffler and others. "I owe my success to the majority of the technicians hired on in the last year. They were very cooperative, so gung-ho. They were so excited and enthusiastic about learning. They really made me look good," she said.

While learning her present job is a challenge, she candidly admits she aspires to higher management positions. "I am ambitious. I'm trying now to consolidate all my college credits to complete my bachelor's degree." Originally, she started college at USC as a physics major until she found out that nuclear physicists didn't make much of a living, then she got interested in computers. "I got married in the meantime and got pregnant, so I dropped out for a while." After her children were born, she worked as a computer programmer for Rockwell International.

She knew she hadn't turned her back on her academic life, just postponed it for a bit. But whether in school or not, she continues a lifelong habit of reading. "I've always been a voracious reader. I'd rather do that than watch TV. I think watching TV makes you brain dead." She manages to read two 500-page novels a week. She attributes her love for reading to her mother who encouraged her and her brothers and sisters, and always found time to take them once a week to the public library. Her favorite authors include Stephen King, Clive Barker, and Ann Rice.

---

*She predicts  
that within 10  
years, nearly 75  
percent of RTD  
workforce will  
be women.*

---

When she doesn't have her face in a book, it must be work time. "I like to make work fun. I want people to look forward to coming to work," she said. Her managerial style is to treat her employees like the adults they are. "I give them 3 chances, and I guess after 3 strikes yer out. I let them assume responsibility for their actions. It's just my job to see their job gets done. I have found that if I treat people like adults and set high expectations, the

majority of the time people come through for you."

In assessing her environment, Ms. Sanchez realistically admits that the RTD is still a male-dominated company on the verge of coming into 20th century technology with the Blue Line and its burgeoning environmental awareness. "The RTD has a vast pool of resources in its employees that it should tap into." She believes the District would benefit by encouraging more women to get into management. "I did have to battle some sexist remarks in the beginning. When I arrived with the first group of women technicians, I used to joke that we were exposed to 'technician envy' since so few men were willing to help us. But, you know I've never been afraid to speak my mind."

She predicts that within 10 years, nearly 75 percent of the RTD workforce will probably be comprised of women. "Men and women can accomplish the same goals, the only difference is that they'll chose different means. They complement each other." In her new position, she supervises 8 Facilities Maintenance employees and is responsible for the telecommunications, electronic, and property maintenance problems for Divisions 8 and 15. She operates out of the Facilities Maintenance depot at Division 15.

She and her husband reside with their two children, Ayisha, 9, and Mark, 5, in the San Gabriel Valley.



## Transit Police Rookies

The RTD welcomes the Transit Police Department's newest incoming class of Police Academy graduates. The majority of these young men graduated from the Rio Hondo College Police Academy, Class 100, on November 2, 1990.

Field training for these recruits began in November, 1990. The public and RTD employees can rest assured that their bus and workplaces are safe with these capable young men ready to protect and serve.



*Gilberto Zambrano, 33, is a graduate of Theodore Roosevelt High School and the Rio Hondo College Police Academy. He was formerly a part-time operator at Division 10. He and his wife live with their 3 children in Los Angeles.*



*Anthony Reitz, 29, is a graduate of Cal State Long Beach with a bachelors in Radio/TV Communications and of Rio Hondo College Police Academy. He and his wife live in Los Angeles.*



*Vince Sierra, 24, is a graduate of John Marshall High School in Los Angeles and the Rio Hondo College Police Academy. Sierra and his wife live with their 2 children in Los Angeles.*



*Jaime Rodriguez, 26, is a graduate of the DeVry Institute of Technology with a bachelors in Computer Information Systems and of the Rio Hondo College Police Academy.*



*Ron Davis, 26, is a graduate of Huntington Park High School and Rio Hondo College Police Academy. He and his wife live in Huntington Park.*

## Forum Discusses Van Nuys Transit Center

RTD held a community forum on November 14, 1990 at the Valley Hospital Medical Center in Van Nuys to discuss the future development of a one-stop major transportation center with buses and van pool stops.

"I envision a park-and-ride center at the corner of Van Nuys Boulevard and Sherman Way," said RTD Board President Nick Patsouras. "Not only would the center offer commuters trains and buses to take to other parts of the county, but it would house services on-site, like a child care center, supermarket, senior citizen housing, and community center."

The project will be called the Van Nuys Transit Center, the first of its kind in the city of Los Angeles. Formerly an RTD bus division and now presently vacant, the five-acre site is located near the northwest corner of Van Nuys Boulevard and Sherman Way.

Added Patsouras: "RTD wants to be the catalyst in the revitalization of Van Nuys, and we believe we have some creative and innovative development plans--plans that would start with the basics and then build to meet our goals of diminishing traffic congestion and improving air quality."

# Instruction:

## You Gotta Be Tough!



*Instructor Frank Cecere reviews grim driving statistics and causal relationships with this group of novice operators.*

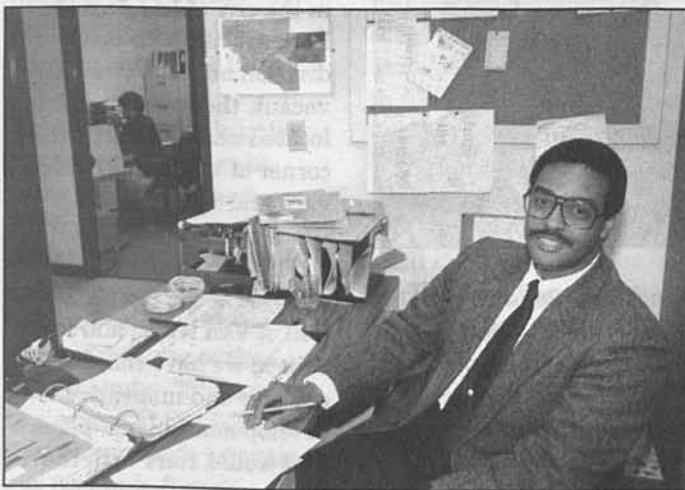
"Haro, hmmm, Haro," Senior Instructor Tony Malone repeats the student operator's name as he views his attendance record on the computer screen. "Oh yeah, three missouts. Hasta la bye bye Haro," he pronounces." It's only 7:30 a.m. at the Transportation Instruction Department in El Monte, and Malone has already made a cut and eliminated an undesirable from the ranks of operator candidates. You got to be tough he said.

Instruction's purpose is to train operators and to prevent accidents. Training a single operator to become one of the District's assets requires the commitment of a career, but the Instruction Department must make its impression in only three weeks. Each operator candidate signs on for the three-week course, not knowing that some of them may go out on the street that very first day. Of the five all-day classes, two are devoted solely to defensive driving, the rest of the time

the students are on the streets behind the wheel. Approximately 30 students graduate every two weeks. Class sizes range from 20 to 25 students, but the classes swell by half or more when the newest incoming group overlaps with the latest graduating class.

A staff of 31 instructors carries the consistent student load, often working 6 days a week. Those instructors include: Donald Cooper, Jesse Guajardo, Luke Scott, Rudolf Maul, Johnny Hale, Robert Johnson, Dennis Martel, Ronald Whitney, Ozell Smith, Ike Ornelas, Yvonne Brewer-Smith, Lee Quick, Frank Cecere, Abel Garcia, Richard Ouellette, Charles McMillan, George Dixon, Mary Reliford, Frank Alejandro, Jon Mayo, Hector Velasco, William Ruiz, Douglas Cale, Kevin McGrath, Cris Medina, Paul Alleyne, Jerry Woodson, Robert Ellison, David Swinton, Douglas Jackson, and Ira Camp.

When the new operator



*Senior Instructor Tony Malone with Secretary Marianne Porter in the background at the El Monte Instruction Center.*

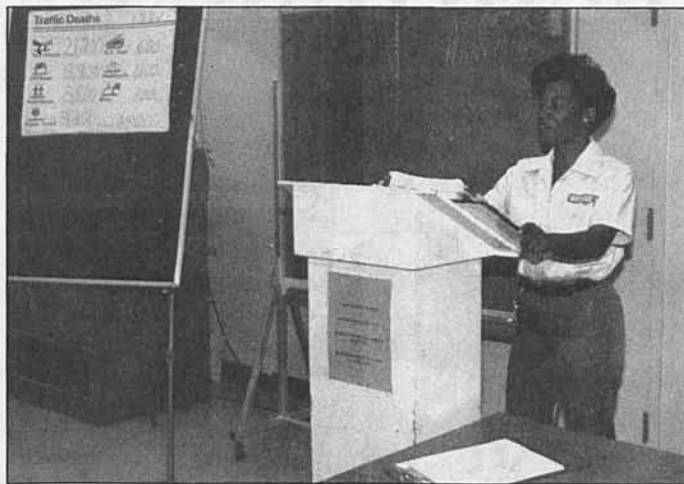


graduates from basic training, he or she isn't assigned to a division as standard operating procedure. "We have what we refer to as a 'second opinion,'" said Flores. "We evaluate the driver as to whether he can operate a bus in a safe manner."

When Senior Instructor Jerry Flores came aboard in 1972, the RTD had a 5-day training program: 2 days in class, 2 days driving, and on the fifth day the student was out picking up passengers.

Standards for graduation are more rigorous these days as any operator can tell you, but the standards the instructors set for themselves are higher than that demanded by the state.

"The state requires a 3-week course at a minimum. If the person passes that class they are in," said Superintendent of Instruction Ed Vandeventer. "For the RTD, a minimum of 14 weeks is required. One learns the basics of teaching. Another requirement



*TOS-Instr. Rhonda Hawkins delivers some alarming statistics to her students in her defensive driving course.*

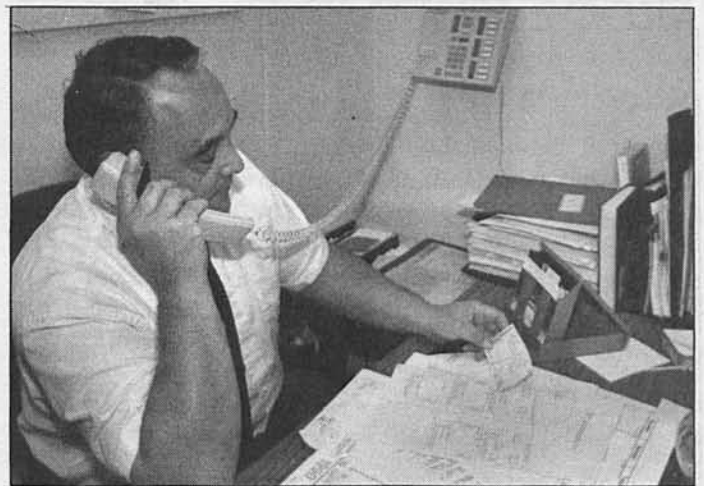
is 5-year's driving experience. Our selection process includes the standard testing and interviewing that any other job applicant goes through."

Keeping standards high has paid off. The caliber of Instruction's training has been consistently high said Jerry Flores. "With the amount of driving we do, we should have a higher accident ratio than the rate we have now. The newspapers can sensationalize, but we have a lot of service out

about is disseminated to all division instructors.

"Not only do the instructors here deal with new operators, but they also train service attendants, and other Equipment Maintenance personnel in the handling of heavy equipment, and they update the licenses of veteran operators," said Vandeventer. "Some of our people are training train operators. We deal with everything here, from buses to trucks to trains."

Seven of the depart-



*Senior Instructor Jerry Flores.*

there and we don't have near the number of accidents according to our volume," he said.

"There's a lot more to it than just saying, 'Get on the bus and drive,'" said Malone. "People think all we do is train people, that's about 50 percent of it," he said.

In addition to training new drivers, the senior instructors monitor all licensing changes through close liaison with the DMV. The information they learn

ment's instructors are on loan to rail. "When rail first started running, the instructors put in their 10 hours a day here, then worked on the rail lines," said Vandeventer.

Add to that schedule: accident investigation, defensive driving courses, retraining for operators returning from extended leave, DMV drive test, production of videos, assistance with the Roadeo, safety programs, and pre-



*Superintendent of Instruction Ed Vandeventer in his high-tech office at El Monte Instruction Center.*

# Instruction

... continued from page 15

trip inspections then you have an appreciation for the demands placed on instructors. Recently they began training Los Angeles County Sheriff's Department deputies about the RTD light rail fare structure.

"We tend to work long hours at various locations and usually long distances," said Tony Malone. "But we're a cornerstone of the company. Without the operators we train there's no company," Malone said.

"We are instructors," said Jerry Flores. "And we



TOS-Instr. George Dixon leads an invigorating give-and-take with his students.



Acting TOS-Instr. Anthony Cabrera in class with operator trainees.

get thank you's from students. Everyone remembers their instructors."

Malone perceives himself as a teacher. "We have to know how to teach, but also how to listen." He recalled one of his former student operators. "One of my students, Jose Perez, out of Division 10, is now a line instructor. When he was selected the Operator of the Month he said he

couldn't have done it without me. I appreciated hearing that."

Flores maintains a distance from the students but he claims it is for an important reason. "We are in the kind of business where you can't make mistakes. I don't eat with my students, I don't socialize with them. If they can't do the job, they are gone. I'm not putting anybody out there who

shouldn't be out there," he said.

Flores has no romanticized vision of his career, he doesn't underestimate his role within the organization either. "Our job is an area of high responsibility. The mistakes we make cost RTD money. If the student has an accident while in training, we determine whether the instructor could have prevented it. Both the instructor and the driver are charged with the accident if it is a chargeable accident. If the student hasn't learned, the instructor hasn't taught." They are as tough on themselves as they are on the students.



## ARE YOU

Interested in your Retirement Plan Options with the RTD?

Merrill Lynch cordially invites you and a guest to attend our special RTD Retirement Planning Seminar

NEXT RTD RETIREMENT PLANNING SEMINAR

Upcoming Dates: January 14, 1991  
or February 11, 1991  
or March 11, 1991

Time: 7:00 p.m.

Length of Seminar: One hour

Place: Ketchum Downtown YMCA  
401 S. Hope St.  
Boardroom  
Downtown Los Angeles

Refreshments will be served  
Parking Validation Available

To Reserve a space or for more Information

Call Roberta Mitchell, Financial Consultant  
(213) 491-1536 or (800) 288-8594

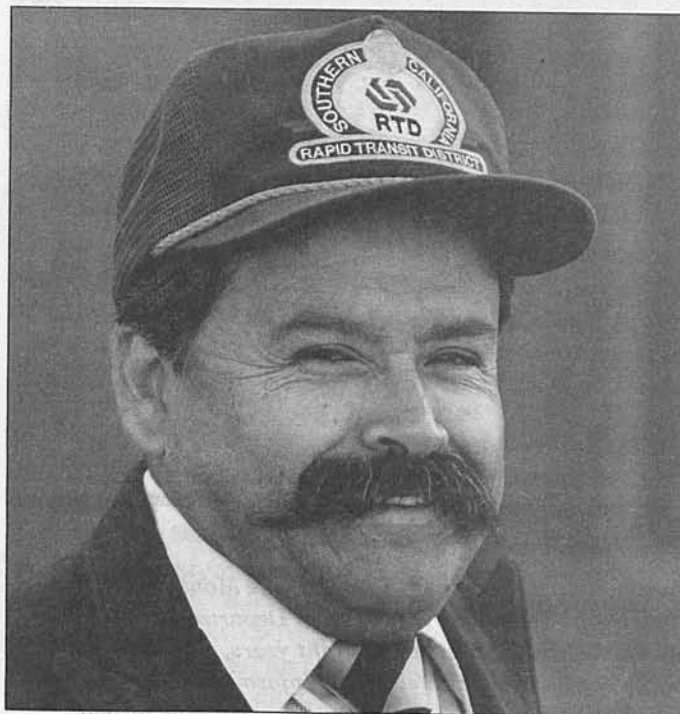
Seminars are one hour in length, are held every second Monday of the month, and cover the important decisions you will have to face regarding your retirement from the RTD. We strongly recommend that both you and your spouse attend. Please call ahead to reserve a space at the Seminar and for directions. The Seminar is free, there is no obligation.



# COMMENDATIONS



Arlene Garrett was named OCPM Clerk of the Quarter for the Second Quarter of 1990. Director of OCPM Paul Como presented Ms. Garrett with an award and a check for \$100. Ms. Garrett is a highly productive, hard-working, conscientious employee currently assigned to the Data Entry Section of OCPM who can be relied on to produce high quality work. She shows initiative in recognizing potential problem areas and is alert to question incomplete and inaccurate information provided for data entry by the Procurement staff, thus reducing the necessity of making corrections after initial entry of purchase orders. Ms. Garrett has made a positive contribution to the success of the OCPM in providing clerical support to meet the District's goals.



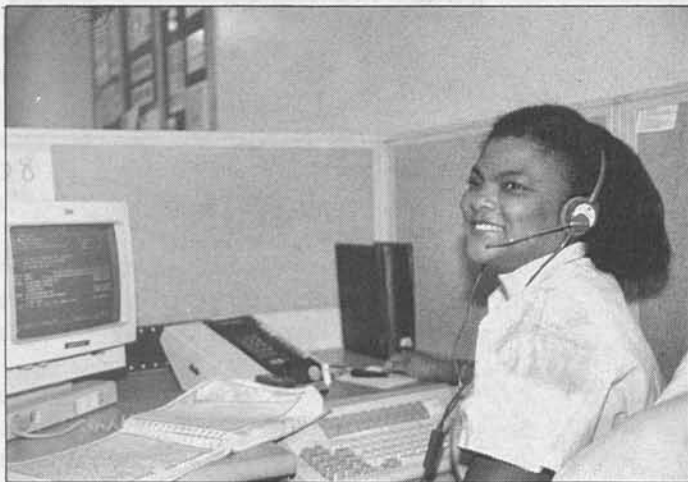
Division 10's Jose Perez was chosen the Operator of the Month for October, 1990. Mr. Perez has been an exemplary employee since he began with the District in 1983. He has never had an avoidable accident, and he has had only two accidents during his tenure. He has earned a seven-year safety award, and he is a Line Instructor who frequently participates on the Accident Review Board. He has never had a missout nor has he been absent due to illness since December, 1983. He has accumulated the maximum number of merits in his record, and he has not been charged with a minor rule violation in the last year. These accomplishments are especially noteworthy since he has worked the extra-board for most of his career.

Mr. Perez has received several commendations from the District's patrons as well as his Division Managers. On two occasions, he has received the Manager's Award. He earned the distinction of being an "Outstanding Operator" every year since 1985. Furthermore, he was selected Operator of the Month for September, 1987. On several occasions, he has been asked to serve as an Acting Division Dispatcher or an Acting Instructor.

Mr. Perez resides in Huntington Park with his wife of 22 years, Louella, and their two sons, Paul and Raudel. He enjoys dancing and fishing during his leisure time. His supervisors comment that his pleasant personality make it a pleasure to work with him.

## Commendations

... continued from page 17



Janet Yost was selected Operator of the Month for October, 1990 by the Telephone Information Department. Ms. Yost has been with the District for eight years, the last year of which she has been in Telephone Information. She takes her work very seriously and goes the extra mile for her callers. This energetic young lady enjoys spending time with her family and is very active in her church, teaching third and fourth graders Sunday School and supervising other planned activities. She is pleased to work for an organization which recognizes the efforts of hard-working employees.



Schedule Maker I James Roberts (right) was selected the Scheduling & Operations Planning Department's Employee of the Quarter for the Second Quarter of 1990. Mr. Roberts received his award from Steve Parry, director of Scheduling & Operations Planning. Mr. Roberts was an operator for 15 years previous to his position as a Schedule Maker. During the period for which he was recognized, Mr. Roberts worked in a temporary capacity, he has since been awarded a permanent position. During the last year, Mr. Roberts demonstrated an ability to grasp new and difficult concepts and perform excellently. He has been extremely conscientious in carrying out his duties. His responsibilities included coordinating the schedule changes for the Hollywood Bowl Park-and-Ride, the Santa Anita-Los Alamitos-Hollywood Park racetrack services, and he assisted in the production of schedules for the Blue Line. In addition he participated in the Community Days Project, which introduced members of the public in that transit corridor to the Blue Line. Mr. Roberts maintains that despite his change in career he will never forget he was a bus operator, nor will he forget the operators he worked with. When not busy in Scheduling & Operations, Mr. Roberts is an avid bicyclist.



Director of Risk Management Barbara Anderson presents Louis Maspero with his 30-year service pin. Louis said he tried playing Lotto in order to avoid reaching the big 3-0, but he just was never lucky with numbers, just in his work.



# Commendations

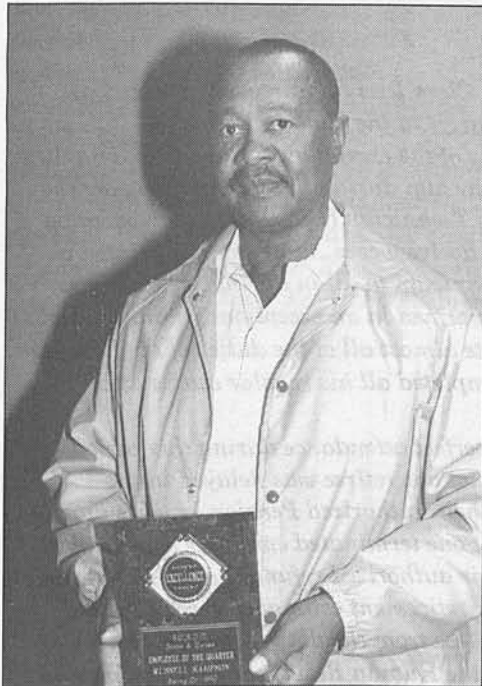
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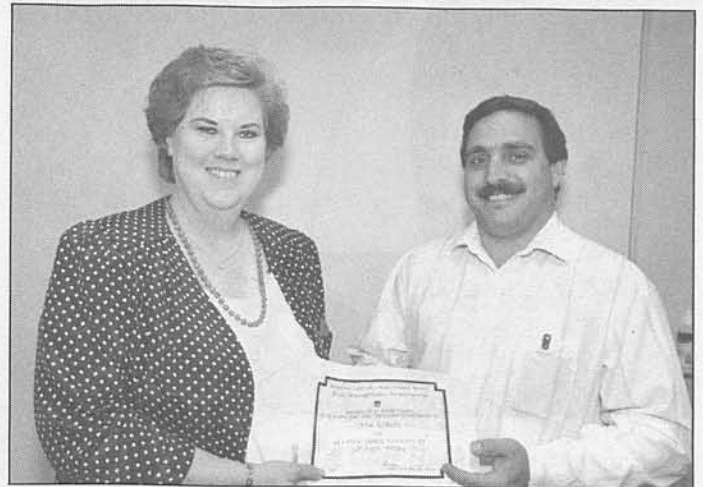
The Risk Management Department's Fourth Quarter Employee Recognition ceremony held October 24, 1990 distinguished the following employees who were presented with leather portfolios. From left to right: Dennis Shoemaker, Nancy Lawrence, Rufus Francis, Norma Alvarez, and Jino Canizares.



RTD Board President Nick Patsaouras presents a Board Resolution to Director Gordana Swanson for her service as Board President from July 1988 to July 1990. Mrs. Swanson is credited with the enhancement of public and private sector transit services; construction of the Metro Rail Project with the finest and safest construction records in the nation; development, implementation, and brokering of the Countywide Computerized Customer Information System; the cooperation with municipal operators resulting in interagency agreements for the provision of services to the transit riding public; and a new focus for the agency as well as tremendous strides in changing the public's perception of the District. On behalf of the Board and District staff, Patsaouras expressed heartfelt thanks for her dedicated efforts for the RTD.



Stops & Zones Maintainer A Russell Sampson, a 32-year veteran employee, was selected as the Stops & Zones Maintenance Employee of the Quarter for the Spring Quarter of 1990. Mr. Sampson performed at a high level of excellence. His diligence and commitment to excellence on the job is what earned him this achievement award.



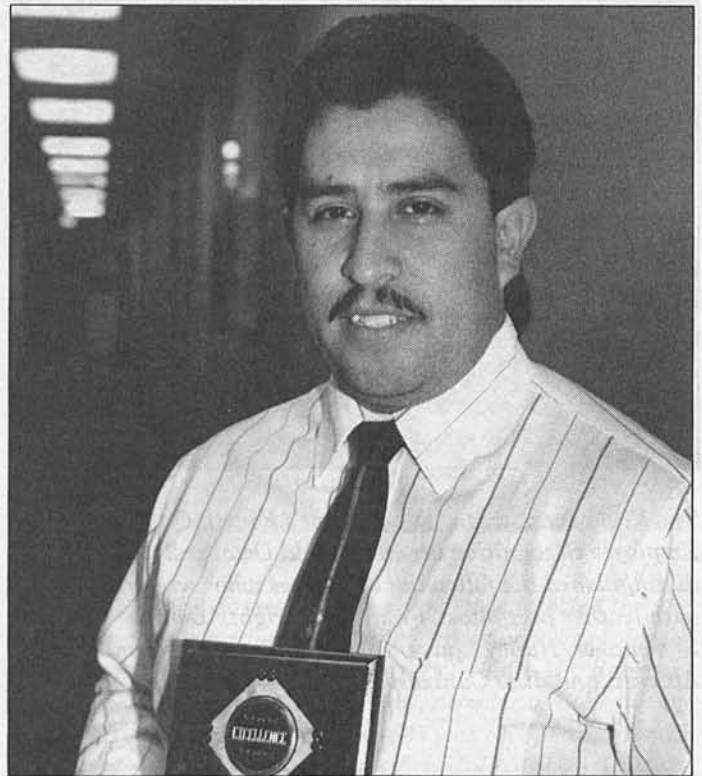
Aram Derian of MIS was recognized by the Risk Management Department's Claim Section for his exceptional support of the TOTS system. Aram was presented with a certificate of appreciation on October 24, 1990 by Risk Management's Nita Welch.

# Commendations

... continued from page 19



*RTD Director Marvin Holen (right) was presented with a Board Resolution by President Nick Patsaouras recognizing Mr. Holen's service as Board Vice-President for the period July 1988 to July 1990. Mr. Holen's efforts were particularly distinguished by the sense of historical perspective with which he brought to his role on the Board. It was during that period that the District's role in the provision of public transit service was challenged and more sharply focused by political factors. Mr. Holen was appointed to the Board in 1975 by Supervisor Edmund Edelman. In 1977 he was elected president of the RTD Board. In his 15 years of service on the Board, he has worked tirelessly as a citizen-soldier for the RTD and as an indefatigable supporter of affordable, quality public transportation for its patrons.*



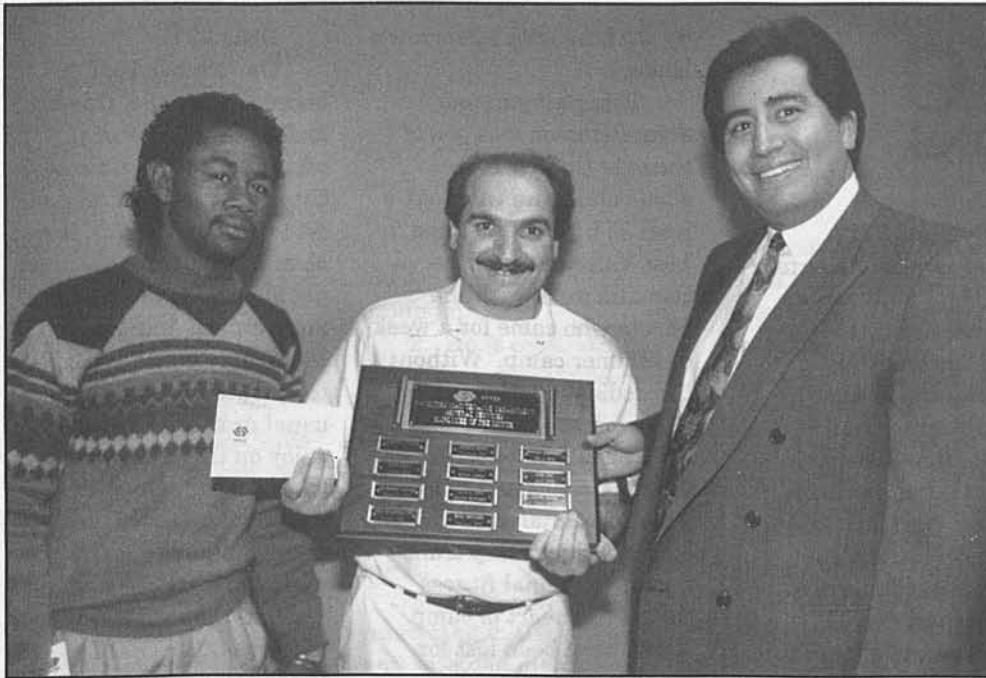
*Pension & Benefits Clerk Rudy Chairez was selected as employee of the Quarter in the Human Resources Department because of the exceptional quantity and quality of work performed by him during this quarter. During the period, the Benefits Technician (Pension) was on vacation for about six of the twelve weeks. Rudy was appointed as acting Benefits Technician to fill in during his supervisor's absence. Rudy performed in an exceptional manner. Not only did he complete almost all of the duties of the Benefits Technician, but completed all his regular duties as a Benefits Clerk.*

*Rudy maintained perfect attendance during this period. Most importantly, not one retiree was delayed in the commencement of their authorized Pension benefits during this period; and not one terminated employee was delayed in the receipt of their authorized refund during this period; and all requests for retirement estimates were processed within one week or less from the date requested. Rudy is a credit to the Human Resources Department and was totally deserving of this recognition.*

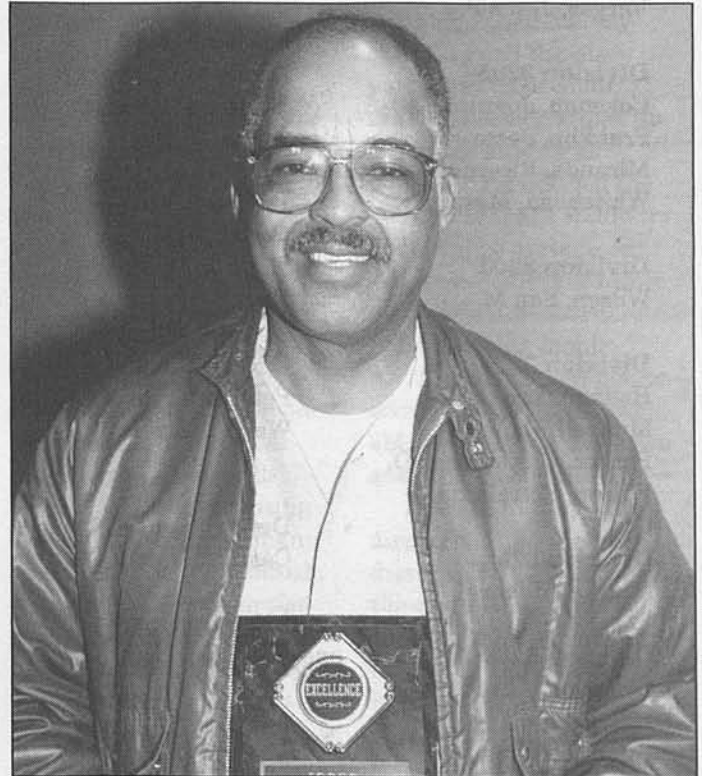


# Commendations

... continued from page 20



*Rahmatollah Kangarloo was selected the Employee of the Month for September by the General Services Department. Mr. Kangarloo has been with the District since 1981 and has maintained an outstanding attendance record and work performance. He works well with his co-workers and is very dependable and cooperative with his supervisors when additional assignments occur during his shift. What makes Mr. Kangarloo an exception among others is the personal initiative he puts in his daily routine that enhances the quality of his work. The personal attention he gives to any task has become his trademark. He received a plaque from General Services Manager Brian Soto, right, and a check from Acting Supervisor Raymond Rispress, left.*



*Stops & Zones Maintainer A Cliff Huckaby, a 22-year employee was chosen Stops & Zones Maintenance Employee of the Summer Quarter 1990. Mr. Huckaby performed at a high level of excellence. His diligence and commitment to excellence on the job is what earned him this achievement award.*



# COMMENDATIONS

# C PUBLIC COMMENDATIONS

Thanks for a job well done!

## Division 3201

Andrews, Derald L.  
Hall, Willie L.  
Madrid, Henry J.  
McClinton, Dale S.  
Schlumpf, R. W.

## Division 3203

Bautista, David  
Galindo, Robert L.  
Gutierrez, Emma  
Gutierrez, Robert  
Khalil, Abdul K.  
Vargas, Jesus P.

## Division 3205

Coleman, Juanita L.  
Franklin, Jesse  
Miranda, Ricardo  
Whitehead, Masco

## Division 3206

Wilson, San M.

## Division 3207

Holland, Leo C.  
Mitchell, Dana  
Parker, Christopher D.  
Wilson, Estralletta

## Division 3208

Migal, William

## Division 3209

Celestino, Alfredo  
Hill, Ezra  
Huante, Felipe  
Pepper, George W.

## Division 3210

Kuehnl, Steven A.\*  
Salcedo, Miguel P.  
Santiago, John  
Solano, Jose L.

## Division 3212

Hernandez, Roberto

## Division 3215

Abbey, Judy M.  
Colantonio, Alice L.  
Contreras, Paul G.  
Maitino, Robert M.  
McGuire, Diane M.  
Navarro, Christopher  
Niggl, Sharon A.  
Owens, Stanley L.  
Rossiter, Jon T.  
Turner, Michael D.  
Vigil, Francisco M.

## Division 3216

Alvarado, Richard  
Espinosa, Rafeal C.  
Jones, Melvin

## Division 3218

Corbin, Willie L.  
Hudson, William  
Ngo, Garry  
Olumba, Oliver O.  
O'Neal, Diane K.  
Peterson, John  
Ward, John H.

## Department 3296

Castillo, David

\* Received more than one commendation

Dear RTD:

John Gardner once said of leaders that they have a significant role in creating the state of mind that is society. This is so very true of our Scout volunteers as they are shaping the future

by working with tomorrow's leaders.

This past summer, John Peterson was one of the over three hundred such volunteers who took a week of his time to come to Lost Valley Scout Reservation and work with the Scouts who came for a week of summer camp. Without the dedication of this kind of person, we would not have been able to serve the 2,257 campers and the benefits of character development, citizenship training and personal fitness that is the heart of camp would have been lost for many youngsters.

When I owned the Seattle Mariners, I thought baseball was the only place where a sacrifice was appreciated. As chairman of the board of this council, I have learned that the Boy Scouts of America also appreciate the sacrifices of people like John Peterson and suspect you do as well. I just wanted you to know of his valuable contribution to the Boy Scouts of America.

Sincerely,

George Argyros  
Chairman of the Board

Dear RTD:

I wish to commend Garry Ngo, driver of the 443 line. Garry is courteous, alert, and very cooperative.

Gail Roulette

Dear RTD:

On October 10, I boarded Line 484, Operator Rafeal Espinosa's bus which arrived on time at City Hall around 4:23 p.m. As I boarded the bus, it was obvious that his leader had not shown, as the bus was more crowded than usual.

The operator managed to operate his bus with the usual professionalism I enjoy on this trip. After leaving El Monte Station with about 20 standees, many complaining and one wishing he was on Foothill Transit, the load continued to worsen. He politely asked the patrons to please step to the rear, and closely adhered to his schedule, arriving at my stop about five minutes late. From what I could see, no patrons were left at any stop from El Monte to Walnut, where I departed the bus with still about 25 standees on board.

This operator, who I can set my watch by in the afternoons, has my respect and deserves a commendation.

R. Scott Page

Dear RTD:

Here is a jewel of a driver [Jon Rossiter], for "he is a jolly good fella."

He is observant, conscientious and cautious.

He operates the bus smoothly.

He is helpful to the passengers, especially the elderly and handicapped.

He is soft-spoken and gives information in a pleasant way.



He also has the courage to tell passengers not to bring drinks on the bus and he waits till they have discarded their drinks.

He makes sure everybody pays their fare.

With a friendly look and smile, the reluctant passengers are reminded to pay.

When appropriate, he enjoys a joke and a laugh.

With this driver we passengers get a good, safe ride; and the RTD can rest assured that he handles the bus in a responsible way.

Toni Vrba

Dear RTD:

I just wanted to write to express my appreciation for your bus driver on the 164 Line, Christopher Navarro. He was too modest to tell me his name. In all of my 37 years of riding the bus I've never come across a more considerate, helpful, pleasant, and competent driver. Just being on his bus is a pleasant experience and gives my day an added lift. The RTD should be applauded for having such an employee. Just one really good helpful driver such as Navarro in my opinion does more to project a positive image of the RTD than thousands of dollars in advertising.

Anyway, I just wanted to say, keep up the good work and I hope you appreciate some of your outstanding employees.

Dear RTD:

I wish to submit Alfredo Celestino for consideration for Operator

of the Month.

I believe he is worthy of this award for the following reasons:

1. He is a skillful driver with none of this jamming brakes that makes your head swim. Instead he glides to a stop. He is always mindful of traffic around him.

2. He is considerate and compassionate because I am 80 years old and he reached down from his seat and helped me pull my suitcase onto the bus. Which I very much appreciated.

3. He is watchful and interested in the welfare and safety of his passengers. When we approached a stop that had no curb, a tiny little boy was playing and running around. When the child's parents boarded the bus, Celestino firmly but kindly warned them that their child might have run in front of the bus. He urged them to hold the little fellow in their arms when they are so near to traffic.

4. When a passenger asked how to get to a certain place, Celestino had the cross streets where they would stop and he offered numbers of three buses that would take them to their destination. Seems like this is the kind of driver that the RTD wants to have on their lines.

For these four reasons, skillful driving, consideration, and compassion, the welfare and safety of the passengers, and the knowledge of bus lines of RTD I hope you choose Operator Celestino as the Operator of the Month.

Since I do not drive I am your faithful and grateful passenger.

With kindest regards,

Ruth Elizabeth Baird

*In response to a refund check sent to a senior passenger who overpaid for her pass the following was received.*

Dear RTD:

Thank you for the check, which I am returning. I do not want the discount as I regard the senior citizen pass as a great bargain and convenience.

Dear Division Manager:

One week ago on several occasions, I had the opportunity to ride and observe Richard Alvarado's professional skills being displayed on the deadhead coach leaving Terminal 25 at 8:27 a.m. There are many operators that work this trip because it was off the extra board.

This operator always displays a pleasing personality and has a real neat appearance, along with some of the best operating skills in handling company equipment. A very smooth, safe, and courteous professional operation along the roadways. I can truly say it was one of the best rides in a while.

I was thinking to myself, if this operator handles company equipment in this manner with operators on it, I'm sure with the paying, riding public they get the best he has to offer in the way of

professionalism. I thought as an operator, Richard should be commended for a job well done.

George Craver

Dear RTD:

On November 19, 1990, our office received a phone call from your Dispatcher No. 24 in regard to a check that had been found on one of your RTD buses that morning. The dispatcher proceeded to give my secretary all of the important information as to the bus number, its route and the time at which it would arrive at certain stops.

When realizing what an important check I had dropped on the bus that morning I then had my secretary call the dispatcher back to confirm that we needed to pick up the check as soon as possible. He notified the bus driver that I would try to catch her in route on Wilshire Boulevard before she reached her turnaround point in Santa Monica.

It was through his conscientious efforts that I was able to track the bus down and pick up the check.

I want to thank the dispatcher and the bus driver of Bus #8716 for all the extra effort and time spent in making sure that the check found got into my hands.

Again, thank you for all the effort and sincerest thanks to your two employees for an outstanding job.

Sincerely,

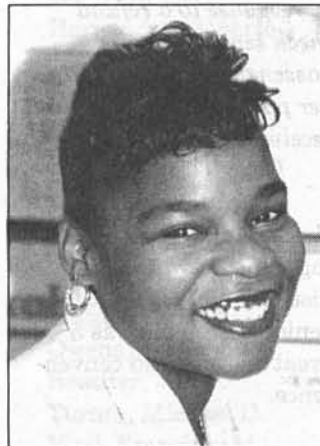
Malcolm Cutler, Jr.,

# She'll Take Good Care of You on Her Bus

Division 6 Operator Landon White, 23, has barely a year's service with the District, but already she truly understands the weight of responsibility she takes on as an Operator in Los Angeles. It was Landon's quick thinking and action that led to saving one of her passenger's life.

In the early evening of October 22, 1990, Landon let a couple of women board her bus even though it wasn't time for her to leave yet. "I knew it was cold outside so I let these two young female passengers on. I could tell that they

alarmed. She asked other passengers if they had any water. One passenger had a few ounces. Landon sprinkled it on the woman's face, still she did not respond. By this time the woman's cousin begged



*Landon White saved her passenger's life.*

Landon not to call the paramedics because the unconscious woman's parents would be upset with her for getting drunk.

Landon ignored the protests of the woman and exited her bus at the corner of Wilshire and Doheny and ran into a theater nearby to call the paramedics. Within 7 minutes the paramedics arrived and administered oxygen to the young women. The paramedics told Landon that the young woman was not breathing and her vital signs were abnormal. They took the woman off the bus and put her into the ambulance. The paramedics told Landon they were thankful that she responded so quickly and remained so calm.

"I was pretty calm

while all of this was happening. But after it was all over, I felt nervous. I was more concerned about how the girl was doing, but I had no way of finding out. I just pray she was ok and I hope it doesn't happen on my bus again." As a result of this experience, Landon feels more concerned about her passengers.

Landon says she's always wanted to be a bus driver. "I've wanted to do

this since I was 18. I could hardly wait till I was 21. My parents are very proud, although they didn't expect me to do this. My dad has a lot of respect for me being able to handle this 13-ton machine. My older sister has been an operator for 8 years. It's great, we go home and have our war stories to tell each other."

Landon lives in Los Angeles and is engaged to be married in July 1991.

*"I was pretty calm*

*while all of this*

*was happening.*

*But after it was all*

*over, I felt nervous.*

*I was more*

*concerned about*

*how the girl was*

*doing."*

were both intoxicated," said Landon. One of the women sat in the seat behind the driver's. Landon began her run. Approximately thirty minutes later, the woman sitting behind Landon could not be roused by her cousin, the woman who had accompanied her on the bus. Landon became mildly

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## Graduating With The Key to Success

It may be the method to release their unlimited potential or at the very least a beginning to tap the source. So say the graduates of Larry Bates' seven-week motivational "Seminar for Success."

Twelve Maintenance and Transportation staff members committed themselves to discover the principles of the science of success.

Using a multi-media approach which includes videotapes and audiotapes along with class exercises, Bates seeks to teach

perseverance, and to introduce employees to successful role models.

Graduates received certificates of completion from Director of Transportation Leilia Bailey and Assistant Director of Equipment Maintenance Tony Chavira.

The seminar graduates included: Rex Kuykendall, Enrique Diaz, Joe Quintana, Jack Atkins, Harold Hollis, Theral Golden, John Adams, Al Boctor, Jim Davis, Carl Law, and Leon Stevenson.



The Seminar for Success 1990 Fall graduates include: front row, from left to right: Larry Bates (instructor), Harold Hollis, John Adams, Enrique Diaz, and Assistant Director of Equipment Maintenance Tony Chavira. Back row, from left to right: Carl Law, Director of Transportation Leilia Bailey, Theral Golden, Joe Quintana, Rex Kuykendall, and Jack Atkins.

## Recent Retirees



Planning Department employee, Gladys Hudson, retired on November 3, 1990 after completing 24 years with the District. At an office retirement party, Ms. Hudson was presented with a retirement plaque by Planning Manager Keith Killough.

In her service to the RTD, Ms. Hudson worked in the Accounting Department and in MIS. She is a graduate of Cal State, Dominguez Hills with a bachelors in interdisciplinary studies. She has retired to Las Vegas, Nevada.

## SHIFTING GEARS

**Bellaflor, Clem S.**, began with the District on May 29, 1984, retired as an Audit Manager on November 6, 1990.

**Ellison, Harry A.**, began with the District on September 29, 1972, retired as a Bus Operator/Ex T on September 1, 1990.

**Fite, Marvin**, began with the District on March 18, 1976, retired as a Bus

Operator on November 5, 1990.

**Hudson, Gladys A.**, began with the District on October 31, 1966, retired as a Data Technician - TCU on November 3, 1990.

**Leon, Robert D.**, began with the District on October 28, 1967, retired as a Bus Operator on October 29, 1990.

*continued on page 26...*

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# SCHEDULE CHANGES



**Adams, Joseph**, from Sr Equal Opportunity Rep to Sr Contract Compliance Rep.

**Allen, Tanya M.**, from General Clerk to Buyer.

**Ancheta, Oscar V.**, from Electrician Helper to Electrician.

**Audelo, Saul**, from Mechanic B to Mechanic A.

**Austin, Linda**, from Equal Opportunity Rep to Contract Compliance Rep.

**Bank, David E.**, from Warranty & Equip. Mechanic to Equipment Maint. Supv.

**Becerra, Eriberto E.**, from Mechanic B to Mechanic A.

**Bhular, Nadia B.**, from Student Intern to Programmer Assistant.

**Burke, David J.**, from Electrician Helper to Electrician.

**Butler, Martha K.**, from General Clerk/Marketing to Schedule Maker I.

**Chavez, Manuel O.**, from Drafting Technician to Sr Drafting Technician.

**Clayter, Jack V.**, from Equal Opportunity Rep to DBE Representative.

**Cook, Robert H.**, from Mechanic A to Mechanic A Leader.

**Cowan, Marjorie L.**, from Employee Relations Analyst to Senior Employee Relations Analyst.

**Cumberlander, Marian E.**, from Sr Equal Opportunity Rep to Sr DBE Representative.

**Davy, Gregory C.**, from Sr Communications Rep to Sr News Bureau Rep.

**Douglas, Leroy**, from Stock Clerk to Storekeeper.

**Fitzgerald, Claire**, from Information Clerk to Ticket/Information Clerk.

**Garcia, Manuel R.**, from Bus Operator (P/T) to Bus Operator (F/T).

**Girardi, David**, from Transit Police Officer (TRN) to Transit Police Officer.

**Goldman, Roderick T.**, from Administrative Analyst to Employee Relations Analyst.

**Givan, Wendy B.**, from Information Specialist-Ldr to Information Clerk.

**Gordon, Mark D.**, from Transit Police Officer (TRN) to Transit Police Officer.

**Goytia, Ruben V.**, from Equipment Maint. Supv. to Sr. Equipment Maint. Supv.

**Guidinger, Phil W.**, from Mechanic A to Warranty & Equipment Mechanic.

**Hubbard, Charles**, from Mechanic C to Mechanic B.

**Hull, Glen H.**, from Field Equipment Techn. to Equipment Maint. Supv.

**Jager, Rick L.**, from Sr Communications Rep to Sr News Bureau Rep.

**Kalu, Ugbu**, from Industrial Hygienist to Sr Industrial Hygienist.

**Karbowski, George**, from Warranty & Equip. Mechanic to Equipment Maint. Supv.

**Kimbrough, Carol A.**, from Mopper Waxer to Storekeeper.

**LaTorre, Lourdes**, from Secretary to Staff Aide.

**Le, Tuan**, from Asst Cartographer to Asst Graphic Artist.

**Leung, Huey-Ling**, from Information Clerk to Cash Clerk.

**Martin, Tony L.**, from Sr Equal Opportunity Rep to Sr Contract Compliance Rep.

**McMahon, Terence P.**, from Cartographer to Graphic Artist.

**Mortvedt, Richard A.**, from Mechanic C to Mechanic B.

**Mounds, Richards J.**, from Stock Clerk to Storekeeper.

**Mundy, Kevin W.**, from Truck Driver/Clerk to Stock Clerk.

**Nguyen, Van Q.**, from Mechanic B to Mechanic A.

**Richardson, Sean C.**, from Transit Police Officer (Trn) to Transit Police Officer.

**Roberts, James**, from Bus Operator to Schedule Maker I.

**Rose, Fern L.**, from Staff Aide to Staff Assistant.

**Rose, Roger F.**, from Equal Opportunity Rep to EEO Representative.

**Sacramento, Rachael M.**, from Equal Opportunity Rep to Contract Compliance Rep.

**Sanchez, Isabel C.**, from Electronic Comm Tech Ldr to Electronic Maint Supv I.

**Sanford, Dennis G.**, from Mechanic C to Mechanic B.

**Sepe, Roberto T.**, from Cash Clerk/Rel Vault Truck Driver to Vault Truck Driver.

**Singer, Vinton**, from Equal Opportunity Rep to Contract Compliance Rep.

**Skarseth, Robert K.**, from System Electronic Communication Technician Leader to Electronic Maintenance Supervisor I.

**Soloman, Oscar**, from Bus Operator to Schedule Checker.

**Swedenhjelm, Leona D.**, from Mechanic C to Mechanic B.

**Vergel De Dios, Jeffrey B.**, from Matrls Mgmt Sys Supp Anly to Material Supervisor.

**Villa, Jaime I.**, from Bus Operator (P/T) to Bus Operator (F/T).

**Wells, William**, from Transit Police Off (Trn) to Transit Police Officer.

**White, Linda M.**, from Equal Opportunity Rep to EEO Representative.

**Wilson, James W.**, from Administrative Analyst to Sr Administrative Analyst.

## Shifting Gears

*... continued from page 25*

**Robinson, Charles**, began with the District on February 26, 1966, retired as a Bus Operator on September 19, 1990.

**Sanders, Teddy L.**, began with the District on January 19, 1973, retired as a Bus Operator on October 31, 1990.

**Wiley, Reuben**, began with the District on October 28, 1967, retired as a Bus Operator on October 31, 1990.

**Winbush, Robert E.**, began with the District on July 20, 1980, retired as a Bus Operator on November 1, 1990.



## Division 3 Judo Club Gets Grant

Division 3 Operator Lou Trammell has had much success with the children he has taken off the streets and welcomed into the Cypress Park Judo Club, which he started. In the last several years Trammell has managed to attract gang members out of their groups and channel their energy and hostility in more constructive methods.

Trammell was the object of much media attention last year and recently came to the notice of the Amateur Athletic Foundation of Los Angeles which awarded the Cypress Park Judo Parents Association a grant of \$3,000 to be used for training and preparation for Olympic Games hopefuls.

Anita L. DeFrantz, president of the foundation, presented the check to Trammell on November 5, 1990. Trammell said he was more surprised than anyone over the grant. "I was told our chances were

minimal. The kids earned it, it's their money. By next year these kids will go all the way. I'm hoping that a couple will be ready for the International try-outs in Colorado Springs for the 1992 Summer Olympics. Definitely we will be ready for 1996," he said.

Olivia Rivas, 13, daughter of Division 3 Operator Jose Rivas, is a closely watched contender said Trammell. "She won first place in the Junior Olympics competition and really caught their eye." Christina Carrera, 14, daughter of Division 3 Operator Rene Carrera is also an up-and-coming talent.

"If just one of my kids makes it to the Olympics, it would be such a thrill to know that I trained that competitor," said Trammell.

The minimum age to compete is 16, so some of his students may have to wait until 1996. "I will train them and put in all that I can," he promised.

## IN MEMORIAM

**Gladney-Colley, Rosalyn**, began with the District as a Systems Project Leader on November 8, 1980, passed away on November 10, 1990.

**Mullen, Maurice C.**, began with the District as a Bus Operator on October 1, 1958, passed way on October 14, 1990.

**Pendleton, Thomas E.**, began with the District as

an ATU Mechanic on July 12, 1945, passed away on August 27, 1990.

**Shafer, James N.**, began with the District as a N/C Asst. Trans Engineer on November 9, 1925, passed away on October 16, 1990.

**Swerdfeger, Mark D.**, began with the District as a Schedule Maker on November 1, 1929, passed away on October 13, 1990.

# THE GREAT AMERICAN SMOKE-OUT

Once again the District participated in the American Cancer Society's Annual Great American Smoke-Out Day, GAS day, as it is affectionately known, held November 15, 1990. This year, smokers who signed a contract to abstain from smoking during the 24-hour GAS day, were eligible to win a "cold turkey" in a drawing held at their division. As there were not as many participants as were predicted, the chance of actually winning a turkey for giving up smoking for 24 hours, was pretty good. Not all Divisions participated in the drawing, but for those who did, the list of winners follows:

DIVISION	NAME
9301	JACK ATKINS
3203	O'NEAL McDANIELS
9303	MONA LISA MONTEZ
3207	KARI GONZALES
9307	VELIA ANN LEWIS
3208	LOREAN WILLIAMS
3209	EMILY BECKETT
9309	RICHARD MERRITT
3210	EARL ROLLINS
3212	MEL LLEWELLYN
9312	MARSHA DEAR
3215	LARRY HAYNES
3216	ED TOWNSEND
9316	DWIGHT FORELL
3218	JEROME WILLIAMS
9318	FRED VINCELLET
9304	JOSE BARBOSA
CMF	DAVID KINSER
1600	ROSLYN M. GANT

Merchandise certificates were provided through Hughes Markets to exchange for turkeys, or for other merchandise. Cold turkeys were chosen for the award, because those who truly desire to quit smoking, may find the "cold turkey" method the most effective. Divisions where co-workers adopted smokers for GAS day, gave them treats and encouragement and support not to smoke during the 24 hour span so the adopted smoker could be eligible for the turkey drawing, had the most fun. That is what GAS day is all about, good-natured fun and a reminder of the joys of independence from a little white cylinder.

Congratulations to the winners and best wishes until the 3rd Thursday in November of 1991, our next GAS day!

## District Media

As the District's responsibilities become more complex and diverse, the necessity for timely communication of policies and programs becomes critical. That's where newsletters come in. They reinforce ideas that the RTD offers quality service through its proficient employees and serve as a link among the many employees in a division, a department, or Districtwide. They express notions that the RTD is a growing company, community-oriented, flexible, changing, and that the team spirit is still alive and well!

Below are some of the newsletters that dot the RTD organizational landscape. If we have missed your newsletter please call us at extension 7165 and let us know you are out there.



*Richard Presnell*

**Division 3203**  
**Name:** Cable News  
**Editor:** Richard Presnell  
**Published:** Bi-weekly  
**Pages:** Four  
**Readership:** over 400  
**Regular Features:**  
 Friendship Committee  
 News

Public Interest News  
 Disaster Preparedness  
 Health and Fitness  
 Manager's Desk  
 TD Notices  
 Births  
 Birthdays  
 Employment anniversaries  
 P.S.: Through a campaign in their newsletter, Division 3 operators have decided to adopt the small, impoverished village of Tutweiler, Mississippi that was featured on CBS' 60 Minutes in October, 1990.  
**Division 3205**  
**Name:** 54th Arlingness News (the name comes



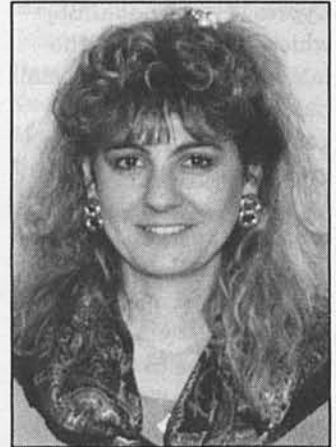
*Juanita Wright*

from the division's location which is near 54th Street, Arlington and Van Ness Avenues.  
**Editor:** Juanita Wright  
**Published:** Monthly  
**Readership:** 550  
**Pages:** 4  
**Regular Features:**  
 Manager's Notice  
 Information from Instruction  
 Notes from Supervision  
 Birthdays  
 Retirements  
 Recipes

# TOP OPERATORS

## Division 7

**Name:** People Movers  
**Editor:** Steve Crawford  
**Published:** Monthly  
**Readership:** 500  
**Pages:** 14-18  
**Regular Features:**  
 Activities Van Schedule  
 8 Bios of Employees with photos  
 Winner of the Manager's Award  
 Operator of the Month  
 Instruction Corner  
 New employees  
 Outgoing employees  
 "On the Street"--anecdotes written by operators  
 Health  
 Bios on TOS-VO, TOS-Comm.  
 Recipes of the Month  
 Birthdays  
 Employment anniversaries  
 Puzzles  
 Current events of division  
 Sports  
 P.S.: The newsletter makes no distinction between Maintenance or Transportation. It tries to cover the division as a complete unit.



*Lorene Yanuzzi*

## Equipment Maintenance

**Name:** Equipment Maintenance  
**Editor:** Betty Mons  
**Published:** Monthly  
**Readership:** 2,300  
**Pages:** 4  
**Regular Features:**  
 Director's Corner  
 Employee of the Month  
 Technical News  
 Retirees  
 Division functions  
 Service awards

## Division 3208

**Name:** Division 8 Dispatch  
**Editor:** Lorene Yanuzzi  
**Published:** Monthly  
**Readership:** 380  
**Pages:** 4  
**Regular Features:**  
 Operator Stories  
 Bios  
 Attitudes on the Job  
 Instruction  
 Employment anniversaries  
 Birthdays  
 Welcome corner  
 Maintenance Department



*Betty Mons*



## Anti-Smoking Bumpersticker Contest Winners



Kenneth Navran

### Division 3215

**Name:** North by Northwest (the direction one must go to get to the division from downtown headquarters)

**Editor:** Kenneth L. Navran

**Published:** Monthly

**Readership:** 491

**Pages:** 6-8

### Regular Features:

Manager's Report

Commendations

Your Health Matters

So They Say (quotes)

Birthdays

Employment Anniversaries

Births

Graduations

The winner and the semi-finalist winner of the Great American Smokeout Bumpersticker contest sponsored by the October 1990 *Headway* are as follows:

### Winner

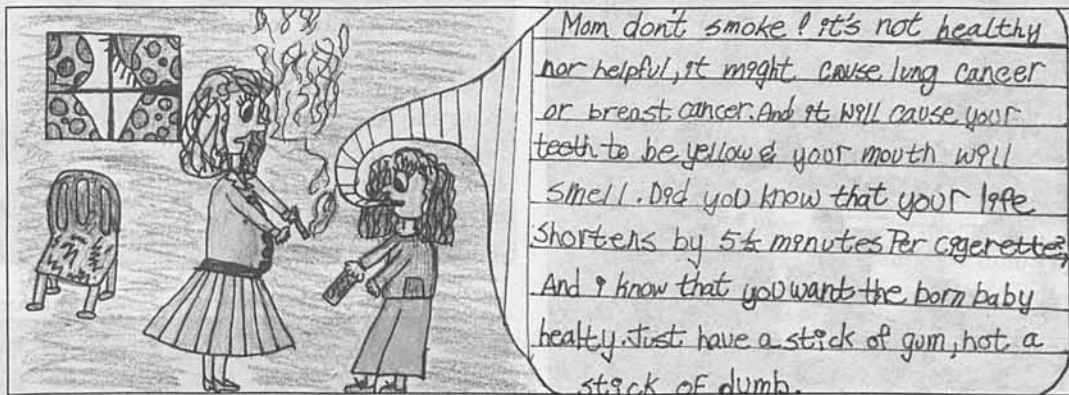
Juliana Park, age 11, sponsored by Division 9301's Leon Williamson.

### Semi-Finalist Winner

Alan B. Carpenter, age 7, son of Division 3218's Leroy Carpenter.

Here are the bumperstickers displayed below. The editor loved the message in Juliana's poster, she managed to get the total message in, plus a little rhyming jingle. Alan's cat was cool and upbeat. Congratulations to you both. We only regret that the *Headway* can't publish them in color.

## Anti-Smoking Bumper Sticker Creations



by Juliana Park, age 11



by Alan B. Carpenter, age 7

## Division 9 Hosts Victory BBQ

Rallying back from the sting of negative CHP inspections, Division 9, both Transportation and Maintenance, dedicated their most positive energy toward improving their ratings. All the effort paid off because by July, 1990, the CHP gave Division 9 an excellent rating. Celebrating this result, the division sponsored a full blowout barbecue and party on November 9, 1990 and invited all their friends.

"Working together with Maintenance we were able to improve our ratings," said Transportation Manager Don Karlson. "CHP changed their criteria, it was more



*The Superb Division 9 "Victory Over the CHP" Barbecue Committee. Front row, from left to right: Laura Chapman, Emily Beckett, Donald White, and Patricia Marcozzi. Second row, from left to right: Don Karlson, Renee Frawley, Lee Miller, Judy Stowall, and Nga Garrisi. Back row, from left to right: Armando Barrios, Aldo Garbick, Harry Finley, Elmer Lewis Jr., Lloyd Jennings, Sherman Green, Bennie Bedford, and Damon Cannon.*

were seen among the many guests enjoying the food and the music offered by D.J. Dwight Benavidez.

A committee composed of members representing both Maintenance and Transportation began the planning weeks in advance. On the day of the party, the chefs were up before the roosters stoking the grills. The committee included: Emily Beckett, Harry Finley, Aldo Garbick, Renee Frawley, Armando Barrios, Patricia Marcozzi, Laura Chapman, Judy Stowall, Lee Miller, Dwight Benavidez, Lloyd Jennings, Vernon Simpson, Damon Cannon, Emory Hayes, and Donald Durfee.



*Al Boctor and Audrey Powell gratefully accepted Chef Aldo Garbick's offerings. He was so big you took whatever he dished out.*

difficult. We had to modify our recordkeeping and other techniques to meet it," he said.

"This is our way of saying 'thank-you' to the operators and Maintenance employees for their hard work. We also wanted to show our appreciation to

folks throughout the District who have supported us during this period," said Maintenance Manager Max Martinez.

Both Maintenance and Transportation picked up the \$2,000 for the barbecue which included hot-links, chicken, and ribs, cole slaw,

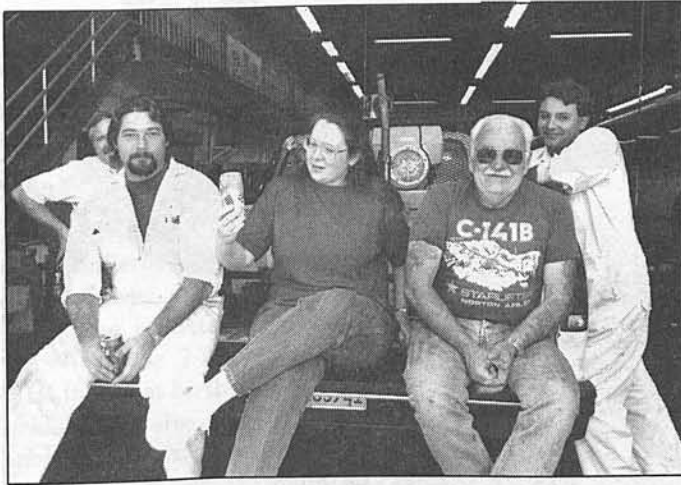
potato salad, roll, soft drinks, and a slice of their "Victory over CHP" cake (sweet success).

General Manager Alan Pegg and Assistant General Manager-Operations Art Leahy, Director of Transportation Leilia Bailey, and many division managers



*Fortune Vasquez and Ralph Selby collected meal tickets from the different guests. It was one of those low-impact jobs that they both volunteered for.*





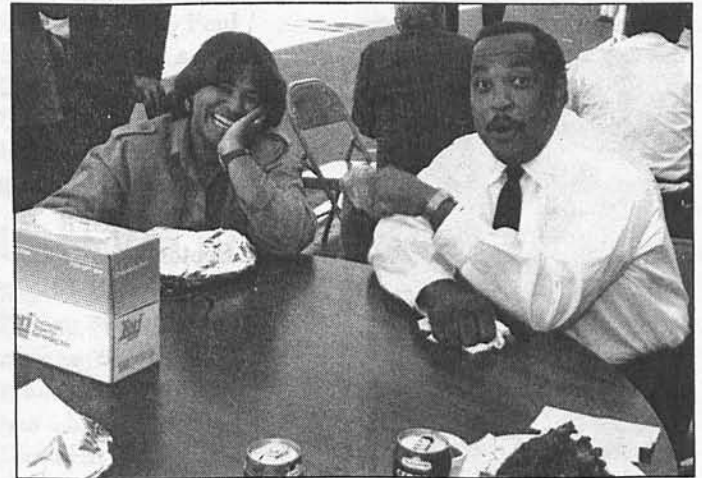
Maintenance employees were blissfully content after finishing their meal. From left to right: Supervisor Jim McKinney, Rick Merritt, Barbara Holcomb, Harry Finley,



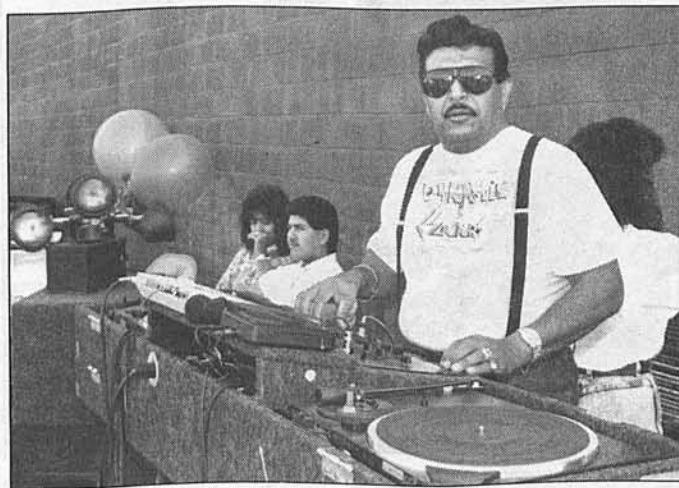
It was a pleasant layover for, clockwise around the table, Operators Vernon Ebert, Felipe Corona, and Carlos Ramos on the right.



TOS Woodie Yee and Jesse Castorena exclaim over the barbecue feast.



Division 5's Manager B.J. Harris was quick to point out that Transportation Labor Manager Sonja Davis was taking a second helping.



Mr. Platter himself, Dwight Benavidez, playing the music of your dreams at the Division 9 barbecue.



Transportation Division Manager Don Karlson (left) welcomes Division 5 Maintenance Manager Luchus Smith, General Manager Alan Pegg, and Assistant Director of Transportation Ralph Wilson.

## Division 3 Learning First Aid/CPR



Roy Starks, left, shows the proper way to apply a splint to a broken arm, with his willing victim, Operator Michael Murray.



Earl Franklin (top right) and Richard Presnell (right) check Michael Murray's skills in CPR/rescue breathing.



Lisa Montes seriously applies CPR compression strokes to the first aid mannequin.

Division 3203 held its first standard First Aid/CPR class on September 15, 1990. Approximately 13 Division 3 employees attended. Taught by Richard Presnell and Division Manager Roy Starks, eight of the students went on to become instructors in a 25-hour

class. The class was held in 4 evening sessions and 1 full Saturday.

Division 3 will continue to offer these classes in the future. Now that the division has its own corps of first aid instructors, they hope to give every operator a chance to attend and be certified in CPR/Standard

First Aid. Because all operators must attend on their own time, classes must be scheduled at odd hours.

The division extends an invitation to anyone in the District who wishes to sign up. Please call Richard Presnell or Roy Starks at extensions 6203 or 6289.



TOS Tony Sandoval and his daughter, Ava, decide who will go first and who will be the spotter.



Spenser Stewart and Pat Mayes ready the mannequin for another practice session.



# BIRTHS

Born to Division 8 Operator James Veillette and his wife, Kathleen, a daughter, Amy Blythe, on October 31, 1990. Amy was 7 lbs. and 19-1/4 inches at birth.

Kathleen Veillette says her husband has settled in to being the world's greatest new dad. Amy has a very proud half-sister, Kelsey, who is 9 years old, and is a big help with the new baby.



Born to Division 5 Operator Leroy Holliman and his wife, Debra, a daughter, Breeanna Janell, on November 2, 1990 in Pasadena. Breeanna weighed in at 7 lbs., 10 oz. and was 20 inches long. She is the Holliman's third child.

Born to Maintenance Systems Support Analyst Wilson Chu and his wife, Tammie, a daughter, Tiffany Mei, on October 29, 1990 at 5:30 p.m. in Los Angeles. Tiffany weighed in at 6 lbs., 15 oz and was 19 inches long.



Sam and Beverly Brown from Division 3218 are the very proud parents of a very precious baby girl, Remy Renee. Welcomed into this world on September 26, 1990, Remy weighed in at 8 lbs, 14 oz. and was 20 inches long.

## Wedding



Human Resources Department Typist-Clerk Lorraine Ebarb wed RTD Paul Hernandez in Las Vegas on December 1, 1990 at L'mor Chapelle at 6 p.m. The bride was given away by

Human Resources Clerk Terry Davis. Lorraine has worked for the RTD for 7 years. She was given a wedding shower by her co-workers on November 26, 1990.

## Lest We Forget

Payroll Records Clerk-Payroll Frank A. Harris is a man kept doubly busy around the holidays. Frank has a blood type, O positive, that is in high demand by the American Red Cross. He has responded to calls at night from blood banks making urgent calls for the benefit of hemophiliacs. In addition, Frank donates blood to every RTD-sponsored blood drive.

Over the years he has lost count of how many pints he's donated. Lest we forget, the holidays are a critical time for the Red Cross. The demand rises while their supplies diminish. Please follow Frank's example, and during the season of gift-giving, give the most precious gift of all: the gift of life.

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## Division 1 Indians Take Softball Championship



The victorious Division 1 Indians. First row, from left to right: Earnest Kirkwood (Assistant Manager), Ruben Ramirez (Manager), and Robert Arenas (Assistant Manager). Second row, from left to right: Glenn McGowan, Danny King, Lorenzo Jimenez, Ralph Villegas, and Mike Benitez. Back row, from left to right: Anthony Salcido, Joe Gonzalez, Pete Bueras, Manuel Guzman, Frank Perez, and Carlos Garcia.

by Diane Talton

Ten teams started the RTD softball season in the spirit of fun and recreation but with hopes of winning a trophy.

Recently the top four teams competed for the District Championship. Entering the playoffs were Division 18 Blue Jays, Division 10 Cardinals, Division 1 Indians, and the first-place team throughout the season, Division 3 Beernuts.

The favored Beernuts breezed through their first two games to clinch a chance at the championship. The other semifinalist, the Indians, lost their first playoff game and had to fight their way back beating the Cardinals and the Blue Jays. They were

now faced with the uphill battle to beat the Beernuts twice to take the championship in the double-elimination tournament.

The first game caught the over-confident Beernuts by surprise. The determined Indians exploded in the sixth inning taking the game 15 to 6.

The final game proved to be a closer battle. Both teams were up and ready for the contest. At the end of six innings, the score was tied 3-3. A triple by Benitez of the Indians drove home Salcido to win the game and upset the league winners.

A first for Division 1 whose team and Division Manager Maceo Bethel were overjoyed. Congratulations on a well-played season.

# RECREATION NEWS

## January

20 & 26 Phantom of the Opera with the return of Michael Crawford. \$50.50 2:30 P.M. Matinees  
26 Kings vs Vancouver \$18.50  
31 Lakers vs Atlanta \$12.00

## February

9-10 Phantom of the Opera \$50.50  
12 Kings vs Calvary \$17.00  
17 Lakers vs Portland \$12.00  
23 Jerome Robbins "Broadway" Closing performance - Shubert Theatre 2:00 P.M. Matinee \$50.50

The Employee Activities office is open from 10:00 A.M. until 3:00 P.M. Monday through Friday. Second floor of the Headquarters building, telephone 972-4740.

Coming in March 16 & 17 Phantom, 24th Wrestlemania at the Los Angeles Coliseum

## Mobile Unit Schedule

Due to popular demand the mobile center has expanded its days of services and operating hours. The center will operate Monday through Friday from 9:30 A.M. until 2:00 P.M.

Jan.	Loc.	Feb.	Loc.
		4	Maintenance Day
14	CMF	5	9
15	9	6	16
16	16	7	8
17	8	8	10
18	3	11	CMF
21	15	12	3
22	6	13	15
23	7	14	6
24	5	15	7
25	18	18	5
28	4	19	18
29	12	20	4
30	2	21	12
31	11	22	2
		25	11
<b>Feb.</b>	<b>Loc.</b>	26	1
		27	10
1	1	28	CMF





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# HOT NEWS

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*"I Have  
a Dream"*



"...I have a dream that one day, on the red hills of Georgia, sons of former slaves and the sons of former slaveowners will be able to sit down together at the table of brotherhood..."

"I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character.

"I have a dream today."

—Martin Luther King, Jr.  
Washington, D.C., August 28, 1963