

HEADWAY



Hats Off To Thurmon Green Doris Harris

Train & Bus Operators of the Year

TABLE OF CONTENTS

Letter from the President	3
RTD Strapped Financially; Tax Monies on Hold	4
Corporate Partnership Program to be the District's FY 92 Focus	4
RTD's Dan Dryden Hits a Grand Slam	5
Patsouras Interview	7
Calm After the Storm: Division 1 Pulls Out All the Stops for Returning Soldiers	8
RTD Wives: We Never Thought it Would Reach Into Our Homes	9
RTD's Lussier Makes Peace With War While Giving Peace of Mind to Others	11
Assistant Librarian Glenda Mariner Hears Her Heart	12
Staff Shake-Up	13
Division 3 Steals the Thunder for April	14
Driving Never Gets Old for Division 3's Arnone	14
Cover Story: Doris Harris Wins Bus Operator of the Year; Thurmon Green Named Top Train Operator ..	16
Romancing the Line	17
Gerry Hertzberg Appointed to RTD Board of Directors	18
State of the District: Accidents, Absenteeism Down ...	19
Bon Voyage to Marlene Allen	20
Shifting Gears	21
Commendations	22
Public Commendations	26
Rubin, RTD Win National Distinction	26
Working on the Railroad	27
The District Cashes In and So Do Its Employees	28
Waning Industry Should Be Harnessed for Transit Industry	29
Schedule Changes	30
War Games	32
RTD Receives Major Clean Air Award	34
Transit Police Participate in Baker to Las Vegas Challenge Cup Relay	35
Spotlight on the Lump Sum Retirement Option	36
Letter to the Editor	37
In Memoriam	39
Cut the Fat	41
Recreation News	42

The Headway . . .

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Letter from the President



Perhaps when you were listening to the radio recently, you heard me announce some of the new programs RTD has launched to help improve our service.

Or maybe you saw a commercial on TV featuring our buses and trains. Remember the big billboards that had pictures of Los Angeles Raiders players asking people to help us "crush graffiti?"

Radio, television and billboard advertising are three basic ways RTD uses to "spread the word" about our services and special programs. It doesn't happen by itself, of course. RTD's Marketing and Communications Department makes it happen.

Without our Marketing Department, millions of Los Angeles County residents would remain uninformed about the Transit Rider Bill of Rights, our ongoing program to improve bus service. Marketing employees use a variety of media available to tell as many people as possible about our activities: newspapers,

television, radio, magazines, billboards, brochures, booths at special events, and videotapes.

Department Director Tony Fortuno's daily goal is to reach as many of the 10 million Los Angeles County residents as possible with the message that I've been working on since I became president: RTD works. We're improving, and we can improve your life, too.

The Department's three units accomplish this goal. The Passenger Communications and Promotions section, headed by Alice Wiggins, plans and carries out promotional programs designed to inform bus and train riders and the public about our service and what benefits it can offer them.

I've been privileged to participate in a number of these programs since I became president. One of the most successful was the "Moving L.A. Into the '90s" contest. We invited citizens to submit their ideas on how to improve transit in Southern California. We chose the 90 best ideas and honored them at a special luncheon, and their ideas

were published in a brochure.

This unit also arranges joint sponsorships, such as the recent Eco Expo and the Long Beach Marathon, that keep RTD in the public eye while contributing to a worthwhile community effort.

The Publications and Video Programming unit, headed by Mike Barnes, produces a variety of informational brochures and videos distributed to the public and special audiences such as business and political. These include the District's annual report, brochures on clean air, our Central Maintenance Facility, and others.

The department also produced the videocassette that featured the Ninja Turtles riding the Blue Line last year that was distributed to 100,000 households. In another one now in production, we will ask people to ride the bus or train at least once a week to help alleviate gridlock and air pollution.

Harry Goldsborough runs the Advertising and Market Research Unit. Market research is an extremely important function. Once thorough research has been done, we can advertise more effectively.

A major District goal of advertising is to communicate and establish the value of public transit in general, and the worth of the RTD in particular. Creating a positive identity for the RTD and positioning the District as a viable and

practical means of travel are the common denominators in all marketing programs.

To accomplish this, the Marketing Department has devised a number of other very successful advertising campaigns in recent years. The Los Angeles Raiders anti-graffiti ads have earned notice in local business publications for their innovation. The Dodgers, Kings, and Clippers also have teamed with RTD in advertising programs.

It's fun to be a part of RTD promotions and advertising campaigns. But it's especially gratifying to know that the Marketing Department is there behind the scenes. All of us owe them our thanks for keeping the public informed about the work the rest of us do to provide quality public transportation service.

Sincerely,

Nick Patsouras
RTD Board President

RTD Strapped Financially; Tax Monies on Hold

A lawsuit filed by a citizen's group has put on hold the implementation of Proposition C, a half cent sales tax approved by voters last November. As a result, the Los Angeles County Transportation Commission (LACTC) has mandated a hold on spending pending a resolution by the California District Court of Appeals.

The decision not to spend the tax, which is intended to raise an estimated \$400 million per year for mass transit, bus operations and right of way purchases, will definitely impact the District, said Alan Pegg, general manager. "The monies generated from the tax were to be spent as soon as possible on expanding bus service in congested corridors during commuter hours, increasing transit security, removing graffiti from buses and trains, and converting buses from diesel to electric power."

The LACTC, vigorously defending the lawsuit, was victorious in Superior Court. But the plaintiff in the lawsuit, the Libertarian Party of California, has given notice of its appeal of the decision to the Court of Appeals. Declaring its legal arguments "strong and persuasive," attorneys for the Commission say they are confident the sales tax will be upheld. It is sound fiscal policy, they say, to

protect the bondholders by not expending the tax monies until the Court's approval. Attorneys estimate that the process will take six months to a year.

"The court challenge has a direct impact on next year's budget," said Pegg. "Additional cuts were needed to balance anticipated revenue shortfalls during FY 92."

In June, Pegg asked each departmental director to submit a two percent cut from their FY 91 budget to achieve a \$12 to \$13 million reduction in next year's budget.

Corporate Partnership Program To Be the District's FY 92 Focus

Alan Pegg, RTD general manager, has announced that the proposed Corporate Partnership Program will be the District's primary new marketing thrust in the coming year.

In making the decision, Pegg said he believes the program can insulate the District from continued

funding shortfalls that have plagued the agency in recent years. Pegg said the program increases corporate financial contributions to the RTD with pass subsidies, increases corporate awareness of District services and programs, encourages investments by cities in the

RTD of Propositions A and C dollars. It positions RTD as a lead agency in meeting the region's Regulation XV clean air goals.

The Corporate Partnership Program was the only District program exempted from a two percent budget cut in the FY 92 budget submittal process.

Fact: Ridership on the Blue Line has doubled in less than a year. On a typical weekday, the trains carry 31,000 passengers.

Fact: On-time performance is 99 percent. "The reason it's so good," says Rail Operations Superintendent Paul O'Brien, is that if we do have a mechanical problem -- like a door that won't close -- the operator is trained to fix it himself. And 24 hours a day, we have an extra train and an operator standing by, so if there's a problem, we can make a last second swap without inconveniencing the passengers."



RTD's Dan Dryden Hits a Grand Slam



"I just bought a P.A. system for my team. The kids hear their names called, and they get so excited, they don't want to leave the batter's box," says coach Dryden.

Timmy Holmes is almost six years old. He has never been able to feed or dress himself. But on that Saturday morning in May, the little boy with the angelic face was so energized by what had happened the weekend before that he maneuvered his wheelchair to the drawer and pulled out his pint-size Dodger uniform.

Soon after, dressed from head to toe, he wheeled himself into his parent's bedroom. Flashing a smile as bright as any major league scoreboard, he tugged at his sleeping mom. "Come on, Mom," he

whispered, "let's go the game." Peeling back her eyelids, Leann Holmes looked at her son with cerebral palsy and with a glove in one hand and cleats on his feet, and cried.

A mile away in the same Eagle Rock neighborhood, nine-year-old Pam Perez was waking her sister for the third time that morning. She had tried at five a.m., then at six and seven. Like Timmy, the little girl with the dark tresses and a rare brain disability called Moia Moia was in her uniform, but unlike her teammate she had put it on

the night before -- and had slept in it.

Two hours later, Timmy was at bat, in the batter's box at Eagle Rock's Yosemite Park. Pam waited on-deck. "I never thought it would be possible," says Leeann Holmes, who had extra wheels installed on her son's chair so that they could speed him around the bases. "This is wonderful," concurs Miran Magana, who brought her two autistic sons, aged 11 and seven. "We've been fighting for this for so long.

"When it happens, you don't know what to do."
"I know what to do,"

interrupts nine-year-old David Fisher, who has braved eight operations for spina bifida, a congenital condition in which the bones do not fuse properly at the base of the spine. "This gives me a chance to play baseball and to get dirty, and I usually don't get that chance. And," he adds with a grin as wide as center field, "I'm pretty good."

For youngsters like David and Timmy and Pam, the years of battling disabilities have now dissolved into summer days of batting softballs. This is the story of their triumphs. And of their coach, Dan Dryden, who used his VISA gold card to purchase baseball uniforms costing more than \$1,000 for his special kids.

Dan Dryden, Division 5 assistant manager, was dead tired after driving to Las Vegas one day last summer. Too exhausted to see a show, he flipped on television. The station he had tuned to was showing a tape on the nearly 20,000 physically or mentally challenged youngsters who play baseball in Little League's newest innovation -- the Challenger Division. ("I sat there with tears running down my face.")

Arriving back in Los Angeles, Dryden did some soul searching. "I love baseball and I'd always wanted to be involved with the Special Olympics. This program was my calling."

After calling Little League headquarters in
continued on page 6



"He is a beautiful child," says proud grandfather Leon Ames of the little boy he's cared for since birth. "I have a gallery full of his pictures."

... continued from page 5

Williamsport, PA, the 16-year RTD veteran contacted the Eagle Rock Little League. "I told them of my plans, that I wanted to put together a Challenger team in Los Angeles County; I told them it would be expensive, but I guaranteed it would not cost them a penny. I told them I would fully finance it."

With their blessing, Dryden spent nine months connecting with local schools, hospitals, physical therapists. He even contacted Miss California Wheelchair, who lived nearby. But as Dryden found out, "it was a lot easier trying to do it than actually doing it."

Then one day the phone rang.

And the former bus operator with the bushy brown beard was touched by what parents on the other end were saying. "The way they put it was so precious...I was moved by their tenderness. They said,

"We think our child might qualify."

Twenty-two sign-ups later, Dryden had more than enough for a team. The youngsters range in age from five and a half to 14 years. Their disabilities are as varied as the kinds of pitches thrown in a major league game. Some have cerebral palsy, two have spina bifida, a handful have Down's syndrome, one is profoundly deaf, another has something called pseudobublar palsy, several have autism. Whatever they have, Dryden says, "they have so much locked inside of them that's bubbling to come out.

"I heard kids talk today that I've never heard talk," he says softly.

One of those youngsters is six-year-old Adam Gaw. Fair haired and freckled, the little boy is wheeled to home plate by his proud grandfather, Leon Ames.

"He and I are so close," the doting Ames says.

"When he was six years old, his Daddy died, and my wife and I -- we've raised him.

"You know," the older man says, blinking back the tears, "he's had three surgeries on his head and two on his ankles, and yet anything we can do together he won't let me miss."

Ames accompanies his grandson to the game as part of the Challenger Division's buddy system. Buddies -- mostly parents and siblings -- push wheelchair players around the bases and are with the players in the field to make sure no one gets hurt by batted balls.

"It brings us together," says Sheila Perez, whose sister Pam has had two strokes from a rare condition in which the arteries of her brain are too small.

"I know my son loves it," pipes up Raylene Holliday, who was helping her 14-year-old son David

swing the bat. "It gives him self-confidence and self-reliance and improves his thinking and reasoning."

The kids play on an "accessible" baseball field, thanks to city councilman and RTD director Richard Alatorre, whose support Dryden had sought some months back. The dugout is ten feet deep, triple the usual size, so that wheelchairs can pass each other. As far as the game goes, "we have everything that Little Leaguers have," says Dryden. But he adds with a chuckle, "we make up the rules as we go along."

That means there is no formal scorekeeping and no outs. Dryden has one basic rule: "Everybody scores." And he has two mottos. From time to time during the game, he will call out to his spirited players, "Why are you here?" Like the roar of fans who have jumped up for the seventh inning stretch, they yell: "To have fun!"

continued on page 7 . . .



Dan Dryden with Timmy Holmes: "You should have seen him the other day. His best friend, Jimmy, who goes to the same orthopedically disabled school, showed up to play in his first game. The two practically ran toward each other in their walkers."



Adam Gaw flashes a grin.

... continued from page 6

"What's important?" he asks them next. "To do your best!" they scream back.

Later that day, as the kids sip punch and munch on watermelon, Dryden reflects on what inspired him to do it. "I don't know," he says, shrugging his shoulders. "When I drove a bus, I loved to pick up disabled people. They're so honest. I love 'em.

"Everybody has a place in this world," he continues. "I guess it's just my way of being thankful to God that my kid is able-bodied."

Parents think he's terrific. "Dan is wonderful...so sweet," Holmes gushes as she hugs Timmy after the game. "He just loves the kids."

"Dan's so nice," sums up David Fisher, who's the Easter Seals poster child for spina bifida in Los Angeles county. His father, Richard, agrees. "Dan has worked out a good way for kids to play without competition.

"My son will never be without the canes. It's hit and miss with what works

and what doesn't. This game is something that works."

Some time before opening day, Dan Dryden had a dream about two youngsters at school. One of them was disabled; the other was not. In the dream, the one child called to his friend at the close of school, "What are you going to do now?" The disabled youngster replied, "I have Little League practice. What are you doing this afternoon?"

David Fisher, who doctors think will never walk, has a dream, too. He wants to be a surgeon. "It's kinda hard being disabled. I wish things were different. But they're not."

So, the little boy says quietly, "I'd like to help all the people who've got what I've got. And," he says, looking around the field, "who've got what they've got, too."

Editor's note: At press time, four more youngsters had joined the team.

Patsaouras Interview

Editor's Note: The following passages are drawn from an informal, wide-ranging interview by **Headway** of RTD Board President Nick Patsaouras near the completion of his term.

On his term in office:

"When I took over as president, I wanted to restore our credibility and the public's confidence in us. I give myself a "B" grade for doing that."

On reorganization of the RTD and LACTC:

"I strongly believe that with some delineation of responsibilities and jurisdictions, the RTD organization will remain a separate entity. We are working on a reorganization plan that should be ready by September. Up to now I can reassure employees that their jobs will be safe."

On a second term as board president: "No, I will not run again. It would be a very, very remote chance. I think that there are other members of the Board who are as creative and as energetic as I am. It's their turn to lead the institution."

On RTD employees: "They're the best."

On RTD bureaucracy: "I think that the staff reporting structure should be revisited. We need aggressive leadership, more accountability, and more immediate responses to problems. I think we have turned the corner but we have a long way to go."

continued on page 18...



Dryden hopes that he can take the team to a Dodger game.

Calm After the Storm: Division 1 Pulls Out All the Stops for Returning Soldiers



Dressed in his combat fatigues, Alfredo Goytia (right) accepted yellow flag from Assistant Transportation Manager Dave Vaillancourt, as fellow soldier Peter Bueras, Jr. looked on. "Shortly after the two were activated," Vaillancourt said, "We bought the flags and hung them on our flagpoles here at the Division and at our Auxiliary Division 3204."

Alfredo Goytia, on a typical day, cuts a 70-mile swath through the heart of the Olympic Boulevard corridor between Eighth and Ninth streets. But during an atypical January through May, the 42 year-old bus operator trudged 150 miles into Iraq, cutting across to Kuwait, finally veering back to his base camp in Saudi Arabia.

On May 31, mobbed by his Division 1 colleagues and UTU representatives, he and fellow soldier Pete Bueras, Jr. came home to cake and cameras. "There's no place like home," said army Sergeant Goytia, as he clutched his lovely wife,

Rose. Choked with emotion, he remembered.

"They came out of nowhere, with their hands up," Goytia recalled. "Some of them were so sick. So we'd load them into helicopters and there they were, the enemy and the American wounded on the same helicopter being taken care of the same way. No one was treated any better than the other.

"I thought that was pretty great," said the handsome Roosevelt High School graduate of 1967. "Never did I see an injustice done by an American soldier, and that made me proud."

Goytia, in the reserves 12 years, first had the feeling two weeks into the new year that something was about to happen. "The rumor was that my company was about to be activated," he said. "My children were terrified."

Bueras, training with the 3rd Anglico 4th Marine Division at Camp Pendleton was preparing, too. Up until last year, he had thought something was going to break in Korea or the Philippines. "We were always ready," he said. His best friend was sent. He was not.

Goytia, meantime, was called to the front. On Jan.

17 he flew to Fort Ord in Northern California, and then was sent as part of the "advance party" to Saudi Arabia. "Our plane carried a cruise weapon," he said. The allied bombing had already started when the plane touched down in Saudi Arabia so he and his fellow troopers had to make their way to waiting trucks by way of irrigation ditches.

He was sent to Rafha, a border town five miles into Iraq, where his mission was to provide military aid to Iraqi refugee camps. He was surprised at the number of Iraqis -- both

continued on page 9 . . .

RTD Wives: "We Never Thought it Would Reach Into Our Homes"



"We got many letters from our friends at the Division," the pair said. "But nothing is better than seeing them with our own eyes."

refugees and prisoners -- who spoke English. "A couple of them wanted me to mail letters to their relatives in the States," he said, touched.

"They told me that Saddam had lied to them; that the Americans would kill them. The prisoners told me they were hungry and hadn't been paid in months."

Far and away, the Scud alerts were the worst experience for the father of three. "It was horrible," he said. "No one liked the gas masks. You would overheat in about 20 minutes. What a horrible way to die." He said he asked an Iraqi prisoner one day why they didn't use the chemical weapons. "He told me they were afraid the Americans would use something worse, like nuclear bombs."

Goytia's company was one of the last to leave, since they had to transport

everyone to the airfield. They were so eager to get home, he said, that they worked 72 hours straight cleaning rifles of sand and other contaminants. Even the officers joined in, he joked.

*"They came out of
nowhere with
their hands up.*

*Some of them were
so sick."*

The flight home took 18 hours. But he was holed up for four days at Ford Ord for debriefing and medical exams.

On May 22, he called his wife from the Grapevine when the army buses stopped for gas. She met him two hours later. "It took me five seconds to find her," he said, grinning.

On the day the war broke out, Rose Goytia's heart sank. For five days, she didn't know where her husband was. The rest of his unit, including his brother Rodolfo, had arrived in Germany, but her husband was not there. "I haven't seen him," was what Rodolfo, an RTD mechanic, told her when he phoned from Germany.

"I would cry and crawl into bed and just go to

support. She helped organize a support group at her parish, Epiphany Church in El Monte, for the loved ones of those serving in the Gulf. As a support group leader, she shared her apprehensions with and comforted about 100 families in her parish who had families overseas. "The loneliness and anxiety were terrible," she said softly. "We prayed and prayed."



"I didn't judge the politics of the war," said Rose Goytia. "My children and I just wanted him home."

sleep," recalled the petite brunette. "My three children would say to me, 'Mom, he's alright. God's going to take care of him. Don't cry anymore.'"

At first, Rose watched CNN but then the pictures became too graphic for her. "I tuned instead to the local news," she said.

She relied on friends and her church for emotional

On the 22nd of January, her spirits were lifted. Goytia called her from Saudi Arabia, but the conversation was awkward because he could reply only in the affirmative or negative. ("For security reasons," whispered Alfredo. "You never could be sure if people were

continued on page 10 . . .

... continued from page 9

listening in on the phone lines.")

After that, Rose says, he called once a month. "We have two phone bills for over two hundred dollars," she said, laughing. She said she was always on the phone to her in-laws, who had "twice the worry," because both their sons had been deployed.



"I grew up over there," said Curtis Shelby, shown here squeezing his wife, Marva. "I came back a better person."

household, and my 13-year-old did a lot of praying."

Marva said her husband called her every chance he could. He would tell her the conditions of other soldiers from California, and she, in turn, would phone the wives to let them know their spouses were okay.

Sometimes, there was no news. And the old adage, "no news is good news" floated in Marva's thoughts. "I kept saying to myself, 'Now don't think the worst.'"

She told **Headway** that "finally seeing him was the happiest time of my life." Teased Shelby, who was within earshot, "Well, I thought it was the day we were married."

"No honey, that was a different kind of happiness," she said gently.

*"If his friends love
him that much
here then he's in
the right place."*

much time as he needs to get used to being back here," she declared. For the next couple of hours, she let him out of her sight but briefly.

The lady in the pretty green suit glanced around the room in admiration. "I think it's great that they did this for him," she said of the welcome home ceremony. "If his friends love him that much here, then he's in the right place."

+++

"This separation brought us closer together as far as expressing our feelings," said Marva Shelby, hugging her husband Curtis, who returned from the Gulf in April.

Unlike Rose Goytia, Marva practically camped in front of the television set for the first three weeks. "My nickname was CNN," she said, shaking her head. "But then I thought this is

messing me up; I have to divorce myself from this."

She said that in the beginning, Curtis was on her mind constantly. "I wondered what he was doing, and was he eating well." Too distracted she couldn't be. "For the first time, I had to take on the responsibility of finances in a timely manner. My oldest son became the head of the



"Pico Boulevard is waiting for you," shouted operators to Alfredo Goytia and Peter Bueras, Jr.

On May 22, her husband of 19 years came home. "He's ours now," she said beaming. "We don't want him to go back.

I know he knows his job well," the attractive Rose continued. "He's level-headed and I didn't worry about him in that sense. But the tough part was not knowing what they (Iraqi soldiers) might do to him."

On this day, she smiled broadly, obviously moved by the affectionate embraces shared by her husband and his colleagues. "We're going to give him as

RTD's Lussier Makes Peace With War While Giving Peace of Mind to Others



Division 8 Instructor and VFW Commander Richard Lussier.

"It was an experience I wouldn't give up for a million dollars, but an experience I wouldn't do again for a million."

Richard Lussier's war was Vietnam. There was no fanfare; no award ceremonies, no pats on the back. For his friends and for himself, coming home was just the harshest reality in a long nightmare. And in 1991, nearly a quarter of a century later, Vietnam remains unfinished business.

Lussier, a Division 8 instructor, has laid to rest the nation's longest and least wanted war. ("I was fortunate; I had a solid family base to come home to.") But for many of the vets who come to his support groups, the horrors of the war, like rounds of ammunition, eternally explode on the inside. For

them, the mind is where the real battles of the war are being fought.

Eight years ago Richard Lussier, then a division dispatcher, saw the way vets were being treated by society and by the V.A. Hospital. "They called us baby killers, undesirables, unwanted."

One of his buddies from the war had killed himself; several others became addicted to drugs and alcohol. Resolving not to become a spiritual hostage to the war, Lussier joined the San Fernando post of the Veterans of Foreign War (VFW). "My first meeting was deeply emotional," he remembers. "When I let my feelings out, it seemed to open doors.

"I was the first Vietnam vet in my post. Everyone else was shunned."

Soon, the ex-helicopter

pilot was elected commander. He says he began to encourage his forty colleagues at the division, who had served in Vietnam, to talk about their experiences. ("It was my way of doing something as a vet.")

Drafted in 1966, Lussier himself had started in the artillery, but was soon flying Navy cobras. During the '68 Tet Offensive, he was airborne for 68 hours in support of ground troops. ("My only thoughts were of staying alive.") When the operation was finally over, his helicopter had taken 80 rounds of ammunition. "There were holes all over the place," he says.

For flying that mission, he was awarded the Bronze

*"The odds against
them not returning
are astronomical."*

Star. He also was awarded two Purple Hearts.

Nowadays Lussier tries to get public exposure for vets. His 210-member post meets once a week and he has a large box filled with commendations from congressmen, and state and local politicians.

Lussier snapped into action when Desert Storm broke out. He organized informal support groups in

Simi, Palmdale and San Fernando. Once a week throughout the war, the loved ones of those overseas would come together and share their fears. Among those who attended were several wives and family members of RTD employees sent to the Gulf.

"You must realize," the articulate Lussier told them, "the odds against them not returning are astronomical because of the cautious way the U.S. planned the operation.

"In this war there was a battle front; in Vietnam you had war around you 24 hours a day."

Lussier corresponded with RTD employees in the Gulf. He says they told him they understood what we went through as Vietnam vets. What kept them going, they said, was the rallying support of the American people.

As for Lussier himself, well, he may be headed to Vietnam this September to play an extra in a movie being produced by Paramount. In the meantime, he invites any RTD employee who has served on foreign soil to join his post.

"People have the misconception that we're a bunch of old guys sitting around telling war stories," he says. "We're not."

They must not be. In the three months since the troops started coming home, he's recruited four Desert Storm soldiers.

Assistant Librarian Glenda Mariner Hears Her Heart

Her parents knew something wasn't right. Their daughter, according to the Brownie scout leader, couldn't hear the water running. Alarmed, Glenda Mariner's parents took their eight-year-old to the family doctor in Atlanta. There was no diagnosis. Her teachers told her to sit in front of the class so that she could hear more.

"I don't know at what point I realized what was wrong," says the District's charming assistant librarian. "I do know that when I took spelling tests, I would depend on certain clues and memorize the words in the order I had studied them."

Frustrated because she couldn't hear, Mariner wanted to drop out of school. At 15, her parents sent her to Detroit so she could see doctors who specialized in hearing disorders. After undergoing a battery of tests, doctors told her she was suffering from nerve deafness and had lost much of her hearing in both ears. ("They said they didn't know if it was caused by the high fevers I had as an infant, the medication which was prescribed for them, or something congenital since my niece is hearing-impaired.) To this day, Mariner can hear only low tones and has now lost 75 percent of her hearing in both ears.

She returned to Georgia with hearing aids in both ears. ("I put them on at age 15 and have never taken



"I know my hearing is worse than it was as a child," Mariner says. "I remember I used to hear birds chirping -- I can't hear those sounds now."

them off since.") Now motivated to learn, she spent much of her time after school in the Atlanta public library teaching herself.

"The libraries in Atlanta had just become integrated," the soft-spoken Mariner recalls. "It was a beautiful time for me."

She won a scholarship to Bennett College in North Carolina, the only hearing-impaired student at the college. With no help at all, Mariner wound up only one point short of qualifying for the honor roll. When she was not studying, she was marching and singing at campus demonstrations in support of racial equality. "I even marched with Jesse Jackson," she chuckles, adding, "but I never got arrested."

Two years later Mariner got her master's in library science from Wayne State

University in Detroit. She followed her heart to Los Angeles, where she joined the public library system, working the bookmobiles. Next, she took a library position with the L.A. Community College District, but in 1987 she was laid off.

And then silence.

It wasn't Mariner who had stopped hearing, but employers. She found it nearly impossible to get a job. How ironic, she thought to herself. In the sixties she had fought racial discrimination; twenty years later she was still fighting but this time against a different kind of prejudice.

"I put it on the table every time," she says candidly. I told them I was hearing-impaired and then I never heard from them again."

Never one to surrender, Mariner took stock of

herself. "I told myself that my hearing impairedness was a fact of life and that I was too tired and too old to be depressed.

"I told myself that I was down, and that it was now time to get up and try again."

The chance came two days after Christmas, 1990. Mariner had seen the ad that RTD was looking for a catalogue librarian. She decided that this time she was not going to say she was hearing-impaired.

But that, RTD Librarian Dorothy Gray says smiling, was exactly what she said.

"I was amazed," recalls Gray of the interview. "I had no clue whatsoever. I thought to myself either she is able to hear or she's able to read lips darn well."

And then Gray says, she didn't know if she should be "suspect" or not about Mariner's love of cataloguing. "You see," Gray says, "cataloguing is the researching and preparation of materials before they are put onto the shelves; it is the intellectual, not popular part of the discipline."

But a behind-the-scenes position was perfect for the gentle Mariner. Because of her hearing impairedness, she preferred the responsibility of determining what part of the Library of Congress cataloguing system under which to file a book than a position which required a lot of public contact.

continued on page 13 . . .



Assistant Librarian Glenda Mariner specializes in cataloguing materials for the District's library.

continued from page 12 . . .

In February of this year she was hired. ("I was ecstatic.") In the four months since she's been here, Mariner has "very expeditiously" catalogued some 160 technical documents, according to Gray.

Mariner says the only trouble she has is with the phone. "It's ironic to think that Alexander Graham Bell invented the phone to make communication easier. Because I can't read the other person's lips when I'm on the phone, it's really a challenge." A special device installed on the phone helps.

A couple of things irritate Mariner about how others react to the hearing-impaired. "Either people will increase their voices, which is annoying if you're wearing a hearing aid or touch you roughly to get your attention."

Her biggest regret is that she never learned

sign language. ("I've just started to take the class one night a week.")

Married to a traffic officer for the city of Los

Twenty years later

she was still

fighting, but this

time against a

different kind of

prejudice.

Angeles, the mother of four is a role model to other hearing-impaired children and spends her off hours inspiring them to get as much education as they can. Hear your own heart, she counsels them. "Don't ever give up. It can be frustrating and it may take time, but you can overcome it."

Staff Shake-Up

Alan Pegg, RTD general manager has announced the following re-assignment of department functions.

Effective June 3, Transit Systems Development began reporting to the Assistant General Manager, Planning and Public Affairs. In a memo to department heads, Pegg said the consolidation would result in better coordination of Planning and Local Government and Community Affairs staff in the further development of the electric bus program. It also, he noted, would reduce the cost of fulfillment of the District's contractual role as the grantee for MOS-1 and consolidate the rail design review function within the planning function. It also will consolidate planning functions as they relate to the RTD's clean air programs and Regulation XV.

The Office of Management and Budget (OMB)

now reports to Pegg. The general manager said this change will enhance the role of this department as the agency's primary fiscal control unit.

Finally, the Equipment Maintenance Department now reports to the Assistant General Manager, Operations. According to Pegg, the consolidation of Transportation and Equipment Maintenance under one administrator will enhance the control of bus and rail service to our patrons.

The unit of Equal Opportunity is now reporting to the Office of Inspector General. This change, said Pegg, will consolidate functions and provide for better coordination of audits and investigations, and the performance of this important personnel function.



Fact: Almost every day RTD reunites Blue Line passengers with their lost articles. "We find that article," says Paul O'Brien, "while they're waiting." The train's near-perfect lost and found record is a joint operation between the Sheriff's Department, the train operators, and the CCF controllers.

Division 3 Steals the Thunder for April



"We are number one," said operators, mechanics, and all employees of Division 3 who crowded around the "Outstanding Division" flag. Board President Nick Patsaouras and General Manager Alan Pegg join in.

Ask Division 3 Transportation Manager Roy Starks about his shop and he'll tell you that it was home to three of last year's Operators of the Month. "More of them came from our division last year than from any other," he boasted.

"My employees go out everyday and provide top of the line service."

"They always come through for our customers and me.

"Our division is kind of a family," he adds. "We're always putting together a party, brunch, or breakfast to pull people together to do the job, and that's what it's all about."

Echoes Maintenance Manager Therol Golden, "Ours is a coordinated effort of all shifts to get clean, safe buses out on the streets." His mechanics are innovative, too. He says they've recently developed a sealing on the floors of the buses so that gum won't readhere to them.

On a misty May morning before sunrise, it was made official.

"Division 3 runs a super Earthquake Preparedness Program."

Earning top marks in several categories, Division 3 clinched Division of the Month honors for April, 1991. RTD Board President Nick Patsaouras, in making the announcement, thanked Division 3 employees who he said are "truly the people who make RTD number one in the country." Expressing his gratitude on behalf of the entire Board, Patsaouras said he was particularly proud of the division's record of improvement in several categories over the months.

The Cypress Park division, according to Tony Chavira, assistant director of maintenance had the lowest absenteeism rate for non-contract, ATU, and UTU maintenance employees among all divisions. Even though the division's buses operate in areas crawling with graffiti, Division 3 checked in with the lowest number of customer complaints about breakdowns and cleanliness. The division also was among the top three in the number of miles accumulated between road calls. The division had a low wheelchair failure rate, and according to Chavira, showed great improvement over the last month in the number of late buses and cancelled service.

On the transportation side, Division 3 runs a "super" earthquake preparedness program, according to Leo Bevon, assistant director of transportation. Operators are encouraged to practice earthquake drills with their families and to stock their shelves with bottled water and canned foods. In the event of a quake, operators still are required to report to work so if they know their loved ones at home are well-equipped, they can have some peace of mind.

Division 3 was the joint recommendation of Transportation General and the Equipment Maintenance Department to capture April's award. Final selection criteria was *continued on page 39 . . .*

Driving Never Gets Old for Division 3's Arnone

Retirement was a fattening proposition for veteran bus operator Angelo Arnone. Five months into his retirement, he had gained 25 pounds and felt miserable. It didn't take long for the career driver to hire back on. "If I stay active, I feel better," says the now trim Arnone. "I'm doing this to stay alive."

Now 76 years old, Arnone is one of the oldest RTD operators still driving. ("As long as I'm healthy, I'll be here; this work is easy," he says.) He's got forty years under his belt and had he not taken a three-

year hiatus in the early 50's to spend time with his bride, he would be near the top on the operator seniority list.

He says he could fill three books with his adventures on a bus. He's outlived four bus companies (LA Motor Coach, LA Transit, Pacific Electric, and Metropolitan Transit Authority) and, along the way, scooped up "Outstanding Operator" honors five times and was an Operator of the Month in 1976. ("I can't remember what month,

continued on page 15 . . .

anymore," he says, his eyes twinkling).

What he and others of his generation do remember is the cost of the fare in 1948. Seven cents, he says. Cheap though it may have been, the operator, more times than he cares to remember, paid a price. "It was a madhouse in '48," he remembers. "We were selling weekly passes, and the kids used to sneak into the windows and steal them."

And he was robbed occasionally, because operators in those days made change. "Yes, I think it really was more dangerous then," he says soberly.

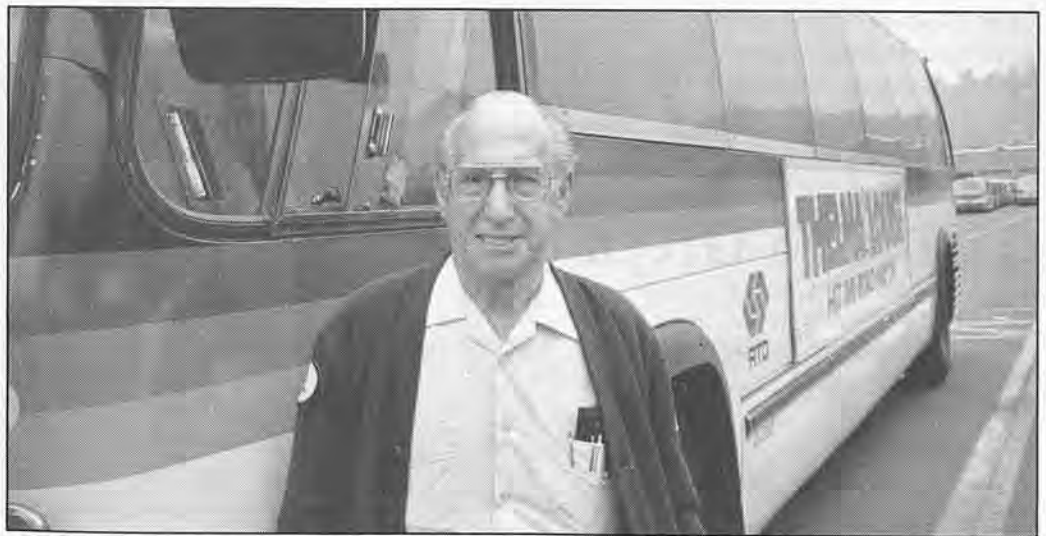
"The older drivers are not encouraging the younger ones . . . I'm from the old school."

"If they wanted to rob the farebox today, they would need tools."

Navigating the streets of Los Angeles was more dangerous, too. "The car was cruder then. We didn't have sideview mirrors and to turn you pulled a cord straight down."

He calls it flying blind.

Before he drove professionally, the silver-haired grandfather of one drove an ammunition truck in World War II. "We liberated Guam," he says, "but we



Bus operator Angelo Arnone says it would take him two years to write a book on all he's seen from his windshield.

lost 75 percent of our division." As a buck sergeant with the 92nd field artillery battalion, 77th infantry division, he was among the soldiers who established a beachhead at Leyte when MacArthur returned to the Philippines.

On the day that **Headway** spoke with Arnone, the horseracing enthusiast was accepting from Leilia Bailey yet another Outstanding Operator award.

Some reflections: "The older drivers are not encouraging the younger ones. The younger guys take driving more lightly, like it's a game. I guess I'm from the old school; if you're going to do it, do it the way you were taught and do it right."

Does he think the District will dismantle? "No way," he says, "I don't think there's any way we'd get rid of RTD. They've got to admit that RTD is doing a good job in a large city with a large population. If they haven't changed in all these years, they won't change now."

Any advice he would give to his company?

"Don't change the line numbers. It confuses people."

The proud man who once captured a thief who had stolen a gold necklace from a passenger suddenly pauses. "You know, I must

say that I'm grateful to RTD because I came to them newly married and then I brought a son and daughter into this world. We raised them on the money I earned from RTD. I'm very grateful to this company."

Eric Carrillo, Son of Armando, Performs on London Stage

Eric Carrillo, son of electronic maintenance supervisor Armando Carrillo, completed a one year course at the London Academy of Dramatic Arts in England. A graduate of Northwestern University in Evanston, Ill., Eric's expertise is in classical theatre. In May, Armando, who supervises the Telecommunications Shop in the Headquarters building, flew to London where he saw his son perform in Summerfolk, a play by Maxim Gorky. Eric hopes to become a dramatic actor on Broadway.



Eric Carrillo performed in Gorky drama.

"The window is like one big moving camera. You see people doing everything."

Doris Harris Wins Bus Operator of the Year; Thurmon Green Named Top Train Operator



"It felt really good when they called my name," said a startled Doris Harris. "But I felt so embarrassed, because here I had told them I wasn't going to come." The photo was snapped the second Lei Bailey called her name.

Last year operator Charles Warde was set to go on a cruise and notified his division manager that he would be away for the recognition ceremonies.

Knowing the Riverside Operator of the Month was going to be named Operator of the Year at the luncheon, Evelyn Frizelle did everything she could to convince him to go. "I pleaded with him," she recalled. In the end, he went. And won.

This year, when the invitation came for the luncheon, Doris Harris informed the Transportation Department that she unfortunately would be unable to attend because she had made plans to go to Las Vegas with a

neighbor. This time, Lei Bailey personally called Harris and begged her to attend.

Recollected Harris, "I think she said, 'Doris, you've got to come -- you're the only lady Operator of the Month.'"

She never caught on. But she did come, bursting into tears of joy when it was announced she was the 1990 operator of the year. Saying she was "shocked," the 10-year veteran thanked "the almighty God for allowing her to come to work every day.

"I'm no better or worse than any other employee," the mother of two said, tearfully.

RTD also tapped Thurmon Green as the

District's first Blue Line Train Operator of the Year.

"These two individuals over the last year served as model employees of whom we are all proud," said Bailey. "Their high standards and commitment to serving the people of this region are examples of what we strive to have all our bus and rail operators emulate."

Harris, who began at the District as a part-time operator more than 10 years ago, currently works Line 206, which travels along Normandie Avenue. She navigates 60 miles of road, making three round trips a day between Gardena and Hollywood.

Harris, who likes to cook and sew, says she uses

psychology with a lot of people who ride the bus. To the kids who tag buses, she barks, "put those markers away and get a job with Earl Scheib. You might as well get paid for it."

Green, an 18-year RTD veteran was one of 29 seasoned bus operators who successfully completed cross-training to become a Blue Line train operator. Most recently, Mr. Green has been promoted to Rail Transit Operations Supervisor.

Both Ms. Harris and Mr. Green exemplify the spirit and quality of service RTD bus and rail operators are trying constantly to attain," said General Manager Alan Pegg. "They are tops in



"I was stunned," said Thurmon Green. "I expect a few things in life, but never this. The other guys had very good backgrounds. I guess I'm just harder on myself."



Doris Harris accepted trophy from General Manager Alan Pegg as Board members Gordana Swanson and Marvin Holen look on. Swanson made mention at last year's ceremony that she was waiting for the year a woman would be chosen. Harris said she'll display the trophy in the living room.

their profession.

Harris has had only one avoidable accident in the last decade and has served as a full-time bus operator for the last six years. She has received the highest number of merits attainable and she has received numerous letters of commendation from the public as well as her division manager.

She becomes the second woman in RTD's history to be named Bus Operator of the Year, and received honors as Operator of the Month in 1987 and 1990.

Green becomes the District's first Blue Line Train Operator of the Year, having operated 87-foot-long trains carrying people between Long Beach and Los Angeles during the afternoon rush hours.

As an RTD bus operator, Green was the recipient of the District's Operator of the Month award in 1979, 1982 and 1988.

Board President Nick

Patsouras kicked off this year's ceremony at the New Otani Hotel in Little Tokyo. He was interrupted by applause when he told the guests that "our company is the best run in the nation."

"I took certain risks," he continued. "I know that some of you are reluctant about the on-time guaran-

To the kids who tag buses she barks, "Get a job with Earl Scheib."

tee program, but it is now being emulated and copied around the world. I believe in every member of this organization."

More cheering broke out when Patsouras told invitees, "You are worth every dollar you are earning. I will always be grateful to you."

Romancing the Line

The following letter from a Carson man was received by the Customer Relations Department:

Dear RTD:

On August 2, 1990, I was on the Number 28 Olympic bus trying to get to the Blue Line train. Because it was so new, few people knew exactly where the stations were. A nice lady who rode the train for the first time the day before offered to show me the way.

As luck would have it, we both took the train to the Del Amo station. Over the next several months, we talked more and more and became very good friends. Today, after countless little rendezvous at bus stops and train stations, we are engaged to be married.

Now we get a thrill every time we see a bus or train. Ah, the magic of a Bus Pass!

Sincerely,
Ray L. Allen



Thurmon Green receiving loud cheers when his name was announced. "It's another world in the cab of a train," he said. "I don't think I'd get back on the buses now. It was good when I was driving them, but I just love the trains."



Both of them said they think the other is great.

Hertzberg Appointed to RTD Board of Directors



Gerry Hertzberg, appointed to the RTD Board by Supervisor Gloria Molina, took the oath of office as administered by District Secretary Helen Bolen in April. Said Hertzberg to Headway, "I'm excited to be on the Board. You can have a quicker impact on constituents because you don't have to go through as many layers of bureaucracy as you do in city government."

Interview with Patsouras

... continued from page 7

On Nick Patsouras, the bus rider: "Riding the bus has opened up and reminded me of the beauty of the interaction that exists among transit riders. Yesterday I experienced a tremendous high when I saw older passengers crack a wide open smile at a young child whose mother was carrying her in her arms. Transit is a social equalizer that we desperately need, considering that we are faced with racial tensions. Public transit's greatest benefits will occur when Metro Rail is complete. Only then will traffic congestion be relieved and the quality of life improved. I, by the way, intend to be involved with transportation for a long time."

On Nick Patsouras, the man: "I describe myself as a guy trying to do a good job. If I had to choose the words, I would say I have self-confidence, self-esteem, pride, and credibility."

On Los Angeles: "We live in an exciting, urbane, dynamic city, and only a well-planned transportation system can keep it going. If we miss it now, I'm not sure we'll ever get the chance again."

On future goals as a board member: "I'd like to see the new headquarters building moving along and the reorganization in place. Once these two things are accomplished, I will feel as though I met the challenge."

"I'm disappointed at the level of antagonism between RTD and the Los Angeles County Transportation Commission (LACTC)," said Gerry Hertzberg, who was recently appointed to the RTD Board of Directors by County Supervisor Gloria Molina. "It hits you in the face and is not acceptable."

In an interview with Headway, Hertzberg said that since the legislature has mandated the two transportation agencies to reorganize, he wants it to go smoothly and with the full participation of everyone. He thinks a smooth transition is still possible.

"It makes sense for the taxpayers, and if we don't do it, someone else will and it won't be as friendly."

The 34-year-old Hertzberg, who has been Ms. Molina's chief legislative aide since she became a Los Angeles city councilwoman in 1987, said he's been riding the bus frequently since his appointment in March. "I've been taking Line 16," he said, "And I've been fairly impressed with the cleanliness of the buses. The operators have been very responsive and share their concerns with me."

continued on page 19 . . .

On those whom he admires: "I like Bobby Kennedy. He brought compassion and vision. Of someone alive today, I'd say Mario Cuomo."

"Transit is a social equalizer that we desperately need."

On anything else: "I want to thank RTD employees for helping me and the Board to create an institution that can be proud of its service to the customers."



Hertzberg

... continued from page 18

"I do notice that the buses on that line are overcrowded in the evening. The operators tell me they feel badly passing people up."

Hertzberg's goal on the Board is to make sure that the agency receives adequate revenue to provide the best service possible. He hopes the District will move forward aggressively in long range transit planning and procurement possibilities. "Since the county is gobbled up by traffic, we must expand the bus lines and develop incentives for ridesharing."

He says that his boss, Ms. Molina, is very committed to transportation and has worked with both planners and community groups on the intended light rail through Pasadena. "Our goal," he emphasized, "is to make Los Angeles more liveable."

The Los Angeles native graduated from the University of California at Santa Barbara with a degree in economics. He then went on to graduate studies in public policy at Duke University in Durham, N.C., where he was a graduate fellow in the Institute of Policy Sciences and Public Affairs.

Hertzberg, who is single, worked with the City Redevelopment and Housing Committee, which Ms. Molina chaired. He is a resident of the Mid-Wilshire area of Los Angeles.

State of the District

by Rick Jager,
Press Relations Rep.

RTD bus and rail ridership increased 3.7 percent during the first nine months of FY '91 compared to FY '90, with revenues from the farebox totalling approximately \$181 million, an increase of 1.7 percent over last year, announced RTD Board President Nick Patsouras.

"The state of the District is simple; we are on course, on budget for fiscal year 1991, and one of the best transit operators in the nation," said Patsouras.

Alan Pegg, RTD's general manager, noted that the District's third quarter report for FY '91 shows that the RTD, barring any unforeseen circumstances, will end this fiscal year with a balanced budget.

"This has been accomplished despite an increase of expenditures to provide additional bus service and Blue Line security, added Blue Line service to accommodate increased ridership, and higher fuel costs during the earlier part of the year," said Pegg.

RTD has added 35 buses this fiscal year to relieve overcrowding that exists throughout the system. This has allowed the District to keep pace with passenger growth by carrying more passengers with less serious overcrowding on many RTD lines.

"We still need to add more service, and in the coming months we will seek the funding necessary to do so," said Patsouras.

RTD service performance indicators show District bus service is more reliable than a year ago with fewer road calls and more buses meeting their scheduled runs.

Miles traveled between road calls increased from 4,100 miles in FY '90 to 4,745 miles between road calls in FY '91.

In addition, 90 percent of all RTD buses ready for service are currently anti-graffiti-free upon leaving the yard as opposed to 80 percent in FY '90.

RTD has moved to enhance the quality of its

"Ridership is up."

customer service by emphasizing courtesy and assistance. For example, RTD quality assurance data from service inspecting units show more and more bus operators are calling out bus stops for their passengers. In an informal survey taken in June of 1990, only 44 percent of the bus stops were being called by bus operators compared to 90 percent during April of 1991.

Traffic accidents involving RTD buses are at the lowest rate in seven years, continuing a downward trend that has seen a six percent overall drop in accidents.

After three quarters of FY 91, the District's annual accident rate is 3.82

accidents per 100,000 miles traveled. This is the lowest rate since FY 1984.

"RTD has stressed operator training and safety awareness by implementing a number of intensive safety programs and has enforced the nation's most rigorous drug abuse policy among transit agencies," said Pegg. "The goal of a safer, efficient, and reliable bus system is obviously being implemented."

Since RTD implemented a tough new drug and alcohol abuse policy in 1986, positive drug tests have been reduced from a high of 20.5 percent of those tested to 1.14 percent in March of 1991.

RTD statistics also show that absenteeism among bus operators and mechanics continued to decrease.

A recently completed absence rate survey conducted by Booz Allen and Hamilton, Inc. concluded that driver attendance improved by 18 percent between FY '88 and FY '89 and another 16 percent in FY '90.

What this shows is that between 1986 and 1990, attendance among our operator has improved by 35 percent, a reduction of 17.5 average annual days absent per driver," said Pegg.

The District's maintenance employee absence rate improved by 15 percent between FY '89 and FY '90 with average days absent per mechanic reduced 5.4 days representing a decrease of 27 percent between FY '86 and FY '90.

Bon Voyage to Marlene Allen

Marlene Allen has heard some pretty good ones over the years.

"One time," the gracious Minnesota native recalls, trying to keep a straight face, "this bus operator tried to tell me he had gotten a boil on his tailbone because the mechanics got the seat dirty. I said to him, 'You do wear clothes when you drive the bus, don't you?'"

Allen smiles, "Let's just say we agreed to forget about that one."

Last month, after 30 years of service to the District and overseeing the closing out of some 26,000 claims, Allen retired. She spent the lion's share of her years at RTD supervising the District's workers compensation program and ensuring that those employees who filed got the benefits to which they were entitled. For years, Allen administered the program by herself. Now there are ten employees doing worker's compensation in the Risk Management department. Notes Allen, "they're doing what I did myself for years."

Allen started in 1961 as a medical clerk receptionist for what was then the Metropolitan Transit Authority (MTA). ("Nobody ever starts in workers comp.; there's not even a class in it in law school.") Within seven years she had worked almost every union job in the personnel department. When it was



In the ballroom at the Burbank Airport Hilton Hotel, Marlene Allen's friends threw her a night to remember. Honoring the retiring Allen, who was also secretary of the District's golf club, is her boss, Director of Risk Management Barbara Anderson.

clear there was no room for advancement, she decided to move to the credit union.

"But they talked me into staying," Allen says, "and doing workers comp."

The position required Allen to track employees hurt on the job and file their damage claims with

the District's outside claims administrator. Several years later, RTD brought the claims in-house, and Allen was doing the actual adjustment, including arranging payments, dealing with attorneys and setting up medical exams. ("There was a hiring freeze

on and I was the only examiner working with some 2,000 open files.")

Back then, Allen says employees didn't file stress claims. "You didn't want to do anything that might jeopardize your job," she says. It wasn't until the early eighties that she started seeing stress claims, and even then, she says it "was just disgruntled employees trying to get back at their employer."

Nowadays, Allen says employees report things that somebody at home wouldn't see a doctor for. Yes, she thinks workers comp is a benefit that employees should be entitled to. But, as she puts it, "Some people overdo it."

"You get to the point that you hear so many stories of the different ways people have been hurt, that you don't believe it until you practically see the blood.

"You must understand," she says with a grin, "I don't mind people trying to work an angle, but what I've minded over the years is that they think I'm stupid enough to believe the stories."

And how about the people who file the far-fetched claims? Do they feel stupid?

Not at all, she says with a straight face. "People do not get embarrassed about those things."

continued on page 21 . . .



When all was said and done, there was still more; a jumbo television set was presented to the lady of the evening, Marlene Allen.

Allen, who's single, will take her memories to Las Vegas where she recently purchased a house on a golf course. At the end of May,

*"I don't mind
people trying to
work an angle . . .
what I've minded
is that they think
I'm stupid
enough to believe
the stories."*

her colleagues and the attorneys she's worked with over the years toasted her retirement with a

dinner dance at the Burbank Airport Hilton. The humble Allen had not wanted a to-do made of her leaving, but she gave her friends the nod when she thought of her father who had passed away some years ago.

Her Dad, Wayne Spittler, had worked at the District as the maintenance manager of Division 6. When he retired in 1973 because of failing health, his colleagues didn't give him a party. Not even a little gathering in the office. "He would have liked that," says Allen. "My party was really for him."

When he retired, Spittler had served the District for 31 years.

Like father, like daughter.

Barnfield, Gene K., began with the District on September 21, 1973, retired as a Bus Operator on April 18, 1991.

Bell, Thomas, began with the District on April 8, 1967, retired as a Bus Operator on April 22, 1991.

Bullock, Jasper E., began with the District on March 23, 1968, retired as a Bus Operator on May 7, 1991.

Cooper, Donald R., began with the District on May 13, 1958, retired as a Transit Operations Supervisor on April 30, 1991.

Doss, O. D., began with the District on April 27, 1968, retired as a Bus Operator on April 28, 1991.

Gutierrez, Tomas A., began with the District on April 21, 1981, retired as a Mopper Waxer on April 30, 1991.

Hassan, Raymond E., began with the District on May 4, 1963, retired as a Bus Operator on May 17, 1991.

McCoy, Cornelius, began with the District on April 5, 1976, retired as a Mechanic "A" on April 9, 1991.

Takemoto, Jacqueline S., began with the District on March 3, 1986, retired as a Secretary on May 11, 1991.

Vazquez, Horacio, began with the District on May 5, 1980, retired as a Mechanic "A" on November 27, 1990.

Weathersbee, Jesse, began with the District on May 6, 1967, retired as a Bus Operator on May 17, 1991.

Wesling, Ralph E., began with the District on March 28, 1968, retired as a Bus Operator on April 27, 1991.

Wyrick, Curtis J., began with the District on February 17, 1968, retired as a Bus Operator on April 30, 1991.

SHIFTING GEAR

COMMENDATIONS



"In my mind, she's always been Operator of the Month," said Supervisor Dave Coffey of Information Operator **Theresa Lutton-Ramirez** who was honored May 23 by the Board of Directors for officially taking the honors in April. *"Theresa is sharp, knows what the patrons want before they ask and knows the lines, schedules, and fares like the back of her hand,"* added Coffey. Fielding calls from up to 30 people an hour, Lutton-Ramirez said the most popular request is information about the Blue Line. She said many people are shocked to find that the light rail line only goes between Long Beach and Los Angeles. *"I tell them to give us a couple of years,"* she laughed. The mother of two sons, she graduated from Marshall High School. She's presently taking business classes at Los Angeles City College.



"The best part of my job is meeting so many people from all over the country and the world," said Bus Operator **Stephen Glaser** who clinched Operator of the Month honors for April. Introduced to the Board May 23, Glaser posed afterward for a snapshot with his sister, Sharon Sanders, who is an attorney in the District's Legal Department. Glaser, who works out of Division 15, started with RTD in March of 1980 as a part-time operator. The single jogger has carried 90 merits since 1983, and has never had a missout. He has not been sick since 1984. Glaser earned Outstanding Recognition for the years 88-89, 89-90, and according to his division manager, Chris Coleman, *"will undoubtedly receive Outstanding Operator for 90-91. When he's not behind the wheel, Glaser enjoys hiking and working out."*

Commendations . . . continued from page 22



Rob Hartert, photolithographic process operator, was recently named the Print Shop's Employee of the Quarter. Hartert, 13 years in the printing business, averaged 140 percent a month in productivity, according to his supervisor Mike Kennedy. A "good" rating is 90 percent. The Rialto father of two says his jobs are "never the same so they are never monotonous." Word has it that Hartert worked so much one year that he earned the nickname "O.T. Hartert" from his colleagues. His boss says that he depends on him personally for specialty jobs. Said Kennedy, "Rob gives 100 percent all the time -- he's very dependable." Al Moore, manager of the Print Shop, and Steve Parry, director of Scheduling and Operations Planning join Rob in the picture.



"He's one of our best," said Director of Accounting Mike Butler of **Rene Decena** as he presented him with a plaque for Outstanding Employee of the Quarter. The seven-year RTD veteran is in charge of financial management systems which means making sure that the general ledger, accounts payable, fixed asset, and the grants systems are all working properly. The Burbank resident also acts as a liaison between Accounting and other District departments and consultants. "I can't do without him," said Josie Nicasio, his supervisor. "Everybody just loves him. He has no airs. The recognition was long overdue."

More Commendations . . . continued from page 23



Five of the returning Desert Storm soldiers received a hearty welcome home in May from the RTD Board of Directors. Each was presented a bronze medallion and a T-shirt that read "Operation Desert Storm" on the front, and on the back read, "My Other Job is With RTD." Those honored included (from left to right) **Jose Solano, Curtis Shelby, Froylan Sandoval, Douglas Park, and Wesley Tyvog.** Making presentations to the men were (on the left) **L. Rich Davis, director of maintenance and Leilia Bailey, director of transportation.** RTD Board President **Nick Patsaouras, flanked by General Manager Alan Pegg, holds the plaque with the soldiers' pictures and those of their colleagues who are still in the Gulf.** The plaque will be displayed in the showcase outside the Board room. Similar ceremonies for the remaining 14 activated RTD servicemen will be held in the coming weeks, according to orchestrator and Human Relations Analyst **Howard Chokan.** Chokan, himself in the Navy Reserves, said the ideas for the ceremony and special gifts "just blossomed."



Director of Human Resources **Gayel Pitchford** accepted an award on behalf of RTD for dispatching a bus to transport family members of troops returning from the Gulf. The story was featured in the May issue of **Headway.** The presenter was the Commanding Officer Mobile Inshore Undersea Warfare Unit (MIUWU 105) of the U.S. Navy Reserves, to which Gayel belongs. Declaring it was "our way of saying thanks," the Navy saluted RTD for their effort in making the community stronger. "This is your day," they conveyed to RTD through Gayel. She, incidentally, is one of only 120 women commanders in the U.S. Navy.

More Commendations

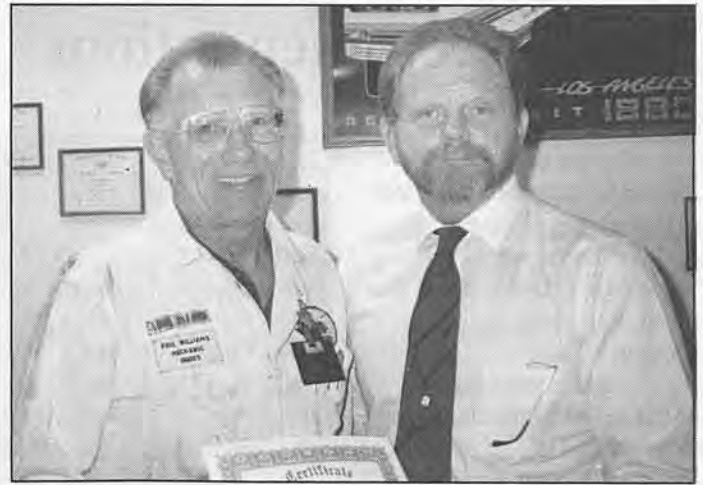
... continued from page 24



Layout Supervisor **Susan Chapman** captured the Employee of the Quarter Award for her consistently excellent performance. Under Susan's leadership, the Document Production section is being converted from a "cut and paste" operation to a personal-computer-based system. According to her supervisor, Dick Dimon, "her ability to produce top-quality work within tight deadlines has significantly enhanced the standards of the wide range of graphic materials produced by Susan and her staff." She also oversees the layout of *Headway*. Susan, who is married, lives in the San Gabriel Valley. She is pictured here receiving congratulations from Director of Scheduling and Operations Planning Steve Parry.



Carrying an excellent attendance and safety record as a Mechanic A, **Julio Perez** was tapped CMF Employee of the Month for April. His superiors in the Midlife Section said he was chosen because he performs his mechanical assignments in a superior manner. "I'm grateful to work here," the seven year RTD man told *Headway*.



"We have a pretty good crew," **Philip Williams** said of his colleagues in the Running Repair Section. They must think highly of him, too. In April, he was named CMF Employee of the Month because, said his supervisor, "he is a well-rounded mechanic and knowledgeable in all phases of bus maintenance." Philip is a Mechanic A.



Albert Sampson, a Leadman in Equipment Maintenance at the Machine Shop, accepted congratulations on being named CMF Employee of the Month for April. He was chosen because of his excellent working relationship with co-workers which, according to his supervisors, enables him to get maximum cooperation. On the job 35 years, he said he still "feels the joy of serving the public."

Public Commendations

Dear Sir:

The purpose of this letter is to applaud Wayne Helton, one of your many RTD drivers, who, each morning, drives the 401 bus from Pasadena into Los Angeles.

I can't praise his attitude enough. He is always polite and courteous, calling out our names and wishing us a "good day" or "see you Monday!" It's a real pleasure to ride with him.

So many times, I am sure, you must get grumpy letters complaining about this or that, but I can't help feeling that Wayne deserves a pat on the back, a handshake, or even a pay raise from his boss.

Congratulations for having the good sense to hire such people.

Sincerely,
Ginny Benson
Member Relations
Santa Monica Area
Chamber Area of
Commerce

Dear Sir:

In today's society, it seem that the only time we hear something is when things are bad, or not right and we lose sight or take for granted the good things, When I have the time, I like to commend someone for a job well done as was done by your operator Henry Scott, badge #1689.

Mr. Scott handles the 434 line, in which I ride daily. He is always courteous and conscientious, but this one particular day notes merit.

There were five German tourists boarding on 4th and Broadway this week and wanted to tour Los Angeles (downtown) and then return to Malibu. Even though they didn't speak English very well, Mr. Scott understood their needs and directed them effortlessly. These people didn't even understand the dollar value too well, but he never lost patience. In fact, he made them feel comfortable about

the situation. When it was time for their departure, he pointed out the direction that they needed to go, and explained to them where to stand to catch the returning bus.

I have been riding the buses since September and have seen drivers who have difficulty with English speaking passengers and are not as courteous -- Hats off to Mr. Scott.

Sincerely,
Pamela Miller
Hotel/Reservations
Director
Magic International

Dear Sir:

We have had many drivers on this Los Angeles-Norwalk route. Mr. Steve Lugo is one of the best drivers we have had. He is always on time, so we do not miss our connections. He is always very courteous and professional. For these reasons we would like to have Steve as our perma-

nent Line 462 driver, and that is the purpose of this letter. Could you approve our petition.

Sincerely yours,
Juan Jose Jauregui
(The letter was signed by 14 others)

Dear Sir:

The purpose of my letter is to commend RTD driver, Mr. C. Randolph, Badge #26191 Route 33, for the information, kindness and courtesy extended to two confused out-of-state tourists.

Please inform him of my letter so he will know of our gratitude. By the way, we spent ten days sightseeing by bus and found all of your drivers extremely helpful, but Mr. Randolph even more so.

Thank you.
Sincerely,
Isabel J. Mahoney
Upper Darby, PA

Rubin, RTD Win National Accounting Distinction

A top national award for financial disclosure in annual reports has been won by the RTD and its controller-treasurer, Tom Rubin. The Government Finance Officers Association of the United States and Canada awarded its certificate of achievement for excellence in financial reporting to the Southern California Rapid Transit District.

The certificate of achievement is the highest form of recognition in the area of governmental accounting and financial reporting, and its attainment represents a significant accomplishment by a government and its management," the Chicago-based association said. It is a distinction accorded to only three percent of governmental agencies in the nation.



Tom Rubin

RTD's comprehensive annual financial report was judged by an impartial panel to meet the high standards of the finance officers association program including the demonstration of a constructive "spirit of full disclosure," the organization said.

Working on the Railroad

Sometimes, when John St. Cyr looks at the closed circuit monitor which pans the Blue Line stations, he sees people disregarding the rules. Sometimes he'll see people drinking on the platforms or walking on the tracks.

But on one Saturday in April, the dispatcher whose colleagues say is "modest to a fault" saw a chilling slice of life. Two people had been shot, not on rail property, but on a public sidewalk underneath the Florence platform. He watched aghast as a man wheeling a baby stroller passed the bleeding victim, looked at him, and moved coolly on. Just as coolly, St. Cyr walked the twenty feet to the Sheriff's deputies and relayed what was being played out on the screen.

"He never flies off the handle," says his boss, Dan Ibarra. "That man works with such precision and such consistency that you're used to forgetting he's there."

But St. Cyr has been here for 16 years. In that time, he is one of only two who has worked almost every transportation job on both the bus and rail side. He is, says Ibarra, "living testimony to the success of a cross-training program."

The man who restores old cars for a hobby started as a bus operator working out of Divisions 8 and 15. He worked the Extra Board so that he was not "stuck on the same streets" every day.



"Sometimes," his colleagues say good-naturedly of John St. Cyr (above), "we have to pinch him to see if he's awake. We should be half as good as he."

Two years later, he changed to division dispatching in the San Fernando Valley.

"I like to see different aspects of the company and how they interface with each other," the reserved St. Cyr says. "As a division dispatcher, I learned the different personalities of the operators."

Soon a transit operations supervisor, the Canyon Country resident was among six or seven people chosen to cross-train in the radio room downtown. ("It was most exciting, most rewarding.") He was particularly challenged during the rush hour. If a bus broke down, he would have to adjust the other buses on the line. "I love solving those kinds of problems, but sometimes you can only put a band-aid on them."

"I found that if you were pleasant to the operators on the other end, the

problems would be solved a lot quicker."

In April of last year, the Blue Line whistled. ("It was a beautiful sight to see the yard filled with trains.") First a yard controller, then a line supervisor, St. Cyr is presently working with the highly sophisticated, computerized equipment in the radio room. "As a rail dispatcher, I have to be even more careful because we're dealing with high speeds." And the problems in some cases are more complex to solve. "When I was a bus dispatcher and there was an accident in the street, we'd use another street. But an accident on the tracks is critical to train operations."

He says light rail accidents seem to happen more often in the afternoon. And, as you'd expect, such mishaps happen more on street running territory, like Washington and Long Beach boulevards where

there are more problems with traffic signals.

*"He is living
testimony to the
success of a
cross-training
program."*

If he had to choose his favorite station, he says he'd pick Del Amo because it's the first one he ever saw and a "two-level job." As for his favorite RTD job, St. Cyr says diplomatically, "I've enjoyed every TOS job I've ever had," and then quickly adds, "This is the best group of people I've ever worked with."

"That figures," says Ibarra when told of St. Cyr's comments. "I've never heard John say an unkind thing about anybody. There is simply no negativity coming from John."

These days, he's not home much because of his schedule, which requires him to work from 12:30 p.m. to 8:30 p.m. and on weekends.

His wife, Rosemary, he says, is getting used to it. "Transportation is my life," he says simply. Perhaps it's in the blood. His oldest son, a sheriff's deputy in Castaic, has a high seniority position transporting prisoners to court. His middle son is a tow truck driver. And his younger son, a college student, enjoys watching his dad restore the '55 Buick they have at home.

The District Cashes In, and So Do Its Employees

Watch any old movie or TV rerun set in the workplace and you are likely to run across a familiar old joke -- the employee suggestion box, which is often made out of a shoe box, and is emptied into the wastepaper basket at the end of each week.

Human Resources analyst Denice Findlay wants you to know that things work a little differently at the District. Findlay is charged with administration of the RTD Employee Suggestion Program, which bears no resemblance to the shoe box of old.

The District knows that its employees, rather than high-priced outside consultants, are the people who best understand daily operation of an immense public transit agency. It is to the employees, then, that the District turns for cost-cutting and service-enhancing improvements. The Suggestion Program assures that every idea is acknowledged, evaluated and -- if put into effect -- rewarded.

If you still don't think the District is serious about wanting employees' suggestions, just ask any of the eight employees whose suggestions were rewarded last May. Robert Kang, for example, realized that dollar bills often got stuck in the electronic fareboxes. Kang, a Sheet Metal Worker who has been with RTD for 17 1/2 years, developed a die that allows the bills to be smoothly inserted, and ended up saving the District \$500.



Inventors at Heart.

He in turn was awarded \$50 for his cost-cutting suggestion.

Robert Puente is also a Sheet Metal Worker, and he also had an idea for the electronic fareboxes. He designed a transfer ticket holder which now results in an annual cost savings of \$2654. The District happily spent ten percent of that savings thanking Puente for his valuable idea, by presenting him with a \$265 award.

No one understands the need for safety better than good mechanics, and four of the District's best were rewarded for suggestions that promote safety during maintenance and repair. Tim Pohlman and Terry Diedrichs, both with the District for almost ten years, split a \$100 award when they suggested installing a 100 series shipping stand on an 870 dolly, making removal of power plant assemblies safer and easier. Victor Yacobucci and Julio Perez, concerned about possible

injury resulting from failed hydraulic jacks during GFC engine changes, designed a steel beam to supplement the jacks and prevent serious accidents. They also split a \$100 award.

Since its inception,

the Employee

Suggestion

Program has saved

RTD about \$1.2

million.

Safety was also a concern for Gary Ward, a welder with the District for 18 years. He designed a stand that will safely hold axle housings for repairs, storing and shipping, making the Equipment Maintenance area even safer.

Ward also designed a tow bar for our Flexible Metro buses. Formerly, the buses had to be lifted and

towed using chains and boards; as a result, the front bumpers often suffered damage. After considering the problem and spending just half a day in the weld shop, Ward had fabricated a new three-foot by four-foot unit which adapts to the standard towing fixture and goes underneath the coach, causing no damage to the front end. The District has awarded \$200 to Ward for his safety-enhancing and cost-saving ideas.

Equipment Maintenance Supervisor Roger Flynn thought radiators would withstand structural shock better if they were mounted on polyurethane pads instead of the laminated canvas composite material they previously used. The suggestion was tried out, and now results in an annual cost saving of \$2461.50. Flynn's idea proved rewarding for himself, as well; the District gratefully presented him with a check for \$246.

Since its inception, the Employee Suggestion Program has saved the District about \$1.2 million.

Wanted

Wanted: Cash offers for Safety Awards and Cap Badges from Los Angeles Transit Lines, Metropolitan Transit Authority, and Pacific Electric Railway. Please call or write: Roy Fizer, 1254 West 36th Street, Los Angeles CA 90007. (213) 735-9145.

Waning Industry Should be Harnessed For Building Transit Systems, Patsaouras Says

Thousands of jobs could be created in Southern California over the next three decades by redirecting aerospace and defense employees into local manufacturing of buses, light rail, commuter rail and subway cars and parts instead of purchasing equipment from abroad, RTD Board President Nick Patsaouras and civic leaders announced at a press conference in late May.

Government and private industry need to work in a joint effort to re-allocate available engineers, technicians, skilled labor and manufacturing capacity in the moribund aerospace and defense industries into the building of transit systems in Southern California. Patsaouras made his remarks at a news conference in Downey near Rockwell International's Space Systems Division.

Over the next 30 years, Patsaouras noted, the Los Angeles County Transportation Commission, in concert with the 88 cities in the county, CalTrans, the RTD, and nine of the municipal transit operators, will spend nearly \$160 billion improving bus services, building rail lines, adding to freeway capacity, and developing new technology to help ease congestion and clean up the air.

"It means the production of nearly 6,000 buses -- one



Flanked by union leaders and LACTC Executive Director Neil Peterson, RTD Board President Nick Patsaouras urged cities and developers to donate land as sites for manufacturing plants to produce buses, rail cars and other equipment, thus creating jobs and boosting the local economy.

bus per work day for the next 30 years," Patsaouras added, noting that the Crown Coach plant in Chino in neighboring San Bernardino county is being dismantled and auctioned off.

"It also means the production of 300 rail cars and related equipment, as well as the development of new technology for fare collection, street signal controls in smart corridors, telecommunications and information dissemination."

Added LACTC Executive Director Neil Peterson, "We need to initiate the momentum to keep local tax dollars here in Southern California and provide much-needed jobs to those who have been left out as a

result of the defense and aerospace closures."

Peterson pointed out that although the Metro Blue Line vehicles were manufactured and assembled in Japan, 40 percent of the parts were manufactured in the United States.

"It's feasible to assemble the cars here, as is done with New York's Japanese and Canadian built subway trains and Seattle's Italian-built buses," Peterson said. "We urge the manufacturing industries to look into creating opportunities locally."

Southern California labor leaders also praised the plan. Bill Robertson, executive secretary-treasurer of the Los Angeles

Federation of Labor (AFL-CIO), said that government contract cancellations and cutbacks, combined with an extended slump in private orders at major aerospace facilities here, had "sounded an apparent doomsday message" in the industry.

Bruce Lee, director of Region 6, United Auto Workers, said Patsaouras's program was "the only viable plan on the table that promises to save the talent and experience of tens of thousands of skilled workers from vanishing forever while giving the Southern California economy a massive boost for years to come.

"The foresight of Nick Patsaouras in developing the 'Jobs Creation Initiative' deserves the tribute of the entire state."

For Sale

For Sale: '90 Chinook Concourse Motor Home. Due to Illness, it has never been driven. \$55,000 or \$10,000 and T.O.P. Phone: (714) 593-2351.

For Sale: 1981 Mobile Home, 12' x 50'. 1 B/R, 1 BA, appliances, washer/dryer, roll-down security shutters, shed. Space rent \$400. Located opposite Div. 3. \$16,500. Call (213) 223-2693.

SCHEDULE CHANGES



Abella, Radgino G., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Acker, William E., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Aguilar, Walter A., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Bakir, Majd Sidki, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Barrera, Pablo, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Benat, Daniel, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Bonifay, Leroy A., from Rail Traction Power Inspector to Rail Traction Power Supervisor.

Bozonier, Anthony R., from Bus Operator (Full-Time) to Schedule Checker.

Brady, Juanita, from Bus Operator (Full-Time) to Bus Operator/Extra Schedule Checker.

Burroughs, Andre Lamar, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Busch, Lawrence S., from Mechanic "C" to Mechanic "B."

Camagay, Alfredo M., from Stock Clerk to Storekeeper.

Carrillo, Albert, from Bus Operator (Full-Time) to Bus Operator/Extra Schedule Checker.

Carroll, Allie Lea, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Castillo, Gustavo, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Castle, Alvin D., from Mechanic "C" to Mechanic "B."

Castro, Rogelio U., from Bus Operator/Extra Schedule Checker to Schedule Checker.

Chaney, Jerry, from Transit Police Officer (Trainee) to Transit Police Officer.

Clark, Michael G., from Mechanic "C" to Mechanic "B."

Coats, Matthew L., from Digital Technician to Digital Systems Technician.

Coronel, Jose Martin, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Craney, Deborah L., from Assistant Administrative Analyst to Administrative Analyst.

Cranston, George A., Transit Police Officer (Trainee) to Transit Police Officer.

Cruz, Paul A., from Mechanic "C" to Mechanic "B."

De La Rosa, Ernie, from Stock Clerk to Storekeeper.

Doyle, Darnell "D", from Janitor to Mopper Waxer.

Duong, Lelan T., from Clerk to General Clerk II.

Erazo, Kathryn L., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Esquivel, Irma E., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Farley, David A., from Rail Traction Power Inspector to Rail Traction Power Supervisor.

Gallardo, Albert R., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Garcia, Victor A., from Bus Operator/Extra Schedule Checker to Schedule Checker.

Gatdula, Salvador L., from Engineering Associate to Engineer.

Giovannetti, Michael D., from Mechanic "C" to Mechanic "B."

Gonzalez, Oscar R., from Mechanic "C" to Mechanic "B."

Goss, Jackie A., from Transit Police Officer to Transit Police Investigator

Guerrero, Charles Arnold, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Haywood, Teresa L., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Hernandez, Jose L., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Johnson, Leroy, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Judilla, Renato Gonzalez, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Kalaw, Joseph E., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Kangarloo, Afshin, from Programmer to Programmer Analyst.

Kawahara, Dean E., from Mechanic "B" to Mechanic "A."

Keliher, Joseph T., from Mechanic "C" to Mechanic "B."

Kimbrough, Carol A., from Stock Clerk to Truck Driver/Clerk.

Labayna, Edgardo Y., from Transit Police Officer (Trainee) to Transit Police Officer.

Lee, Han Joo, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Lindsay, James B., from Mechanic "C" to Mechanic "B."

Livio, Joseph, from Mechanic "B" to Mechanic "A."

Lomeli, Edith B., from Truck Driver/Clerk to Stock Clerk.

Lopez, Esmeralda M., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Macabagdal, Fernando B., from Mechanic "C" to Mechanic "B."

Madrigal, Dina M., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Maldonado, Ephraim NMN, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Matejovsky, George E., from Rail Signal Supervisor to Facilities Maintenance Manager.

McNeese, Rayetta P., from Mopper Waxer to Equipment Records Specialist.

Megliorino, Rodolfo, from Bus Operator (Full-Time) to Bus Operator/Extra Schedule Checker.

Melgar, Rafael Antonio, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Miranda, Edward, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Morales, Manuel J., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Moreno, Miguel, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Munoz, Jose Gilberto, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Myers, Philip H., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Navarrette, Gloria Jean, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Nguyen, Dan L., from Bus Operator (Full-Time) to Schedule Maker I

Nix, Cecelia Ann, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Page, Richard S., from Planner to Senior Planner.

Pearson, Reginald M., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Pilola, Juan C., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Pulido, Jaime C., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Ramirez, Elias, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Ramirez-Chavez, Jose A., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

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

Risin, Demetria Michelle, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Rivera, Angel C., from Transit Police Officer (Trainee) to Transit Police Officer.

Rodriguez, Joseph P., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Rodriguez, Hilton T., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Salcido, Anthony, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Sanchez, Elena, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Sanchez, Victoria Lynn, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Santos, James D., from Bus Operator/Extra Schedule Checker to Schedule Checker.

Saw, Kyin H., from Mechanic "C" to Mechanic "B."

Schwibs, Michael W., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Shen, Gloria Siu Yin, from Programmer to Programmer Analyst.

Smith, Myron M., from Transit Police Officer (Trainee) to Transit Police Officer.

Solano, Cesar E., from Mechanic "B" to Mechanic "A."

Soto, Connie, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Subillaga, Renato P., from Mechanic "C" to Mechanic "B."

Sun, Hsiao-Man, from Mechanic "C" to Mechanic "B."

Tadena, Manuel B., from Mechanic "C" to Mechanic "B."

continued on page 33 . . .

War Games

by Frank Harper,
Local Government and
Community Affairs Representative



Packing it in. Leilia Bailey tries on a soldier's backpack. Fully loaded, the gear weighs over 100 pounds.

"Arrive at 0630 at Norton AFB on 16 May for processing and briefing prior to boarding the aircraft..."

read the letter sent on military stationery to District Transportation Director Leilia Bailey and Division Five Operator Mary Morrow. Bailey and Morrow had not been deployed. They were headed off for a day's visit to Camp Roberts as participants of the "Guard Lift" program of the California National Guard.

The program's purpose is to gather support for the National Guard by providing employers and legislators with a first-hand look at the activities of reservists and guard members during their annual two weeks of training. As Director of Transportation, Bailey reviews requests by

her staff of operators and supervisors for military leave. "You have to allow them the leave time," she says, "but my workforce is diminished by complying with the request for time off."

Bailey and Morrow ascended into the belly of a huge C-130 military transport plane for the hour flight to Paso Robles, the nearest town to Camp Roberts. The aircraft, a 1960s era model, with only makeshift nylon webbing for seating, offered a taste of military life. The flight crew readily handed out ear plugs to all the passengers.

At Paso Robles airport, three Chinook helicopters--their rotors whirling for a "hot takeoff," stood waiting to take the visitors on a brief, memorable flight to Camp Roberts.

HAPPY BIRTHDAY, **AMERICA**

On a hillside at the camp, a camouflaged grandstand was erected. It formed a natural amphitheater to view simulated battles and skirmishes. The soldiers demonstrated their equipment and battlefield tactics. Bailey and Morrow got to ride in all-terrain armor personnel carriers. For lunch, the visitors sampled the latest in military field cuisine -- pre-packaged MREs or "Meals Ready to Eat." The tour also featured a helicopter demonstration and an earthshaking round of mortar and heavy artillery fire.

Bailey found the day at Camp Roberts to be very

enlightening. "I was most impressed by how hard these young men and women train," she said, "and by their level of commitment. I came to understand that service is a sacrifice on their part. It isn't a 'get-away-from work' event, it's an extension of work."

The conversion to an all-volunteer military force and the end of the draft has increased the importance of the Guard and Reserves in our nation's defense. Together, they make up one-third of our armed forces. The Guard and Reserve played a significant role in Operation Desert Storm.

continued on page 33 . . .



A wing and a prayer. Director of Transportation Leilia Bailey aboard the Air National Guard's C-130 transport plane.

War Games

... continued from page 32

Employers, such as RTD, are required to release employees for military training. Bailey estimates that 25 operators and supervisors participated in Operation Desert Storm and Desert Shield and that some personnel are still serving.

In California, Guard activities also include disaster and emergency relief, and drug interdiction.

"The National Guard is the nation's best kept military secret," says RTD Public Affairs Representative Daniel Cowden. Cowden, a former Green Beret in Vietnam and reservist says that National Guard personnel are often more experienced and better trained and better qualified than their active counterparts. Cowden, cites the Air National



Guard as an example. Pilots generally come from the ranks of commercial aviation. Cowden is planning to reenlist in the Guard. "In terms of costs," notes Cowden, "the National Guard is bargain." To staff, train, and equip a Guard unit is one-fourth the cost of an active unit.

After an exhausting and event-filled day with the troops, Bailey and

Morrow re-traced their journey home by helicopter and plane.

"I gained an appreciation overall for the National Guard and the employees who serve," says Bailey. "From now on when I sign off on a leave request," she says, "it will be with a sense of pride instead of feeling in a quandary about having to fill that slot."

Angela Ridgway, Daughter of Division 5's Beverly, Honored

Angela Ridgway, daughter of Division 5 bus operator Beverly Ridgway, has been chosen to act as a role model in the D.A.R.E. Program. The 13 year old, who is a ninth grader at Paul Revere Junior High School, will speak about drugs and alcohol abuse to young students at several

elementary schools in the Los Angeles area. Angela also was chosen to participate in the Black Scholarship program. Proud mother Beverly writes **Headway** that she and her husband are very honored and hope she continues to achieve and strive for the best.



Angela Ridgway

Schedule Changes

... continued from page 31

Vasquez, Ernie A., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Vasquez, Gabriel F., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Vergara, Andrew J., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

White, Reyna Consuelo, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Wilkes, Vincent D., from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Yates, Robert J., from Planning Assistant to Planner.

Zapata, Irma, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

Zimmerman, Richard B., from Transit Police Officer to Transit Police Investigator.

Zuniga, Estella Virgin, from Bus Operator (Part-Time) to Bus Operator (Full-Time).

RTD Receives Major Award for Pioneer Work Toward Clean Air



The clean air leader of the pack, L. Rich Davis. Davis, director of the Central Maintenance Facility, recently was honored with yet another award at an APTA conference in Orlando, Fla.

*by Anthony Greno,
Press Relations Rep.*

The RTD has received a major award from the South Coast Air Quality Management District for the transit agency's pioneering experiments with clean air buses.

For conducting the world's largest experiment in alternative-fueled mass transit, the RTD was named a winner in the air pollution technology category of the AQMD's third annual Clean Air Awards.

"We are pleased with the recognition received publicly from the Air Quality Management District for our efforts toward cleaner air," said RTD Board President Nick Patsouras. "Instead of being part of the problem of air pollution, we are now very decidedly part of the solution."

For two years the RTD has operated 30 buses with engines specially build for methanol fuel. It is the largest revenue fleet of buses running on methanol fuel in the nation and the world.

Based near downtown at Sixth Street and Central Avenue, the methanol fleet operates on routes in East and West Los Angeles and on West Third Street. The fleet reached its first million miles of passenger service last January.

Methanol engines virtually eliminate particulate emissions and cut by half the amount of nitrogen oxides (NOX) emissions which contribute to ozone and smog formation.

In another experiment, the RTD operates 10 buses powered with compressed natural gas. The CNG buses, based in Sun Valley in the San Fernando Valley, make daily runs into downtown Los Angeles.

Additionally, the RTD operates six buses using Avocet, a fuel additive that allows diesel engines to burn methanol, with a minimum of prior engine modification.

Another experiment involves revenue operations of Clean Air Diesel buses which are fitted with particulate traps, devices that trap and filter particulate matter from diesel exhaust.

"Our technicians, mechanics, and operators are to be praised for their performance in the two intense years we have dedicated to clean-air experiments in revenue service," said Alan Pegg, RTD general manager. "Their efforts, along with the patience of our patrons, have combined to make Los

Angeles the emporium of the nation for clean-air bus technology for public transportation. RTD is proud to be recognized a leader in clean-air technology.

The AQMD award was presented to RTD at a ceremony at the California Museum of Science and Technology.

Victoria Woods Receives Her A.A. Degree



Victoria Woods intends to pursue a career in public relations.

Victoria Woods, an RTD cash accounting clerk, received her Associate in Arts (A.A.) degree from Southwest College in June. The journalism major plans on transferring to Cal State Dominguez Hills in February. Woods, who has been with the District one year, aspires to a career in public relations.

Transit Police Participate in Baker to Las Vegas Challenge Cup Relay

On April 20, 1991, Chief Sharon Papa lead a contingent of 36 transit police officers and their supporters to Baker, Calif. to participate in the annual law enforcement Baker-to-Vegas relay race. The purpose of this foot race across the desert is to promote camaraderie, pride, physical fitness and teamwork among a broad spectrum of peace officers from throughout the United States and Canada. The grueling, non-stop competition demonstrates to those involved the need for a high level of fitness and teamwork.

It also presents a different and more positive view of law enforcement to the general public.

The race course is 120 miles in length and is divided into 20 stages, each approximately six miles long. It starts just outside of Baker and follows Highway 127 toward Death Valley. At the town of Shoshone it turns toward Nevada and continues through the city of Pahrump and eventually into Las Vegas. The finish line is in front of the Hacienda Hotel.

This was the first year that our Transit Police Department entered a team in this event. This entry was also the first for any transit related police agency. Included among this year's 135 entrants were teams from the FBI, secret service, Canada, and

most of the major law enforcement agencies in the western United States.

Although the vast majority of our officers lacked any prior running experience they began a conditioning program to prepare for this event in February. Their early goal was to complete the race in a respectable fashion, and to gain a foundation of experience for future years. It appears that they certainly accomplished this objective.

Investigator Ed

Lumlang ran the

hardest portion

of the course.

The race started at 12:30 p.m., during the hottest hour of the day, with Jaime Rodriguez, one of the Department's newest officers, running the first leg. The succeeding officers battled the heat, wind, terrain and, eventually, the cold of the desert night. At leg 12, transit police Officer Leroy Crawford, 59 years of age and 28-year District employee took the baton and continued the race into the night. The team's efforts concluded 17 hours and 51 minutes after the start when an exhausted officer Larry Barr crossed the finish line. Along the



Transit police give chase.

way all of the team members distinguished themselves, one way or the other, with their physical condition, effort and commitment. Particularly noteworthy, however, was the effort of Officer Richard Estrada, who not only ran one of the toughest legs, but also passed a dozen teams. Investigator Ed Lumlang ran by far the hardest portion of the course. It was six miles up a steep mountain. Angel Rivera proved to be the most photogenic as a news team from prime time television documented virtually all of her effort for their program.

Unfortunate injuries to two of the team's runners slowed their progress and since midcourse substitutions were not allowed they had to finish their legs with much slower than hoped-for times. While this took the team out of trophy contention the overall effort resulted with

the team placing 113th. According to Chuck Foote, the race director, this was a surprisingly good effort when one considers that most of the teams are from much larger organizations and have trained for and have prepared for this race for well over a year.

The FBI's team finished first and they were closely followed by teams from LAPD and the Los Angeles Sheriffs Department. Virtually all of the transit police officers that watched or participated in this year's event have indicated that they have learned a great deal about running such distances and they have expressed a lot of enthusiasm for next year's race. Race officials who monitored the race made many comments about the potential of the RTD team. The consensus was that with hard and diligent training, this team could be a contender for the championship in the future.

Spotlight on the Lump Sum Retirement Option

by Ed Paull, Pension and Benefits Manager

Some interesting trends have developed in the last few years regarding the selection of a retirement option. More and more retirees are now selecting the "lump sum" option. In fact, most retirees now seem to take the lump sum option over any of the other options available.

Is it a "good" thing to take the lump sum?

Are many retirees making a major "mistake" by taking the lump sum?

The answer is yes to both of the above questions. The true question to ask yourself: is the lump sum right for you? If the lump sum is right, TAKE IT; but it is also my personal opinion that there are many employees that take the lump sum who are making a tragic error. They are taking the lump sum simply because a friend or acquaintance chose to do so.

The following is some factual information about the pros and cons of the lump sum option. As with all retirement options, you are not required to make a selection until just prior to your retirement.

1. One of the most important areas to consider as to whether or not to take a lump sum is taxes.

We strongly recommend that you consult a tax

expert prior to the selection of the lump sum option. Some recipients of a lump sum have made tragic errors by not knowing the tax laws. In a worst case scenario, the true beneficiary of YOUR lump sum is the IRS and the Franchise Tax Board, in which almost HALF of your pension is paid in taxes. The maximum tax rates are 28

*There is a story
about a retiree
who picked up
his lump sum
check and left
most of his
pension in Las
Vegas.*

percent for federal taxes, 10 percent Federal tax penalty for early withdrawal of pension and nine percent California tax, for a total of 47 percent.

There are ways to defer almost all taxes, but this requires the use of an IRA, and receipt of EXPERT advice, which is NOT free.

2. Are you an "Expert Money Manager?"

Management of a large sum of money is not an easy task. If you make a "mistake," it will cost you dearly. You could become destitute for the rest of

your life. If you have not managed to save \$100,000 or more in your lifetime as of your retirement date, what now gives you the expertise to manage these funds in your retirement? Remember, the Pension Plan spends thousands and thousands of dollars yearly for expert advice on money management. Can you do as well?

There is a story about a retiree who picked up his lump sum check, went to Las Vegas, and left most of his pension in the casinos of Las Vegas. To add insult to injury, the IRS went after the retiree for unpaid taxes. I cannot verify if this is true or not, but I have heard this hard luck story more than once. DON'T LET THIS BE YOU!

3. You Will Forego future increases in Pension Benefits.

Every so often pension payments to retirees are increased. This is done to help offset the effects of inflation, which can have a significant impact on the value of your retirement. Individuals who never take a lump sum are no longer members of the plan, and will NEVER get a future increase in benefits.

4. "I am taking a lump sum because I do not trust the Pension Plan to pay the promised benefits for my lifetime."

Another way to respond to this important statement is to describe to you just

how safe the Pension Fund is. By law, each year the Pension Plan conducts an Actuarial Evaluation of the Plan to determine its financial soundness. The Plan retains the services of a federally registered and fully qualified actuary for this evaluation. The latest Evaluation was prepared as of Dec. 31, 1990, and was adopted by the Pension Plan Administrative Committee. As of Dec. 31, 1990, the Plan assets at market value was \$420,595,517; the Actuarial accrued liability was \$403,818,131, which means the Plan has an Actuarial SURPLUS of about \$17 million.

There are some conclusions we can draw from these asset values and from the Actuarial report. In the event the District shuts down (not a likely occurrence, as there will always be a need for public transportation in Los Angeles,) the Plan has spelled out some rules on just who get paid FIRST should the Plan be terminated. All except one of the categories described below will be paid at 100 percent.

A. The plan will pay out all employee contributions first. The plan has sufficient assets to pay this.
B. All currently retired individuals will receive their earned pension benefits. The Plan has sufficient assets to pay this.

continued on page 37 . . .

Lump Sum

... continued from page 36

C. All currently employed individuals eligible to retire but have not yet retired will receive their pensions. The plan has sufficient assets to pay this.

D. All currently employed individuals who are vested, but are not yet eligible to retire. The Plan has sufficient assets to pay this.

E. All currently employed individuals that are NOT vested and NOT eligible to retire have accrued retirement benefits. There is probably enough money to pay for MOST of this liability.

Compared to many Pension Plans in both the public or private sector, your District plans are extremely well funded.

If you would like additional information on your pension plan, please consult the pension plan booklet which has previously been given to you. The current Plan booklets have the following dates on the front cover:

UTU Booklet -- June 30, 1988

ATU Booklet -- June 30, 1988

TCU Booklet -- June 1, 1989

Non Contract, including Transit Police -- Old Plan May 1, 1990

Non Contract, including Transit police -- New Plan March 1, 1990

Teamsters -- February 1, 1985

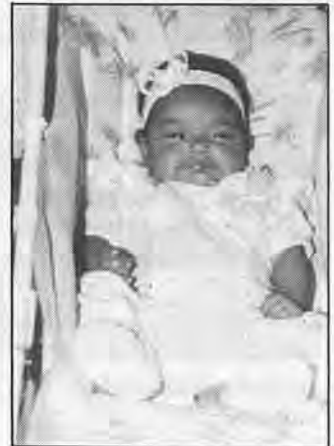
Included in the booklets are complete descriptions of other retirement options besides the lump sum. I would encourage each of you to become familiar with all of the options.

If you do not have a current booklet and would like to get one, call Rudy Chairez, pension clerk, at (213) 972-7173 and he will send you a booklet right away.

And if you would like a customized estimate of your retirement benefits, including all retirement options, please call my secretary, Carole, at (213) 972-7182 and we will send you the estimate in one to two weeks.

BIRTHS

Born to CMF Stock Clerk Jose Sanchez and his wife, Anna, a daughter, Francine Sanchez on April 1, 1991 in West Covina at 7:43 a.m. Francine weighed in at 6 lbs., 10 oz. and was 18 1/2 inches long. The little one is the Sanchez' third daughter. Her parents write in that Francine was "no April Fool's joke." She was due on April 3.



Letter to the Editor

Dear Editor:

It has been said that Los Angeles County has become the melting pot of many cultures. I would say it is truly a pot of many cultures, however, there is still uncertainty about the melting.

Of the many cultural, ethnic, and economic influences in the area, two broad classes may be agreed on. There are those that act to separate and those that bring together. Points of agreement bring together, Disagreements separate. Knowing brings us together, while the unknown separates us. Mountains separate, while valleys bring us together. Walls separate, but open doors bring us together. Neighborhoods tend to separate us. Public places or institutions bring us together.

To make society work, our burgeoning population,

with its profound cultural diversity, urgently requires the forces which bring together. In the absence of this influence, urban life would become an endless maze of walls.

The cultural influence of the RTD is overlooked. Going quietly about its business each day, the RTD brings about connections. Every point on every bus schedule puts another point of agreement into the community. Every call to transit information increases knowing. Every bus on the street brings a familiarity to the scene. The inexorable task of breaking down barriers of fear and mistrust between different groups is helped by the continuous process of transporting ever-changing groups of people in a public transportation environment.

Moving groups of people through neighborhoods at

ground level has a more profound cultural effect than that of individuals moving through neighborhoods by car, or groups moving above neighborhoods through the air.

A motorist driving through a neighborhood may be completely insulated from the unknown in his air conditioned car with his attention on traffic and the radio. This is no melting pot. Likewise, there is no immediate melting pot-effect in a jet plane flying overhead. Though of undeniable cultural importance, the effects of air travel are complex and more difficult to conceptualize.

But riding a bus through a series of neighborhoods in local service has a direct impact on the rider. Unlike our television pop-culture, which creates a nation of

continued on page 38...

Letter to the Editor

... continued from page 37

spectators, riding the bus is a true cultural experience. It is hard to remain a spectator when a stranger comes and sits down right next to you, or when you take the seat next to a stranger. Or try standing on a crowded bus without being personally involved. And don't forget waiting on the street at a bus stop by night.

RTD local service is truly a melting pot of cultures.

The hard work of the American dream involves the forging together of the many disparate elements into a whole. Basic to this process is learning to trust each other. Establishing trust between people is begun by being together in proximity. Becoming comfortable in the presence of strangers from different cultures is no small achievement. This alone

establishes an element of trust. By bringing one into close proximity with those who live in the neighborhoods between where one boards and alights, the RTD helps to break down barriers between individuals of widely differing backgrounds.

While the recent confrontation in Kuwait did a great deal to bring the nation together in spirit, and put aside our differences, the day to day testing of democracy is a relentless process of bringing strangers together and building trust between them

The contribution of the RTD to this process is hard to match.

Sincerely,
Tom Buchanan
Passenger
Services Technician



Fact: Since the Blue Line opened last July, RTD has conducted 7,800 daily inspections, used 486 gallons of oil, recycled 2,700 seats for cleaning, gone through 970 pairs of brake shoes, changed out 376 windows etched with graffiti and used 3,936 gallons of soap for washing the trains.

Fact: To date, the Sheriff's Department has issued 3,100 citations to motorists making illegal left-hand turns into the path of the trains. Many of the motorists cited went around downed crossing gates.

Tammie Hall, Daughter of Division 5's Patricia, Accepted at Cal State Long Beach

Tammie Hall, daughter of Division 5 bus operator Patricia Hall and Robert Crawford, graduated in June from Narbonne High School in Harbor City. During high school, the 17-year old played left and center field on the softball team and earned her letter in track by running the 200/

100 meter and relays. Tammie has been accepted to Cal State Long Beach for the Fall, 1991 semester. She plans on majoring in business and dreams of one day owning her own Certified Public Accounting firm which would be run by Christian women.



Tammie L. Hall, daughter of Division 5 bus operator Beverly Hall, intends to be a Certified Public Accountant one day.

Division 3 Steals Thunder

... continued from page 15

determined by division wide performance comparisons for both departments. Indicators for the Transportation Department included: total days of absenteeism for March 1991 as compared to March 1990; traffic accident frequency rate per 100,000 hub miles for March 1991; occupational injuries per 100,000 hours of exposure for March 1991; number of cancelled transportation and late transportation assignments for March 1991; number of bus-related customer complaints registered for March 1991 as compared to March 1990.

For the Equipment Maintenance Department, performance criteria included: improvement of miles between road calls for March 1991 as compared to March 1990; improvement of accessible

service reliability for March 1991 vs. March 1990; occupational injuries per 100,000 of exposure for March 1991; improvement in coach cleanliness for March 1991 vs. March 1990; absenteeism reduction for March 1991 vs. March 1990; number of maintenance related complaints for March 1991 vs. March 1990; number of maintenance related lates and cancellations for March 1991 vs. March 1990.

During the pre-dawn ceremony, Alan Pegg, RTD general manager, congratulated division employees for delivering excellent service and then joined Patsouras in unfurling the Outstanding Division Flag. The flag will fly for a month on the division's flag pole below the flag of California. In addition, the two RTD chiefs presented



General Manager Alan Pegg (on the far right) toasted early rising mechanics.

awards of excellence to Equipment Service Supervisor John Rodriguez and Acting Manager P.G. Smith, who accepted them on behalf of Golden and Starks. The latter were unable to attend.

Summed up Leilia Bailey, director of transportation, "Both the transportation and equipment

maintenance management and personnel at Division 3 have successfully met the daily operating challenges of running a mid-sized division with over 25 bus lines and are delivering timely, reliable, and quality service to patrons."

Division 3 is home to more than 390 operators and 120 mechanics.

IN MEMORIAM

Harden, Everett B., began with the District as an Operator on October 28, 1961, passed away on April 18, 1991.

Harrington, Frederick W., began with the District as a Sheet Metal Worker on January 28, 1953, passed away on March 16, 1991.

Harrington, Howard R., began with the District on August 16, 1940, passed away on May 3, 1991.

Hoffman, Ardell C., began with the District as a Motorman on April 22, 1946, passed away on May 18, 1991.

Martin, Robert A., began with the District as an Operator on September 19, 1957, passed away April 7, 1991.

Muscoreil, Lawrence, began with the District as a Trainman on June 16, 1947, passed away on April 16, 1991.

Park, Merwin C., began with the District as a Conductor on September 27, 1933, passed away on May 4, 1991.

Phelps, James A., began with the District as a Motorman on May 10, 1944, passed away on April 14, 1991.

Rozelle, Hollace O., began with the District as a Motorman on June 4, 1946, passed away on March 3, 1991.

For the Record

Thomas Armendariz, reported in the June Headway as having passed away, is very much alive and living in the Los Angeles area. Armendariz, began with the District, as a Utility "A" on April 29, 1969 and retired on March 3, 1980.



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Cut the Fat

by Mary Conforti,
Contributing Editor

The evidence is in! Cutting down on fat is clearly the way to go for those concerned about their health, their weight and the quality of what they eat. Restaurants generally will accommodate orders to serve our health needs, and markets have many varieties of calorie and fat-controlled foods available.

Research has reconfirmed what many experts have already advised: a diet lower in fat and higher in complex carbohydrates can reduce the risk of a wide range of chronic diseases such as cancer, diabetes, obesity and cardiovascular disorders. Nutritionists agree that no more than 30 percent of our calories should come from fat. Each gram of fat contains nine calories, compared to four each for carbohydrates and protein. One level tablespoon of solid fat or oil contains more calories than one-third to one-half cup of a complex carbohydrate, such as rice or potatoes; two cups of strawberries; or a whole head of celery. Each scoop (half-cup) of store-bought potato, pasta or tuna salad, includes two tablespoons of mayonnaise, which contribute 200 "fat" calories.

Fats that are normally solid at room temperature—butter, lard, animal fat, cocoa butter, and coconut, palm and palm kernel oils—are considered

saturated because they are stuffed full of hydrogen atoms. Sometimes a process called hydrogenation is used to add hydrogen atoms to oils that are normally liquid. Many margarines, for example, contain partially hydrogenated oils. Naturally saturated fats and those that have been completely hydrogenated raise cholesterol levels and build up plaque (blood-blocking deposits), which can lead to heart attacks or strokes.

Believe it or not, fats do have many functions.

*No more than 30
percent of our
calories should
come from fat.*

Dietary fat slows down the stomach's emptying to keep you feeling fuller, longer. Fats also help to transport and absorb fat-soluble vitamins and keep cell membranes healthy, as well as regulating blood pressure, heart rate and body development.

Lastly, fat is the body's primary source of stored energy, using protein for growth and repair of vital tissues.

Here are five strategies for cutting fat out of

your life:

1. Know your numbers. Begin by figuring out what 30% fat means for you. For example, if you normally consume 1,200 calories a day, 360 calories can come from fat. Since fat has nine calories per gram, that is 40 grams of fat a day. The majority of products in the store have labels that state how many grams of fat, protein and carbohydrates are in each serving. As you become more aware of this you will become a better judge for foods that you are unsure of when eating out.

2. Count servings. After you understand which foods are higher in fat than others, you may want to base your eating patterns on servings per day of various food categories. For 1,200 calories a day, the recommended servings in each category are: 5 oz. cooked fish, chicken, lean red meat or other low-fat protein source, (this portion is about the size of two decks of cards); 2 servings low-fat dairy products, (e.g., skim milk, buttermilk or yogurt); 3 servings fruit; 3 or more servings vegetables; 3 servings of breads, cereals, pasta and starchy vegetables; and 3 teaspoons oil or margarine. At 1500 calories a day, increase the bread group to 5 servings, fruits and vegetables to 4 each, and margarine and oil to 4 teaspoons.

3. Track added fat.

To control fat intake without a structured food plan, consume no more than six to eight teaspoons of fat a day (two to three for calorie controlled diets). If one meal or snack includes foods prepared outside your own kitchen, figure that half of your fat allowance is already accounted for.

4. Learn to balance. Remember that the 30% fat recommendation refers to the entire diet, not to each serving of food or meal. Try to average 30% of your calories from fat over the course of the day or the week. If you want a bacon-cheese burger then skip the fries and shake, and have a salad with low calorie dressing and diet drink. Most restaurants, fast food or others have low calorie/fat choices, usually with food contents available. Become more educated in your choices.

5. Follow the one-in-three rule. Some foods are naturally high in fat, while others are lower, but are prepared using high-fat methods of cooking or served with fatty sauces. For each meal, be sure that the food you eat falls into no more than one of these three categories.

What makes some people burn fat and others store it? That research is still being done, but it's clear that just by watching your fat intake you are able to lose weight, increase your health status and feel better. The main point is fat is just too fattening.

RECREATION NEWS

July

- 20 Ringling Bros. Circus Long Beach Arena
11:30 a.m. \$11.00
- 23 Dodgers vs Philadelphia - Cap Night \$7.50
- 23 Joe Crocker - Pacific Amphitheatre \$26.35
- 26-27 Diana Ross - Universal Amphitheatre \$33.00
- 27 Circus - L.A. Sports Arena 11:30 a.m. \$11.00
- 28 Dodgers vs Montreal - Camera Day \$7.50
- 31 Dodgers vs New York \$7.50

August

- 1 Greek's 60th Anniversary Special featuring
Frank Sinatra \$60.50
- 3 Temptations & 4 Tops - Greek \$26.50
- 6 "Yes" - Pacific Amphitheatre \$28.00
- 6 Joe Jackson - University \$21.50
- 7 Chicago - Greek \$26.50
- 10 5th Dimension (The original group) Greek
\$24.50
- 10 Circus - Anaheim Convention Center 11:30 a.m.
\$11.50
- 13 Dodgers vs Cincinnati \$7.50
- 15 Dodgers vs Houston - Ball Night \$7.50
- 16 Bugs Bunny on Broadway - Greek \$29.50
- 17 Stevie Nicks - Greek \$26.50
- 18 Dodgers vs Houston - Trading Card Day
\$7.50
- 23 Natalie Cole - Universal \$20.00
- 24 Aretha Franklin - Greek \$28.50
- 24 Amy Grant - Pacific Amphitheatre \$28.00
- 25 Jazz Explosion - Universal \$20.50

Summer Water Parks now open

Wild Rivers \$9.50 General (reg. \$15.95) \$7.50 Juniors
(3-11)
(reg. \$11.95)

Raging Waters \$10.00 Adults (reg. \$15.95), \$8.00 Juniors
(4-10)

- Good any day tickets available for: Universal
Studios for \$18.50 Adults and \$14.50 Child

- Sea World at \$16.25 Adults and \$12.25 Child
- Magic Mountain \$17.45 General \$13.00 under
4' tall

- Tickets for movie theatres are as follows:
Edwards \$4.25; AVCO General Cinema \$4.50, AMC
\$4.00, Pacific Walk-In or Pacific Drive-In \$4.50.
United Artist \$4.00 and Cineplex Odeon \$4.75.

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

Mobile Unit Schedule

The mobile center will operate Monday through Friday
from 9:30 A.M. until 2:00 P.M.

July	Location	August	Loc.
16	11	1	6
17	1	2	18
18	10	5	4
19	3	6	12
22	CMF	7	2
23	9	8	11
24	16	9	1
25	8	12	10
26	15	13	3
29	7	14	CMF
30	Maint.	15	9
31	5		

Fact: Eighty-six RTD employees are Blue Line operators. Of those, three are women.

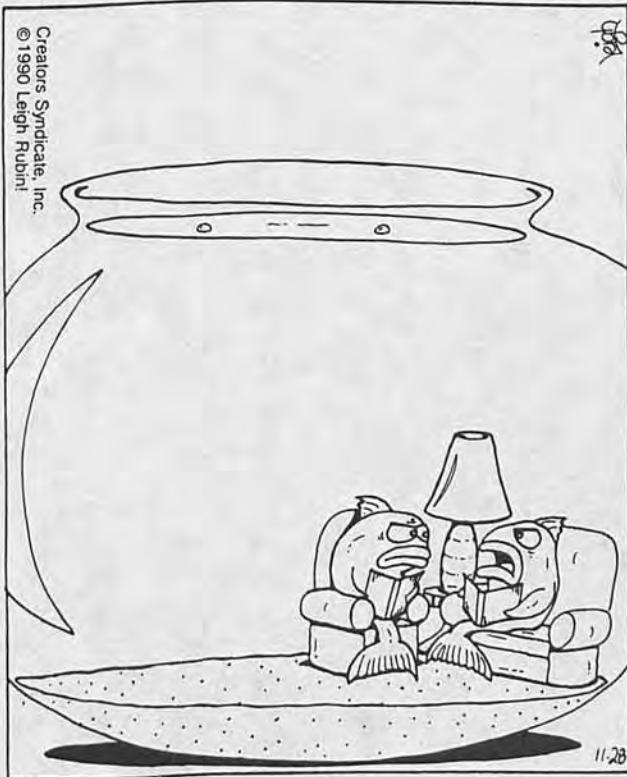
Fact: "This is so neat," says Lt. Gary Schoeller of the Sheriff's Department. "You're working with the same group of people everyday -- the RTD maintenance staff, operators, and dispatchers, so everyone works together. One time, a lady on the train had fallen asleep and when she woke up, someone had stolen three to four hundred dollars from her purse. All of us went to work immediately, and sure enough, we found the suspects -- a couple of giggling little girls."

Happy Anniversary!



Rubes®

By Leigh Rubin



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11/28

"Don't blame me! It's not my fault we never go anywhere!"

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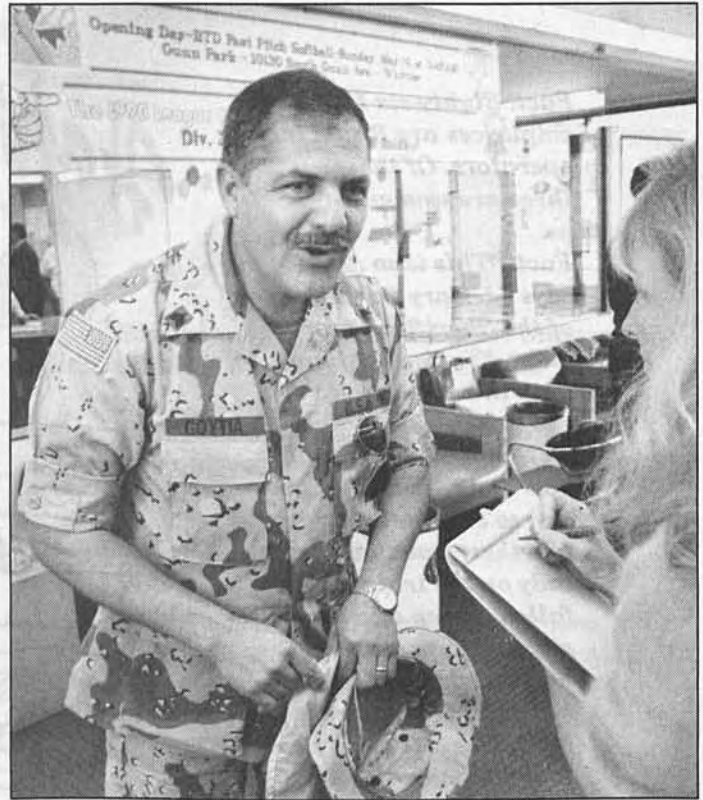
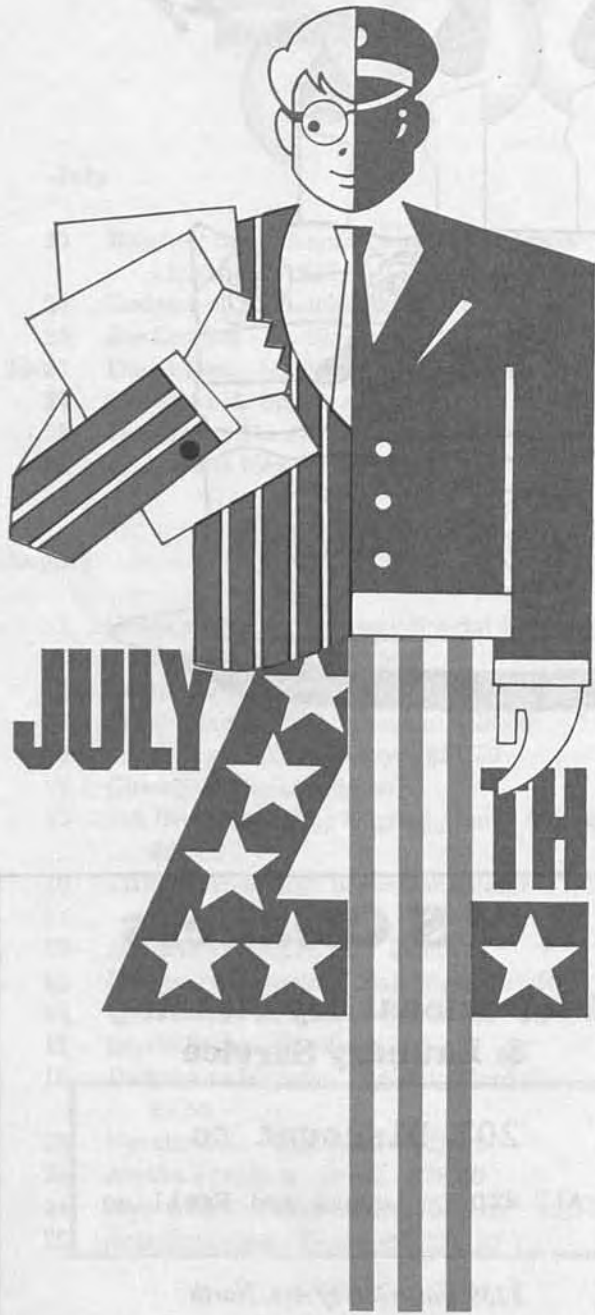
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