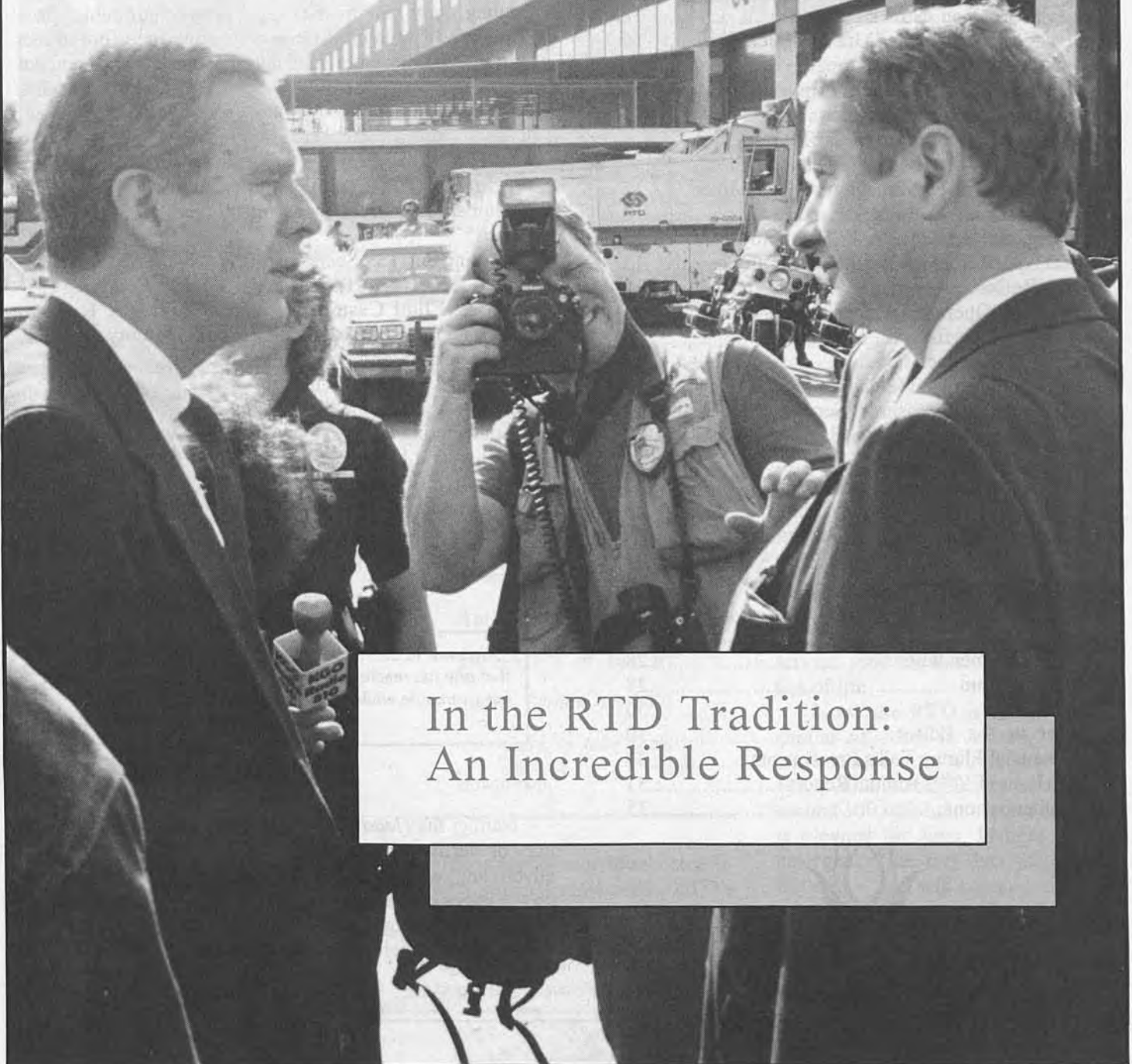


HEADWAY



In the RTD Tradition:
An Incredible Response

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The Headway . . .

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Printing Services Section Staff: Photo Lithographic Operators—**Rob Hartert** and **Ferrol Yeakle**; Pressmen II—**Pat Bates**, **Eliud Castellanos**, **Oscar Arzadon**, **Roberto Arrivillaga**; and Bindery Operators II—**Manny Alvarez**, **Andre Leonard**, and **Luis Melendez**.

Editor: **Andrea Greene**

Business Manager: **Stacy Tran**

Contributing Editors: **Cheryl Brown** and **Luanna Urie**.

Design and Layout: **Shawn D. Lowe-Ewing**

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"Success is to be measured not so much by the position that one has reached in life as by the obstacles which one has overcome while trying to succeed."

—Booker T. Washington

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A Word from the General Manager

Courageous Response to the Crisis



RTD General Manager Alan Pegg (right) and Governor Pete Wilson discuss the use of Division 5 as the Emergency Operations Center for approximately 4,500 military and police personnel. Meantime, RTD personnel worked around the clock to serve the emergency crews, repairing and fueling hundreds of their vehicles.

I have never been prouder of the men and women of the Southern California Rapid Transit District than I was during the civil disturbances that wracked Los Angeles beginning the evening of April 29.

I toured the various divisions and terminals, observed operations from the Bus Control Center and saw our operators, road supervisors, Transit Police and many other employees in action. It brought home to me in the most graphic manner possible the intense dedication of RTD professionals who worked long hours under the most adverse conditions to provide transit service. We provided that service not only to patrons in as many neighborhoods as we could reach, but also transported hundreds of police officers, Sheriff's deputies, National Guardsmen, Marines, Red Cross evacuees and even prisoners.

There are many examples of our employees' courage and commitment to public service, but one stands out in my mind. On April 30, at the height of

the riots, the RTD was advised to shut down service two hours short of the 6 p.m. curfew. Despite warnings that they might be heading into danger, a number of our operators continued their routes until long after dark in an effort to get stranded passengers safely to their destinations.

When Foothill Transit Authority abandoned its passengers at the El Monte Station, the RTD was there to take them downtown.

Those acts of individual determination were characteristic of the RTD's efforts -- from the most senior official down to the newest employee -- throughout the crisis. Board President Marvin Holen worked closely with

Mayor Bradley and other city officials to clear away bureaucratic roadblocks and allow the RTD to resume full service in all areas of the city as quickly as possible.

The result of his efforts, and of those of hundreds of employees, meant that the RTD remained flexible and able to respond to many different types of situations.

When a line could be reinstated, it was up and running within hours. When buses had to be rerouted to avoid demonstrations or violence, the dispatchers and road supervisors moved them smoothly onto other streets. When Foothill Transit Authority abandoned its passengers at the El Monte Station, the RTD was there to take them downtown. When military units were relieved, RTD buses shuttled them to rest areas and brought in new troops.

At a time when the county is planning to spend millions of dollars to build fixed rail transportation systems, this example of the importance of maintaining a flexible -- and responsive -- bus system could not be more striking. Only buses could have achieved what the RTD managed to accomplish.

As we look back on the civil crisis of 1992, it is well to remember the findings of the McCone Commission following the Watts riots in 1965. The commission reported that lack of public transportation before the disturbances had trapped residents in a ghetto, denying them access to public service, jobs and many other necessities of life.

Now, the RTD is faced with a similar situation. In January, we cut our bus service by 100,000 hours to stay within a barebones budget. A second 100,000-hour service cutback is planned for June. In light of the emergency the city has just come through -- and will contend with for some time to come -- continued shrinking of RTD bus service can only create additional hardships for our transit-dependent patrons.

RTD Responds



National Guard troops board one of 106 RTD buses used during the rioting to transport law enforcement authorities. RTD operators reported that the troops were pleasant, but exhausted, after a night on the streets.

Beginning the evening of April 29, and for the next four days, RTD employees responded to a major emergency the likes of which they had not witnessed in a generation.

All of our contingency plans, emergency preparedness meetings and crisis management seminars suddenly became tragically relevant when rioting and looting broke out in the wake of the announced verdict in the Rodney King case.

Most small businesses and residents in South Central Los Angeles shut their doors and went home, fearing for their personal safety. But hundreds of RTD employees stayed on the job.

In the 100 hours following the initial incidents April 29, RTD employees rose to this ominous occasion with unparalleled dedication, grace, professionalism and courage.

Perhaps the example was set at the beginning. Operators who were running bus lines in South Central Los Angeles saw what was happening. It would have been easy, and understandable, for them to take their buses and go to the nearest division as soon as the rocks and eggs and bricks started flying.

But our operators kept the buses running. They kept on serving passengers. Only when they received instructions from central dispatch a few hours later did they pull their buses off the streets.

RTD picked up where other bus companies left off. Foothill Transit elected not to send its buses from the El Monte Terminal to downtown Los Angeles, so RTD rolled out extra buses

to serve Foothill's passengers who would have been stranded.

And what of RTD's dispatchers? These men and women are accustomed to working all hours of the night. But now they faced worried operators whose numerous requests for assistance had to be handled swiftly and sensitively.

If that wasn't enough, calls from police and military personnel started pouring in. Send 10 buses here to take 500 policeman there. Send 25 buses there to bring 700 National Guardsmen here.

At the height of the disturbance, 140 RTD buses were helping to transport the men and women who finally were able to enforce curfews and regain control.

Division 5 in South Central was turned into a command post for up to 4,500 military personnel, police officers and firefighters. The yard served as a safe haven for law enforcement personnel who patrolled the tense streets. Maintenance workers repeatedly fueled 170 fire engines stationed at Division 5, scores of police cars and motorcycles, dozens of National Guard

continued on page 18 . . .



At the height of the unrest, squad cars representing a host of law enforcement agencies -- from Kern to San Diego counties -- packed the Division 5 bus yard.

RTD Toasted with Tributes

Numerous Agencies Honor District and Employees for a Stunning Performance



Supervisor Ed Edelman, on behalf of the Los Angeles County Board of Supervisors, presents a proclamation of commendation to the RTD for providing a vital transportation infrastructure during the rioting. "Whereas," the proclamation reads, "the SCRTD, working shoulder to shoulder with law enforcement and fire department personnel, was the largest non-sworn body of public servants who continuously provided service to the public during the period of civil unrest." Accepting the award from Edelman are (from left to right) Alan Pegg, RTD general manager and Marvin Holen, RTD Board president.

Scores of government, public and police agencies -- from the National Guard to the Los Angeles County Board of Supervisors to the Los Angeles Police Department (LAPD) -- heaped praise on the RTD and its employees for their extraordinary performance during last month's civil unrest.

At a special meeting of the RTD Board of Directors May 7, seven RTD employees, representing hundreds of their colleagues who responded with grace and courage, told stories of moving exhausted troops in the dead of night, doing field surveys of streets at three in the morning, and refusing, despite sniper fire, to abandon their routes so that passengers could get to their destinations safely.

Among those offering congratulations was Matthew Hunt, deputy

chief of the LAPD, who told the Board, "If we could only bottle up what your employees gave to us, and use it across the city, then this would truly be a city of angels."

Supervisor Ed Edelman, who presented a proclamation to the RTD Board on behalf of the board of supervisors, said that the decisions made by RTD management and employees were critical to helping cope with the violence. "They were the backbone of this very important operation," he said. Edelman had introduced the motion commending the District to his fellow supervisors the day before; seconded by Supervisor Kenneth Hahn, it was approved unanimously.

In a letter to the RTD Board, Earl Clark, general chairman of the United Transportation Union, criticized Foot-hill Transit, writing, "They didn't give

a damn about people who needed transportation to get to work; they apparently were more concerned that their shiny new buses might be the targets of violence. They were very willing to allow the RTD buses and drivers to be the targets of that potential violence."

Among the employees who spoke to the throngs of reporters packing the board room was Operator Eugene Pobol of West Hollywood, an RTD part-timer. "Never," he said, "have I worked for a company that has such dedication to get the job done."

"We slid into this supermarket parking lot," he told the Board, "and as each soldier stepped off the bus, I could hear the click of their rifles as they locked and loaded. It sent chills

continued on page 6....

Toasted with Tributes

... continued from page 5



TOS John Escher: Back on the job the day after being assaulted and robbed.

up my spine."

Noted Art Leahy, assistant general manager of operations, "In many cases, the operator was the only one on the bus who wasn't wearing a flak jacket."

Road Supervisor John Escher was one of six RTD employees who suffered injuries during the riots. He was directing bus operations near the scene of the first violence, at Florence and Normandie. As Escher was returning to his car, he was chased four blocks up Normandie and then assaulted and robbed by a crowd of youths. Despite cuts and bruises, he stayed on duty the rest of the night and worked his shifts throughout the remainder of the emergency.

Bus Operator Hilton Hackley, a former Operator of the Month, was making his last run for the day southbound on Vermont when the riots began. "I wanted to take my passengers home," he told the Board. "I felt good about it (transporting troops) knowing that I was doing something to help in an emergency situation. A 10-year RTD veteran, Hackley stayed on the job and made other runs that

evening and throughout the long days of turmoil. Added Leahy, "He spent the first night of the riots at an outlying division ten miles from his car."

Natividad Castillo, a 25-year RTD veteran, was the Blue Line supervisor on duty for the northern portion of the commuter rail line at the outbreak of violence. Castillo escorted the first southbound train and made sure the tracks were clear for operation. "We had debris on the track, and even missiles thrown at the trains," he said.

Sergeant Nick Aldana, a Transit Police officer since 1981 was in charge of a detail that provided security for RTD buses transporting police, fire and military units. Almost 200 Transit Police officers were deployed on 12-hour shifts to provide backup to law enforcement agencies.



Operator Hilton Hackley: "It felt good knowing I was doing something to help."

Diane Frazier, acting Division 5 manager and Rick Hittinger, Division 5 maintenance manager also shared their stories with the Board. Interviews with them are on pages 9 and 11.

Beside Escher, the other RTD operators who were injured in the fray include Operators Bunni Barr, Michael Bullock, Pamela Harris, Antonio Renden and Bryant Robinson.



Operator Eugene Pobol: "I felt as if the whole company was behind me."

Thank You, RTD

Letters from Public are Beginning to Pour In

Dear RTD:

Thank you all so much for the outstanding job you all did during the recent violence in L.A. I was one of those people trying to get home by bus on April 30. The professionalism, calm attitude, and helpfulness of my drivers made a scary situation bearable.

I know that those of us who ride the buses don't let you know how much we appreciate the job you do. So thank you. I know that you aren't rewarded with big salaries, but I hope knowing how much you're needed and appreciated will be some compensation.

Sincerely,
Susan Chamberlin
Venice

Dear RTD:

The public has heard of all the agencies that were involved in helping the LAPD, but we have not heard anything about the personnel at RTD;

continued on page 14 . . .

How Wynn and Company Did the Job

by Anthony Greno
News Bureau Representative

Even after Mayor Bradley lifted the curfew on Los Angeles, the RTD Bus Operations Control Center was abuzz with calls for buses to handle police and troop movements.

At the peak of riot control activity over the weekend, as many as 600 RTD buses were pressed into service over several days on special assignment to help deploy LAPD officers, sheriff's deputies, National Guardsmen, U.S. Marines, FBI agents and federal marshals.

With Division 5 at 54th Street and Van Ness Avenue converted into the command post of the LAPD and Fire Department for riot control and firefighting operations, RTD buses had to be moved elsewhere.

"The only buses left at Division 5 were those requested by the LAPD and the Fire Department," said Mark Solomon, transit operations supervisor in communications. "When Division 5 became the command center, buses were sent to divisions 18 [Carson], 2 [15th and San Pedro streets], and 7 [West Hollywood]," Solomon said. "Basically after that when bus service was restored, we conducted Division 5 operations out of Division 18 over that weekend."

RTD personnel--particularly operators--ended up in small predicaments as buses were cleared out of Division 5, said Joe Uresti, TOS/communications/special events. "Some had to dodge numerous hazards to get to Carson as rioting and burning broke out, and others ended up sleeping overnight at Division 2, because there was no way they could get out of downtown."

By Monday, calls were still coming in for more buses to different parts of the city. At noon, the FBI called for two more buses in Westwood at 4 p.m. to take agents to Norton Air Force Base in San Bernardino. Earlier that

morning, the FBI had already asked for one bus for the same purpose, which was dispatched.

Another call early Monday was to pick up U.S. marshals at an armory on San Gabriel River Parkway in Pico Rivera. Passersby saw special signs in the windshields of the buses announcing "U.S. Marshals."

Glenn Wynn, acting radio dispatch manager, noted that LAPD in the initial deployment of RTD buses requested one bus at each police station or division for a total of 18 locations, plus three buses at the Police Academy in Elysian Park, and three to five buses at all times at a Parker Center on Los Angeles Street.

Operator's Son Killed in Riot

Headway wishes to extend its condolences to Division 18 Operator Sherry Fleming, who lost her 18-year old son, Louis Watson, during the riot. Watson, listed as the first to die in the violence, was shot to death at the corner of Vermont and Vernon Avenues April 29.

As Division 5 was converted to the police and fire command center, buses were brought back as needed, Wynn said. "From there out, buses were sent from one point to another by the police and fire departments and we are still tracking them. In all, we had a total of 600 buses over several days on special assignment for police and fire use."

Reporters from virtually every television channel in the Los Angeles market did "stand-up" reports from outside Division 5 with "54th Street and Van Ness" appearing in letters across the television screen. The tall palm trees, common as street trees in that part of Los Angeles, provided a back-

drop to the comings and goings of RTD buses, fire trucks and police patrol cars.

Farther west, on Crenshaw Boulevard, the National Guard arrived on Friday to set up an initial base at the LAPD Southwest Homicide Division in the Baldwin Hills Crenshaw Plaza shopping center. When the first bus load of National Guard troops arrived, television news helicopters hovered overhead, broadcasting live as the bus stopped at a check point in the driveway and proceeded into the rooftop parking lot.

On the Next Pages

On the next several pages, *Headway* includes the reactions of some RTD employees, from operators to managers to mechanics to transit police officers, who were instrumental in maintaining the basic transportation infrastructure at a time of critical need. The people whose remarks you will read are among the hundreds of RTD employees who kept faith with the community, delivered service, and provided an excellent example for the rest of the industry to follow.



Smoke billows from the neighborhood around Division 5. Due to the loss of the facility, 190 buses and employees were immediately re-assigned to three other locations.

Mechanic Jamal Saleem . . .

Jamal Saleem is a mechanic assigned to the third shift at Division 5. He lives in Moreno Valley with his wife and four foster children. He regularly rides the bus to and from work. He drives from his home to the Greyhound Terminal in Riverside. He then rides an RTD bus to work.

The evening of April 29, was no different. He got up at six p.m., got ready for work, and left from his house 45 minutes later. Unaware of the events taking place in Los Angeles, he drove to the Greyhound Terminal and boarded the RTD to L.A. The bus dropped him off, as usual, at 9th and Broadway. He then walked a few blocks to catch a Line 45 bus.

But on this night, he couldn't understand why there were hardly any buses on the streets. He and a few

other people got on the last bus going south on Broadway. He saw the commotion on the street and listened to the other passengers talking about all of the looting and fires in South Central. So he got off the bus at Broadway and Vernon. But not because he wanted to turn around and head back to downtown.

He knew he had to get to work. He avoided the main streets where bullets flew and fires roared. He walked on the residential side streets of South Central, often zig-zagging to avoid the crowds. Finally, after walking four miles, he arrived at Division 5, only to find it dark.

He showed his badge to the Transit Police officer at the entrance to the parking structure and was allowed to enter.



Mechanic Jamal Saleem walked from downtown Los Angeles through a hail of gunfire to get to his job at Division 5.

Dispatcher Ron Novak . . .



Dispatcher Ron Novak, who worked the Watts Riots as a police officer, says that on the night the 1992 Riots broke out, his bus operators were very persistent about delivering their passengers home despite the many street closures.

Dispatcher Ron Novak knows how tough it can get on the streets. Twenty-seven years ago, Novak was among the first law enforcement officers to be injured in the Watts Riots.

Then a Transit Police Officer -- formerly called Special Agents, -- Novak suffered injuries as he stepped off a curb at Imperial and Avalon. His name appears in an article listing injured officers in a 1965 edition of the *Herald Examiner*. He was one of eight Transit Police officers back then, and he remembers one of his details -- escorting the night watchman for the Shops Building to and from his home amidst the violence.

On the night the '92 riots flared, Novak was on duty, but this time as a dispatcher in the Radio Control Center.

He says he had two problems, both on the 55 line, which routes through Compton. "I had one bus at 83rd and Compton. He got all kinds of rocks. One of the windows shattered

and the broken glass hit a passenger. He called in and I called the Fire Department. They refused to roll."

Novak says the brave operator drove the passenger to Martin Luther King/Drew Medical Center.

His second problem of the evening was on the same line. "I got reports of more activity at 42nd and Compton. The bus operator called in and was quite upset, because he was carrying nearly a full load and he wanted to get his passengers home safely. I said to him, 'Operator, you can't get down the street -- it's closed.'"

He radioed me that his passengers were most upset and that he had a wheelchair passenger on board. He was very persistent about delivering them safely."

Novak says there was no sense in arguing with him, that he was determined to drive through. "I don't know how far he took them, but I do know that he and his bus got back to the barn in one piece."

Division 5 Maintenance Manager Rick Hittinger . . .



Rick Hittinger didn't hear the message that Superintendent of Maintenance Ken Miller had left for him on his home phone, telling him to stay put. Hittinger had already charged back to work some 20 minutes after hearing the news on KFI radio. Fearing the worst, the Division 5 maintenance manager navigated his RTD unit through blinding smoke - "It was like a scene from Hades, he recalls" - before pulling up to Division 5 at the corner of 54th and Arlington.

"We had it all," he says, mentioning that the coroner's office had even set up a temporary morgue on-site. "We held the second shift through until seven in the morning. My crew fueled the fire trucks and police cars, changed the oil and repaired tires."

That was no small feat. Over the next five days, Hittinger and crew insured that 96 fire trucks, 325 LAPD, CHP, and Transit Police squad cars, and 48 National Guard vehicles were in top mechanical form.

Ironically, the Division's fish fry had been scheduled for the 30th. There was 375 pounds of fresh fish on Wednesday at Division 5. The men and women in uniform -- several hundred of them -- ate well.

On Friday, May 1, Hittinger headed to Division 18 to pick up the checks. He followed a strike unit out

and as he approached the on-ramp to the Harbor Freeway, shots rang out. His windshield and right rear window were gone. "I sped away as fast as I could," he says. But when he came to Imperial Highway, he couldn't help but notice a woman and her three children in their stalled car on the side of the freeway. At 11:30 at night, in

his broken unit, he stopped. ("It's just something you do," he said later.) She was out of gas. He radioed the Dispatch Center, and they, in turn, called for help.

"Thank you," he recalls the woman saying, as he drove away under a night sky lit up with fire. "Thank you for stopping."

Operator Avalino Tiangco . . .



Operator Avalino Tiangco was robbed of his wallet, necklace and two rings.

Avalino Tiangco was driving the 117 line when he saw the commotion up ahead. There were six passengers in the bus, he remembers, among them, a couple who didn't speak English, and a woman who was on her way to deliver money to her sick daughter. He had just passed the projects near Jordan High School when the RTD Radio Control Center told him to pull into the nearest division. There was trouble, they told him.

What, he wondered, was he supposed to do about his passengers who depended on the bus to get to their destination? Something inside told him to continue, not to detour. "If I die, he

told himself, "then I want to die inside my bus."

Then he saw the big crowds ahead on 103rd. His bus slowed at Gorman.

"They swarmed the bus, broke my windshield," he says, nervously. "One pulled a gun at me and then someone pulled me down and grabbed my wallet, my necklace and two rings."

"But I'm like an airplane pilot.... I will always stay with my bus."

"I was begging them to stop. But I also thought, 'If this is my day, so be it.'"

He remembered the lady who had saved \$300 for her daughter. She was crying. He recalls that a man came aboard the bus and molested a second woman passenger.

All of a sudden, he remembers a police car came by. The crowd, content with the loot dispersed. He called the Dispatch Center.

Sometime later that night, he returned home. His wife, who was worried sick about him, saw the scratches on his neck. She didn't want him to return to work. "But I'm like a pilot," he says, with a thick accent. "I will always stay with my bus."

Transit Police Dispatcher Jimmy Adams . . .



If there was one guy whose job put him smack in the middle of the operation, it was Transit Police Dispatcher Jimmy Adams. Transportation's man behind the paneled glass for ten years, he had barely started his shift on April 29, when an operator called in, saying he was taking on rocks at Florence and Normandie. "He said that his win-

dows were broken; I told him to get his bus safely out of the area," recalls Adams. "After that call, my screen lit up."

Adams says that between 4:30 and 6:00 p.m. on the first night lawlessness reigned, there was one problem after another on the 206 line (Normandie and Florence), the 210 line (Crenshaw and King), and the 212 line (La Brea and Rodeo).

"All of the operators were taking bricks," he says. He says that in the San Fernando Valley, a female operator called in, screaming that she was being shot at. I told her to move her bus, which she did, and we rolled Transit Police to the scene. Adams says that police later confirmed that a bullet had, indeed, smashed through the bus, narrowly missing the operator's window.

Meantime, Adams had his hands

full with the beating of TOS Jon Escher. By then, he says, "We knew that we couldn't get help from the police. We knew we were on our own."

Adams alerted Transit Police officers, who transported a bruised Escher to Division 5.

Adams says that although it was a panic situation for everyone, he was able to calm operators down by speaking in a low tone. Doing so immediately brought down the level of their anxious voices.

Says the unfazed Adams, "I knew this was going to happen that night. There were a lot of incidences coming at you at one time. But we dealt with them.

"I like going home knowing that the patrons got home safely. As long as I know that we responded quickly, I can go home and be at peace."

Operator Francisco "Poncho" Gabaldon . . .

Operator Francisco Gabaldon put in 21 hours straight at the peak of the rioting. "Oh no," he gasped when he heard the verdict. Politics aside, the operator his buddies affectionately refer to as 'Poncho,' knew his Line 207 could be in for some trouble. "But never did I think it would escalate into something that big," he says, shaking his head.

It was just after seven p.m. when he passed 83rd and Western, and saw crowds of people in the street. His passengers were scared, he said. "I told them to be calm and if anything happened, we would pull off the line and find cover." He says that his passengers got off at Manchester.

Friday morning, Gabaldon was told to take his bus to the 77th Street Police Station. "The officers treated us really well," he says. "I took 45 officers to Division 5 where I dropped them off and then I took others from Division 5 to the Van Nuys Station.

On the way I could see fires and looting. The police would block the intersection and provide my bus with an escort."

He says that the officers on the bus were quiet, listening to instructions from the sergeant.

The whole operation, he says, was very well organized.

Was he bothered doing it?

"Heavens no," he says. "That's what we're here for. And for once, we felt like we were big wheels."



Operator Francisco Gabaldon on moving the troops: "For once, we felt like we were big wheels."

Director of Transportation Dan Ibarra . . .

Dan Ibarra had just finished making repairs on his daughter's car when the Radio Control Center called. He was told that a couple of buses had been hit by rocks and bottles and that TOS Jon Escher had been dragged from his unit and beaten. Ibarra immediately went to the television, where he watched the events unfold.

Assistant Director of Transportation Leo Bevon headed for the control center; Ibarra, along with Bevon and Ralph Wilson, held down the fort from 2 a.m. Thursday until 6 p.m. the following day.

"Our main concern was for the safety of the operators," he says. "Because of the mobs and shooting in the street, we wanted to pull the lines off the street, but the operators kept asking us, 'What about my people? I

won't leave them.' "

"Many operators volunteered to accommodate their passengers."

Ibarra says that at the peak of the deployment, there were 115 buses on the street moving men and women from the National Guard, U.S. Marines, LAPD, CHP, Sheriff's Department and Red Cross. He says his operators also provided transportation to jail for the arrestees. "We were providing another level of service out there," a proud Ibarra said. "One hundred fifteen buses moving troops at one time is more than many transit properties have out there moving people."

"We didn't 'wuss' out the way Foothill Transit did," adds Ibarra. "They stranded passengers at El Monte station. It was RTD that accommo-



dated them much to the joy, glee, and happiness of those patrons. We kept watch on the San Gabriel Valley so the passengers there weren't left out in the cold.

"RTA in Riverside, Montebello, Gardena and Torrance Transit were calling our Control Center every day to gage how bad it was out on the streets."

Assistant Division 5 Manager Diane Frazier . . .

Diane Frazier, acting Division 5 manager, didn't recognize the voice of the TOS who answered the phone that night at Division 5. "He was so polite," she recalled. Learning that it was an operator, and not a TOS, warmed her heart. "It was the most beautiful thing," she said. "Every operator started acting like a supervisor. They were excellent. The phone kept ringing with husbands and wives asking the whereabouts of their loved ones. My operators kept answering the phone, calming them down and reassuring them."

Frazier herself was braced for trouble late that afternoon. She had gone to church after work, and then returned to her home on Adams. Soon after, she got a call summoning her back to the division. "There's chaos here," the operator on the phone told her. "Just come in."

She was there until eight o'clock the next morning.

"There were police everywhere.

They moved everything -- tables and chairs and desks -- out of the way. They let nobody in. Division 5 was like a fortress."

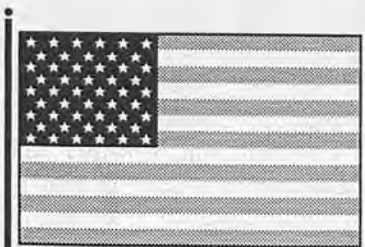


Diane Frazier

"This whole thing was dropped in my lap," she says, explaining that Division 5 Manager, Maceo Bethel, had been out sick. "I'm not complaining," she continues. "I have always kind of been at the right place at the right time. This was an opportunity to see how the operators and I performed

under pressure.

"And more than anything else, I just want them to know that I love them all."



Superintendent of Maintenance Ken Miller . . .

As soon as Ken Miller heard the news, he notified each of the operating divisions. As superintendent of maintenance, he knew it was up to him to determine what the RTD's support capability was. He ordered each of his maintenance managers to figure out the total number of vehicles they had available.

Early the next morning, with a plan already formulated, Miller established a mini-command center at the Central Maintenance Facility (CMF).

"The maintenance organization performed in superb fashion," he says, with gratitude. "I want to commend,

in particular, the mechanics at Division 5 who performed above and be-



yond the call of duty. There are a lot of folks who voluntarily worked double shifts without asking to be compen-

sated."

Miller says the Stores Department kept his crews supplied with parts when they needed them most. "The whole operation went like clock-work."

Ironically, says Miller, District buses weren't hit with graffiti during the rioting. "It's amazing how the vandalism subsided.

"This morning," he said, shaking his head, "we began receiving graffiti again."

Operator Rick Weinberg . . .

As told to *Headway*: "At a quarter to 12 on the night of April 30, I took a bus of 50 police officers from Division 5 to make relief. On this date, Division 5 was known as Central Police Headquarters. We turned down Western, toward Central. We came to Central and there was a sniper attack. We got caught right in the middle of the sniper attack. There was a police car with two officers beside it, one with a shotgun, the other with a .45. The bus automatically turned into a military coach. All of the officers, who knew the sniper was popping at the bus, hit the floor. Half of them had shotguns on one side of the bus; half of them on the other. Prior to this we were all on the floor. I got behind the operator's seat, popped it into reverse, with the brake off and pulled our 'acts' out of this situation, with the bus blacked out totally."

Operator Manuel Rangel . . .



On Friday night, May 1, Manuel Rangel plopped himself in front of the entrance at Division 5. He had spent the previous night transporting exhausted firefighters to and from Northridge in the San Fernando Valley.

Intent on taking a breather, he and his buddies were trading stories of the day's adventures when, suddenly, they heard gunshots that sounded close to the division. Four shots rang out, and Rangel and his friends ran to the wall, taking cover.

"I got to admit," he says now, "I was pretty scared."

His anxiety increased, when on Sunday afternoon, he was driving a bus loaded with LAPD officers. His bus was one of 11 filled with troops moving out. Driving on the underpass of the Harbor Freeway at Florence, the convoy came to a halt. There was a sniper with a gun. "He had killed one person. Here we were part of a line of buses and we couldn't move. There was nothing to hide under -- just grass and weeds. The whole thing lasted 20 to 25 minutes."

"You could just feel the tension," he says.

Crisis Counseling Available to RTD Employees and Their Families

As it So Often Does, RTD's EAP Program Steps in to Offer Help

RTD's Employee Assistance Program (EAP) responded to the rioting by providing crisis debriefing to employees at Divisions 10 and 18. Although the company's telephone lines were down for two days because of the rioting, calls to them were re-routed through their Northern California office. According to Luanna Urie, human resources analyst, counselors remained on call to any operator who suffered traumatic injuries.

The Dispatch Center sent the names of those injured to Risk Management's Linda Matassa and Barbara Lorenzo, who made certain that each was contacted and offered professional counseling.

Human Resources' Mary Conforti, who administers the District's drug-testing program, says that drug and alcohol screens taken the week following the rioting yielded no positives. "Good news," says

Conforti. "Despite all the anxiety associated with the unrest, employees were not abusing drugs or alcohol."

Both Conforti and Urie urge any employee and members of his or her family who would like help dealing with feelings from the rioting to call the Employee Assistance Program at this toll free line: 1-800-221-0945. You can also contact Luanna Urie at extension 7164.

RTD Operates Special Shuttle Service in South Central

RTD quickly responded to a community in need by operating a special South Central Los Angeles shuttle bus service. For 10 days, the District provided the 25 cent service along a special route designed to serve five food distribution points in the community.

Said Alan Pegg, RTD general manager, "We determined that a special one-way, frequent shuttle bus service would be the best way to help residents who need to get emergency food supplies."

RTD monthly passes were honored on the route. The District, in order to allow residents extra time to purchase their monthly passes, honored April's monthly passes through May 10.



Almost immediately after the rioting stopped, the District began offering a special shuttle service through the heart of South Central Los Angeles which catered to patrons who had lost their neighborhood grocery stores.



Riot Reflections

by Mary Reyna,
Legal Department

Wednesday afternoon, April 29, 1992, I was sitting in the RTD law library compiling exhibits for an upcoming trial, more or less left in my own world. One of the attorneys came in and told me that the verdict was in and all 4 policemen were acquitted. I was incredulous. By now I'm sure my feelings were typical of most people hearing the news for the first time: shock, disappointment, cynicism, and finally, fear of the inevitable reaction.

When I returned home I tuned into the television to see what was happening. It was repulsive viewing but I could not stop. The more television I watched, the worse I felt but I did not stop watching. When the grand scale looting started on Thursday, I think I'd become dazed by the viewing. I shut down emotionally and felt little. When I watched the people looting, it was as if my mind could not comprehend that these were Angelenos doing it. It seemed like a newsreel about the latest revolution in the third world.

Thank you, RTD

... continued from page 6

bus drivers and Transit Police, who put their lives on the line helping our city in a time of crisis. In the media, we saw RTD buses transporting personnel and prisoners, but were never told the RTD had any other function. RTD bus drivers drove those buses and the Transit Police were involved in the command center and also ran missions, escorting various agencies to their destinations. I believe it is important for the people of Los Angeles, those who do and do not ride the bus to know that their public transportation department is involved in such activities.

It is important to inform the pub-

The channel I watched seemed to replay the same scenes over and over. I just can't seem to shake some of the absurd, surreal scenes like the LAPD chasing a looter out of a store who was wearing a DARE (to stay off drugs) t-shirt or a woman dragging a table out of a furniture store scratching its surface all the while, or a man putting a looted sofa in the hatchback of his Pinto and driving off, or whole families on a mad holiday. It was a madness that possessed these people; they lost it for that moment. It is scary to now know that it only takes a moment

to lose all those years of socialization invested in each person. The fabric of society tears much too easily.

I was numb with confusion watching the looters. So many Latinas, with their children even! Angry, I thought now when I go into a store, clerks will follow me to see if I steal anything. Angry because I saw no Latino leaders asking people to stay inside and stop participating in the madness. The only person who seemed to really give voice to my thoughts was the actor

continued on page 34 . . .

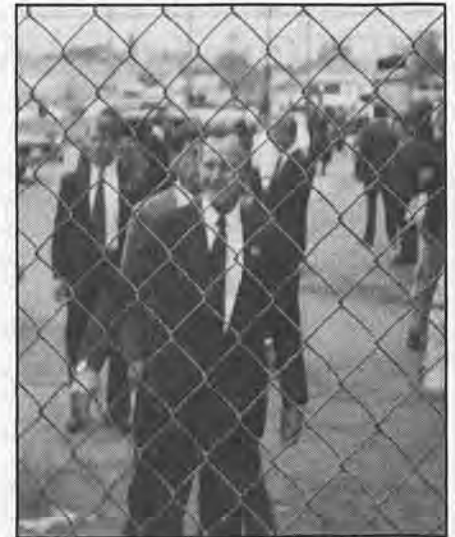
Division 1 Operators Transport President's Men

Division One Operators Sam Morales (last year's winner in the District's Bus Rodeo contest) and Anna Ortega got the plum assignment of the week - transporting President Bush's advance security men from the Biltmore Hotel to the Mt. Zion Baptist Church in South Central Los Angeles on May 7.

The following day, the two opera-

lic that Transit Police have the same training as the Los Angeles Police Department and can perform the same duties, if allowed to do so. If the people of Los Angeles were informed of the Transit Police they might consider public transportation rather than drive themselves. For safe transportation, RTD is not considered an alternative at this point, but if you educate the public and the press on a continual basis, this perception would decrease. It is unfortunate that such a department as RTD can not find the funds or desire to publicize its bus drivers or police department and the good they have done in making riding the bus safe for everyone. It seems to be a thankless job . . .

Sincerely,
Carolyn Pollard,
Burbank



As they transported Mr. Bush's security team to various points around Los Angeles, Division One operators got close enough to snap this picture of the President as he prepared to speak.

tors were on the move with the President's security people again, this time taking them from the Biltmore to the Challenger's Boys Club. Parked in the back of the club, both operators spotted the President (he was five feet away, they say) as he got out of his limousine and made his way into the club to give a speech. They called to him, both reported, and he acknowledged them.

Mr. Bush was in town to tour the city's destruction.

Operator Reuben Baca . . .

Reuben Baca was used to operating a bus, not capturing suspected criminals. But that's exactly what the Division 18 operator did during the week Los Angeles went crazy.

Baca was one of the operators assigned to transport arrestees. "We picked these guys (most of whom were booked on arson and looting charges) up at 9th and Alvarado and then took them to the 108th precinct. But it was too full, so the officers had me take them back to the 77th."

Once there, one of the arrestees, according to Baca, climbed out of the emergency exit on the bus.

"I grabbed the guy," said Baca, and I told him in Spanish, "to sit down."

Were the suspects quiet on the bus? No, says Baca. "They were all saying they didn't do it."



RTD put buses into service where other bus companies shut theirs down. These San Gabriel Valley residents who needed to get to downtown Los Angeles could do so on extra RTD buses like this one that were rolled out quickly to the El Monte Bus Terminal.

Letter of Appreciation

A month has gone by since the civil disturbance in Los Angeles. Much has been said in the news media about the performance of many RTD employees, but those employees from Division 18 who pulled together to support the mission of the District to provide continuing service on many of our lines, plus supported LAPD, LAFD and National Guard troops, should be proud of themselves for the hard work and dedication.

On Wednesday, April 29, second shift attendants serviced and parked over 298 buses, of which 71 of those buses were from Division 3305. From Thursday, April 30 through Sunday, May 3, second and third shifts serviced over 120 buses a day. With the

help of first shift service attendants, they had to move the yard around to extract buses for PMP, brake relining and running repairs.

This task was made all the more difficult because all the buses were returning within a three hour period because of the curfew.

On Monday, May 4, the second and third shift serviced and parked over 412 buses in a storage yard designed for 250 buses. The one individual who stood out was Jamie Anaya, acting service attendant leader. Not only did he work in the trenches in helping to get the buses parked, he also helped the supervisor develop a plan to park and control all of the incoming buses.

All during this period, the performance of mechanics and equipment records specialists was outstanding. They worked side-by-side with Division 3305 personnel to repair many of the buses and on Tuesday, May 5 performed a 345 bus rollout.

Overall, it was a job well done.

Sincerely,
Ray Kunkle
Manager, Equipment Maintenance
Division 18

We're Number One (Again!)



by Tom Rubin,
Controller-Treasurer

The Federal Transit Administration (FTA) has released comparative performance data for transit operators for 1990 and, once again, the Southern California Rapid Transit District is the most cost-effective and most productive of all the major urban transit operators in the nation.

Every year, FTA releases comparative data for all U.S. transit operators. Using this data, District staff has computed the comparative performance indicators for the 20 largest urban bus transit operators. The District is in its usual position -- Number One.

The graphs on the following pages show the results:

Subsidy Per Passenger Mile is the cost to the taxpayer to move one passenger one mile. This statistic is the best indicator of cost-effectiveness of utilization of transit operations dollars. The District tied with the Mass Transit Administration of Maryland (Baltimore) for first place. At \$.194, the District's subsidy per passenger mile was 38% lower than the average of its peers.

Passenger Miles Per Active Vehicle is the amount of transit consumption for each bus operated. This statistic shows how much productivity that a transit operator gets out of an

investment in capital assets. The District, at 640,000 passenger miles per vehicle, was 73 percent above the average of its peers and beat second place Detroit Department of Transportation by 16 percent.

Average Passenger Load is the average number of passengers on a bus whenever the bus is in revenue service. This indicator shows how well the service provided by a transit operator is utilized by the public. At 18.6 percent, the District's average passenger load was 45 percent higher than the peer average and 21 percent higher than the second place New York City Transit Authority.

These three indicators clearly show that the District does the best job in the country of moving large numbers of people to where they want to go at the lowest cost. The District has often been criticized as being a high cost operator, mainly because our cost per revenue hour is regarded as high. However, the name of the game in the transit business is not driving empty buses down the street, it is moving people to where they want to go, and in moving people, the District has no equals.

Unfortunately, while our average passenger load numbers show that we are very productive, it also shows that we are running by far the most overcrowded of any major transit operator and that Los Angeles is the most underserved transit market in the United States. The District's result -- 45 percent over the average of our peers -- is not the result of buses that are more overcrowded during the peak periods (although the District's buses are certainly crowded at peak). Virtually all large urban transit operators run crowded buses at peak. The reason our average passenger loads are so much higher than our peers is that our buses are crowded during the midday, during evening and owl service,

and on weekends and holidays -- that is when we are building up this margin. What makes this result even more amazing is that the District provides far more off-peak service than any of the other operators -- our peak-to-base ratio is the lowest in the industry. In other words, District buses are more crowded during off-peak periods than almost all other urban bus operators are during their peaks!

We would like to increase the quality of the service that we provide to our passengers and the only way that we can do this is by increasing the quantity of service we provide -- the first thing that we will have to do to give a higher quality ride to an elderly female passenger is to find her a place to sit. We can only do this by offering more service. We also need to improve security -- and the feeling of security -- for our riders and our employees, to improve the physical condition and appearance of our fleet, and to improve our responsiveness to the needs of our riders.

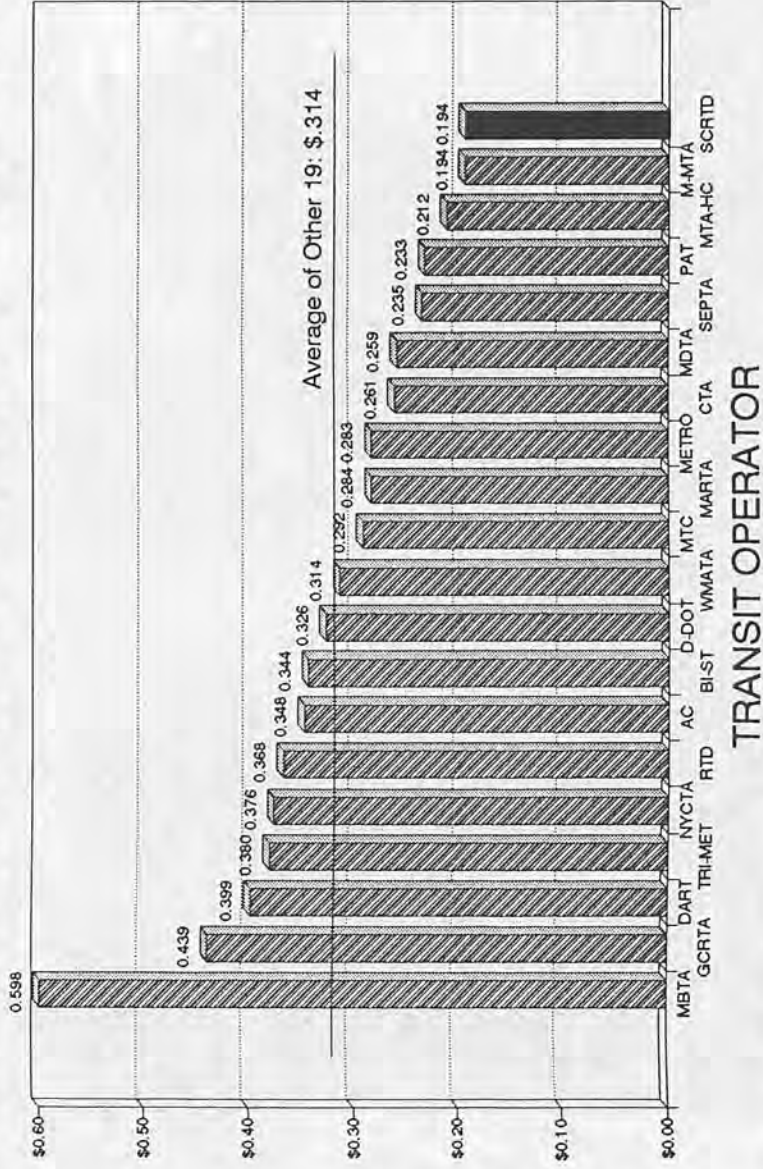
Our passengers' first priority is more service and they tell us this when we hear from them. A marketing survey along the Blue Line corridor showed that our riders were not pleased with the quality of service. But when our riders were asked what their top priority for improvements was, the top three responses were:

- More frequent service
- New bus lines
- More evening service.

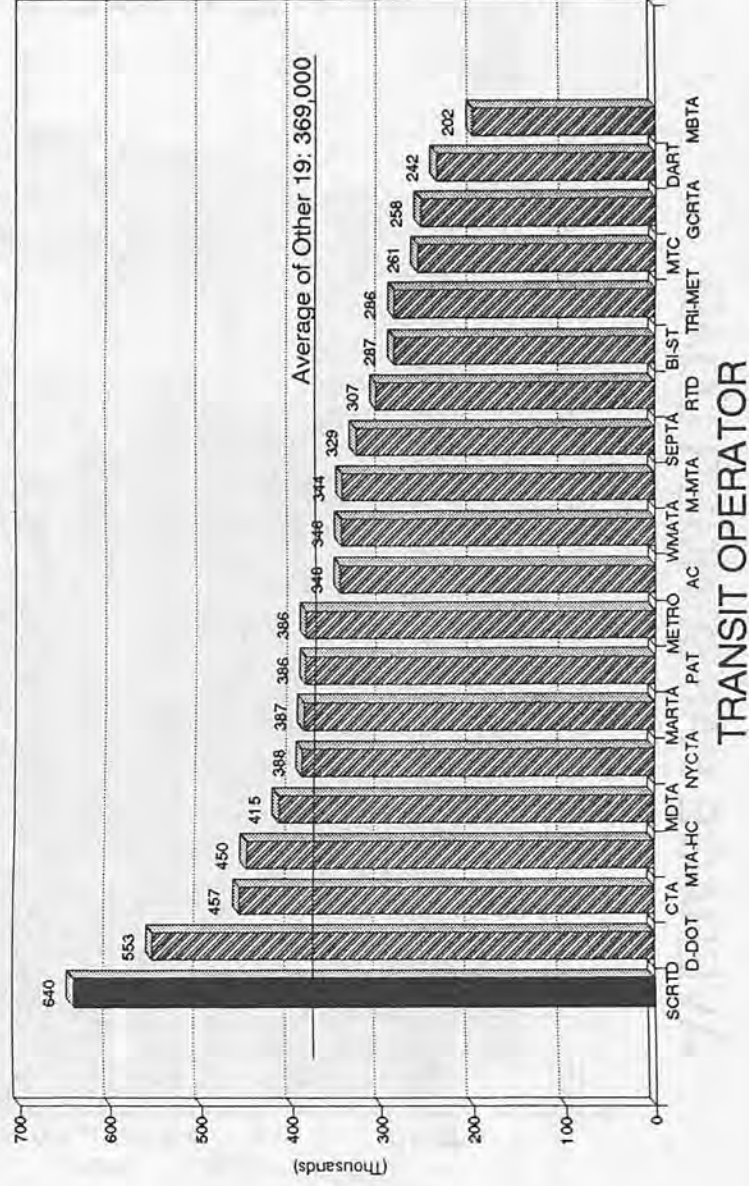
More than 70 percent of the respondents told us that what they wanted most from us was more service.

Policy makers and staff are working hard to help give our riders what they want -- more service and better service. In the mean time, we need the help of each RTD employee in doing the best he or she can for our riders with the resources we now have.

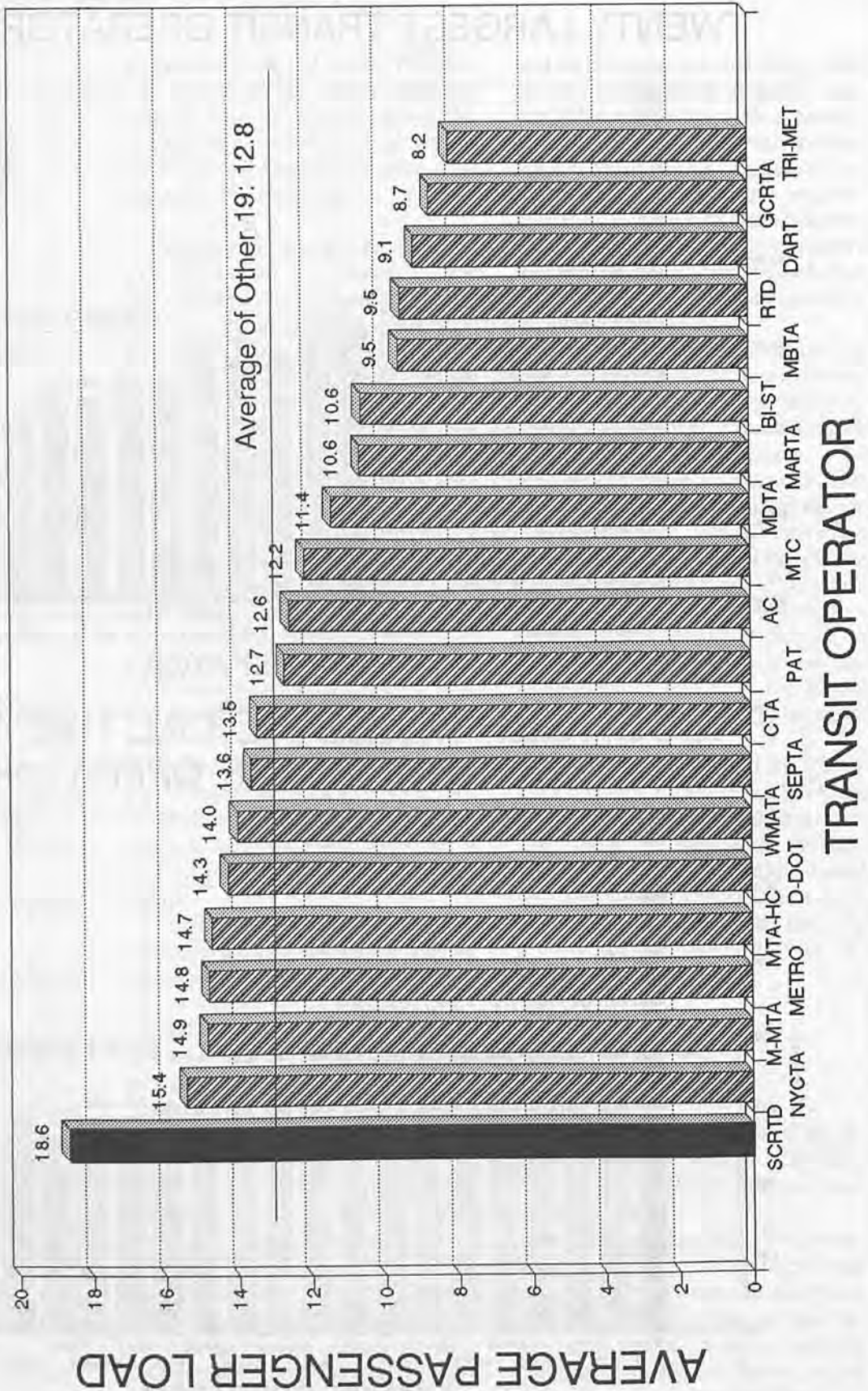
SUBSIDY PER PASSENGER MILE TWENTY LARGEST TRANSIT OPERATORS - FY90

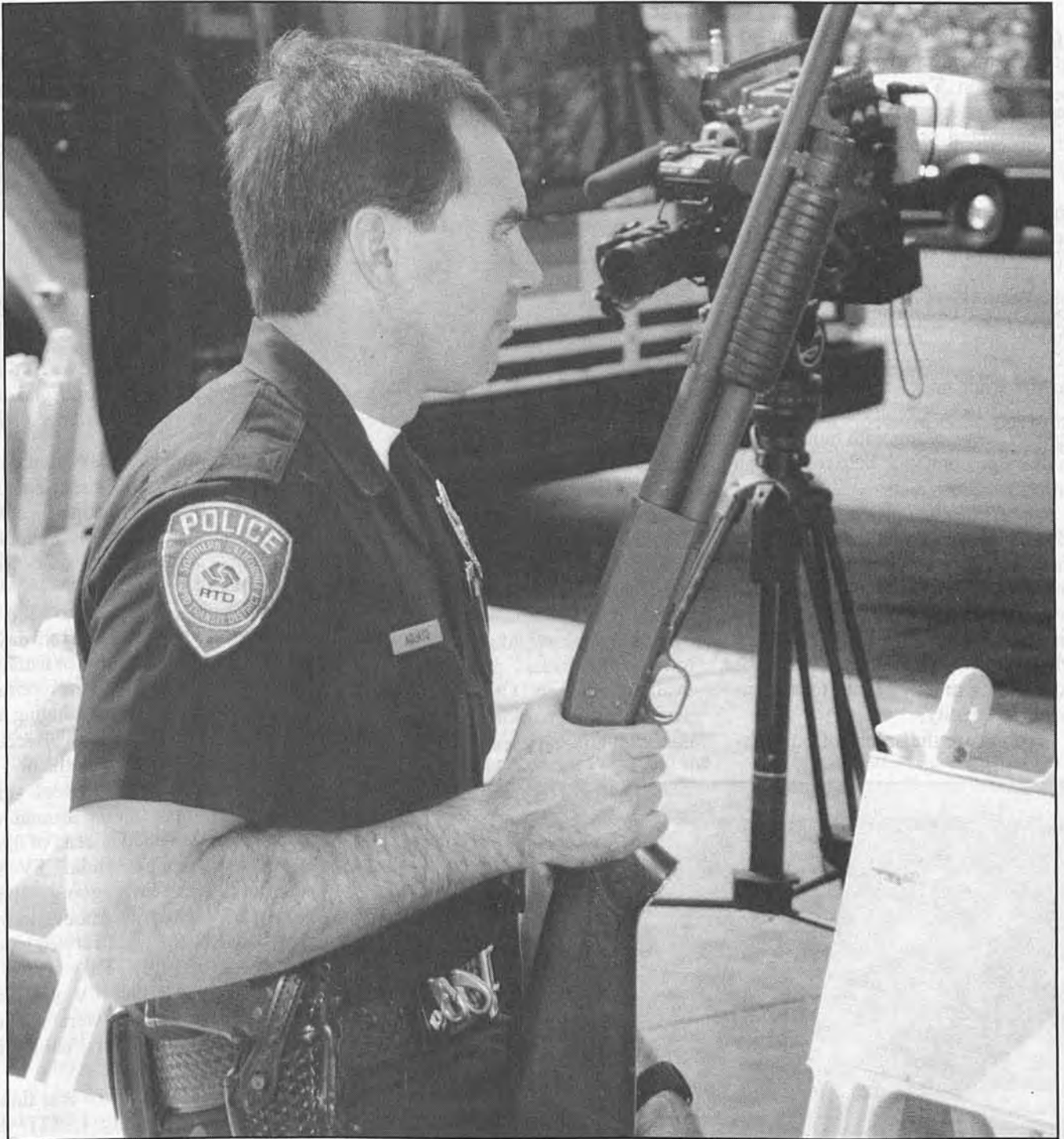


PASSENGER MILES PER ACTIVE VEHICLE TWENTY LARGEST TRANSIT OPERATORS - FY90



AVERAGE PASSENGER LOAD TWENTY LARGEST TRANSIT OPERATORS - FY90





Transit Police Officer Richard Aguayo escorts one of many buses through the riot-torn city.

RTD Responds

... continued from page 4

vehicles and RTD buses used for police and troop transport.

Division 5's mechanics quickly repaired vehicles that arrived back at the command post displaying bullet holes or other riot damage.

RTD's facilities maintenance personnel kept the Division's plumbing and power systems running throughout the days and nights.

One of the most thankless, lonely jobs to have had during this time was that of a policeman. The District's 200-member force stood side-by-side on the front lines with Los Angeles City and L.A. County law enforcement officers, along with hundreds of military personnel, to help reestablish order.

Transit Police officers also stood 12-hour watches at RTD facilities in troubled areas to protect mechanics and drivers who were expected to report to work despite the unstable conditions. They also escorted RTD buses whenever they were transporting police, fire or military units to assignments in the city.

To ensure the safety of our pas-



RTD's Transit Police provided armed escorts for our buses and guarded District properties, keeping the areas safe for those working to restore order.

sengers and operators, and at the request of the Los Angeles Police Department, RTD canceled service on all or part of 28 bus lines that serve South Central Los Angeles. Hundreds of riders keenly felt the absence of our service.

Our telephone information operators got those riders' phone calls -- an avalanche of them. Over the four-day period, despite working shorter-than-normal hours, an average of 26 RTD

phone operators each day handled an estimated 35,246 calls, assuring most people that bus and train service was running during the day, and explaining to those in the "curfew zone" why theirs wasn't.

The public was able to keep up with what RTD was doing from day to day by watching television or listening to the radio. And how did the reporters find out what buses were running and what phone numbers to call? Because RTD's News Bureau told them.

The five-person staff took turns working six-hour shifts around the clock. They provided dozens of interviews to newspaper, radio, TV and reporters, frequently going "live" during the wee morning hours, to prepare listeners for what service would be offered that day. They wrote 10 press releases, telling TV and radio stations which buses were running and where, so our riders, could stay informed.

When normal service was finally restored Monday, May 4, RTD employees were able to pause after a hectic four days to stand back and reflect on what they had accomplished. During one of the most trying periods in recent memory, RTD employees could take justifiable pride in having helped restore stability to Los Angeles County.



Division Five is deluged by law enforcement officers.

RTD Unveils "TRANSLINK" Service

Business Telephones Become Powerful Transit Information Tools

by Greg Davy, Sr. Communications Rep.

A business telephone can represent a direct line to public transportation information with the aid of TransLink, a new service RTD has introduced to help L.A. County firms comply with strict clean air regulations.

"TransLink is great news for companies that must comply with recently-passed clean-air regulations," said Marvin Holen, president of RTD's Board of Directors. "This will help employers help their employees."

"I am sure that if employers took an informal survey of their workers, they would be surprised to learn how many wished they could use public transportation, but do not for a variety of reasons," Holen said. "It's mainly because they haven't tried or don't know how to get route and schedule information. This new service is designed with those workers in mind."

"The employee who thinks that it's cheaper to drive his car than use public transportation is in for a shock," said RTD General Manager Alan F. Pegg. "A monthly RTD bus pass can save an employee big bucks in insurance premiums, fuel costs and maintenance of his personal auto."

The District's Corporate Transit Partnership, under the direction of Teresa Moren, perfected the TransLink system. It gives simple, easy-to-understand instructions on how to use local public transportation services over a telephone or fax machine.

"The more a firm's employees understand how easy it is to use public transportation, the more they will leave their cars at home," said Moren.

For a hookup fee ranging from \$50 to \$100 and a modest annual service charge ranging from \$50 to \$150, a company can have TransLink installed into its telephone system. Public transportation can then be ob-

tained three ways:

- **The "Batch" Process.** One of TransLink's features is the ability to economically produce, in a single batch, a personalized transit itinerary for every company employee. Each itinerary includes which bus line to take, where and when to board, and the fare.

- **Voice Response.** If an individual itinerary is wanted, TransLink can give information directly over a touch-tone phone via a computerized voice. This is especially useful for new employees or for those updating old itineraries. It is also helpful in planning a trip via public transportation to unfamiliar territory.

- **Fax Response.** The same kind of personalized itinerary available in the Batch Process can be sent immediately via fax machine. The Voice Response and Fax Response services are available from 6 a.m. to midnight every day.

"We already have 59 companies using TransLink service as part of a trial," Moren says. "The response has been excellent. We are now ready to offer it to businesses countywide."

TransLink is one of many services offered for employees. The Corporate Transit Partnership routinely schedules rideshare fairs and transit information days at firms throughout Los Angeles County.

RTD Board Votes to Expand Police Force to 330 Officers

The RTD Board of Directors has voted unanimously to expand the 198-member Transit Police force to 330 sworn officers over the next three years. The addition of 132 officers will permit the Transit Police to increase its law enforcement presence on the RTD's approximately 200 bus lines and 20,000-plus stops in Los Angeles County.

Plans call for more uniformed officers to ride buses as part of the department's High Visibility Task Force, as well as extra emphasis on anti-graffiti, anti-vandalism efforts and deterring pickpockets and other street criminals who prey on transit riders.

Alan Pegg, RTD general manager, says funding for the enlarged police force, estimated at \$3.2 million per year, would likely come from Proposition C, which earmarks some \$20 million annually for transit secu-

rity.

The first of 44 new officers authorized for Fiscal Year 1993 could be hired as early as July, if funding is provided, according to Sharon Papa, Transit Police chief. The Board's vote permits the department to employ 44 new officers in FY '94 and the remaining 44 in FY '95. A total of 17 new civilian support staff positions also would be created in the next three years, and Transit Police would add 45 units to its fleet of police cars.



Police Blotter

by Sgt. Shari Barberic

On March 6, Transit Police arrested eight suspects, including a part-time RTD bus operator, for possession of stolen bus transfers. The arrests were the result of an extensive investigation, spearheaded by Detective Myron Smith. Officers from Investigations and S.C.A.A.T. served the search warrants in the early morning hours and arrested the suspects at residences in the 4100 block of South San Pedro Place, the 400 block of North Rampart Boulevard, and the 100 block of Chicago Street in Los Angeles. All eight were booked on felony charges of grand theft, embezzlement and conspiracy.

Officers seized 42 books of stolen RTD bus transfers with a value of up to \$2,310, along with ticket punches, \$15,000 in cash, and various forged or counterfeit identifications and bus passes.

Officers have arrested 134 persons for sales of stolen transfers since the beginning of 1992 and continue to deploy teams of officers to combat the problem. Sergeants Janice Hart and Michael Hendrix were commended for their outstanding supervision during the arrests.

Officers George Cranson and Richard Lewis, assigned to the Division 15 substation, were recognized for their bulldog tenacity in capturing the same suspect twice in one day. On February 20, officers received a radio call regarding theft activity and spotted the suspect at a bus stop at Glenoaks and Hubbard. The suspect ran into a nearby business, where he removed his distinctive shirt in a futile effort to throw the officers off his trail. He was arrested and transported to the San Fernando Police Department and booked on charges of receiving stolen property.

While in the custody of San Fernando police officers, the man ran

out of the police station and scaled a wall, out of view. Cranson and Lewis conducted an area search and found the suspect hiding in a barber shop. He was arrested on an additional charge of escaping from police custody, and returned directly to jail without further interruption.

Persistence also paid off for Officers Jim Pochick and Pat Njland. They received a radio call from an eastbound Line 33 bus, reporting a deranged man aboard threatening women passengers with a pair of scissors. The women were terrified and

threatening manner.

Officers Ron Davis and Jim Pochick arrested three suspects for assault with a deadly weapon after a report from an operator at 6th and Flower. The suspects had been loud and offensive aboard the bus and when a male passenger had asked them to quiet down and show some respect for the women and children aboard, the suspects badly beat the man and attempted to steal his briefcase. The suspects then left on foot, but the operator could still see them and pointed the suspects out to officers, who quickly arrested them.

Sergeant Gil Rascon reported that the quick actions of Officers William Cody and John Batres saved a bus from an engine fire on March 11. The officers were eastbound on the 10 freeway and spotted the bus on fire at the Alameda off-ramp. They used their fire extinguisher to put down the blaze and prevent a possible loss.

We are looking forward to providing you with continued updates on Transit Police activities and programs; we are seeking a partnership with you dedicated to ensuring a safe environment for our fellow employees as well as for the bus riding public.

The Stats . . .

Transit Police made 459 arrests during February. Eighty-three were for felony crimes and 128, made by GHOST, were of juveniles committing vandalism and related offenses. Officers also issued 490 citations, handled 1,952 radio calls and completed 7,452 random bus boardings.

fled, and the suspect exited the bus at Venice and Crenshaw. Fearing the suspect might harm other passengers or operators on another bus, Njland and Pochick continued their response and conducted a foot search for the suspect at the adjacent shopping plaza.

Officers spotted the suspect inside one of the businesses, hawking stolen property. When officers confronted him, the suspect struck Officer Njland and a struggle ensued. The suspect reached into his pants pocket and grabbed the scissors. The suspect was ordered at gunpoint to drop the scissors, and when he hesitated, Officer Pochick was able to safely disarm the suspect, who was then arrested. The operator positively identified the suspect and he was booked for assault with a deadly weapon on a peace officer and exhibiting a weapon in a



Transit Police stood guard outside Division 5 during the rioting.

Marathon Men and Women

Transit Police Race in the 120-Mile Baker to Las Vegas Relay Race



by Lt. Tim Murphy

On April 4 at 1430 hours, Officer Fred Noya took off running at a rapid pace from a starting line just out of Baker, California. His destination was 6.9 miles down the hot and sticky desert road where he passed a baton off to another Transit Police officer, who continued the journey. This process was repeated 20 times until our Department's final runner, Tony Hackett completed the 120-mile trip and crossed the Challenge Cup Relay finish line in front of the Las Vegas Hilton Hotel.

This year, more than 140 law enforcement teams entered the annual Baker to Vegas Challenge Cup Relay race. One hundred thirty-four managed to finish the somewhat grueling race across the Mojave Desert. Our department's 1992 team consisted of 25 runners, six support personnel and a lot of friends and family.



No huffing and puffing here.

Our team competed in the category for agencies with fewer than 300 officers. There were 28 such departments in this grouping. (We still haven't determined how the Secret Service and Postal Inspectors squeezed



Alan Pegg snapped this photo of Tony Hackett as he crossed the finish line.

in.) We finished the race in 16 hours and 14 minutes and placed 13th in our division. Overall, among all the teams we placed 64th. By any standard this was a very good showing, especially when one considers that we beat some very good departments that have been running this event for many years.

Everyone ran well. However, TPO Estrada had an especially good performance on a difficult leg, and we couldn't keep count of the runners he



Officer Linda Slaughter was the Department's lone female contestant.

passed. Perhaps it is because their assignments are very demanding and necessitate that they be quick and in top condition, but MOB and GHOST were the best represented units par-



In the wee hours of the morning, General Manager Pegg and Chief Papa talk strategy.

icipating in the race. Chief Sharon Papa, sergeants Hart and Rascon, along with Frank Higuera, Josh VanBaricom and Victor Cerda were instrumental in providing needed support for everyone along the entire race route.

Chief Sharon Papa and Alan Pegg, RTD general manager, were at the finish line to greet Hackett and offer congratulations to everyone for a job well done.

As a team we accomplished a lot. We gained experience, developed a good deal of confidence and strengthened our feeling of camaraderie. We also established our team as one that will have to be contended with in the future.

Hopefully, next year we can all be in shape by the first of the year and then spend the next couple of months on speed training. If we do this, we have the potential to be at the very top of the pack. Let's go for it!



A smile for the camera.

RTD Blue Line Marketing Video Wins Five National Awards

“Operation Blue Line,” a video produced by the RTD Marketing and Communications Department to promote the opening of the Blue Line, continues to receive recognition, winning a fifth national award since its release in 1990.

Starring the Teenage Mutant Ninja Turtles, the RTD video competed with more than 1,000 entries in winning Finalist Awards from the New York Festival, the Houston International Film and Video Festival, the Telly Awards, and a Certificate of Creative Excellence from the U.S. Industrial Film and Video Festival.

Most recently, “Operation Blue Line” was recognized by the American Film and Video Festival Awards.

More than 100,000 copies of the video were distributed free of charge by the Marketing Department to residents along the route of the Blue Line prior to the start of revenue service. Of the total, 30,000 were produced in Spanish. The 10-minute production by Show Reel International of Hollywood utilized the Ninja Turtles to motivate interest and ridership in the new rail service between Los Angeles and Long Beach.

“The entire marketing staff is honored to receive these awards in recognition of its work in making Operation Blue Line,” said Tony Fortuno, director of marketing. “We believe it helped bring the message of riding the Blue Line in an exciting and effective way to residents of the corridor who have been using the system in record numbers since its opening.”

Harry Goldsborough of the Marketing Department served as project manager for the video, while Mike Barnes handled the distribution of the cassettes.



Tony Fortuno, director of marketing and communications and Harry Goldsborough, manager of market research and advertising with some of the numerous national awards given to the RTD marketing video, “Operation Blue Line.”

RTD Spotlights Blue Line Safety

Operation “Trooper on the Train Called a Success”

By Rick Jager, Sr. Communications Rep.

Judges and District Attorney prosecutors from the Compton Court joined RTD and four area law enforcement agencies in March for an undercover operation to cite traffic offenders near Blue Line tracks and stations.

Four police agencies issued a total of 55 citations over a two hour period during an undercover operation designed to focus attention on the importance of safety around RTD’s Blue Line.

“This exercise was a complete success in raising the public’s awareness regarding rail safety and the dangers of disobeying rail safety laws,” said RTD General Manager Alan F. Pegg.

Police officers issued citations for violations such as ignoring flashing

warning signals, pedestrians walking across the tracks against flashing signals, illegal left turns across the tracks and standing on the tracks in a vehicle.

The L.A. County Sheriff’s Department joined police agencies from Los Angeles, Compton and Long Beach in the event called “Trooper on the Train.”

“RTD, with the help of these law enforcement agencies, will continue to do everything we can to protect our riders and our employees from people who deliberately ignore the safety systems on the Blue Line,” said Pegg.

“We take safety precautions very seriously for Blue Line patrons and the public in general,” he added.

“With this program, we not only issued citations, but also talked to the people to impress upon them the extreme importance of respecting the

continued on page 23 . . .

Campaigning for Safety



Evan Anderson Braude, left, member of RTD board of directors and Long Beach city councilman, presents a display stand of safety brochures to Bill Kaelin, store director of Top Valu Market as part of the ongoing Blue Line safety program. The permanent RTD public education campaign is designed to alert motorists against making left turns into the path of the light rail trains. Explanations in English and Spanish of traffic signals at Blue Line intersections are contained in the brochures, available in stores up and down the light rail corridor.

power of the trains," said Lt. Gary Schoeller of the Sheriff Department's Transit Services Bureau.

"I think a lot of people now have a healthier attitude about trains," Schoeller said. "We hope they will tell their family and friends about it, too."

Patrol cars and motorcycles from each police agency were deployed in their respective jurisdictions along the 22-mile route of the Blue Line, watching for train crossing violations and other unsafe practices.

In addition, Compton Court Judge Jerry E. Johnson and Head Deputy District Attorney Steven Sowders, who hear and prosecute these traffic cases, attended the event for a first hand look at how motorists ignore crossing gates and flashing signals.

In a continuing effort to make the

Blue Line as safe as possible, the District earlier this year launched an aggressive new rail public education campaign involving businesses along the Blue Line route.

So far, 50 business establishments in Los Angeles and Long Beach have agreed to join RTD in placing Blue Line safety brochures and flyers on display for their patrons.

The brochures and flyers, printed in English and Spanish, explain to motorists how to read Blue Line vehicle warning signs and left-hand turn signals.

The "Trooper on the Train" program was created by Operation Lifesaver, a national rail safety awareness organization based in Virginia.



SCHEDULE CHANGES



Abdelrashoul, Elsayed I., from Electrician Helper to Electrician.

Benninghoven, Dorothy M., from General Clerk I to Secretary.

Bishop, William D., from Track Inspector to Rail Track Supervisor.

Bonakdar, Mory, from Mechanic "A" Leader to Maintenance Specialist.

Byrd, Belinda L., from Transit Police Officer (Trn) to Transit Police Officer.

Calbo, Herbert, from Data Processor Operator to Lead Data Processor Operator.

Castillo, Ray, from Mechanic "B" to Mechanic "A".

Chau, Ha M., from Staff Aide to Schedule Maker I.

Chavez, Vicente, from Service Attendant to Mechanic "C".

Cheaves, Teddie E., from Mechanic "B" to Mechanic "A".

Cheney, Robert A., from Mechanic "C" to Mechanic "B".

Coscarelli, Frank C., from Mechanic "C" to Mechanic "B".

Elliott, Mana S., from Transit Police Officer to Transit Police Investigator.

Epps, Ronald, from Mechanic "B" to Mechanic "A".

Esposito, Antonio, from Mechanic "C" to Mechanic "B".

Farrow, Willie J., from Mechanic "C" to Mechanic "A".

Felix, Gary E., from Systems Electro Communications Technician to Engineering Analyst.

Fernandez, Jose A., from Transit Police Officer (Trn) to Transit Police Officer.

Figuroa, Hector M., from Transit Police Officer (Trn) to Transit Police Officer.

Fletcher, Marcus L., from Mechanic "B" to Mechanic "A".

Flory, Harold J., from Electronic Inspector to Engineering Analyst.

Girardi, David, from Transit Police Officer to Transit Police Investigator.

Gurantz, Michael, from Statistical Analyst to Supervising Planner-Planning Systems.

Hays, John F., from Mechanic "C" to Mechanic "B".

Hernandez, Jose A., from Mechanic "B" to Mechanic "A".

Herrington, Otis, from Transit Police Officer to Transit Police Investigator.

Higuera, Frank A., from Transit Police Officer to Transit Police Investigator.

Jennings, Mark S., from Transit Police Officer to Transit Police Investigator.

Jones, Johnnie, from Transit Police Officer to Transit Police Investigator.

Kuo, Joe Mu-Lin, from Schedule Maker I to Schedule Maker II.

Ladage, Clifton, from Transit Police Officer to Transit Police Investigator.

Leohr, Carlos R., from Mechanic "C" to Mechanic "B".

Macias, Cesar T., from Transit Police Officer to Transit Police Investigator.

Makdessi, Nassim K., from Mechanic "C" to Mechanic "B".

Mayfield, Brent R., from Programmer to Programmer Analyst.

Mays, Jon A., from Transit Police Officer to Transit Police Investigator.

McJunkin, Linda K., from Mechanic "C" to Mechanic "B".

Miller, Craig W., from Transit Police Officer (Trn) to Transit Police Officer.

Mohamedy, Iqbal, from Mechanic "B" to Mechanic "A".

Moreno, Jesus, from Mechanic "C" to Mechanic "B".

Morgan, David H., from Transit Police Officer (Trn) to Transit Police Officer.

Morris, Joyce E., from Stock Clerk to Buyer Assistant.

Nguyen, Dan L., from Schedule Maker I to Schedule Maker II.

Pisciotta, Jack, from Stock Clerk to Storekeeper.

Pochick, James N., from Transit Police Officer to Transit Police Investigator.

Rakisits, Craig A., from Mechanic "B" to Mechanic "A".

Ransom, Justin H., from Mechanic "C" to Mechanic "B".

Rayhill, Robert V., from System Electro Comm. Tech. to System Electro Comm. Technician Leader.

Romero, Rogelio, from Transit Police Officer to Transit Police Investigator.

SHIFTING GEARs



Adams, Herbert T., began with the District on May 09, 1974 and retired as a Bus Operator Full Time on August 15, 1989.

Adams, Richard W., began with the District on December 15, 1975 and retired as a Bus Operator Full Time on February 18, 1992.

Baker, John C., began with the District on June 16, 1972 and retired as a Transit Operations Supervisor on February 18, 1992.

Butler, Louis L., began with the District on March 13, 1969 and retired as a Utility "A" on March 21, 1992.

Carter, Chauncey M., began with the District on March 03, 1986 and retired as a Sr Secretary on April 01, 1992.

Ros, Mina, from Mechanic "B" to Mechanic "A".

Rudd, Daniel R., from Transit Police Officer (Trn) to Transit Police Officer.

Ruiz, William A., from Truck Driver/Clerk to Stock Clerk.

Singleton, Michael J., from Transit Police Officer (Trn) to Transit Police Officer.

Chavers, Elliott M., began with the District on February 19, 1966 and retired as a Bus Operator Full Time on February 20, 1992.

Colbert, Charles V., began with the District on July 25, 1960 and retired as a Transit Operations Supervisor on February 29, 1992.

Collison, Frank M., began with the District on February 08, 1982 and retired as a Mechanic "A" on March 02, 1992.

Douglas, George A., began with the District on March 15, 1969 and retired as a Bus Operator Full Time on March 16, 1992.

Guinan, P. J., began with the District on August 07, 1956 and retired as a Transit Operations Supervisor on February 29, 1992.

Torres, Edward J., from Transit Police Officer to Transit Police Investigator.

Walters, Charles V., from Mechanic "C" to Mechanic "B".

Washington, Arnell H., from Transit Police Officer to Transit Police Investigator.

Wedemeyer, Larry C., from Transit Police Officer (Trn) to Transit Police Officer.

Jackson, Irene, began with the District on April 16, 1979 and retired as a Bus Operator Full Time on March 26, 1991.

Jackson, James L., began with the District on November 09, 1980 and retired as a Bus Operator Full Time on November 12, 1991.

Ochoa, Gil S., began with the District on February 13, 1975 and retired as a Facilities Maintenance Manager on February 29, 1992.

Portier, George M., began with the District on April 21, 1960 and retired as a Mechanic "A" on February 22, 1992.

Ramos, John L., began with the District on March 02, 1981 and retired as a Mechanic "A" on March 07, 1992.

Rodriguez, Armando, began with the District on March 12, 1966 and retired as a Bus Operator Full Time on March 20, 1992.

Sanders, J. W., began with the District on December 09, 1971 and retired as a Bus Operator Full Time on January 04, 1992.

Self, Gregory A., began with the District on July 29, 1972 and retired as a Mechanic "A" on October 31, 1991.

Simmons, Harry C., began with the District on February 25, 1967 and retired as a Bus Operator Full Time on February 29, 1992.

Walth, John W., began with the District on October 19, 1963 and retired as a Bus Operator Full Time on February 28, 1992.

Wilson, Russell E., began with the District on February 16, 1959 and retired as a Sr. Planner on April 01, 1992.

June 1992



S	M	T	W	T	F	S
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7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				



C PUBLIC COMMENDATIONS

Dear RTD:

My husband and I were caught in yesterday's downpour just as we left the Blue Line and sprinted to catch the 79 bus to Arcadia which was just arriving. The driver was most courteous and sympathetic with our sudden state and visited with us during the layover time as we watched the rain pouring down and heard the thunder.

When we were on our way, he greeted the passengers (most of whom, like us, were unprepared for the deluge) with, "Come in -- get in from out of the rain" and was really interested in his passengers.

At one downtown stop, a young person dashed into the bus, grabbed the book of transfers and sped away. Instead of being upset, our driver smiles and said, "He got the dummy book." It seems our driver had prepared a number of transfers with all of the dates and times punched out and hung it where it could be easily obtained. He told us he kept the official transfers on his left side! We were impressed with his ingenuity and philosophical attitude. Many of the signals weren't functioning and traffic was slow, but he calmly kept the bus going.

His name is Handy Weathersbee. He is a "key" employee of RTD.

Sincerely,
Carmelita Haeske

Dear RTD:

Yesterday was my first trip on the Blue Line, and I would like to say it was quite an experience. My car broke down, and I had to be to work by 6 a.m., and I was a little distressed because I had never ridden the train, and it was very important that I be there on time.

I arrived at the First Street station in Long Beach just as a train did, and I had no idea how to purchase my ticket. The operator, Mr. R. Rodriguez, told me to just go ahead and get on and he would help me at the next station.

In Memoriam

Alvarado, Gilbert C., began with the District on May 25, 1959, retired as a Bus Operator Full Time and passed away on December 15, 1991.

Antoine, Kenry, began with the District on September 10, 1946, retired as a Utility "A" Leader and passed away on February 01, 1992.

Bartlett, Theo R., began with the District on January 16, 1923, retired as a Asst. Service Director and passed away on February 15, 1992.

Brown, William C., began with the District on May 09, 1979, retired as a Bus Operator Full Time and passed away on February 16, 1992.

Butler, Jesse R., began with the District on November 23, 1936, retired as a Bus Operator and passed away on December 31, 1991.

Conroy, J.T., began with the District on March 27, 1957, retired as a Mechanic "A" Leader and passed away on November 19, 1991.

Dixon, Dale L., began with the District on June 23, 1972, retired as a Bus Operator Full Time and passed away on January 18, 1992.

Gamwell, Charles W., began with the District on August 25, 1972, retired as a Bus Operator Full Time and passed away on February 03, 1992.

Hoffman, Eldon A., began with the District on March 07, 1964, retired as a Bus Operator Full Time and passed away on January 09, 1992.

Hunter, Clover B., began with the District on April 21, 1925, retired as a Bus Operator and passed away on February 14, 1992.

Leckemby, A. E., began with the District on September 03, 1937, retired as a Schedule Maker and passed away on February 09, 1992.

Ophus, Harold L., began with the District on October 08, 1926, retired as a Bus Operator and passed away on January 13, 1992.

Patten, Harvey E., began with the District on June 29, 1926, retired as a Bus Operator and passed away on February 24, 1992.

Pontrelli, John, began with the District on September 04, 1923, retired as a Mechanic A and passed away on January 30, 1992.

Williams, Curtis, began with the District on November 09, 1973, retired as a Bus Operator Full Time and passed away on January 30, 1992.

Williams, Herbert K., began with the District on August 04, 1941, retired as a Bus Operator and passed away on February 20, 1992.



June is Cancer in the Sun Month

SENSIBLE SUNNING CAN BE A SUMMER GOAL!

The National Safety Council reminds everyone to wear protective clothing and sunscreen with an SPF (sun protection factor) of 15 or more when working or playing outside this summer. Reapply sunscreen often, especially after swimming or perspiring.

Too much exposure to the sun—even on overcast days, when about 70 to 80 percent of the sun's rays still penetrate the clouds—can cause skin cancer.

When we stopped on First Street, all of the other passengers boarded another train for L.A., so I was there by myself. Mr. Rodriguez came out of the platform and showed me how to purchase my ticket, and then proceeded to answer all of the questions that I had. He was extremely courteous and also very kind. I also feel that he went very far above and beyond the call of duty, which was very impressive. He didn't have to treat me the way he did, but he cared, and that made me feel good. I could have figured it out for myself, but a lot of the information he provided me was not written on the boards at the station.

I understand that it is not probably often that a coach operator has the opportunity to speak one-on-one with a passenger, so it is that much more impressive to me that this gentleman treated me the way he did. It is a very refreshing change from the day-to-day attitude that we all usually encounter.

I would appreciate it greatly if Mr. Rodriguez's supervisor is made aware of this letter, and if it could go in his employee package. I myself am in the service industry and am aware of how much recognition of a job well

done is appreciated.

Thank you, Mr. Rodriguez, you started a very rough day for me on a very bright note.

Sincerely,
Dona Weaver
Long Beach

Dear RTD:

On Thursday, March 5, I had the pleasure of riding on the eastbound Line 120, driven by Operator Leonard Gilmore (Badge #18523).

I boarded the bus at Crenshaw and Imperial at approximately 6:30 p.m. and was promptly greeted with a warm hello as were the others who boarded with me. I rode to the Imperial Metro Rail Station, and at each stop along the way, Mr. Gilmore performed in an exemplary manner. He was polite and helpful to each passenger in need of assistance, showed good patience with a passenger who had misplaced his transfer, and was extremely sensitive to the needs of a visually-impaired rider who boarded with a seeing eye dog.

I frequently ride the bus and have had several negative experiences with drivers directly and indirectly, and often consider other means of trans-

portation because of these experiences. Mr. Gilmore's attitude and professional manner however made me feel good about riding the bus on this occasion.

Keep up the good work, Mr. Gilmore. You personify what a service-oriented company is supposed to be and for that, you should be commended. Thank you for the enjoyable ride and may God bless you.

Sincerely,
Rod Hill
Inglewood

Dear RTD:

I wish to commend Linda Carpenter. In my numerous dealings with her she has been thoroughly professional, courteous, and sympathetic with the frustrations which led to my calls.

I, too, am a professional whose job it is to deal with the public as a contact representative of the Social Security Administration. I appreciate good service and believe it should be recognized.

Sincerely,
Janet C. Johnson

By George . . .



It wasn't St. Patrick's Day, but we had a lot of little people show up at Division 9. Maria Aguirre of Local Government and Community Affairs came by with the kindergarten class from Shirpsier Elementary School in El Monte. Room mothers escorted little Claudia Sanchez and 25 of her class-

mates to a cake and ice cream party held at the Division 9 maintenance cafeteria. It was Claudia's birthday. Yours truly (George Pepper) pigged out on the goodies. Christin Crow was our cake cutter. After downing the good stuff, we toured the shop area, then boarded my coach for a tour of

the Busway. Harry Finley, Mechanic extraordinaire, was our tour guide. He lectured on the problems of graffiti and RTD cleanup costs. He told the children they could help by telling their friends about the wanton destruction and how it impresses no one.

As I drove west on the Busway, I explained how much faster it was to ride the bus, and that about 31,000 people took advantage of that every day. I explained that RTD buses drove about 300,000 miles per day and that 1.3 million people ride them daily.

We then rounded the Union Station and talked about the linkup with the trains and how the subway would move more people. Returning through the Gibson Tunnel, Harry encouraged the children to give us their best school spirit scream. They, of course, did.

The children were the envy of their schoolmates as I drove them back to the front of the school and bid them a good day and reminded them that auto pollution is not good for healthy things or kids and, to please tell their parents to take the bus whenever possible.



There is more to the *Headway* than Headquarters offices. So remember, if you have a story, drop me a line at Division 3209.

George Pepper
Division 9 operator

Letter to the Editor

As the dust settles and the Santa Anas begin to blow the smoke away, the sun also rises dawning a new day. Many of our minds are still searching for reasoning and answers, continuously replaying events like a computer searching for the final digit in an endless algorithm. Was this an assault on "the system" or a raping of humanity? The healing process has begun and the course we take is one which will be given direction by our attitude. Let us hope it will be one of positivity.

People, regardless of age, race or profession, are not automatically positive. We all continually search for ways to gain, maintain and improve a positive attitude.

What is an attitude? Why are some people more negative than others? What can one do to become positive? More importantly, how can one stay positive? Although my views are not based on scientific research, I'd like to share my answers to these questions with you.

For openers, attitude is a highly personal and sensitive topic. No one can force a change in your attitude. You alone have that responsibility, and you must do it in your own way. An excellent starting place in your quest to stay positive is to examine your present attitude. I suggest being

continued on page 32 . . .



A Financial Flunky Talks About District Investments

by Greg Davy,
RTD Press Relations

Before I came to the District, I was a journalist by trade. That's a polite way of saying that I never had to worry much about how to invest all my money, because I didn't have any.

I have to admit that there is a certain feeling of freedom associated with not having to check the stock market report every day. Words like "portfolio" and "diversification" and "securities" came and went through my mind blissfully unrecognized.

But when I switched careers and began earning a fair wage for a change, I started thinking about rainy days (the ones your mother used to talk about, as in "put something away for a rainy day") and The Future, which gets shorter as we get older.

The time had come, I told myself, to invest -- make my money work for me, as the bankers are fond of saying. But, having no experience at this kind of thing, I went to see the wizards in the District's deferred compensation and investments office.

For those of you who panic at the sight of spread sheets and prospectuses, I'd like to share with you, in layman's terms, what they taught me.

My first suggestion: Take Mel Marquardt and/or Monica Ingram to lunch. Show them a good time. You want them as your friends. Their shrewd investments for the District over the years pay for their yearly salaries many times over. Starting them out with a nice meal of lobster Newburg couldn't hurt.

I'm just kidding about the lunch. The best part is that Mel and Monica are there specifically to help lead you through the maze of investment possibilities. And they're available whenever you need them. And they're free. There are lots of highfalutin brokers out there who would be only too glad

to charge you fifty bucks an hour for their sage advice when Mel and Monica will do it just as well, if not better, for zilch.

Here's what they told me. There are two basic ways to save money at the RTD: a deferred compensation plan, or a 401K plan.

What does "deferred compensation" mean? I asked Mel. He smiled one of those "I see this is going to be a long meeting" smiles before cheerfully explaining.

RTD Issues FY '91 Annual Report

The Fiscal Year 1991 annual report for RTD has been issued and is available to the public.

The 24-page report contains year-end messages from RTD's board president and general manager, operational highlights and statistics from the District's bus and train service, financial highlights, and a complete financial disclosure statement.

To obtain a copy of the RTD's 1991 Annual Report, call (213) 972-4655, or write RTD's Department of Local Government and Community Affairs, 425 S. Main Street, Los Angeles 90013.

"As you are painfully aware, you are taxed for every dollar you earn," Mel said. "In this plan, we 'defer,' or set aside, some of your paycheck, so that you pay taxes only on what you keep. You tell us how much you want us to keep every two weeks, and we invest it for you."

And a "401K" plan? "It's essentially the same kind of setup, but available to our non-contract employees only," Mel said. "Both options have a variety of excellent ways to get a good return on your money."

So let's say I decide to "defer" \$100 from every paycheck. What happens to the hundred bucks?

"You have to help us decide where you want it to go," Mel explained. "Each of the two programs has four ways to invest money."

Mel sensed my uneasiness and sought to reassure me. "It's really very easy," he said. "A lot of knowledgeable people around here have done their homework. All you have to do is decide how much of a risk you want to take in your investments."

"Risk" is a word that makes me very nervous. But the more Mel talked, the better I felt. "Risk" is a relative term when it comes a District investments.

It really boils down to two questions: Do you want to put your money in a situation where an eight or nine percent interest rate is virtually guaranteed? Or are you willing to gamble a little with a more aggressive investment firm, with the high possibility of a much bigger payoff?

Take as an example the Wellington Fund option available in the Deferred Compensation Plan. In the past five years, the interest payoff has averaged more than 12 percent a year. And the list of firms it holds stock in reads like a Who's Who from an American Corporate Success list: Northrop, Bristol Myers, IBM, Honeywell Inc., Exxon, Sara Lee and the Woolworth Corporation, to name just a handful.

"We don't deal with investors unless they have a solid record of growth and success," Mel said. "We can never guarantee anyone a return, but we've set things up so that you can't really make a bad choice. The key is diversity."

There's that word again -- diversification. Simply put, it means not putting all your eggs in one basket. Mel and Monica make sure that RTD deals only with investors who have

Continued on page 32 . . .

wisely diversified their stock holdings among many different companies. Therefore, if one of the companies in which the investment firm holds stock goes bankrupt, you'll lose only a fraction of what was invested, while the other companies in the package continue to do well. You still end up a winner in the long run.

"The bottom line is that we've got a darn good savings plan that will fit your needs," Mel said. "I know that sounds like a commercial, but I really do believe that RTD employees are fortunate to have these kinds of investments backing them up."

I left Mel's office feeling richer, not only in my bank account but in the knowledge that the District really is looking after my interests. You can't buy that kind of peace of mind.

Mel (extension 6850) and Monica (extension 6856) will give it to you at no charge.

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Letter to the Editor

... continued from page 28

honest, but not too serious because too much introspection could cause you to lose your perspective and/or your sense of humor. This could be counterproductive. To help guard against becoming too serious, keep your journey light, and remind yourself to hold onto your sense of humor. Without humor, your pursuit of a more positive attitude could be permanently detoured.

On the surface, attitude is the way you communicate your mood to others. Think of attitude as your mental focus on the outside world. Like using a camera, you can focus or set your mind on what appeals to you. You can either see situations as opportunities or burdens. It is within your power to concentrate on selected aspects of your

environment and ignore others. Quite simply, you take the picture of life you want to take. Once you are able to alter your imagery to highlight the positive, you are on the right road. Positive attitude is a mind-set tipped in favor of creative activity rather than boredom, joy over sadness, hope over futility; a state of mind which can only be maintained through conscious effort.

In order to bounce back to positivity when something jars one's mental focus in a negative direction, adjustments must be made. Everyone -- employees, students, homemakers, retirees, must occasionally engage in some form of attitude renewal or adjustment. There is no escape. Three maintenance rules that have proven invaluable to me are as follows:

1. Slow down until you gain a positive attitude. When hit with a heavy problem, back away to gain the best focus.

2. Identify the best possible solution. Get the facts, isolate the alternatives, carefully weigh the solutions.

3. Live with the solution gracefully. Not all solutions are ideal, but, give your best effort to your choice.

In that we attract what we mirror, displaying a positivity can only cause a perpetual air of positive change and inspiration to others. Be aware, it may not happen over night, however, if you count every year as a month, every month as a week, every week as a day, every day as an hour, and every hour as a second, any second now things will change.

Dee Hawkins,
Customer Relations

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Dept. of Corporations.

Riot Reflections

... continued from page 14

Edward James Olmos who appeared on every LA channel Thursday night begging people to stay home. Even with his lone voice I sank into depression and hopelessness. I felt so helpless, so frustrated watching my world going up in smoke on television and there wasn't a damn thing I or anybody else could do.

I called a friend in Culver City to see how she was doing and we talked about the riots. She told me that Olmos was heading up work crews from the First AME church on Saturday morning. I told her I was going to go.

At 6 a.m. the next morning at the corner of Adams Blvd. and Western in South Central, I met up with about 50 other people carrying brooms, hefty bags, rakes, shovels, and dustpans. We were told to go first to the corner of Western and Slauson. The acid stench of the burned buildings hung heavy in the air. At Western I picked up my sweep broom and started sweeping up debris left from the sacking by looters. I remember quietly helping this lady, a teacher, bag up trash. Never have I seen so many people so eager to work.

Within 20 minutes we were directed by workers with the Community Youth Gang Services to walk down Gage to Vermont and work on that corner. As we were walking down Gage I looked behind me and was touched to see how our ranks had swelled. It seemed like hundreds of people were behind me. Ten of us found a trashed Chevron gas station and without a word of direction set about putting it in order. When people are together in their task good work goes fast. I walked down Vermont to the south and found an Asian shopkeeper sweeping up debris carried from his auto parts store. I joined in and started helping him sweep up broken glass, screws, and other now unidentifiable objects. I asked him what had

happened to his store. He was one of the lucky ones, his store had only been ransacked, not burned down. I offered to help him clean up and reshelve the interior. Politely, he declined my offer and seemed almost embarrassed.

We walked further down Vermont and some volunteers from Community Youth Gang Services offered us a lift to the corner of Florence and Figueroa. That intersection was under a foot of water, cars heavily showering pedestrians as they passed through. The traffic lights weren't working and traffic was getting backed up. Will, one of the people in my crew, took off to the center of the intersection to direct traffic. He did it quite well too. I envied him, it's always been one of my fantasies. The rest of us pulled glass shards out of the storefront frames of a looted and torched gas station. The gas station was across the street from a school, possibly a junior high school. The teachers I was with were concerned that the children would be attracted by the glass and injure themselves. Again, the concentrated effort took only about 15 minutes.

For the first time in three days I felt good, I felt hopeful. When I was sweeping up the lot of the gas station, I remembered something George Meany, president of the AFL-CIO, once said when I worked with the labor federation. "Hard work is the best therapy." What struck me about the crew I was with was that along with the physical labor so generously given were their good intentions. I worked shoulder to shoulder with men and women who were white, Latino, Asian, Jewish, Trojans, Bruins, and of every other artificial description we've devised over the years. I felt like my heart would burst with pride being with this gallant group of people. Simultaneously, I felt like my heart would break witnessing first hand all the devastation. I was lucky, I got to leave South Central when I wanted to.

MAY IS . . .

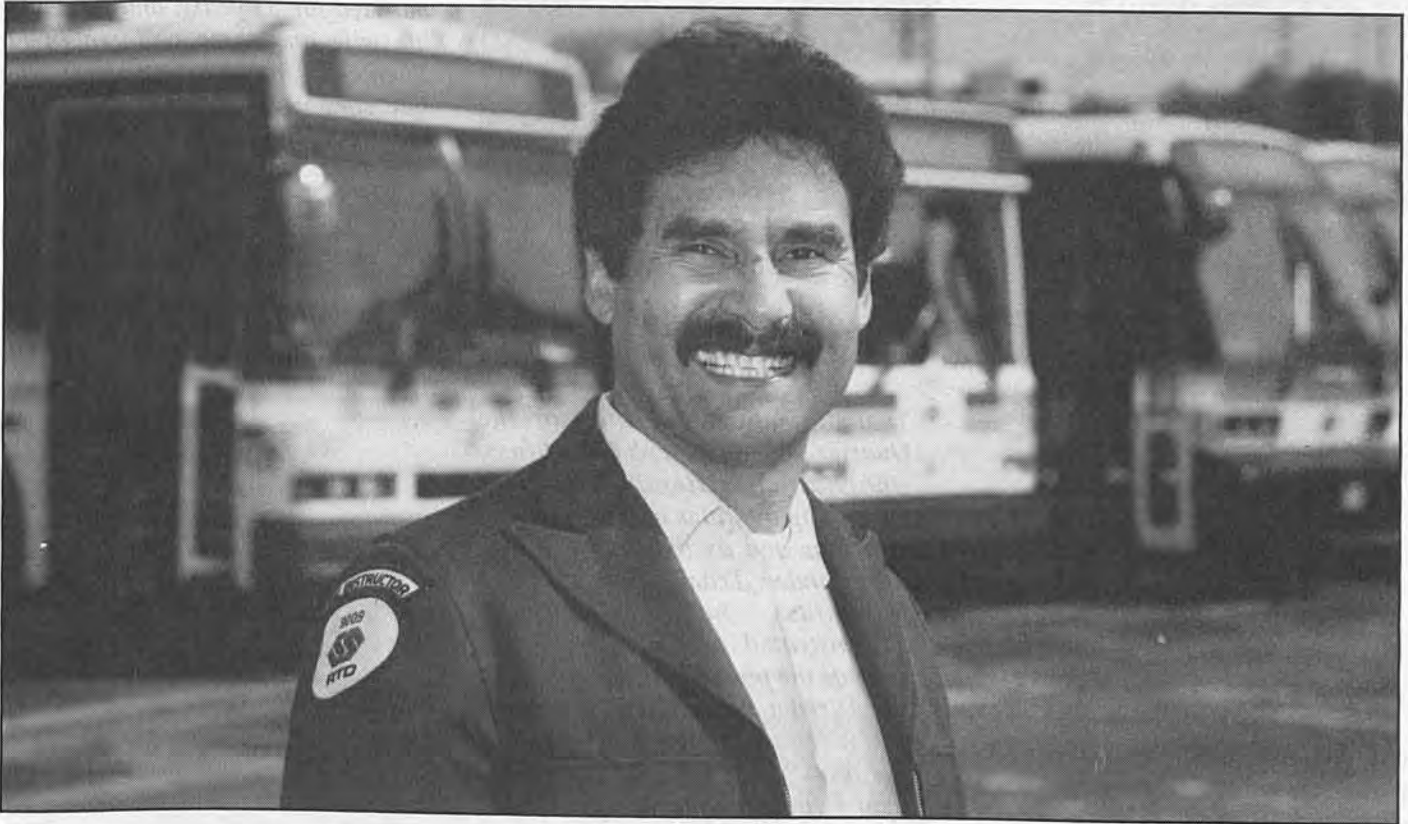
NATIONAL H.I.G.H BLOOD PRESSURE MONTH

One in four adults has elevated blood pressure. High blood pressure produces few noticeable symptoms, yet it increases the risk for heart attack, stroke, and kidney disease. Have your blood pressure measured now and regularly.

The easiest ways to keep blood pressure in control, short of medication: Cut salt and fat intake, stop smoking, drink in moderation, watch that weight, exercise regularly, and learn to relax. It feels great!



COMMENDATIONS



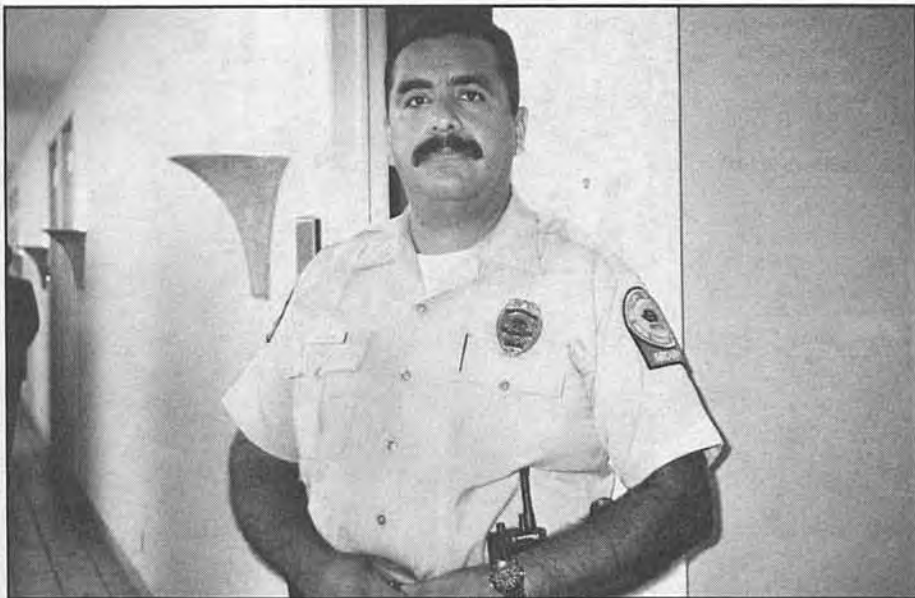
Richard Alvarado, a 17-year veteran bus operator, has been selected as Operator of the Month for February. The Moreno Valley resident was so chosen because he has compiled an outstanding record for safety, service and attendance. He was named "Outstanding Operator" at RTD Division 16 from 1988 through 1991. "Richard Alvarado's record of no at-fault accidents goes back 15 years," said Karl Mueller, assistant division manager. "He has accumulated the maximum number of merits and has received frequent commendations from various division managers and from his passengers." Working out of RTD Division 10 in Los Angeles, Alvarado drives Line 20 along Wilshire Boulevard through the heart of downtown and into the West Side. Alvarado and his wife, Issa, have a daughter, Ikssa, 14, and son, Ricky, 10. A native of Arizona, Alvarado served with the U.S. Army in Germany as a heavy equipment operator.



Kudos to Train Operator Robert Lipens, who engineered Train Operator of the Quarter honors for the first quarter of 1992. Lipens began his career with the District in April of 1957. He was assigned to Division 10 where he remained until 1968 when he transferred to Division 18. Later, he transferred to Division 9. In April of 1990, Lipens was chosen to become a member of the second Train Operator training class. He has been married for 33 years, and lives with his wife and three children in La Puente. His hobbies include restoring old cars, water skiing and riding motorcycles. He has not had an avoidable accident in over eleven years.

Transit Police Operator of the Quarter goes to Joseph Rauchfuss, who has consistently displayed leadership qualities in his daily field functions and as the Acting Watch Commander. Transit Police Officer Rauchfuss has consistently demonstrated a sincere desire to provide the patrons and operators of the District with the best possible public service. Officer Rauchfuss can always be counted on to handle any field situation with little or, in most cases, no supervision. Once on the scene, he quickly takes charge and assesses the situation to determine what action, if any, needs to be taken. He exercises a "Dedication to Excellence" in attitude, compassion and support to the task of transit policing.

Congratulations to Luis Medrana, who has been selected Security Officer of the Quarter. His selection was based on his demonstrated dedication to the District. His supervisors stated he is self-confident, enthusiastic and is always willing to make a decision. He understands his role to the District and continually supports his supervisors.



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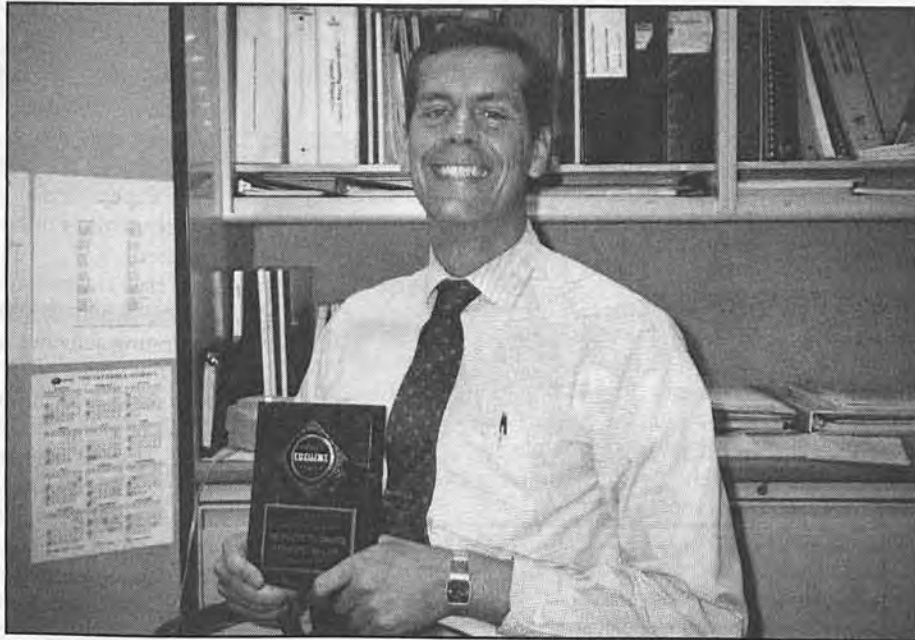


Presenting Sandra Woods, the Information Operator of the Month for April 1992. With the District three years, Woods performs supervisor work and maintains an impeccable attendance record. She says that being a people-person makes her job so easy. "I enjoy making the public feel comfortable riding the bus. And that is exactly what she does, says her supervisors, and with style! Woods spends her spare time gardening and being in the clean mountain air where she lives. She recently became a new grandmother, with the birth of a new baby girl.

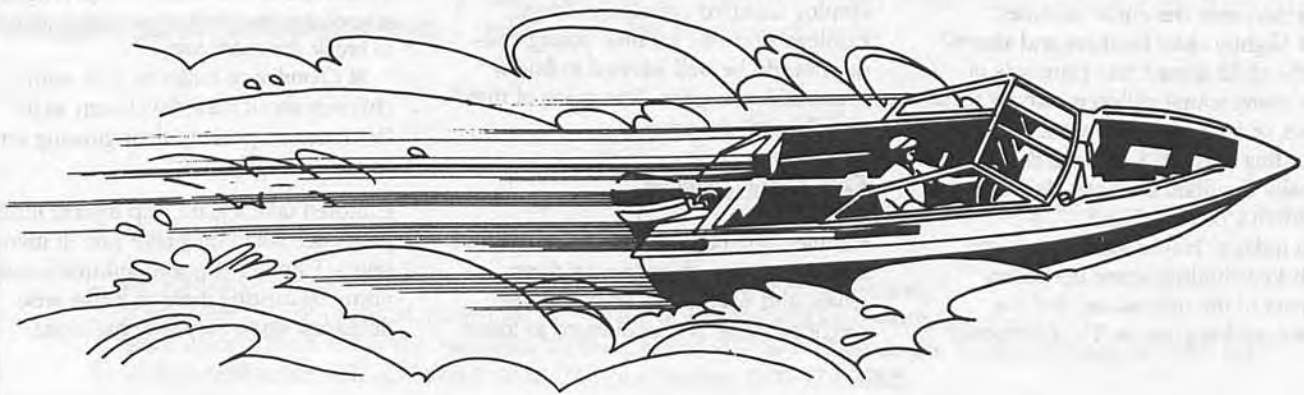


Risk Management's Employee of the Third Quarter is shared by Jon Vandercook and George Echert. Both worked 40 hour weekends, according to boss Barbara Anderson, in the preparation of the budget for the next fiscal year. Vandercook, with the District for three years, is a safety specialist. He is the department's efficiency coordinator, which means he makes sure that the department utilizes its physical space in the most productive way possible. For example, he makes certain that bookshelves are added if an area becomes stacked with books, and insures that cubicles have inserts if they're needed. He also produced a new workers comp cost trend analysis for the third quarter of the year. A Gardena resident, Vandercook holds the District's current record for donating blood to the Red Cross -- a whopping 48 pints. Congratulations to a good samaritan and an all-around nice guy. His colleague, George Echert, an administrative analyst, was the key player in the department's budget process, acting as a liaison between the different sections and OMB. He also put in a tremendous amount of time perfecting the pay for performance appraisals that will be given to employees in the coming weeks.





Forrest Miller captured Employee of the Quarter honors in the Human Resources Department for his fabulous performance in the preparation of the budget and in design and development of the medical information system. A Huntington Beach resident, Miller is a lieutenant commander in the U.S. Naval Reserves, and heads up his own unit at the Seal Beach Naval Weapons Station. He is a graduate of the United States Naval Academy at Annapolis. Miller is an acting senior human resources analyst, and as such, supervises the Special Projects section of that department. It means the computer whiz oversees the drug testing program, the Headway, the Dependent Care program, the Special Assistant and Indefinite Leave Programs -- quite a smorgasbord of complex projects. Says his boss Al Rice, "Forrest smothers hot fires constantly."





ONLY THE LONELY:

Summer Self-Care for Children



Who cares for America's school-age children during the summer?

■ Their mothers? No, about 70 percent are employed outside their homes, according to Michelle Seligson, Director of the School-Age Child Care Project at Wellesley College.

■ Neighbors or family members? Sorry, they're at work, too.

■ Schools? Summer care is rare.

■ Camps, rec programs, YM and YWCAs? Programs usually do not cover long days over the entire summer.

■ Slightly older brothers and sisters? Or the child alone? Yes! Estimates of how many young children care for themselves, or for each other, are 2.5 million, according to the U.S. Census Bureau; it's actually 7 million or more, claims the Children's Defense Fund.

In today's "Home Alone" scenario, latch-key children warm up frozen dinners in the microwave, dial the phone, and veg out on TV. Emergency

rooms and self-care hotlines are flooded with calls from injured or frightened children. Seligson notes that toy manufacturers, junk food companies, and even portable remote-control panic button makers rely on this vulnerable market.

When children are left to their own devices, they tend to do less well in school, have fewer friends, and may never learn how to succeed, observes Seligson. Her bottom line is: "Until they're 11 or 12, most kids simply don't possess the intellectual capacity to employ standard principles of logic." Families who care for their young children would be well advised to find a responsible caregiver. The peace of mind is well worth the price.

Self-Care Basics

Families who believe their older children are mature enough to care for themselves, and who live in relatively safe neighborhoods, are encouraged to follow

these guidelines to help children manage self-care:

■ *Agree on ground rules.* Compile a list of acceptable behaviors, indoors and out. Keep expectations high but reasonable. Establish who's in charge with younger children.

■ *Help children stay busy.* Ask children to loosely plan their weekly schedule of interesting activities and household tasks. Visit the library often to choose new books and recordings. Choose a few TV shows or videos in advance. Help children organize engaging projects such as writing and producing their own puppet shows, staging neighborhood circuses, arranging art exhibits, planning skating rodeos. Continue music lessons, sports events, and other opportunities to play with friends and exercise the body and brain.

■ *Stock nutritious food.* Plan kid-pleasing, healthy menus together, ask children to fix their own food and clean up their mess. Work out a neighborhood snack policy. Provide small change for a once-a-week ice cream truck stop.

■ *Emphasize safety.* Demonstrate first aid techniques. Teach proper appliance usage. Rehearse safety procedures. Post emergency numbers. Practice handling what to do when there's a knock at the door, a stranger on the phone, an offer of a ride.

■ *Enlist a responsible adult.* Find a nearby friend or relative who can be "on call" to answer routine telephone questions. Instruct children to call working parents only when necessary.

■ *Get away.* Take weekend trips to escape the daily grind. Sign children up for a week or two of day camp, religious school, sports camp, or summer school to break the monotony.

■ *Compliment maturity.* Talk with children about their day. Listen well. Demonstrate pride in their growing sense of responsibility.

Children take a giant leap toward independence when they take care of themselves. Families support children's autonomy by trusting them to make wise decisions when they're home alone.

Crime at Work: Ways to Prevent Petty Theft

A thirsty employee slips exact change from her wallet and dashes for the soda machine. Later, when she reaches for her car keys, she discovers her wallet is missing. No one noticed anything suspicious.

"Gee, there's another delivery," a worker subconsciously observes as a uniformed person strides past. That afternoon, a colleague asks around to find who borrowed his hand-held calculator.

Fitting right in on the job. That's one of the latest—and most successful—ploys of criminals. Thieves may act and dress like trusted employees, clients, or service personnel. They strike quickly during working hours and disappear. In busy work environments, their unassuming presence can go unnoticed even by security guards.

The bounty taken by these professional thieves usually ranges from a few dollars to a few pieces of office equipment. Their toll on staff morale, however, can be high. Victims report feeling personally violated, even though they never glimpsed the perpetrator's face.

Occasional violent crimes—committed in typically safe havens such as offices, schools, and restaurants—grab the headlines and may temporarily alert people to danger. Criminals, who erupt suddenly as a result of mental instability or drug usage, are fortunately rare.

Americans generally trust people, so even after hearing about the most horrendous crimes, it's easy to fall back into complacency about routine commutes and daily working-hours security. Taking these sensible precautions can contribute to a safer, more secure working environment.

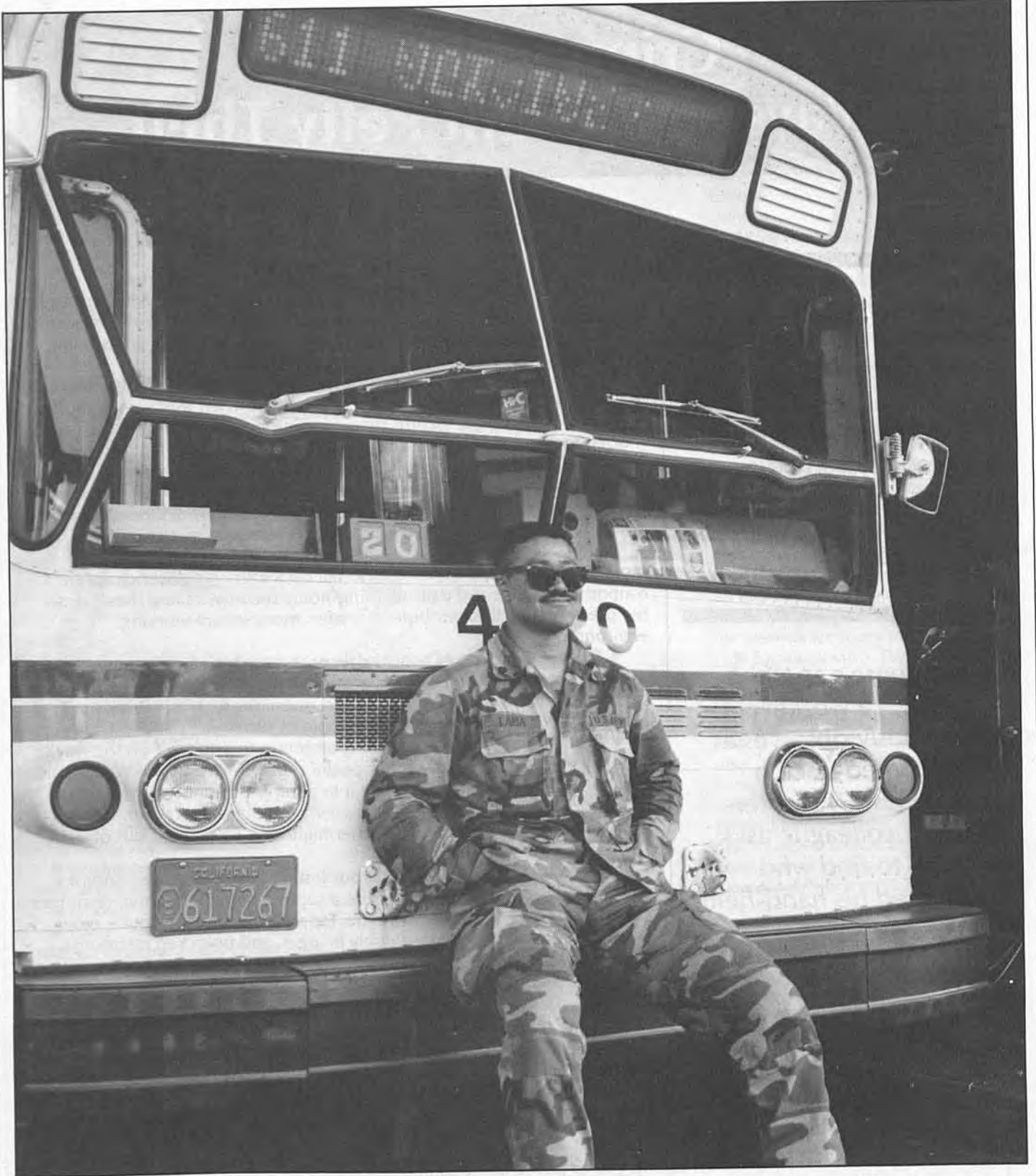
- **Enlarge the circle of acquaintances.** A stranger's face is more likely to stand out when managers, colleagues, vendors, service workers, and sales reps know each other. Ask visitors questions such as, "Who can I help you find?" Report suspicious people to security.

- **Protect valuables.** Avoid calling attention to one's self on the way to work by wearing flashy jewelry or peeling subway fare from a roll of bills. Wear a wallet, rather than keeping it in a suit jacket draped over a chair or in a briefcase or handbag. Record serial numbers. Store cameras, laptop computers, sports gear, and other high-tech equipment out of sight and locked up when not in use.

- **Keep good company.** Trust your instincts. Get off the elevator if a passenger creates discomfort. Advise a supervisor or the human resources division about an unstable colleague. Especially during off-hours, avoid stair wells, empty parking lots, dimly lit areas, and unlocked restrooms. Petty thieves can often be stopped in their tracks when employees stay aware and alert to criminals' tricks!

Assistance for victims

1. Report any crime or action against you to police and building security.
2. If assaulted, seek medical attention. If injured, apply for workers' compensation.
3. Seek information from the National Victim Center (817-877-3355) or the National Organization for Victim Assistance (202-232-6682) or its 24-hour hotline (800-879-6682).



A National Guardsman rests on the bumper of an RTD bus after a weary night.



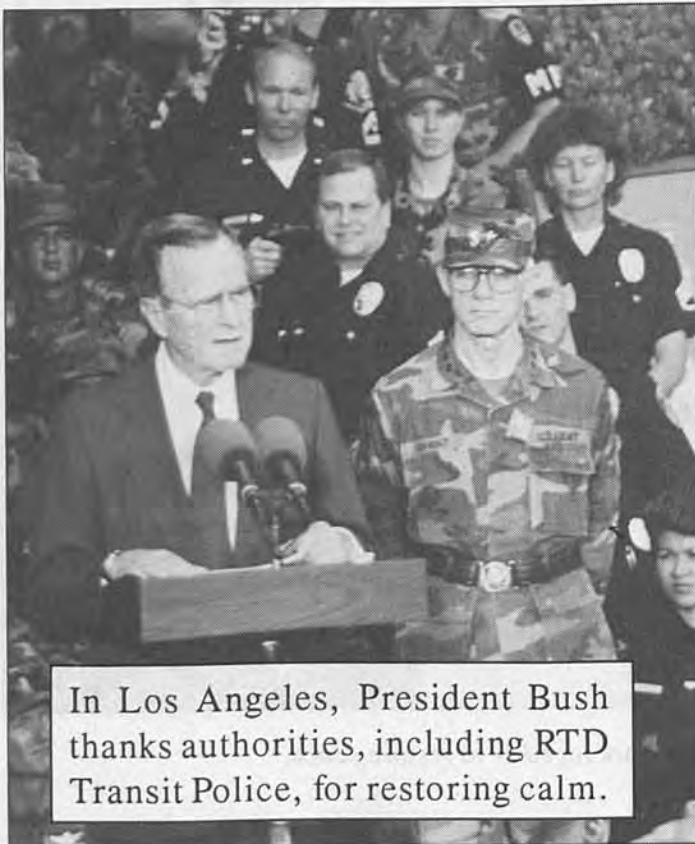
Inside Division 5, RTD Transit Police Chief Sharon Papa, Board President Marvin Holen, and General Manager Alan Pegg are given an up-to-the-minute status report.



RTD Transit Police, National Guardsmen and LAPD Officers work together to restore peace.



As chaos reigns on the outside, RTD General Manager Alan Pegg and Board President Marvin Holen discuss the orderly transformation of Division 5 as the key law enforcement Command Post.



In Los Angeles, President Bush thanks authorities, including RTD Transit Police, for restoring calm.

Southern California
 Rapid Transit District
 425 So. Main St., 2nd Floor
 Los Angeles, CA 90013

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