



Board Report

File #: 2021-0730, **File Type:** Informational Report

Agenda Number: 36.

EXECUTIVE MANAGEMENT COMMITTEE JANUARY 20, 2022

SUBJECT: STATUS UPDATE MOTION 42 “2028 MOBILITY CONCEPT PLAN”

**ACTION: RECEIVE AND FILE
RECOMMENDATION**

RECEIVE AND FILE the progress report for Motion 42, and
RECEIVE AND FILE the preliminary draft 2028 Mobility Concept Plan Project List for stakeholder review and input.

ISSUE

This is the second biannual progress report to the Metro Board of Directors regarding efforts to develop a Mobility Concept Plan (MCP) in anticipation of the 2028 Olympic and Paralympic Games (“the Games”) and pursue state and federal funds to support the transportation infrastructure needed for the Games and beyond.

BACKGROUND

At its December 3, 2020 meeting, the Metro Board of Directors approved Motion 42: “2028 Mobility Concept Plan” (Attachment A) and directed staff to work with regional partners to assign staff resources and proceed with the development of a regional investment plan to include a federal engagement strategy and funding proposal to implement transportation improvements that would provide permanent, long-term benefits to the people of Los Angeles County.

Metro’s goals for the Games include:

- leave a lasting, positive legacy by leveraging existing and planned infrastructure investments;
- create a coalition of public and private sector partners that would focus on investments in mobility and operational improvements that provide benefits during the Games and can continue yielding benefits afterward;
- enable all ticketed spectators to travel to competition venues by public transport, walking, or cycling; and
- ensure accessibility for all, including welcoming Games stakeholders and visitors with specific mobility needs.

Motion 42 described six actions, two of which directed staff to report back to the Board to keep Directors apprised of the progress. This is the second progress report.

DISCUSSION

Mobility Concept Plan (Motion 42, Parts A, B, and C)

The development of the MCP will be framed around major elements: identification of regional partners, alignment of resources, identification of areas of opportunity, and development of a federal funding and policy strategy. The following were accomplished during this reporting period (June - December 2021):

Identify Regional Partners

Staff has continued monthly meetings with the LA28 mobility team to ensure Metro's internal planning efforts align with regional planning related to the Games. In addition, Metro staff has participated in several "working group" meetings led by LA28 to share information relevant to the proposed Sports Parks and to develop preliminary ideas about the Games Route Network (GRN) needed to transport the wide variety of Games constituents, including athletes, media, spectators, and workforce.

Metro, along with Caltrans, Metrolink, and the City of Los Angeles, constitute LA28's Games Mobility Executives (GMEs), a group of executives of the mission critical public transportation agencies for the planning and delivery of the transportation operation for the 2028 Games. The key roles and responsibilities of the GMEs are to:

- provide direction and decision-making around the public services and infrastructure aspects of the transportation planning process and operations delivery for the 2028 Games
- set the priorities for the integrated transportation plans for the 2028 Games
- coordinate requests for federal support.

At its November 4 meeting, the GMEs discussed parameters/criteria for projects needing funding, continued collaboration on planning efforts for the Games, and the need for a joint legislative strategy. Metro provided significant input into developing funding parameters/criteria for public agencies seeking funding for projects related to the Games. The draft 2028 Games Transport Funding Parameters (Attachment B) provides guidance for public transportation agencies pursuing funding opportunities associated with the Games and demonstrates alignment of relevant projects, programs, and initiatives that LA28 believes are beneficial for effective delivery of the Games, and as such, endorses their eligibility for available funding. The parameters outline proposed funding eligibility criteria that would guide interested public partners to ensure alignment with the 2028 Games and legacy-oriented investments. The document does not outline what LA28 intends to fund. There will be a set of key projects and programs that LA28 requires for essential operations of the Games that will be outlined and requested separately. The parameters will be updated and refined based on input by key stakeholders, along with additional priorities that emerge and/or refine Games planning in the coming years.

One of Metro's goals for the Games is to create a coalition of public and private sector partners that would focus on investments in mobility and operational improvements that provide benefits during the Games and can continue yielding benefits afterward. In addition to direct coordination between

Metro and LA28, staff intends to engage the relevant bureaus at the City of Los Angeles, the municipal transit operators in the County, and Metrolink, along with Southern California transit operators, to identify other projects of common interest for enhancing mobility initiatives leading up to 2028. Staff will also engage a broad group of stakeholders, including employers, technology firms, business, labor, environmental and trade organizations, among others, to identify and build support for the MCP and its intended result: sustainable, equitable mobility improvements beyond 2028 Games.

To continue supporting this coordination and the development of the MCP, an internal Task Force (Attachment C) was constituted by the CEO in October 2021.

The Task Force has continually met on a bi-weekly basis since October 2021. In the next 12 months, the Task Force will continue to work on a comprehensive needs assessment (based on travel demand projections for the Games) to validate and or supplement the project/program list as part of the MCP. The Task Force will also support analysis of state/federal programs that could expedite projects and programs that would need to be fully funded in advance of the Games.

In the mid to long term, the Task Force will: 1) support Metro's engagement and leadership in proactive and continuous Games planning efforts with regional partners; 2) endeavor to secure federal funding to advance Board approved project/program list; and 3) work to ensure Metro is ready to provide transit services to the LA28 Games venues and ensure that our plan is integrated into the Olympic Transportation Plan.

Moreover, to support the work of the Task Force, the development of the MCP, and to help Metro prepare for its role as a key delivery partner for the 2028 Games, staff procured the services of a qualified consultant team, led by Jacobs Engineering, with extensive experience in planning for Olympic/Paralympic Games and similar events, including World Expos, World Cups, and Summer/Winter Olympics Games, as well as Commonwealth and PanAm Games. This experience includes organizational and infrastructure planning, funding, implementation strategy, design, and delivery of transportation infrastructure. The consultant team's project manager has worked on London 2012 Olympics, Rio 2016 Olympics, Dubai 2020 Expo, and Qatar 2022 FIFA World Cup.

The consultant team has already begun working with Metro staff to identify key projects aligned with LA28 Games transport goals to help Metro accommodate and manage demand for residents and visitors' travel during the Games. The timeframe for the development of the MCP is 12 months.

Identify areas of opportunity (Draft Initial Project List)

LA28 has an audacious goal for the Games: all ticketed spectators to access competition venues by public transit, walking, or cycling only. To ensure Metro provides a world-class user experience for residents and visitors, the core system must expand and improve to enhance speed, reliability, and connectivity. Projects that would achieve this goal include, but are not limited to:

- Adding capacity at key transit stations and transit system bottlenecks
- Expanding bus-only lanes on major arterial streets countywide
- Investments in zero-emission charging infrastructure

- Optimizing access to major venues and activity centers
- Planning and design activities for these projects

An initial list of over 200 projects was created by the Metro Task Force, starting with the projects listed in Motion 42 (including 28 by 28) and building on: 1) the draft 2028 Games Transport Funding Parameters; 2) a review of existing plans/programs as well as operational, capacity and safety needs to reveal areas of opportunity for enhancing mobility leading up to and during the Games and; 3) best practices from other World Games events. The initial draft list included operational improvements, such as bus stops, bus lanes, transfer centers, mobility hubs, communications and security equipment, and system reliability investments; state of good repair and maintenance work; and optimized customer experience improvements, such as wayfinding, digital information, and payment technology.

As a first effort towards screening and prioritizing this draft initial project list, the Task Force conducted an initial evaluation using a three-step screening methodology. For the first step, each project was evaluated to determine whether it could be completed in time to be operational by the 2028 Games assuming full funding was provided. The second step includes three criteria: 1) Provides permanent/legacy benefits after the Games per Motion 42; 2) provides potential benefits during the 2028 Games; and 3) serves the needs of and enhances the quality of life for disadvantaged communities.

As part of the evaluation, a two-part multiplicative scale was used to indicate how well the project met the criteria times the magnitude to which the project met the criteria. For criterion 1 the magnitude is scored based on whether impacts are regional/local and temporary/permanent. For criterion 2, the magnitude is scored based on anticipated trips to and from venues that are served by the project. Criterion 3 was developed based on goals/metrics from Metro's Equity Platform and discussions with staff from Office of Equity and Race. The magnitude for criterion 3 is scored based on the Equity Focused Community (EFC) population within the project area.

As a last step in the evaluation, the projects were categorized into three tiers based on the preliminary scoring results of the screening. The first tier comprises projects with the highest scores. Projects in the second tier received average scores and the third tier includes projects with the lowest scores.

The draft initial project list is attached as Attachment D. Important highlights regarding the project list include:

- Projects that did not pass the first test (project readiness) were still scored and included in the list for information.
- The exact ranking of each project is not presented at this time because additional refinements will need to be completed over the next 2-3 months.
- Identified the funding status for each project.
- Identified projects that may require acceleration (i.e., expedited environmental clearance, funding availability and allocation, project delivery).
- Identified potential project leads for each project (e.g., first/last mile).
- More than half of Tier 1 projects are rail and congestion reduction

- Two-thirds of Tier 2 projects are First/Last Mile, Active Transportation, Rail and Bus projects

Important disclaimers regarding the initial project list include:

- It was prepared by Metro only and is the initial compilation of projects for consideration in Metro's Mobility Concept Plan.
- It is based on our current list of 2028 Game venues which is subject to change.
- Scoring was completed by members of Metro's internal Task Force team and Metro's consultant team.
- Cost analysis was not conducted at this time to preserve a project's ability for potential consideration of funding. Cost and funding analysis will be completed in the next update.
- A safety/security assessment aligning with National Special Security Event requirements was not conducted at this time. This assessment will be completed in the next update.

The initial project list is a starting point for future analysis and stakeholder coordination. As part of the development of the MCP, the draft initial project list will continue to be evaluated and refined over the next 2-3 months and ultimately submitted to the Metro Board for final approval. The next steps to enhance and develop a comprehensive project list include the following:

- Seek stakeholder feedback, including transit operators and COGs on the weights and projects;
- Refine criteria and measurement scales (e.g., supplement criterion #3 with LA County equity data to assess more accurately impacts/benefits)
- Gather more detailed data to evaluate projects
- Coordinate with LA28 on travel demand model assumptions
- Identify potential for bundling projects
- Focus on funding and costs

A key component of the Plan will be using new tools (e.g., big data) to inform our understanding of travel needs, operational resources and constraints surrounding key corridors, venues and surrounding areas. Another key consideration will be aligning the need for improvements with Metro's overall objective to advance equity in the region and to consider the impacts and benefits to disadvantaged communities in the short and long term. The Plan will integrate a broad range of solutions to help us achieve one of the most important transport goals for the Games: to enable all ticketed spectators to safely travel to competition venues by public transit, walking or cycling. This will require innovative technological solutions that help integrate the transit system with much-needed first and last-mile improvements and other transit-supportive investments. Venues and activity centers should be tied together with permanent facilities that connect and benefit Angelenos for the future. Residents and visitors should continue to benefit from these facilities long after the games, leaving a lasting legacy of increased access and opportunity for all LA County residents.

Develop federal funding and policy strategy

State Advocacy Strategy

The Metro Board of Directors recently transmitted a letter to the Los Angeles County Legislative Delegation proposing the Golden Opportunity budget package. California is experiencing a historic budget surplus of at least \$31 billion. This surplus could provide significant funding for Metro's key projects and programs. Funding for the Games has been identified as one of the key priorities of the Golden Opportunity Package. Specifically, the Board recommends that the State allocate \$2.5 billion for projects that support the Games. These funds could be allocated through the Transit and Intercity Rail Capital Program (TIRCP). The Board further recommends that these funds be subject to controlling criteria separate from the regular TIRCP and consistent with the draft 2028 Games Transport Funding Parameters.

Our advocacy team in Sacramento is actively engaged in an aggressive advocacy effort to include this proposal in the final budget agreement.

Federal Advocacy Strategy

Metro staff carefully reviewed "The Olympic Games: Preliminary Information on Federal Funding and Support" document published by the U.S. Government Accountability Office in 1999 that provided detailed information on how the Federal Government supported the 1984 Olympic Games in Los Angeles, the 1996 Olympic Games in Atlanta, Georgia and the support planned for the 2002 Olympic Games in Salt Lake City, Utah. Given the past practice of the Federal Government with Olympic Games held in the United States, Metro's Government Relations team concluded that it was reasonable to proactively petition the Federal Government - well in advance of the 2028 Games - to provide robust funding for mobility enhancing projects in Los Angeles County.

For the 2002 Olympic Winter Games held in Salt Lake City, Utah - a White House Task Force was created to "coordinate the extensive federal activities involved in the planning and operation of the Salt Lake City Winter Games." Clear and consistent cooperation between local, state, and federal authorities, facilitated by the White House Task Force, resulted in effective and efficient mobility afforded to athletes and guests from across the United States and the world. The U.S. Department of Transportation played an essential role in providing resources to complete a number of highway and transit projects in advance of the Olympic Games. Metro Government Relations continue to engage in productive and positive dialogue with LA28 to ensure that mobility is enhanced in Los Angeles County prior the 2028 Games through maximized support by the Federal Government. The shared dialogue with LA28 includes a conversation regarding the establishment of a White House Task Force to facilitate and encourage the flow of robust federal transportation dollars to our region for projects and programs directly related to the Games and to ensure that Congress, through relevant appropriations and authorization measures, prioritizes mobility enhancing projects and programs in Los Angeles County well in advance of the 2028 Games, similar to past practice by the Federal Government in cities/regions that hosted previous Olympic games.

With the congressional passage of the Infrastructure Investment and Jobs Act (P.L.117-58) and President Biden signing this historic infrastructure measure into law on November 15, 2021, new federal funding has become available that could be directed to provide funding for mobility enhancing projects and programs in Los Angeles County ahead of the Games. The new law dramatically

increases federal resources available for new transit projects, bus and bus facilities, state of good repair programs, among many other grant and formula programs. Metro, in cooperation with LA28, is actively and aggressively working with federal stakeholders, including but not limited to, members of the House and Senate and the U.S. Department of Transportation, to identify the existing and new funding programs that can be used to direct significant funds to Metro projects in advance of the Games. Specifically, in 2022 this engagement will involve a shared dialogue with the White House, U.S. Secretary of Transportation Pete Buttigieg, Mitch Landrieu, Senior Advisor and Infrastructure Coordinator, members of the Los Angeles County Congressional Delegation, U.S. Senators Dianne Feinstein (D-CA) and Alex Padilla (D-CA) and other key congressional committee leaders - especially those serving on the House and Senate Committee on Appropriations.

DETERMINATION OF SAFETY IMPACT

The proposed actions have no adverse impact on the safety of Metro's patrons, employees, or users of these facilities.

EQUITY PLATFORM

Metro's 2028 MCP will develop a roadmap and strategy for the agency, focused on identifying projects and programs that will ensure Metro can achieve the mobility goals set for the Games. For the preliminary screening of programs and projects, the Task Force worked with the Office and Equity and Race to evaluate each project and program in relation to how it could serve the needs of and enhance the quality of life for disadvantaged communities. Moving forward, staff will use Metro's Equity Planning and Evaluation Tool as guidance to ensure the screening criteria includes an equitable approach and that disadvantaged communities and Equity Focused Communities (EFCs) receive their fair share of beneficial outcomes and are protected from a disproportionate amount of adverse impacts. The goal will be to link the project list to other social benefits and policy goals beyond mobility for the Games and ensure that underserved and heavy transit user communities are able to realize those benefits. Within disadvantaged communities and EFCs, staff will work with local stakeholders to ensure an inclusive and accessible engagement process. A plan for this engagement process will be developed over the next month with input from Community Relations and the Office of Equity and Race.

Metro commits to transparent, multilingual communication with stakeholders to build consensus and trust moving forward and hopefully strengthen the communities' support for the needed improvements.

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The development of the MCP supports strategic goals #1 "Provide high-quality mobility options that enable people to spend less time traveling, #2 "Deliver outstanding trip experiences for all users of the transportation system," and #4 "Transform LA County through regional collaboration and national leadership" by providing a roadmap and strategy to deliver permanent transit and transit-supportive projects and programs that can help serve the 2028 Games.

NEXT STEPS

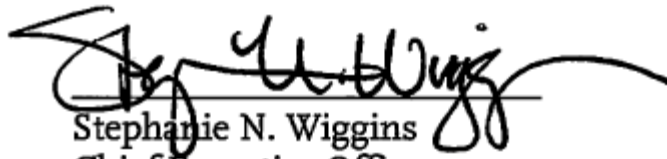
In the near-term (2-3 months), staff will be seeking input from stakeholders, including municipal operators, LA28, City of Los Angeles, Caltrans, Metrolink and councils of governments, in order to refine and enhance the scoring criteria/process and to validate/increase/reduce the draft initial project list. After completing the additional analysis and refinements/prioritization, a final project list will be brought back to the Board for review and approval. Staff will also continue to coordinate with LA28 to develop and implement a legislative funding strategy. In the mid-to-long term (6-10 months), staff will develop a detailed implementation plan and prepare a draft final MCP report.

ATTACHMENTS

Attachment A - Motion 42: 2028 Mobility Concept Plan
Attachment B - Draft 2028 Games Transport Funding Parameters
Attachment C - LA 2028 Games Task Force
Attachment D - Draft Initial Project List

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Board Report

File #: 2020-0815, **File Type:** Motion / Motion Response

Agenda Number: 42.

**REGULAR BOARD MEETING
DECEMBER 3, 2020**

Motion by:

DIRECTORS GARCETTI, SOLIS, HAHN, KUEHL, BUTTS, AND GARCIA

2028 Mobility Concept Plan

Los Angeles County is currently investing billions in infrastructure for lasting mobility and equity benefits. The 2028 Olympic and Paralympic Games present a once-in-a-lifetime opportunity to leverage that investment for the long-term benefit of our community.

By some measures, the 2028 games will be the largest transportation event ever held. Altogether, over eight million ticketholders, 10,500 athletes, and 30,000 broadcasters and media will attend. The Downtown Sports Park area alone, including Exposition Park and Staples Center, is expected to see daily attendance of up to 360,000 people.

These eight million ticketholders will need to travel between lodging, venues, and other activity centers across all of L.A. County. The largest venues will be in Downtown L.A., Long Beach, Inglewood, Carson, and the San Fernando Valley. The Games Plan also includes other venues and activity centers in Westwood, Santa Monica, Burbank, Pasadena, and San Dimas. An unprecedented effort of planning and coordination between jurisdictions will be required to manage travel between these sites.

Mobility investments to help serve Los Angeles in 2028 could follow two possible paths. In the first path, venues and activity centers are connected with temporary facilities. After the games conclude, L.A. no permanent facilities would remain.

In the second path, venues and activity centers are tied together with permanent facilities that connect and benefit Angelenos for the future. Residents and visitors will continue to benefit from these facilities long after the games, leaving a lasting legacy that serves all Angelenos.

According to the LA28 organizing committee, it is clear that no new permanent infrastructure is needed to host the Olympic and Paralympic Games. L.A. could successfully host the games tomorrow without new infrastructure, recognizing that the games will still rely on a carefully-planned route network of mobility corridors to efficiently link spectators, athletes, and media to venues and

other activity centers. Through its Mobility Working Group, the organizing committee has already initiated planning efforts for this route network in collaboration with the City of Los Angeles, Metro, Caltrans, and Metrolink, with more agencies to be incorporated as detailed planning advances.

With LA28 advancing its mobility planning, the time has come for Metro to take the opportunity to integrate its larger vision and plans into LA28's work. Otherwise, Metro risks not being able to take full advantage of the games planning for lasting and equitable infrastructure and mode shift for all Angelenos.

Metro also has a role to play as a convener across county lines. The 2028 Olympic and Paralympic Games are expected to have venues in at least three Southern California counties. Given the huge number of expected spectators and participants, multi-county coordination will be required to ensure efficient travel. A spectator living in the Inland Empire or an athlete's family staying in Orange County should be able to take advantage of an improved Metrolink system or integrated ExpressLanes network, for example.

The top priority for Metro's LA28-related investments will remain *28 by '28*, particularly four pillar projects. In addition, preparing a mobility concept plan of potential permanent projects and programs now means that Metro can ensure LA28-related mobility investments are planned, scoped, and implemented for lasting mobility and equity benefits for all Angelenos.

SUBJECT: 2028 MOBILITY CONCEPT PLAN

RECOMMENDATION

APPROVE Motion by Directors Garcetti, Solis, Hahn, Kuehl, Butts, and Garcia that the Board direct the CEO to:

- A. In consultation with LA28, the cities of Los Angeles, Inglewood, Carson, and Long Beach, Caltrans, Metrolink, and other relevant jurisdictions, prepare a mobility concept plan of permanent transit and transit-supportive projects and programs that can help serve the 2028 Olympic and Paralympic Games, including but not limited to:
1. Core Transportation Modes
 - i. *28 by '28* projects;
 - ii. NextGen bus-only lanes and bus priority infrastructure (e.g., ATMS);
 - iii. Metro Rail service optimization and reliability improvements (e.g., Flower St. Wye, Centinela Grade Separation);
 - iv. Zero Emission Buses and charging infrastructure;
 - v. Regional rail improvements;
 - vi. Regionally-significant active transportation corridors and connections;
 2. First-Last Mile Connectivity
 - i. Station and bus stop area sidewalk and bicycle improvements;
 - ii. Slow streets, open streets, and other local activations;
 - iii. Partnerships on street furniture and shade/tree cover detailed in the Customer

- Experience Plan;
 - iv. Microtransit and micromobility;
3. Additional Projects and Programs
- i. Transportation Demand Management;
 - ii. Congestion Pricing;
 - iii. ExpressLanes;
 - iv. Inglewood Transit Connector to L.A. Stadium;
 - v. Fare capping and regional fare integration;
 - vi. Connected Corridors, RIITS, and other innovative regional traffic management solutions;
 - vii. Logistics and goods movement, including policy and technology solutions to improve last-mile delivery;
- B. Identify an interdisciplinary Metro task force to pursue the above mobility concept plan and integrate that plan into LA28's ongoing studies and the Mobility Working Group's overall 2028 Mobility Strategy;
- C. Develop, with LA28, an Olympic Games-related federal engagement strategy and funding priority proposal, including 28 by '28 projects and projects/programs identified under the above mobility concept plan;
- D. Initiate conversations with other Southern California county transportation agencies on regional transportation priorities and cross-county investments in support of the 2028 Olympic and Paralympic Games, such as federal advocacy, Metrolink, and ExpressLanes;
- E. Report on all the above to the Executive Management Committee at the March 2021 Board cycle; and
- F. Report bi-annually to the Board thereafter on the mobility concept plan, LA28 Mobility Working Group status, funding advocacy, and any other relevant LA28 preparedness efforts.

DRAFT 2028 Games Transport Funding Parameters: Public Agency Opportunities

The objective of this document is to provide guidance for public transportation agencies seeking to pursue relevant funding opportunities associated with the 2028 Olympic and Paralympic Games (the Games). This document intends to demonstrate alignment on relevant projects, programs, and initiatives that Los Angeles 2028 (LA28), serving as the Organizing Committee for the 2028 Olympic and Paralympic Games, believes are beneficial for effective delivery of the Games, and as such, endorses their eligibility for available funding. This document outlines proposed funding eligibility criteria that would provide guidance to interested public partners to ensure alignment with the 2028 Games and legacy-oriented investments. It also provides proposed parameters for eligible projects and programs that meet the eligibility criteria.

This document does not outline what LA28 intends to fund. There will be a set of key projects and programs that LA28 requires for essential operations of the Games that will be outlined and requested separately.

This is intended to serve as a living document that will be updated and refined based on input from key stakeholders, along with additional priorities that emerge and/or refine Games planning in the coming years. This document and its parameters, including any future updates or refinements, is subject to the approval of the Games Mobility Executives.

Funding Eligibility Criteria:

- Aligns with LA28's core transport goals:
 - Move key constituents efficiently and effectively
 - Move spectators and workforce via existing and enhanced public transport
 - Keep the region moving during the 2028 Games
- Project or program is geographically relevant for the Games:
 - Project or program focuses investments adjacent to key venue areas as defined in the [Games Plan](#) (sports parks or standalone venues, including the Athlete and Media Villages) or transportation connections (including network expansion) to those identified venues within Southern California
 - Transportation connections (including network expansion) shall be limited to eligible projects in counties with voting representation on the Southern California Regional Rail Authority Board of Directors (i.e., Los Angeles, Orange, Riverside, San Bernardino, and Ventura)
- Project is not currently fully funded and presents a shortfall that if filled, would ensure completion in time for the Games Timeline
 - Achievable for implementation and testing before the Games
 - If accelerated timeline is required, the following must be achievable:
 - Expedited environmental clearance (if applicable)
 - Expedited funding availability and allocation
 - Expedited project delivery
- Project impact:
 - Legacy investment: provides benefit before (where relevant), during, and after the Games for the communities in Southern California, prioritizing historically marginalized communities
 - Metrics:
 - Increased transit ridership

Attachment B

- People throughput (i.e. number of people moved on a given corridor, denoting investments in high-capacity transportation)
- Mode shift
- Reduced Vehicle Miles Traveled (VMT) / Greenhouse Gas (GHG) emissions
- Disadvantaged Communities impact (as defined by California Environmental Protection Agency); other equity-focused community definitions to be evaluated
- Others specific to project objectives

Prioritized Project Typologies to be Considered for Funding:

- **Congestion Management Projects:** technology and infrastructure investments that enhance the use of the existing right-of-way to move people more efficiently throughout the region.
 - ExpressLanes expansion
 - Congestion pricing
 - HOV 3+
 - Reverse flow lanes
 - Dedicated transit lanes
- **Intelligent Transportation Systems (ITS) Projects:** improving the efficiency and efficacy of transportation technologies to move more people safely and sustainably.
 - Enhanced traffic management systems
 - Signalization upgrades that prioritize active transportation and create safer streets
 - Transit signal priority or preemption projects
 - Automated Transit Information Systems
 - Automated enforcement
- **Zero Emission (ZE) infrastructure projects:** supporting agency partners in delivering ZE infrastructure to support the fueling and/or charging of public transit and shared fleets.
 - Depot and/or in-route charging infrastructure
 - Current park-and-ride charging infrastructure at existing or planned high-capacity transit stations
- **First-last mile projects:** improving connectivity to and from existing and planned transit stations and mobility hubs.
 - Mobility hubs development and service provision
 - Safety and security enhancements (crosswalk enhancements, sidewalk improvements, bicycle infrastructure, ADA improvements such as curb ramps, etc.) around key stations adjacent to venues
 - Wayfinding around key stations adjacent to venues
- **Core Capacity Projects:** enhancing transit capacity to ensure safe, reliable operations on public transport that allow for improved headways, service hours, and/or expanded passenger throughput.
 - Bus-Only Lanes
 - Service and schedule reliability improvements
 - Platform extensions
 - Transit Power Substations
 - Partial or full grade separations
 - Station refurbishment and/or circulation improvements
 - Transit Operations Control Center improvements

Attachment B

- Transportation Demand Management: help educate Southern California travelers on the growing mobility options available and increase the use of shared, high-capacity transportation options and travel alternatives leading up to and during the Games.
 - Goods movement
 - Traveler communications
 - Enhanced commuter programs, including remote work, shifted work hours, and enhanced multimodal services

References: [Metro 2028 Mobility Concept Plan](#)

DRAFT

ATTACHMENT C**LA 2028 GAMES TASK FORCE**

Department	Members
Strategic Financial Management	Jason Gravitch Robin O'Hara
Operations	Andres Di Ziti Roderick Hodge Wayne Wassell Stephen Tu Rodney Edgeley Chris Reyes Nancy Saravia Steve Gota Steve Jaffe Shahrzad Amiri
Countywide Planning & Development	Allison Yoh Ernesto Chaves Frank Ching Fanny Pan
Customer Experience	Aaron Weinstein Kasey Shuda Ebby Castillo Lan-Chi Lam
Safety	Denise Longley Jose Ortiz Lieut. Cliff Ladage Sgt. Yi Pu Aldon Bordenave Susan Walker
People	Steve Espinoza Michael Kek Medik Ghazikhanian
Office of Extraordinary Innovation	Mark Vallianatos
Ethics	Paul Solis
Civil Rights	Ben Alcazar Paula Guevara
Chief of Staff	Raffi Hamparian Michael Turner KeAndra Cylear Dodds
Program Management	Stephanie Leslie

Attachment D - Metro's DRAFT Initial Project List

#	Project Name	Project Description	Project Status	Subregion	Estimated Cost Range	Draft 2028 Games Funding Parameter Category	Funding Status?	Acceleration Needs?	Potential Project Lead	STEP 1:	STEP 2:			STEP 3:
										If fully funded, can project be complete & in operations by 2028?	Criteria #1: Provides Permanent/ Legacy Benefits After the Games	Criteria #2: Provides Potential Benefits During the 2028 Games	Criteria #3: Serves the Needs of & Enhances Quality of Life for DACs	Tier Grouping
ACTIVE TRANSPORTATION/FIRST-LAST MILE														
1	A Line Station FLM Improvements and Mobility Hubs	Walking, biking, and mobility infrastructure within 1/2 mile radius of Artesia, Downtown Long Beach, Grant/LATTC, and Pico stations.	Planning	Gateway Cities	\$\$	First/Last Mile	None	-	Local City	Y	High	High	High	1
2	E Line FLM Improvements and Mobility Hubs	Walking, biking, and mobility infrastructure within 1/2 mile radius of Santa Monica, Culver City, Crenshaw, Vermont, and USC stations.	New	Westside Cities	\$\$	First/Last Mile	None	-	Local City	Y	High	High	Medium	1
3	Inglewood Transit Connector	Fully elevated, automated, fixed transit system with three stations connecting Metro K Line to Inglewood's new activity centers.	Design	South Bay	\$\$\$\$	First/Last Mile	Partial	Expedited project delivery	Metro/ Local City	Y	Medium	High	High	1
4	K Line Station FLM Improvements and Mobility Hubs	Walking, biking, and mobility infrastructure within 1/2 mile radius of Fairview Heights, Downtown Inglewood, and Aviation/96th stations.	Planning	South Bay	\$\$	First/Last Mile	None	-	Local City	Y	High	Medium	High	1
5	Metro Active Transportation (MAT) Approved Projects	Corridor projects include Avalon-MLK-Gage, Randolph, Redondo Beach, 1st-Riggin-Potrero Grade, Huntington-Main/Fremont. FLM projects include Hollywood/ Highland, Hollywood/Vine, East LA Civic Center, LAX/Aviation, Olympic/26th, Western/Slauson, Sepulveda, Downtown Long Beach, and Santa Monica/La Brea.	Planning	Countywide	\$\$\$	First/Last Mile	Funded	-	Local City	Y	High	High	Medium	1
6	Metro Bike Share Expansion	Expansion of the Metro Bike Share systems/locations near venues and along the Games Route Network.	New	Countywide	\$\$	First/Last Mile	TBD	-	Metro	Y	High	Medium	Medium	1
7	Protected Bike Lanes/Cycle Tracks Parallel to GRN	Installation of Class IV bike routes/paths that parallel the Games Route Network to promote biking to the venues.	Planning	Central LA	\$\$\$	First/Last Mile	None	-	Local City	Y	High	Medium	Medium	1
8	Stations/Venues Wayfinding and Circulation Improvements	Improved signage and communications system for navigation between mobility options and venues.	New	Countywide	\$\$	First/Last Mile	None	-	Metro/ Local City/ Venues	Y	High	High	High	1
9	Countywide Safe Routes to School Program**	Establish a countywide Safe Routes to School Program aimed at bringing safety improvements to streets connecting to the highest need schools.	New	Countywide	\$\$\$	First/Last Mile	None	Expedited funding allocation	Local City	Y	Medium	Medium	High	2
10	Countywide Vision Zero Program**	Establish a countywide Vision Zero program aimed at reducing the occurrence and severity of collisions, prioritizing highest need areas.	New	Countywide	\$\$\$	First/Last Mile	None	Expedited funding allocation	Local City	Y	Medium	Medium	High	2
11	D Line Station FLM Improvements and Mobility Hubs	Walking, biking, and mobility infrastructure within 1/2 mile radius of Westwood/VA and Westwood UCLA stations.	Planning	Westside Cities	\$\$	First/Last Mile	TBD	-	Local City	Y	High	Medium	Medium	2
12	Eastside Access Improvements	Project includes crosswalk improvements at 23 intersections, new bike lanes, sidewalk widening, and tree planting along 5 miles of city streets.	Construction	Central LA	\$\$\$	First/Last Mile	Funded	-	Metro	Y	Medium	Medium	Medium	2
13	Metro Bike Hub Improvements	Enhancements to amenities and bike parking, and increased staffing at bike hubs.	New	Countywide	\$	First/Last Mile	None	-	Metro	Y	High	Medium	Low	2
14	Figueroa Street Open Street	Open and car-free streets to create non-motorized mobility options between USC, LA Live, and Grand Park.	New	Central LA	\$\$	First/Last Mile	None	-	Local City	Y	Low	High	Low	2
15	G Line Station FLM Improvements and Mobility Hubs	Walking, biking, and mobility infrastructure within 1/2 mile radius of Balboa, Woodley, and Sepulveda stations.	Design	San Fernando Valley	\$\$	First/Last Mile	TBD	-	Local City	Y	High	Medium	Medium	2
16	J Line Harbor Gateway Transit Center Mobility Hub/Park & Ride	Walking, biking, and mobility infrastructure with park and ride between Harbor Gateway Transit Center and South Bay Sports Park.	New	South Bay	\$\$	First/Last Mile	None	-	Metro	Y	Low	High	Medium	2
17	L Line Station FLM Improvements and Mobility Hubs	Walking, biking, and mobility infrastructure within 1/2 mile radius of San Dimas, La Verne, and Memorial Park stations.	Planning	San Gabriel Valley	\$\$	First/Last Mile	None	-	Local City	Y	High	Medium	Low	2
18	LA River Path	Proposed walking/bicycling path to close an existing 8-mile gap in the active transportation network along the LA River.	Environmental	Central LA	\$\$\$\$	First/Last Mile	Partial	Expedited permitting	Metro	Y	High	Medium	High	2

Attachment D - Metro's DRAFT Initial Project List

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										If fully funded, can project be complete & in operations by 2028?	Criteria #1: Provides Permanent/ Legacy Benefits After the Games	Criteria #2: Provides Potential Benefits During the 2028 Games	Criteria #3: Serves the Needs of & Enhances Quality of Life for DACs	Tier Grouping
19	LA Union Station Forecourt and Esplanade Improvements	Reconstruct Alameda and Los Angeles Streets along the frontage of Union Station with widened sidewalks for pedestrian and bike paths.	Design	Central LA	\$\$\$	First/Last Mile	Funded	-	Metro	Y	Low	Medium	Medium	2
20	Metro Active Transportation (MAT) Waitlist Projects	Waitlisted projects include Florence, Van Nuys/Vanowen, Fountain (Hayworth-Harper), San Monica-Greenacre, Fairfax, Santa Monica-Poinsettia, and Santa Monica-Hayworth.	Planning	Countywide	\$\$\$	First/Last Mile	None	-	Local City	Y	Medium	Medium	Medium	2
21	Metro Bike Share Subsidy	Increased subsidy for 500,000 bike share rides.	New	Countywide	\$\$	First/Last Mile	None	-	Metro	Y	Medium	Medium	Low	2
22	Metro Bike Share TAP Enhancements	Develop free transfers and improved security for cash payments for bike share trips.	Planning	Countywide	\$	First/Last Mile	TBD	-	Metro	Y	Low	Medium	Low	2
23	Metro Micro Expansion	Expansion of existing Metro Micro program to the Games venues.	New	Countywide	\$\$	First/Last Mile	Partial	-	Metro	Y	High	Medium	Low	2
24	Rail to River Segment B	Proposed walking/bicycling path between the A Line Slauson Station to the LA River.	Planning	Gateway Cities	\$\$	First/Last Mile	Partial	-	Local City	Y	Low	Medium	High	2
25	Bicycle Valet	Free and safe bicycle parking for events to encourage and enable cycling to events where parking for bikes is scarce, non-existent, and prone to theft.	New	Countywide	\$	First/Last Mile	None	-	Metro	Y	Low	Low	Low	3
26	I-710 LA River Bike Path	Proposed walking/bicycling path along the LA River, specifically along I-710, which connects Maywood to Long Beach.	Environmental	Gateway Cities	\$\$\$	First/Last Mile	Partial	Expedited permitting	Local City	Y	Medium	Low	Medium	3
27	LA River SFV Bike Path	Proposed walking/bicycling path along the LA River in the San Fernando Valley.	Environmental	San Fernando Valley	\$\$\$	First/Last Mile	Partial	Expedited permitting	Local City	Y	Medium	Low	Low	3
28	Metro Bike Hub Expansion	Implement Bike Hubs at key locations near Games venues.	New	Countywide	\$	First/Last Mile	TBD	-	Metro	Y	High	Low	Low	3
29	Ocean Boulevard Open Street	Open and car-free streets to create non-motorized mobility options between Long Beach Civic Center and Long Beach Pier.	New	Gateway Cities	\$\$	First/Last Mile	None	-	Local City	Y	Low	Medium	Low	3
30	Transit to Parks CBO Outreach and Partnership	Partnering with CBOs to increase awareness among park-poor communities of transit connections to the Games venues that are park facilities.	Planning	Countywide	\$\$	First/Last Mile	TBD	-	Metro	Y	Medium	Medium	Low	3
31	Universal Station Mobility Hub	Dedicated mobility hub to provide residents additional options for accessing the B Line, bus lines, and other transit service	Planning	San Fernando Valley	\$\$	First/Last Mile	TBD	-	Metro	Y	Medium	Medium	Low	3

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BUS														
32	Broadway BRT	New BRT service along Broadway consistent with Board-adopted standards and design guidelines, such as dedicated running ways and BRT stations.	Planning	Central LA	\$\$\$\$	Core Capacity	Partial	Expedited project delivery	Metro	Y	High	Medium	Medium	1
33	Bus Headway/Frequency Management Program	Dynamic scheduling wherein the rider can expect a bus on a given line or corridor at a regular interval as opposed to arrivals at specific published scheduled times.	New	Countywide	\$\$\$	ITS	TBD	-	Metro	Y	Low	High	High	1
34	Bus Priority Enhancements and Improvements along GRN	Speed up service along key bus routes on Games Route Network by creating bus-only lanes, bulb-outs, and transit signal priority, including bus stop amenities like lighting, real-time info, and shelter/shade canopies.	New	Countywide	\$\$\$	Core Capacity	None	-	Metro/ Local City	Y	High	High	High	1
35	Connecting C Line and Metrolink Norwalk Station	New express shuttle service between C Line Norwalk Station and Metrolink Norwalk Station to close existing transit gap.	Planning	Gateway Cities	\$\$	Core Capacity	None	Expedited project delivery	Metro	Y	High	High	Medium	1
36	G Line Improvements	Upgrade the G Line with two grade separations, better signal priority technology, electronic bus connectivity, and a four-quadrant gating system.	Construction	San Fernando Valley	\$\$\$\$	Core Capacity	Funded	-	Metro	Y	High	Medium	Medium	1
37	J Line Electrification Project	Install 40 charging stations and infrastructure at Division 18 and 10 en-route charging stations to enable uninterrupted zero emission bus service.	Planning	Central LA	\$\$\$	Zero Emission	Partial	Expedited funding allocation	Metro	Y	Low	High	Medium	1
38	Local Municipal Operators Call for Projects	Placeholder for potential projects and operations for local municipal transit operators through a call for projects.	New	Countywide	\$\$\$	Core Capacity	None	-	Municipal Operators	Y	High	High	High	1
39	NoHo to Pasadena BRT	New BRT service that provides high-capacity, fast connection between the San Fernando and San Gabriel Valleys.	Environmental	Arroyo Verdugo/ San Fernando Valley	\$\$\$\$	Core Capacity	Funded	-	Metro	Y	High	Medium	Medium	1
40	North SFV BRT	New BRT service providing improved speed, reliability, and frequency for San Fernando Valley transit riders, including CSUN.	Environmental	San Fernando Valley	\$\$\$\$	Core Capacity	Funded	-	Metro	Y	High	Medium	Medium	1
41	Vermont Transit Corridor (BRT Alternatives)	New BRT service that provides high-capacity, fast connection between Koreatown and South LA. BRT to supplement and not preclude future rail corridor.	Planning	Central LA	\$\$\$\$	Core Capacity	Funded	Expedited project delivery	Metro	Y	High	High	High	1
42	Zero Emission Bus Master Plan - Phase 2	Procurement of Zero Emission Bus vehicles for local, rapid, shuttle, and express routes. Conversion of "dependent" Divisions (Divisions 1, 2, 3, 5, 7, and 13) from CNG to battery charging.	Planning	Countywide	\$\$\$\$\$	Zero Emission	None	Expedited funding allocation	Metro	Y	Low	High	High	1
43	Zero Emission Bus Master Plan - Phase 3*	Procurement of Zero Emission Bus vehicles for local, rapid, and express routes. Conversion of Divisions 8, 9, 15, and 18 from CNG to battery charging.	Planning	Countywide	\$\$\$\$\$	Zero Emission	None	Expedited funding allocation	Metro	NO	Low	High	High	1
44	All-Door Boarding Expansion	All door boarding expansion along higher volume Games-impacted routes.	New	Countywide	\$\$\$	Core Capacity	None	-	Metro	Y	Low	High	High	2
45	Atlantic BRT	New BRT service along Atlantic consistent with Board-adopted standards and design guidelines, such as dedicated running ways and BRT stations.	Planning	Gateway Cities	\$\$\$\$	Core Capacity	None	Expedited project delivery	Metro	Y	High	Low	Medium	2
46	Camera Bus Lane Enforcement	Implement camera-based technology to enforce bus-only lane use along key BRT and bus-only lane corridors.	Planning	Countywide	\$\$\$	ITS	TBD	-	Metro	Y	High	Medium	Medium	2
47	Cesar Chavez/Sunset to Glendale BRT	New BRT service along Cesar Chavez, Sunset, and Glendale consistent with Board-adopted standards and design guidelines, such as dedicated running ways and BRT stations.	Planning	Arroyo Verdugo	\$\$\$\$	Core Capacity	None	Expedited project delivery	Metro	Y	High	Low	Medium	2

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48	Event Parking and Fueling Facilities	Additional parking and fueling infrastructure for approximately 1,000 event buses during the games.	New	Countywide	\$\$\$	Core Capacity	None	-	Metro	Y	Low	High	Medium	2
49	Frequent Bus Interior Cleaning	Increase routine cleaning for high-frequency buses with high ridership to improve cleanliness.	New	Countywide	\$\$\$	Core Capacity	None	-	Metro	Y	Low	High	Medium	2
50	La Cienega BRT	New BRT service along La Cienega consistent with Board-adopted standards and design guidelines, such as dedicated running ways and BRT stations.	Planning	Central LA	\$\$\$\$	Core Capacity	None	Expedited project delivery	Metro	Y	High	Low	Low	2
51	LAX to Sports Park Express Bus Service	Enhanced and express bus service between LAX and the venues/hotels within the four sports parks during the Games.	Planning	Central LA	\$\$	Congestion Management	None	-	Metro	Y	Low	Medium	Medium	2
52	Lincoln Blvd BRT	New BRT service along Lincoln Blvd. consistent with Board-adopted standards & design guidelines, such as dedicated running ways & BRT stations.	Planning	Westside Cities	\$\$\$\$	Core Capacity	Future	Expedited funding allocation	Metro	Y	High	Low	Low	2
53	Bus Terminal Improvements	Implements speed and reliability improvements at terminal stations to ultimately allow buses to run every 5 to 10 minutes.	Design	Countywide	\$\$\$\$	Core Capacity	Partial	-	Metro	Y	High	Medium	Medium	2
54	San Gabriel Valley Transit	Depending on the result of the study, this assumes BRT service within the San Gabriel Valley to replace the Eastside Transit Corridor Route 60 Alternative.	Planning	San Gabriel Valley	\$\$\$\$	Core Capacity	None	Expedited project delivery	COG	Y	High	Low	Medium	2
55	Systemwide Bus Layover Improvements**	Bus layover improvements for faster turnaround time for improved service and reliability.	New	Countywide	\$\$	Core Capacity	None	-	Metro	Y	Medium	Medium	Medium	2
56	Venice Boulevard BRT	New BRT service along Venice Blvd. consistent with Board-adopted standards and design guidelines, such as dedicated running ways and BRT stations	Planning	Westside Cities	\$\$\$\$	Core Capacity	None	Expedited project delivery	Metro	Y	High	Low	Low	2
57	Arbor Vitae Bus Lane	Add eastbound bus lane for dedicated route between I-405 and So-Fi Stadium.	New	South Bay	\$\$	Core Capacity	None	-	Local City	Y	Medium	Medium	Low	3
58	Bus Operator Backup Staff	Increases bus driver staffing levels to prevent missed assignments. Current labor shortages affect this estimate.	New	Countywide	\$\$\$	Core Capacity	None	-	Metro	Y	Low	Medium	Low	3
59	Bus Stop Safety Relocation	Speed up service, increase pedestrian safety by relocating bus stops from nearside to farside of intersections along the Games Route Network.	New	Countywide	\$\$	Core Capacity	None	-	Metro	Y	Low	Low	Low	3
60	G Line Power & Communications Systems Upgrades	Upgrade critical systems (CTS, fiber, and UPS) to power and provide enough bandwidth for communication services for the G Line.	New	San Fernando Valley	\$\$\$	Core Capacity	None	-	Metro	Y	Low	Low	Low	3
61	Hawthorne/La Brea Bus Lanes	Add bus lanes on La Brea Avenue (from Market St. to Century Blvd.), and on Hawthorne Boulevard (from Century Blvd. to Hawthorne/Lennox Station).	New	South Bay	\$\$	Core Capacity	None	-	Local City	Y	Medium	Medium	Low	3
62	I-110 Freeway Bus Stops	Restore abandoned bus stops on I-110 freeway to avoid congestion in the downtown core.	New	Central LA	\$\$	Core Capacity	None	-	Metro	Y	Medium	Low	Low	3
63	Prairie Avenue Bus Lanes	Add bus lanes on Prairie Avenue between the K Line and C Line.	New	South Bay	\$\$	Core Capacity	None	-	Local City	Y	Medium	Medium	Low	3

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CONGESTION REDUCTION														
64	Arterial Games Route Network Traffic Signal Analytics	Implement location-based services to measure the performance of intersection traffic signals at critical locations along the arterial segments of the GRN.	Planning	Countywide	\$\$	ITS	None	-	Metro	Y	Low	High	High	1
65	ATSAC Operations Enhancements	Improvements to the Automated Traffic Surveillance and Control (ATSAC) Center, which manages real-time detector loops between and at intersections, and changes the signal timing as traffic conditions change. ATSAC also supports LA Metro's ability to move its trains and buses faster.	New	Countywide	\$\$\$	ITS	None	-	Local City	Y	High	High	High	1
66	Business Planning/Promotion of TDM	This is a placeholder project to allow for stakeholder engagement directly with local businesses to help them plan for the games to help decrease traffic on the network.	New	Countywide	\$\$	TDM	None	-	Metro	Y	Low	High	Medium	1
67	Congestion Pricing Study	Study to explore a new approach to reduce traffic by managing travel demand through congestion pricing and providing more high-quality transportation options.	Planning	Countywide	\$\$\$	Congestion Management	TBD	Expedited project delivery	Metro	Y	Medium	High	Medium	1
68	I-10 Extension ExpressLanes	Convert existing HOV lane to single HOT lane along I-10 between I-605 and the San Bernardino County line.	Environmental	San Gabriel Valley	\$\$\$\$	Congestion Management	None	Expedited funding allocation	Metro	Y	High	Medium	High	1
69	I-105 ExpressLanes	Add HOV lane and convert to dual HOT lanes along I-105 between I-405 and I-605.	Design	South Bay	\$\$\$\$	Congestion Management	Partial	Expedited project delivery	Metro	Y	High	Medium	High	1
70	I-405 ExpressLanes	Convert existing HOV lane to single HOT lane along I-405 between I-10 and US-101.	Environmental	Westside Cities	\$\$\$\$	Congestion Management	Funded	Expedited environmental clearance	Metro	Y	High	High	Medium	1
71	Incentives for Households to Drive Less During Games	Pay households to drive less during Games by depositing funds in mobility wallets if they agree to reduce car use with accountability.	New	Countywide	\$\$\$	TDM	None	-	Metro	Y	Low	High	High	1
72	Mega Event Customer Experience Analysis	Analysis to understand potential overcrowding and crush loads at stations and transit vehicles.	New	Countywide	\$	Core Capacity	None	-	Metro	Y	Low	High	High	1
73	Games Park and Ride Strategy	Identify parking lots that link to major transit lines to encourage mode shift.	New	Countywide	\$	TDM	None	-	Metro	Y	High	High	Low	1
74	GRN Enabling Treatments and Spot Improvements	Study to investigate all minor GRN treatments (low cost/temporary) that enable more efficient games operations such as pavement, signage, traffic signals, and minor civil works.	New	Countywide	\$	Core Capacity	None	-	Metro/ Caltrans/ Local City	Y	Low	High	High	1
75	Regional Incident Management Program and Tools	Implementation of a regional incident management program and associated tools to streamline, coordinate, and improve the management and handling of roadway incidents.	New	Countywide	\$\$	ITS	None	-	Metro/ Caltrans/ Local City	Y	High	High	Low	1
76	Regional Traffic Management Network & Information Exchange	Enhance multi-jurisdictional traffic signal operations by enhancing local traffic signal control system connectivity and interoperability.	Planning	Countywide	\$\$	ITS	None	-	Metro/ Caltrans/ Local City	Y	Medium	High	Medium	1
77	TDM Campaign	Placeholder project to provide solutions and communication strategies using the following mechanisms: reduce the need to travel; re-mode using alternative transportation; reroute to avoid congestion; and re-time to avoid the peak hours.	New	Countywide	\$\$	TDM	TBD	-	Metro	Y	Low	High	Medium	1
78	Business-as-Usual Network Planning (Non-Games Routes)	Plan the non-games network, identify preferred routes and interventions/upgrades needed, determine operational principles during the Games.	New	Countywide	\$	TDM	None	-	Metro	Y	Low	High	Medium	2
79	HOV 3+ Policy Implementation	Convert existing HOV lane occupancy to three or more persons per vehicle countywide.	Planning	Countywide	\$\$	Congestion Management	TBD	-	Caltrans	Y	Low	Medium	High	2

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80	I-405 South Bay Curve	Adds segments of auxiliary lanes in each direction to improve traffic flow at on/off ramps for ten miles from Florence Avenue to I-110.	Planning	South Bay	\$\$\$\$	Congestion Management	Partial	Expedited funding allocation	Metro	Y	Low	Medium	High	2
81	I-710 Integrated Corridor Management	Deploy multi-jurisdictional integrated corridor management solutions on I-710 between SR-91 to SR-60.	Design	Gateway Cities	\$\$\$	ITS	Funded	-	Metro	Y	Medium	Low	High	2
82	LAX Congestion Pricing Study	Study to explore a new approach to reduce traffic at LAX by managing travel demand through congestion pricing.	Planning	Westside Cities	\$\$	Congestion Management	None	-	LAWA	Y	Low	High	Low	2
83	Sports Park Transportation Performance Monitoring Network	Traffic signal controller and cabinets upgrades and the installation of fiber optic communication infrastructure to provide a redundant high bandwidth network in LA, Long Beach, Inglewood, Santa Monica, Carson, & Pasadena.	New	Countywide	\$\$	ITS	None	-	Metro/ Local City	Y	Low	High	High	2
84	SR-710 Mobility Improvements Program	Local mobility improvements between Alhambra and Pasadena on the existing transportation system to reduce traffic bottlenecks.	Design	San Gabriel Valley	\$\$\$\$\$	Congestion Management	Funded	Expedited project delivery	Local City	Y	Medium	Medium	High	2
85	US-101 HOV Lanes between SR-134 and I-110*	Adding HOV Lanes along US-101 that is part of the Games Route Network between the International Broadcast Center and Downtown Sports Park.	New	Central LA	\$\$\$\$	Congestion Management	None	Expedited project delivery	Caltrans	NO	Medium	Medium	High	2
86	Arroyo Seco Safety and Operational Enhancements	Project to reduce collisions and improve reliability on SR-110 (Arroyo Seco Parkway) from I-5 to its terminus in South Pasadena.	Environmental	Arroyo Verdugo	\$\$\$	Congestion Management	None	Expedited funding allocation	Caltrans	Y	Low	Low	Low	3
87	Aviation/LAX Parking Study	Capacity analysis of parking at Aviation/LAX station.	New	South Bay	\$	Congestion Management	None	-	Metro	Y	Low	Low	Low	3
88	Curbspace Management Projects	Coordination with SCAG's Curbspace Management Study to fund and implement recommendations to the most congested & complicated curb space locations.	Planning	Countywide	\$\$\$	Congestion Management	None	-	Local City	Y	Medium	Medium	Low	3
89	I-110 ExpressLanes Extension to I-110/I-405 Interchange*	Extend existing I-110 ExpressLanes to I-405/I-110 interchange.	Planning	South Bay	\$\$\$\$	Congestion Management	Future	Expedited project delivery	Metro	NO	Low	Medium	Medium	3
90	I-405 Active Traffic Management & Integrated Corridor Management Strategies	System management approaches to make best use of existing roadway capacity to improve operations on I-405 from Rosecrans Avenue to SR 90.	Planning	Westside Cities	\$\$	ITS	Funded	-	Caltrans	Y	Medium	Low	Low	3
91	I-405/I-110 Interchange and HOV Ramps*	Operational improvements to the I-405/I-110 interchange with HOV ramps.	New	South Bay	\$\$\$\$	Congestion Management	Future	Expedited project delivery	Metro	NO	Low	Low	Medium	3
92	I-605 Hot Spots Projects	Projects to improve mobility and relieve congestion, capacity constraints, and other related deficiencies on I-605, which include Valley, Beverly, South, and SR-60/7th.	Design	Gateway Cities	\$\$\$\$	Congestion Management	Funded	-	Metro	Y	Low	Low	High	3
93	Metro Vanpool	Increased subsidy for 1,000 vanpools at \$600 per van per month.	New	Countywide	\$	TDM	None	-	Metro	Y	Low	Low	Medium	3
94	Games Autonomous Vehicles Demonstration	Deployment of autonomous vehicles to support transportation needs during Games.	New	Countywide	\$\$\$	ITS	None	-	Local City	Y	Low	Low	Low	3
95	Ridematch.info Enhancements	Enhancements for Events Module and Carpool Matching.	New	Countywide	\$	TDM	None	-	Metro	Y	Low	Low	Low	3
96	SR-91 Improvements (Westbound SR-91 Connector, Atlantic to Cherry, Central to Acacia)	These projects are part of Metro's SR-91/I-605 "Hot Spots" Measure R Program in the Gateway Cities to reduce traffic congestion.	Design	Gateway Cities	\$\$\$\$	Congestion Management	Funded	-	Metro	Y	Low	Low	High	3
97	Station Parking Improvements**	Projects include parking facility valet assist for up to 20 facilities, parking guidance system enhancements, parking kiosks, and parking pre-sale reservation system.	New	Countywide	\$	Congestion Management	Partial	-	Metro	Y	Low	Medium	Low	3

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GOODS/FREIGHT MOVEMENT														
98	Freight TDM	Placeholder project for engaging directly with freight businesses to help them plan for the games and help decrease traffic on the network.	New	Countywide	\$\$	TDM	None	-	Metro	Y	Low	High	Medium	1
99	Alameda Corridor Terminus Enhancements	New Cerritos channel rail bridge and supporting connections throughout Port of LA.	Planning	South Bay	\$\$\$\$	TDM	None	Expedited project delivery	Port	Y	Medium	Medium	Medium	2
100	Terminal Way Grade Separation	New grade separation to replace at-grade crossing to improve freight traffic flow.	New	South Bay	\$\$\$\$	TDM	None	Expedited project delivery	Local City	Y	Low	Medium	Medium	2
101	Clean Truck Infrastructure	Install charging infrastructure throughout LA County for zero emissions trucks.	Planning	Countywide	\$\$\$\$	Zero Emission	Partial	-	Metro/Port	Y	Low	Low	Medium	3
102	I-5 North County Enhancements	Widen I-5 for approximately 17 miles between SR-14 and Parker Road Interchange.	Construction	North County	\$\$\$\$	Congestion Management	Funded	-	Metro	Y	Low	Low	Low	3
103	Montebello Grade Separation Project	New bridge at the UP crossing at Montebello Boulevard and at Olympic Boulevard, creating a roadway underpass at both.	Planning	Gateway Cities	\$\$\$\$	TDM	Partial	Expedited funding allocation	COG	Y	Medium	Low	Medium	3
104	Pier 400 On Dock Rail Modernization	On-dock railyard expansion to accommodate electric operated rail-mounted gantry cranes.	Environmental	South Bay	\$\$\$\$	TDM	None	Expedited project delivery	Local City	Y	Low	Low	Medium	3
105	San Pedro Waterfront Access	Improves traffic operations on key arterial connecting San Pedro to I-110 & SR-47.	New	South Bay	\$\$	TDM	Partial	-	Local City	Y	Low	Low	Medium	3
106	SR-47/Navy Way Interchange	Improves traffic operations/safety on SR-47 between Vincent Thomas Bridge and Gerald Desmond Bridge.	New	South Bay	\$\$\$	TDM	Partial	-	Local City	Y	Low	Low	Medium	3
107	SR-57/SR-60 Interchange Improvements	Project includes building multiple on- and off-ramps, widening Grand Avenue and reconstructing the Grand Avenue bridge overcrossing.	Design	San Gabriel Valley	\$\$\$\$	Congestion Management	Funded	Expedited project delivery	Metro	Y	Low	Low	Low	3
108	Terminal Island Transfer Facility Modernization	On-dock railyard expansion to accommodate electric operated rail-mounted gantry cranes.	Environmental	South Bay	\$\$\$\$	TDM	None	Expedited project delivery	Local City	Y	Low	Low	Medium	3
109	Turnbull Canyon Road Grade Separation	Separate the roadway and the Union Pacific Railroad tracks on Turnbull Canyon Road.	New	San Gabriel Valley	\$\$\$\$	TDM	Partial	Expedited funding allocation	COG	Y	Medium	Low	Medium	3
110	West Basin Container Terminal Railyard Modernization	On-dock railyard expansion to accommodate electric operated rail-mounted gantry cranes.	Environmental	South Bay	\$\$\$\$	TDM	None	Expedited project delivery	Local City	Y	Low	Low	Medium	3
111	Zero Emission Commercial Loading Zones	Install, enforce, monitor, and evaluate new Zero Emission Delivery Zones within the Games Sports Parks.	New	Countywide	\$\$\$	Zero Emission	None	-	Local City	Y	Low	Low	Low	3

Attachment D - Metro's DRAFT Initial Project List

#	Project Name	Project Description	Project Status	Subregion	Estimated Cost Range	Draft 2028 Games Funding Parameter Category	Funding Status?	Acceleration Needs?	Potential Project Lead	STEP 1:	STEP 2:			STEP 3:
										If fully funded, can project be complete & in operations by 2028?	Criteria #1: Provides Permanent/ Legacy Benefits After the Games	Criteria #2: Provides Potential Benefits During the 2028 Games	Criteria #3: Serves the Needs of & Enhances Quality of Life for DACs	Tier Grouping
RAIL														
112	7th/Metro Center Comprehensive Station Upgrade	Holistic station refurbishment including station finishes, lighting, wayfinding, audio/security systems, restroom installation and other customer amenities.	Planning	Central LA	\$\$\$	Core Capacity	None	Expedited funding allocation	Metro	Y	Medium	High	Medium	1
113	Airport Metro Connector	New light rail station, bus plaza, bicycle parking, customer service center, passenger pick-up and drop-off area, providing a direct connection to the future LAX APM.	Construction	Westside Cities	\$\$\$\$	Core Capacity	Funded	-	Metro	Y	Medium	High	Medium	1
114	Arcadia Power Substation Upgrade	Arcadia Substation improvements to allow A and E Line to operate with 5-minute service during the games.	New	Central LA	\$\$\$	Core Capacity	None	-	Metro	Y	Medium	High	Medium	1
115	B Line Extension for NoHo to Burbank Airport*	Extension of the B Line from North Hollywood to Burbank Airport.	New	San Fernando Valley	\$\$\$\$\$	Core Capacity	None	Expedited project delivery	Metro	NO	High	High	Low	1
116	C Line Station Platform Extensions and Reliability Upgrades	Replace 25-year old high-voltage traction power substations and extend station platforms at Redondo Beach, Mariposa, Douglas, and LAX/Aviation stations to accommodate three-car trains.	Planning	South Bay	\$\$\$	Core Capacity	None	Expedited funding allocation	Metro	Y	High	Medium	High	1
117	Comprehensive Union Station Improvements	Improvements include redundant elevator and stairways, ADA/accessibility enhancements, wayfinding improvements to help visitors find their way through the station, new L Line operator restrooms, and general SOGR to the facility.	New	Central LA	\$\$	Core Capacity	None	Expedited funding allocation	Metro	Y	High	High	Low	1
118	Crenshaw/LAX Transit Corridor	New light rail transit service between the E Line at Expo/Crenshaw Station to merge with C Line at Aviation/LAX Station.	Construction	South Bay	\$\$\$\$\$	Core Capacity	Funded	-	Metro	Y	High	High	High	1
119	Crenshaw Northern Extension*	Project would fill a major gap in the Metro Rail network and create an important north-south link.	Environmental	Central LA	\$\$\$\$\$	Core Capacity	Partial	Expedited funding allocation	Metro	NO	High	Medium	High	1
120	East San Fernando Valley Transit Corridor	Project is a north-south street running light rail transit corridor in the middle of Van Nuys Boulevard between the G Line and San Fernando Road and includes 11 at-grade stations along with the maintenance facility.	Design	San Fernando Valley	\$\$\$\$\$	Core Capacity	Partial	Expedited project delivery	Metro	Y	High	Medium	High	1
121	Eastside Transit Corridor Phase 2*	Proposed 9-mile light rail transit extension of the L Line further east from its current terminus at Pomona Boulevard and Atlantic Boulevard. The proposed alignment includes at-grade, aerial, and below grade configurations.	Environmental	Gateway Cities	\$\$\$\$\$	Core Capacity	Partial	Expedited project delivery	Metro	NO	High	Medium	High	1
122	Flower Street A & E Line Improvements	Add pedestrian islands for pedestrian crossing at Flower Street, separate crossings into roadway crossing and track crossing.	Planning	Central LA	\$\$\$	Core Capacity	None	-	Metro	Y	Medium	Medium	High	1
123	Foothill Gold Line Extension Phase 2B (Pomona)	Extension of the L Line beyond the current end point in Azusa, and add stations in the cities of Glendora, San Dimas, La Verne, and Pomona.	Construction	San Gabriel Valley	\$\$\$\$\$	Core Capacity	Funded	-	Construction Authority	Y	High	High	High	1
124	K Line Traction Power Substation Enhancements	Add new traction power substations to accommodate three-car trains and more frequent service.	New	South Bay	\$\$\$	Core Capacity	None	Expedited funding allocation	Metro	Y	Medium	High	High	1
125	Light Rail Speed Improvements	Potential grade separations at key locations, reevaluate speed commands/block design, upgrade train control system to integrate with traffic signals, gate technology for pre-emption.	Planning	Countywide	\$\$\$\$	ITS	TBD	Expedited project delivery		Y	High	High	Medium	1
126	Pico Station Improvements	Expand Pico Station with a second platform and prevent queuing issues at station.	New	Central LA	\$\$\$	Core Capacity	None	-	Metro	Y	High	High	High	1
127	Regional Connector	New rail line that will provide riders a seamless journey from Azusa to Long Beach, and from East Los Angeles to Santa Monica, through the downtown LA core.	Construction	Central LA	\$\$\$\$\$	Core Capacity	Funded	-	Metro	Y	High	High	Medium	1
128	Sepulveda Transit Corridor*	High-capacity rail line that connects the San Fernando Valley, the Westside and LAX. Options being considered are heavy rail transit (HRT) and monorail transit (MRT) and is being pursued as a potential P3 through PDA contracts.	Environmental	San Fernando Valley	\$\$\$\$\$	Core Capacity	Partial	Expedited project delivery	Metro	NO	High	High	High	1

Attachment D - Metro's DRAFT Initial Project List

#	Project Name	Project Description	Project Status	Subregion	Estimated Cost Range	Draft 2028 Games Funding Parameter Category	Funding Status?	Acceleration Needs?	Potential Project Lead	STEP 1:	STEP 2:			STEP 3:
										If fully funded, can project be complete & in operations by 2028?	Criteria #1: Provides Permanent/ Legacy Benefits After the Games	Criteria #2: Provides Potential Benefits During the 2028 Games	Criteria #3: Serves the Needs of & Enhances Quality of Life for DACs	Tier Grouping
129	South Bay C Line Extension to Torrance	Proposed light rail transit extension of the C Line (Green) along a 4-mile segment of the Harbor subdivision corridor from the existing Redondo Beach Station to the under-construction Torrance Transit Park and Ride Regional Terminal in Torrance.	Environmental	South Bay	\$\$\$\$	Core Capacity	Funded	Expedited project delivery	Metro	Y	High	Medium	High	1
130	Vermont Transit Corridor: (Rail Alternatives)*	New rail corridor that provides high-capacity, fast connection between Wilshire/Vermont to 120th Street.	Planning	Central LA	\$\$\$\$\$	Core Capacity	None	Expedited project delivery	Metro	NO	High	High	High	1
131	Washington Wye Junction Improvement	Restriction of certain traffic movements and limited redesign/modifications to the junction.	Planning	Central LA	\$\$\$	Core Capacity	None	Expedited project delivery	Metro	Y	High	High	Medium	1
132	West Santa Ana Branch Transit Corridor*	New 19-mile light rail transit corridor connecting downtown Los Angeles, Huntington Park, Bell, Cudahy, South Gate, Downey, Bellflower and Artesia.	Environmental	Gateway Cities	\$\$\$\$\$	Core Capacity	Partial	Expedited project delivery	Metro	NO	High	Medium	High	1
133	Westside Purple Line Extension Section 1	Section 1 of the D Line extension will add three new stations: Wilshire/La Brea, Wilshire/Fairfax and Wilshire/La Cienega.	Construction	Central LA	\$\$\$\$\$	Core Capacity	Funded	-	Metro	Y	High	High	Medium	1
134	Westside Purple Line Extension Section 2	Section 2 of the D Line extension will add two new stations: Wilshire/Rodeo and Century City/Constellation.	Construction	Westside Cities	\$\$\$\$\$	Core Capacity	Funded	-	Metro	Y	High	High	Medium	1
135	Westside Purple Line Extension Section 3	Section 3 of the D Line extension will add two new stations: Westwood/UCLA and Westwood/VA Hospital.	Construction	Westside Cities	\$\$\$\$\$	Core Capacity	Funded	Expedited project delivery	Metro	Y	High	High	Medium	1
136	D Line Extension from VA to Ocean Avenue*	Extension of the D Line from end of Section 3 to Ocean Avenue in Santa Monica.	New	Westside Cities	\$\$\$\$\$	Core Capacity	None	Expedited project delivery	Metro	NO	High	Medium	Low	2
137	Division 20 Portal Widening and Turnback Facility	Build a new turnback facility and readjust rail storage tracks to support the D Line extension and frequencies.	Construction	Central LA	\$\$\$\$	Core Capacity	Funded	-	Metro	Y	Medium	Medium	Low	2
138	Elevator and Escalator Improvements	Improve elevator and escalator operations without down time through improved monitoring and repair implementation of systems reaching failure modes prior to scheduled manufacturer recommended maintenance and replacements.	New	Countywide	\$\$	Core Capacity	None	-	Metro	Y	Low	Medium	Medium	2
139	Expo Park-Watt Way Roadway	Close off Watt Way across tracks and convert Watt Way entrance to right-in/right-out to eliminate vehicle movement across tracks.	New	Central LA	\$	Core Capacity	TBD	-	Metro	Y	Low	Medium	Low	2
140	Expo/Crenshaw Transfer Station Improvements	Portal entrance on southwest side of Expo/Crenshaw Station and other improvements to better facilitate transfers between both lines. Walking and biking infrastructure improvements derived from Metro Board-adopted FLM Plan.	Planning	Central LA	\$\$\$\$	Core Capacity	TBD	-	Local City	Y	Medium	Medium	Medium	2
141	Frequent Train Interior Cleaning	More routine cleaning of Metro rail vehicles with high ridership to improve cleanliness.	New	Countywide	\$\$\$	Core Capacity	None	-	Metro	Y	Low	High	Medium	2
142	Hawthorne/Lennox Station Improvements	Station amenities and widen sidewalks to improve queuing and station access from buses.	New	South Bay	\$	Core Capacity	None	-	Metro	Y	Medium	High	Medium	2
143	Memorial Park Station Improvements	Station amenities and improvements. Close off Holly Street at Arroyo Parkway in front of station.	New	San Gabriel Valley	\$	Core Capacity	None	-	Metro	Y	Low	High	Low	2
144	Metro Red Line Segment Traction Power Substation and Auxiliary Power Replacements	Replace 25-year old station power distribution system (MCCs) such as lighting, escalator/elevator power, public communication systems power, fire alarm power and similar, and replace 30-year old high voltage traction power substations.	Planning	San Fernando Valley	\$\$\$	Core Capacity	None	Expedited funding allocation	Metro	Y	Low	Medium	Medium	2
145	New L Line Interlocks	Add two new interlocks between Lincoln/Cypress and Heritage Square, and Memorial Park and I-210.	New	San Gabriel Valley	\$\$\$	Core Capacity	TBD	-	Metro	Y	High	Medium	Low	2
146	New Siding and Crossover between Degnan and 7th Avenue	Adding a new siding on the Track 4 side between Degan Ave. and 7th Ave. with a single crossover on the east to accommodate a three-car train.	New	Central LA	\$\$\$	Core Capacity	TBD	-	Metro	Y	Medium	Medium	Medium	2
147	Rail Communications Systems Upgrades**	State of good repair across the system to upgrade communications systems for the rail lines such as CTS, fiber, and UPS.	New	Countywide	\$\$\$	TDM	None	-	Metro	Y	Low	Medium	Medium	2
148	Transit Passenger Information System Upgrades	Upgrade the existing transit passenger information system for seamless integration between public address and visual messaging signs.	New	Countywide	\$\$	TDM	TBD	-	Metro	Y	Medium	Medium	Low	2

Attachment D - Metro's DRAFT Initial Project List

#	Project Name	Project Description	Project Status	Subregion	Estimated Cost Range	Draft 2028 Games Funding Parameter Category	Funding Status?	Acceleration Needs?	Potential Project Lead	STEP 1:	STEP 2:			STEP 3:
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149	Video Management System Upgrades	Upgrade the existing video management system for better support for CCTV cameras, intrusion detection systems and access control systems.	New	Countywide	\$\$\$	TDM	None	-	Metro	Y	Low	Medium	Medium	2
150	12th Street/Flower Street Closure	Permanently close off 12th Street to east/west traffic and prohibit left turns coming from southbound Flower Street on to 12th Street eastbound across the ROW.	New	Central LA	\$	Core Capacity	None	-	Metro	Y	Low	Medium	Low	3
151	Arts District/6th Street Station	New Metro rail station to serve the Arts District, Boyle Heights, and surrounding communities.	Environmental	Central LA	\$\$\$	Core Capacity	None	Expedited project delivery	Metro	Y	Low	Low	Medium	3
152	Blue Light Call Boxes and Help Points	Add universal blue light call boxes at all rail platforms for passengers to summon police/fire/EMS. Upgrade existing emergency, passenger and gate telephones to Metro blue light help points.	New	Countywide	\$\$\$	Core Capacity	TBD	-	Metro	Y	Low	Medium	Low	3
153	Centinela Grade Separation Project	Convert the at-grade crossing at Centinela and Florence to an above-grade crossing along the K Line.	Planning	South Bay	\$\$\$\$	Core Capacity	Partial	Expedited project delivery	Metro	Y	Low	Medium	Medium	3
154	Downtown Long Beach Platform Optimization	Use 1st Street station as drop-off only, Downtown Long Beach Station as pick-up only during the games.	New	Gateway Cities	\$	Core Capacity	None	-	Metro	Y	Low	Low	Low	3
155	E Line Expo Park/Vermont/USC Station Improvements	Extend trench past Vermont; consolidate Vermont and USC stations to a single large multi-train center platform station with entrances at both ends. Construct pedestrian overpass or underpass to access station and/or cross over ROW.	New	Central LA	\$\$\$\$	Core Capacity	None	Expedited project delivery	Metro	Y	Low	Medium	Low	3
156	Fire Alarm Upgrades	Replace fire alarm system for rail lines.	New	Countywide	\$\$	Core Capacity	TBD	-	Metro	Y	Low	Medium	Low	3
157	Foothill Gold Line Extension Phase 2B (Montclair)	Extension of the L Line beyond Pomona to Claremont and Montclair.	New	San Gabriel Valley	\$\$\$\$	Core Capacity	None	Expedited funding allocation	Construction Authority	Y	Low	Low	Low	3
158	I-210 Barrier Replacement	Safety improvements by increasing the barrier height between the L Line and I-210 freeway for Phases 1 and 2.	Design	San Gabriel Valley	\$\$\$\$	Core Capacity	Partial	Expedited funding allocation	Metro	Y	Low	Medium	Low	3
159	L Line System and Reliability Upgrades	Replacement and upgrade of 20-year old OCS weight poles, air brake system, fire alarm system, and communications (CTS, fiber, UPS) systems along the Pasadena segment of the L Line.	Planning	San Gabriel Valley	\$\$\$	Core Capacity	None	Expedited funding allocation	Metro	Y	Low	Medium	Low	3
160	North Hollywood Maintenance-of-Way Access	Provide maintenance-of-way high-rail access ramp at North Hollywood Station.	New	San Fernando Valley	\$\$\$	Core Capacity	TBD	-	Metro	Y	Low	Low	Low	3
161	Platform Screen Doors (PSD) or Platform Edge Doors (PED)	Separate the platform from the tracks with PSD or PED at key stations to support the games.	New	Countywide	\$\$\$	Core Capacity	TBD	-	Metro	Y	Low	Medium	Low	3
162	Radio Stations UPS Upgrade	Upgrade UPS systems to power all radio equipment for four hours as per MRDC.	New	Countywide	\$\$	Core Capacity	TBD	-	Metro	Y	Low	Medium	Low	3
163	Rail Line Fencing	Reinforce and improve right-of-way fencing along at-grade rail lines for safety purposes.	New	Countywide	\$\$\$	Core Capacity	TBD	Expedited project delivery	Metro	Y	Low	Medium	Low	3
164	Safety Intrusion Detection Systems	A physical layer track level intrusion detection system to detect objects or people on the track and unauthorized areas.	New	Countywide	\$\$\$	Core Capacity	None	Expedited project delivery	Metro	Y	Low	Low	Low	3
165	Station Emergency Coordination	Provide station maps for first responders via smartphone scan.	New	Countywide	\$\$	Core Capacity	None	-	Metro	Y	Low	Low	Low	3
166	Systemwide Emergency Tunnel Ventilation Fan and Damper Replacement**	Replace existing emergency fans and dampers with new energy saving fans and dampers to enhance safety.	New	Countywide	\$\$\$	Core Capacity	TBD	Expedited funding allocation	Metro	Y	Low	Medium	Medium	3
167	Wilshire/Vermont Passenger Notification System	Create a passenger notification system of train arrivals, which is difficult given the split and stacked platform configuration at the Wilshire/Vermont station.	New	Central LA	\$	TDM	None	-	Metro	Y	Low	Low	Low	3

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#	Project Name	Project Description	Project Status	Subregion	Estimated Cost Range	Draft 2028 Games Funding Parameter Category	Funding Status?	Acceleration Needs?	Potential Project Lead	STEP 1:	STEP 2:			STEP 3:
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REGIONAL RAIL (TO BE CONFIRMED WITH METROLINK)														
168	Antelope Valley Line Improvements	The Antelope Valley Line (AVL) Capacity and Service Improvement will improve service frequency and reliability along the 76.6-mile long corridor between Lancaster and downtown Los Angeles.	Environmental	North County	\$\$\$\$	Core Capacity	Funded	-	MetroLink	Y	High	Medium	High	1
169	Link US Phase A	The Link US project proposes the integration of new run-through tracks on an elevated viaduct over the US-101 freeway to improve operational flexibility and expand capacity at Union Station.	Design	Central LA	\$\$\$\$\$	Core Capacity	Partial	Expedited project delivery	Metro	Y	High	High	High	1
170	Link US Phase B*	The Link US project proposes the integration of new run-through tracks on an elevated viaduct over the US-101 freeway to improve operational flexibility and expand capacity at Union Station.	Design	Central LA	\$\$\$\$\$	Core Capacity	Partial	Expedited project delivery	Metro	NO	High	High	High	1
171	Metrolink SCORE Program Phase 1	\$10 billion capital improvement program – grade crossing, station and signal improvements as well as track additions and work that accelerates progress toward Metrolink’s zero-emissions future.	Design	Regional/Inter-County	\$\$\$\$\$	Core Capacity	Funded	Expedited project delivery	MetroLink	Y	High	Medium	High	1
172	Metrolink SCORE Program Phase 2*	\$10 billion capital improvement program – grade crossing, station and signal improvements as well as track additions and work that accelerates progress toward Metrolink’s zero-emissions future.	Planning	Regional/ Inter-County	\$\$\$\$\$	Core Capacity	Partial	-	MetroLink	NO	High	Medium	High	1
173	Metrolink Strategic Satellite Intercept Parking Locations	Creation or enhancement of parking lot locations on the Metrolink System, such as: Angel Stadium and LA County Fairgrounds.	New	Regional/Inter-County	\$\$	Congestion Management	None	-	MetroLink	Y	Low	High	Low	2
174	Brighton to Roxford Double Track	Project proposes adding a second mainline track along the Valley Subdivision, new and upgraded traffic and pedestrian crossings between Hollywood Way in Burbank and Roxford Street in Sylmar.	Design	San Fernando Valley	\$\$\$\$	Core Capacity	Funded	Expedited funding allocation	Metro	Y	Low	Low	Medium	3
175	Doran Street Grade Separations	Replace at-grade railroad crossings at Doran Street and West Broadway/Brazil Street with above-grade crossings.	Design	Arroyo Verdugo	\$\$\$\$	TDM	Partial	Expedited funding allocation	Metro	Y	Low	Low	Medium	3
176	High Desert Corridor*	High-speed rail service between the California High-Speed Rail project in the Antelope Valley to the Brightline project in Victorville.	Planning	North County	\$\$\$\$\$	Core Capacity	Partial	Expedited project delivery	Metro	NO	High	Low	Medium	3
177	Lone Hill to White Double Track	Second mainline track along a 4-mile segment between Lone Hill Avenue in San Dimas and White Avenue in La Verne along the San Gabriel Subdivision.	Design	San Fernando Valley	\$\$\$\$	Core Capacity	Partial	Expedited funding allocation	Metro	Y	Low	Low	Medium	3
178	Metrolink Downtown Burbank and Burbank Stations Improvements	Network integration and station enhancements at these key transfer stations to support increased passengers at Burbank Airport.	New	San Fernando Valley	\$\$	Core Capacity	None	-	MetroLink	Y	Medium	Medium	Low	3
179	Metrolink Norwalk/Santa Fe Springs Station Improvements	Modifying current station so that it has a center platform and track slot capacity allowing more trains along corridor and other station improvements for increased passenger demand.	New	Gateway Cities	\$\$	Core Capacity	None	-	MetroLink	Y	Medium	Medium	Low	3
180	Metrolink Passenger Information System Upgrade	Ensure the ability to effectively inform Games travelers using Metrolink.	New	Countywide	\$\$	TDM	None	-	MetroLink	Y	Low	Low	Low	3
181	Metrolink River Park Station	New Metrolink station at G2 Park/Taylor Yard serving the Cypress Park, Glassell Park, and Elysian Valley communities.	New	Central LA	\$\$\$	Core Capacity	None	-	MetroLink	Y	Low	Low	Low	3
182	Metrolink Van Nuys Station Improvements	Network integration and station enhancements at these key transfer stations to support increased passengers at this location.	New	San Fernando Valley	\$\$	Core Capacity	None	-	MetroLink	Y	Medium	Medium	Low	3
183	Rehabilitation of Metrolink Train Sets/Locomotives	Rehabilitation of Metrolink equipment as spare in order for Metrolink to maximize use of existing equipment.	New	Regional/Inter-County	\$\$\$	Core Capacity	None	-	Metro	Y	Low	Low	Low	3
184	Rosecrans/Marquardt Avenue Grade Separation	Project proposes to convert the at-grade railroad crossing at Rosecrans and Marquardt Avenues in Santa Fe Springs to an above-grade crossing.	Construction	Gateway Cities	\$\$\$\$	TDM	Funded	-	Metro	Y	Low	Low	Medium	3

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SYSTEMWIDE														
185	Big Data Procurement	Purchase big data (such as cellphone movement data) and license to share and use within Metro and by partner agencies to understand real-time travel patterns.	New	Countywide	\$\$	ITS	None	-	Metro	Y	High	High	Medium	1
186	Cybersecurity and Data Security	Securing of sensitivity data to and from Metro systems to prevent disruptions.	New	Countywide	\$\$	ITS	None	-	Metro	Y	Medium	High	High	1
187	Emergency Security Operations Center (Center Street Project)	Facility in the Arts District that will provide a central location for Metro's security operations, dispatch and emergency coordination.	Construction	Central LA	\$\$\$	ITS	Funded	-	Metro	Y	High	High	High	1
188	Increased Rail/Bus Service**	Increased rail/bus service on targeted routes impacted by Games travelers.	New	Countywide	\$\$\$\$	Core Capacity	None	-	Metro	Y	Low	High	High	1
189	Metro Clean Program	Increased capacity (staffing/equipment) for additional pressure washing of rail platforms, bus stations, bus stops focused on stations near Games.	New	Countywide	\$\$\$	Core Capacity	None	-	Metro	Y	Low	High	Medium	1
190	Metro Rail/BRT/Bus Mobile Wayfinding Application	Facilities navigation application for customers with disabilities and other customers. Digital beacon/phone technology that provides audio read outs for passengers who are blind/low vision.	New	Countywide	\$\$	First/Last Mile	TBD	-	Metro	Y	High	High	High	1
191	Metro Rail and BRT Stations Improvements**	Providing required maintenance upgrades to Metro Rail and BRT Stations near Games venues, transfer, and terminals that are at least a decade old.	New	Countywide	\$\$\$\$	Core Capacity	None	-	Metro	Y	High	High	High	1
192	Metro Rail/BRT ADA Tactile Guidance Systems	Tactile guidance system for customers with blindness/visual impairments and other customers with disabilities.	New	Countywide	\$\$\$	First/Last Mile	None	-	Metro	Y	High	High	Medium	1
193	Mobility Wallet Development (MAAS)	Implementation of mobility wallet in TAPforce which allows users to pay for multiple public and private mobility services.	Planning	Countywide	\$	ITS	TBD	-	Metro	Y	High	High	Medium	1
194	Systemwide ADA Accessibility Improvements**	Upgrade system accessibility elements as needed to meet current California Title 24 accessibility/MRDC.	New	Countywide	\$\$\$	First/Last Mile	None	-	Metro	Y	High	High	Medium	1
195	TDM Integration with Transit APP	Integration of TDM programs and Park & Ride into Transit APP.	Planning	Countywide	\$	First/Last Mile	None	-	Metro	Y	Medium	High	Low	1
196	Transit Integrated Network Study	Study best approach to establishing transit network with Metro, Metrolink, and local municipal operators and games events.	Planning	Countywide	\$	TDM	None	-	Metro	Y	Low	High	High	1
197	Universal Fare Integration	Improvements to fare integration technology to enable single source of payment among all municipal transit providers and shared mobility companies.	New	Regional/ Inter-County	\$\$\$	ITS	None	-	Metro	Y	High	High	Medium	1
198	ATMS2 Upgrade	Upgrade CAD/AVL system to improve, service quality, safety, and security.	New	Countywide	\$\$\$	ITS	TBD	-	Metro	Y	Medium	Medium	Medium	2
199	Data Management & Analytics	Secure, integrate new transportation data sets to support improve management of transportation to and from Games venues.	New	Countywide	\$\$	ITS	None	-	Metro	Y	Medium	Medium	Medium	2
200	HASTUS Upgrade	Upgrade HASTUS software to allow automated scheduling of single track, EV buses, deviations, restricting fallbacks, and managing delays.	New	Countywide	\$\$	ITS	TBD	-	Metro	Y	Medium	High	Low	2
201	Multilingual Blue Shirts/ Ambassadors Expansion Program	Expansion of multilingual blue shirts/ambassador staffing to assist Games travelers who are unfamiliar with the system.	New	Countywide	\$\$	First/Last Mile	None	-	Metro	Y	Low	High	Low	2
202	Open Loop Payment	Replace card scanners/readers with ones that are open loop in that they can accept payment from credit cards, debit cards, payment apps etc.	Design	Countywide	\$\$\$	ITS	TBD	-	Metro	Y	Medium	Medium	Medium	2
203	Regional Special Event Data Exchange and Distribution (ATIS)	Implementation of a regional event management system to collect and distribute data/information.	New	Countywide	\$\$	ITS	None	-	Metro	Y	Medium	High	Medium	2
204	Rider Alert System	SMS text-based system that allows riders to subscribe for alerts on particular lines.	New	Countywide	\$\$	TDM	TBD	-	Metro	Y	Medium	Medium	Low	2
205	Station Restrooms	Add restrooms at key stations near Games venues.	New	Countywide	\$\$\$\$	Core Capacity	None	-	Metro	Y	Low	High	Low	2
206	Temporary Elevator Attendant Program	Attendants at select elevators in the Metro system to keep them clean and safe for seniors, people with disabilities and travelers with luggage.	New	Countywide	\$\$	TDM	None	-	Metro	Y	Low	Medium	Medium	2
207	Temporary Systemwide Signage	Temporary signage and printed info at key bus stops and rail stations - welcome signs in multiple languages, wayfinding guidance to Games venues and lodging, etc.	New	Countywide	\$\$	First/Last Mile	None	-	Metro	Y	Low	High	Low	2
208	Ticketing Integration	TAP enhancements to integrate with the Games ticketing process for travel choices.	New	Countywide	\$\$	ITS	None	-	Metro	Y	Low	High	Low	2
209	Vehicle Wayfinding	Install improved wayfinding on Metro bus and train vehicles, such as ground wayfinding in the event of crush loading during peak periods.	New	Central LA	\$\$	First/Last Mile	None	-	Metro	Y	Medium	Medium	Medium	2

Footnotes

- * Indicates project did not pass Step 1 screening
- ** Indicates bundled projects that require further analysis and prioritization of individual assets

Disclaimers

- This list is prepared by Metro and is the initial compilation of projects for consideration in Metro’s Mobility Concept Plan.
- Project list scoring completed by members of Metro’s internal Task Force team and Metro’s consultant team.
- This list has not been reviewed by the Games Mobility Executives.
- Cost analysis was not conducted at this time to preserve a project’s ability for potential consideration of funding. Cost and funding analysis will be completed in the next update.
- A safety/security assessment aligning with National Special Security Event requirements was not conducted at this time. This assessment will be completed in the next update.

Project List Comments

- Project list is sorted first by mode, then tier, and then alphabetically.
- Acceleration needs are based on the acceleration factors described in Attachment B – Draft 2028 Games Funding Parameters.
- Stakeholder engagement will be done in next few months to verify, refine, and prioritize the list.
- Except for the “Step 1” screening, no projects have been eliminated regardless of tier.

Cost Range

<i>Cost Symbol</i>	<i>Approximate Cost Range</i>
\$	less than \$1 million
\$\$	between \$1 million and \$9 million
\$\$\$	between \$10 million and \$99 million
\$\$\$\$	between \$100 million and \$999 million
\$\$\$\$\$	greater than \$1 billion

Acronyms and Abbreviations

ADA	Americans with Disabilities Act	EV	electric vehicle	PDA	preliminary development agreement
APM	automated people mover	FLM	first and last mile	PSD	platform screen door
APP	application	GRN	Games Route Network	ROW	right-of-way
ATIS	Advanced Traveler Information System	HOT	high-occupancy toll	SCAG	Southern California Association of Governments
ATSAC	Automated Traffic Surveillance and Control	HOV	high-occupancy vehicle	SCORE	Southern California Optimized Rail Expansion
AVL	Antelope Valley Line	HRT	heavy rail transit	SFV	San Fernando Valley
BRT	bus rapid transit	LATTC	Los Angeles Trade Technical College	SMS	short message service
CAD/AVL	computer-aided dispatch/automatic vehicle location	LAX	Los Angeles International Airport	SOGR	state-of-good-repair
CBO	community based organization	MAAS	mobility as a service	TAP	transit access pass
CCTV	closed circuit television	MAT	Metro Active Transportation	TDM	transportation demand management
CNG	clean natural gas	MCC	motor control center	UCLA	University of California Los Angeles
CSUN	California State University Northridge	MLK	Martin Luther King Jr.	UP	Union Pacific Railroad
CTS	communication and tracking system	MRDC	Metro Rail Design Criteria	UPS	uninterruptible power supply
DAC	Disadvantaged Communities	MRT	monorail rapid transit	USC	University of Southern California
DTLA	Downtown Los Angeles	OCS	overhead contact system	VA	Veterans Administration



Motion 42: 2028 Games Mobility Concept Plan – Progress Report



Metro

January 20, 2022

BACKGROUND – Metro's Goals

- Enable all ticketed spectators travel to competition venues by public transport, walking or cycling.
- Ensure accessibility for all, including welcoming Games stakeholders and visitors with specific mobility needs
- Leave a lasting, positive legacy by leveraging existing and planned infrastructure investments
- Create a coalition of public and private sector partners that would focus on investments in mobility and operational improvements that provide benefits during the Games and can continue yielding benefits afterwards
- Use the 2028 Games as a catalyst to help achieve the region's climate and equity goals

Work Completed – Task Force (Parts A & B)

- Monthly coordination with LA28 and Mayor's Office
- Participated in Sports Parks Planning Working Groups
- CEO represented Metro at the 2nd meeting of LA28's Executive Mobility Committee – November 2, 2021
- Collaborated with LA28 in the development of the Draft 2028 Games Funding Parameters (Attachment B) for public agencies seeking funding for projects related to the Games. Funding parameters will continue to be used to further evaluate and prioritize projects.
- Completed draft initial project list for the purposes of:
 - Obtaining Board feedback
 - Starting point for future analysis and coordination with stakeholders

Work Completed – Task Force (Parts A & B)

- Created interdisciplinary Metro Task Force (35 total representatives)
 - Includes staff from Operations, County-wide Planning & Development, Strategic Financial Management, Customer Experience, Safety, People, OEI, Civil Rights, Program Management, and Chief of Staff's office.
 - Task Force Goals:
 - Engagement and leadership in regional Games planning efforts
 - Endeavor to secure federal funding
 - Ensure Metro is established as the leader in providing transit services to the LA28 Games venues and ensure that our plan is integrated into the Olympic Transportation Plan.
- Procured consultant services in support of the Task Force and the MCP
 - Consultant's experience includes London 2012, Rio 2016, Dubai 2020 Expo, and Qatar 2022 World Cup



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Methodology – draft initial project list (Parts A & B)

- Prepared Metro’s draft initial project list with over 200 projects
- Metro’s draft initial project list based on the following:
 - Projects listed in Motion 42 as a starting point, including 28 by 28
 - Draft 2028 Games Funding Parameters
 - Existing plans/programs as well as operational, capacity and safety needs.
 - Operational and customer experience improvements such as bus stops, bus lanes, transfer centers, mobility hubs, communications and security equipment, ADA and accessibility, system reliability, state of good repair and maintenance, wayfinding, digital information, and fare technology.
 - Projects related to zero-emission infrastructure, congestion management, intelligent transportation systems (ITS), transportation demand management (TDM), and first/last mile (FLM).
 - Best practices from other World Games events



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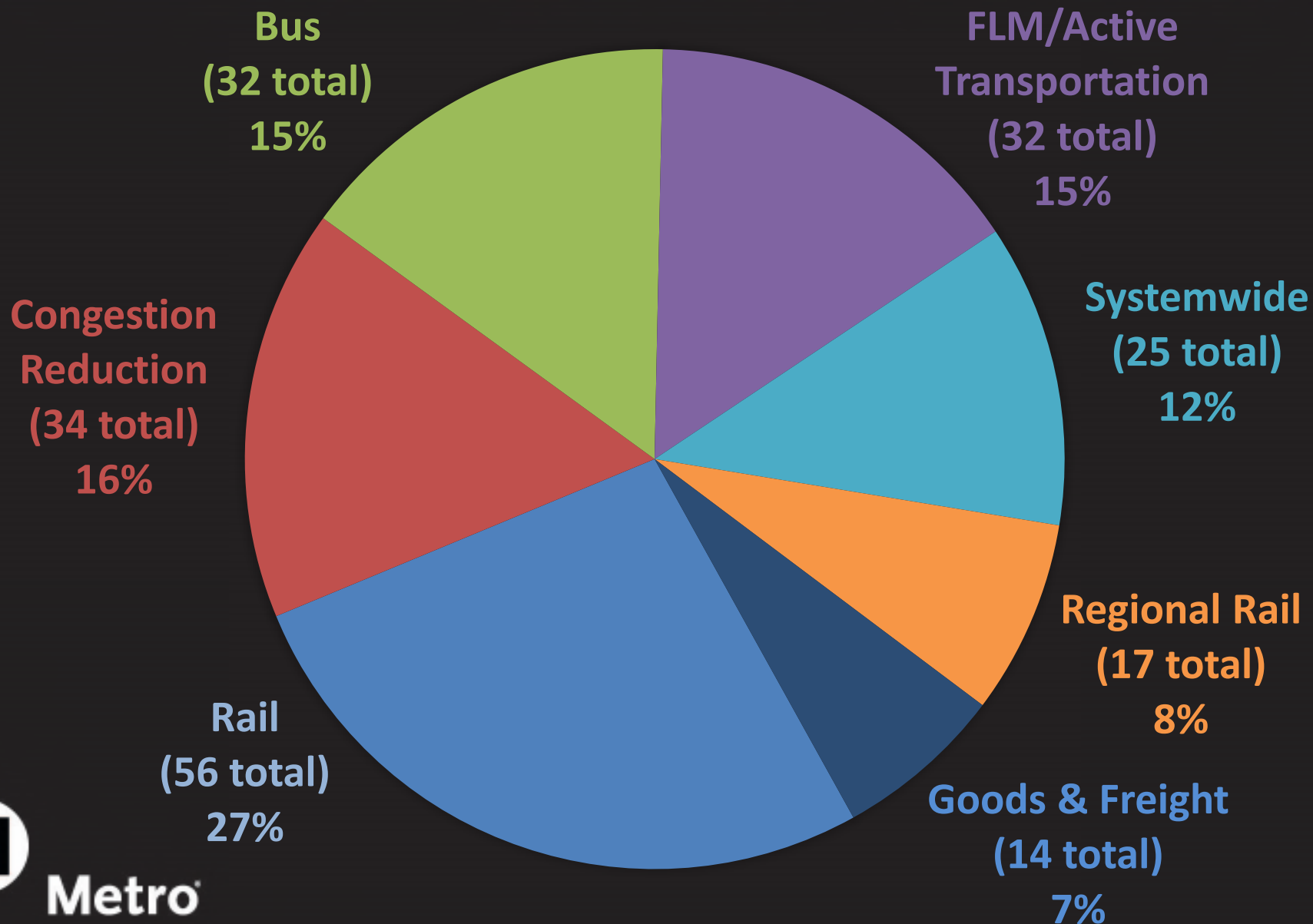
Methodology – draft initial project list (Parts A & B)

- **Step 1:** If fully funded, can the project be completed & in operations by 2028?
- **Step 2:** Scoring of projects based on the following criteria
 - **Criteria #1:** Provides permanent/legacy benefits after the Games per Motion 42 (20%)
 - **Criteria #2:** Provides potential benefits during the 2028 Games (40%)
 - **Criteria #3:** Services the needs of and enhances quality of life for disadvantaged communities (40%)
- **Step 3:** Grouping of projects into three tiers based on criteria scoring. Each tier has approximately 70 projects.
 - **Tier 1** – highest scoring projects
 - **Tier 2** – medium scoring projects
 - **Tier 3** – low scoring projects



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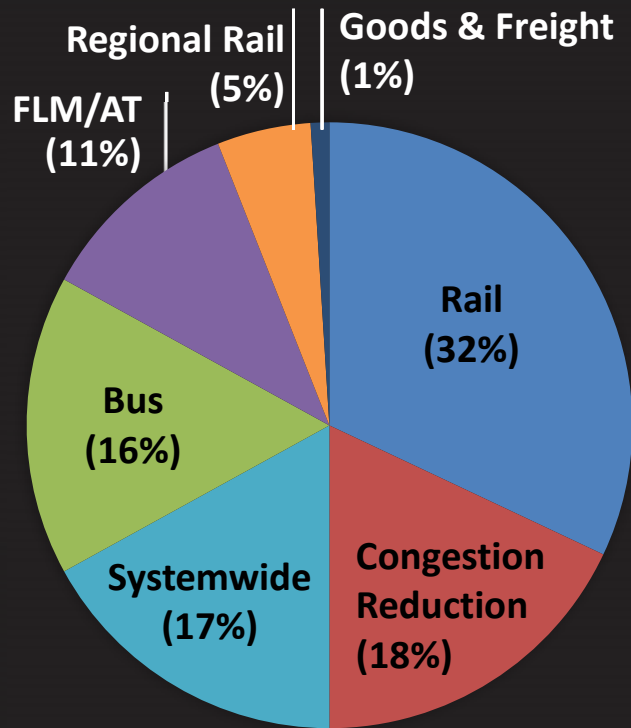
Results – draft initial project list (Parts A & B)



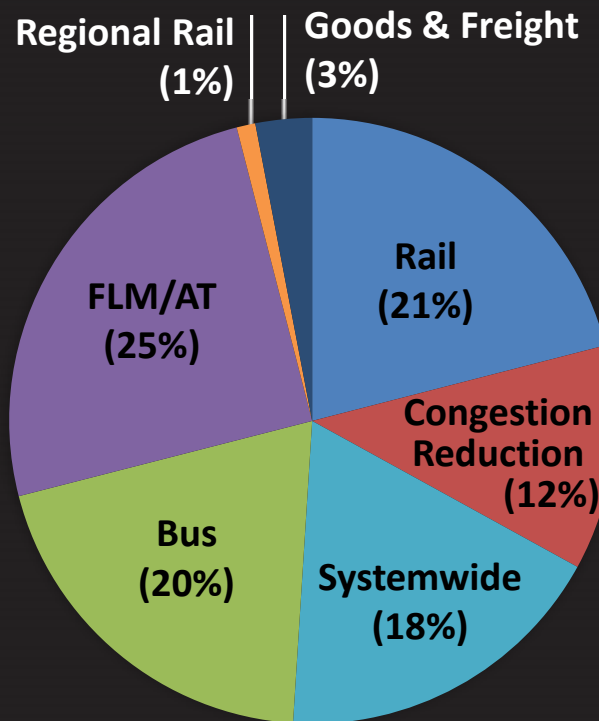
Metro

Results – draft initial project list (Parts A & B)

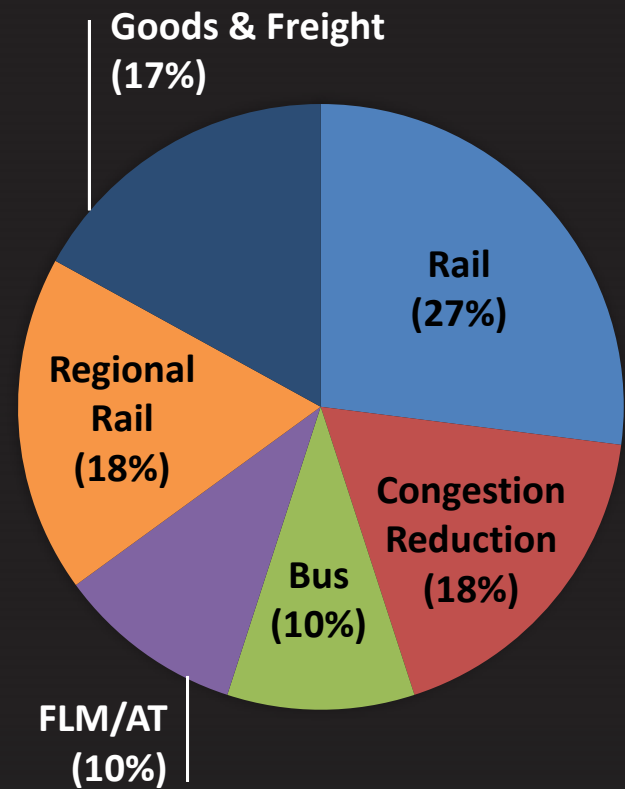
Tier 1



Tier 2



Tier 3



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Observations – draft initial project list (Parts A & B)

- More than half of Tier 1 projects are rail and congestion reduction
- Two thirds of Tier 2 projects are FLM/AT, Rail and Bus projects
- Majority of goods/movements projects are within Tier 3
- Key projects scoring high in Criteria #2 to provide benefits during the Games:
 - Bus Lanes/Priority Enhancements along GRN
 - Games Park & Ride Strategy
 - Station and FLM improvements
 - TDM Campaign
 - Zero Emission Bus Infrastructure

PROJECT LIST BY THE NUMBERS

44

SCORED HIGH
IN EQUITY

85

REDUCE
VMT/GHG

55

ENCOURAGE
MODE SHIFT

56

ENHANCE CUSTOMER
EXPERIENCE

30

STATE OF
GOOD REPAIR

40

INCREASE
SAFETY

50

IMPROVE
OPERATIONS

57

INCREASE
CAPACITY



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Initial Project list development process

Step 1: Metro Actions

- Prepare draft initial project list (Attachment D)
- Receive Board and stakeholder feedback
- Consult with LA28 on Games needs
- Conduct further analysis and screening
- Board approves refined project list
- Submit project list for consideration by the GME

Step 2: Games Mobility Executives Review

- Collaborative process to review project lists from Metro, Metrolink, Caltrans, and City of LA
- Provide GME feedback and input on project lists

Step 3: Metro MCP

- Incorporate GME feedback and input
- Metro Board approves final project list
- Project list incorporated into MCP



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Moving Ahead – Next Steps

- Near-Term Actions:
 - Develop and implement stakeholder engagement process
 - Validate and refine the draft initial project list
 - Coordinate with LA28 on travel demand model assumptions
 - Conduct additional analysis on projects
 - Refine and enhance scoring criteria process
 - Develop and implement Legislative Funding Strategy with LA28
 - Consult with LA28 on Games needs
- Mid- to Long-Term Actions:
 - Conduct project prioritization.
 - Develop detailed project implementation plan
 - Board approval of project list
 - Prepare MCP Report



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Thank you



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