



# HEADWAY

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## APTA'S NEW CHIEF EXECUTIVE

# Gilstrap heads for Washington D.C.

General Manager Jack R. Gilstrap, a 20-year veteran with the District, has accepted a position as Executive Vice-President of the American Public Transit Association (APTA). He will officially step down from the post he has held for the past decade on September 1.

The District's Board of Directors has named General Counsel Richard T. Powers Acting General Manager, effective August 1, while a nationwide search is conducted for a new general manager.

In his new role as Executive Vice-President, Gilstrap will be the chief executive officer of the transit industry's principal trade organization, an association comprised of some 350 public transit agencies, 300 associate members (equipment suppliers and consultants) and various state departments of transportation from throughout the United States, Canada and Mexico.

APTA's main role is working with the administration and congress in helping to shape legislative and financial support for the growing transit industry. The association is governed by a 60-member Board of Directors, composed of representatives from the larger systems and regions within APTA.

Gilstrap and his 60-member staff will work closely with the as-

sociation's 14-member Executive Committee in directing APTA's efforts. (George Takei, a member of RTD's Board of Directors, serves on the association's Executive Committee as Vice-President, Human Resources).

After two decades of involvement on the local transit scene, Gilstrap admits it was difficult to leave California, the Los Angeles area and the RTD to take up residence in Washington, D.C., where APTA is headquartered. Gilstrap is a native Californian, as is his wife, Pauline, who was born and raised in Los Angeles. Their son, Peter, and daughter, Melissa, were both born in Pasadena, where the family made its home.

"We've got pretty deep roots out here," Gilstrap says, "but sometimes an opportunity comes along that you cannot turn your back on and that's what this APTA challenge represents."

One of the strongest lures the job holds for Gilstrap is the opportunity to expand his involvement in the formulation of national transit policy. He has been deeply involved in national transit circles for years.

"I'll be able to spend more of my energy and creative efforts on broader issues at the policy level than any general manager of any transit agency is able to do," he ex-

plains. "General managers are buffeted almost hourly by brushfires and falling mortars. Now, I can climb out of the transit trenches and I think it will be a refreshing change. I'll be able to raise my sights and deal with broader issues for awhile."

A good deal of Gilstrap's time and energy also will be directed toward the continued implementation of APTA's multi-faceted goals and responsibilities.

The modern association has roots dating back to 1882 when the American Street Railway Corporation was formed. APTA was formed in 1974 when the Institute for Rapid Transit and the American Transit Association merged to form a stronger, single organization.

Among the association's principal objectives are:

- Carrying the message of transit's need and its importance to urban life to congress.

- Insuring that common sense goes into the development of legislation programs, regulations and funding at the federal level.

- Promoting research and investigations to the end of improving public transit, with particular attention to safety, technical developments and human resources development.

- Providing a forum for the ex-

change of operating information among association members.

Gilstrap plans to place special emphasis on this last objective.

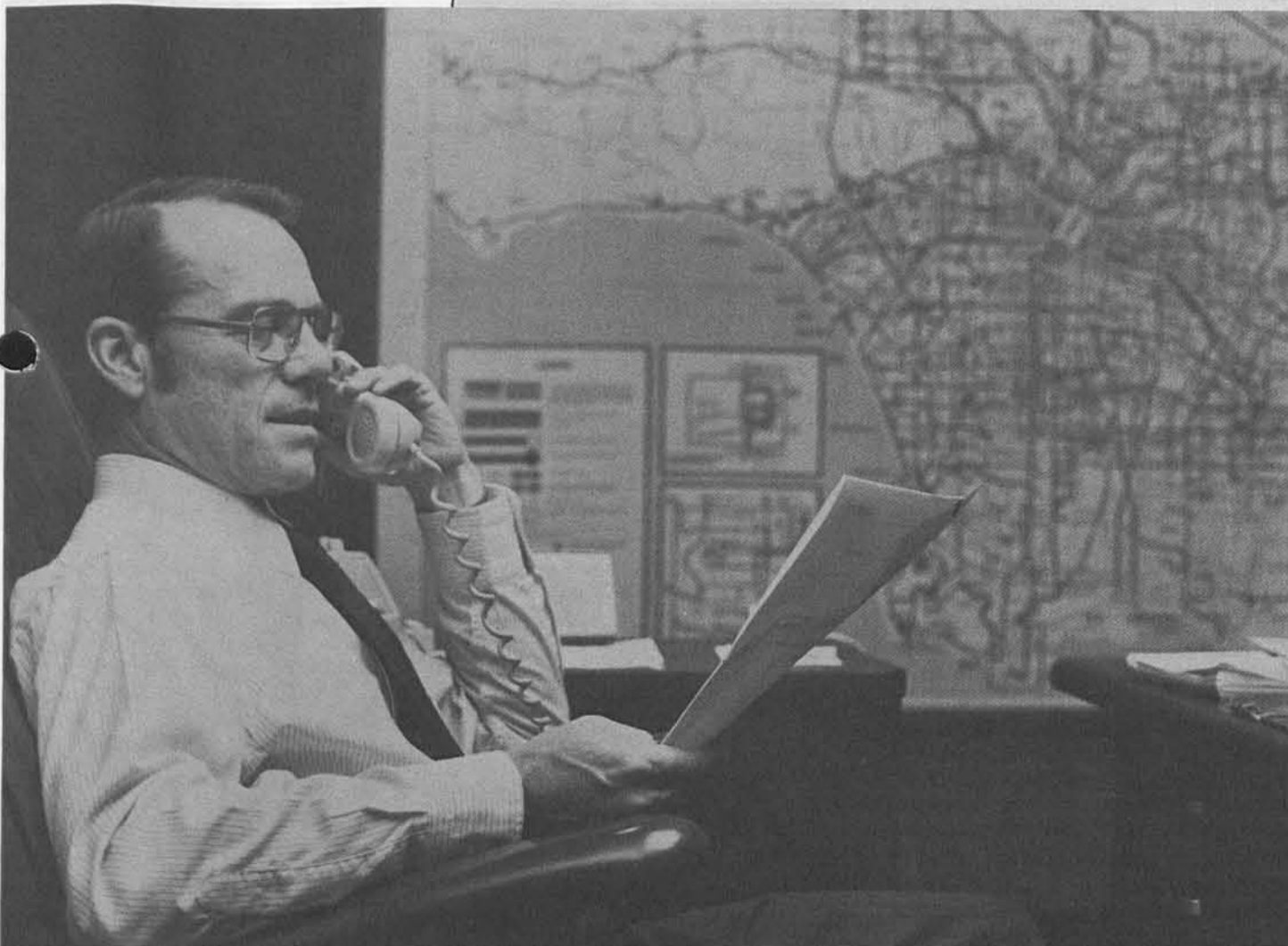
"The exchange of ideas and information was one of the reasons for the founding of APTA's predecessors," Gilstrap says. "It must be given a very high priority. We must never let our preoccupation with funding overshadow our need to support activities which promote excellence in public transit management and operations."

As he looks toward his new job, Gilstrap is already formulating goals he hopes to accomplish in the months and years ahead. Chief among these is Gilstrap's desire to see an increase in the involvement between transit boards of directors and legislators when it comes to legislation effecting important transit issues.

"I will continue to maintain a day-to-day liaison with the various committees and congressmen dealing with transit," Gilstrap explains, "but it has been my experience that legislators are more persuaded by hearing directly from their constituents than they are by hearing from a Washington representative of those constituents."

"I think APTA's presence has to be well established on the hill, primarily as a source of accurate data

**(Please turn to page 6)**



## APTA bound

After 20 years on the local transit scene, the last 10 as head of the largest all-bus transit operation in the nation, General Manager Jack Gilstrap will be stepping down to pursue new challenges in Washington, D.C., as Executive Vice-President of APTA. Gilstrap was selected for the job from among more than 150 candidates in a nationwide search conducted by the transit trade association. Despite the lucrative lure of the new job and the opportunity it represents to further Gilstrap's involvement in national transit policymaking, the General Manager says it is very hard for him to leave the district and California. "We have very deep roots here," he says of his family, "but sometimes an opportunity comes along that you cannot turn your back on." In articles on this page and continued on pages 6 and 7, Gilstrap talks about his career with the district, his new role as head of APTA and what he hopes to accomplish in that capacity.

## TRIPPERS

### MONEY FOR MINIS

By a unanimous vote and without discussion the Los Angeles City Council voted to extend for another year the Downtown and Westwood Minibus services. For the Central City service, the council approved a \$793,000 contract with the District and the Community Redevelopment Agency to continue Line 200, which goes from Chinatown to the Occidental Center via Little Tokyo.

The contract calls for the city to contribute 60 per cent of the total cost, with RTD and the CRA dividing the remaining 40 per cent. The downtown contract is nearly \$100,000 less than the contract which expired June 30, due to anticipated increased revenues from a planned fare boost from 20 cents to 25 cents. The Westwood Minibus fare will remain at 10 cents.

The Downtown Minibus service, which began in October, 1971, is expected to carry an estimated 1.5 million passengers during the term of the new contract. The Westwood Minibus started in 1975 as an experiment in proper utilization and operation of off-street parking facilities in Westwood. The council voted 13-0 on the \$125,000 contract to continue that operation.

### LEAVE IT TO BEAVER

When vacationing Division 12 operator Ed Johansson and his wife Lil stopped for supper in a restaurant in the tiny town of Beaver, Utah, Ed jokingly mentioned to his wife that he has often carried more people on just one of the buses he drives than there are in the entire town of Beaver. He looked at his wife, who was wide-eyed and pointing over his shoulder. Ed looked around and was flabbergasted to see a new Grumman-Flexible 870 bus emblazoned with the new RTD logo and red-orange-yellow paint scheme wheeling down the main street of Beaver. The Johansson's knew that RTD was going places, but this seemed like stretching it a little far. It took them a moment to realize that what they saw was one of the District's newly-acquired 870s being chauffeured from the Grumman plant in Columbus, Ohio, to Los Angeles.

### NEW GRANDPA

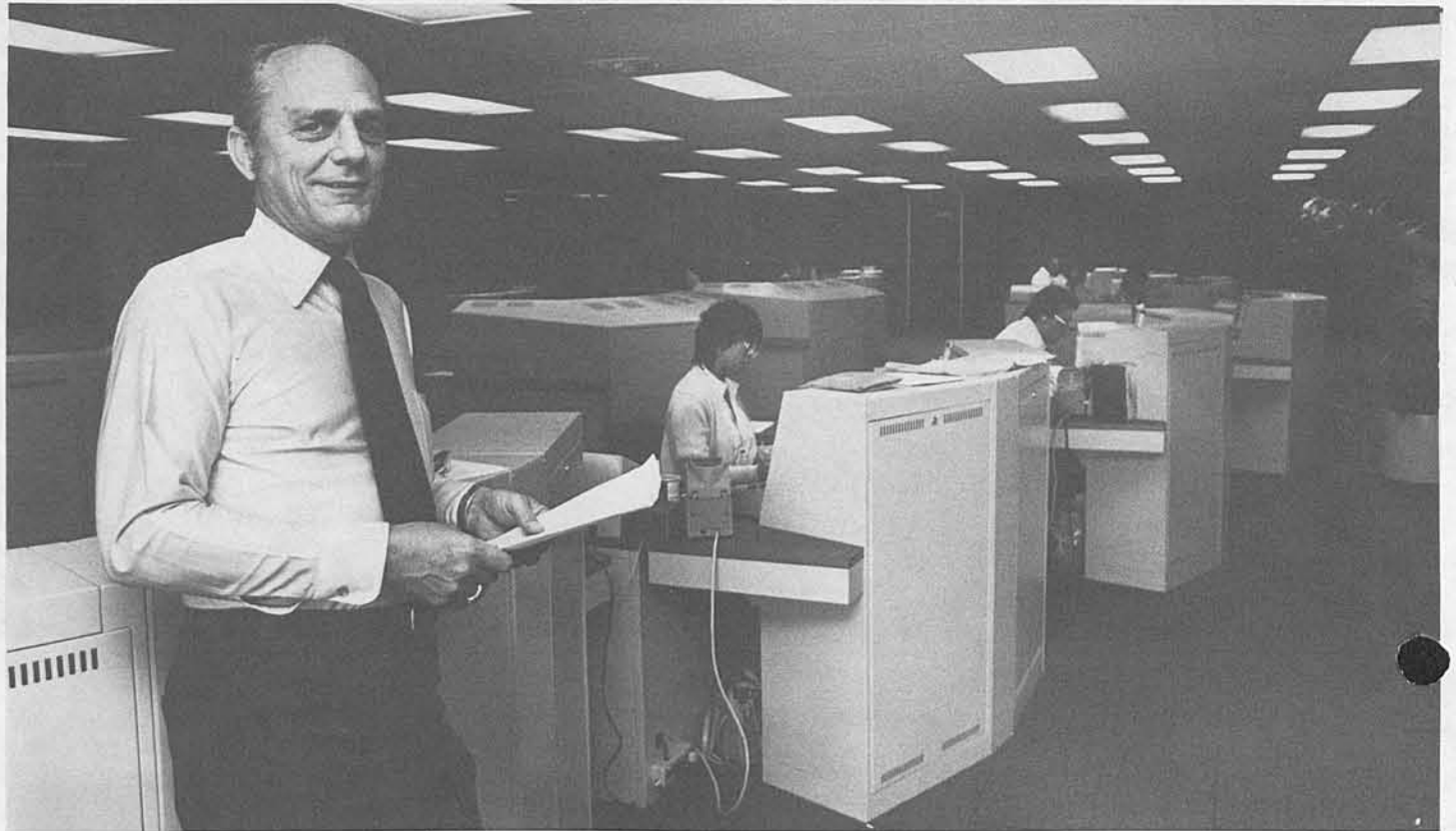
John Tinchler, assistant Division 7 Transportation Manager, is a proud grandpa for the first time. His daughter, Christine Joss, gave birth July 3rd to an 8-pound, 13-ounce baby girl they will call Heather. The birth gave Tinchler plenty to celebrate on the Fourth of July.

### ID IDEA

The District has instituted a new monthly pass registration and photo identification program for senior citizens requiring them to register with RTD prior to purchasing their passes for August. "We are instituting this new photo identification program to properly identify senior citizens who may purchase our discount passes," explains Board President Thomas Neusom.

Under the new rules, seniors will register in two categories: those persons 65 and over, and those persons 62-64 and not employed fulltime. A photo will be affixed to a permanent base pass and those 62-64 must sign a declaration that they are not working fulltime.

The procedure is similar to that used by the District to register and identify riders seeking handicapped discount passes.



*NEW LOOK — Chief Radio Dispatcher Joe Reeves stands in the midst of the District's new nerve center. Built from the ground up with the latest equip-*

*ment available, the new Dispatch is the most modern of its kind in the country. Below, the look of the new dispatch consoles.*

## Dispatch Center moves to new facility

RTD has a new nervous system. After years of preparation and planning, the Radio Dispatch Center has moved into a new home with more space and the latest equipment.

Operators using their bus radios probably will not notice any difference in the way their calls sound or are handled, unless it's the increased speed with which their calls can be answered. The center is still located on the fourth floor of the District's headquarters building downtown Los Angeles. In fact, it is less than 100 feet from where the old Dispatch Center was located. But, in reality, it is miles ahead of the old center, technically speaking.

"Our new center was built from the ground up with the best equipment available, making this the most modern of any bus dispatch operation in the nation," boasts Superintendent of Transportation Services Jeff Diehl, who heads the center.

It replaces a system that Diehl says had "reached the saturation point" in terms of its ability to handle the average daily workload of radio communication with the fleet.

Most of the equipment in the previous center had been purchased between 1968 and 1971 and had become outdated, suffering from severe maintenance problems, Diehl explains. That center had been designed to handle a radio-equipped fleet of 1,200 buses from its eight dispatch consoles.

Today, the Dispatch Center must be able to deal with a fleet of more than 2,000 radio-equipped buses, in addition to some 150 radio-equipped supervisory, security, maintenance and administrative units. More than 40 people are employed to keep the center in operation around the clock.

With the 2,000 additional square feet the new center has, there is room for 12 dispatch consoles in addition to added room for office space for supervisory personnel, training rooms, conference rooms, a soundproof room for the department's two data printers (which created a serious noise problem in the old center), and a glass-walled observation room so that the center's operation can be observed by visitors without disturbing the dispatchers.

The actual move from the old center into the new facility took place at midnight on Sunday, May 18, a time when bus operations and radio traffic are at their lightest.

"It took us less than five minutes to completely transfer radio operations from one facility to the other," recalls Diehl. "Each console was unplugged in the old center as it was simultaneously switched on in the new center. We didn't lose a single call."

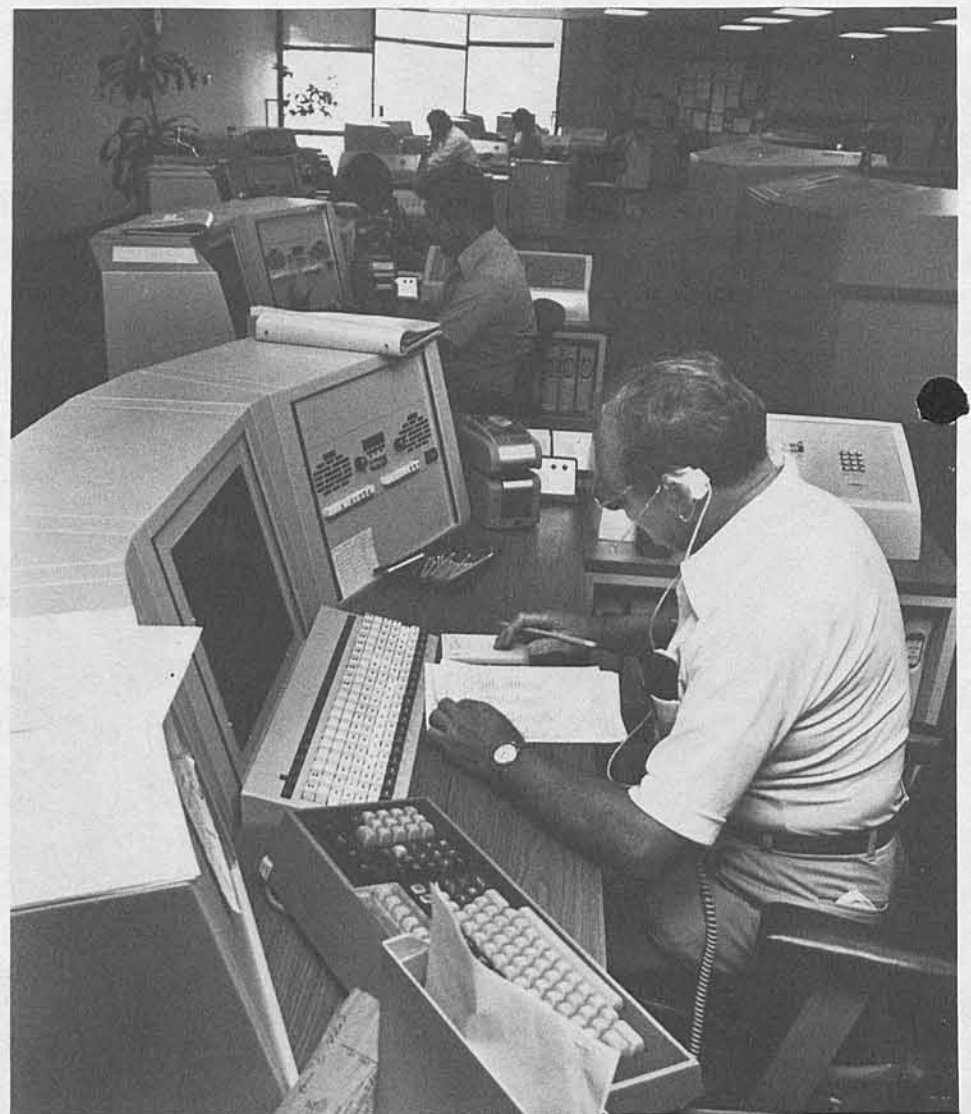
Diehl says perhaps the new center's main benefit to the District's operations will be the fact that each dispatcher will now work with only one radio channel, which should help to expedite calls.

Presently, there are about 200 buses assigned to each channel. With a trend developing toward longer, more complex calls, it is believed that this number is about the maximum a channel can handle.

Factors leading to longer calls include the increasing number of road calls due to the age of the fleet (new buses are on order but it will be at least a year before the average fleet age of 12 is considerably reduced), greater radio activity resulting from increasing reports of assaults and vandalism, and increased follow-up activities related to trouble calls (relaying calls for emergency service to police and fire departments, the maintenance department, security and so on).

Diehl hopes that the change from eight positions to 12 and an increase in the number of channels available for use will result in a further reduction of the number of buses assigned to a channel.

The approximate 3,400 square feet vacated by the Dispatch Center is planned to be taken over by computer operations as the Management Information Services program expands.



# Directors name Powers acting GM; launch hunt for Gilstrap replacement

While the District's Board of Directors conducts a nationwide search for departing General Manager Jack Gilstrap's replacement, a search that could take months, General Counsel Richard T. Powers will serve as Acting General Manager.

As such, Powers will be responsible for overseeing the District's multi-million dollar operations and the transporting of more than 1.3 million riders each day.

"I feel fortunate that the District has such a competent staff and I will be relying on them for support," says Powers, who will appoint Suzanne Gifford as acting General Counsel.

Powers, 56, has been a member of the District's Executive Staff since 1971. As general counsel he heads the RTD's Legal Department and advises District staff and members of the

Board in their policy-making role.

General counsel is one of the four positions in the District appointed directly by the Board of Directors. The others are general manager, district secretary and controller-treasurer-auditor.

Powers could find himself in the general manager's chair for some time as the Directors plan to conduct an exhaustive search to find a replacement for Gilstrap. A national executive search firm may be employed.

"We'll be looking locally and internally as well for a new general manager," explains Board President Thomas Neusom. "We want this recruitment process to be open and competitive, available to all who meet the requirements, so we get the best person available to the RTD during the critical months and years ahead."

Neusom points out that some

of the immediate problems facing the new general manager will be continuing implementation of preliminary engineering for the Wilshire corridor rapid transit project, maintaining new and existing equipment and coping with the District's chronic funding problem.

"We hope to complete our search and have the new individual on board as soon as possible," says Neusom.

Prior to joining the District, Powers was employed in a similar capacity with Western Airlines, Inc. He earned his law degree from the State University of New York at Buffalo and also attended St. Bonaventure University. He has been admitted to the Bar in both California and New York.

Born in Wellsville, New York, Powers has lived with his wife Noel and their eight children in La Mirada for 21 years.



RICHARD T. POWERS

## AFTER TWO-WEEK DELAY

# Judge denies injunction; Board raises fares

Attorneys for the Southern California Rapid Transit District were successful in their attempt to get a Superior Court temporary restraining order lifted, allowing the District to implement a new fare structure. Scheduled to be put into effect July 1 but postponed by the courts, the new fare became effective July 14, with increased pass prices set to take effect on August 1.

At a preliminary injunction hearing on July 10, Assistant General Counsel Suzanne Gifford and attorney Bruce A. Bevan, Jr. argued that the court's involvement in the District's fare setting system violated the constitutional separation of the legislative and judicial branches of government.

If anyone is to overrule the decisions of the District's Board of Directors, the attorneys claimed, it must be by legislation and not the courts.

Superior Court Judge Jerry Pacht agreed and, while saying he agreed with the case presented by the Coalition for Economic Survival that the new fares unjustly impacted the poor and elderly, he

"reluctantly" denied the injunction, thus allowing the new fare structure to be implemented.

The temporary restraining order had been issued on June 27 by Superior Court Judge Leon Savitch. As soon as it was lifted, the District's Board of Directors voted to impose the proposed cash fares beginning July 14. July passes, sold at the lower rate, were honored throughout the month of July, with August passes, which went on sale July 25, sold at the higher rates.

The cash fare will be 65 cents for regular riders, and 30 cents for senior citizens and handicapped riders. Transfers will cost 20 cents (each use, maximum two uses) for regular riders, and 10 cents (each use, maximum two uses) for senior citizens, the handicapped and students. Freeway express increments will be 30 cents and the downtown Minibus fare will be 25 cents.

Effective August 1, regular riders will pay \$26 for a monthly pass. Senior citizens and the handicapped will pay \$6 for their monthly pass. High school students 19

years of age and under will pay \$16 for a monthly pass, while college students of any age will pay \$20 for a monthly pass.

Also scheduled to take effect August 1 is the District's new policy prohibiting the use of paper currency on board buses. The new policy is expected to save the District nearly \$400,000 during fiscal 1981 since it will eliminate the need for 14 positions required to unfold dollar bills all day. The District has also lost considerable revenue because people tear their dollar bills in half before folding them and dropping the half in the fare box.

Riders will be able to purchase books of coupons to use in place of paper money, or they may purchase monthly passes.

The 14-day delay in implementing the new fares cost the District an estimated \$1.5 million dollars in anticipated revenues. The fare increases had been designed to offset an expected \$30 million deficit in the current fiscal year's budget.

Suggestions for recouping that loss ranged from cutting service

(seven peak period buses) to borrowing against funds held by the Los Angeles County Transportation Commission (LACTC) for future use.

The problem was solved, however, when the County Board of Supervisors unexpectedly gave the District \$2.1 million. The RTD Board of Directors voted to use \$1.5 million of that amount to cover revenue losses resulting from the delayed fare increase.

The remaining \$600,000 will be the subject of a public hearing set for Saturday, October 18.

The Board also voted to recommend that LACTC hold \$4.4 million earmarked for the District in reserve for Fiscal Year 1982.

# RTD receives \$11.5 million grant from Feds for headsigns, radios, equipment

RTD has received more than \$26 million from the Urban Mass Transportation Administration (UMTA) in a two-grant package announced recently by congressional representatives Glenn M. Anderson and James C. Corman.

According to Principal Administrative Analyst Alan Nishimura, \$15 million is an installment on the \$140 million commitment given the District by UMTA in April of last year for the purchase of new buses, while the \$11.5 million grant is intended for the purchase and installation of communication, maintenance, management information and related support equipment.

A \$4.7 million slice of the equipment grant will go towards the ac-

quisition of enough two-way bus radios to fully equip the fleet and leave a reserve pool of spares to cover possible equipment failure, the engineering, purchase and installation of a microwave communications network and a variety of electronic test equipment.

Some \$3.4 million will be used to retrofit approximately 1,200 older buses with electronic headsigns like those that come on new buses. Unlike the present mylar headsigns, which are physically limited to about 150 readings, electronic headsigns have a greater capacity, are easier to update or change and will enable the District to operate every bus from any division. In addition to making it easier

for the operator to change the sign (just pushing buttons), the maintenance savings to the District will be substantial.

Other major portions of the \$11.5 million grant will be used for the purchase of 122 support vehicles, including two armored trucks (\$890,000), and the acquisition of additional computer equipment and programming services for the Management Information System (\$850,000).

The remaining funds will go towards the purchase of a variety of shop equipment, tools, more than a dozen service vans and several large trucks.

## Fare box

Regular	
Monthly pass	\$26.00
Basic cash fare	.65
Transfers*	.20
Senior Citizens + and Handicapped	
Monthly pass	6.00
Basic cash fare	.30
Transfers	.10
Students	
Monthly pass (under age 19)	16.00
Basic cash fare (with RTD ID)	.50
Full-time college students (12 units or equivalent)	20.00
Transfers	.10
Freeway express	
(Figures represent charges for each "step" of approximately four miles of freeway travel and are added to the base pass price or the base cash fare).	
Monthly pass	8.00
Cash fare	.30
* Transfer charges are assessed for each use, limit of two additional uses.	
+ Seniors are those 62 and over who are retired, or anyone over 65.	

If Bob Fogelman had a theme song it would probably be a version of "Come Fly With Me."

The 31-year-old Radio Dispatcher is trying to log as many hours in the air as possible as he works his way toward a flight instructor's license. However, flight time does not come cheap. Airplane rentals average between \$30 and \$45 per hour depending on the type of aircraft rented.

Fogelman, who has worked for the District more than five years, has hit upon a novel solution to his dilemma. He will personally fly anyone anywhere they want to go (work schedule permitting) if they will pay for the airplane's rental.

For example, Fogelman cites a recent flight he made to Las Vegas. He took three people there for a day in the casinos. The roundtrip flight takes three hours, he explains, and the plane he used rented for \$46 per hour. The three people split the rental, so they actually saved money over the cost of flying there by commercial airline.

Fogelman does not charge for his services. Federal Aviation Administration regulations do not permit him to do so.

"FAA regulations prohibit me from making money carrying people unless I have an Air Taxi license, and those are not easy to come by," Fogelman says. "However, the regulations don't prohibit the passengers from paying for the airplane. As long as I don't make any money in the deal I'm not in violation of the regulations. The people can save money and I get the enjoyment of flying."

And Fogelman says that enjoyment and longing for flight first came about when he was a youngster watching "Sky King" on television. It was some years before he actually got his hands on the controls, however.

After a brief stint in college, Fogelman joined the U.S. Coast Guard for a four-year tour of duty (1967 to 1971). He was trained as an electronics technician and was stationed in such exotic locations as a light ship off the coast of Eureka, California; in Dana, Indiana, where the Coast guard maintains LORAN navigational stations ("Dana was so small that if you



## Radio dispatcher Fogelman tries to keep his head in the clouds

were walking through town and you blinked, you missed it," Fogelman says); and, finally, in Hawaii.

He is still a member of the coast Guard Reserve, only now as a medical corpsman. He is a fully accredited paramedic.

After the Coast Guard, Fogelman put in two years as a paramedic and driver with a private company called Physicians on Call. When they went out of business he went to work for Associated charter, driving a school bus.

That led him to the RTD, where he has been for the past five years. Working mostly as an extra board operator, Fogelman spent most of his time at divisions 2 and 8. When the opportunity to be a radio dispatcher knocked on his door last

April, he answered, becoming the first District employee ever to go directly from operator to radio dispatcher.

"I was getting tired of driving," he confesses, "and used just about every excuse imaginable to get out of driving. But, I really love working in the dispatch center and am grateful for the opportunity."

It was while driving a bus that Fogelman finally got a chance to get behind the controls of an airplane. Some operators and supervisors were trying to form a flying club and asked him if he'd be interested in joining.

"I told them I didn't know how to fly but they said they'd teach me," he recalls. "Well, the club never got off the ground, but I did."

Fogelman's mentor was Division

15 operator Jerry Abramson, himself a qualified flight instructor. Since then Fogelman has logged more than 350 hours in the air and has a commercial license with a multi-engine rating. He has completed the training he needs to get his Instrument Flight Rules (IFR) rating and just needs to take the test and check out flight. IFR is flying by instruments alone and is used when visibility is poor.

Interestingly, Fogelman says his experience with flying helped him driving a bus and, vice versa, his training as a bus driver helped him in maneuvering a plane.

For example, he points out that when moving a plane on the ground, either to park or taxi to the end of the runway, you have to be aware of the wingspan on either side. He compared this to operating a bus in traffic and needing to know where the sides were and sense how much vehicle you had behind you.

Fogelman admits that sometimes, on quiet runs when he was an operator, he would run through the preflight checks and radio procedures in his head, pretending that the bus was a plane. He was often surprised that the vehicle did not take off.

But Fogelman is careful not to make flying sound frivolous. He stresses the safety aspect constantly.

"Planes are designed so that, once airborne, they virtually fly themselves" he says. "The flight training you go through to be a pilot teaches you how to get them up and down again, safely, and how to cope with emergency situations which may arise."

Fogelman asks that anyone interested in taking him up on his fly anywhere anytime offer not call him in the Dispatch Center because it is too busy there. He asks, rather, that you write him via company mail or give him a call at his Panorama City home, he's in the telephone directory.

Just like the RTD, Bob Fogelman is going places . . . and you can help him get there.



**FLIGHT LINE** — Bob Fogelman, a paramedic turned bus driver turned radio dispatcher turned pilot, says he uses a lot of the safety techniques he

developed as a driver when he is flying — both in pre-flight safety checks and when aloft in a crowded air corridor.

## Employees garner kudos

District staff and the Board of Directors honored three more RTD employees for the outstanding performance of their duties and their high work standards.

Nadine Triche, a relative newcomer to the District with less than one year seniority, garnered Information Operator of the Month honors for maintaining a perfect attendance record, receiving several commendations from her supervisors and customers, as well as her outstanding average of 24 calls per hour. When not answering the phone for RTD, Nadine likes to spend her time sewing, bike riding and listening to music . . . not all at the same time, of course.

Maintenance Employee of the Month kudos were bestowed upon Division 18's Kenneth Perry, a third shift leadman who has been largely responsible for keeping that division on top with no cancelled runs and rarely a late pullout. He keeps things running efficiently and safely, has served as temporary supervisor in a pinch and has proven his ability to make the right decisions in an emergency. In his 35 years on the property, Ken has not missed more than five days of work.

Division 8's Joe Pistone, better known to his compadres as the Duncan Hines of the Transit Lines because he is famous for the gourmet Italian dishes he frequently prepares for his fellow operators, has been named Operator of the Month. A driver since 1952, Pistone has a commendation pin for 26 years of safe driving. He says that part of the enjoyment he gets from the job is keeping his customers happy. His numerous commendation letters attest to his success.



**HONORED** — Taking part in last month's Board ceremony honoring outstanding employees were (from left) Director Mike Lewis, Nadine Triche, Manager of Customer Relations Bob Williams, Kenneth Perry, Division 18 Maintenance Manager A.C. Howard, Joseph Pistone and Division 8 Transportation Manager Leilia Bailey.

### FUNDED BY UMTA GRANT

## RTD, USC join forces for transit training center

Renewed interest in public transportation in recent years has revealed a glaring shortcoming in the transit industry. There is a severe shortage of qualified management and supervisory personnel. Retirement of senior transit experts, a rapidly changing technology and increased demand for service have created a void which is present throughout the industry.

To help fill that void, RTD and the University of Southern California will jointly administer a Regional Training Center for public transit employees from 14 western states.

"Training and employee development in public transit has become critical," says outgoing RTD General Manager Jack Gilstrap, who has pushed for the establish-

ment of such a program for more than two years. "This center will allow experts from large and small public operators in the western region to be pooled with members of the academic community and industry to provide the kind of training we desperately need."

Funded by a one-year, \$247,000 demonstration grant from the Urban Mass Transportation Administration, the training center was scheduled to begin its first classes early this month.

The training center's main goal is to prove that a regional training center will work and that people will use it, according to RTD's Administrator of Employee Development Byron Lewis, who is the project's director.

"We need transit-specific resource training we can rely on," says Lewis, who is assisted by Regional Training Center Coordinator Gere Moore, a former District Training Analyst. "With many properties combining their resources, personnel and expertise, the center will be able to develop high quality programs and training aids — such as films — that could not be accomplished otherwise."

The District applied for the grant and has been charged with its administration by UMTA. The District also will provide technical assistance and facilities as needed. USC's role in the program will be to develop and present the curriculum and then evaluate the program's success.

According to Lewis, USC was chosen for their outstanding record in the field of Public Administration and their past involvement in the development of management programs.

Deciding which areas in the transit industry need the most attention and establishing an order of priorities for the training center's courses has been left in the hands of an advisory committee, consisting of representatives from transit properties and state departments of transportation in the 14-state western region the center will serve.

(The 14 states are Alaska, Arizona, California, Colorado, Hawaii, Idaho, Montana, Nevada, New Mexico, Oregon, Texas, Utah, Washington and Wyoming).

The first course being offered by the center is first line supervision for operations personnel, a training area given top priority by the advisory committee. It is a five-day course limited to 30 persons and is considered so important it will be offered again before the one-year test period is finished.

According to program coordinator Moore, other courses scheduled for the months ahead include technical seminars in personnel recruitment and in organizational analysis, a 17-day program for middle management and a 3-day course for executives.

Training programs for operators and mechanics are planned also, and these will utilize RTD's ongoing in-house training programs, Moore says.

Lewis points out that the UMTA funds do not cover the cost of the courses, only the administration of the center and the evaluation of the courses. Training costs, including travel, room and board and instructor salaries, will be paid by the participating properties. Courses will be conducted in cities throughout the western region in addition to using RTD and USC facilities.

"The idea behind a regional training center is not to have a training facility situated in one physical location," explains Lewis. "Rather, it refers to the combined training efforts of all the transit properties in a geographically defined area."



The 10th group to complete the District's Mechanic Training Program, taking them from Utility-A to Mechanic-C, were honored in graduation ceremonies at District headquarters. Receiving certificates of completion were (seated, left to right) Clarence Guy, David Chamness, Arnold Abeyta, Ronnie McElroy, Robert Cook, Bobby Brice, (standing) Henry Alfaro, Orfeo Branchesi, Edward Leib, Jerry Nakauchi, Alexander Hoyes and Juan Jamino. On hand to offer congratulations to the new mechanics were General Manager Jack Gilstrap, Manager of Operations Sam Black, ATU President Jerry Long, Manager of Employee Relations John Wilkens and General Superintendent of Maintenance and Equipment Rich Davis. The training program takes 38 weeks to complete.

### The graduates

## For Gilstrap, new position means raising his sights, taking aim at national transit issues

(Continued from page 1)

about the transit industry and as a spokesman for the industry's basic position on the issues," he says. "However, when it comes to persuasive testimony before legislative committees, that testimony is best when it comes from the local operators the legislation will effect."

Far from being a case of overkill, Gilstrap says, "the job is big enough for both approaches."

Other goals Gilstrap plans to pursue include working harder to develop a coalition with organizations, such as the National League of Cities, the National Association of Counties and the National Conference of Mayors, who have an interest in public transit; drawing more attention to transit's role as part of the solution to the energy shortage, and dealing with the fact that many of the fundamental economic facts of transit operations are unclear in the minds of many elected officials and the general public.

Gilstrap was referring specifically to the fact that most people assume that the more riders a system carries, the less tax support it needs. However, he points out, quite the contrary is true. For example, if a rider pays 40 cents for a ride which costs 85 cents, there is a 45-cent subsidy. More riders does not necessarily lower the cost per ride, but it does increase the amount of subsidy required.

"The decade of the 80s is not going to be an easy time for public transportation," Gilstrap predicts,

**'The decade of the 80s is not going to be an easy time for public transportation, mainly because demand for service is far outstripping our resources to provide that service'**



"primarily because demand for service is far outstripping our resources for providing that service. After years of neglect, the transit industry is getting stronger, but it will face tough problems in the years ahead. Perhaps the highest hurdle to overcome will be the fiscal squeeze.

"The reverberations of this fiscal squeeze will be felt in terms of pressure for higher productivity, more effective management and more economical equipment. All of these are issues that APTA must take a leading role in helping the industry to address," he says.

The fact that Gilstrap's ideas about and goals for APTA coincide closely with those of the association's governing board account for his being singled out from among more than 150 candidates in a nationwide search for a new Executive Vice-President.

"Jack Gilstrap is uniquely qualified to guide APTA," said John L. McDonnell, association chairman, in announcing Gilstrap's appoint-

ment. "His experience as a transit operator and as APTA's first vice-president for government affairs will make him an excellent spokesman for the transit community."

Other attributes which resulted in the association's overwhelming preference for Gilstrap (he was the unanimous choice of the Executive Committee) included his past experience with governmental relations and his knowledge of the workings of UMTA; his experience as an industry spokesman both in testifying before governmental committees and in dealing with the media; his experience in dealing with a politically appointed citizen board of directors and his awareness of the pressures on such a body; and, last but not least, his 10 years experience as general manager at RTD — an unusually long tenure for the head of a major transit system.

The occasion of his resigning the post he has held so long gave Gilstrap an opportunity to reflect upon his career in transit and on his time as general manager.

What does he see as the most significant change in the transit picture since entering the scene 20 years ago? The answer was almost immediate — The gradual evolution from an almost private company to a public agency.

"That evolution has not been all good, and it certainly has not been all bad," he reflects. "While all our costs were being met by fares, we operated with much less public involvement in the decision making process."

Gilstrap notes that this sometimes resulted in a lack of respon-

## From the MTA to the RTD

When Jack Gilstrap was unanimously approved by the Board of Directors to serve as general manager on October 5, 1970, he took charge of a system that employed some 3,900 people, operated about 1,600 buses over nearly 58 million vehicle miles annually and logged more than 193 million passenger boardings yearly.

Now, stepping down as general manager to assume new responsibilities as the Executive Vice President of the American Public Transit Association, Gilstrap leaves behind a system that employs more than 7,400 people, operates more than 2,600 buses over 102 million vehicle miles annually and carries more than 344 million passengers each year.

With Gilstrap at the helm, the district has grown to become the third largest transit carrier in the nation (behind New York and Chicago) and is the largest all-bus transit operation in the country.

"The RTD Board extends its appreciation to Jack Gilstrap for a job well done," says Board President Thomas Neusom. "During his tenure the District has emerged as a leader in public transportation. We

look forward to working with him in his new position for the benefit of transit both in Los Angeles and nationwide."

Gilstrap entered the field of public transit 20 years ago with the Los Angeles Metropolitan Transit Authority, an RTD predecessor.

During his first 10 years in transit, Gilstrap served in several capacities. He directed the agency's legislative program and headed a number of departments including rail rapid transit development, insurance, public information and marketing, budget and management analysis.

He was Assistant General Manager for Rapid Transit Development at the time of his promotion to General Manager, succeeding Samuel Nelson.

During his career, Gilstrap has gained national prominence in the transit industry. He has served as a member of the Urban Mass Transportation Administration's capital grant criteria committee, the Federal Aid to Urban Systems Act Advisory Committee, the Transportation Research Board and as a director of the National Safety Council.



**'When we were a private company, our major objective was to carry the most people at the least cost. Now that we're a public agency that is no longer our sole responsibility'**



siveness, but at the same time it allowed hard, tough business decisions to be made and carried out in terms of service and fare adjustments.

"When we were a private company, our major objective was to carry the most number of people at the least cost," Gilstrap says. "Now that we are a public agency that is no longer our sole responsibility, which may surprise some people.

"As I see it, today our job is to carry the most people at the least cost, however, at the same time meet social goals by providing discounts to senior citizens, the handicapped and students; buying and operating lifts for accessibility to wheelchair-bound citizens and providing a regionwide level of service even if some lines carry few people while others are overcrowded."

Gilstrap also points out that it is now not possible to make business decisions without the participation of elected officials, the general public and special interest groups.

As general manager of the largest all-bus transit operation in the nation, Gilstrap has a host of accomplishments he can point to with pride as he heads for Washington. Some of the major milestones he cited are:

— Passage of the state sales tax legislation in 1971: "The basic concept for this came from the RTD and we can feel we had a major share in the responsibility for its passage and approval by then-Governor Ronald Reagan.

— Exact fare program: "Had a dramatic impact in reducing as-

saults and robberies on our buses."

— Design and construction of the nation's first complete busway: "The El Monte Busway has gone on to serve as a model for such facilities around the world."

— Implementation of the Minibus program: "Ours was one of the first downtown minibus systems and certainly one of the most extensive. It has been a large success."

— Tremendous increases in ridership: "The employees of RTD can pat themselves on the back for that accomplishment."

— Fleet rejuvenation: "The recent award of the largest single bus order ever placed in the history of transit (940 General Motors RTS II coaches) will renew half our fleet and be a major benefit to our customers as well as to our employees."

About the only fly in the ointment, as far as Gilstrap is concerned, has been the fact that voters in Los Angeles have rejected

rapid transit projects three times in recent years.

"This has been a major disappointment to me, that rapid transit could not be in operation here today when we need it so desperately," he says. "The Southern California lifestyle with its dependence on automobiles and freeways is enjoyable but particularly vulnerable to energy shortages. Because of the defeat of these issues in the past, a rapid transit system is still eight to ten years away," he says.

Nevertheless, Gilstrap leaves the local transit scene with few regrets, a satisfied feeling of accomplishment and is looking forward to the new challenge.

"Whenever I talk about the RTD I do so with a great deal of satisfaction and pleasure in thinking about the people here," he says. "There's not another transit system in the country that can match the talent we have, and that goes for all levels of the organization. Our operating statistics and record will stand up against any system in the country. The people of Los Angeles are fortunate indeed to have the hardworking, dedicated and highly skilled people here who are running their transit system."

Still, there are those who feel that now is not a good time for Gilstrap to be leaving the district. Operating funds are getting scarce and the public revolts at the mere suggestion of a fare increase.

However, Gilstrap thinks that he can best help out in the developing funding dilemma from his post in Washington.

"Within the next five to eight years we may see a rapid transit

system in operation in Los Angeles, the district will have moved into a modern, new central maintenance and administration facility, we will have three new operating divisions, a fleet that is practically new and a new express bus operation on the Century Freeway . . . and, we'll probably be carrying 50 per cent more people," he says.

"The only question is, will the tax support needed to complete these major moves be available and that gets back to part of my job at APTA. I've been through it here and I understand the issues and the needs. I carry to my new job a clear perception of where we've got to take agencies like the RTD and I think I can be effective there."

All in all, there's no denying that the Board of Directors will have a tough job trying to find a replacement for Gilstrap. What kind of qualities does the outgoing general manager think his successor should possess?

"Well, he needs to know public transit and how to deal with the local political scene where there are layers upon layers of government, all of which have a say in decisions you make in running a transit agency.

"He needs to be sensitive to the needs of our customers and the community we serve in terms of fare structure, levels of service, security and other operating aspects that have a direct and very serious impact on hundreds of thousands of lives in the Los Angeles area."

And, Gilstrap cites one other extremely important characteristic no general manager should be without — "nerves of steel."

## — Two decades of growth

He is a member of the joint US-USSR exchange delegation formed to study the management of urban transportation systems and toured Russia in 1977.

Gilstrap has assisted in developing legislation to aid public transit at federal, state and local levels, including the passage of federal legislation enabling transit agencies to introduce innovative transportation operations.

He directed the successful efforts in 1969 to secure approval from the California Legislature for the first public fund assistance for Southern California's bus operations.

Gilstrap has worked to secure federal approval and funding for projects such as the El Monte Busway. In addition, he led the movement for the District's conversion to a flat-fare, utilization of a grid system and expansion of the park-and-ride service.

Gilstrap's new position is by no means his first involvement with APTA. He served as that association's first vice-president for government affairs, was chairman of the APTA Government Affairs Committees and was vice-

president of the American Transit Association (ATA), an APTA predecessor. He was director of both ATA and another APTA predecessor, the Institute for Rapid Transit (IRT) and served as chairman of IRT's public information committee.

Prior to entering the field of public transit, Gilstrap held administrative positions with the California State Legislature and the State Department of Mental Health. He earned his master's degree in Public Administration from USC in 1962 and also has a bachelor's degree in education from Sacramento State University. He holds California State secondary and Junior College teaching credentials.

A retired U.S. Naval Reserve captain, Gilstrap is also actively involved in local civic affairs having served as a member of the Los Angeles Mayor's Transportation Committee, the Los Angeles Rotary Club and the Los Angeles Chamber of Commerce.

Did he think, 20 years ago when he joined the MTA, that he would come as far as he has?

"Not the first day," quips the good-natured APTA executive.



*No matter what you might hear about the demands placed on a general manager's time, the job certainly offers a lot of variety — which everyone knows is the spice of life. In what other occupation could you take part in the ceremonial opening of the final link of a busway by symbolically forging a giant silver chain with political and transit officials one day, and inaugurate a new service by posing for publicity with a folk dance troupe and a member of the Country Board of Supervisors (that's Ed Edelman in the bus doorway) another day?*

# SCHEDULE CHANGES

## Moving Up

**Arnold A. Abeyta**, from utility A to mechanic C at div. 7.  
**Josephine Abeyta**, from typist clerk to ticket off/repts. clerk.  
**Lawrence Abrams**, from mechanic C to sheet metal worker at South Park.  
**Aleksander Aftanas**, from mechanic B to mechanic A at South Park.  
**Akbar Ahadzakeh**, from mechanic B to mechanic A at div. 8.  
**Henry Alfaro**, from svc. attendant to mechanic C at div. 3.  
**Harold Anderson**, from mechanic C to mechanic B at div. 5.  
**Bruno R. Angel**, from utility A to laborer A in prop. maint.  
**George M. Asato**, from mechanic B to mechanic A at South Park.  
**J.C. Bakisits Jr.**, from mechanic C to mechanic B at div. 5.  
**Ruben C. Balce**, from division steno (rel) to secretary.  
**George Barrett**, from jr. stock clerk to stock clerk.  
**Gordon E. Bevis**, from mechanic C to mechanic B at div. 18.  
**Robert A. Blatz**, from mechanic C to mechanic B at div. 7.  
**Thomas M. Blatz**, from mechanic C to mechanic B at div. 7.  
**Orfeo Branchesi**, from service attendant to mechanic C at div. 8.  
**Bobby H. Brice**, from utility A to mechanic C at div. 18.  
**Joe L. Brown**, from mechanic C to mechanic B at div. 5.  
**Norene Brown**, from general clerk II to general clerk I.  
**John W. Cameron**, from op/ex. div. disp. to division dispatch at div. 3.  
**Janina Capoccia**, from personnel tech. to office supervisor.  
**Alma Carbo**, from st. shop clerk to rel. st. sh. clk/equip. record specialist at div. 12.  
**Wilma Carrington**, from op/ex. div. disp. to division disp. at div. 5.  
**Frank L. Ceballos**, from mechanic C to mechanic B at div. 5.  
**David Chamness**, from utility A to mechanic C at div. 3.  
**Leonard Clark**, from storekeeper to eq. rec. spec. at div. 9.  
**Dorothy Chapple**, from rel. st.

shop clk. to rel. st. shp clk./equip. record spec. at div. 18.  
**John R. Cohen**, from information clerk to sup. tel. info.  
**Robert Cook, Jr.**, from utility A to mechanic C at div. 1.  
**Johnny Crawford**, from mechanic C to mechanic B at div. 8.  
**Oscar DeLos Santos**, from operator to op/ex. div. disp. at div. 1.  
**Kathlyn Donan**, from information clerk to data technician.  
**Jack J. Eich**, from div. maint. mgr. to superintendent of maintenance divisions.  
**Amorable Flores**, from mechanic C to mechanic B at div. 5.  
**Richard E. Flores**, from op/ex. div. disp. to div. disp. at div. 5.  
**Juan P. Gamino**, from utility A to mechanic C at div. 8.  
**Irvy Gibbons**, from radio dispatcher to asst. chief radio disp.  
**Ruben V. Goytia**, from mechanic A to mechanic A leadman at div. 3.  
**Johnny Grayson**, from mechanic C to mechanic B at div. 5.  
**Roy L. Green**, from jr. stock clerk to stock clerk.  
**Galdino Gutierrez**, from information clerk to jr. stock clk.  
**Clarence Guy**, from utility A to mechanic C at div. 5.  
**Alexander Hoyos**, from utility A to mechanic C at div. 7.  
**Pricilla Iloff**, from payroll clerk to cash/payroll clk.  
**Wayne Ito**, from mechanic B to mechanic A at div. 18.  
**Leo M. Janowick**, from rec. storekeeper to equip. record spec. at South Park.  
**Dari Jones**, from st. shop clerk to equip. rec. spec. at div. 5.  
**Dowan Jones**, from information clerk to info/ex. sup. tle.  
**Louis Johnson**, from service attendant to service atndnt leadman at Div. 1.  
**Estaben Ledesma**, from mechanic A to mechanic A leadman at div. 7.  
**Deborah Lee**, from svc. attendant to svc. att. lead. at div. 18.  
**Robert Lee, Jr.**, from shipping clerk to truck driver clk.  
**Edward Leib**, from svc. attendant to mechanic C at div. 5.  
**Vernell A. Lewis**, from mechanic C to mechanic B at div. 18.  
**Jose V. Limon**, from prop. maint. B to prop. maint. A at South Park.  
**James E. Lukens**, from div. dispatcher to asst. div. trans. mgr. at department 3299.  
**Manuel Macias**, from mechanic B to mechanic A at South Park.  
**Laura J. Martin**, from ticket clerk to ticket office/receipts clerk.  
**Martin Martinez, Jr.**, from truck driver clerk to storekeeper.  
**Michael Michalek**, from mechanic C to mechanic B at div. 8.  
**George Miyamoto**, from stock clerk to shipping clerk.  
**Willard Moran**, from st. shop clerk to rel. st. sh. clk./equip. rec. spec. at div. 5.  
**Ronnie McElroy**, from utility A to mechanic C at div. 18.  
**Robert McIntyre**, from mechanic B to eq. maint. sup. I at div. 1.  
**Thomas McElmore**, from div. dispatcher to asst. div. trans. mgr. in department 3299.  
**Jerry J. Nakauchi**, from utility A to mechanic C at div. 2.  
**Nancy Nordine**, from sched. anal/ex. radio disp. to radio dispatcher.  
**G. Oropeza Jr.**, from elec. comm. tech. to elec. maint. sup.  
**Robert M. Parreco**, from mechanic C to mechanic B at div. 18.

**Daniel L. Partida**, from utility A to Laborer A in prop. maint.  
**Donald R. Pierce**, from mgr. comp. oprns and control to sup. analyst.  
**Alfred R. Pina**, from multilith operator to printer.  
**Eugene Phillips**, from mechanic C to mechanic B at South Park.  
**William Pollock**, from prop. maint. B to prop. maint. C.  
**Epifanio Ramirez**, from prop. maint. B to prop. Maint A.  
**Jose L. Ramirez**, from mechanic B to mechanic A at South Park.  
**Charles Regalado**, from vac/sick rel m/w to jr. stock clerk.  
**James Roberts, Jr.**, from operator to op/ex. div. disp. at div. 2.  
**Willie E. Russell**, from prop. maint. B lead to prop. maint. A lead.  
**Gustavo A. Sabala**, from mechanic C to mechanic B at div. 5.  
**John Schricker**, from div. disp. to asst. div. trans. mgr., dept. 3299.  
**Richard Seamans**, from mechanic C to mechanic B at South Park.  
**Dennis Shoemaker**, from sr. syst. analyst to sr. planner.  
**James L. Smith**, from operator to op/ex. div. disp. at div. 5.  
**Leon Solmo**, from utility A to utility A lead at div. 8.  
**Paul Tasso**, from prop. maint. B to prop. maint. A.  
**Angelo J. Tagler**, from sheet metal worker to sht. met. wkr. leadman at South Park.  
**Harold L. Tiek**, from radio dispatcher to asst. chief radio dispatcher.  
**Vahram Tikidjian**, from computer programmer to sr. sys. anal. minicom.  
**Cynthia A. Toles**, from payroll clerk to data technician.  
**Madeline A. Van Leuvan**, from cash/payroll clerk to data technician.  
**Pablo Villicana**, from shipping clerk to storekeeper.  
**Edward Wade, Jr.**, from mechanic C to mechanic B at div. 5.  
**Edward Walsh**, from electronic superintendent to director of telecommunications.  
**Henry Wielandt**, from stock clerk to shipping clerk.  
**Robert W. Wilks**, from shipping clerk to storekeeper.

## Shifting Gears

**Thomas Armendariz**, 11 years. Property Maintainer C in department 3299.  
**Walter Ralph Ashton**, 29 years. Operator at division 7.  
**Rayford C. Chapman**, 22 years. Associate Planner.  
**Robert Alvey Coble**, 19 years. Operator at division 15.  
**Edward D. Deardoff**, 15 years. Operator at division 1.  
**Glen Roger DeFord**, 30 years. Operator at division 2.  
**Aaron Dorsey, Jr.**, 18 years. Operator at division 6.  
**Ludwig A. Hartman**, 35 years. Mechanic A at South Park.  
**Robert L. Mattingly**, 21 years. Operator at division 8.  
**Nicholas John Ross**, 27 years. Operator at division 9.  
**Raymond C. Waldon**, 29 years. Operator at division 5.

## In Memoriam

**Denzel C. "Zeke" Allen, Jr.** Assistant Engineer, passed away June 12. He joined the District in February, 1969.

**Harold L. Anderson.** Former Supervisor, passed away on June 21. He joined the District in March, 1938, and retired August, 1971.

**Robert C. Best.** Former Operator at division 6, passed away April 16. He joined the District in Au-

gust, 1929, and retired in September, 1963.

**John O. Crawford.** Former Operator at division 9, passed away May 5. He joined the District in February, 1959, and retired in February, 1975.

**Richard C. Hoyle.** Former Operator at division 5, passed away April 14. He joined the District in June, 1920, and retired June, 1958.

**Jack Irving Hyman.** Former Mechanic A at South Park, passed away April 23. He joined the District in September, 1958, and retired in January, 1979.

**Salvador Z. Manriquez.** Former Mechanic B at South Park, passed away May 18. He joined the District in March, 1946, and retired in July of 1978.

**Marion H. Penick.** Former operator at Division 7, passed away May 23. Penick joined the District in September, 1963 and retired in February of 1977.

**Carl E. Reed.** Former Operator at Division 2, passed away May 15. He joined the District in September of 1945 and retired July, 1976.

**Clyde Schwarz.** Former Mileage Clerk, passed away March 26. He joined the District in November, 1945, and retired June, 1971.

**William S. Simpson.** Operator at Division 7, passed away May 27. He joined the District in March of 1974.

**Arthur F. Steiner.** Former Operator at Division 4, passed away May 14. He joined the District in September of 1919 and retired in June of 1953.

**Olin J. Wheeler.** Former Operator at Division 9, passed away May 8. He joined the District in September, 1945, and retired in December, 1974.

**James Mejia Zimmerle.** Operator at Division 3, passed away June 9. He joined the District in November of 1963.

## In Memoriam Harold Kelley, Jr.

To our RTD family:

It is hard for us to find the right words to express our feelings of gratitude for all the kindness and love conveyed to us during this stressful period following the death of our son, Harold Kelley, Jr.

The special announcement made by the Board of Directors, the hundreds of dollars given from your hearts to our daughter-in-law, LaVern, the hundreds of cards, letters, telegrams, phone calls and, above all, prayers have been a great help and comfort to us.

On behalf of the entire Kelley family, thank you for your support, your strength, your love and your prayers. Please, continue to pray for us as we will continue to pray for you. God loves you, and so do we.

Harold and Ruth Kelley

(Editor's note: Harold Kelley, Jr., 29, an employee in the District's print shop, died accidentally at his home on July 7. He leaves his wife, LaVern, a four-year-old son, Harold III, and seven-year-old son, Steven).

## CLASSIFIED

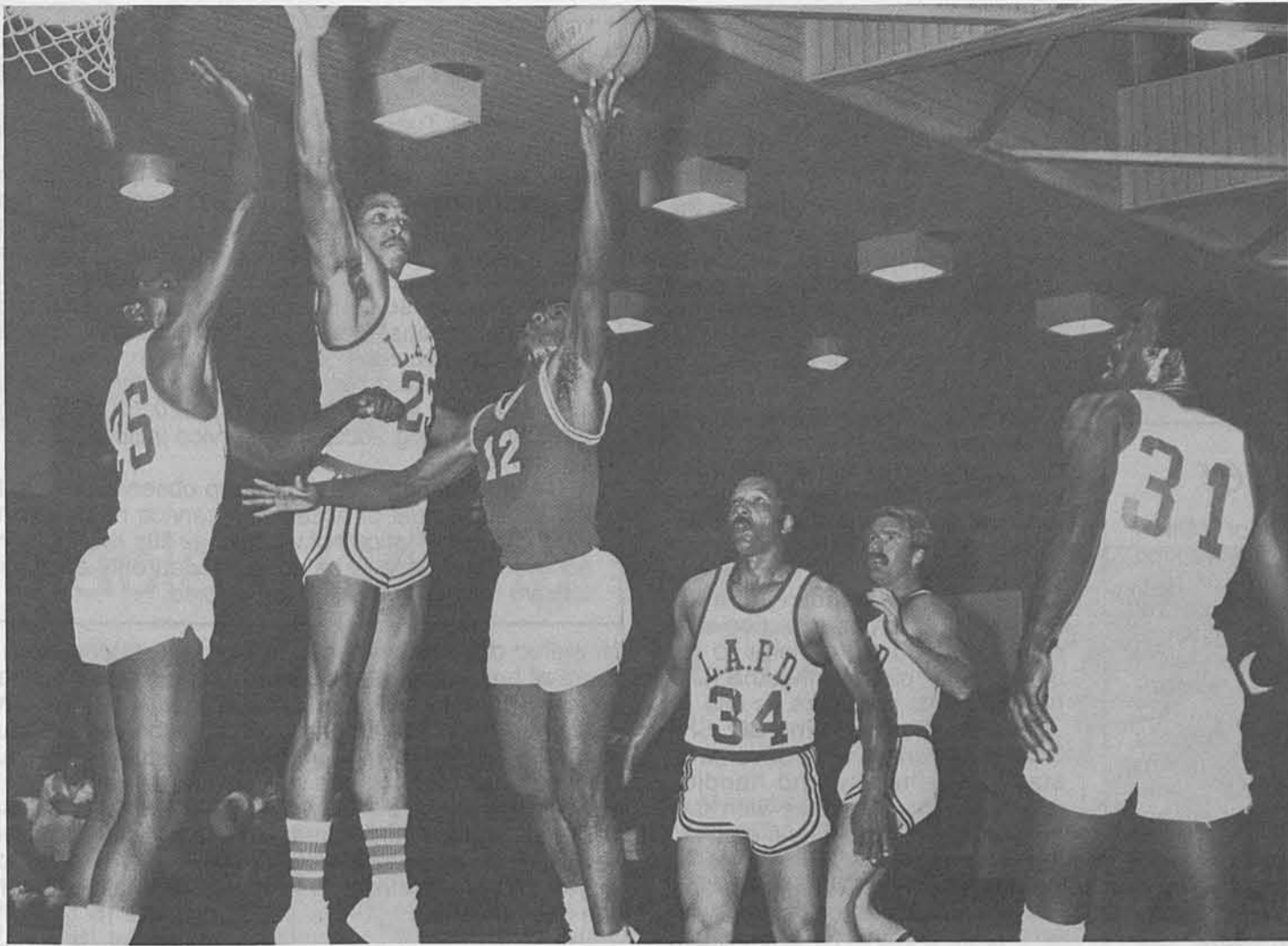
Employees and retirees of RTD may use this column free of charge. Ads will be limited to one per person each month and will not be held over for repeat. Ads should be submitted either typed or printed before the 14th of each month for inclusion in the following month's issue. Include your name, work location, extension and home telephone number.

District policy prohibits ads for commercial ventures and such will not be published or returned. Send ads to Headway, Location 32 if you use company mail, or Headway Editor, 425 South Main Street, Los Angeles, CA 90013 via U.S. Postal Service.

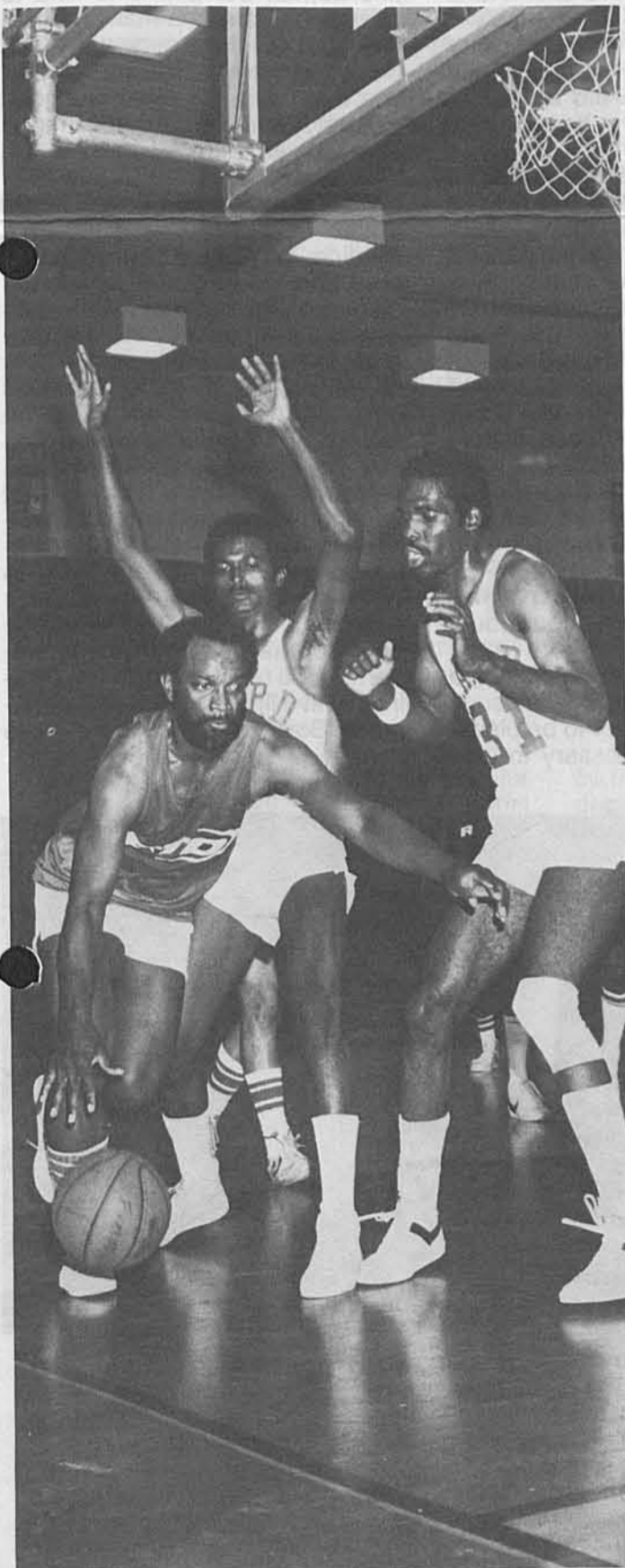
• For sale: Five long-sleeve shirts, size 15/32, (3 yellow, 1 gold, 1 tan); five short-sleeve shirts, size 15, (3 yellow, 1 gold, 1 tan). \$3 each or 10 for \$25. One jacket, size 40 short, \$25. One black punch holder, \$1. One brown punch holder, \$1. Ball wrist watch, wind type, \$50. Retiring in July. Phone (213) 830-6355.

• Room for rent in house located in the Downey area. Half hour to downtown Los Angeles by bus. Single females only, no children. Rent negotiable, call after 6 p.m. (213) 692-5406.





## RTD All-stars win shootout with cop cagers



Vernon Holloway tries the back door.

It had all the earmarks of a massacre. The LAPD All-Stars showed up 15-strong at the Venice High School gymnasium to take on a team of RTD All-Stars in a basketball challenge.

In matching police blue sweat suits with red and white trim, the cops went through their warm-up drills like a professional, well-oiled machine, coordinated and efficient. Even the prayers they sent up swished the net.

By comparison, the District cagers looked like they had just wandered in from a pick-up game at a park. Five minutes to game time and only four of the RTD roundballers had shown up. Things looked pretty bleak. The tiny cluster of District rooters quietly eyed each other with raised eyebrows and talk of forfeit was heard. Everyone seemed to be wondering why they hadn't stayed home and watched "B.J. and the Bear."

As the police peeled off their sweats and knelt together for a team prayer, a fifth RTD hoopster sauntered in still wearing his operator's uniform. He was followed shortly by two more All-Stars and the game began.

One unbelievable hour later the District cagers were slapping each other on the back, surrounded by incredulous fans who could not believe the All-Stars had pulled off a 97-96 upset over the cops.

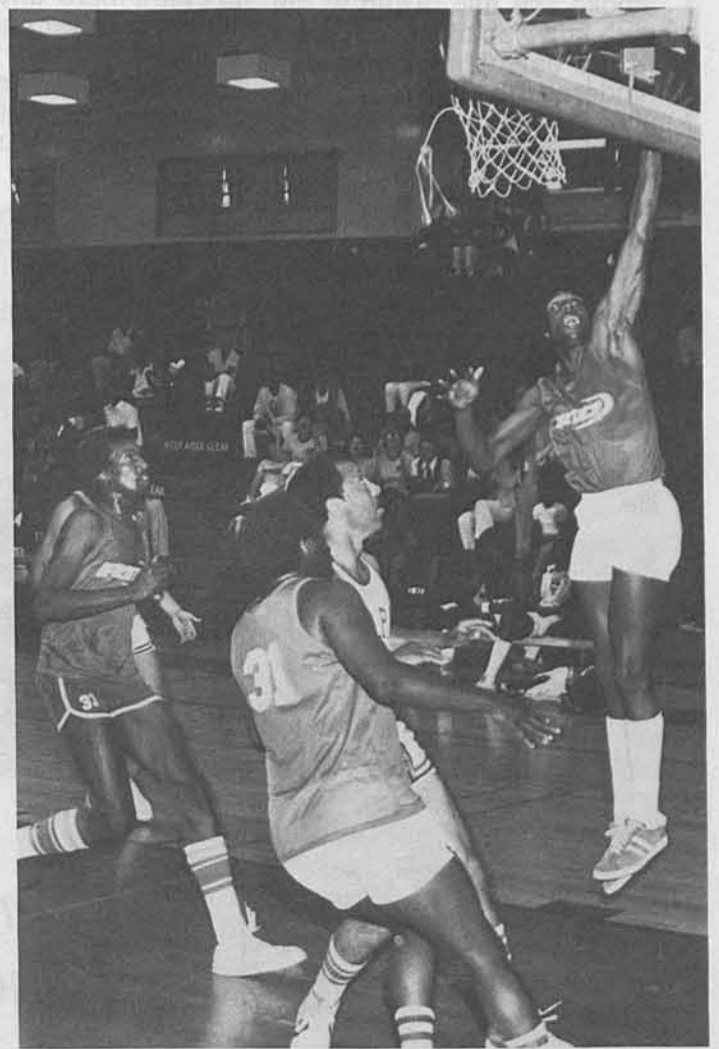
RTD coach Johnny McKinney of Division 9 recalls the final minutes. Down 10 points with only two minutes left, Dwayne Bonner of Division 1 (number 12 above) scores two key baskets. Curtis "Cadillac" Rowe of Division 18 chips in two more and, with the defense tightening, Division 6's Anthony Melton steals the ball from the cops and ties the score.

After the cops miss a go-ahead basket, Reggie Livingston of Division 1 draws a foul and his freethrow wins the game.

Lending support during the game were Art Reeder of Division 6, high-scoring Stan Mixon of Division 3, James Harvey of Division 9 and Vernon Holloway of Division 3.



Cadillac makes his move.



Reggie Livingston tries for two.

## COMMENDATIONS

**Mike Nesler, Line 869:** We would like to offer our profuse thanks to Mr. Nesler for returning our daughter's wallet to her after she left it on the bus. He went out of his way to call our house and tell us when he would next pass the bus stop near us. Bonnie was able

to meet him there and pick up the wallet with all contents still intact. We think this type of act should be commended. It is this type of operator that makes customers happy to ride the RTD. (This letter was from RTD Systems Analyst Billy P.C. Soong).

**Ricardo Perez, Line 436:** A passenger seated in the rear of the bus, apparently under the influence of some drug, began screaming incoherently while we were going along. The operator was forced to call the LAPD to remove the passenger. His handling of a potentially dangerous situation was cool, calm and professional to the utmost. I am pleased that the RTD has such fine operators as this.

**Barbara James, Line 36:** She is an excellent, skillful driver who stays on schedule and handles any problems that arise with tact and aplomb. She is truly a credit to the RTD.

**Julian Cortez, Jr., Line 480:** Although Julian has only been with RTD a few months, his enthusiasm for his job shows in many ways. His main concern is for his passengers. His smile is genuine and we have never seen him lose his temper. He is alert for possible adverse conditions, such as cars darting in front of the bus, acting appropriately to avoid a major catastrophe. He often states that Safety, Courtesy, Service is his motto and he displays all three qualities as he drives his bus. (Letter signed by the passengers of Line 480, Bus Run #1).

**Harold Holmes, Line 9:** A young man got on the bus with only a dollar bill and no change. Not only did the bus driver announce the young man's plight to the passengers (no one had change), but he actually stopped at a service station and allowed the young man to try to get his dollar changed there. The driver then waited for the young man to return to the bus. I've been riding buses for 10 years and I never seen anything like that! If RTD would employ more drivers of this caliber, your public image would improve 300 per cent.

**K. Anderson Payne, Line 6:** She is without a doubt the most friendly, courteous and even-

## More lines get lifts

Beginning Tuesday, July 1, wheelchair lift-equipped buses were added to 14 additional bus lines, bringing to 21 the number of lines RTD operates with accessible service for the handicapped. The figure represents 10 per cent of the District's more than 200 bus lines.

The 21 lines with accessible service represent a regional subsystem of the District's service area and were selected by RTD officials and the Citizens Advisory Committee on Accessible Transportation because these specific routes serve the largest number of likely destinations for handicapped individuals, explained RTD Board of Directors President Thomas Neusom.

The new accessible service added July 1 includes Lines 36, 93, 152, 423, 432, 440, 447, 480, 813, 820, 827, 841, 846 and 849. Lines already providing accessible service included Lines 2, 9, 35, 44, 83, 88 and 95.

General Manager Jack Gilstrap observed that in the past meeting the District's goal of accessible service has been hampered by the mechanical limitations of wheelchair lifts available. He noted that the accessible service is being expanded only after continuing and extensive testing of the lifts to be used.

tempered driver I have seen in 14 years of bus riding. A call came in on her radio to see if a brown purse had been found on her bus. Instead of simply calling out to see if anyone had found it, she walked the length of the bus quietly asking passengers about the purse. You have a kind and considerate employee and are fortunate in having one such as she.

**Chuck Porter, Line 836:** Friendliness and helpfulness is given to all passengers, which makes an otherwise long and difficult trip a pleasure. We understand he will be leaving this run, and everyone will miss him. He tries very hard to get us to our destination on time and, with the old buses he normally has to drive, he has done an outstanding job.

**Jesse Hernandez, Line 483:** It is rare that I will take the time to write a letter commenting about anything, but I feel this one particular driver should be commended for his kindness and consideration towards his passengers. He is especially patient and considerate of the elderly as they get on and off the bus. So many drivers don't stop to realize that these people are not as sturdy as they used to be, not as agile. This man tries to let them get situated as comfortably as possible without losing time.

**Raymond J. Sindelar, Line 426:** He is unfailingly courteous, greeting his passengers each morning with a smile. He picks me up at 6:50 a.m. and at that early hour it takes character to be pleasant! When it is necessary to give

directions, such as please move to the back of the bus, he does so with humor, unlike many drivers who act as though they were on a cattle drive. You are lucky (and so are we) to have such a fine driver.

**R.S. Wilkerson, Line 42:** I do not carry a purse, but put my money in a small purse in my dress pocket. As I got on the bus a man tried to get my purse from my pocket, but your alert driver saw this and shouted to the man to get his hand out of my pocket.

**Jim Shorters, Line 91w:** He is not only a competent driver, but a fine human being who is kind to everyone. Here is a man who has the most delightful personality and disposition. He is the sort of person who just makes you feel good all over, regardless of your mood at any given time.

**Raphael Moreno, Line 873:** I have never encountered such a driver. Usually I spend my time reading, but I was fascinated by his handling of the customers. I gathered that some of his passengers were regulars by the way they greeted him, nevertheless the care he gave to the young and old was outstanding. Also, his good-natured ways of greeting people, answering all questions clearly and directing people to their correct bus stop impressed me. I complimented him as I was ready to depart and told him I was going to write this letter. He referred to his badge number, but I told him in my book he was more than just a number. He's a real human being making it just a little easier for other humans. Boy, could we use more like him.

### Lifesaver

Division 5 operator Wilfred G. Munroe has been working for the District about four years now. In that time, the 33-year-old native of Kingston, Jamaica, has tried to set down some of the experiences he has seen and had on the streets of Los Angeles in poetry form. He has enjoyed some success at this and has had a few of his works published.

But, while Wilfred probably hopes his experience in the streets might someday make him a successful poet, he probably never thought they would make him a hero.

Yet that is just what he has become . . . at least to one 57-year-old woman whose life he saved when her car caught on fire.

Munroe was driving a crowded bus down Olympic Boulevard in Santa Monica when he saw flames shooting from underneath a car with a woman struggling to get out of the passenger side. He pulled the bus over, ran to the car, which was now heavily engulfed in smoke, and pulled the woman to safety.

Munroe learned later that the woman, Connie Bielefeldt, was crippled from multiple sclerosis and had been trying to get her wheelchair out of the back seat of the car.

Apparently a spark had ignited a leak in the vehicle's fuel system while she had been driving. Noticing the smoke she had pulled to the curb and was trying to get out of the car. Choking smoke hindered her, however, and she later told a newspaper reporter that she could hear people yelling for her to get out when she felt someone grab her under her arms.

Munroe, who went back to the car for her purse after carrying Bielefeldt to safety, helped the woman get a cab to go home.

She said after seeing the demolished car that she realized Munroe had saved her life.



WILFRED MUNROE



### Summer shower

The first day of summer is as good a reason as any to celebrate, but combined with the pending arrival of a first child it gives you a real chance to kill two birds with one stone — or at least enjoy some cake and punch. That's what brought this group from the Telephone Information Center together. The guest of honor was expectant mother Darlene Patterson (second from right) whose husband, Quentin, stopped by for the party. Other attendees included (from left) Chief of Telephone Operations Barbara Hagen, Vicki Louis, Marie Tervalon, Brenda Miley, Johnnie Amos, Lavene Peace, Debbie Baird, Debbie Pitchford and Rhonda Garcia.



A lot of employees are involved in the production of timetables. Some of them are pictured here in a step by step rundown. Schedulers start the ball rolling by compiling data (left) that is set in type and pasted up by graphic artists (right). Jean Williams (foreground) and Ricki Vester prepare layouts and draw the maps that are seen by millions of District customers.



# Timetables: Getting them from here to there on RTD

By Sandra Morris  
News Bureau Student Intern

Helping people to get on the right bus at the right time is a part of RTD's job, and to make that job easier the District prints more than 15 million timetables each year.

To give you some idea of what that entails, consider that if the District's yearly outpouring of timetables were unfolded and laid end to end, they would form a single sheet seven inches wide stretching from Ventura to San Diego.

More than one million passengers use a District timetable each month for route and schedule information to help them get from one place to another. More than 40,000 timetables a week are distributed to riders and prospective passengers through the 10 Customer Service Centers located around Los Angeles County. There are more than 300 locations — libraries, schools, stores — where passengers can obtain information about lines serving that area. Timetables can be found in the "Take One" boxes by the front and rear doors of buses servicing that particular route (provided the operators remember to stock the boxes). The District will even send timetables directly to a passenger's home if they write in and request information for specific lines.

Despite the variety of ways you can obtain timetables, the little timetable does not carry the burden of informing the public alone. To supplement timetables, the District also distributes (free) six regional bus service maps to help patrons become aware of bus routes in their area. There is a "Guide for New Bus Riders" designed to familiarize new passengers with the ins and outs of the system, including how to use timetables. And the Telephone Information Center is still deluged with calls for route and scheduling information.

But the timetable is by far the most popular — and least expensive — means the District has for enabling riders to get around in the 2,280-square mile service area. The short time in which a timetable can be produced allows the District to keep up-to-date information flowing to its customers.

Thousands of people depend daily on the Telephone Information Center to answer their information requests, but that service is an expensive operational cost for the District.

For more than a year now, the Marketing Department has been making a concerted effort through the media to encourage riders who have the choice to obtain timetables to get the information they need.

Timetables are printed for every line the District operates. Like a street map, the form unfolds to display columns of numbers showing major stops along a line and the approximate times a bus will pass that stop. There is a map of the route the bus follows as well as a listing of special schedules for weekends and holidays.

Several departments and a large number of employees are involved in the production of a timetable.

The Scheduling Department prepares the information and sends it to a layout section within the department where specialists fit the data on 14- by 22-inch sheets for printing.

"The challenge is to get as much information as possible on the timetable," explains Art Issoglio, supervisor of the layout section. "Sometimes this is difficult, but we try to make every timetable as complete a package of information as we can."

From the layout section, the mock-up of the timetable goes to the District print shop, located in the basement of RTD headquarters downtown Los Angeles. Encompassing 5,000 square feet, the print shop houses seven printing presses and folding machines.

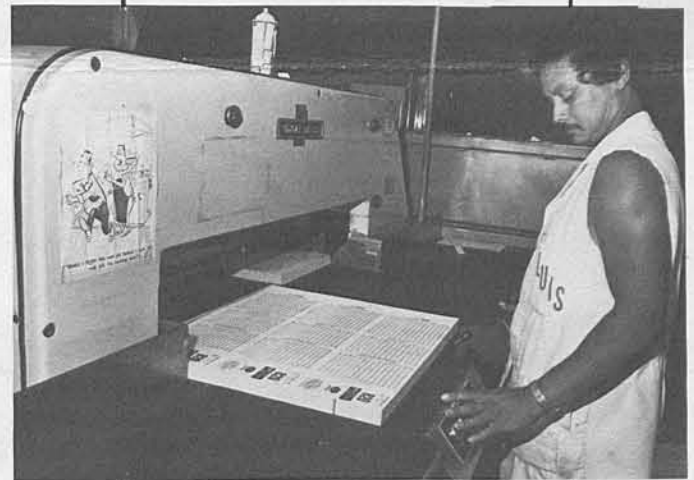
"The printing of a single timetable takes about a day," according to Print Shop Supervisor Al Moore. "Once it is printed, the timetable is cut, folded, bundled and stored for distribution."

The District prints between 25,000 and 50,000 timetables for each of its 200 lines, depending on the number of passengers using a particular line. For example, Line 83, which runs the length of Wilshire Boulevard and is the District's busiest line, requires the printing of 50,000 timetables every three months to accommodate the more than 65,000 boarding passengers each weekday.

Older than trains and so new the ink on them is still wet, timetables play a small part in keeping RTD going places.



In the basement print shop at District headquarters, these layouts are transferred to metal plates, mounted on a press and used by printer Jonah Zackery to run off the timetables on large sheets of paper.



Luis Melendez takes the large sheets and cuts them to the size of the normal timetable.



From there, LaRue Palmer runs the cut sheets through a folder and the job is complete. Almost. The Marketing Department distributes the timetables to more than 300 locations throughout the service area so that customers (below, left) can get the information they need to get from where they are to where they are going.



RECREATION NEWS

# Picnic tickets: An offer you shouldn't refuse

This month's recreation calendar is highlighted by the premier rec event of the year, the annual Employee Picnic. Set for Sunday, August 17, from 10 a.m. to 5 p.m., this year's picnic promises to be bigger and better than ever with lots of food, fun, friendship and fresh air. It will be held at the Silverlake Picnic Ground in Norco.

Ticket prices for the daylong event are a reasonable \$3 for adults, \$2 for children five to 10 years of age and kids under five are admitted free. Because the picnic is designed for employees and is heavily subsidized by the Recreation Department, only employees and their immediate family may attend. Retirees are welcome and single employees are invited to bring a guest.

Tickets may be purchased in person at the Recreation Department, 6th floor, 425 S. Main Street, or by using the coupon below. Absolutely no tickets will be sold at the park. And, hurry! Supplies are limited and you don't want to be left out.

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Would you like to see all the movie stars you can think of in one day? Well, then, take advantage of our August-September Discount Days at Movieland Wax Museum in Buena Park. Adult admissions, regularly \$5.95, will be available for only \$4; children 4 to 11 years of age, regularly \$3.95, will be admitted for \$3, while kids under four are free. This offer is good for any day in August and September.

In the weeks ahead, the summer concert season will be winding down at Los Angeles' two most popular outdoor theatres and you can be there if you order your tickets now. The balance of the season is listed below, along with the discounted ticket prices.

Waiting in the wings at the Greek Theatre are:

Barry Manilow, Friday, August 29, \$16.50.

Dionne Warwick, Friday, September 5, \$14.

Ballet Folklorico, Friday, September 12, \$11.50.

Ashford and Simpson, Friday, September 19, \$11.50.

Teddy Pendergrass/Stephanie Mills, Friday, September 26, \$11.50.

Wrapping up the last outdoor season at the Amphitheatre (they plan to put a roof on the place) will be:

Boz Scaggs, Saturday, August 23, \$11.50.

Bob Hope/Diane Carroll, Thursday, September 4, \$14.

Melissa Manchester, Saturday, September 13, \$11.50.

Bonnie Raitt, Thursday, September 18, \$9.50.

George Burns/John Denver, Sunday, September 28, \$19.

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On Wednesday, September 10, L.A.'s bicentennial celebration will be underway and the Hollywood Bowl will be taking part with a presentation of "Bicentennial Blues" featuring such blues greats as B.B. King, Muddy Waters, Big Joe

Turner, Big Mama Thornton and trio and Lloyd Glenn. This will be a special salute to Los Angeles's 200th birthday and you can be there with \$7.50 tickets that are normally \$10.

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It's not too early to start thinking football! We will be offering a series of UCLA home games this season at a terrific value. \$10 seats will be available for only \$5. The opening game is set for Saturday, September 13, at 1:30 p.m. featuring the Bruins against Colorado.

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At long last we are now offering our RTD logo T-Shirts in a stylish scoop-neck fashion for females. These special design T-shirts are

available in white with a black and red logo, and red or black with a white logo. Sizes are small through extra large and the price is only \$3.

Just so the rest of the family will not feel left out, the above color combinations are also available in men's and boy's sizes, too, for the same price.

Other logo items available through the rec department include neckties for \$7, golf caps for \$3, sun visors for \$2.50, and golf/tennis shirts for \$6. Stop by the rec department and outfit your entire family.

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For tickets and information on these or any recreation activities, please call the Recreation Office at extension 6580.



## Partying shots

Retirement parties, those mixed blessings that are occasions for both happiness and sadness, were thrown for two longterm District employees last month. Above, General Superintendent of Maintenance Divisions Tom Tegtmeier passes the reins to his replacement, Jack Eich. (Actually, it's a piece of cake). Tegtmeier, with 31 years of service behind him, is retiring to Oregon. Below, friends of Sid Scott (left) turned out en masse to bid adieu to the Senior Division Dispatcher, who was shifting gears after 38 years with the company. Helping Scott to cut cake for his well-wishers are his wife Francis and General Superintendent of Transportation Jack Walsh.



## Retiree recognition

The RTD Board of Directors bid farewell to another group of longterm employees shifting gears into retirement. Receiving commemorative plaques were Rogue Cubayado, Glen DeFord, Angelo Arnone, Leroy Mang, Oscar Carlson, William Davidson, Russell Derifield, Wallace Mellander and William Teem. Director Gerald Leonard (right) presented the certificates and congratulations to each of the retirees. Unable to attend the ceremony were retirees Raymond Waldon, Myron Lund, John Kimbell, Aaron Dorsey, Jr., and Robert Burns. Last month's retirees represented a combined total of more than 375 years of service to the District and its predecessors.

**HEADWAY**

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Editorial input and suggestions welcome. Deadline for receipt of editorial copy is the 14th of each month. Send black-and-white photographs only, please. Requests for photographic coverage of District events must be preceded by 72 hours notice.

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