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RTD BUS SERVICE A WINNER

OLYMPIC GOLD

Olympic Service Gives Employees Rare Chance To Take to the Streets

It was hot and often humid. You stood so long your feet hurt at the end of the day and often the pain began midday. Heels eroded at a faster clip. Days off were spent sleeping longer than usual. And, maybe most hurting of all, tickets to Olympic sporting events, sometimes obtained at premium prices, somehow had to go unused.

What was the occasion that prompted the sacrifice? While millions of spectators witnessed world class athletes in competition, hundreds of RTD employees were making sure that more than a million spectators got to their venues and back — by RTD bus.

Nearly 300 District employees took to the streets serving as passenger assistants, fare exchangers, and venue captains during 16 days of the Games. Throughout much of the Southland, the familiar RTD logo could be seen on armbands, caps and badges at bus boarding sites where District personnel directed buses and passengers to Olympic venues.

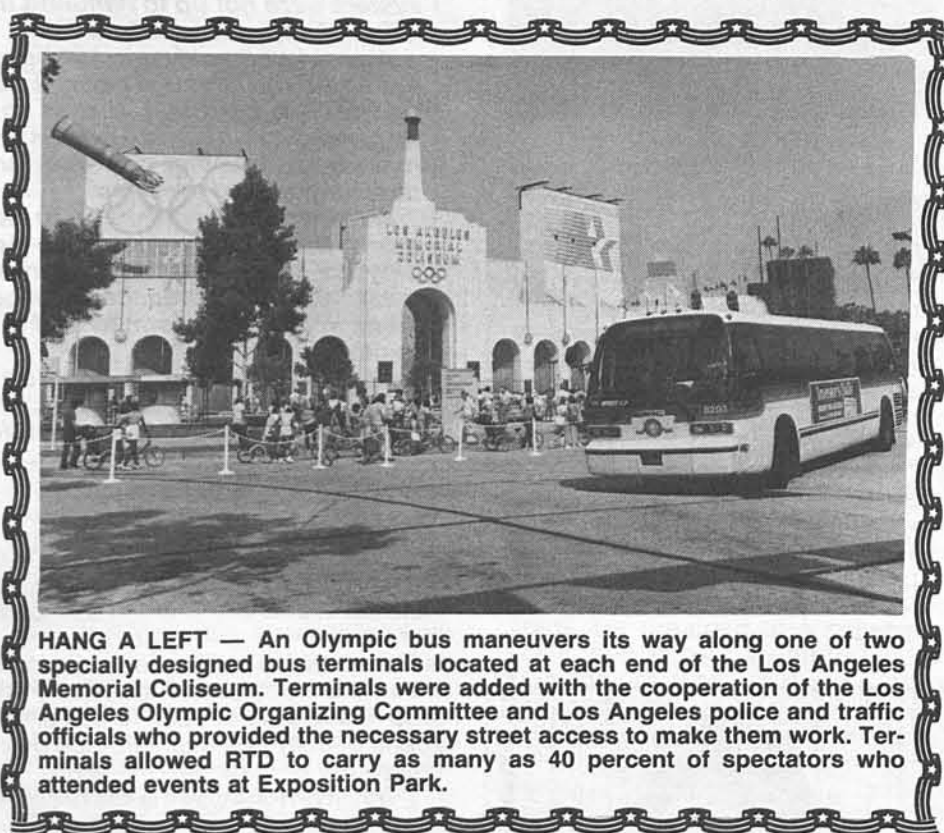
Memorable Occasion

The effects of the experience will not be quickly forgotten by those who served as passenger assistants. Not forgotten, they say, for the sense of comradery, pride, warmth and efficiency evident at each boarding location.

For many employees, the Olympic bus service provided their first opportunity to work in a function outside their normal responsibility.

At RTD's shuttle and express terminal at First and Spring streets in downtown, venue captain Joe Uresti, normally a special events dispatcher, directed the movements of buses into and out of the site. On a few days, it was a hectic scene. Sometimes, people and buses would circle the block starting at Spring Street, extending to Temple and Broadway and ending at First Street. It was an operation, however, that experienced few hitches. Uresti noted on the final day of the Games that at first he wasn't sure whether some of the office personnel

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HANG A LEFT — An Olympic bus maneuvers its way along one of two specially designed bus terminals located at each end of the Los Angeles Memorial Coliseum. Terminals were added with the cooperation of the Los Angeles Olympic Organizing Committee and Los Angeles police and traffic officials who provided the necessary street access to make them work. Terminals allowed RTD to carry as many as 40 percent of spectators who attended events at Exposition Park.

New Terminals Help Control Flow of Buses, People

The key to the success of RTD's Olympic bus service to Los Angeles Exposition Park, where as many as 250,000 spectators gathered daily to watch boxing, swimming-diving and track and field, was two specially designed bus terminals, one at each end of the Coliseum.

Unchanged since the Games were held in Los Angeles in 1932, the Coliseum saw the terminals added with the cooperation of the LAOOC, host of the XXIIIrd Olympiad, and Los Angeles police and traffic officials who provided the necessary street access to make them work.

The facilities allowed the RTD to carry as many as 40 percent of the spectators who attended events in Los Angeles' Exposition Park. This made it possible for the Games to proceed not only with two and one-half billion people watching on television, but with the

stands filled to capacity, especially the McDonald Swim Stadium and the Coliseum.

At the east end of the Coliseum an oblong bus facility, similar in shape to the Coliseum track, allowed the RTD to disembark passengers near the famous Olympic Gateway statues beneath the Olympic flame.

The turnaround was three bus-widths wide. Buses on the outside lane loaded passengers, with those bound to and from downtown Los Angeles boarding at special passenger control gates on the north side of the loop. On the south side, patrons boarded buses serving three park and ride facilities, including all patrons traveling to and from the Games from Orange County.

On the inside track, RTD stored up to 20 buses, 10 on each side. These idled until a berth opened, then moved swiftly to load passengers. Passing was done along the center lane.

Bus Control Person

At the entry to the facility, facing what is now world famous Figueroa Street where hundreds of thousands of spectators traded pins and purchased Olympic's memorabilia, sat an RTD bus control person.

Often Stephen Parry, the lead planner for RTD's Olympic Bus service, served at this position, calling for equipment during the evening breaks, the critical time when spectators in the three stadiums served in the Exposition Park area — the Coliseum, the swim stadium and the Los Angeles Sports Arena — poured out to ride an RTD bus. It was his job to anticipate the need for equipment based on his view of the 20 loading berths.

Outside, east of the Coliseum, as many as 200 buses were stored on three streets — Flower, Hill and Broadway. Those stored on Flower were idled facing north, and required three right turns before they were fed, along with the others from Hill and Broadway, down the "chute", 39th Street, a narrow three-lane roadway exclusively for buses feeding into the facility. The line of stored buses often extended for more than a mile.

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RTD Buses Carry Thousands to Venues For Olympic Games

The RTD carried hundreds of thousands of spectators who enjoyed the record-breaking performances of world class athletes at the Olympic Games in Los Angeles without having to compete with traffic.

The RTD also set a few records itself.

With the world ready to judge the results, RTD developed a plan to avert what many had feared would be terminal gridlock where thousands of fans would be caught in traffic jams while athletes performed to empty stadiums.

Consider these logistics:

- Unlike past Olympiads where events were scheduled in a central location, the Summer Games in Los Angeles were held in 23 separate venues spread over a distance of 200 miles.
- Los Angeles was the first city to host the modern Olympics since Rome in 1960 that lacked a rail rapid transit system.
- Approximately 500,000 people attended the Games each day for a total of six million spectators for 16 days of the XXIIIrd Olympiad.
- The most popular sporting events were scheduled in Exposition Park near USC, and at UCLA in Westwood where there was a severe shortage of parking for spectators.

Compounding matters, RTD carried a record 1.6 million weekday boarding passengers on its existing service in June, only a month before the Games began. Many bus lines were operating at capacity, particularly those traveling by Exposition Park, site of boxing, swimming-diving and track and field events, and UCLA, site of tennis and gymnastics.

Two Years of Planning

RTD planners began grappling with these issues more than two years before the 1984 Games. Once specific event locations and schedules were announced, along with seating capacities at the various venues, a complex transportation plan began to evolve.

After meetings with city and state transportation officials, and the Los Angeles Olympic Organizing Committee (LAOOC), the District opted to start from scratch a second bus fleet which would provide special direct service to the major Olympic venues during the 16 days of the XXIIIrd Olympiad, July 28-Aug. 12.

RTD's 550-bus Olympic fleet ranked in size as the fourth largest public transit operation in California. It required more than 1,000 workers to operate, including 400 temporary drivers who had to be hired and trained. Many RTD management employees also volunteered to work in the field as passenger assistants providing fare exchange and information and supervising bus traffic and security at the various terminals.

Service Varied

The service on 24 routes to venues varied daily depending upon the number of scheduled events. This posed an administrative and scheduling challenge of unprecedented proportions. Moreover, the District aimed to provide this special Olympic service without tax dollars.

Flexibility became the watchword. RTD tailored service to meet demand while assigning extra buses to handle a sudden surge in patronage.

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FOND FAREWELL — Assistant General Manager of Operations Sam Black, center, holds a commemorative plaque presented to him by the District for 13 years of service. Black retires this month. Looking on are two associates who worked long hours with Black in developing and enhancing the District's bus program: Edward Nash, director of transportation, left, and Rich Davis, director of maintenance, right. For a story on Black's retirement, see page 6.

Metro Rail

RTD Studies Impact Of 4.4 Mile Initial Segment

RTD is conducting an environmental assessment process to determine whether there would be any new environmental impacts created by a 4.4 mile initial rail segment instead of the 8.8 mile originally planned.

The 4.4 mile subway rail segment with five stations would run from Union Station to Wilshire/Alvarado, instead of all the way to Fairfax and Beverly.

A public hearing on the segment was held August 30 to hear comments on the newest proposal.

RTD estimates it will cost \$1.75 billion to construct the new rail segment. The cost includes capital investments in control facilities, storage yards and maintenance shops that will serve the entire 18.6 or 18.8-mile Metro Rail subway.

"If federal funding is approved, RTD expects to break ground on Metro Rail this fall," said Board President Nick Patsouras. "Construction will not occur, however, unless the federal government gives RTD assurances that it will finance construction of the entire 18.6 mile project when funds become available," he added.

In a letter approving the District's request to conduct the environmental assessment, Urban Mass Transportation Administration (UMTA) Administrator Ralph Stanley said his agency "continues to believe in the worthiness" of the rail project.

"Our support in excess of the \$176 million (to date) in federal financial assistance demonstrates this belief," Stanley said.

"We are pleased UMTA agrees with our suggested approach to analyze the environmental impacts of the 4.4 mile initial segment," said John A. Dyer, RTD General Manager. "We are confident that at the conclusion of this process it will be shown that there are no serious impacts and that the project will remain the most cost effective rail transit improvement project in the nation."

"We also trust that at the conclusion of this environmental assessment process, UMTA will grant a letter of intent to fund the initial segment and a letter of no prejudice indicating federal approval for eventual construction of the entire 18-mile subway line," Dyer added.



RTD's newest board members Carmen A. Estrada and Norman H. Emerson, take their oath of office at City Hall. Both were appointed by Los Angeles Mayor Tom Bradley. Estrada is an attorney with the Western Center on Law and Poverty in Los Angeles. For five years, she served as Director of Employment Litigation for the Mexican American Legal Defense and Educational Fund. Emerson, a 30-year resident of the San Fernando Valley, is Director of Public Affairs for The Voit Companies, a Woodland Hills commercial real estate development firm. Before joining The Voit Companies, Emerson served for four years as Manager of Planning Analysis, Public Affairs division of the Atlantic Richfield Company, Los Angeles.

THANK YOU

Dear Mr. Dyer and the Employees of RTD:

I hope my letter is one of thousands you receive from your "customers" of this nation and the world after the L.A. Olympic Games. I would like to thank all of the RTD staff for the courteousness, professionalism, promptness and efficiency they exhibited as they took on the gargantuan task of transporting tens of thousands of us who relied upon you to help us see the event of our lifetime.

More important, however, than the task of transporting, was the class shown by RTD employees during the games. No question was answered indifferently, even if it was for the hundredth time that day. There were still lots of smiles . . . even at 10 pm . . . after long, long hours and weeks without a day off. You seemed proud of your city, and the part you played in the Olympic Games, and it showed! There also were special memories . . .

I will remember our non-stop talking driver from Hollywood Park to Exposition Park. She delighted us on many an occasion. The driver made us feel like a king and queen as she pointed out special sights and points of interest.

I was amazed to be able to pick up the passes that had not arrived by mail — in an air-conditioned space, in a one-on-one situation with a special representative. That is unheard of these days. Frankly, I expected a two hour line through some parking lot in the blazing sun. You handled problems so well!

RTD employees, you should be very, very proud of yourselves. You all did an outstanding job during the Olympic games. If I ever come back to Los Angeles, I am going to "catch a bus" . . . for old times' sake. You were very much a part of my positive Olympic experience.

Thank you so much.

Kathleen C. Plato
Olympia, Washington

THANK YOU

We did it!

The 1984 summer Olympic Games are now part of history and the accolades continue to flow into our community. Everything worked — the games themselves, security, the weather, the crowds, and of key concern to all of us, transportation.

There were skeptics, in case you hadn't noticed. There were those who said Los Angeles and its transit system were not up to handling the influx of Olympics visitors.

We said we would need 550 buses to handle the Olympic special bus service. We got them, thanks to a massive effort involving processing new buses, reviving old ones, and obtaining leased vehicles.

We said we would have to add more than 700 temporary employees to operate and maintain these buses. We hired them, trained them, and they performed well during the Games.

We said we would provide a system of shuttle, express, and park/ride service to the major

venues to provide a high level of service and reduce congestion. The network went in and was a success.

We said we would get the word out to Olympic spectators on the special service. We printed and distributed more than a million copies of our Olympic service brochure and worked closely with the news media to provide information.

The results of this were evident: the vast majority of people knew about the system, its routes, and its fares prior to getting to the bus stop.

Each and every one of you can be proud for your part in this effort that not only met the needs of the public for 16 days in July and August, but for the goodwill generated by the District which we will build on in the days to come.

On behalf of the Board of Directors and myself, thank you for the long hours and hard work that enabled your agency to count itself as one of the Olympic winners.

John Dyer

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Olympic Venues

The challenges were formidable. So were the stakes if RTD didn't surmount them.

There was no parking for spectators within the immediate Exposition Park area near downtown Los Angeles, the scene of daily commuter tie-ups even before the Olympics.

Exposition Park was the site of opening and closing ceremonies, track and field, boxing, swimming and diving events. The Coliseum, Sports Arena and McDonald's Swim Stadium offered combined seating capacity for 125,000 spectators. Thousands without spectator tickets milled outside in a festive milieu which persisted throughout the Games.

Yet, within a mile and a half radius of Exposition Park, sufficient parking was available for only 35 percent of the spectators, assuming each auto (statistically) carried two and a half persons. This figure includes off-street parking in neighborhood driveways and front lawns.

40 Percent Split

RTD was counted on to carry 40 percent of all spectators attending Exposition Park events. Charter buses, limos, and taxis were to handle the remaining 25 percent.

At UCLA, site of popular gymnastics and tennis competitions, RTD again was assigned a 40 percent mode split. Significant mode splits also were projected for other major venues including Rose Bowl, the Forum, Dodger Stadium, Long Beach and Anaheim Convention Centers, Loyola-Marymount University, and Santa Anita Race Track.

In response to these challenges, RTD fashioned a three-pronged Olympic service plan:

- Park/ride buses operating from seven suburban parking lots provided non-stop direct service to Exposition Park and other major competition sites. Advance reservations were required for park/ride service so planners could more efficiently schedule buses. Nearly 200,000 advance reservations were received and many other passengers were transported on a stand-by basis.
- Shuttle buses ran frequently to and from major stadiums with identified parking deficiencies from distances of less than five miles.
- Non-stop express buses were dispatched from special terminal areas by City Hall, to UCLA, the Rose Bowl, Forum and other suburban venues.

Reserved bus lanes were established on surface streets approaching the stadiums. Freeway ramps near Exposition Park were closed except for buses.

New Bus Facilities

The Los Angeles Olympic Organizing Committee constructed two bus

facilities at the east and west ends of the Coliseum so RTD could literally drop passengers off at the door. During peak Olympic activity, buses arrived or departed from the Coliseum about every 10 seconds.

An elaborate traffic management program was developed in conjunction with local and state transportation and law enforcement agencies and the LAOOC, host of the Games.

During the Games, helicopters hovered overhead relaying traffic information back to the Traffic Coordination Center (TCC) at the Caltrans district headquarters near City Hall.

Television cameras above the freeways and sensors in the roadbeds monitored traffic flow while RTD bus operators, CHP and LAPD law enforcement officers radioed up-to-the-minute status reports to the TCC enabling quick response to traffic bottlenecks.

All this would have been for naught, however, without public cooperation.

An unparalleled RTD communications program was used to inform the public of the special Olympic bus service. City, state and Olympic transit officials, as well as the RTD, motivated them to use it.

Brochures Distributed

Special RTD Olympic bus stop signs were provided and installed. Buses were identified by Olympic emblem decals on the front and rear.

Some 1.25 million free RTD Olympic service brochures were distributed throughout the world. An intensive advertising campaign was reinforced by an international media blitz. RTD provided its own videotape about its Olympic preparations. Copies were made available to news stations and documentary producers from around the globe.

Premium one way fares ranging from \$2 for the shuttle buses to \$6 for park/ride service were charged to pay for the special Olympic service. But the District also sold sets of 24 commemorative Olympic bus tokens to defray costs.

RTD opened an Olympic information center across from City Hall at First and Spring Streets, the hub of Olympic bus service activity, to sell tickets, tokens and a \$10-a-day Gold pass, good for unlimited riding on all RTD buses.

"Take the Bus"

Los Angeles Mayor Tom Bradley attended the grand opening where he repeated a familiar theme: "Take the Bus to the Games."

More than one million boarding passengers heeded his message. All were carried with only a few minor hitches.

Commuters altered their driving habits, opting for earlier work trips, carpooling and the bus, enabling Los Angeles freeways to absorb both Olympic spectator traffic and normal trip volumes as rush hour peaks were spread out. Predictions of traffic logjams never materialized.

Board Approves \$449.7 M Operating Budget for FY 1985

A \$449.7 million operating budget and a capital budget of \$404.9 million was adopted by the RTD Board of Directors for fiscal year 1985 which began July 1.

There will be no change in RTD bus fares, which have been set by law at current rates through June 30, 1985. However, the new budget proposes a 2.3 percent increase in RTD bus service, which is equivalent to deploying an extra 40 to 50 buses.

Overall, the proposed 1985 operating budget is up 5.8 percent over the current fiscal year's estimated expenditures of \$425 million. During this period, RTD has shown a 13 percent increase in ridership and projects a 3.2 percent ridership increase above that in fiscal year 1985.

Despite the sharp increase in ridership, the new budget calls for hiring only 251 new employees, a 2.9 percent increase in present staffing.

Challenging Year

"This year will be one of the most exciting and challenging periods in RTD history," predicted RTD general manager John A. Dyer, who submitted the new budget.

"The Olympics, alone, represented a formidable challenge with its special fleet of 550 buses," Dyer said, adding that the \$13.3 million estimated cost was covered in a separate RTD Olympics budget.

"RTD is also making final preparations for construction of the 18-mile Metro Rail subway, linking downtown Los Angeles and the San Fernando Valley via the Wilshire Corridor," Dyer said.

He added the District is currently seeking a long-term federal funding agreement for construction of the project, which will be the backbone of a future 150-mile regional rail transportation network.

Automation Plans

Besides providing funds for the start of Metro Rail construction, other highlights of RTD's fiscal year 1985 spending program include plans to automate many RTD operations and procedures.

RTD Reaches Accord On M-R Construction With Labor Unions

A work stabilization accord designed to prevent disruptions from labor disputes during Metro Rail construction has been reached between RTD and the Los Angeles County Building and Construction Trades Council AFL-CIO.

"This is the first time the Council and its affiliated unions have signed such a pact with a local public agency and it is a significant positive development in RTD's efforts to secure federal construction funding for the 18-mile subway system," said Nick Patsouras, RTD Board president. The subway will link downtown Los Angeles and North Hollywood via the Wilshire corridor.

Keystone Agreement

"This work stabilization agreement is a keystone for the proposed \$3.3 billion Metro Rail project," said John Dyer, RTD general manager. "Construction delays because of labor disputes could cost nearly \$1 million a day because of inflation and other costs."

RTD's agreement is patterned after a similar labor-management pact that Baltimore Transit used successfully in controlling costs of the Baltimore Metro project.

Most of these expenditures are covered in a separate \$404.9 million capital budget for fiscal year 1985.

An estimated \$285 million of those capital expenditures are earmarked for Metro Rail including final design work, land acquisition and the start of construction.

While RTD plans no major new bus purchases in fiscal year 1985, the District will be nearing completion of its new central maintenance facility, which will be one of the most modern bus maintenance facilities in the world when it opens towards the end of 1985.

TRANSMIS Expansion

The District will be expanding its Transit Management Information System project, called TRANSMIS, during fiscal year 1985.

When fully implemented, TRANSMIS will provide an extensive amount of automated information for improving maintenance record keeping, materials inventory, planning, scheduling, accounts payable, payroll and other operations.

RTD will spend approximately \$5 million in this fiscal year to improve its special accessible service program. For the first time, these costs have been delineated in a separate program budget to more accurately reflect the expenditures needed to achieve the program's goals. RTD will be operating more than 1,800 buses this year equipped with wheelchair lifts.

In the fiscal year 1985 operating budget, farebox revenue accounts for 26.7 percent of the District's revenue. Other revenue sources include: state funds (27.5 percent), local Prop. A half cent sales tax funds (29.6 percent), federal funds (10.8 percent), miniride service and contracts with local counties (1.2 percent), advertising/investment, rental and other income (4.2 percent).

Approximately 73 percent will be spent on wages and fringe benefits: 6 percent on fuel; 5 percent on bus parts; 5 percent on insurance; 4 percent on interest payments and leases, and 7 percent on utilities, taxes, contracted services and other expenses.

Terms of the RTD agreement were announced at a recent press conference attended by Mayor Tom Bradley, V.C. "Bud" Mathis, executive secretary of the Los Angeles County Building and Construction Trades Council, Patsouras and Dyer.

"This milestone agreement is the kind of business-labor-government cooperation which will send a clear signal to Washington that all responsible leaders stand 100 percent behind Metro Rail," said Mayor Bradley.

"This is the biggest dollar value project in which the construction trades have negotiated a work stabilization agreement," added Mathis of the Building and Construction Trades Council.

We came to this agreement after six months of negotiations and it heralds a cooperative relationship between the unions and the RTD," he added. "Metro Rail is the only new rail transit construction project in the country that is ready to begin construction today. The project will provide more than 5,000 jobs."

The proposed agreement is comparable to local project agreements entered into between the Trades Council and its affiliates with private industry in part with respect to retroactive application of collective bargaining agreements in exchange with a no-strike provision, the withholding of services for non-payment of trust fund contributions, and a grievance procedure leading to binding arbitration of disputes.



RTD Board President Gordana Swanson looks on as Sam Black, Assistant General Manager in charge of Operations, points out highlights of the El Monte's Busway's history during the Busway's 10-year anniversary celebration. Currently, daily patronage is approximately 23,000. A one-mile extension westward across the Los Angeles River is planned which will transport commuters to what will be the eastern terminal of RTD's Metro Rail Union Station.

Pin Fever

Officer trades for pins

Pin fever hit RTD Transit Police Officer Mario Casas' like thousands of Olympic enthusiasts.

Casas nurtured an idea: amass pins. He dreamed of a collection of rare and prized memorabilia. The Games are over, his mission accomplished.

Casas cannot place a dollar value on his collection. As with most pin collectors, pin value is a subjective matter. What matters, said Casas, are the fond memories his collection provides for him.

Pins give strangers an opportunity to meet and mingle with tourists and natives, said Casas. "I met so many people that way. It was one of the unexpected pleasures to come out of the Olympics."

While they were mass-manufactured ornaments, pins might as well have been priceless gems for some. There were a few ways of viewing pin phenomena.

As a prestige item, adorning lapels or a hat with pins became a status symbol of sorts: the bigger the aggregate and the rarer the components, the longer the stares pin owners received from onlookers.

And if you were not into getting attention, maybe you were into making money. Some entrepreneurs who saw the Olympic pin craze coming, cashed in their Games' pins for a minor fortune. A month's rent, a week's groceries, a new pair of shoes or mad money suddenly became available, these fadish capitalists boasted. Sometimes their stories were true, and sometimes the tales were as improbable as the money tree they were likened to.

Friendship First

For Casas, the value of these pins fell someplace in between their prestige and monetary value. He says he did it for the fun and for the friendships he made in collecting pins.

Casas only traded pins. "I didn't think that pins had to go to the highest bidder," said Casas. And, he never plans to sell the ones he has. "I want to keep these to give to the kids I might have one day or to look back on them years from now and recall the happy memories I have from collecting them," he said.

Casas traded mostly with athletes and tourists at the various Olympic venues. "There was a tremendous amount of goodwill in doing that," he said.

From the athletes he got pins representing China, Italy, Korea and Kenya. And he got some new pen pals as well. A Chinese athlete competing in the shooting events was one of those whose friendship Casas especially remembers.

Seeing the officer in uniform, the athlete struck up a conversation on guns. The two exchanged stories about life experiences, gave each other a pin and, in parting, promised to visit and write each other. Recently,



WANNA TRADE? — That's the question Transit Police Officer Mario Casas asked repeatedly in collecting the portfolio of pins that he displays. Casas amassed his collection while working at various venues throughout Los Angeles.

Casas received a letter from the Chinese visitor.

Trading Begins

Casas began his collection by trading a handful of pins that he purchased for \$30 for four District pins. With his pockets warehousing his collection, Casas was able to trade for a colorful assortment of pins representing nations, sporting events, corporations and government agencies, especially other police authorities.

Casas recognized quickly that RTD pins were in relatively small circulation. Only full-time employees received pins, and these employees, especially operators, were a highly visible group. Once collectors saw a new pin, such as the District's, they had to have one.

Among other corporate pins, RTD pins took on a sudden luster in the mind's eye. But what did a District pin bring in dollars or in trade?

Casas said that he was able to trade an RTD pin in a four to one exchange. The most that he has seen a pin being purchased for, said Casas, was \$100 for a multi-colored "LA 84" pin.

Pin Mystery

A mystery surrounded the number of pins made. Manufacturers and sponsors would not give a true figure on the number of pins produced in order to keep their prices high, said Casas. Casas then developed his own system of measuring pin value. He looked at design, color scheme and availability, which he determined by how often he had seen a pin out on the streets.

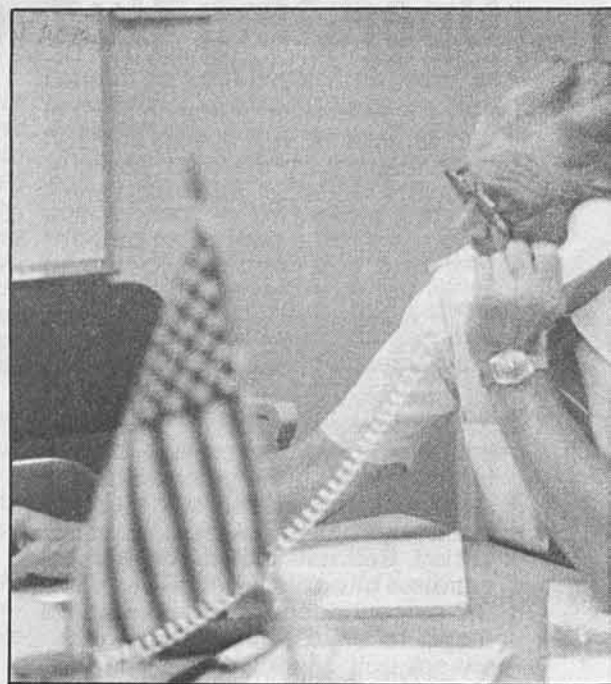
It's been a month now since the Olympics ended. Is the pin fever over for Casas? Not quite. The 27-year-old officer serves as head of the appropriations committee of the Southern California Transit Police Association charged with fund raising.

His idea for raising funds? Sell pins, of course. The organization has sold

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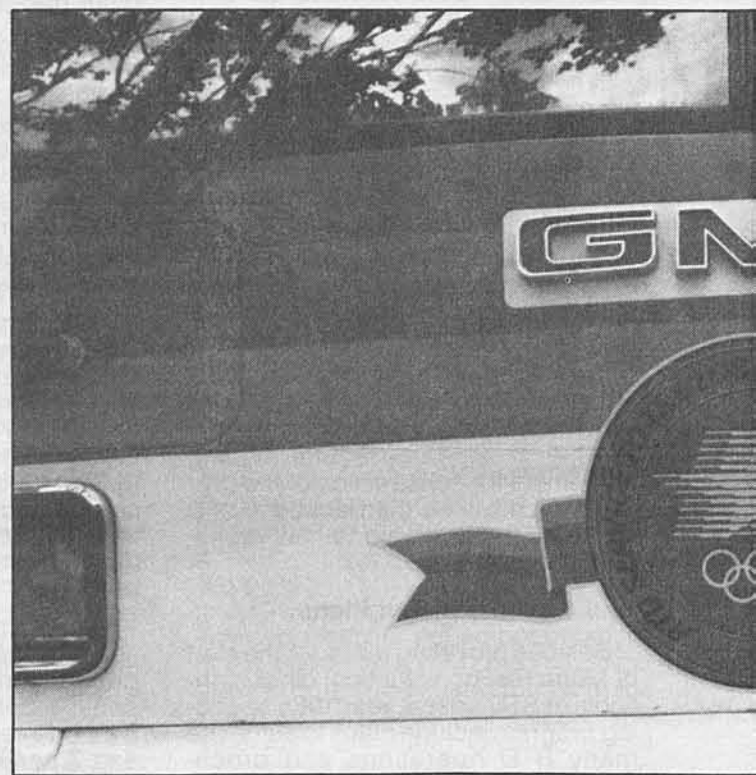


ALL SMILES — They may have tired after a few hours of standing in the sun, but their faces don't show it. Venue Captain Joe Uresti (extreme right) had nothing but praise for the people who worked with him at the First and Spring streets express and shuttle terminal in downtown Los Angeles. Standing with Uresti counterclockwise are Steve Kaufmann, mechanic, Jon Hillmer, senior planner, Anne Odell, supervising planner and Dona Thompson, recording secretary.

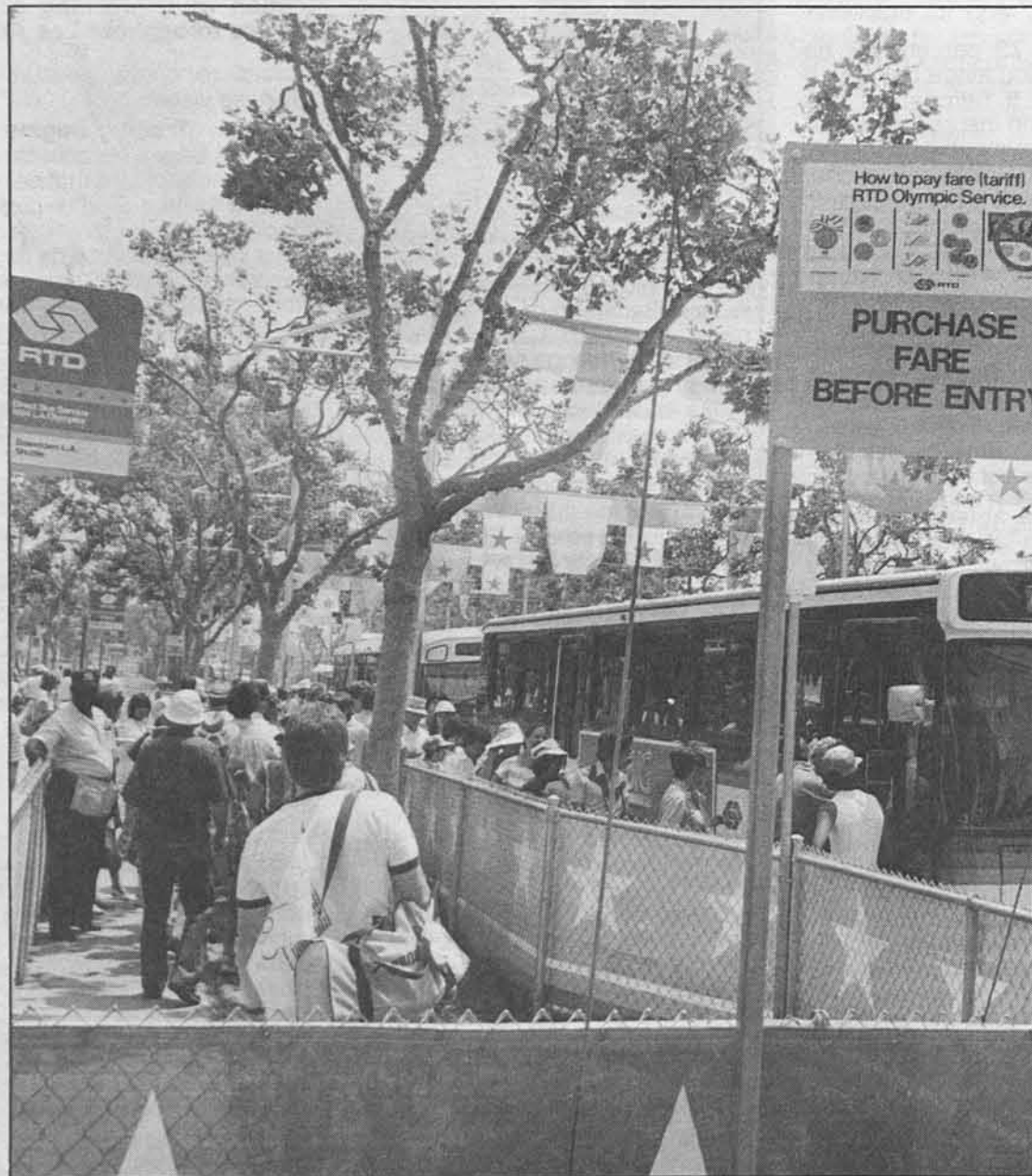


LET'S ROLL 'EM OUT — Jeff Diehl, operations manager, on a mobile phone during another busy moment at the Command Center. He coordinates bus dispatches via wave radios, computer terminals and maps of routes. Buses are dispatched to shuttle, express and park 'n' ride.

WAY TO GO — The Olympic bus service program was nearly two years in the making. For much of the time, the concept of a large special fleet of buses to serve a 16-day event was studied on paper. Test runs of the program began in June and July, and in late July the operation began. By all accounts, the service was a success from day one. Through the months, hundreds of employees involved in the creation of the special fleet dreamed about how the service would perform. In this special Olympics issue, Headway cameras record some of the special moments at RTD during an exciting and busy two weeks of the Olympic Games.



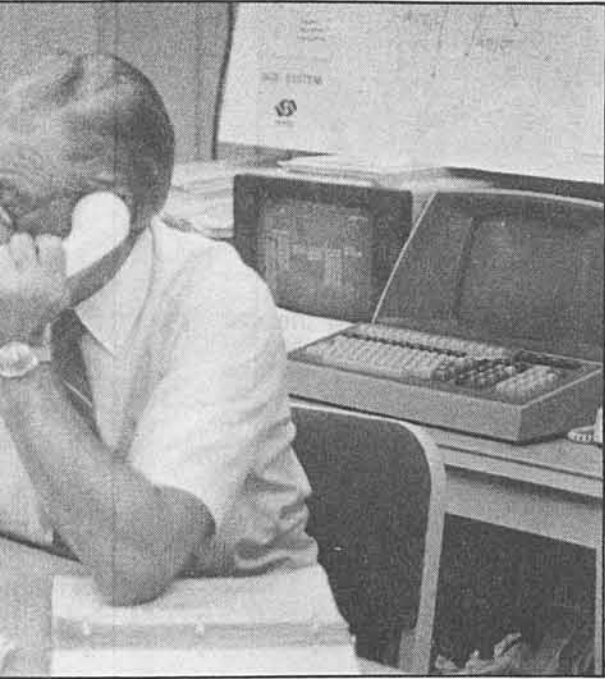
SUCCESS — That's the word being used throughout to describe the Olympic bus service. Boardings were recorded on the special buses during 16 days of the Games. Each bus was identified by a special logo affixed to the front of each coach.



HOMEWARD BOUND — At the end of the day, spectators again boarded buses. These buses were headed downtown where passengers could board special or regular buses to take them back home or to another venue for more excitement. Specially designed signs alerted riders how to pay fares on Olympic buses and which lines to board.



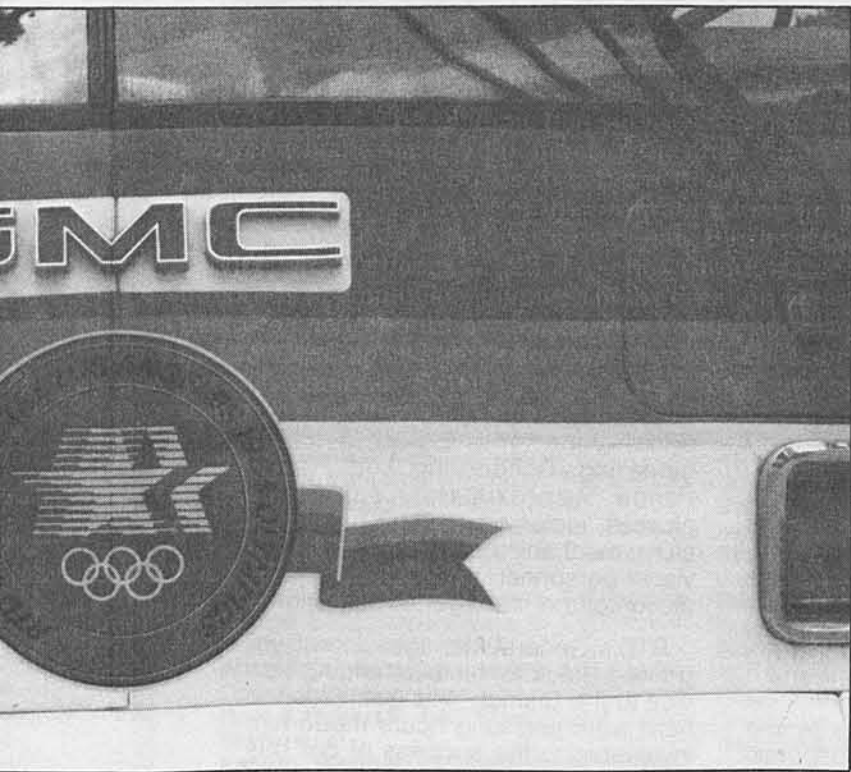
WHICH WAY DO WE GO? — There were a lot of smiles and questions as staff directed spectators to Exposition Park. As many as 60,000 people were expected to visit the park. Rows of buses draped by rows of banners overhead provided a clear path for the crowds.



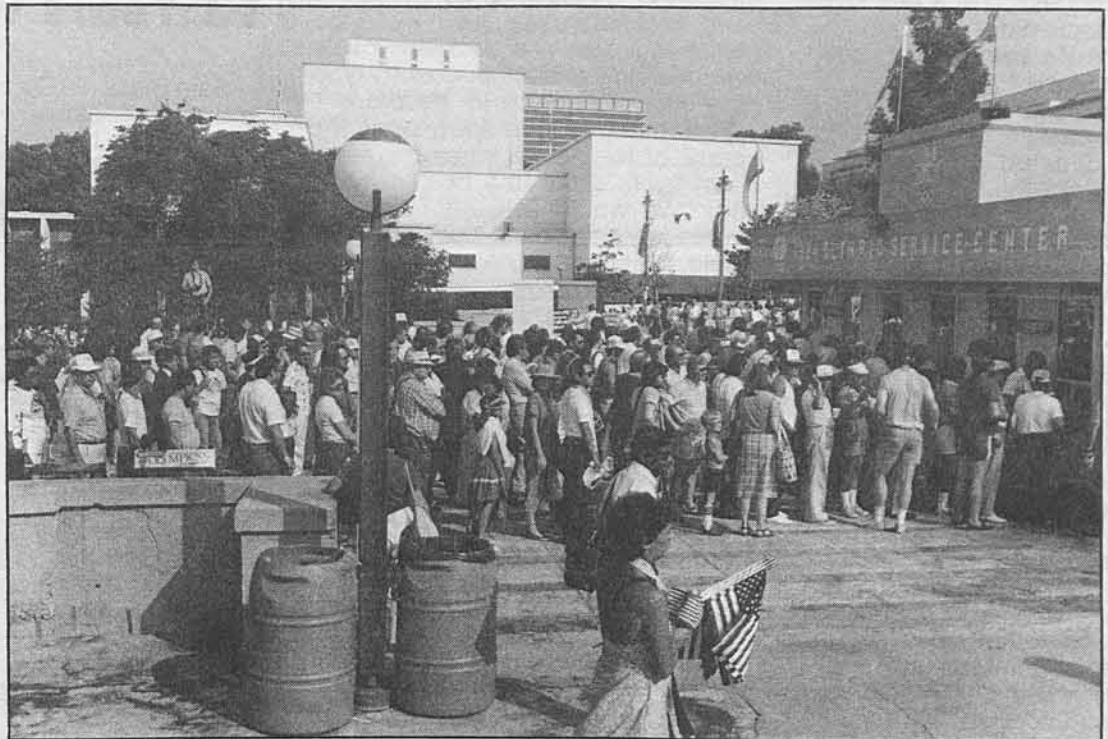
Operations control and services superintendent, takes a break in the Command Center. Flanked by telephones, short-ops of routes buses follow, Diehl and his colleagues direct park 'n' ride terminals as demand warranted.



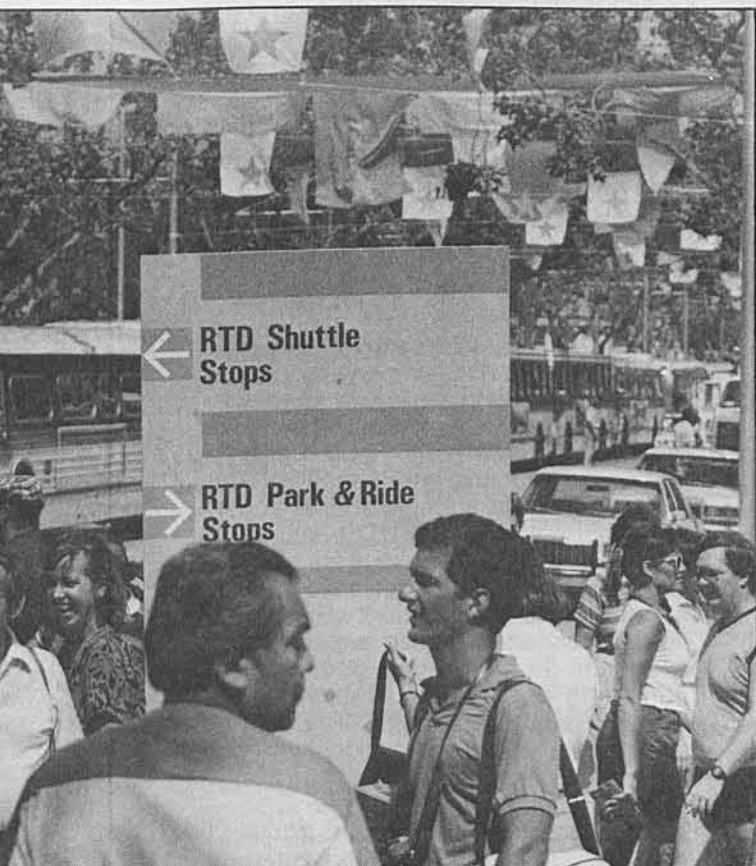
THAT WAY — Planner Jon Hillmer directs passengers to buses leaving from First and Spring streets downtown going to various venues throughout the Southland. Hillmer sports an RTD Passenger Assistant cap that identifies him to the crowd as a District employee. The folded handkerchief is Hillmer's own creation.



... to describe RTD's Olympic bus service program. Nearly 1.17 million people riding during 16 days of the Olympic Games. Olympic buses, 550 of them, were used as each coach. These buses logged 500,000 miles in serving just the Games.



BOUND FOR GLORY — At least that's what these people hoped when they lined up at RTD's Customer Service Center at First and Spring to buy tickets and tokens to ride buses to Olympic sporting events. The magenta colored facility was specially constructed for servicing the Games. Located on the site of the old State Building, the center was open seventeen hours daily for each day of the Olympics.



... lot of smiles and laughter and very little confusion in transporting 100,000 people were transported by bus on a single day to the area. Rows of cars provided a picturesque and festive sight.



IT'S OVER! — Meanwhile back at the Command Center at District headquarters, it's all smiles. Planners Byron Lee (left) and Joe Lyle (standing) share a light moment with Allan Styfee, Administrative Services Officer-Operations, as the Olympic Games draw to a close. A hub of activity, the Command Center was in almost constant activity as it coordinated the movement of Olympic buses.

AT YOUR SERVICE — RTD General Manager John Dyer briefs members of the press on the day before the start of the 1984 Olympic Games. Shown standing behind Dyer are representatives of the more than 1,000 RTD employees who served the public including, Olympic venue captains, passenger assistance personnel, transit police and planners. RTD had 400 passenger assistants at Olympic bus boarding sites as well as 150 students from various colleges around Los Angeles to answer questions, board passengers and sell fares. Also, more than 700 temporary employees were hired to operate and maintain a fleet of 550 Olympic buses. The post of venue captain was filled by RTD employees who normally work as road supervisors, instructors and vehicle operation managers. Passenger assistants helped in boarding riders and monitoring bus and passenger movements. Fare exchange personnel at RTD bus boarding locations sold tickets and tokens to passengers. Roving mechanics were assigned to major venues, and Park 'n' Ride terminal locations to provide maintenance during layovers and emergencies.



Continued from page 1

Employees Take To The Streets

would be able to withstand the heat, fumes and congestion at a bus site. "But my people did a good job," he said. "In terms of supervision, it's been a good experience."

Supervising planner Anne Odell worked as a passenger assistant for Uresti. She directed passengers to buses, answered their questions on bus service, recorded bus and passenger statistics and made sure that all buses displayed special Olympic identification. For Odell, working as a passenger assistant meant being able to meet colorful tourists from all over the world and a chance to be captured by the Olympic excitement passengers expressed in going to their sporting events.

Steve Kaufmann, roving mechanic and an eight year RTD employee, claimed an additional benefit from working at the site.

"The service helped break down barriers," he said. "We got to meet the people who work at the office, and they got to meet the operators, mechanics and instructors," Kaufmann said.

For bus instructor Bob Johnson, the Olympic service plan gave him a broader perspective on bus operations.

"This is the first time that I was involved in something else outside instruction," he said. "I never get a chance to see results out on the streets. Now that I get to see how buses operate, it gives me a sense of self-satisfaction and a sense of pride."

Pride was also felt in moving more than 1.17 million boarding passengers at all bus sites during the Games.

"Perhaps 90 percent of what we did was public relations work," noted Kaufmann. "Some of the passengers did not know English, so a lot of smiling

and gesturing went on. We even wrote directions on how to catch buses going to different venues in case the person got lost," he said. "If you've ever been lost in another country, you have a lot of empathy for people."

Friendships developed over the course of two weeks when the same passengers came to a bus boarding site. "We would ask them how the events went the other day, and they would tell us what happened," said Odell.

The excitement spectators felt going to the sporting events had a noticeable effect. "People coming into the loading area were excited and that rubbed off on us," said Kaufmann. "I like smiling at people and people naturally smiled back." Although few of the passenger assistants, mechanics or the venue captains spoke any language other than English, communication was relatively free flowing.

"It helped that the passengers were patient," said Kaufmann.

There was never a dull moment working at the site, according to Kaufmann. "You'll never find as much entertainment in the world as with the people on the street," he said.

Odell agreed. She even took pictures of the native and foreign passengers who used the service. Odell's favorite is the hardy Japanese man who never failed to appear without his top hat patterned after the American flag. His attire was all the more amusing because of his adamancy in wearing his traditional black robes.

It was, without question, a tiring two weeks. "It was a big team effort," said Uresti. "I am sure that venue captains at other locations would say the same about their crew. I extend my thanks to all. Everyone did a great job."

Sam Black Says Good-bye After 13 Years with RTD

Sam Black, RTD's assistant general manager of operations, has announced his retirement after 13 years of employment with the District. Black has been an engineer, constructor and manager of engineering projects for 35 years.

Black joined the District in 1971 after having served as owner and president of an engineering consulting firm. Earlier, he held management positions with public agencies including Director of Public Works in Fresno County and as Assistant Road Commissioner in Monterey County.

In his career with RTD, Black served as assistant chief engineer responsible for design and construction of the El Monte Busway. A \$56 million project, the busway includes three bus

stations located along an 11-mile preferential lane linking the San Gabriel Valley with downtown Los Angeles.

Among his other accomplishments, Black supervised efforts leading to the delivery of 940 buses in 1980, the largest order of new coaches placed in the District's history.

As manager of operations, Black has been responsible for the District's operating departments, including Transportation, Maintenance, Telecommunications, Equipment Engineering, Scheduling and Transit Police. Approximately 7,000 employees, including all RTD bus operators, mechanics, service and supervisory personnel, are under the jurisdiction of the manager of operations.

RTD's General Manager John Dyer praised Black for his outstanding service to the District: "His dedication to hard work and long hours made him invaluable to the success of our bus operations. Although he will be sorely missed, we wish him all success in his newest phase of life."

Continued from page 1

New Terminals

The mix of equipment into the loop was critical and required the selection of buses based on anticipated travel time from their storage points, and the flow of buses into and out of the facility.

Scheduling and control of the buses from bus division to the storage points often was determined in rough form during the middle of the night, with final determinations made based on observation over television of the actual crowd size, and phoned reports from the hundreds of venue captains and traffic monitors used by the RTD to determine equipment needs.

A Matter of Science

The RTD team soon had their duties down to a science. It became commonplace for the RTD to load and transport as many as 25,000 spectators from the oblong facility on the evening break. The movement of 40,000 people after the fireworks extravaganza and closing ceremonies took only one hour and 15 minutes.

Not to be outdone by the east end facility, one of radically different design operated successfully from the west end, carrying over 185,000 passengers during the 16 days of the Games. There, passengers arriving from three park and ride lots and one shuttle line disembarked along two long lanes, each marked with special lines for easy bus entry and pull out.

Directly south of the two lanes was a storage facility where up to 110 buses were kept at the ready until needed.

The venue captain, the person responsible for the operation of the facility, simply anticipated the pullout of a bus, and called for another to replace it.

The west terminal was aided by an LAOOC operation that efficiently controlled the flow of spectators away from the stadiums when their events were concluded by operating a four-gate system which controlled not only the spectators, but the operation of school buses leased by Games' officials to transport athletes and press to and from the venues.

Team Effort

Hundreds of RTD employees participated in making these two special bus facilities work, as well as others in Westwood, Santa Anita Race Track, Hollywood Park and the Rose Bowl. A special off-street terminal at First and Spring Streets saw SCRTD transport more than 260,000 passengers to 14 venues, notably the Coliseum.

Jeff Diehl, superintendent of Operations Control and Services, supervised a special 24-hour-a-day operations command center which maintained two-way radio contact with all venues. Diehl and his staff were responsible for assigning passenger assistants and venue captains, as well as the scheduling and distribution of all equipment.

SCRTD Planner Russ Wilson was responsible for liaison with Los Angeles Police and city transportation officials. He negotiated space for all last minute bus parking needs and arranged for detours around unforeseen traffic and pedestrian problems.

RECREATION NEWS

Recreation events for mid-September and October are as follows:

September

22	La Cage Aux Folles—Pantages	2 p.m. Matinee \$39.50
22	Fireworks Pops Finale— Hollywood Bowl	\$6.50 Tickets for \$5.50
23	Jeffrey Osborne—Universal	\$15.00 Orchestra for \$14.00
25	Dodgers vs. Houston	\$5.00 Reserve for \$4.00
28	Dodgers vs. San Francisco	\$4.00
30	Dodgers vs. San Francisco	\$4.00 (Fan Appreciation Day)

October

6	Pointer Sisters—Greek	\$17.50 Orchestra
10	George Benson—Greek	\$17.50 Tickets for \$16.50
27	Patti La Belle—Universal	\$17.50 Orchestra for \$16.50

If you are interested in any of the above events, send a check payable to R.T.D. Include your badge and division number. Send to Employee Activities, 4th Floor, Location 32.

COMMENDATIONS AND SCHEDULE CHANGES

SCHEDULE CHANGES

Reyna, Mary E. from Personnel Assistant (A/N) to Personnel Assistant
Villalon, Teresa I., from Relief Equipment Record Specialist to Equipment Record Specialist
Mc Glothern, Jerri A., from Acting Material Expediter to Material Expediter
Davis, Yvon S., from Clerk to Typist Clerk
Peguero, Tomas B., Mechanic B to Mechanic A
Pingarron, Tony M., from Mechanic C to Mechanic B
Porter, Richard J., from Mechanic A to Mechanic A Leader
Sebree, Harry L., from Mechanic B to Mechanic A
Stanley, Paul G., from Mechanic B to Mechanic A
Strickland, Darryl C., from Stock Shop Clerk to Service Attendant
Urena, Armando from Mechanic B to Mechanic A
Banks, Earl from Photocopy Operator to Stock Clerk
Chan, Stephen P., from Mechanic B to Mechanic A
Chui, Donald from Mechanic B to Mechanic A
Cuong, Hua P., from Mechanic C to Mechanic B
Hansen, Norman O., from Messenger Clerk to Service Attendant
Holloway, Phillip A., from Mechanic B to Mechanic A
Khoury, Richard from Mechanic C to Mechanic B
Kielb, John R., from Mechanic B to Mechanic A
Lee, Gerald G., from Mechanic B to Mechanic A
Lee, Terry J., from Mechanic B to Mechanic A
Mascorro, Roque A., from Mechanic B to Mechanic A
Morales, Carlos B., from Stock Shop Clerk to Service Attendant
Tikidjian, Vahram from Senior Programmer Analyst to Systems Project Leader
Oropeza Jr., Gasper from Acting Electronics Maintenance Supervisor to Electronics Maintenance Supervisor
Stansbury, Samuel S., from Equipment Maintenance Supervisor I to Equipment Maintenance Supervisor II
Arriola, Consolacion from Word Processor Operator I to Secretary
Hays II, Robert F., from Stock Shop Clerk to Storekeeper
Kaping, Reginnia G., from Typist Clerk to Secretary
Okun, Gary S., from Information Clerk to Messenger Clerk
Dayrit, Gilbert B., from Mechanic B to Mechanic A
Diehl, David C., from Mechanic B to Mechanic A
Johnson, Kurt from Mechanic B to Mechanic A
Johnson, Steve from Mechanic B to Mechanic A
Melendez Jr, Rudy from Mechanic A to Equipment Maintenance Supervisor I
Salamanca, Jose H., from Mechanic A to Mechanic A Leader
Williams, Joe from Mechanic B to Mechanic A
Brown, Clifford W., from Relief Ticket Clerk to Ticket Office and Reports Clerk
Fuentes, Martha from Mopper-Waxer to Messenger Clerk/Relief Mail Carrier
Arnold, John C., from Mechanic B to Mechanic A
Bothwell, Craig from Mechanic C to Mechanic B
Breazeal, Daniel from Property Maintenance A to Plumber
Crook, Ray V., from Laborer A to Property Maintenance B
Espinosa, Francisco from Mechanic B to Mechanic A
Phillips, Eugene from Property Maintenance A to Property Maintenance Leader
Pho, Thanh from Mechanic B to Mechanic A
Eller, Gary D., from Equipment Maintenance Supervisor I to Equipment Maintenance Supervisor II
Langston, Cassandra G., from (Acting) Senior Personnel Analyst to Senior Personnel Analyst
Zackery, Jonah H., from Printer to Printer II
Anderson, Taylor from Print Shop Clerk to Bindery Operator I
Azbi, Shamseddin S., from Cutter/Folder Operator to Bindery Operator II
Bates, Patrick K., from Printer to Printer II
Billingsley, Walter from Cutter/Folder Operator to Bindery Operator II
Melendez, Luis A., from Multilith Operator to Printer I
Moore, Joseph from Multilith Operator to Printer I
Ortega, Cruz from Multilith Operator to Printer I

Pina, Alfred R., from Multilith Operator to Printer I
Wooley, Bertha R., from Print Shop Clerk to Bindery Operator I
DeSantis, Susan J., from Senior Secretary to Staff Aide
Garcia, Roque R., from (Acting) Staff Aid to Schedule Maker I
Liu, Andi from Engineer Assistant to Engineer (Civil)
Ott, William D., from (Acting) Material Management to Material Management Systems Coordinator
Starks, Roy L., from Assistant Division Transportation Manager to Division Transportation Manager
Duque, Lucila from Ticket Clerk (Temp) to Ticket Clerk
Gomez, Guadalupe M., from Relief Typist Clerk to Typist Clerk
Huffer, Raymond from Relief Equipment Records Specialist (District) to Equipment Records Specialist
Lopez, Luana from Ticket Clerk (Temp) to Relief Ticket Clerk
Markarian, Gary D., from Mechanic A to Mechanic A Leader
Mirabal, John P., from Warranty and Equipment Mechanic to Mechanic A
Parker, Alvin from Mechanic A to Mechanic A Leader
Van Leuvan, Madeline from (Acting) Schedule Maker I to Schedule Maker II
Vester, Ricki from Schedule Maker I to Schedule Maker II
Kelley, Alvin R., from Schedule Maker I to Schedule Maker II
Lacefield, Vera M., from Schedule Maker I to Schedule Maker II
Curry, Darrance A., from Schedule Maker I to Schedule Maker II
Tigbayan, Minardo from (Acting) Senior Secretary to Secretary
Thai, Phong T., from Mechanic B to Mechanic A
Cloman, Jim C., from Mopper Waxer to Lead Mopper Waxer
Jenkins, Byron L., from Mopper Waxer to Janitor
Mayes, James from Electrician to Electrical Leader
Van Der Geugten, from Operator/Ex Division Dispatcher to Division Dispatcher
Biehn, David A., from Equipment Maintenance Supervisor I to Mechanic AA Leader
Richards, R., from Operator/Ex Division Dispatcher to Division Dispatcher
Riley Jr., Ralph E., from Operator/Ex Division Dispatcher to Division Dispatcher
Ross, Armand M., from Operator/Ex Division Dispatcher to Division Dispatcher
Foley, Lloyd R., from Operator/Ex Division Dispatcher to Division Dispatcher
Gonzales, Ignacio C., from Operator/Ex Division Dispatcher to Division Dispatcher
Asuncion, Milagros R., from Application Control Technician to Programmer
Rivera, Paul from Equipment Maintenance Supervisor I to Mechanic A
McFate, Tracy R., from Schedule Maker I to Schedule Maker II
Wilber, Sue B., from Information Clerk to Information Schedule Room Clerk
Guastafarro, Diane M., from (Acting) Senior Secretary to Secretary
Daniel, Janice L., from Relief Typist Clerk to Typist Clerk
James, Margaret M., from General Clerk to Word Processor Operator I
Covarrubias, Jose H. from Mechanic B to Mechanic A
Edwards, George L., from Mechanic A Relief Leader to Equipment Maintenance Supervisor I
Freeman, John G., from Mechanic B to Mechanic A
Jones, Andreas from Mechanic C to Mechanic B
Kawahara, Roy from Mechanic C to Mechanic B
McGee Jr., Emmitt from Mechanic C to Mechanic B

SHIFTING GEARS

Maher, Howard, an Operator since January 4, 1969 retired on May 4, 1984
Seabron, John H., an Operator since October 29, 1973 and transferred to Indefinite Leave on August 13, 1982, retired on May 1, 1984
Chrystal, James F., an Operator since October 10, 1970, and transferred to Indefinite Leave on February 15, 1984 retired on May 5, 1984
Phipps, Willie R., an Operator since October 28, 1958, transferred to Indefinite Leave on October 12, 1983 and retired on May 4, 1984
Kauffman, Alan a Schedule Checker since January 15, 1966, retired on May 31, 1984
Giaquinto, Ernie C., a Division Transportation Manager with RTD since March 23, 1956 retired on June 8, 1984

McMahon, Harold B., a Utility A with the District since November 18, 1948 retired on May 25, 1984
Morales, Roman B., a Mopper-Waxer with the District since January 1, 1959 retired on May 31, 1984
Bush, David M., an Operator since December 24, 1962 retired on June 3, 1984
Willis, Lawrence A., an Operator since May 25, 1951 retired on June 3, 1984
Palafax, Frank A., an Operator since May 16, 1960 retired on May 16, 1984
Case, Donald R., an Operator since September 8, 1962, transferred to Indefinite Leave on February 4, 1984 and retired on May 1, 1984.
Haas, Edwin M., an Operator since March 12, 1959 retired on June 18, 1984
Hearn, Cecil T., an Operator since February 5, 1957 retired on June 30, 1984
DeLaCruz, Francisco an Operator since March 25, 1969 retired on January 18, 1980
Carlson, Lloyd an Operator since May 18, 1959 retired on June 30, 1984
Saylor, Elaine L., a Senior Secretary with the District since April 26, 1976 retired on July 2, 1984
Francey, John an Operator since August 24, 1973 retired on July 1, 1984
Alexander, Charles W., an Operator since February 26, 1946 retired on July 2, 1984
Edwards, Herman V., an Operator since June 20, 1947 retired on June 29, 1984

IN MEMORIAM

Cook, Lawrence G., an Operator since October 23, 1983 died on May 14, 1984
Hall, George A., an Operator, retired on September 1, 1975, died on May 4, 1984
Derrick, Joseph C., a Mechanic A since June 18, 1979, died on May 11, 1984
Dunlap, James R., a former Mechanic A, retired on January 12, 1984, died on April 9, 1984
Nelson Jr., Willie, an Operator transferred to Indefinite Leave on October 12, 1983 and died on May 4, 1984
Quinten, Dyson L., a Service Attendant since August 9, 1983 died on May 21, 1984
Quesada, Robert an Operator since December 4, 1983, died on May 26, 1984
Hill, Paul W., a Typist Clerk since February 1, 1982, died on June 16, 1984
Pasternak, Barney a retired Operator, died on June 7, 1984
Bass, J.W., an Operator since June 24, 1968, died on May 26, 1984
Olivera, Primo G., an Operator since March 8, 1976, died on June 4, 1984
Richards, Neil a Senior Engineer since January 2, 1968, died on June 28, 1984
Perez, Pedro I., a retired Mechanic, died on June 19, 1984
Sattler, Reinhold a retired Operator, died on June 12, 1984

COMMENDATIONS

Ticket Clerk
 Geri Goers
Division 1
 Gary Quinn
 Robert Baynaam
 Warren March
 Elton L. Barnes
 Lorraine Reeves
 Toney Graf
 Robert Perrone
 Amilcar Padron
Division 2
 Danna Humphrey
 Billie Green (2)
 Larry Bruner
 Roscoe Williams
 Freddie Childress
 Melborne Moody
 Willie Kelly
 Albert E. Troy (2)
 Harold Jordan
 Rod Hageman
 Wilbur Jones
 Douglas Madison
 Conyer Choice
 Steve Malone
 Fred Thompson
Division 3
 Delos Cootes
 Jarrell Miles
 Rhodney Shorts
 Robert Simmone
 C. Bradford
 Philip Thomas
 Alphonse Weldon
Division 5
 Lyvon Rodgers
 Joe Esiano
 Wanda C. Banket
 Emery Neal

Billy Robinson (2)
 Bernard Glin
 Carlos Mendizabal
 Clemard Harvey
 Sylvester Casler
 Frederick Dorton
 Sherry Severson
 Don Hurston
Division 6
 Martin Cresdi
 John Barberto
 Sam N. Wilson
 Alvis Paterson
 Jackie Hancock
 Rodney Potts
 Ira Lutrell
Division 7
 Lloyd Bluford
 Roland Hardson
 Arthur A. Hampton
 John Cousin
 Donald Griffin
 Jim Shorters
 Lamont Collins
Division 8
 James Brice
 Leonard Schmidt
 Raymond Andrews
 Duane Bitner
 Marshall Long
 Charles Robinson
 Robert Buchanan
 George McFarland
Division 9
 Ruben G. Guerra
 Lee Miller
 Raymond Hawkins (2)
 Billy Evans
 Frank Rodriguez
 Rose Proctor
 Debbie Flores
 James F. Gowins
 Reymundo Barrosa
 Angle Rodriguez
Division 10
 Jimmie Shorters (2)
 Richard Wright
Division 12
 Robert Ewell
 Eddie Goss
 Keith Sands
 Brenda Davis
 Romell Tresvan
 William Yates
 Michael Ford
 Tom Weillert
 Bruce Lyon
 Albert Scott
Division 15
 Larry Shaw
 John Johnston
 Nathaniel Hubbard
 James Steins
 Sylvester Penny
 Robert Carter
 Michael Turner
 John Veinot
 Melvin Vickers
 Uvaldo J. Lujan
 Zita R. Goentemiller (2)
 Dale Aleshire
 William Craig
Division 16
 Harvey Nix
 Donna Quay
Division 18
 Yvette Wilson
 Gordon Fitzpatrick
 Harry E. Bailey
 George Nahra
 Lonnie Jackson
 Ethel Jefferson
Division 23
 Shirley Marshall

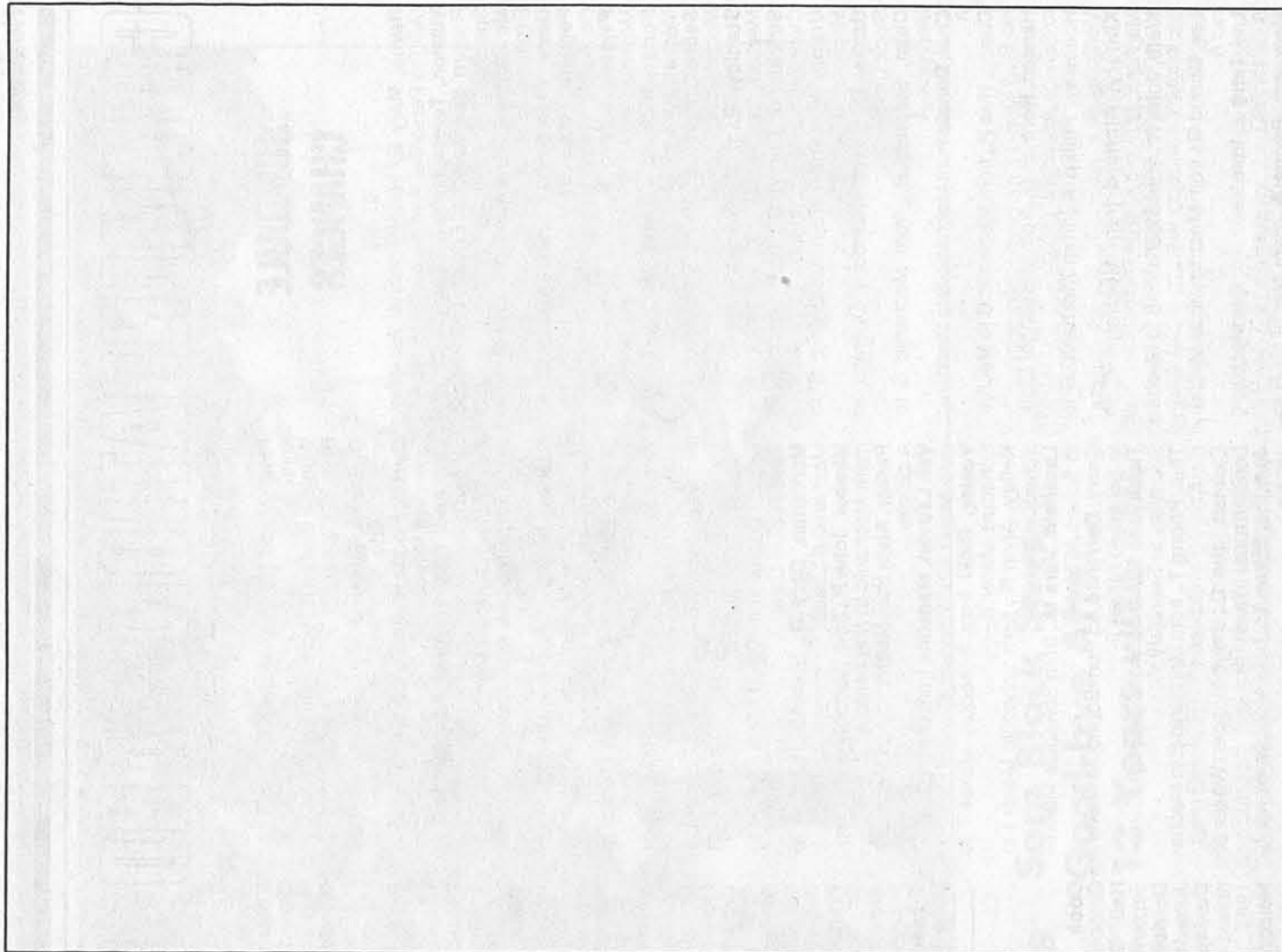
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Pin Fever

300 Star in Motion pins so far and has ordered 1,000 more to be sold at \$2 each, \$1 above cost. Nearly half of the new order is already sold out. Additionally, the organization is selling an Olympic pin series set featuring Sam the Eagle and an Olympic sponsors set for \$105 and \$200 respectively.

Orders can be made by contacting members of the RTD Transit Police.

With all the trading that he did, what pins did Casas hold on to? Conspicuously absent from his set of nearly 30 is the RTD pin. Were all his RTD pins traded, including the one given to him by the District as an employee? Casas smiles innocently. Only he knows for sure, and he isn't telling.



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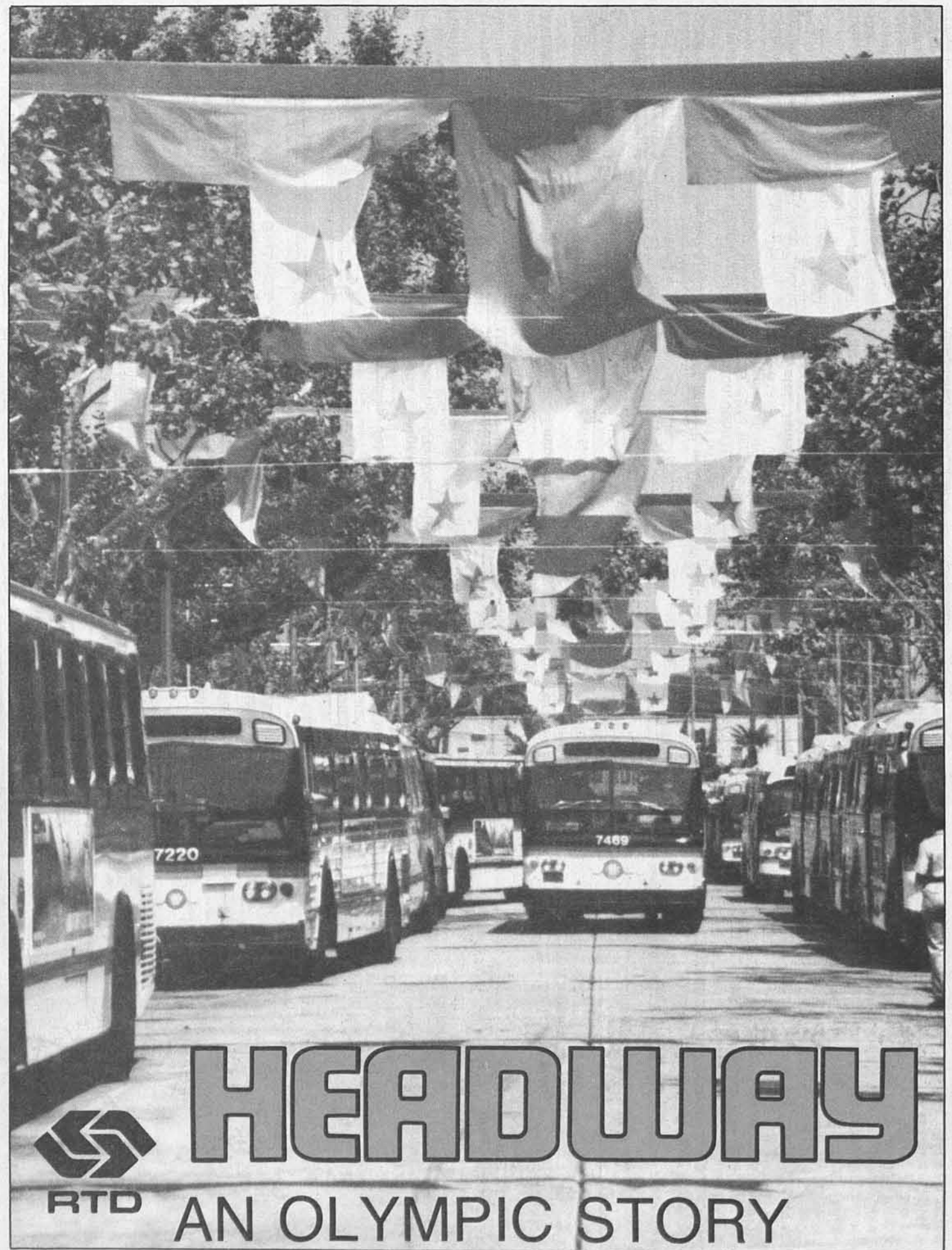
 **HEADWAY**

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Usha Viswanathan,
Special Edition Editor



HEADWAY

AN OLYMPIC STORY