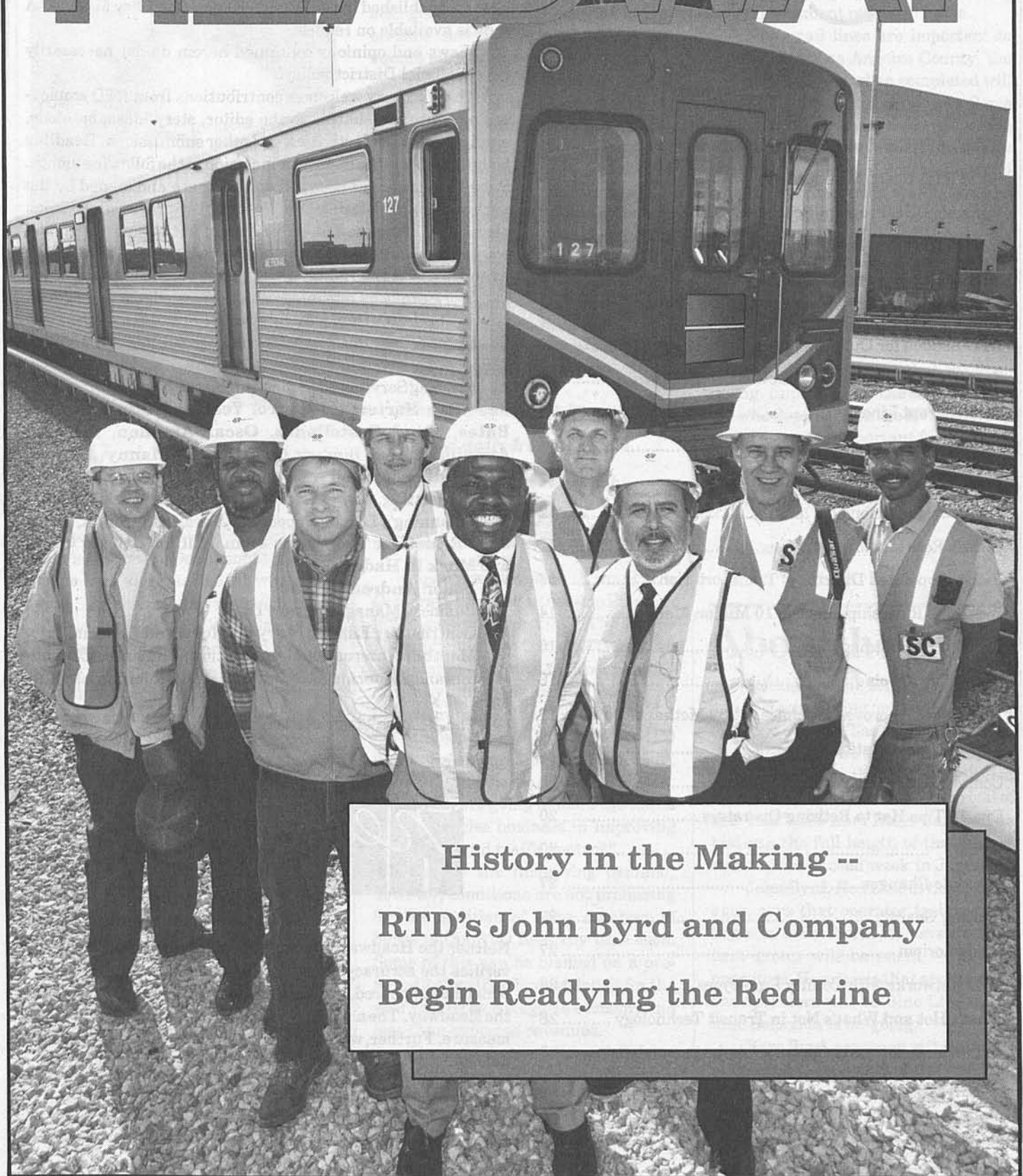


# HEADWAY



**History in the Making --  
RTD's John Byrd and Company  
Begin Readyng the Red Line**

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**Martin Luther King, Jr.'s Birthday  
Observed: January 20**

## A Word from the General Manager



**W**hat do RTD riders want?

More express or direct buses. More frequent, on-time service.

Los Angeles residents polled by the RTD's Marketing Department recently spoke loud and clear about what they want from their transit system. By wide margins, the 2,200 individuals and 302 businesses surveyed indicated that ridership would increase if the county provided enough buses to guarantee convenient service.

This may not be news to those of you who drive our crowded buses every day, or to those who have been fighting for money to buy more buses and increase service. But, the survey provides strong evidence that the public agrees with us.

The survey covered riders and non-riders in the San Fernando Valley and in the mid-cities area-- cities like Huntington Park, Whittier, Montebello and Norwalk. More than 40 percent gave the RTD an 8, 9 or 10 rating for overall satisfaction. At the same time, almost equal numbers complained about frequency of service.

Some 40 to 50 percent of frequent riders also gave top ratings to the RTD

for friendly and knowledgeable employees, good connections, service hours, on-time service, personal safety, adequate seating and reasonable fares.

The survey found that 91 percent of employers agree that they have a responsibility to help improve air quality and reduce traffic problems. Most businesses are involved in some sort of rideshare activities, including subsidizing employee bus passes or selling RTD monthly passes at work. The survey showed that 68 percent of all businesses and 75 percent of companies with 500 or more workers want more express or direct bus services.

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*Studies show that the majority of commuters and other daily transit riders will always be carried by bus.*

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Businesses involved in the RTD's Corporate Transit Partnership Program (CTP) gave it high ratings. The survey also indicated that the RTD has an excellent opportunity to boost bus ridership by bringing other businesses into the program.

In response to the survey, RTD Board President Marvin Holen said, "We need to put more buses on the road, soon, if we are going to meet the needs of Los Angeles business in improving air quality and traffic control."

Despite the increasing demand, however, conditions are not promising for the addition of large numbers of buses to the RTD fleet any time soon. Some of this can be blamed on a projected \$42 million budget deficit for the year caused by a sluggish economy and less-than-expected revenues.

The need for stretching dollars to include improved bus service also comes at a time when the Red Line, Orange Line, Green Line, Blue Line extension

and other rail projects will require a large investment of public funds.

While rail lines are important to the future of Los Angeles County, the entire rail system when completed will service 500,000 daily commuters. Some 1.3 million passengers currently ride RTD buses every day and studies show that the majority of commuters and other daily transit riders will always be carried by bus.

Those of us who understand the continuing and long-term need for buses are constantly making this argument to those who provide the funding for mass transit. So far, we are having only limited success.

But, it's important that we keep trying. Important for the sake of workers who depend upon the RTD each day for bus service. Important for the environment and for our quality of life. And important for the economy of Southern California.

*Alan F. Pegg*

## About the Cover

Sticking to the schedule, RTD began systems testing on the Red Line in early December. The rail car pictured on the cover is one of two cars shipped from Miami that the District will test run on the tracks pending the arrival of the "real" cars from Italy. Cars will be test-run the full length of the subway starting the second week in January.

John Byrd, Red Line division manager, says that operator training will begin in early April. He says that the first group will be small -- only 24 operators. He expects that about half of the operators will be Blue Line veterans. Selection is on-going.

Says Byrd, a veteran rail man, "I'm privileged to be a part of the Red Line from the ground floor. This is a unique opportunity."

# RTD, LACTC Boards Approve Reorganization

## Operations Unit May Gain New Responsibilities

The boards of the Southern California Rapid Transit District and Los Angeles County Transportation Commission December 4 approved the merger of the two agencies, which was mandated by state law.

The new entity will be called the Los Angeles County Metropolitan Transportation Authority, and will assume its role nine months after the governor and Legislature approve the blueprint drafted by Mayor Tom Bradley and sanctioned by the RTD and LACTC boards.

"This is a red-letter day for all Los Angeles residents," said Mayor Bradley in announcing his motion. "With the largest public works project in the nation underway, the merging of these two organizations could not have come at a better time. The action taken today will help to streamline our efforts to deliver the most effective transportation alternatives possible in a cost-effective manner." The transit agencies faced a year-end deadline to submit consolidation plans to state lawmakers, who will begin reviewing the matter in January.

The joint board's vote included a provision establishing units for construction and transportation planning, as well as for "mandatory creation of an operating unit for bus and rail operations."

Said Marvin Holen, RTD Board president, "It is essential that this newly created transportation organization give equal weight to the needs of all segments of our population. It will and must recognize the importance of bus riders, auto users and rail commuters in order to strike a balance between the needs of transit now and in the future."

The joint board vote contained a provision stating that any staff reductions will "to the extent practicable be accomplished through attrition." Alan Pegg, RTD general manager, said the "merger may, in fact, increase the re-

sponsibility of the operations unit -- the former SCRTD-- by placing certain functions now supervised by the LACTC under its management. It should also, he said, "increase the cooperation between transit operations and rail construction which will translate into better service for our patrons." The board also voted not to "increase or decrease the rights or obligations of labor unions with respect to existing collective bargaining agreements."

Members of both agencies disagreed about the size of the new MTA governing board, but in the end, Bradley's

option won out.

The supervisors had controlled five seats on each of the 11-member boards. Under the new plan, county lawmakers will have the same number of seats on the 13 member MTA panel--and, therefore, considerably less voting clout.

The unified agency will have four Los Angeles city representatives on its governing board, along with four panelists from the county's 87 other cities.

The reorganization plan will be submitted Jan. 6 to the chairmen of the Transportation Committees in the state legislature for review.

## What RTD Board Members Say...

*Editor's note: The following comments to Headway were obtained from RTD Board members in the days that followed the decision to merge the two agencies.*

**Marvin Holen**, RTD Board president: "The merger proposal is almost exclusively a merger of policy boards. It will not significantly affect the operations of the RTD. The agreed upon proposal by both the LACTC and RTD boards specifically calls for the operation of the RTD to continue very much as it does today . . .

"The impact on employees will be minimal. The proposal provides employees who might be affected with significant protection."

**Charles Storing**, RTD Board vice president and City Selection Committee appointee: "All along I've said that we simply needed to spell out who (what agency) does what. But with this, we've created a monolithic, behemoth agency that's accountable to no one but themselves. That's atrocious. I'm kind of embarrassed about what the Board did to our Transit Police. If the Board can do it to one segment of the agency, God

knows what it can do to the rest of it. I understand the employee who's worried about his or her job. I'd be quite apprehensive."

**James Tolbert**, appointee of Mayor Bradley: "This is obviously a move that's going to be positive. You now have a straight line carrying out of policies. We've created one policy board, not 2 1/2 or 3. There will be better execution of policy. As for employment, I'd be more concerned about the people at the Commission. The things that go along with operation -- that's what the RTD does. It's the people at the Commission (LACTC) who have to worry more about their jobs."

**Gordana Swanson**, City Selection Committee appointee: "I will work to make the transition a success. To do anything but wish it the best success would be wrong."

"If the Legislature approves this as passed, there will be three major important issues: the new policy board, the employees, and the public. The policy board will set the tone on whether the

*continued on page 6 . . .*

# Dynamic DBE Program Reaches Out to Business

*Swanson Calls Reception a Night of Celebration and Embracement*

**T**he RTD has launched a high-energy campaign to increase the number of minority-owned businesses working for the District. Under the coordination of Ernesto Fuentes, inspector general and assistant general manager of the Disadvantaged Business Enterprise program, RTD hosted a pair of receptions in late October and November so that business owners interested in securing business from the District could share thoughts with key RTD policy makers. Already, the District's aggressive outreach efforts are succeeding, according to Alan Pegg, RTD general manager.

"At the beginning of our campaign," he told minority business entrepreneurs November 20, "less than 14 percent of contracts were awarded to DBEs in federal contracting opportunities out of a total of nearly \$17.2 million. To date, these figures have increased to 17.7 percent, which translates into just under \$6 million awarded to District certified DBE vendors."

Pegg said that 37 percent of the \$6 million dollar electric trolleybus contract will be awarded to DBE's. Fifteen percent of the contract will be awarded to WBE's. And, he continued, the total subcontracting dollar amount awarded to DBE's will be \$2.2 million.

Fuentes told the packed house that his department is offering some exciting new services that will ensure the program's success. For instance, the department is now using a new computer program, which contains the entire certification application, and therefore simplifies the submission process. A DBE Advisory Committee composed of outstanding community and business leaders is now advising the District on the overall effectiveness of the DBE program and services. And a news-

*continued on page 25...*



*"We are here this evening," said Ernie Fuentes, inspector general and assistant general manager of the District's DBE program, "to introduce you to the spirit of ambassadorship and advocacy that suffuses every aspect of the RTD's DBE program."*



*"We recognized the need to make some changes in the program," said Alan Pegg, general manager. "The event tonight is part of that change."*

## Board Members

. . . continued from page 4

whole effort is worth it. My concern is that the Board and Mayor are too busy to give the time it demands. If the job is to be done right, appointees must give it their full attention. I cannot underscore this enough."

"I feel that we have such a good organization. This will be the backbone of a superagency. I believe the agency's fabric has been so solid that the new proposal they adopted is based on much of what the RTD is already doing."

"As to employment, I think this will provide additional employment, not less. I feel that the Commission has been running by the skin of its teeth, and this superagency will require more employment."

"RTD employees should be proud of who they are and what they do. If they are good, they have a good future with the new agency."

"I don't know if it's realistic, but I would like to see that the public has the same flow of information as they have had with RTD. It worries me that the new agency may become an agency beyond approach. It should be the will of the collective agency to be accessible to the people."

"As usual, the cities got the short end of the stick. Some cities will be upset with how lopsided the corridors are. I think they're designed in a very strange way."

**Evan Braude**, City Selection Committee appointee: "When I joined the Board, it was essentially fait accompli; the merger was destined to happen. It was our intention to minimize the trauma of the merger as it applies to employees of all three organizations (RTD, LACTC, and RCC). There are built-in safeguards in the policy which was adopted, as far as union employees are concerned. As far as non-contract employees are concerned, we've been given assurances that management will make the transition a smooth one with little disruption to the employees. I'm a long-term supporter of labor; the last thing we need are more unemployed. We're hoping if

there's some fall-out, it can be through total attrition."

**Don Knabe**, appointee of Supervisor Deanne Dana: "I was very supportive that the RTD be a player in the process and indeed they were in the plans they presented. It's also equally as important about what happens to the employees. It was never our intent to favor one agency over another. I can assure you the action and reaction that's happening at the RTD is also happening at the Commission."

"There will be plenty of room for everyone. It's going to be a big agency. The only thing that may slow down is the hiring of new employees -- there's an enormous talent pool within both agencies."

**Nick Patsouras**, appointee of Supervisor Mike Antonovich: "The transit merger is long overdue. All good employees can look forward to a future with a growing, progressive agency. Employees with mediocre performance records are going to get lost in the crowd. They won't be fired, but mediocrity will and always does take care of itself."

**Antonio Villaraigosa**, appointee of Supervisor Gloria Molina: "The merger is a positive step in that it closes the door to the kind of organizational bickering going on that's frankly not good for public transit. I think that it's important to remember the purpose of the reorganization, which was to make a better organizational vehicle for public transit. We need to make sure we create an organizational mechanism that effectuates it."

"What I've said to folks is that the RTD is a good organization. . . I intend to make sure that you the employees are protected and that all of your talents and experience are recognized and are given due weight."

"In terms of the merger, no one is making out better than the LACTC with our 8,000 employees dedicated to transit. We're certainly a good organization and they're getting a lot for the buck."

**Mas Fukai**, appointee of Supervisor Kenneth Hahn: "The merger must and will be one that will provide better transportation, especially bus service, to our constituents. The RTD is the backbone of transportation in Southern California. We must maintain the services we have provided for years and hopefully expand and make the service even better. I believe RTD employees, the bus operators, maintenance and security people, and the administration have done a superb job in providing excellent bus service and I commend them. The future looks bright for all of us."

**Richard Alatorre**, appointee of Mayor Bradley: "All along I've been vigilant about bus service and a clearly delineated accountability structure. We want an integrated transportation system, stressing efficiency, safety and pride. We now have an incredible opportunity."

"We're not about throwing out employees. We're about organizing for the immense task of planning, building, and running a mass transit. And that's going to take the people we have at the RTD and the Commission. We should work together. . ."

"I've got a keen eye. I want it to work. This agency is not just about rail -- we're not going to buy into that at all."

**Carl Raggio**, City Selection Committee appointee: "I think that the merger is ultimately a good thing. We need a governing body to resolve the issues. We need a thinking group, one that will take on more than a political agent. I'd like to see some practical solutions to transit. One of the first changes we need to make is to review the charters to ensure that there be a clear, definitive, commensurate authority with regard to responsibilities."

"You can't be responsible for the world without having authority to fix it."

"I'm looking forward to the new agency. It will be disturbing at first because it is different. But I hope that

continued on page 30. . .

# RTD Police Open Downtown Substation

*Service Debuts in Time for Traditionally Busy Holiday Season*

**"P**eople will tell you they want to feel good when they shop," Transit Police Chief Sharon Papa told the reporters who braved the season's first chilly morning to see the chief officially open the force's new downtown substation. "Security is as important as where you're going to shop. And three quarters of the shoppers in the downtown Broadway corridor arrive here by bus."

Adamant about the safety of the District's passengers, the chief further declared her department's intention to be a permanent fixture on Broadway, where narcotic trafficking and counterfeit pass sales flourish. She was joined at the Nov. 29 press conference by Miracle on Broadway's Estella Lopez, whose organization promotes retail activity along the Broadway corridor and earlier had formed a partnership with Transit Police to provide increased security for patrons on RTD buses and at bus stops downtown.

Spilling out of the substation onto Third Street were two dozen footbeat officers, whose uniforms were as crisp as the weather that Friday morning. Lining up behind the chief, they provided cameras with a dramatic picture of their strength. Later, they invited well-wishers into the department's home away from home for donuts and coffee.



*Sharon Papa, Transit Police chief told reporters that in the last year footbeat officers assigned to Broadway had made some 906 arrests. "We're very excited," she said of the new substation.*



*"The substation is great," says Officer Hector Figueroa, who with his partner averages three or four arrests a week. "It gives us a place from which we can operate and be a lot more efficient on Broadway."*

"This is great," said Officer Richard Aguayo as he stood inside the substation at 316 West Third Street. "The public will see us more now rather than just seeing us give information on the streets. We'll have an officer in the station so that people can come in and ask any questions that may come up."

Chipped in Officer Alberto Citraro, "This substation affords us a place to do our paperwork. And to book a suspect. Before this, we had to take them to LAPD Central Division where we'd fill out everything. Now we just go to Central for booking approval."

"This is made for our convenience," said Officer Richard Estrada. "This is our own."

The substation is an outgrowth of last year's uniformed footbeat patrol along Broadway between Second and Ninth streets. Papa said that during the year, her officers had made a significant dent in street crime, making some 10,000 bus boardings and 86 felony arrests.

"The RTD is particularly pleased with the readiness and capabilities of its Transit Police force, and the opening of a substation on RTD's busiest bus corridor reflects our commitment to the safety of our bus riders," said RTD Board President Marvin Holen.

Also praising the opening of the substation was Richard Alatorre, member of the RTD Board of Directors and 14th District city councilman. "It's well known that constituents from all over Los Angeles and surrounding cities do their shopping on Broadway, the majority of them using RTD buses for transport," he said. "The downtown substation is tangible evidence of RTD's commitment to the safety and confidence of our bus patrons."

The RTD Police, established in July 1978, now numbers 198 sworn officers. Under California state law, the Transit Police are on equal footing with other peace officers.

# RTD Board: Green Line Technology Should be Reconsidered

by Greg Davy,  
Press Relations Representative

The RTD Board of Directors Dec. 12 voted 6-3 to formally recommend that automated operation technology now planned for the Green Line light rail system be reconsidered, in light of recently reported overruns in projected construction costs and anticipated high operational costs.

In making the motion for the recommendation, Director Carl Raggio further requested that the technology now being used on the Metro Blue Line trains become standard for the remainder of any light rail systems planned and built by the Los Angeles County Transportation Commission (LACTC), the agency currently responsible for designing and building rail systems in Los Angeles County.

"We are going to be building rail systems for the next 30 years," Raggio said. "I believe it is crucial that there be a standardized approach to building rail systems, thereby allowing common training, maintenance and operational techniques throughout the system. It would be a lot more costly to maintain and operate different kinds of rail systems. As the future operator of these systems, we have to be concerned about that."

The Metro Green Line, planned on an east-west route between the city of Norwalk and Los Angeles International Airport, is currently designed to run automatically without operators on board. The Blue Line requires an operator on each train.

"I see no advantage to the patron in having many different kinds of rail systems," Raggio said. "I do anticipate unnecessarily high costs in having to train mechanics and operators to work on different systems with different parts and different operating procedures. It should all be standardized."

Raggio, a Glendale city council-

man, is one of four City Selection Committee appointees to the RTD Board of Directors. He retired in 1990 after 40 years as design engineering manager at

the Jet Propulsion Laboratory in Pasadena. He has served on the Board for six months.

## RTD Riding a Sea of Red Ink

As a result of the sudden revelation November 13 by the Los Angeles County Transportation Commission (LACTC) of reduced sales tax collections, RTD is facing a budgetary shortfall of \$42 million for fiscal 1991-1992, said Board President Marvin Holen.

"Although the monetary amount at present is calculated at \$42 million, this has the impact of double the number, or approximately \$80 million, because the RTD will have to undergo drastic changes to make up the shortfall in the final half of the current fiscal year," Holen said.

Despite the unanticipated shortfall, Holen vowed the RTD would do everything in its power to find revenues to balance this year's budget and keep the District's 2,500 buses in service. The RTD carries more than 1.3 million boarding passengers every weekday.

"As this region moves toward greater dependence on public transit to meet stringent Air Quality Management District goals, and to avoid a decrease in freeway speeds for motorists, it is unthinkable that we might be forced into service cutbacks," Holen said.

"The first priority has to be the people who use the public transit," Holen said. "I personally pledge to lead the RTD Board of Directors in a fight against any fare increase as a result of this year's budget shortfall. Even with ridership down, we're so overcrowded on many lines that we need more buses on the streets, not less."

By law, the RTD must finish its

fiscal year, which runs from July 1 through June 30, with a balanced budget.

Holen noted that the LACTC revealed in an issues meeting on November 13 that bus operators in Los Angeles County face a \$73.6-million reduction in subsidies as a result of decreased tax revenues from Proposition A and all other sources.

The LACTC, he noted, proposed solutions that include using \$38 million in cash reserves on a one-time only basis, management efficiencies, tightening of overhead and city-to-city loans among municipal bus operators.

Still, the RTD will be faced with a shortfall from tax revenues on the order of \$29.3 million which, when added to a previously calculated deficit of \$12.8 million, comes to a combined figure of \$42.1 million.

Most of the RTD's projected deficit of \$12.8 million is found in an anticipated drop in farebox revenue of \$9.1 million.

"The District is averaging \$200,000 less per week than last year," RTD General Manager Alan Peggs said. "Ridership estimates reflect a two to three percent decline in ridership from the first quarter of last fiscal year. The decline accounts for much of the loss of revenue."

Peggs said the RTD "is committed to finding short-term solutions to offset these funding problems. During a recessionary period, it is imperative that we continue to operate as many buses as we can for as long as we can."



# RTD Lauded for Outstanding Support of Reserves

*District is One of Two Employers Saluted for Going to Bat for Employees*



*Dir. of Human Resources & Naval Commander Gayel Pitchford, with Rear Admiral Ronald Morgan*

The RTD was honored Nov. 16 with the prestigious State Chairman's Award from the Naval Reserve for the State of California. The tribute, in conjunction with the Department of Defense's Employer Support of the Guard and Reserve program, was presented to those organizations which demonstrated meritorious leadership and initiative in support of the men and women who serve America in the Guard and Reserve. Irvine-based McGraw, Inc. also earned accolades.

Marvin Holen, RTD Board president, accepted the award during a morning ceremony at the Naval Reserve Readiness Center in Long Beach. The occasion was "Boss Appreciation Day," a festive event which recognized the contributions of more than 1200 employers and supervisors of Naval and Marine Corps Reserve employees during Operation Desert Shield/Storm. The Naval Reserve played a large part in the conflict, activating over 46,000 Naval and Marine Corps Reservists.

RTD Board members and staff, like

Director of Human Resources Gayel Pitchford, made it possible for RTD employee reservists to transition back to their jobs without worry. Pitchford, who learned that several veterans of Desert Storm/Shield had lost their jobs elsewhere, encouraged them to apply for employment at the District. They were hired. Coordinated by staff from Local Government and Community Affairs, two RTD buses transported returning Desert Storm reservists attached to a Naval Reserve Unit and



their families to Long Beach from Norton Air Force Base.

The District adopted winning personnel policies, too. Twenty employees called up for Desert Storm/Shield were granted a military leave of absence for up to 12 months. The RTD Board authorized 180 days of continued full benefits and salary differential pay for employees while they were involved in the Shield/Storm recall.

The Directors also recognized each of the 20 returning employees at a board meeting where each employee was presented with a special bronze medal and



*Gayel Pitchford and Marvin Holen, RTD Board President*

a custom-made T-shirt commemorating their contribution to the recall. If you've visited the Headquarters building, you've no doubt seen the plaque, dedicated to those who served, in a glass display case outside of the Boardroom. Individual pictures of those who served are identified by a plate with their name.

Also, returning employees were given parties by their department/division to honor them upon their return. And a special issue of the *Headway* was sent to each employee's division.

The day in Long Beach culminated with a tour on the now-decommissioned USS Missouri, the last battleship built by the United States. The Iowa-class battleship participated in the battles of Iwo Jima and Okinawa during World II. In September 1945, Admiral Chester Nimitz accepted the Instrument of Surrender on the USS Missouri in Tokyo Bay, formally ending the War.

There are, incidentally, more than 400 RTD employees actively serving in the Guard and Reserve program.

# Transit Police Bring Joy to Downtown Families

*Disadvantaged Youngsters and Their Families Delight in Special Dinner*



*"No Christmas has been like this one," wrote Maria Felix to the Transit Police last year. "Thank you for the happiness that you brought to our children."*

*Dear Transit Police:*

*We received an unforgettable day. We will never find words or the way to thank you for so much happiness that we spent with our children. That kind of thought only God will compensate. Your attention made us feel like important people for the first time. More than anything else, this was something that will always be marked in our hearts. We will always pray to God that He will take care of you and protect RTD Police members . . . Once more, thank you so much for happiness and attention, a lot more than we deserve.*

*A hug full of happiness from the Lara family-- Edgar, Narlene, Longinos Jr., Juan, Maria, and Longinos, Sr.*

**T**he letter was received by the Transit Police last year thanking the officers for making the holidays so special. Transit Police opened their hearts again this year, organizing their second annual Christmas Dinner on Broadway. The force, in cooperation with Miracle on Broadway (MOB), decked

the walls of Clifton's Cafeteria with reds and greens and served up a delicious traditional holiday dinner, courtesy of the restaurant, a downtown

institution.

As it did last year, St. Vibiana's Catholic Church selected 30 families from downtown's Central Business District to be the guests of honor. The economically disadvantaged families were treated to toys and food baskets, prepared in advance by the officers. Each basket contained \$25 worth of merchandise, including dried milk, rice, canned vegetables and fruits, and donuts donated by the Dolly Madison Company.

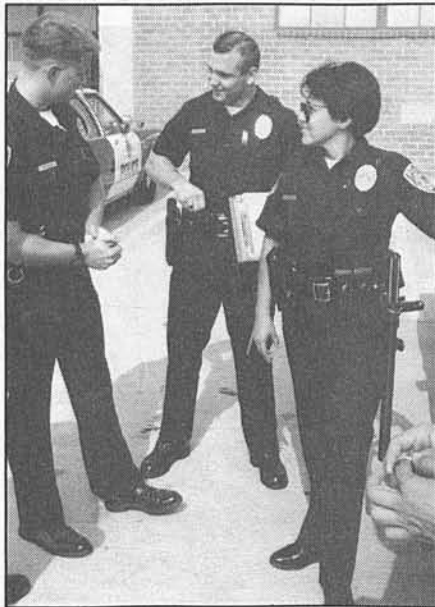
"We wanted to give something back to the community," said Transit Policeman Mark Wiseman.

He and 40 other officers shared the evening with the youngsters. Sergeant Shari Barberic's mother, Dorothy, got to the restaurant several hours ahead of time so that she could decorate and hang displays from the tree. The highlight of the evening was the arrival of Santa -- in a Transit Police patrol car. The jolly man, played by Investigator Frank Frias, entered the room to squeals of delight from the youngsters.



*"Actually, this is the first time that my children received such happiness," wrote Santos Lemur. "I feel very good and very happy." This year, families like the Lemurs', received food and gifts from the Transit Police.*

## On the Front Line



by Sgt. Shari Barberic

During the month of October, 1991, Transit Police made 455 arrests, including 76 for felony crimes, issued 321 citations, handled 2,371 radio calls

and completed 8,356 random bus boardings. The above statistics include 73 juvenile arrests by GHOST members for vandalism and related offenses throughout the District's service area. Thanks to the many operators and other employees for continuing to provide information on graffiti suspects.

A new program was launched November 1 and continued on a random basis through the months of November and December. This program is a combined effort of Transportation, the Transit Police Investigations, M.O.B. and SCATT units to identify the sources of the numerous counterfeit passes plaguing the District. Teams of Transit Police officers accompanied by instructors, randomly boarded buses on Lines 16, 20, 26, and 30, inspecting all bus passes and confiscating all counterfeit passes. This effort was implemented in direct response to the rising number of complaints by operators, and as of November 30, has resulted in the confiscation of 44 counterfeit passes.

M.O.B. (Miracle on Broadway) foot beat officers have continued their outstanding efforts to combat the illegal sales of transfers in the downtown business district. M.O.B. officers have made 43 arrests for transfer sales and thefts of transfers during the months of October and November.

Officers from Day Watch, L.A. City Task Force and Investigations joined forces in an undercover surveillance operation around the Headquarters building in response to RTD employees about narcotics trafficking. Officers made numerous felony arrests for narcotics possession and sales of narcotics.

On November 2, 1991, officers from GHOST arrested 38 suspects for riot

*continued on page 25. . .*

## Thank You, Transit Police

Dear Chief Papa:

On behalf of the Van Nuys Transit Center Committee, I would like to express my thanks to you for providing two of your officers for our meeting on October 30. The presentation by Sergeants Hart and Hendrix was very informative and worthwhile. Our committee, which consists of business and community members, was very impressed by both of these officers. Your efforts to make Van Nuys Boulevard a safer area for RTD patrons has been noted, and appreciated. If there is anything I can do to assist you, please don't hesitate to call.

One last thing, several members of the committee have expressed an interest in riding along with your officers. If such a program exists, please let me know.

Very truly yours,  
Wilford H. Ross  
Chairman, Van Nuys Transit Center Committee

## Officers Seize Suspects, Cocaine

Officers Richard Aguayo, Alberto Citraro, and Richard Estrada had a particularly noteworthy bust last month. They were working undercover at Fifth and Spring a few days before Thanksgiving when they noticed two men selling what appeared to be drugs out of a paper bag. Often, suspected drug dealers will whistle to others in the area warning that police are nearby, but on this day, the officers apparently weren't noticed. Officers watched as several customers paid the sellers 50 cents for a piece of the bag's contents. Officers moved in to investigate, confiscating the contents and a knife. Wrapped in foil, the softball-sized rock of cocaine had a street value in the thousands of dollars. Officers took one adult man and one juvenile into custody. The adult previously had served time in prison.



*"I was excited, not nervous," said Officer Richard Estrada of the arrest he and his two colleagues, Richard Aguayo and Alberto Citraro, made of a pair of suspected drug dealers. The trio seized 120 rocks of cocaine.*

# A Playwright Among Us

*Programmer Analyst David Lindsey's Play is Produced at Mark Taper Forum*

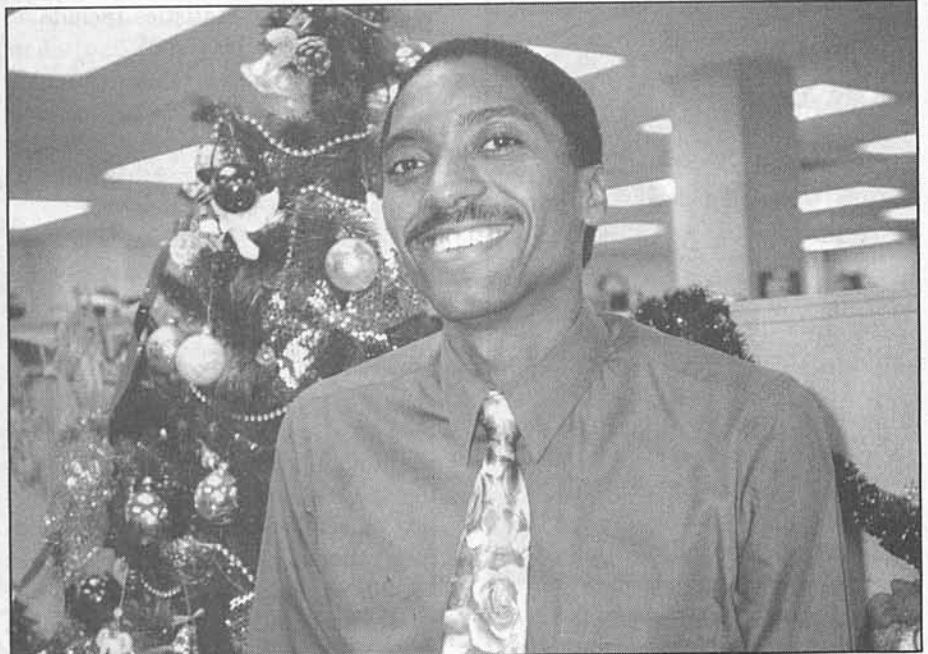
The curtain opens. David Lindsey is sitting at his desk designing computer programs for the MIS department. When the curtain closes that day, Lindsey is sitting at home putting the finishing touches on a play that could eventually catapult him to Broadway.

Already, the gentle programmer analyst with the long eyelashes has had one play, starring Hill Street Blues' actor Karl Lumley, produced at the prestigious Mark Taper Forum. A second play is awaiting the theatre's final nod.

Lindsey, who has managed somehow to strike a balance between the programs he massages for work and the scripts he creates for himself, and ultimately, for others' pleasure, is on the cutting edge of fame. Quiet and unassuming to his colleagues, he's charged with electricity to those who know him best.

"He's like Disneyland at opening and closing," says best friend and RTD secretary Dee Hawkins. "When it's open, Disneyland represents the abstract; when everybody goes home, it turns into a quiet piece of property."

Eight years earlier, Lindsey had put playwriting on hold because nothing was breaking and he had to find a means by which to support himself. Last January, he saw an ad in the L.A. Times placed by the Mark Taper solic-



*"There are a lot of similarities between being a programmer analyst and a playwright," says David Lindsey, thinking. "Both are creative processes. You get specs for writing a program and you plot out a play. In both you have to write a story to make it work. In both cases you start with a blank piece of paper."*

iting plays for the Mentor Playwrights Project. He had three days to respond. On a whim, he submitted a play that had been performed 14 years earlier in Compton by the Paul Robeson Players. It was called *Haints Conjurman Leaving*, a story of the Black migration from the south. There were 250 submissions.

To his surprise, his play was one of 15 chosen.

He submitted a second play, *Dream Gone Wild*, to the Taper's New Works Festival. His was one of six plays selected to be performed. "It's about a guy who's kind of a Clarence Thomas type," he says. "He's a Black Republican who's confronted with some personal demons."

What Lindsey doesn't mention is that the play's opening scene takes place at a transit company. . . on Skid Row. The main character, the manager of rail operations, finds the body of a man just outside the entrance of the building. The victim had been a CEO at a major company, but was laid off as a result of the recession. He had applied for a much lower position at the transit agency, but was turned down by the main character who told him he was over-qualified. That he turned down the victim haunts him to no end.

"I emphasize story," says Lindsey.

## Classic Rose



As it has for many years, the RTD teamed up with the Tournament of Roses to offer special bus service to New Year's Day activities in Pasadena. Spectators from around the Los Angeles area, including the San Fernando and San Gabriel Valleys, hopped aboard one of 200 buses destined for the parade and game New Year's Day. Posing for our camera are (from left to right) RTD Operator Stephanie Gonzalez, Tournament of Roses President Robert L. Cheney and 1992 Rose Queen Tannis Ann Turrentine.

# Ibarra Named New Director of Transportation

**D**an Ibarra was rushing to a 2:30 p.m. meeting when he was called upstairs by Art Leahy, assistant general manager of operations. He was already late to the meeting, but figured that Leahy wanted to talk about the Sheriff's Department or the Blue Line. He did not figure that Leahy was ready to announce his final choice for director of transportation. Already two weeks longer than was planned, the selection process had created much speculation but no names, and for some reason, Ibarra didn't think today was the day. A 22-year RTD man and himself a candidate for the position, Ibarra nonetheless wasted no time in making more than small talk.

"When are you finally going to announce your choice?" he asked Leahy. "Did you decide to go with one of the outside guys?"

"No," he recalls Leahy saying, "I decided to keep it in-house. What do you think," Leahy asked after a pause, "about being the director?"

"There was kind of like stunned silence," Ibarra recalls. "He was smiling, but I didn't comprehend it at first. Then I was shocked. I always aspired to it, but I felt like it was some years away."

An amazed Ibarra says the rest of the day was uneventful and he promised Leahy he would keep it quiet until the other candidates were told. He told

his wife, Rose, that night. "How many more hours a day will you be working?" his wife of 24 years asked.

The next morning, Leilia Bailey, former director of transportation who is now assistant director of transportation of operations for Cleveland's tran-



*"At the risk of sounding corny," says Ibarra, "may I say that I think we've got some of the best and most dedicated transit professionals around."*

sit agency, called and offered what Ibarra said were warm words of encouragement. "She reminded me what a good staff I inherited. She offered me congratulations and invited me to call on her for any kind of advice. She said the job didn't come with a set of instructions. 'Be loyal and support your people,' she said."

Then, Ibarra recalled, it was three solid days of non-stop phone calls. "It was then I realized that I knew a lot of people."

The 42-year-old Ibarra takes the reins of a department at a time when operator absenteeism and accidents are

*continued on page 14. . .*

"I emphasize story," says Lindsey. "That's the biggest difference between me and another playwright. Most people emphasize characters, and these characters go on stage, saying to the audience, 'Like me, like me'."

"There's no earth shattering message in my plays. I don't try and pound you with a message. If you tell a good story, there are messages within the story."

Whatever the intent of his plays, Lindsey apparently gave the audience what they wanted to see. The night the *Dream Gone Wild* opened at the Mark Taper Forum, girlfriend Hawkins says she sat next to a group of talent scouts who roared their approval. And RTD colleague Bob Makuh, who saw the play with half a dozen other District employees, says the audience broke into "extra long applause."

"In any play the writer has to take you into the play," Makuh said. "He or she is the play's chauffeur. David really did that."

The Taper, meantime, has told him that they are committed to the play. He's currently in negotiation with them.

As for the play he first submitted to the Project, *Haints Conjurman Leaving*, "it's now being read at the theatre."

Surprisingly, the Cal State Long Beach graduate said he never enjoyed writing or theatre. "I found I had a talent," he says, shrugging his shoulders. "It was more of an obsession, like since I was good at it, I had to do it," he continues, trying to explain why he continues his craft.

He recalls that he knew he had a special gift during his senior year in high school. He says that a class in composition inspired him to begin writing a 300-page novel. "I was finished," he jokes, "after the first one and a half pages."

The man Lindsey credits in giving pointers for his writing is his father, Burvin. A bus operator who worked out of RTD's Long Beach Division "for 17 or 18 years," his dad passed away several years ago.

"He would have liked my play a lot," the man bound for Broadway says, smiling.

# Blue Line Ridership Hits the 10 Million Mark

*District is Responding to Big Crowds by Reducing Headway for Trains*

Ridership on RTD Blue Line trains has grown so much that more frequent train headways were implemented in the December shakeup to alleviate some overcrowding already occurring on peak-hour trains, according to Rail Operations personnel.

Average weekday ridership on Blue Line trains through October has topped 30,000, continuing a steady increase in Blue Line patronage since the system opened between downtown Los Angeles and downtown Long Beach in July of 1990.

"Some trains are already reporting overload crowds," said Jess Diaz, manager of rail operations at Division 11. "Our schedulers are looking very closely at reducing the current eight-minute headway for trains during rush hours to six minutes to accommodate the growing number of riders."

The report also showed that the 10 millionth Blue Line rider since the opening day of operation boarded the train in October.

"There were a lot of gloom-and-doom predictions of low ridership when

the system first started," said Ashok Kumar, RTD's schedule systems manager, who has been tracking trends in Blue Line ridership since the system began carrying passengers. "But I don't think anyone anticipated this kind of success so soon."

"I think all RTD employees should feel a great deal of pride in this accomplishment," said Art Leahy, assistant general manager for operations. "Carrying 10 million passengers is another significant milestone in the remarkable comeback story of public rail trans-

## Ibarra

*... continued from page 13*

at an all-time low. But the District is reeling from the impact of the recession and Ibarra has budget problems to untangle. He says it goes with the territory. ("At this point, I can say that the reduction of positions in my department is not being seriously considered. Jobs should be the last thing on the chopping block.")

"There are two jobs at the District," he continues. "You either provide service or support those who do."

"The operator is the backbone of the organization, and I'm the operator's chief supporter."

Throughout the interview, Ibarra underscored the importance of the interpersonal relationship between management and operator. He insisted that "if we can show the operator we are sincere about serving them and making conditions better, then the courtesy issue between operator and customer will take care of itself. If the operator is treated well, then he or she will pass it on to the customer."

An intense man who puts his heart into whatever project he's charged with, the Montebello resident credits his rise with the District to his strong performance as head of the bus dispatch center and rail control center (CCF). Handling tens of thousands of trouble calls

over the years, his actions were never once called into question by other operators, for which he is quite proud.

Thanks to his years in the dispatch center, he says unabashedly, "Not too many people know and understand the transit system and its people like I do."

He started with the District, he says, because the benefits were excellent. He married young and had a son to raise and although he was unsure of a career choice, he cashed in on the opportunities provided by a burgeoning organization. For several years, he operated a bus out of Divisions 1, 2, 3, and 9, and then worked as a "grunt dispatcher" for six years. Promotions to control center manager and operations superintendent followed. He also briefly held the position of rail operations superintendent and played a pivotal role in the start-up of the Blue Line.

Ibarra did a remarkable job conducting tours through CCF. There, he's played host to such politicians as Gov. Pete Wilson, Congressman Julian Dixon, and Supervisor Gloria Molina. But perhaps his favorite tours are those that include the youngsters.

"I will always remember," he says warmly, "this little girl of about seven who asked me these highly technical questions. She even asked me about the

District's philosophy of security on the Blue Line. And she phrased it like that!"

"What a brain," he says, chuckling. "But really, we can never do too much for school-aged children. It's the bright faces and curiosity that I enjoy so much."

Besides the students and his family, his joy is his 1955 Skyline Blue and India Ivory Chevy Bel Air, which he bought in 1982. He has since restored the car to its former glory.

Ibarra also is working on his bachelor's degree. A behavioral sciences major, he's hoping to find the time to finish his degree. He holds an associate of arts degree from East Los Angeles College and a management certificate from Cal State Long Beach. His daughter, Jennifer, is in her second year of college and will begin Cal State Fullerton next fall. Son Ed, is in a doctoral program in English literature at U.S.C. and is an assistant lecturer at the school.

The impeccably-dressed Ibarra, who on this day is sporting suspenders and a tie with scattered Santa Clauses ("My son coined the word 'Santa Cli' for more than one Santa Claus"), has straight forward goals. "I intend to work closely with everyone. I work with a great bunch of people and I want to be worthy of this appointment and make the most of it."

portation in Southern California."

Blue Line operators are being trained at a steady pace, Diaz said. "There are eight trainees in each class of potential train operators, and we conduct a class whenever the need arises.

"We see the need continuing for some time, especially in view of the continuing rise in Blue Line ridership and the training sessions that will begin soon for operating the Red Line subways," Diaz said.

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*"The bus feeder system is extremely important to the success of any fixed rail system..."*

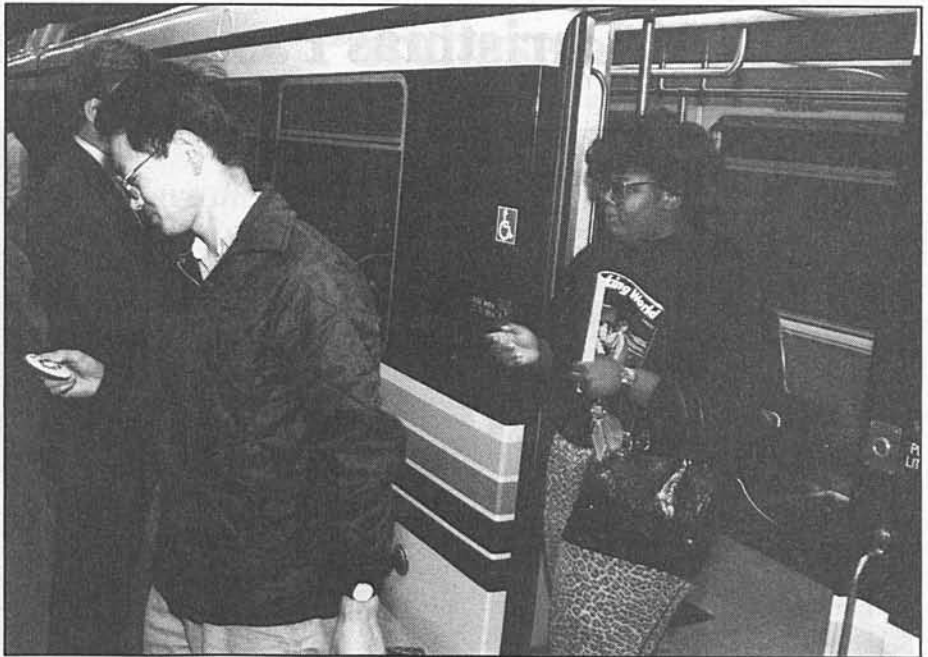
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Leahy pointed out that an employee doesn't necessarily have to work on the Blue Line trains to have an impact on its operation. "Bus operators play a major role in the Blue Line's success, too," Leahy said. "They bring passengers on buses from their neighborhoods to the Blue Line stations, where they then transfer to trains. The bus feeder system is extremely important to the success of any fixed rail system like the Blue Line."

"Blue Line ridership started as a small stream of the curious, but it has grown into a steadily flowing river," said RTD Board President Marvin Holen. "Our riders are telling their friends and co-workers about how pleasant an experience the Blue Line trains are, and more and more people are climbing aboard as a result."

When the RTD Blue Line first opened for revenue service on August 1, 1990, an average of about 15,000 paid the flat \$1.10 one-way fare each weekday to ride the train. As both ends of the system were expanded to include terminal stations in downtown Los Angeles and downtown Long Beach, ridership increased.

Ridership figures jumped to about 25,000 weekday riders last February when the underground Civic Center Metro Station in Los Angeles was opened. Since then, the Blue Line has



experienced steady ridership growth to its present level of more than 30,000 a day.

"I invite any RTD employee who has not yet taken their first ride on the Blue Line to do so," Diaz said. "Your pass lets you on free. I wish that everyone who works for the District could experience this major part of the future of public transportation and share in the excitement."

"The Blue Line's performance fore-

shadows what will happen in the next few years," said General Manager Alan Pegg. "We believe that as more train and bus service is offered in a cohesive, convenient network of public transportation, more people will be tempted to leave their cars at home."

"When this goal is achieved, everyone will benefit from cleaner air, less crowded freeways and greater ease of mobility in Southern California."



## Shades of Christmas Past



Sandra Noflin, road supervisor; Mark Solomon, acting TOS; Ellis Kyles, Sr. TOS; Glenn Wynn, acting radio dispatch manager, Denni Gonzalez dispatcher, pose for our Christmas portrait.

Like miniature snowflakes, white cake crumbs dusted the floor of the Headquarter's Operations, Control and Services Thursday, December 19. Tables of food, much of it homemade, decked the room and attracted hungry neighbors down the hall. For the next 12 hours, employees sampled each other's favorites, like enchiladas, potato salad, and fried chicken. The Dispatch Center's Glenn Wynn says that the party is, perhaps, the District's longest, because so many employees work different shifts and are constantly restocking the tables with more goodies when they arrive for work. And because many of the employees work the morning of Headquarter's Christmas brunch, Employee Activities covers the cost of some of the food, according to Mark Solomon, acting TOS. Planning this year's hoopla were TOS's Mary Wells, Sandra Noflin, and Mark Solomon.

## Christmas Carols

Scott Page trumpeted the arrival of the holiday season with none other than . . . his trumpet.

Joined by five of his colleagues, the strawberry blond in Operations Planning serenaded employees at Headquarters Wednesday December 17 with a collection of Christmas carols. The group, featuring Scheduling's Mike Ortiz on bass guitar, Planning's Paul Burke on saxophone, MIS' Nick Stasinos on guitar and Human Resources' Bruce Moore on drums had come together the week before in a six by ten foot storage room on the fifth floor to practice their music.

The final product was a holiday classic, with scores of employees giving round after round of applause. Harmonizing with the band was Division 7 Operator Steve Jones, who tickled the crowd with his rendition of *Walking in a*



*Winter Wonderland*. Ortiz said he first heard Jones singing in the hall last year and immediately invited him to come aboard.

"We're trying to get as many people from as many different divisions and departments to join us," he said. "We'd like ultimately to perform at special

functions, like the Red Line opening, and division celebrations."

Last July, the band played at the first birthday celebration for the Blue Line.

If you're interested in joining the band, give Mike Ortiz a ring at 6944.



# RTD Board Approves Major Purchase of 202 Methanol-Powered Buses

*The Addition Means the District Will Have the World's Largest Single Methanol Fleet*

**R**TD will put 200 more methanol-powered buses into service next year following a remarkably successful two-year test of 30 methanol buses that showed methanol to be a viable alternative fuel.

The District's Board of Directors Nov. 14 approved the purchase of 200 more clean-burning methanol buses for \$48.2 million from Transportation Manufacturing Corporation of Roswell, N.M. to replace older diesel-powered buses. The price includes spare parts, upgraded driver's seats and rear advertising sign frames on the entire order of 202 buses, and fire suppression test equipment on five buses.

Each 40-foot bus costs \$217,400 with seating for 43 passengers. When Operations puts the buses into service late in 1992, RTD will have the largest single fleet of methanol buses in operation in the world.

"Our Alternative Fuels section spent two years fine-tuning our methanol buses to see if they could take the rigors of everyday service in Los Angeles County," said General Manager Alan Pegg. "The tests results were impressive. Our confidence in methanol as a viable alternative fuel is now high enough for us to begin using it on a larger scale."

Jeff Johnson's Alternative Fuels team at the Central Maintenance Facility launched the District's two-year methanol demonstration project in June 1989, and ended it in August 1991. The 30-bus fleet was the largest of its kind in the world at the time. During the two-year demonstration, methanol buses were found to emit only a fourth of the particulate emissions and half of the oxides of nitrogen (NOx) emissions of a standard diesel-powered bus.

Our technicians also were able to improve the methanol engine's fuel ef-

iciency by about 10 percent. A methanol engine achieves about 1.2 miles per gallon versus diesel's 3.4 miles per gallon.

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*"We must look at expanding the methanol training course we now have to enable more mechanics to learn how to service the new buses."*

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The next major challenge facing the Alternative Fuels section is preparing the Maintenance Department to service 200 methanol-burning engines, said George Karbowski, who is in charge of the methanol project.

"There are a lot of issues to con-

sider when we make a purchase like this one," Karbowski said. "Where will we store them? Which divisions will house the methanol fuel tanks? Can we develop an engine oil that will work in both diesel and methanol buses?"

"We must look at expanding the methanol training course we have now to enable more mechanics to learn about how to service the new buses. We also hope to develop more fuel-safety courses for employees who will be handling alternative fuels."

"This is another significant step RTD is taking toward fighting smog," RTD Board President Marvin Hoken said. "I'm proud to be a part of the District's leadership role in setting an example for other commercial vehicle operators to follow."

"It won't be long before RTD's entire fleet of buses is burning cleaner fuels."





Mary Jo Slater  
presents  
A MUSICAL PLAY FOR CHILDREN AGES 4-12

ALL PROCEEDS FOR THIS PRODUCTION TO BENEFIT THE  
**Pediatric AIDS Foundation**

# THE LAUGHTER EPIDEMIC

Book by RICHARD SANDERS Music & Lyrics JAMES HORNBECK

Directed by CHRISTIAN SLATER

STARRING

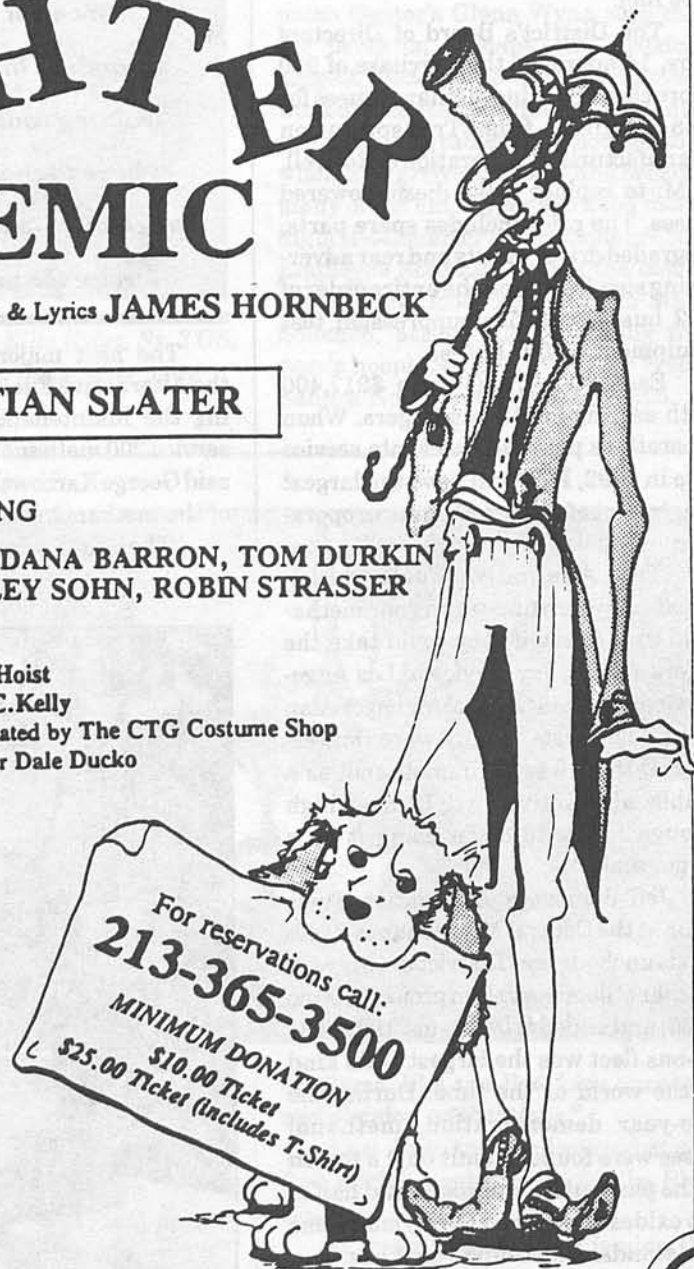
EDWARD PAUL ALLEN, BOB AMARAL, DANA BARRON, TOM DURKIN  
JAMES GLEASON, BEN SAVAGE, COLEY SOHN, ROBIN STRASSER

Associate Producer David Tochterman  
Choreography Gui Andrisano  
Set Design Barry Robison  
Art & Props Barbara Bock  
Lighting Design Fred Vicarel  
Music Supervision Richard Kaufman  
Arranged & Orchestrated Larry Blank

Sound Mark Hoist  
Costumes K.C.Kelly  
Costumes donated by The CTG Costume Shop  
Stage Manager Dale Ducko

PERFORMANCE SCHEDULE:  
SATURDAYS 11:00 A.M./2:00 P.M.  
January 18 & 25 February 1 & 8  
SUNDAYS 11:00 A.M.  
January 19 & 26 February 2 & 9

**CANON THEATRE**  
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For reservations call:  
**213-365-3500**

MINIMUM DONATION  
\$10.00 Ticket  
\$25.00 Ticket (includes T-Shirt)



# PUBLIC COMMENDATIONS

Dear RTD:

Back in August of this year, I called to complain that my regular bus line, 491, was not showing up on the average of once a week, sometimes twice. It was due at 3:50 p.m. at a downtown stop. This left all the regular 491 passengers to wait another 25 minutes for the next bus. When the driver did come, he was always 6 to 10 minutes late.

I was in touch with Joanne McCormick of Customer Relations and we began to work together to try and solve this mystery. After two months of tracking the problem driver, Joanne was able to discover that our driver was shortening his route. It has been a long and frustrating job, but I am happy to report that this driver is now appearing every day, and ON TIME! We, the passengers are extremely grateful.

I want to commend Joanne for her perseverance and courtesy. She always called me to keep in touch and ask questions. She is a credit to the RTD.

Thank you for really caring.  
Sincerely,  
Nancy Zone

Dear RTD:

In a world where criticism and complaining are rife, I would like to tell you about the exemplary service, courtesy, and friendliness of one of your drivers on the 320 (Wilshire going to downtown L.A.)

He took the time to wait for me to connect from one bus (Line 217) to his, when he saw me running with luggage, and then with extraordinary patience, told me accurately where to connect with the bus going to Union Station. Consequently, even though I was late (my fault) I caught my cross-country

train on time!

His name is Mr. German Suarez, and the date was October 28 of this year, and the time was 6:30 p.m.

If you would be so kind as to see this letter is forwarded to the proper department and that Mr. Suarez receives my thanks, it would be greatly appreciated.

The L.A. RTD is wonderful, once you become familiar with the system, and its regularity of service coupled with the friendliness of the drivers make it easy and economical to travel the City. Thank you and I'll be back to enjoy the system again, soon.

Best wishes,  
Elizabeth Cole  
New York

## Thanks for a Job Well Done!

**Division 3201**  
Elise Johnson  
Brenda Thomas

**Division 3206**  
German Suarez

**Division 3207**  
Alfreda Lanox  
Johnnie Abner  
Ray Anaya  
Norman Goldstein

**Division 3208**  
Gordon Stevenson

**Division 3209**  
John Legans

**Division 3210**  
Jimmie Shorters  
Herbert Orange

**Division 3215**  
Richard Patterson  
Eric Collins  
Jesse Kirkland

**Division 3218**  
Leon Saunders  
Horace Greeley Leftwich

Dear RTD:

I'm writing to let you know about one of your operator's commendable actions. I was on Melrose near La Cienega yesterday afternoon. I saw the #10 approaching and ran toward the stop, hoping to catch the bus. When the bus was about to outrun me, I waved to the driver. He saw me and waited until my tired, old body caught up with the bus. I was delighted that this driver would do such a thing. (Nothing makes a person more cranky than to miss a bus by just a few seconds, thus throwing off all of your connections.) This driver was also courteous and considerate of other passengers on his bus. I don't know the driver's name but his number is 4296.

Sincerely,  
Sandra D. Madden

Dear RTD:

We would like to take a few minutes to compliment you and your drivers for the excellent service that we have been receiving for our Hollywood High Students.

The route we would like to bring to your attention is Line 420 which stops at the northwest corner of Highland and Sunset, adjacent to our school. The drivers have been arriving a few minutes before our 3:05 p.m. dismissal and wait patiently a few yards behind the bus stop. This assists us with crowd control and dispersal of students at the end of the day. There are two bus numbers we would like to point out to you, badge numbers 3468 and 3494; both of these drivers have been wonderful and patient with our students. We hope you find the time in your busy day to pass our thank you along to both of these drivers.

We look forward to continued good service and a positive relationship with RTD. Please call on us at any time if there is anything we can do on a school level to assist you.

Sincerely,  
Dr. Jeanne E. Hon  
Principal

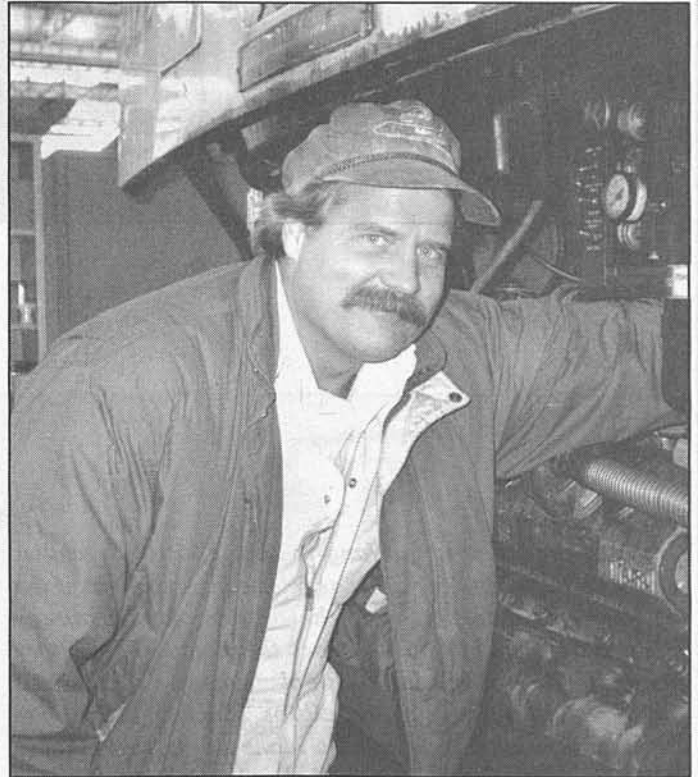
# COMMENDATIONS



A hearty congratulations to Division 6's **Sherman Dorsey**, who was tapped Operator of the Month for October. The 15-year RTD veteran is among the District's finest -- he has accumulated the maximum allowable 90 merits and has had no avoidable accidents since 1983. He has not had a missout since 1984 and has had only one occasion of lost days because of illness in his 15 years of service with the District. He and his wife, Francine, are the proud parents of two daughters. The couple is active in their hometown of Venice, participating and supporting the local arts scene. Dorsey has a vast personal library of contemporary novels and poetry. Not only is he interested in politics, he has never failed to cast his vote! He relishes the outdoors and enjoys swimming, surfing and running. He counts among his favorite pastimes the sport of trailwalking.



*Marcia Standifer walks away with Information Operator of the Month for November. An operator with the District for almost three years, the Cal State Los Angeles student maintains an impeccable attendance record, receiving numerous awards and commendations. Her superior performance and dedication to a job well done not only is appreciated by her supervisors but also serves as an inspiration to her co-workers. Standifer is an aspiring fashion designer and hopes to one day design and market her own fashions. We wish her the best!*

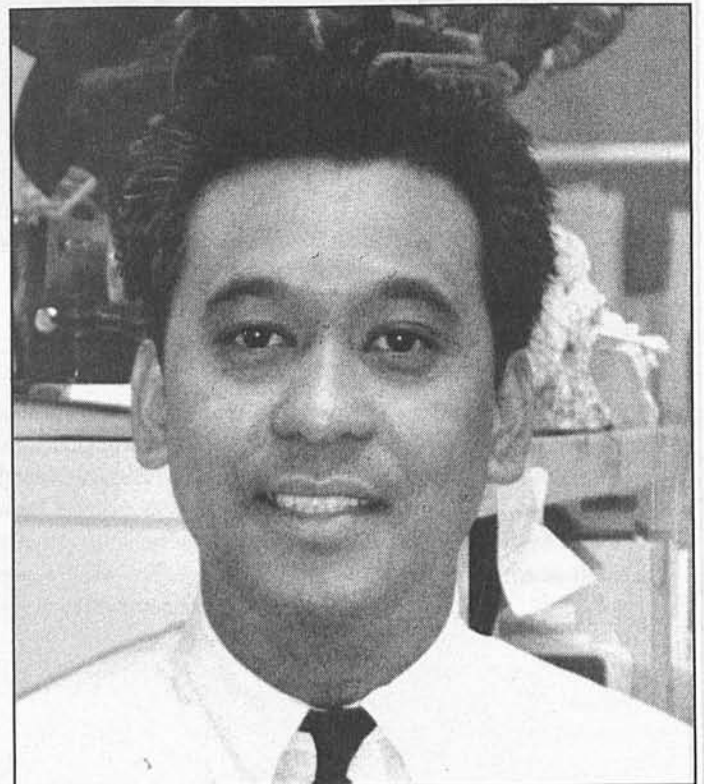


*Taking Facilities Maintenance Employee of the Month honors for September is **Dennis Dickason**, a 15-year RTD veteran. He's spent the last 2½ years with the Alternate Fuels section of Equipment Engineering. He oversees the 12 bus methanol / Avocet fleet currently operating out of Division 5. Not only has Dennis been instrumental in integrating this technology into the diesel fleet, he has been the driving force behind its construction. Recently, Dennis developed a device to help prevent catastrophic engine failures in older District buses. He submitted his invention to the Employee Suggestion Program, and received the District's highest award. Needless to say, he's admired by both his supervisors and colleagues.*



*Alfred Wang was selected co-recipient of the MIS Department's Employee of the Quarter Award for the last quarter of fiscal year 1991. The senior programmer analyst won rave reviews for unselfishly providing support on a number of programs that were developed in the 1960s and are still the backbone of the Scheduling Department's operational reporting system. His boss, Edward Chen, says that Wang filled in for other team members who were heavily involved in the development effort on the Schedules Management system. He also won praise from a facility maintenance coordinator for ensuring that his request for a report was accurately completed. And, if that wasn't enough, his colleagues say that Wang also did a distinguished job of working with two student interns to make their experience rewarding for the District and themselves. Our congratulations to an extraordinary ambassador for the MIS Department.*

*Sharing the honor with Wang is Data Control Specialist **Ignacio Manzanares**. He was selected co-recipient of the MIS Department's Employee of the Quarter award because he created a system in dBase to track the mounting inventory needed for data processing and implemented a computerized form request system, which allows users to submit job requests through their terminals. Manzanares, says his boss Ed Chen, also consistently provided assistance to many of the District's staff and did so with a positive attitude. Kudos to Ignacio Manzanares!*





*October's Facilities Maintenance Employee of the Month goes to Fred Zimmerle, a painter assigned to South Park. He takes great pride in his work. Talk about excellent performance -- Zimmerle was charged with painting the CNG fuel station at Division 15 in preparation for its start-up. Originally estimated to take two weeks to complete, Zimmerle finished the job in one week. Thanks to Zimmerle's expertise, production in the Paint Shop is booming.*

*Kudos to Wijnand Schandijn, CMF Employee of the Month for October. He was so named because he pays particular attention to detail in every aspect of his job assignments in the Mechanical Shop, including air conditioning testing and suspension rebuilding. He also has the ability to work unsupervised and often volunteers to help train other employees.*



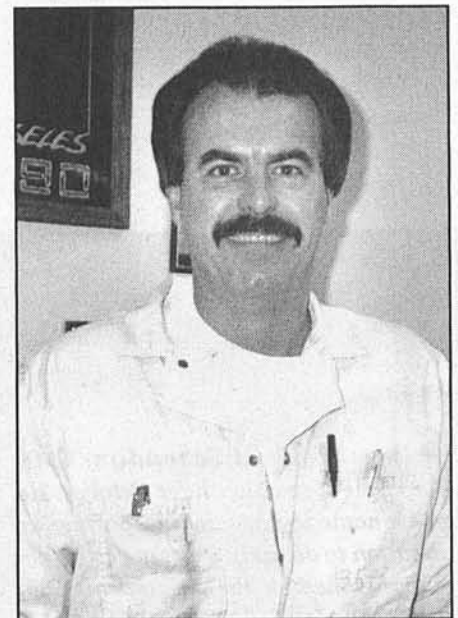
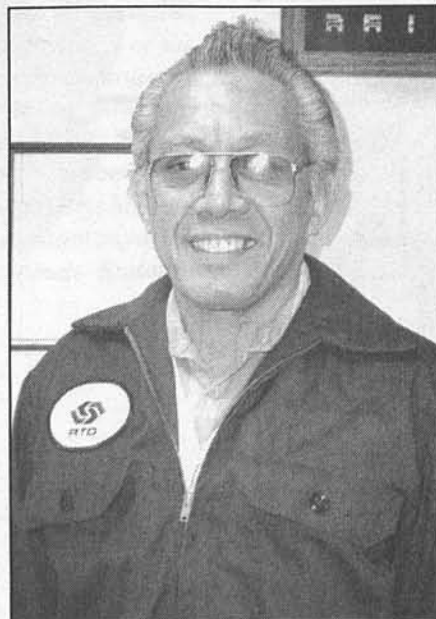


The Scheduling and Operations Planning Department's Operator of the Quarter goes hands-down to **Shirley McKenzie**, a conscientious employee and a valuable resource for the department. Over the years, she has been a pioneer, becoming the first woman to be promoted to the positions of Schedule Clerk, Schedule Maker and Schedule Supervisor. Moreover, she has mastered many of the complex and intricate facets of schedule building and runcutting. During the past quarter, the department relied heavily on Shirley's runcutting knowledge and expertise to produce operator work assignments under an extremely tight deadline. For all that she's contributed, Shirley was presented with the honor by the department's director, Steve Parry.



**Roger Flynn** walked away with CMF Employee of the Month honors for October 1991. An equipment maintenance supervisor in the Production Control Section, Flynn was chosen because he does an outstanding job scheduling his departments. His efforts, says boss Dave Lane, result in maximum production at a low cost.

Showing initiative and excellent workmanship, **Gaston Lopez** was chosen CMF Employee of the Month for October. A Mechanic A body repairman assigned to the Trim Shop, Gaston willingly accepts any job assignment and completes it on time or ahead of schedule. He continually displays reliability and loyalty.



**David Meemken** got the nod for CMF Employee of the Month for October. Knowledgeable in all tasks performed in the Engine Shop, the Mechanic A completes his job assignments on time. The quality of his work, says his boss, is excellent.



## DBE Program

...continued from page 5

letter, published quarterly provides tips on bidding, offers profiles of successful contractors and contains lists of available contracts.

Among the honored guests that night was Julie Griego, deputy mayor of Los Angeles. Marvin Holen, RTD Board member, presented Griego with the District's first DBE achievement award. He then introduced Board member Antonio Villaraigosa, saying he brought to the Board fresh vision and a fresh view.

"We quickly found that women weren't getting their fair share," he said. "We haven't always acknowledged that participation. And Los Angeles is a city where there is a rich Latino heri-

tage. But there's not enough DBE participation that reflects it. Twenty percent is good, but it's not good enough. I want you to feel like you can call me when you're not getting a fair shake. We still have a long way to go."

Holen introduced Board member Mas Fukai next, calling Supervisor Kenneth Hahn's appointee sagacious, honest, intelligent and very caring. Said Fukai, "Kenny Hahn has believed in Affirmative Action for 40 years; I want to see it continue to be fair and just."

Summed up Holen, "We can help you with the problems, but *only* when we hear about them."



*Ralph Carapia, employee relations analyst, and Carmelita Romero, secretary in the Legal Department, exchange thoughts at the November 20 DBE reception.*

## On the Front Line

...continued from page 11

ing on a bus at Slauson and Overhill. Two gangs of juveniles boarded the westbound Line 108 bus at Crenshaw and Slauson, via the rear doors and windows and proceeded to vandalize the bus and terrorize passengers, as the bus continued westbound. GHOST officers, who had the bus under surveillance, stopped the bus and arrested the suspects, who were then transported on the bus to LAPD Southwest Division and booked for rioting. GHOST is continuing its efforts to reduce the problems caused by NBT gang members who frequent Leimert Park and the surrounding areas.

On November 15, Officers Richard Estrada and Tony Rodriguez were working the counterfeit pass task force and were aboard a bus traveling north on Vermont at San Marino when they heard gunshots from the direction of a school bus, which had stopped in front of them. They saw two juvenile gang members running away from the bus and southbound on Vermont. Both officers went into foot pursuit and apprehended the suspects who were armed with a semi-automatic hand gun. There were

no injuries and both suspects were booked on felony charges of shooting into a school bus.

TOS Roy Glidewell was instrumental in assisting Transit Police with the arrest of a burglary suspect. Glidewell was on duty at Division 1 and saw a man wearing an RTD operator's uniform enter the division and remove four books of transfers and a discrepancy sheet from the counter. The suspect then sat down. Glidewell did not recognize the suspect as an operator, so he obtained the badge number from the suspect's uniform. The badge number was invalid and Glidewell notified Transit Police. Officers Jack Goss and Anthony Spatola responded and located the suspect at 7th and Central, where they determined he was a former RTD employee and arrested him for burglary, recovering the transfers. This was an excellent example of teamwork and good observation on the part of TOS Glidewell.

On November 29, GHOST Officers Roy Romero, Leland Tainter and Sergeant Barberic were driving north on Main Street en route to the Headquarters building, when they saw two sus-

pects armed with a knife, choking and robbing a 71-year-old man, just south of the Headquarters building. Both suspects were arrested for armed robbery after a foot pursuit, and all of the stolen property was recovered.

Also on November 29, SCATT Sergeants Janice Hart and Michael Hendrix were northbound on Spring at 7th Street, when they were flagged down by a citizen at the bus stop. They saw an elderly man lying on the sidewalk who had just been robbed. Witnesses pointed out the fleeing suspect and Hart and Hendrix captured the suspect in an underground garage after a pursuit. All of the stolen property was recovered and the suspect was booked for robbery. SCATT officers have also been concentrating on the 225 Line in Palos Verdes, after complaints from operators, parents, and the principal at Miraleste School, about rowdy juveniles.

We look forward to continued cooperation making our environment a safe one, and will be providing regular updates on our efforts in this regard.

## Division 18 Tips Hat to Three Retiring Operators



Polishing off a spread of fried chicken and potato salad, Division 18 said good-bye to three of its favorite operators Wednesday, October 16, Bill Hicks, John Frank, and Ennis Finley were the guests of honor at the feast, and judging from the remarks made by their colleagues, these are three men who will be badly missed. Art Leahy, assistant general manager of operations, bid them well and told cheering employees, "We're losing a special kind of professionalism."

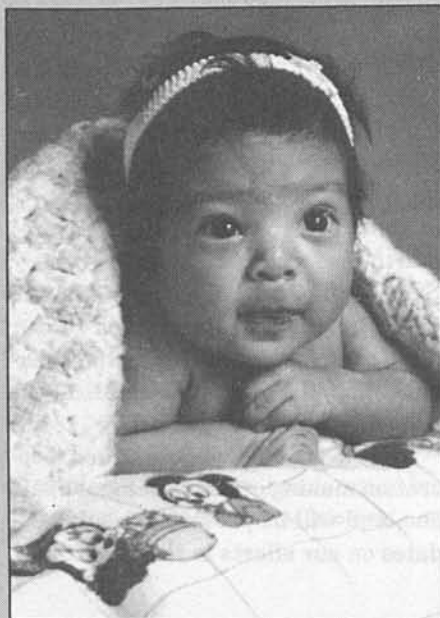
Looking relaxed from their retirement weeks earlier, each spoke fondly about the job they for years took almost for granted.

"Have faith and go out there each day with gratitude," advised Finley, "and the next thing you'll know you'll have put in your 23 years."

"You'll get pains that you want to move on and do something else," said Hicks, who has since transitioned into real estate. "But retirement is one of the best times you can have in your life. It's worth working toward."

Perhaps John Frank summed up the apprehension most retirees feel about beginning a new life. "For the last 35 days," he said, "I've missed driving a bus."

## BIRTHS



Born to Division 9 Operator Veronica Delgadillo and to her husband Division 18 Operator Jaime Delgadillo, a beautiful baby girl, Jamie Veronica, on October 1, 1991. Delivered at 9:27 p.m. in Anaheim Kaiser Hospital, she weighed in at 8 lbs. 1½ oz. and was 21 inches long. Not only are her parents proud, but the little one's grandfather is especially delighted; Dwight Benavidez from Division 9 is mother Veronica's father, and has been with the District for 19 years as a bus operator and a TOS. The family tells *Headway*, "Jamie is very special because she is the first child, grandchild, and great-grandchild in the family." Martha Benavidez, wife of Dwight, says she will spoil her with love and attention. Jamie, she says, has big, wide eyes like her daddy, and long dark brown hair like her mother. "It simply brings back memories," she writes.



# SCHEDULE CHANGES



**Cloud, Robert C.**, from Data Processor Operator II to Lead Data Processor Operator.

**Ek, John D.**, from Public Affairs Representative to Legislative Analyst.

**Estrada, Richard J.**, from Transit Police Officer (Trn) to Transit Police Officer.

**Evans, Louis**, from Transit Police Officer (Trn) to Transit Police Officer.

**Gallegos, Gonzalo**, from Transit Police Officer (Trn) to Transit Police Officer.

**Garcia, Jose L.**, from Transit Police Officer (Trn) to Transit Police Officer.

**Lewis, Richard E.**, from Transit Police Officer (Trn) to Transit Police Officer.

**Limon, Margarita**, from Typist Clerk to General Clerk.

**Mabus, Jeffery B.**, from Mechanic "B" to Mechanic "A".

**Macon, Monica D.**, from Information Clerk to Passenger Service Representative.

**Nijland, Patrick M.**, from Transit Police Officer (Trn) to Transit Police Officer.

**Parra, Marco A.**, from Transit Police Officer (Trn) to Transit Police Officer.

**Sanders, Sandra E.**, from Passenger Service Representative to Customer Info Systems Assistant.

**Sierra, Vince L.**, from Transit Police Officer (Trn) to Transit Police Officer.

**Siu, Siu-Ming**, from Engineer to Senior Engineer.

**Van Blaricom, Joshua**, from Transit Police Officer (Trn) to Transit Police Officer.

**Zambrano, Gilbert**, from Transit Police Officer (Trn) to Transit Police Officer.

## In Memoriam

**Anderson, George**, began with the District on February 09, 1959, retired as a Bus Operator Full Time and passed away on October 17, 1991.

**Price, Elisha M.**, began with the District on June 26, 1946, retired as a Utility "A" and passed away on October 29, 1991.

**Rankin, Manuel**, began with the District on April 22, 1971, retired as a Utility "A" and passed away on November 12, 1991.

**Stephenson, Charles**, began with the District on November 04, 1942, retired as a Bus Operator and passed away on October 22, 1991.

**Taylor, Howard D.**, began with the District on April 27, 1923, retired as a Supervisor and passed away on October 20, 1991.

**Thompson, Louis C.**, began with the District on March 08, 1932, retired as a Supervisor of Way & Instruction and passed away on October 03, 1991.

**Young, Roland O.**, began with the District on July 13, 1944, retired as a Bus Operator and passed away on October 16, 1991.

# SHIFTING GEARS



**Dotson, Thomas E.**, began with the District on November 26, 1974, retired as a Property Maintainer A on August 26, 1991.

**Finley, Ennis F.**, began with the District on August 22, 1968, retired as a Bus Operator Full Time on September 16, 1991.

**Jackson, Robert E.**, began with the District on October 28, 1974, retired as a Bus Operator Full Time on November 06, 1991.

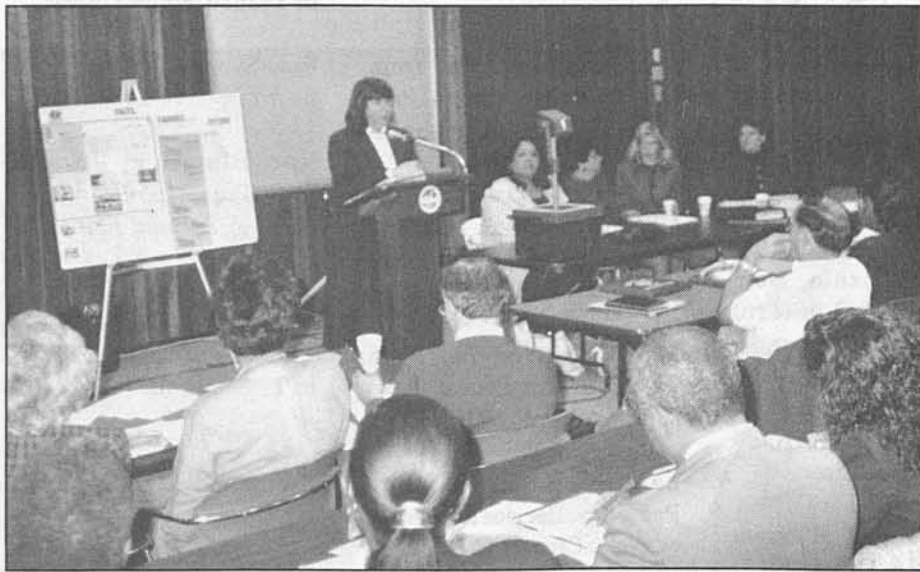
**Spivey, Jeff**, began with the District on October 10, 1968, retired as a Bus Operator Full Time on October 19, 1991.

**Williams, John E.**, began with the District on November 09, 1968, retired as a Bus Operator Full Time on November 11, 1991.

**Williams, Willie N.**, began with the District on November 16, 1968, retired as a Bus Operator Full Time on November 18, 1991.

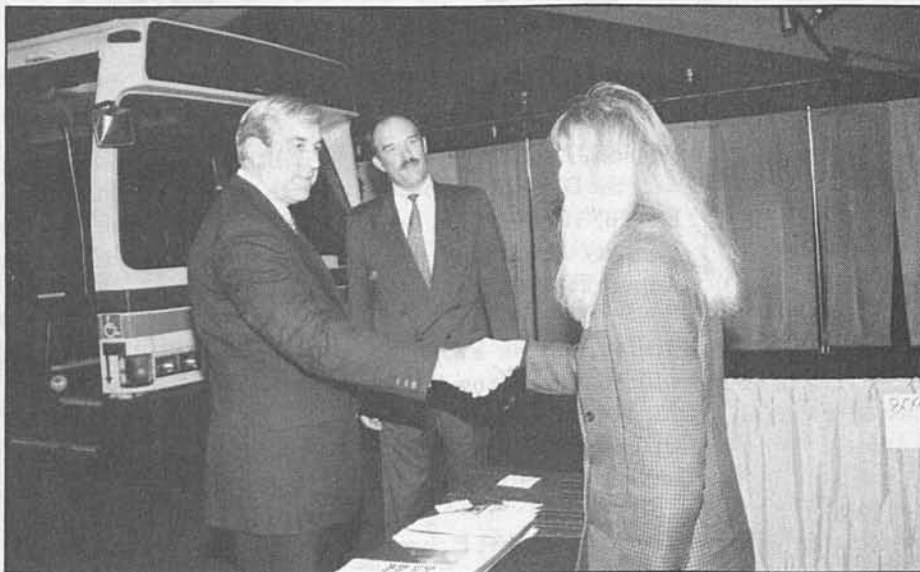
**Wilson, San M.**, began with the District on September 07, 1968, retired as a Bus Operator Full Time on October 31, 1991.

## CTP Networks With County Employees



*Teresa Moren talks shop.*

## What's Hot and What's Not in Transit Technology



*A contingent of RTD employees travelled the desert sands at the end of October, arriving in Las Vegas for Tech Trans 91. The national conference, sponsored by the trade publication PTI Journal, was devoted to state of the art technology in transit. District guest speakers and their topics included Doug Anderson, geographic information systems; Vince Pellegrin, alternative fuels; Maureen Micheline, state of the art transportation demand management. Pictured from left are UMTA Administrator Brian Clymer, PTI Journal Editor Steve Rooney, and RTD's Corporate Transit Partnership (CTP) Representative Maureen Micheline.*

As a major employer in Southern California with more than 80,000 employees, the County of Los Angeles does its fair share in fighting air pollution and traffic congestion through its Employee Rideshare Commute Program. County Employee Transportation Coordinators (ETCs) at each work site promote ridesharing, including riding public transit, to County employees.

To assist county ETCs, the RTD's Corporate Transit Partnership's (CTP) account executives met with more than 125 ETCs at their December meeting in Alhambra. Led by CTP's program director Teresa Moren, the account execs explained to county employees the many ridesharing services offered by the District to major employers and provided the ETCs with new techniques to promote riding the bus and train.

The meeting was considered a complete success by all those who attended. Future meetings will be arranged between county ETCs and RTD's CTP. Stay tuned.



# RTD Wheelchair Lifts Capture Admiration of Japanese Dignitary



The District's accessible service program, long admired by transit properties nationwide, has attracted the attention of the Japanese government. Kazuhiro Tanaka, a government researcher with the Nagasaki Prefectural government in Japan, toured the Central Maintenance Facility on November 27 hoping to use our program as a model for implementing similar service for the disabled in Nagasaki.

He told his RTD host, Anne McLachlan, manager of the District's Accessible Service Program, that although his country has an extensive rail network which is accessible to the disabled, it has very few public transit vehicles which are equipped with a wheelchair lift. But, he continued, the passage in this country of the American with Disabilities Act (ADA) has resulted in a new awareness in Japan of the needs of the disabled. Nagasaki is one of three cities in Japan which has begun to implement accessible public transit service. Said Tanaka, "We plan

to have more than 400 buses retrofitted with lifts within five years."

McLachlan demonstrated to Tanaka how the lifts work and how

passengers are secured. She explained to him that although the District was a prototype for many of the new ADA regulations, even some of the District's procedures and policies will have to change to comply with the new rules. For instance, beginning January 26, passengers who do not use wheelchairs, but have trouble climbing stairs, will be allowed to stand on certain District wheelchair lifts while getting on and off the bus. Other upcoming changes include expanding preferred bus seating for disabled and senior passengers to the first set of forward facing seats and applying larger, more readable signs for this purpose.

Before Tanaka arrived in Los Angeles, he visited Sacramento. He also conferred with officials at the U.S. Department of Transportation in Washington, D.C. before returning to Japan.



## Letters to the Editor

*Editor's Note: The following letter to Headway was written by Stephanie Gonzalez, an operator with Division 3.*

We are all a part of the Transportation Department. We came from the past, we are transportation today, and we are the future of transportation. Working together, we have the greatest potential to affect the future of transportation into the 21st century. The potential to create a department unmatched by any other transit agency in the world.

We are the operators, the stenographers and staff, the transit operations supervisors, assistant managers, division managers, superintendents, assistant transportation directors, all of us who are the Transportation Department. We are the potential of transportation.

Working together, we will remain together. Remembering our foundation of safety, courtesy, and service, we will succeed in the creation of an agency that has no equal. We are the Transportation Department. Each and every operator, all of us, we have the potential to affect the future.

Give us clean, efficient buses, transit police protection, management that reflects our pride, and we, the finest operators in the world, will help provide transportation through the 21st century. As professional operators, we will provide safe and courteous service to our patrons. An operation that reflects our personal pride as professionals. The changing times have changed our attitudes toward professionalism and our job responsibilities.

We, working together, will improve transportation service to the public. With a commitment to our families in need of our support, with a commitment to ourselves, with a commitment to our Director of Transportation, we will become a Department that succeeds in its potential.

The future transit industry is watch-

ing as we face the challenge of the future. We will face the future working together, with our commitment to excellence, with our personal pride in who we are. We will succeed.

Dear members of the Transportation Department: We are the future of transportation. Our efforts will reflect who we are. Our uniforms and our attitudes will reflect our pride. We are all professional operators with the responsibility to provide safe and courteous service to the public. Working together, we will create a transit agency with no equal. The future is bright and it is ours. We are the finest operators in the world.

◆ ◆ ◆  
*Editor's Note: The following letter was received by Local Government and Community Affairs and then forwarded to Headway.*

Dear Maria Aguirre (Local Government and Community Affairs):

It was wonderful to be with you for RTD Career Day. The program was well-organized and well-suited to the needs of high school students. The small group format was particularly helpful in that it enabled students who would not speak in a large group to feel comfortable enough to open up and ask a variety of questions. The students have commented about how outstanding their experiences were and how much they learned. They went back to Venice High and told their teachers how lucky they were. Your staff was encouraging and inspiring.

We enjoyed having you ride the bus with us. Your honesty in relating obstacles which you faced in your youth certainly touched the students and gave them concrete proof that no matter how difficult situations might be, one can work hard and accomplish great things. You made a significant impact.

The day was so well-organized in every way, and the staff was most cordial and accommodating. It took a great deal of time out of everyone's schedule to be with us, and we certainly appreciate your commitment to the young people. It is so helpful for them to be told by successful people in business how important it is to study and work hard. Sometimes students have difficulty in seeing a relationship between school and future employment.

We feel very fortunate to have had this opportunity to learn about the numerous career possibilities with the RTD. I have a great deal of information which I will share with all of our students.

Sincerely,  
Francine Johnston  
Career Advisor  
Venice High School

## Board Members

...continued from page 6

it will bring out the best in all of us.

"I think that the RTD, our present organization, has an established track record. It does a cost-effective job, but with terrible constraints. You have limits in the amount of equipment, but not in the number of passengers. . . And costs continue to escalate. It's a tough job, but we have good management to do the job."

"And I'd like to finish by wishing everyone a very happy New Year!"

**MARCH  
OF DIMES  
MONTH**

# SURVIVING "ARSENIC HOUR"

## *Nutrition Tips For After Work*

You race from a hectic day at work to the daycare center, then rush home with crabby and hungry kids in tow. Your car almost feels like it is on automatic pilot as it starts to swerve towards your local fast food joint. The guilt strikes! Didn't you already go there three times this week? Frankly, you can't stand the thought of another greasy meal so you head towards home. In your mind you are trying to pull together a meal. If this sounds like you, there are lots of creative solutions.

### **Why Bother?**

With more than half of today's moms working outside of the home, mealtimes have changed. To offer a solution for these busy families, fast food restaurants have popped up like mushrooms. In 1987 they did a \$56 billion business. Occasional fast food meals are okay but as daily fare it is nearly impossible to get a healthy diet.



Try cooking foods on non-work days and freezing dinner-size portions for quick, hassle-free meals during the rest of the week.

### **Keep The Kids Happy**

To give you peace of mind and a chance to prepare the meal without the kids standing in the kitchen crying or eating out of bags, try a variety of these suggestions.

- Plan to offer nutritious snacks to take the edge off of their hunger.
- Have the children help you prepare the food and take the time to share your days.
- Have older children prepare one item they can proudly bring to the table.
- If you are just exhausted, play with the kids until your spouse arrives and one adult prepares the meal in peace.
- If you are alone, prepare a box of special toys and read-along tapes that are only used during mealtime preparation.

### **What To Prepare**

Plan your meal with a sound diet in mind. Don't be a short order cook trying to keep up on the daily likes and dislikes of your children. Serve a healthy variety and let them decide if they want to eat a certain food at all and select the quantity. Once a week it helps to make a grocery list and rough out meals. The most important factor in avoiding obesity in your family is to offer scheduled meals and snacks. Grazing leads to poor food habits.

### **Creative Cooking**

Use a variety of methods to keep ahead of meals on busy days.

Planning ahead won't take long but actually saves time. You don't have to keep running menus through your mind to patch together a meal. You can cook foods on non-work days and freeze ahead. You can double and triple recipes to have food for a rainy day. You can make extra food and use as planned leftovers or can cook more of something like a lean roast and divide it between two different recipes. You can prepare food for the next day while in the kitchen. For example, you can cook rice and save for tomorrow or cook the meat sauce today and only have to cook the spaghetti tomorrow. You can keep a handy list of quick meals and plan to use your microwave if you own one. One last creative idea is to form a co-op with four neighbors. You share meals Monday through Friday and only have to cook, clean the kitchen, and do dinner dishes once per work week!

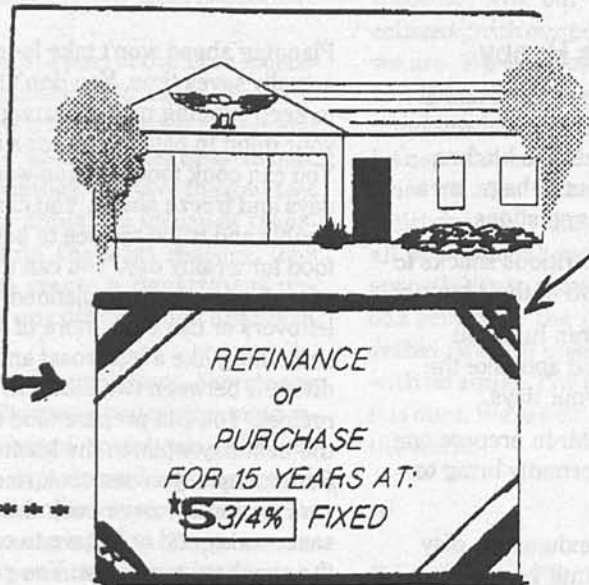


Prepare a box of special toys and read-along tapes to occupy the kids while you cook.

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- **Challenge the body.** Find a new way to work out. Water walking or mountain biking might be just the right change of pace.
- **Aim in a new direction.** Review goals and update the resume. What's in store next? Sign up for a seminar; read something different.
- **Volunteer.** Share talents, time, and most of all a warm heart with a child or adult who can benefit from an extra hand.



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# RECREATION NEWS



## January

- 18 Disney on Ice - Long Beach \$13.50 for \$12.00
- 20 Lakers vs Seattle \$13.50
- 24 Lakers vs Sacramento \$13.50
- 25 Kings vs Calgary \$19.50

## February

- 2 Lakers vs Chicago \$13.50
- 9 Chorus Line - Shubert \$50 tickets for \$35.50
- 12 Clippers vs Houston \$25.50
- 21 Clippers vs Portland \$25.50
- 22 Lakers vs Golden State \$13.50

X X X X

RTD Basketball league is forming now for start up late January. Team meeting will be held Wednesday, January 15 at 7:30 P.M. in the Headquarters' cafeteria. All teams must be represented at the meeting.

X X X X

Don't forget your sweetie on Valentines Day. Gift certificates, candy available starting February 1. Balloons and fresh flower arrangements available on February 14 in the Employee Activities office.

X X X X

New RTD and Metro logo merchandise in stock. T- shirts, sweats, caps, and toys. See items on the Mobile Unit or in Employee Activities.

Save money at the movies. Discount tickets available for the following movie theatre chains: Edwards \$4.25; AVCO General Cinema \$4.50; AMC \$4.50; Pacific Walk-In or Drive In \$4.50; United Artist \$4.50 and Cineplex Odeon \$4.75.

X X X X

### Mobile Unit Schedule

The mobile center will operate Monday through Friday from 9:30 a.m. until 2:00 p.m.

Jan.	Loc.	Feb.	Loc.
20	5	3	9
21	18	4	16
22	4	5	8
23	12	6	15
24	2	7	7
27	11	10	5
28	1	11	18
29	10	12	4
30	3	13	12
31	CMF	14	2

X X X X

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.





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Chris Robertson  
Employee of Month!

\*Rates Subject To Change

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