



May 22, 1981

Mr. Peter V. Ueberroth, President  
Los Angeles Olympic Organizing Committee  
10100 Santa Monica Boulevard  
Los Angeles, California 90067

Attention: Mr. Harry Usher  
Executive Vice President/General Manager

Dear Mr. Ueberroth:

I am pleased to forward to you a presentation describing the capabilities and the resources of the Southern California Rapid Transit District as they apply to the Transportation Coordinator task for the 1984 Olympic Games in Los Angeles.

In this report, we have endeavored to convey in some detail the following points:

- 1) The RTD is committed by official action of its Board of Directors to whole-hearted support of the Olympic Games in Los Angeles.
- 2) We are the major transit operator in Southern California and the Western United States.
- 3) We believe that we have exceptional qualifications for the assignment of Transportation Coordinator for the 1984 Olympic Games in Los Angeles, and forthrightly apply for that assignment and responsibility.

We share your pride in the great honor that the world has bestowed upon Los Angeles as the host of the 1984 Olympic Games and look forward to working with the LAOOC in a cordial business relationship that will assure a transportation component measuring up to the highest possible standards.

Sincerely,

A handwritten signature in black ink, appearing to read "Richard T. Powers".

Richard T. Powers  
General Manager

A handwritten signature in black ink, appearing to read "George L. McDonald".

George L. McDonald  
Manager of Planning & Marketing

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# **THE RTD AND THE 1984 OLYMPIC GAMES**

**A Presentation to the Los Angeles Olympic  
Organizing Committee**

**In Support of Designation of  
The Southern California Rapid Transit District  
as  
Transportation Coordinator  
for the  
XXIII Olympiad**

**Southern California Rapid Transit District**

# **THE RTD AND THE 1984 OLYMPIC GAMES**

## **A Presentation to the Los Angeles Olympic Organizing Committee**

Gentlemen, I want to begin my presentation by relating to you three episodes involving public transportation in the Los Angeles Basin.

The first example concerns the special service the District provides to patrons of the Hollywood Bowl. The District, working closely with the Los Angeles Philharmonic Association, has provided special express service between the Hollywood Bowl and eleven widely-dispersed park-and-ride locations every season since 1974. The Bowl management paid the District a high compliment recently in noting in its official brochure heralding the 1981 season that last year more than 26 percent of its patrons used the RTD's special Hollywood Bowl service to attend the concerts.

The second event concerns the 1979 energy crisis when shortages of gasoline and long lines of automobiles at gasoline pumps brought us tens of thousands of new riders almost overnight. At the peak of the month-long crisis, our ridership leaped by 300,000 boardings a day — which was the equivalent of adding the transit demand of a city the size of Dallas to our regular patronage without notice.

The third and last episode concerns the marketing of the RTD monthly pass. Three years ago, we made a conscious decision to promote the sale of the RTD monthly pass. At that time less than 100,000 persons were purchasing passes each month, and passenger revenues were less than twenty million dollars a year, representing only 18 percent of our passenger revenue.

Today, more than 220,000 riders buy the monthly pass, and revenues total fifty million dollars a year, making up over 30 percent of our passenger revenue. A key factor in this was an increase in the number of our commissioned agents from 70 to a network throughout Los Angeles County that today numbers more than 300.

Now, I believe the first example illustrates how the RTD, working closely with sponsors of a major cultural or recreational program, can provide valuable and much appreciated transportation. In 1981, more than 200,000 music lovers will take the bus to the concerts under the stars. I believe you will agree that this is a success story, particularly when you consider that in this freeway capital of the

world, most Bowl patrons do not fit the profile of the average bus rider. I would like to interject a footnote to this example pointing out that our performance has been improved by the experience gained in successive seasons, and that in the Olympic Games we will have to be absolutely right the first time — there will be no second season.

The second episode demonstrates how the RTD is geared to cope with emergency overload situations. I don't mind telling you that there was something a bit frightening in the way that new riders swarmed aboard our buses. Many of them had never ridden our buses before. We even had to launch an emergency education program on "how to ride the bus." But, we coped successfully with the crisis. As a result, we gained thousands of new riders, many of whom are still riding our buses today.

On the surface, you might have thought we handled this crisis by sleight of hand, but actually the reason we were able to do this was because of planning. Long before the crisis we had prepared an Energy Shortage Contingency Plan. When the emergency arose, we reached on the shelf and implemented a blueprint for putting every available bus into service. We knew when and where to add buses to serve the greatest need, how to get the most out of our people, and importantly, how to do so in a planned, programmed manner with a minimum of confusion. We could meet the emergency because we had done our homework.

The third example proves the marketing and sales know-how which the RTD can bring to bear with significant and measurable accomplishments.

My reason for telling you of these three events is that there is no other single private firm or public agency in the Los Angeles area, in California, and possibly in the entire nation, that has the planning, operational, or marketing skills that equal those of the RTD when it comes to travel and transportation. We are not only the largest all-bus company in the United States. . . we are perhaps one of the best. And I say that with a great deal of confidence because of our track record.

I am here today to offer you for the 1984 Olympic Games the skills, the talents, and the resources of all of the people who make up the RTD. We want the job of coordinating transportation for the Games.

All of you, I am sure, share a common understanding that the transportation of people during the Olympic Games will be a major factor in the success of this grand event. Because of your Committee's expert development of television opportunities, more people than ever before will be privileged to witness the 1984 Games in Los Angeles. The entire world literally will have a front row center view of the successes and the problems that arise in the staging of the XXIII Olympiad. This is all the more reason that the transportation element must be successful.

The examples of our performance that I have just described to you are merely three of innumerable situations which demonstrate our abilities to move large numbers of people efficiently. I will mention some of these other examples later, but first I would like to explain some other factors about the RTD that I feel are important and which will be of interest to you.

## **THE RTD COMMITMENT**

From the outset I wish to emphasize that the RTD Board of Directors and Staff are committed to doing our utmost to support the 1984 Olympics. All of my remarks today are based upon this commitment. Our Board of Directors in determining the policies that govern District programs has been consistently supportive of the Games. Our Board is composed of successful business and professional men and women from the private sector who have a personal commitment to public transit and elected public officials who know the governmental process.

I think it would be helpful to you if I spent a few minutes describing to you the District and its resources. As taxpayers we have applauded your Committee's policy of shunning any use of tax-based funds and of depending on the free enterprise system for your funding.

Despite the fact that we are a public agency, the RTD has a strong private sector heritage. The District is the successor to more than 100 private transit operators, the first of whom began operations in the late nineteenth century, and all of whom appear to have ceased to exist because of the economics of declining profitability in public transit.

## **TRANSIT IS UNIVERSALLY SUBSIDIZED**

We are proud that we operated the District wholly with farebox revenues until 1970. We were one of the last of the large transit agencies to seek subsidies. Today public transit is universally subsidized because of policies that require that service be provided where it is needed. . . not where it is profitable. Passenger revenues provide about 42 percent of our operating costs.

The RTD has made tremendous advances in recent years. Our ridership has almost doubled since 1975. Our annual ridership has reached 401 million boardings, an all-time high. For comparison purposes, the Santa Monica Municipal Lines have about 25.5 million boardings in a year, and the Gardena Municipal Bus Lines about 2.8 million.

Our weekday daily boardings are averaging more than 1.3 million per day. A boarding represents one person boarding one bus. It is a standard unit of measurement in the transit industry. Considering that numerous passengers transfer to one or more buses in completing a trip, 1.3 million boardings represent about one million one way trips.

We now count approximately one half of the adult population of Los Angeles County as our customers. Surveys have shown that approximately 2.5 million Los Angeles residents ride an RTD bus at least once each month, 69 percent of whom have access to automobiles.

Only New York City and Chicago, with their combined heavy rail and bus systems, serve more riders than the RTD.

Statistically speaking, we have:

3,100 buses. . . 8,100 employees. . . 4,900 bus operators. . .  
1,500 mechanics. We operate more than 220 lines and pick up and discharge passengers at 30,000 stops. Our buses travel a total of 325,000 miles every weekday. . . 107 million miles each year, which is farther than the distance from the Earth to the Sun.

We have an operational capability unmatched by any other California transit operator in either the public or private sector. No other large public bus agency and no amalgam of private bus operators can match our capabilities and capacity to perform.

Now, I am going to prove to you why I make that statement.

## ***Hundreds of New Buses***

We presently are receiving deliveries of new buses on a weekly basis, and they are being assigned to operational service on a production line basis. By 1984 more than half of our fleet will consist of new buses, and the average age of our fleet will be in the 6 to 7 year range.

The RTD service area encompasses 2,280 square miles and is the largest transit service area in the United States, being larger than the Baltimore, Washington D.C., Atlanta, and San Francisco (BART) systems combined.

Our service is concentrated in Los Angeles County and extends into Orange, Riverside, San Bernardino, and Ventura counties. In Los Angeles County, most of our system is deployed in a grid pattern of north-south, east-west arterial streets, enabling a passenger to travel between any two points within a sector with no more than one transfer.

Our bus operations are deployed from 11 strategically-located Operating Divisions, each of which is equipped to maintain, hold in readiness, and dispatch in excess of 250 buses. Locations of these divisions range from Van Nuys and Sun Valley in the north to Long Beach in the south, and from Venice in the west to El Monte in the east. These dispersed locations provide the RTD important capabilities in deploying large numbers of buses in regular or special service anywhere within the Los Angeles basin. These division properties represent a significant, exclusive resource for serving the Olympic Games and offer important advantages for the delivery of officials, athletes, media people and spectators to and from venue events.

## ***Fleet Versatility***

We have built our fleet around a number of different types of buses in order to cope effectively with varying circumstances regarding traffic conditions, road conditions and passenger demand. As a result, we have an exceptionally versatile fleet. Most of our equipment consists of the standard-sized, 40-foot buses which carry from 43 to 51 passengers. We have about 2,900 of these buses, about 600 of which are the new General Motors RTS-II Advanced Design buses.

In addition, we have 90 intermediate-sized buses, which carry about 30 to 35 passengers, 59 nimble Minibuses which carry 20 passengers, 30 articulated (bend-in-the-middle) buses with 65 seats each, and two double-deck buses with 84 seats. We are scheduled to receive 20 additional double-deckers this September. By 1984 we expect to have a total of 70 articulated buses and 57 double-deck buses.

But what makes the RTD work well is people. Our executives and planners are accustomed to managing the movement of large masses of people between many locations on a daily basis. Our employees as a group are skilled in dealing with all types of passengers. We transport the elderly, handicapped persons, children, students, tourists and persons with language barriers by the thousands as a matter of routine.

Nerve center of our operations is the District Headquarters at 425 South Main Street where we have a large staff of transit professionals. Our Computer and Radio Dispatch Centers are both located at this facility.

## **PLANNING AND SCHEDULING**

Planning and Scheduling are the hidden factors in the transit equation. Success of transit operations hinge to a large degree on effective planning and scheduling functions.

At the risk of over-simplifying, the Planners design the service, determining where, how often, and how many buses will be assigned to a specific transit demand. The Schedulers determine in painstaking detail which drivers and which buses will be deployed where and when on a specific line.

When reduced to writing, the product of the Planning and Scheduling Departments enables the drivers, the dispatchers, the supervisors, the maintenance people, and most important of all, the passengers, to know where the buses will appear and where and when they will go.

Before a driver begins his day's run, he is provided explicit detailed instructions of his assignment for that run. At the RTD, computers reproduce the drivers' instructions by the hundreds, but Planners and Schedulers must tell the computers what to say.



The RTD's Planning and Scheduling Departments are among the strongest in the industry. Both departments are staffed by advanced degree transit managers and by professionals with as much as three decades of transit experience. One advanced degree Planner once organized and operated his own bus transit system. Another knows from memory the Division to which every bus in the system is assigned.

The RTD's Planning Department is divided into three sections.

An ongoing bus planning section designs bus lines, determining routes, terminal locations and turnaround loops, maintaining liaison between the District and the various regulatory agencies at the city, county and state levels.

A special services section designs and monitors special services, such as those that will be required for the Olympic Games events, and monitors and maintains routes connected with such services.

The third section is concerned with bus system development with particular emphasis on the District's participation in the bus-on-freeway, Park/Ride and freeway corridor programs. Much of its work is conducted in conjunction with various governmental agencies.

The Systems Analysis and Scheduling Department generates a great volume of detailed, coordinated materials and also operates a data bank providing a constant stream of information relating to costing of services, allocation of services, service productivity and economic analyses of the fare structure.

The District's Planners and Schedulers are the authors of numerous professional papers and articles related to the technical aspects of mass transit.

Because of its strong Planning capabilities, the RTD has won national recognition for its transit innovations. Two examples of this innovation are the El Monte Busway and the Spring Street contra-flow lanes. The RTD, with state and federal funding and encouragement, is constantly developing new transit operational techniques. One of the best known of these is the Bus Express Employee Program, better known as BEEP, in which a special network of express bus service was developed specifically for home/work trips by employees of the El Segundo industrial complex. RTD Planning had a major role in designing and refining this service under contract to UMTA.

## **Major Operating Resources**

In addition to our basic planning, scheduling, maintenance and operating capabilities, we possess important ancillary resources that provide us important strengths in serving the Olympic Games.

These include:

- *A sophisticated radio dispatch center for all RTD buses.* The Dispatch Center contains high capacity microwave communications equipment enabling us to communicate with the drivers of all in-service buses.
- *A cadre of 92 field supervisors* who augment Dispatch Center operations by patrolling the District in radio-equipped field cars. They are constantly being dispatched to trouble spots, where they take command in the field to overcome delays or threats of delays occasioned by traffic tie-ups, street closures, fires and the like. This cadre of field supervisors is one of the District's most valuable resources in assuring that service interruption is avoided whenever possible and in returning service to normal when events beyond our control create delays.
- *A high capacity telephone information center.* The RTD's information switchboard is one of the largest in the western United States. It is open 24 hours a day, seven days a week. A staff of more than 100 operators, working on three shifts, handle as many as 10,000 calls a day. Calls are received over 83 toll-free trunk lines.
- *A transportation purchasing and quality control organization* skilled in contract negotiation.
- *A promotionally-skilled Marketing Department* that has achieved a 250% increase in the dollar volume of pass sales in three years.

Components of the marketing organization include:

- \* A special team to operate the high volume ticket and pass sales program through 10 strategically-located RTD ticket offices and 300 commissioned agents.
- \* A staff of mass media news specialists skilled in the rapid release of public information and in holding press briefings and conferences.
- \* A promotional unit with the know-how to plan and execute marketing and sales programs.

- \* A print shop for production of bulletins, timetables, news releases and other collateral materials.

In anticipation of the 1984 Olympic Games, RTD Marketing sees the need for a special RTD Olympic Bus Pass for use by visitors to Los Angeles, which would be sold well in advance of the Games on a world-wide basis. Such a pass program would encourage the use of public transportation, help reduce travel congestion and expedite the movement of spectators to and from the Games.

The RTD is one of the few public transit agencies to offer a Tourist Pass and the only U.S. transit company marketing its Tourist Pass both nationally and internationally. We have about 50 travel agencies around the United States selling our Tourist Pass and 11 foreign travel agencies.

- *One of the transit industry's largest and most versatile Computer & Data Processing Centers.* The District has pioneered the use of computers in the transit industry. It has been using computers in its planning and scheduling functions since 1964. The Basic Operating Schedule, as well as individual schedules, runcutting, workruns, and service data analysis are all computerized at the RTD. The District is conducting under contract to the Urban Mass Transportation Administration a pilot application of Automatic Vehicle Monitoring, which harnesses microwave technology to the District's Computer Center to provide real time location information on the 200 buses enrolled in the experiment. In addition, the District's Computer-Aided Dispatch system (CAD) provides real time digital mobile radio contact with the entire bus fleet.

The District is presently embarked upon a program to acquire new, larger computing equipment that will greatly expand its data processing capacity.

- *An academy-trained transit police force.* The RTD is the only all-bus transit agency in the nation with its own armed police force as the result of legislation adopted by the state legislature in 1978. Since that time, the size of our security force has been doubled and all of our officers have been trained at a peace officers academy. Transit district officers respond on a concurrent basis with municipal, county and state law enforcement officers and have established excellent mutual relationships with other law enforcement agencies. In addition to our regular transit police staff, we employ a large

number of off-duty peace officers. This is a highly-successful, cost-effective program that enables the District to expand its security forces quickly whenever the need arises.

## **RTD DEPLOYMENT CAPABILITIES**

Why are our transportation planning insights relevant to the 1984 Olympic Games?

Because the Olympic Games will cause thousands of visitors and local residents to assemble at numerous collection points simultaneously for transportation to numerous venue locations as well as sites of major tourist attractions.

This will create a “many to many”<sup>\*</sup> transportation flow pattern, the most difficult of all transit situations to manage efficiently. It requires planned responses, based on experience and expertise, to control the situation and to forestall chaos.

We at the RTD have an obvious superior ability in this area. The RTD’s basic regular service is deployed in the nation’s largest many-to-many all-bus transit system. The Olympic Games will give rise to a new, additional many-to-many system consisting of numerous “many-to-one”<sup>\*\*</sup> special services deployed simultaneously. The RTD also has extensive capabilities in providing special services, such as the Hollywood Bowl special services. The District has had much experience in vital pre-deployment preparations for special services, such as identifying and establishing park-and-ride lots and staging areas.

## **SECTOR IMPROVEMENTS**

For many years, the District’s bus routes were merely duplications of rail lines established originally by the private carriers within the Los Angeles area. Some of these routes had been originated by enterprising real estate developers to serve residents of new housing developments.

Because of the topography of the Los Angeles basin and the dispersed development which occurred prior to World War II, many of these routes were circuitous and time-consuming. Riders often

- \* Many points of origin-to-many destinations.
- \*\* Many points of origin-to-one destination.

had to travel in round-about fashion in order to reach their destinations. Essentially major lines were spokes in a radial system centered in the Los Angeles Central Business District.

Recognizing the need for better and more efficient public transportation, the District commenced a series of sector improvements throughout the area in the mid-1970's. Because of the size of the District's service area, the system was divided into ten sectors, each of which was studied and improved separately.

The first sector improvements were installed simultaneously in the San Fernando Valley and in South Central Los Angeles during the early part of 1975. Existing bus lines were combined and new lines were established to provide a grid system.

The same system of gridding has been implemented in the San Gabriel Valley, the Mid-Cities area, and the South Bay area. The final stage of this massive realignment of the entire system is now being implemented in the West Los Angeles sector.

With the completion of the West Los Angeles Service Improvement Program, the entire Los Angeles Basin will have a grid system which will permit the majority of our passengers to reach their destinations in a single direct boarding or with only one transfer. Because of the rivers, flood control and channels and mountains, there are many streets in Los Angeles that are not laid out at right angles to one another. As a consequence, establishment of a grid system in these neighborhoods was especially difficult and is evidence of the District's professional planning capabilities.

Re-casting of the RTD line deployment plan from a radial system to a grid system serving the entire District enhances the RTD's ability to meet the many-to-many needs of the Olympic Games.

## **SPECIAL SERVICES**

The District supplements its regular service with a number of special services. Because these special services usually are deployed on a many-to-one basis, they offer some indication of the level of special service the District can offer to the Olympic Organizing Committee. Brief descriptions of several of these services, including the previously mentioned Hollywood Bowl service follow:

**Hollywood Bowl Service:** An average of 87 buses was assigned

to each Hollywood Bowl concert in 1980. Illustrative of how such special bus service could serve the Olympic Games is the fact that many Hollywood Bowl fans use the bus service in lieu of driving their own automobiles. They have found from experience that they can make the trip by bus more rapidly than in their own car because of traffic congestion in the vicinity of the Bowl.

Much of the success of the Bowl special service is attributable to the close working relationship that exists between the Bowl and RTD managements in regard to operational and scheduling matters and the recommendation of the bus service in the Bowl's promotional literature.

***Tournament of Roses Parade and Game Service:*** The District and its predecessors have provided special New Year's Day service for more than 40 years for spectators attending the Tournament of Roses Parade and Rose Bowl Game in Pasadena. Attendance approximates 1.5 million spectators. In terms of attendance, it ranks as one of the world's largest scheduled events.

The District normally assigns about 250 buses to provide special service from Los Angeles County and adjoining counties, in addition to providing augmented regular local service to the Pasadena area.

Planning for this event begins in the early spring and includes provisions for calling up additional buses and operators if required. Some years as many as 75 additional buses are required. The District's Field Supervisors and the Radio Dispatch Center have important roles in assuring the integrity of this service.

Despite the fact that thousands of the New Year's Day visitors are from out of state and totally unfamiliar with the area, they are able to use the service with a minimum of confusion. A public education campaign conducted by RTD Marketing enables visitors to find their correct assembly points and to identify the correct bus and line.

***Tour Ship Special Service:*** In the 1960's the District provided special service to passengers of tour ships that called at Los Angeles Harbor en route to the Orient.

From 400 to 3,000 ship passengers would be transported in a punctual manner to such points of interest as Disneyland, Marineland and major attractions in Long Beach, Los Angeles, and Hollywood. Because time in port was limited, all buses were required to be loaded and dispatched within 30 minutes, and all passengers returned to their ship 45 minutes before sailing time. This special service is cited because it represents a successful example of one-(point of origin)-to-many (destinations), a type of special service also likely to be required for the Olympic Games.

**Race Track Service:** The RTD provides special service in season to the Santa Anita track in Arcadia, Hollywood Park in Inglewood, and the Los Alamitos quarter horse meet in Orange County.

Because so many factors affect ridership for this service, such as the weather, the day of the week, the racing bill, and the ebb-and-flow of public interest, it is difficult to anticipate accurately what the demand for this service will be on any given day. As a consequence, skeletonized schedules are prepared, and service is augmented on a quick response basis as demand warrants. Demand on any given day can fluctuate between 18 and 35 buses, all of which must be dispatched within a brief time span. The District handles this frequent uncertainty as a matter of routine through its Radio Dispatch Center.

## THE RTD'S OBLIGATION

The RTD's first obligation is to the citizens of Los Angeles County and to its regular patrons, especially those who are transit dependent.

The presence of the Olympic Games in Los Angeles will increase the demand for transportation from additional large numbers of Los Angeles County residents as well as from the thousands of visitors who will be in the area because of the Games and because of the area's appeal as one of the world's great tourist centers.

As a consequence, we should plan to assign many additional buses to our peak hour service, especially for those lines serving venue locations. In addition, we should plan to establish numerous special services, similar to the Hollywood Bowl and New Year's Day services, to provide express-type transportation where spectator interest warrants.

These service adjustments should be addressed in a timely and appropriate manner. However, that is not the purpose of today's discussion.

## **THE TASK OF TRANSPORTATION COORDINATOR**

We are here today to apply for the task of Transportation Coordinator for the 1984 Olympic Games in Los Angeles. I would like to describe to you why I believe the RTD to be the best qualified of any organization to perform this difficult and exacting assignment.

- We have the most experienced and qualified staff already in being to handle the planning and administration of such a task. This staff meets regularly with private sector and public agency representatives in conducting RTD business.
- The RTD service area and the transportation arena for the 1984 Olympic Games are quite similar geographically. No one knows the territory better than the RTD. We know the streets and freeways, the location of possible staging areas, the traffic flow patterns, and the traffic pitfalls for buses and high occupancy vehicles.
- As a quasi-public agency, rather than a full-fledged bureaucracy, we enjoy the flexibility and ability to react promptly characteristic of the private sector.
- We know the local, state, and federal agencies whose actions are crucial to transportation in the Los Angeles Basin. We deal with them on a first name basis nearly every day. These actions range all the way from designation of a new bus stop in any of the 79 incorporated cities within the District to completion on schedule in a joint effort with CALTRANS of a \$55 million El Monte Busway construction project.
- We are accustomed to moving very large numbers of people on a daily basis. We routinely transport more than half a million individual passengers on a daily basis. Therefore, we will not be cowed by the attendance projected for the Olympic Games in Los Angeles.
- We handle transportation emergencies as a matter of routine. Witness our performance in the 1979 Energy Shortage.

Given a go-ahead, we are prepared to assign immediately a team of transportation professionals to the task of planning and preparing for the incredibly complex surface transportation demands for the 1984 Olympic Games.



In our opinion, the success of the transportation component of the Olympic Games in Los Angeles will depend in a large degree upon the planning element. In a situation where the unanticipated can precipitate chaos and where there is no room for trial-by-error, planning must be done professionally and in detail. This is a time-consuming process, and now that venue locations have been established, planning should begin immediately.

Provided the funding becomes available in a technical studies grant, we are prepared to offer you without charge the services of a team of professional transportation planners in order that you will be able to meet your transportation responsibilities in a structured programmed manner.

The RTD is available to do the following for you:

- 1) Coordinate all aspects of transportation planning, including the obtaining of necessary agreements with political jurisdictions and with sub-contractors in the private sector.
- 2) Administer the specific charter needs for categories of participants such as athletes, officials, media and spectator organizations.
- 3) Plan for the re-deployment of our comprehensive regular service to serve, in addition to our normal service demand, the needs arising from the Games as well as other cultural and civic events that will be inspired by the world-wide attention focused on Los Angeles by the presence of the Olympic Games.
- 4) Take remedial action to solve whatever problems arise.

We at RTD want the full responsibility for Transportation Coordination and are ready to begin discussions of contractual terms.

## **APPENDIX**

### **I. The RTD Board of Directors**

Thomas Neusom, President, is a successful attorney with his own law practice.

Ruth E. Richter, Vice President, is a principal of West Valley Cycle Sales, Inc., Winnetka, CA.

Jan Hall is a Long Beach Councilwoman with extensive experience in transportation matters.

David K. Hayward operates the David K. Hayward Insurance agency in Redondo Beach, and is Mayor of Redondo Beach.

Marvin L. Holen is a partner in the law firm of Van Petten and Holen.

Mike Lewis is a Deputy Los Angeles County Supervisor.

Carl Meseck is general manager of the Glendale YMCA, and is a member of the Glendale City Council.

Nikolas Patsaouras has his own electrical engineering consulting firm.

Jay Price is a retired U.S. Treasury officer, and is a member of the Bell City Council.

Charles Storing is the retired general manager of Weber Performance Products of Santa Ana, and is a member of the La Puente City Council.

George Takei is a prominent motion picture actor and writer.

### **II. Statements of policy by the Board of Directors of the Southern California Rapid District in support of the 1984 Olympic Games in Los Angeles.**

**Attachment "A"**

**Attachment "B"**

**ATTACHMENT "A"**

**TRANSCRIPT OF OFFICIAL MINUTES**

**of**

**SCRTD Board of Directors' Meeting**

November 14, 1978

**R-78-445**

**RESOLVED**, that the General Manager's report dated May 15, 1978 regarding 1984 pre-Olympic Games planning, a copy of which is filed with the Secretary, is approved, and the staff is authorized to proceed with the pre-Olympic Games planning as outlined in the aforementioned report, including the offering of RTD services to coordinate transportation planning for the Games, and to so advise the Mayor and City Council of the City of Los Angeles, the Committee of said offer.



Southern California Rapid Transit District • 425 So. Main St. • Los Angeles, Calif. 90013 • Telephone: (213) 972-6000

Thomas G. Neusom  
Director & President

September 11, 1980

Mr. Harry L. Usher  
Executive Vice President/General Manager  
Los Angeles Olympic Organizing Committee  
10100 Santa Monica Boulevard - Suite 630  
Los Angeles, California 90067

Dear Mr. Usher:

Thank you for taking the time to visit with me on August 28. I found the meeting useful in that we were able to exchange our views in a frank and open manner.

It seems to me that the significant points made by either myself or our planning officer, George McDonald, are these:

- 1) The RTD, at both Board and staff levels, is extremely supportive of the 1984 Olympic Games.
- 2) The RTD in no way wishes to interfere with the on-going planning for the Games.
- 3) The RTD will be pleased to provide its transportation, planning and operational expertise to the Games Committee during the time you are selecting the sites.
- 4) The RTD may or may not be able to bid to become the transportation agent for the Games.
- 5) The basic RTD service for the Games must be increased in order to handle a predictable surge in travel both to your Games' sites, to other tourist attractions, and to hotels. Of necessity, there will be an identifiable cost for this increased service.

As I indicated to you, I was privileged to attend the Mexico City Games in 1968 and found the transportation abominable. We cannot afford to let this happen here in Los Angeles.

We wish you every success in your planning.

Sincerely,

A handwritten signature in black ink that reads "Thomas G. Neusom". The signature is written in a cursive, flowing style.  
Thomas G. Neusom