

This report culminates a two-year program that covers the development, implementation, and operation of the special transit service for the games of the XXIIIrd Olympiad in Los Angeles. Unsurpassed in scope and size, the system that was operated for sixteen days required a significant effort to plan and implement. Dealing with many unknowns, the planning effort represented a unique challenge and required close coordination with all transit and traffic management agencies. The resulting plan yielded a budget of approximately \$13.3 million, half of which would be expended before the first day of operation. A fleet of 550 buses was made ready and the necessary personnel were hired, trained, and assigned. The preparation was completed on time and within budget.

The actual operation ran smoothly and required only minor adjustments and enhancements. Because of fewer than expected passenger volumes, the system was trimmed to match service with actual demand. This technique enabled the District to expend some \$2.3 million less than budgeted. As a result of the reduced patronage, however, revenues were only 37% of projected levels. A deficit of approximately \$4.6 million was realized, even after accounting for the sale of commemorative tokens.

For all intent, the service was a success, in that it did what it was expected to do. The spectators using the system found it to be of high quality, and the patronage on board the buses made a significant contribution to reducing the traffic congestion on the freeways and surface streets around the venues. According to patronage statistics, the goal of handling 40% of the spectators at Exposition Park was achieved and exceeded on some days, and was very close to being met on the rest, averaging 37% for the sixteen days of events. Other venues also saw excellent patronage, albeit at lesser levels than anticipated.

The operation is a tribute to the many long hours and untiring efforts of the staff of all departments of the District. Many people working long

SUBJECT: EVALUATION OF TRANSIT SERVICE FOR THE 1984 OLYMPIC GAMES

FROM: John A. Dyer
TO: Board of Directors

October 3, 1984

John A. Dyer
General Manager



John A. Dyer

hours of overtime, at nights and on weekends, ensured the Olympic operation's success. This required much dedication and considerable personal sacrifice, but it was worth it.

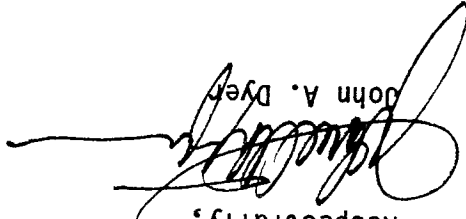
In looking to what was learned from the Olympic effort, it is clear that, when necessary, the District can respond to such a challenge, not only in size, but in quality. Many innovative features were deployed for the first time, including reservations for park/ride services, as well as the deployment of management personnel in the field to assist in the actual operation. As important is the fact that the citizens and visitors of Southern California can follow the advice of the experts and change their commuting habits and use transit when needed. As other evaluations are published, we will learn more about the overall impacts of these and other measures that made the Olympic period traffic a "non-event".

Because of the planning, preparation of buses, and employment and training of new operators and other personnel, the entire effort took 14 months, from July 1, 1983 - August 31, 1984. The District budget was \$13.3 million, of which 10.6 million was spent. Because revenues only amounted to \$5.99 million, the District had a shortfall or deficit of \$4.68 million for the 14-month period.

For the 16 days of the games, the actual cost of the Olympic service was less than the revenues received, primarily because of the special fares. But when coupled with the enormous start-up costs, however, a deficit was incurred. Endeavors of this magnitude may not be required for several years to come. The provision of service to other special events, and perhaps to sporting activities, should be considered. Unless such service can run on a continuing basis, such enormous start-up costs will have to be expended each time, either requiring extremely high fares or a subsidy. The bottom line is perhaps the most important -- the system that was promised was designed, implemented and operated.

In conclusion, this agency responded to the challenge, showing it is capable of handling a tough, if not impossible assignment.

Respectfully,


John A. Dyer