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Agenda - Final

Wednesday, September 17, 2025

3:00 PM

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(ALSO APPLIES TO BOARD COMMITTEES)

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Notwithstanding the foregoing, and in accordance with the Brown Act, this agenda does not provide an opportunity for members of the public to address the Board on any Consent Calendar agenda item that has already been considered by a Committee, composed exclusively of members of the Board, at a public meeting wherein all interested members of the public were afforded the opportunity to address the Committee on the item, before or during the Committee's consideration of the item, and which has not been substantially changed since the Committee heard the item.

In accordance with State Law (Brown Act), all matters to be acted on by the MTA Board must be posted at least 72 hours prior to the Board meeting. In case of emergency, or when a subject matter arises subsequent to the posting of the agenda, upon making certain findings, the Board may act on an item that is not on the posted agenda.

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- b. A breach of the peace, boisterous conduct or violent disturbance, tending to interrupt the due and orderly course of said meeting.
- c. Disobedience of any lawful order of the Chair, which shall include an order to be seated or to refrain from addressing the Board; and
- d. Any other unlawful interference with the due and orderly course of said meeting.

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Written public comments must be received by 5PM the day before the meeting.

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Board Administration

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Los Angeles, CA 90012

CALL TO ORDER

ROLL CALL

15. **SUBJECT: REMARKS BY THE CHAIR** [2025-0759](#)

RECOMMENDATION

RECEIVE remarks by the Chair.

16. **SUBJECT: 2028 GAMES SUPPORT SERVICES** [2025-0671](#)

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to:

A. AWARD task-order based Contract Nos. PS127282000 with Jacobs Engineering Group, Inc.; PS127282001 with Mott MacDonald Group Inc.; and PS127282002 with Legacy 2028 (A Joint Venture between STV Inc. and Egis Rail Inc. USA), respectively, to provide Games Support Services on a rotational basis to support Metro's planning for the 2028 Games for a four-year period in an amount Not To Exceed (NTE) \$42,043,610, subject to resolution of any properly submitted protest(s), if any; and

B. EXECUTE Task Orders within the approved NTE value.

Attachments: [Attachment A - Procurement Summary](#)
[Attachment B - DEOD Summary](#)
[Presentation](#)

17. **SUBJECT: 2028 MOBILITY CONCEPT PLAN** [2025-0264](#)

RECOMMENDATION

RECEIVE AND FILE recommendations on the prioritization of local funding for 2028 Games Mobility Concept Plan (MCP) projects.

Attachments: [Attachment A - Project Prioritization List](#)
[Attachment B - Additional Data](#)
[Presentation](#)

18. **SUBJECT: 2028 MOBILITY CONCEPT PLAN IMPLEMENTATION REPORT** [2025-0658](#)

RECOMMENDATION

RECEIVE AND FILE the 2028 Mobility Concept Plan (MCP) Progress Report.

Attachments: [Attachment A - Metro's 2028 Games Universal Inclusive Design Strategy](#)
[Attachment B - Council File 15-0989-S45 \(Accessibility Plan\)](#)
[Attachment C - FY26 Accessibility Projects List](#)
[Attachment D - Workstreams Progress Update](#)
[Presentation](#)

19. SUBJECT: METRO'S TRANSIT-FIRST FAN ZONE APPROACH [2025-0562](#)

RECOMMENDATION

RECEIVE AND FILE report on initial planning steps to Increasing Access to the Olympic and Paralympic Games Through Fan Zone Activations and Multi-Modal Transportation Options.

Attachments: [Attachment A - Board Motion 8, May, 2025](#)
[Attachment B - Preliminary Transit-First Fan Zone Criteria](#)

20. SUBJECT: CLOSED SESSION [2025-0776](#)

A. Conference with Legal Counsel - Existing Litigation - G.C.

54956.9(d)(1)

1. Julio Eckstein v. LACMTA., Case No. 22STCV36250

B. Conference with Real Estate Negotiator - Government Code 54956.8

Property: Fred Harvey Restaurant, Union Station West located at FH-101, Union Station, 800 N Alameda Street, Los Angeles

Agency Negotiator: Steve Jaffe, DEO Real Estate

Negotiating Party: Everywhere Beer Group, LLC, 1501 W. Orangewood Ave., Suite 101, Orange, CA 92868-2030

Under Negotiations: Price and Terms

C. Conference with Legal Counsel - Anticipated Litigation - G.C

54956.9(d)(2)

Significant Exposure to Litigation (Two cases)

SUBJECT: GENERAL PUBLIC COMMENT

[2025-0756](#)

RECEIVE General Public Comment

Consideration of items not on the posted agenda, including: items to be presented and (if requested) referred to staff; items to be placed on the agenda for action at a future meeting of the Committee or Board; and/or items requiring immediate action because of an emergency situation or where the need to take immediate action came to the attention of the Committee subsequent to the posting of the agenda.

COMMENTS FROM THE PUBLIC ON ITEMS OF PUBLIC INTEREST WITHIN COMMITTEE'S SUBJECT MATTER JURISDICTION

Adjournment



Board Report

File #: 2025-0671, **File Type:** Contract

Agenda Number: 16.

**SPECIAL BOARD MEETING
SEPTEMBER 17, 2025**

SUBJECT: 2028 GAMES SUPPORT SERVICES

ACTION: APPROVE RECOMMENDATION

RECOMMENDATION

AUTHORIZE the Chief Executive Officer to:

- A. AWARD task-order based Contract Nos. PS127282000 with Jacobs Engineering Group, Inc.; PS127282001 with Mott MacDonald Group Inc.; and PS127282002 with Legacy 2028 (A Joint Venture between STV Inc. and Egis Rail Inc. USA), respectively, to provide Games Support Services on a rotational basis to support Metro's planning for the 2028 Games for a four-year period in an amount Not To Exceed (NTE) \$42,043,610, subject to resolution of any properly submitted protest(s), if any; and
- B. EXECUTE Task Orders within the approved NTE value.

ISSUE

Staff require program management and a variety of other professional services to support the planning, coordination, and implementation of transportation efforts for the 2028 Olympic and Paralympic Games (2028 Games). The Games Support Services (GSS) contracts will provide strategic and technical expertise across multiple priority workstreams outlined in Metro's 2028 Mobility Concept Plan (MCP). These workstreams are essential to delivering an integrated, efficient, and accessible transportation network for spectators, workers, and residents during the Games. The GSS contracts allow Metro to shift from high-level planning to implementation and operational readiness-ensuring projects remain on schedule and responsive to evolving needs, fulfilling its role as the regional mobility lead, and creating a lasting legacy of improved transportation infrastructure and services well beyond the 2028 Games. Task orders will be issued as the need for support services arises and as funding is made available for these contracts.

BACKGROUND

In December 2020, the Metro Board directed staff to develop a regional investment strategy-the Mobility Concept Plan-to deliver lasting transportation improvements with federal support. Since 2021, Metro has served as the mobility lead for the 2028 Games, collaborating with the LA28

Organizing Committee, Caltrans, Metrolink, Los Angeles Department of Transportation (LADOT), Southern California Association of Governments (SCAG), and the Mayor's Office-collectively known as the Games Mobility Executives (GME). As the 2028 Games approach, Metro must now shift infrastructure projects from planning to implementation while continuing to advance planning for operational workstreams such as Transportation Demand Management (TDM). Metro is seeking consultants to help advance and support delivery of GME-priority projects, many of which align with existing and future initiatives across seven core workstreams. These projects may be issued as task orders and include both currently funded and future efforts necessary for Games readiness.

DISCUSSION

This item was originally presented to the Ad Hoc 2028 Olympic & Paralympic Games Committee on May 14, 2025 (Item #7). However, prior to the May Board meeting, staff were made aware of discrepancies with the recommendation, and the Item was withdrawn from the May Board agenda. After further review, on July 23, 2025, staff rescinded the Notice of Intent to Award that was issued to all three firms and initiated the re-evaluation of the proposals received. The Procurement Summary outlines the results of the re-evaluation process (See Attachment A).

As stated in the Instructions to Proposers, RFP No. PS127282 authorized Metro the right to award a contract to one or more Proposers. Based on the outcome of the re-evaluation process, staff recommends awarding contracts to all three qualified firms and utilizing a rotational assignment (based upon their scores) approach for task orders. This approach provides the necessary resource capacity, flexibility to meet evolving project needs, and maintains continuity of service throughout Games planning and delivery. Approval of these three contracts will support the 2028 MCP goals and demonstrate Metro's leadership as a GME partner and primary transit provider for the 2028 Games.

Priority Workstreams Include:

- **Games Enhanced Transit Service (GETS):** Expansion and optimization of transit services to meet increased demand during the Games.
- **Games Route Network (GRN):** Designation and management of a prioritized network of roadways for Games-time operations.
- **Countywide Mobility Hubs:** Development of multimodal hubs to enhance trip connections and traveler experience.
- **Countywide Bus Only Lanes:** Implementation of bus priority corridors to support high-capacity service.
- **First/Last Mile Improvements:** Infrastructure and accessibility enhancements that ensure seamless access to transit.
- **Key Station Improvements:** Upgrades to strategically located stations critical for Games operations.
- **Light Rail Speed & Operational Enhancements:** Operational strategies to increase efficiency, frequency, and reliability of service.

Additional Workstreams that may require GSS support include (but are not limited to):

- **Travel & Freight Demand Management:** Tools and strategies to optimize travel behavior and logistics during the Games.

-
- **Open Streets and Cultural Programming:** Community-centered initiatives that activate streets for people through arts, culture, and recreation.
 - **Universal Basic Mobility:** Expanding flexible, accessible transportation options to underserved communities through an integrated and inclusive mobility ecosystem during and after the Games.
 - **Ticketing and Customer Experience (CX) Payments:** Integration of fare systems with Games ticketing platforms for a streamlined experience.
 - **Universal Inclusive Design:** Ensuring accessibility and inclusivity are embedded across all mobility solutions through people centered and targeted approach.
 - **Integrated Transportation Management:** Coordinated monitoring and control of multi-agency, multimodal systems during Games operations.
 - **Zero-Emission Bus (ZEB) Program Phase 1:** Deployment of sustainable fleet solutions in alignment with Metro's climate goals.

DETERMINATION OF SAFETY IMPACT

Approving this item will not jeopardize the safety of Metro's customers or employees. On the contrary, granting this approval will enhance safety, as many of the projects and programs these contracts will help Metro advance will enhance Metro bus and rail service and infrastructure. Examples of such projects that would contribute to safety include bus priority lanes/corridors and key station enhancements.

FINANCIAL IMPACT

A total of \$4.95M has been included in the FY26 Metro Budget for these services in Project No. 402028 "2028 Games Planning & Development". Of the \$4.95M total, \$2.95M will reside in Cost Center No. 2031, Project No. 402028, Task No. 01.02 and the remaining \$2M will reside in Cost Center No. 3151, Project No. 402028, Task No. 03.02. Since these are multi-year contracts, the Cost Center Managers and Chief Officers will be responsible for budgeting in future years for the balance of the remaining Contracts budget.

Impact to Budget

The funding source for this action is Federal Reconnecting Communities Grant, Local Proposition A, C and State TDA Admin, which is not eligible for bus and rail operations and capital projects.

EQUITY PLATFORM

Equity is a core principle guiding Metro's planning and preparation for the 2028 Games. The three selected firms bring proven expertise in advancing equity-focused outcomes, inclusive planning, and culturally responsive community engagement. Each demonstrated extensive experience in consensus building and in resolving challenges to deliver large, time-sensitive projects, as reflected in their technical proposals, stakeholder engagement plans, and cultural competency approaches. The GSS contracts are structured to allow phased implementation through rotational task orders, providing the flexibility needed to adapt to evolving Games-related priorities. The Diversity and Economic Opportunity Department (DEOD) established an overall thirty-one

percent (31%) Disadvantaged Business Enterprise (DBE) goal for all task orders funded with federal dollars; and an overall thirty-one percent (31%) Small Business Enterprise (SBE) goal, inclusive of 28% SBE and 3% Disabled Veteran Business Enterprise (DVBE) on all task orders funded with state and/or local dollars. Each contractor committed to meet the overall 31% DBE and overall, 28% SBE and 3% DVBE goals.

VEHICLE MILES TRAVELED OUTCOME

VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.* Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. This item supports Metro's systemwide strategy to reduce VMT through planning, operational and investment activities that will improve and encourage taking transit, sharing a ride, or using active transportation, including first/last mile improvements, bus priority corridors, mobility hubs, and mobility wallet programs. Metro's Board-adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

**Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.*

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommendation supports the following Strategic Plan Goal: Strategic Goal 1: Provide high-quality mobility options that enable people to spend less time traveling. Strategic Goal 2: Deliver outstanding trip experiences for all users of the transportation system. Strategic Goal 4: Transform LA County through regional collaboration and national leadership" by helping Metro advance permanent transit and transit-supportive projects and programs that can help serve the 2028 Games.

ALTERNATIVES CONSIDERED

The Board has the option to forgo entering into any contract for these services and rely solely on staff to advance all 2028 Games priority workstreams. However, the current staffing levels lack both the capacity and expertise needed to deliver the projects/programs and services required for the 2028 Games.

NEXT STEPS

Upon Board approval, staff will execute Contract Nos. PS127282000 with Jacobs Group, Inc., PS127282001 with Mott MacDonald Group Inc., and PS127282002 with Legacy 2028 (A Joint Venture between STV Inc. and Egis Rail Inc. USA), to provide Games Support Services. Task orders

will be assigned on a rotational basis, subject to available funding.

ATTACHMENTS

Attachment A - Procurement Summary

Attachment B - DEOD Summary

Prepared by: Ernesto Chaves, Executive Officer, Office of Strategic Innovation, (213) 547-4362
Carolina Coppolo, Deputy Chief Vendor/Contract Management Officer, (213) 922-4471

Reviewed by: Seleta Reynolds, Chief Innovation Officer, (213) 922-4656

Digitally approved by *Stephanie Wiggins*, Chief Executive Officer

PROCUREMENT SUMMARY

2028 GAMES SUPPORT SERVICES / PS127282000-PS127282002

1.	Contract Numbers: PS127282000 – Jacobs Engineering Group Inc. PS127282001 – Mott MacDonald Group, Inc. PS127282002 – Legacy 2028 (A Joint Venture between STV Inc. and Egis Rail Inc. USA)	
2.	Recommended Vendors: Jacobs Engineering Group Inc. Mott MacDonald Group, Inc. Legacy 2028 (A Joint Venture between STV Inc. and Egis Rail Inc. USA)	
3.	Type of Procurement (check one): ☐ IFB ☐ RFP ☒ RFP-A&E ☐ Non-Competitive ☐ Modification ☐ Task Order	
4.	Procurement Dates:	
	A. Issued: 11/15/24	
	B. Advertised/Publicized: 11/15/24	
	C. Pre-Proposal Conference: 11/22/24	
	D. Proposals Due: 1/14/25	
	E. Pre-Qualification Completed: 8/15/25	
	F. Ethics Declaration Forms Submitted to Ethics: 1/14/25	
	G. Protest Period End Date: 9/23/25	
5.	Solicitations Downloaded: 321	Proposals Received: 3
6.	Contract Administrator: Manchi Yi	Telephone Number: 213-413-3332
7.	Project Manager: Ernesto Chaves	Telephone Number: 213-547-4362

A. Procurement Background

This Board Action is to approve Contract Nos. PS127282000, PS127282001 and PS127282002 to provide Games Support Services on an as-needed basis to support Metro's planning for the 2028 Games, in alignment with the Mobility Concept Plan across Los Angeles. Board approval of contract awards is subject to the resolution of any properly submitted protest(s), if any.

This item was originally presented to the Ad Hoc 2028 Olympic & Paralympic Games Committee on May 14, 2025 (Item #7). However, prior to the May Board meeting, staff was made aware of discrepancies with the recommendation and the Item was withdrawn from the May Board agenda. After further review, on July 23, 2025, staff rescinded the Notice of Intent to Award that was issued to all three firms and initiated the re-evaluation of the proposals received. This Procurement Summary outlines the results of the re-evaluation process.

On November 15, 2024, Request for Proposals (RFP) No. PS127282 was issued in accordance with Metro's Acquisition Policy and the contract type is firm fixed unit rate. The Diversity and Economic Opportunity Department recommended an overall Disadvantaged Business Enterprise (DBE) goal of 31%, an overall Small Business

Enterprise (SBE) goal of 28%, and an overall Disabled Veteran Business Enterprise (DVBE) goal of 3%. Task orders will only be issued on a rotational basis as the need for support services arises and as funding is made available for these contracts.

Four amendments were issued during the RFP:

- Amendment No. 1, issued on December 6, 2024, extended the proposal due date from January 7, 2025 to January 14, 2025;
- Amendment No. 2, issued on December 13, 2024, provided revisions related to the Scope of Services, Evaluation Criteria, Submittal Requirements, Ethics Declaration, Schedule of Quantities and Prices, and Letter of Invitation;
- Amendment No. 3, issued on December 18, 2024, provided updated documents listed in the Non-Disclosure Agreement (NDA);
- Amendment No. 4, issued on January 31, 2025, provided updated documents listed in the NDA.

A total of 321 downloads of the RFP were included in the planholder's list. A virtual pre-proposal conference was held on November 22, 2024, and was attended by 159 participants representing 84 firms. There were 155 questions received for this RFP and responses were provided prior to the proposal due date.

A total of three proposals were received on January 14, 2025, and are listed below in alphabetical order:

1. Jacobs Engineering Group Inc.
2. Legacy 2028 (A Joint Venture between STV Inc. and Egis Rail Inc. USA)
3. Mott MacDonald Group, Inc.

B. Evaluation of Proposals

As part of the re-evaluation, staff assembled a new Proposal Evaluation Team (PET) consisting of staff from Operations, Customer Experience, Office of Management and Budget, Countywide Planning and Development, and Chief of Staff. The PET was convened and conducted a comprehensive technical evaluation of the proposals received.

The proposals were evaluated based on the following evaluation criteria and weights:

- Experience and Capabilities of Firms on the Team 35%
- Experience and Capabilities of the Key Personnel 30%
- Project Understanding and Approach 35%

Several factors were considered when developing these weights, giving the greatest importance to the experience and capabilities of firms on the team and project understanding and approach.

This is an A&E, qualifications-based procurement; therefore, price cannot be used as an evaluation factor pursuant to state and federal law.

From July 31, 2025, through August 8, 2025, the PET independently evaluated and scored the technical proposals. All three firms were determined to be within the competitive range and were invited for an interview on August 11, 2025. Each firm had the opportunity to present each team's qualifications and responded to the PET's questions.

The final scoring, after interviews, determined that all three firms were technically qualified to perform the work required in the Scope of Services. Based on the amount of work that is required in a limited amount of time to successfully support the 2028 Olympic and Paralympic Games, staff recommends awarding contracts to all three firms and issuing individual task orders on a rotational basis to ensure all of the work necessary to support these critical events is accomplished in a timely manner.

Qualifications Summary of Recommended Firms:

Jacobs Engineering Group Inc.

The Jacobs Engineering Group Inc. (Jacobs) team brings together experience supporting jurisdictions for several world games, including, more recently Paris 2024, Rio 2016, London 2012 and others. The proposal demonstrates relevant experience in all five major areas critical for Games readiness, including Games Operations, Games Governance, Program Delivery, Communications, and Project Delivery. The proposal highlighted experience working with Games Mobility Executives (GME) partners and other relevant stakeholders. Several of the firms on the team have worked together on several projects and specifically on the Mobility Concept Plan (MCP).

The proposed key personnel meet the required technical qualifications and training for each of the technical areas of the RFP. The Games Director has vast World Games experience and is supported by leaders with local experience. Overall, there is a strong collection of technical qualifications and a combination of World Games and local project delivery. The proposed Games Project Planning and Delivery Manager and Games Strategic Advisor bring extensive experience working on Metro's MCP. The team has demonstrated they have the organizational capacity required to perform the scope of services.

The team demonstrated an in-depth understanding of the challenges and needs. Their approach is centered around legacy, support of the Games, and equity, which

are all consistent with the MCP. The proposal demonstrated their ability to accelerate schedules and tasks, including an approach to ensure agility and responsiveness with augmentation of staff.

Mott MacDonald Group, Inc.

The Mott MacDonald Group, Inc. (Mott) team demonstrated a wide range of relevant experience across all technical areas of the RFP, including Games Operations, Games Governance, Program Delivery, Communications, and Project Delivery. The team includes more than two dozen qualified local firms with a depth of experience in delivering workstreams defined by Metro. The primary Games Support Services functions would be provided by Mott and D'Leon, both with a long history of working with Metro on high caliber projects. World Games experience is brought by Arcadis, Arup, BCG, HOK, Steer, and SYSTRA, which collectively have worked on all major recent World Games events. The team has demonstrated extensive experience with consensus-building and resolving issues to deliver large and time-sensitive projects, particularly for the City of Los Angeles and LA County, which is where most of the LA28 venues are located.

The proposed key personnel meet the technical qualifications and training for each of the technical areas of the RFP. The Games Director has vast local experience, supported by a Deputy with World Games experience. The team comprises people that have worked together locally for many years, either in the City of LA or Metro, and globally at various world events like London 2012.

The team's proposed implementation roadmap is grounded in an understanding of Metro's policy and financial constraints for the Games, providing a focused review of tasks that could/need to be undertaken for each workstream to maximize the use of time and available funding. The team's proposal includes utilizing management practices to help guarantee delivery of the work and demonstrates readiness to accelerate the work. Through the experience of local firms and the experience in World Games, the team demonstrated an understanding of how to work effectively with third-party agencies and how important that is to the Games.

Legacy 2028 (A Joint Venture between STV Inc. and Egis Rail Inc. USA)

The Legacy 2028 (a Joint Venture between STV Inc. and Egis Rail Inc. USA) team demonstrated a wide range of relevant experience across all technical areas of the RFP, including Games Operations, Games Governance, Program Delivery, Communications, and Project Delivery. Games experience is brought primarily by Egis Rail Inc. USA, which was the principal infrastructure development firm for the Paris 2024 Summer Games, as well as firms including KPMG, Ernst & Young, Accenture, and Steer. The team has expertise advancing Metro projects, coordinating with third parties, and securing approvals from the City of Los Angeles and other local agencies.

The proposed key personnel meet the technical qualifications and training for each of the technical areas of the RFP. There is a relevant combination of local expertise from the Games Director (including direct Metro experience) and global events key staff (Games Strategic Advisor). The organizational chart presents a bench of senior advisors, including federal, executive and Games.

Legacy 2028 demonstrated a clear understanding of Metro's needs for the Games. Their approach entails core solutions, tactical urbanism, asset augmentation, and innovation-first. Their focus demonstrated an approach to develop contingency plans and ways to minimize supplemental fleet needs. The proposal presented a defined organizational chart, with 120 full-time technical staff available to perform the services required. The team proposes to use community-based organizations as leaders in programming local Mobility Hubs, which is consistent with Metro's vision. The team also laid out initiatives for entry-level candidates and DBE/SBE integration.

A summary of the PET scores is provided below:

1	Firm	Average Score	Factor Weight	Weighted Average Score	Rank
2	Jacobs Engineering Group Inc.				
3	Experience and Capabilities of Firms on the Team	81.71	35.00%	28.60	
4	Experience and Capabilities of the Key Personnel	84.50	30.00%	25.35	
5	Project Understanding and Approach	84.29	35.00%	29.50	
6	Total		100.00%	83.45	1
7	Mott MacDonald Group, Inc.				
8	Experience and Capabilities of Firms on the Team	78.86	35.00%	27.60	
9	Experience and Capabilities of the Key Personnel	77.83	30.00%	23.35	
10	Project Understanding and Approach	82.29	35.00%	28.80	
11	Total		100.00%	79.75	2
12	Legacy 2028				
13	Experience and Capabilities of Firms on the Team	76.00	35.00%	26.60	
14	Experience and Capabilities of the Key Personnel	80.33	30.00%	24.10	
15	Project Understanding and Approach	79.14	35.00%	27.70	
16	Total		100.00%	78.40	3

C. Cost Analysis

Each firm submitted fully burdened hourly rates for positions necessary to perform the Games Support Services. The key personnel rates, in part, have been determined to be fair and reasonable based on cost analysis, technical evaluation, and fact-finding. Staff successfully negotiated an overall reduction in fee for the prime contractors and their subcontractors.

Work will be authorized through the issuance of task orders on a rotational basis, and each task order will contain a specific scope of services. A cost/price analysis will be performed, as appropriate, to determine price reasonableness prior to executing each task order.

D. Background on Recommended Contractor

Jacobs Engineering Group Inc.

Jacobs Engineering Group Inc. (Jacobs) was established in 1947 with a local office in Los Angeles, California. Jacobs brings together a team with World Games and deep local experience rooted in Los Angeles. Jacob's team includes 54 subcontractors, including several DBEs, SBEs, and DVBES. Jacobs's experience on Metro projects, such as the Purple Line Extension and I-105 ExpressLane will be instrumental in supporting the 2028 Games.

Mott MacDonald Group, Inc.

Mott MacDonald Group, Inc. (Mott) founded in 1989, is a management, engineering, and development consultancy headquartered in the United Kingdom. It has a local office in Los Angeles, California. There are 26 subcontractors in the team, including several DBEs, SBEs, and DVBES. Mott has supported Metro delivery of key transit projects such as the Metro Red and Purple Line Feasibility Studies, the Hollywood to Universal Red Line Extension, Measure M projects such as Crenshaw/LAX People Mover, Regional Connector, and the G Line (Orange) Improvements.

Legacy 2028 (A Joint Venture between STV Inc. and Egis Rail Inc. USA)

The Legacy 2028 team is led by a Joint Venture between STV Inc. and Egis Rail Inc. USA. STV Inc. has been in business for over 113 years with an office in Los Angeles, California, and has experience managing major infrastructure projects in the Los Angeles region. Egis Rail Inc. USA has been in business for eight years and was the principal infrastructure development firm for the 2024 Paris Summer Games. The Legacy 2028 team consists of 60 subcontractors including several DBEs, SBEs, and DVBES. The team has experience in advancing Metro projects, coordinating with third parties, and securing approvals from the City of Los Angeles and other local agencies.

DEOD SUMMARY

2028 GAMES SUPPORT SERVICES

PS127282000 – PS127282002

A. Small Business Participation

On this multiple award contract, the Diversity and Economic Opportunity Department (DEOD) established an overall thirty-one percent (31%) Disadvantaged Business Enterprise (DBE) goal on all federally funded task orders. An overall thirty-one percent (31%) Small Business Enterprise (SBE) goal, inclusive of 28% SBE and 3% Disabled Veteran Business Enterprise (DVBE), was established on all state, local, and/or Measure M funded task orders. Proposers were encouraged to form teams that included DBE, SBE, and DVBE firms without schedules or specific dollar commitment to designated subcontractors.

All three recommended awardees, Jacobs Engineering Group, Inc, Mott MacDonald Group, Inc., and Legacy 2028 (A Joint Venture between STV Inc. and Egis Rail Inc. USA) committed to meet the overall 31% DBE and overall 28% SBE and 3% DVBE goals.

In response to a specific Task Order request with a defined scope of work, prime consultants will be required to identify DBE/SBE/DVBE subcontractor activity and actual dollar value commitments for that Task Order. Overall DBE/SBE/DVBE achievement in meeting the commitments will be determined based on cumulative participation of all Task Orders awarded to each prime consultant.

Prime: Jacobs Engineering Group Inc. – PS127282000

Small Business Goal	31% DBE 28% SBE 3% DVBE	Small Business Commitment	31% DBE 28% SBE 3% DVBE
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	DBE/SBE/DVBE Subcontractors	DBE Commitment	SBE Commitment	DVBE Commitment
1.	Agency Artifact, Inc.	TBD	TBD	-
2.	AIX Civil Design Inc.	TBD	TBD	-
3.	AIX Consulting, Inc.	TBD	TBD	-
4.	Arellano Associates	TBD	TBD	-
5.	Calvada Surveying	-	-	TBD
6.	Capitol Government Contract Specialists	TBD	-	-
7.	Casamar Group, LLC	TBD	TBD	TBD
8.	Chee Salette	TBD	TBD	-
9.	Estolano Advisors	TBD	TBD	-

10.	FPL and Associates	TBD	TBD	-
11.	The Glue, LLC	TBD	TBD	-
12.	Here Design Studio	TBD	TBD	-
13.	Information Management Resources, Inc.	TBD	TBD	-
14.	Intueor Consulting	TBD	TBD	-
15.	JCL Consulting Group	TBD	TBD	-
16.	MA Engineering	TBD	TBD	TBD
17.	Monument ROW	TBD	TBD	-
18.	Mozaic Media & Communications	-	TBD	-
19.	Murakawa Communications Inc.	TBD	TBD	-
20.	MY Workforce Solutions LLC	TBD	TBD	-
21.	North Star Alliances, LLC	TBD	TBD	-
22.	Parthenon Corporation	TBD	TBD	-
23.	Sperry Capital Inc.	-	TBD	-
24.	Suenram & Associates, Inc.	TBD	TBD	-
25.	TransLink Consulting, LLC	TBD	TBD	-
26.	Transportation Management & Design, Inc.	TBD	TBD	-
27.	BikeHub (dba Tranzito)	TBD	TBD	-
28.	Zephyr Rail	TBD	TBD	-
Total Commitment		31%	28%	3%

Prime: Mott MacDonald Group, Inc. – PS127282001

Small Business Goal	31% DBE 28% SBE 3% DVBE	Small Business Commitment	31% DBE 28% SBE 3% DVBE
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	DBE/SBE/DVBE Subcontractors	DBE Commitment	SBE Commitment	DVBE Commitment
1.	Cielo Strategic Communications	TBD	TBD	-
2.	Cityfi Advisors, LLC	-	TBD	-
3.	CR Associates	TBD	TBD	-
4.	Dakota Communications	TBD	TBD	-
5.	D'Leon Consulting Engineers	TBD	TBD	-
6.	FPL and Associates	TBD	TBD	-
7.	Lee Andrews Group, Inc.	TBD	TBD	-
8.	Monument ROW	TBD	TBD	-
9.	Post Media Works	-	-	TBD
10.	Soar Environmental Consulting, Inc.	-	TBD	TBD
11.	Soteria Company, LLC	TBD	TBD	-
12.	Transportation Management & Design, Inc.	TBD	TBD	-
Total Commitment		31%	28%	3%

Prime: Legacy 2028 – PS127282002

Small Business Goal	31% DBE 28% SBE 3% DVBE	Small Business Commitment	31% DBE 28% SBE 3% DVBE
----------------------------	--	----------------------------------	--

	DBE/SBE/DVBE Subcontractors	DBE Commitment	SBE Commitment	DVBE Commitment
1.	AET & Associates	TBD	TBD	-
2.	Amheart Solutions	TBD	TBD	TBD
3.	Antich Consulting, Inc.	TBD	TBD	TBD
4.	Arellano Associates, LLC	TBD	TBD	-
5.	AYCE Consulting Engineers, Inc.	TBD	TBD	-
6.	Cityworks Design	TBD	TBD	-
7.	Community Arts Resources	-	TBD	-
8.	Conaway Geomatics	-	TBD	TBD
9.	CR Associates	TBD	TBD	-
10.	HM Fairview Corp	TBD	TBD	-
11.	Insight Transportation Consulting	TBD	TBD	-
12.	Intueor Consulting	TBD	TBD	-
13.	Mariposa Community Outreach	TBD	TBD	-
14.	Monument ROW	TBD	TBD	-
15.	Pacifica Services	-	-	TBD
16.	RAW International	TBD	TBD	-
17.	Redwood Resources	TBD	TBD	-
18.	The Robert Group	TBD	TBD	-
19.	RVI CM, Inc.	TBD	TBD	-
20.	Stanton Global Communications	TBD	TBD	-
21.	Studio MLA	TBD	-	-
22.	TransLink Consulting	TBD	TBD	-
23.	Transportation Management & Design, Inc.	TBD	TBD	-
24.	Tranzito	TBD	TBD	-
25.	Trifiletti Consulting	TBD	TBD	-
26.	V&A Inc.	TBD	TBD	-
Total Commitment		31%	28%	3%

B. Local Small Business Preference Program (LSBE)

The LSBE preference was not applicable to this A&E procurement, as state and federal law requires A&E firms to be selected based on demonstrated competence and qualifications, and not solely on price.

C. Living Wage and Service Contract Worker Retention Policy Applicability

The Living Wage and Service Contract Worker Retention Policy is not applicable to this contract.

D. Prevailing Wage Applicability

Prevailing Wage requirements are applicable to this project. DEOD will monitor contractors' compliance with the State of California Department of Industrial Relations (DIR), California Labor Code, and, if federally funded, the U S Department of Labor (DOL) Davis Bacon and Related Acts (DBRA).

E. Project Labor Agreement/Construction Careers Policy

Project Labor Agreement/Construction Careers Policy is not applicable to this Contract. PLA/CCP is applicable only to construction contracts that have a construction related value in excess of \$2.5 million.

F. Manufacturing Careers Policy

The Manufacturing Careers Policy (MCP) does not **apply** to this contract. The MCP is required on Metro's Rolling Stock RFPs, with an Independent Cost Estimate of at least \$50 million



2028 Games Support Services (GSS) Award Recommendation



Metro

*Item #2025-0671
September 17, 2025*

Discussion

- Metro is seeking a consultant to provide program management and specialized professional services to support the planning, coordination, and implementation of transportation initiatives for the 2028 Olympic and Paralympic Games (2028 Games). Services will be delivered through the Games Support Services (GSS) contract, which is structured to provide strategic and technical expertise across priority workstreams outlined in Metro's 2028 Mobility Concept Plan (MCP).



Procurement Evaluation

Evaluation Criteria	Maximum Points	Jacobs Engineering Group Inc.	Mott MacDonald Group, Inc.	Legacy 2028
Experience & Capabilities of Firms on the Team	35	28.60	27.60	26.60
Experience & Capabilities of the Key Personnel	30	25.35	23.35	24.10
Project Understanding & Approach	35	29.50	28.80	27.70
Technical Score	100	83.45	79.75	78.40



Metro

Goals and Commitments: 31%DBE/28% SBE/3% DVBE

Recommendation

AUTHORIZE the Chief Executive Officer to:

- A. AWARD Task-Ordered Based Contract Nos. PS127282000 with Jacobs Engineering Group Inc; PS127282001 with Mott MacDonald Group, Inc.; and PS127282002 with Legacy 2028 (A Joint Venture between STV Inc. and Egis Rail Inc. USA), respectively, to provide Games Support Services on a rotational basis to support Metro's planning for the 2028 Games for a four-year period in an amount Not To Exceed (NTE) \$42,043,610, subject to resolution of any properly submitted protest(s), if any; and
- B. EXECUTE Task Orders within the approved NTE value.

Games Support Services Support (GSS) Structure

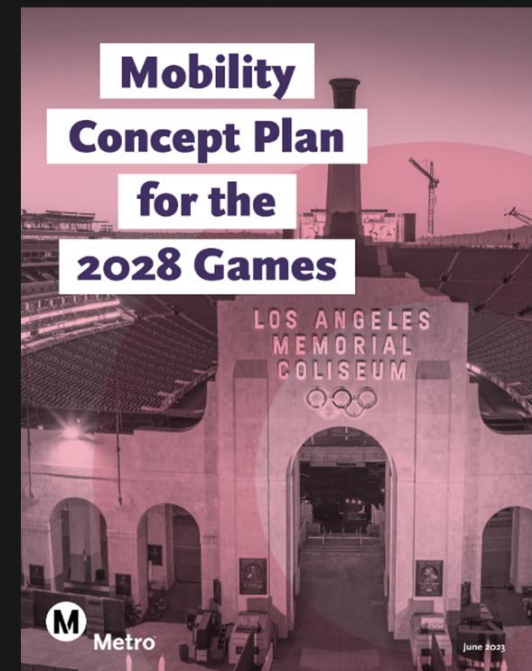
The contract is structured for flexible, phased delivery through rotational task orders.

These task orders may cover both:

- **Currently funded projects** already identified as critical for Games readiness
- **Future initiatives** that may emerge as planning continues and needs evolve
- This approach ensures Metro can remain responsive to shifting priorities while maintaining focus on delivering key transportation solutions in time for the Games.

Priority Workstreams GSS will support:

- Games Enhanced Transit Service (GETS)
- Games Route Network (GRN)
- Countywide Mobility Hubs:
- Countywide Bus Only Lanes
- First/Last Mile Improvements
- Key Station Improvements:
- Light Rail Speed & Operational Enhancements



Next Steps

Upon Board approval:

- Metro will execute agreements with Jacobs Engineering Group Inc (PS127282000), Mott MacDonald Group, Inc. (PS127282001) and with Legacy 2028 (A Joint Venture between STV Inc. and Egis Rail Inc. USA) (PS127282002) respectively, to provide Games Support Services on a rotational basis to support Metro's planning for the 2028 Games for a four-year period
- Onboard contractors to enable Metro to advance from high-level planning to implementation and operational readiness—ensuring timely delivery of priority projects, supporting evolving Games-related needs, and contributing to a lasting transportation legacy beyond the 2028 Games.
- Contracts will augment and support community relations efforts to elevate Games information/engagement.



Board Report

File #: 2025-0264, **File Type:** Motion / Motion Response

Agenda Number: 17.

SPECIAL BOARD MEETING SEPTEMBER 17, 2025

SUBJECT: 2028 MOBILITY CONCEPT PLAN

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE recommendations on the prioritization of local funding for 2028 Games Mobility Concept Plan (MCP) projects.

ISSUE

In response to Director Bass's February 19, 2025, request for recommendations on the prioritization of local funding for 2028 Games MCP projects, staff developed a Priority Projects list by Workstream and eligible funding sources to match the funding needs.

BACKGROUND

Since 2021, Metro has been working with the Games Mobility Executives (GME), a collaborative group including LA28, Caltrans, Metrolink, the Los Angeles Department of Transportation (LADOT), the City of Los Angeles Mayor's Office, and the Southern California Association of Governments (SCAG), to develop a comprehensive mobility strategy and advance priority improvements for the 2028 Games.

In February 2025, Director Bass requested that the CEO provide recommendations for 1) a set of high-value, low-cost priority projects consistent with the 2028 Games MCP that could be funded locally without affecting major voter-approved capital projects including: bus lanes and bus priority improvements, light rail system improvements, key stations improvements, systemwide signage and wayfinding improvements; and any other appropriate projects previously approved by the Board for environmental and design; 2) an innovative funding structure for 2028 Games MCP legacy projects relying on local programs that would benefit cities in Los Angeles County; and 3) a technical assistance plan for local cities to expedite completion of their games-priority projects.

DISCUSSION

1) High-Value, Low-Cost Priority Projects Consistent with the MCP

Staff used the 2028 Games MCP projects included in the FY26 Presidential Budget request (i.e., projects with high value to the Games that will create the need for temporary measures if not implemented), presented at the October 2024 Ad-Hoc Committee Meeting, as a starting point to prioritize high-value and low-cost (relative to larger capital projects that are not achievable within the Games time frame) projects. These projects represent a consensus prioritization by the GME. As a result of this collaborative effort, 22 projects were identified for prioritization.

Staff used a two-step prioritization process to develop a ranking of the high-value, low-cost projects. The first step involved a qualitative evaluation that categorized projects into three priority levels, taking into account projects within workstreams that are unfunded, have longer durations to complete, the current project phase, the latest 2028 Games venue plan, and pending funding/grants applied for. These resulted in three priority levels as shown in Attachment B, Table 1, with Priority Level 1 being the highest and Priority Level 3 being the lowest.

The second step ranked the projects within each priority level based on seven metrics on a scale of 1 (low) to 4 (high) for each metric, based on both qualitative and quantitative criteria:

- *Ridership*: Estimated number of Metro riders who would benefit from the project.
- *Alignment with Metro Priorities*: Degree to which the project supports existing Metro initiatives or aligns with adopted Board policies.
- *Equity*: Whether the project is located within a Very High Need Equity-Focus Community (EFC) or serves a significant number of riders from EFCs.
- *Ease of Implementation*: Assessed based on right-of-way ownership (e.g., Metro vs. third-party), technical complexity, scalability for 2028 delivery, and the number of stakeholders involved.
- *Benefits to 2028 Games Venues*: Extent to which the project serves one or more Games venues and addresses venues with anticipated high spectator demand.
- *Supports GETS Operations*: Directly supports the GETS (e.g., park and ride, bus depot, etc.) or improves Metro's operational resilience (less reliance and stress on the GETS)
- *Cost Benefit*: Overall value of the project relative to its estimated cost, considering all evaluation metrics.

This process produced a ranked list of high-value, low-cost projects as presented in Attachment A.

With only two years and nine months before the opening ceremonies of the 2028 Games, successful project completion of most of these projects will require an aggressive project development schedule, supported by: 1) streamlining third-party reviews; prioritization of the projects by Metro departments; 3) adequate staff resources; and 4) close coordination/integration with Metro's ongoing capital program.

2) Innovative Funding Structure

Staff is working to identify a diverse funding pool, including potential eligible funding sources. Staff

will bring a report back on that analysis at the next Special Board meeting.

3) Technical Assistance Plan for Local Cities

To support a “transit-first” Games experience for spectators, Metro collaborated with 2028 Games venue cities across Los Angeles County to develop a global list of high-value corridors. This list aimed to identify and prioritize legacy transit-to-venue improvements ahead of the 2028 Games. Furthermore, the 2028 Games MCP designated 23 mobility hub locations, comprising venue hubs at or near Games venues and transit hubs concentrated at or near the end of Metro Rail and Bus Rapid Transit lines and throughout the region. Lastly, the 2028 Games MCP proposed an additional 27 neighborhood and equity-focused hub opportunity zones to be implemented by local jurisdictions.

Subsequently, Metro developed conceptual design packages tailored for each venue city, focusing on priority corridors for enhancements to improve safety, comfort, and accessibility for people walking, biking, and rolling from transit to venues. These conceptual design packages are intended to support cities in implementing these identified projects and improvements ahead of the Games.

Recognizing the time-sensitive nature of the Games, Metro is now developing a regional guide for local cities in the next phase of transit-to-venue work. This regional guide will assist local cities in designating, activating, and enhancing pedestrian and cyclist pathways and temporary mobility hubs to better support access to the 2028 Games venues and deliver legacy benefits and enhancements during and after the Games.

Additionally, Metro plans on offering technical assistance to local cities for environmental review, design, outreach, and/or construction of Games-supportive capital projects using consultants on-call contracts to expedite the completion of critical permanent and temporary projects for the 2028 Games.

DETERMINATION OF SAFETY IMPACT

Several projects in the priority project list will positively impact safety, as patrons waiting for transit will have more shade, space and be more comfortable waiting for service. Accessibility can be improved for passengers' boarding and alighting. For example, bus-only lane projects will allow buses to reduce weaving out from and into traffic as they approach and leave the bus stop.

EQUITY PLATFORM

Staff continues to work with the Office of Equity and Race (OER) to support programs and projects identified within the MCP in considering equity in planning, design, and implementation. Metro acknowledges that prioritizing local funding for Games-related projects may create unintended impacts on other regional transportation needs. To address this, staff is working proactively to identify potential tradeoffs and ensure that essential community mobility improvements are not delayed or deprioritized and projects offer both Games-time and long-term community benefits, ensuring investments deliver lasting value to mitigate unintended impact. The preliminary high-value, low-cost project list represents a deliberate and value-driven approach to embed equity in the Games planning process.. As shown in Table 2, the selected projects aim to serve a dual purpose: delivering a world-class transportation experience during the 2028 Games and establishing a lasting mobility legacy that expands opportunities for all Angelenos. Metro has also strengthened internal coordination to

better align equity and community engagement efforts in anticipation of the Games. Staff is actively collaborating across departments, with GME subcommittees, and with external partners to ensure that community engagement strategies are inclusive, reflect lived experiences, and meaningfully inform decision-making. For example, Metro is partnering with disability advocates, Community Based Organizations (CBOs), and local stakeholders to co-design accessibility upgrades at key stations, such as Union Station and 7th/Metro Center, to ensure station improvements address the needs of seniors, people with disabilities, and transit-dependent riders. This intentional, equity-centered approach lays the foundation for stronger cross-agency collaboration and ensures that the programs and projects identified in the MCP deliver sustainable, people-first benefits well beyond 2028.

VEHICLE MILES TRAVELED OUTCOME

Vehicles Miles Traveled (VMT) and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.* Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. This item supports Metro's systemwide strategy to reduce VMT through investment, planning and operational activities that will improve and further encourage transit ridership, ridesharing, and active transportation including first/last mile investments, bus priority corridors, mobility hubs, and support for mobility wallets. Metro's Board-adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

**Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.*

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The development of the MCP supports:

Strategic goal 1: Provide high-quality mobility options that enable people to spend less time traveling.
Strategic Goal 2: Deliver outstanding trip experiences for all users of the transportation system.
Strategic Goal 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

Metro staff will continue developing these low-cost, high-value projects using funds previously programmed for them and actively seeking additional funding from discretionary programs. The environmental clearance and preliminary engineering phase for the capital projects on the list will be completed by December 2025.

ATTACHMENT

Attachment A - Project Prioritization List

Attachment B - Additional Data

Strategic Innovation, (213) 922-4135

Hector Gutierrez, Sr. Manager, Office of Strategic Innovation,
(213) 444-9304

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4208

Ernesto Chaves, Senior Executive Officer, Office of Strategic Innovation, (213)
547- 4362

Reviewed by: Seleta Reynolds, Chief Innovation Officer, (213) 922-4656

Digitally approved by *Stephanie Wiggins*, Chief Executive Officer

Projects by Priority Level	Overall Rank	Cost (\$ in millions)	Time to Complete (◆◆◆ - Long; ◆ - Short)	Current Ridership Impact	Board Priority	Equity	Ease of Implementation	Venues Benefits/ Impact	Supports GETS	Cost/ Benefit	Go/No-Go Date for Additional Funding	Project Phase
Priority Level 1												
Washington/Flower Corridor	1	\$15	◆◆◆◆	●	●	●	🕒	●	🕒	●	December 2025	15% Design + CEQA
7 th Street/Metro Center Station (Phased)	2	\$50	◆◆◆◆	🕒	●	🕒	🕒	●	🕒	●	December 2025	30% Design + CEQA
LA Union Station	3	\$50	◆◆◆◆	●	●	🕒	🕒	●	🕒	●	December 2025	15% Design + CEQA
A Line Anaheim St Interlock	4	\$15	◆◆◆◆	🕒	🕒	🕒	🕒	🕒	🕒	🕒	December 2025	15% Design + CEQA
E Line Degnan Siding & Interlock	5	\$40	◆◆◆◆	🕒	🕒	🕒	🕒	🕒	🕒	🕒	December 2025	15% Design + CEQA
B & D Line Stations Bundle (inclusive of legacy accessibility upgrade)	6	\$135	◆◆	🕒	●	🕒	●	🕒	🕒	🕒	June 2026	Planning
Metrolink Pomona Fairplex Platform Enhancements	7	\$1.7	◆◆	🕒	🕒	🕒	🕒	🕒	●	●	June 2026	Planning
Harbor Gateway Mobility Hub	8	\$15	◆◆◆◆	🕒	🕒	🕒	🕒	●	●	🕒	December 2025	15% Design + CEQA
Norwalk Mobility Hub	9	\$27	◆◆◆◆	🕒	●	🕒	🕒	🕒	●	🕒	December 2025	15% Design + CEQA
A Line Ave 34 Interlock	10	\$12	◆◆◆◆	🕒	🕒	🕒	🕒	🕒	🕒	🕒	December 2025	15% Design + CEQA
E Line Bundy Interlock	11	\$14	◆◆◆◆	🕒	🕒	🕒	🕒	🕒	🕒	🕒	December 2025	15% Design + CEQA
Pico Station	12	\$20	◆◆◆◆	🕒	🕒	🕒	🕒	🕒	🕒	🕒	December 2025	15% Design + CEQA
Memorial Park Mobility Hub	13	\$10	◆◆◆◆	🕒	🕒	🕒	🕒	🕒	●	🕒	December 2025	15% Design + CEQA
Fare Modernization	14	\$20	◆◆	🕒	🕒	🕒	🕒	●	🕒	🕒	December 2025	Planning
LRT Upgraded Cable Protection / Track Intrusion	15	\$19	◆◆	🕒	🕒	🕒	🕒	🕒	🕒	🕒	June 2026	Planning
Subtotal Priority Level 1 =		\$444										

Projects by Priority Level	Overall Rank	Cost (\$ in millions)	Time to Complete (◆◆◆ - Long; ◆ - Short)	Current Ridership Impact	Board Priority	Equity	Ease of Implementation	Venues Benefits/ Impact	Supports GETS	Cost/ Benefit	Go/No-Go Date for Additional Funding	Project Phase
Priority Level 2												
Transit Signal Priority Communications & Traffic Signal Control	16	\$24	◆◆	●	●	🕒	🕒	🕒	●	●	June 2026	Planning
Vehicle Miles Travelled Reduction Program	17	\$17	◆◆	●	●	🕒	●	🕒	🕒	🕒	June 2027	Planning
Automated Traffic Signal Performance Measures	18	\$6	◆	🕒	🕒	🕒	●	🕒	🕒	🕒	October 2027	Planning
TBD (pending MAT Cycle 2 Grant Solicitation)	19	TBD	◆◆◆	🕒	●	🕒	🕒	●	🕒	🕒	December 2025	Planning
Universal Basic Mobility	20	\$40	◆	🕒	●	🕒	●	🕒	🕒	🕒	December 2027	Planning
Subtotal Priority Level 2 =		\$87										
Priority Level 3												
Figueroa – LA Live to USC/Expo Park	21	\$3	◆	🕒	●	🕒	●	●	🕒	🕒	October 2027	Planning
LA Union Station to 7th/Metro Center	22	\$3	◆	🕒	●	🕒	●	●	🕒	🕒	October 2027	Planning
Subtotal Priority Level 3 =		\$6										

Additional Data

Table 1: Summary of Priority Levels

Priority Level	Workstreams	# of Projects	Estimated Cost
1	Key Stations, Light Rail Transit (LRT), Ticketing Improvements, Mobility Hubs, and Regional Rail	15	\$444M
2	Integrated Transportation Management (ITM), Transportation Demand Management (TDM), Universal Basic Mobility (UBM), First/Last Mile (FLM)	5	\$87M
3	Open Streets	2	\$6M



Response to Request by Director Bass



Metro

*Item #2025-0264
September 17, 2025*

Directive by Director Bass

- Directive from the February 2025 Ad-Hoc 2028 Games Committee by Director Bass requests CEO recommendations on the following:
 - A set of high-value, low-cost priority projects consistent with the 2028 Games Mobility Concept Plan (MCP) that could be locally funded without affecting major voter-approved projects;
 - An innovative funding structure for Games MCP legacy projects relying on local programs that would benefit cities in LA County; and
 - A technical assistance plan for local cities to expedite completion of their Games-priority projects.

Approach In Response to Directive

- Built off the 2028 Games Mobility Concept Plan's framework and objectives of supporting a “transit-first” Games, addressing equity, and creating legacy
- Used the 2028 Games Mobility Concept Plan project list from the FY26 Presidential Budget request as a starting point
- Collaborated with Metro departments on the approach and response



Ranking of Priority Legacy MCP Projects

Identified three priority levels by workstream based on the 2028 Games MCP framework and the time to complete

- **Priority Level 1** includes Key Stations, Light Rail Transit Improvements, Mobility Hubs, and Regional Rail
- **Priority Level 2** includes Integrated Transportation Management, Transportation Demand Management, and Universal Basic Mobility
- **Priority Level 3** includes Open Streets

Developed qualitative analysis to rank each project by assessing the following seven factors:

1. Ridership
2. Alignment with Metro Priorities
3. Equity
4. Ease of Implementation
5. 2028 Games Venue Benefit
6. Support GETS operations
7. Cost-effectiveness

Priority Level 1 Projects

Priority Level 1 Projects	Overall Rank	ROM (\$ in M)	Potential Funding Available Sources	Go/No-Go Date for Funding
Washington/Flower Corridor	1	\$15	CMAQ, TIFIA	Dec 2025
7 th /Metro Center Station (Phased)	2	\$50	STBG, TIFIA	Dec 2025
LA Union Station	3	\$50	STBG, TIFIA	Dec 2025
A Line Anaheim St Interlock	4	\$15	STBG, TIFIA	Dec 2025
E Line Degnan Siding & Interlock	5	\$40	STBG, TIFIA	Dec 2025
B & D Line Stations Bundle	6	\$135	TIFIA	Jun 2026
Metrolink Pomona Fairplex Station	7	\$2	TBD	Jun 2026
Harbor Gateway Mobility Hub	8	\$15	SHOPP, STBG	Dec 2025
Norwalk Mobility Hub	9	\$27	SHOPP, STBG	Dec 2025
A Line Ave 34 Interlock	10	\$12	STBG, TIFIA	Dec 2025
E Line Bundy Interlock	11	\$14	STBG, TIFIA	Dec 2025
Pico Station	12	\$20	TIFIA	Dec 2025
Memorial Park Mobility Hub	13	\$10	STBG	Dec 2025
Fare Modernization	14	\$20	TBD	Dec 2025
LRT Upgrade Cable Protection/Track Intrusion	15	\$19	STBG	Jun 2026

Priority Level 2 & 3 Projects

Priority Level 2 Projects	Overall Rank	ROM (\$ in M)	Potential Funding Available Sources	Go/No-Go Date for Funding
Transit Signal Priority Communications & Traffic Signal Control (Bus Priority)	16	\$24	CMAQ	Jun 2026
Vehicle Miles Travelled Reduction Program (Transportation Demand Management)	17	\$17	CMAQ	Jun 2027
Automated Traffic Signal Performance (Integrated Transportation Management)	18	\$6	CMAQ	Oct 2027
MAT Cycle 2 Funded First/Last Mile Projects (pending grant application selection)	19	TBD	Metro MAT Cycle 2 Grants	Dec 2025
Universal Basic Mobility	20	\$40	CMAQ	Dec 2027
Priority Level 3 Projects	Overall Rank	ROM (\$ in M)	Potential Funding Available Sources	Go/No-Go Date for Funding
Figueroa – LA Live to USC/Expo Park	21	\$3	Metro Open Streets Grant	Oct 2027
LA Union Station to 7 th St/Metro Center	22	\$3	Metro Open Streets Grant	Oct 2027

Technical Assistance

COMPLETED EFFORTS

- Collaborated with venue cities to develop a list of high-value corridors of legacy transit-to-venue improvements.
- Identified mobility hubs and neighborhood/equity-focused hub opportunity zones to be implemented by local cities.
- Developed conceptual design packages tailored for each venue city, focusing on priority corridors for people walking, biking, and rolling from transit to venues.

CURRENT EFFORTS

- Metro is developing a regional "kit of parts" to assist local cities in designating, activating, and enhancing pedestrian and cyclist pathways and temporary mobility hubs to better support access to venues.
- Metro is offering technical assistance to local cities using consultant on-call contracts



Next Steps

- Upon Board approval, staff will prioritize projects by advancing the project development and programming these projects using pending grant applications and readily available funding/financing sources.
- Continue to actively seek funding and allocate local match for federal and state formula and discretionary grants.



Board Report

File #: 2025-0658, File Type: Informational Report

Agenda Number: 18.

SPECIAL BOARD MEETING SEPTEMBER 17, 2025

SUBJECT: 2028 MOBILITY CONCEPT PLAN IMPLEMENTATION REPORT

ACTION: RECEIVE AND FILE

RECOMMENDATION

RECEIVE AND FILE the 2028 Mobility Concept Plan (MCP) Progress Report.

ISSUE

This is a progress report regarding planning efforts in anticipation of the 2028 Olympic and Paralympic Games (“the Games”), with a focus on planning activities for accessibility and upgrading key transit stations that will serve as critical hubs during the Games. The report highlights the identification of high-impact key stations and the development of Metro's *Games Universal Inclusive Design Strategy*, while also providing an update on the progress of various other workstreams as well as Metro's funding and legislative advocacy efforts for the 2028 Games.

BACKGROUND

Metro worked with LA28, Caltrans, Metrolink, the Los Angeles Department of Transportation (LADOT), the City of Los Angeles Mayor's Office, and the Southern California Association of Governments (SCAG), a group collectively known as the Games Mobility Executives (GME), as well as venue cities and Councils of Governments, to develop the 2028 Games Mobility Concept Plan approved by the Metro Board in December 2022. Following an extensive agency stakeholder outreach process, Metro and the GME identified a list of 15 priority workstreams. The GME then created subcommittees to advance the projects and programs under each workstream. For this month's Ad-Hoc Committee, staff will provide an oral presentation on the work underway for Accessibility and Key Stations.

DISCUSSION

Highlighted Workstream Updates

Accessibility

Metro is committed to delivering a world-class transportation network for all - reflective of the global and universally inclusive values of the Olympic and Paralympic movements. Achieving this vision requires more than meeting infrastructure demands; it requires sustained, cross-sector collaboration, a shared commitment to intentional universal and inclusive design, using human-centered design methods to fully integrate accessibility at every stage. As Metro advances its planning and implementation efforts, close coordination with partner agencies-including LA28, Caltrans, LADOT,

MetroLink, SCAG, and local jurisdictions-remains critical to ensure alignment across jurisdictions, timelines, and funding streams. Equally important is the continued and ongoing engagement of the disability and aging communities to inform design decisions and identify barriers before they become operational challenges. Inclusive transit cannot be delivered without the voices of those who experience challenges, despite full compliance with regulatory/code requirements. Metro is committed to maintaining a dynamic, open, and ongoing dialogue with stakeholders, including customers with disabilities.

The accessibility and key station operational upgrades underway represent essential pillars of both Games readiness and long-term regional transformation. These investments will enable safe, seamless, and equitable travel during the Olympic and Paralympic Games and anchor a legacy of improved access, connectivity, and quality of life for decades to come. The following provides a summary update on these two workstreams:

Over the past year, Metro has played a key role in accessibility planning for the 2028 Olympic and Paralympic Games. Led by the City of Los Angeles and in close collaboration with all GME partners, the Accessibility Subcommittee has met regularly to identify, elevate, and coordinate accessibility needs across all aspects of transportation planning for the Games. As part of this effort, we have shared updates and presented ongoing accessibility work by Metro and GME partners to broad stakeholder groups, including the Metro Accessibility Advisory Committee, The Los Angeles City Commission on Disability, and the Los Angeles County Commission on Disabilities. Engagement will be ongoing through the Accessibility Subcommittee.

To support Games readiness, Metro is developing the *Games Universal Inclusive Design Strategy* (see [Attachment A](#) https://lacmta.sharepoint.com/:b/s/LA28MobilityConceptPlan/EcSJzdheepEgJkH6Y1Oj9cBBphL2Xn_GjaODQ8QI7Gk8w?e=wXLq43), which is rooted in the principles of human-centered design and universal accessibility, ensuring that transportation planning for the 2028 Games prioritizes the diverse needs of all customers, especially those with disability, older adults, families with young children, and others who face barriers to mobility. The strategy outlines practical, targeted design interventions across the full customer journey, from Metro stations to venue screening areas, and identifies enhancements such as accessible pathways, tactile wayfinding, shade and rest/recovery areas, and upgraded amenities that improve the travel experience for everyone.

Embedding universal inclusive design strategies across GME workstreams ensures accessibility is fully integrated into the multifaceted components of Games planning. The RACI (Responsible, Accountable, Consulted, Informed) matrix included in the strategy helps identify and clarify agency roles and responsibilities to ensure accessibility is built into the full spectrum of the design process from preliminary conceptual development to final implementation. Metro staff are working closely with the GME's Accessibility Subcommittee and external stakeholders to refine the strategy, integrating feedback that reflects real-world community needs and lived experiences. This collaborative, iterative approach ensures the strategy not only meets compliance standards but also addresses usability to deliver a legacy of more equitable, user-friendly transportation long after the Games conclude.

The GME's Accessibility Subcommittee initiated an analysis of key accessibility work underway across all other GME workstreams and has actively engaged City and County Commissions, local jurisdictions, and accessibility stakeholders to gather input and feedback around accessibility needs. The analysis informs both City and Metro planning efforts, helping to identify gaps, align strategies across agencies, and ensure that accessibility remains an embedded core priority across all Games-

related workstreams. Metro continues to coordinate closely with the City of Los Angeles to share findings, align on common priorities, and ensure consistency across efforts. This partnership directly supports a motion introduced by Councilmember and Metro Board Director Padilla, which calls on the City to collaborate with the Department on Disability and the Civil and Human Rights and Equity Department to develop a comprehensive Accessibility Plan for the Games ([Attachment B - Council File 15-0989-S45 <https://lacmta.sharepoint.com/:b:/s/LA28MobilityConceptPlan/EeY4J-IQDqdKkreppXUA9tsBtbo5rQCxiM4wazo_oB8ozQ?e=IrfgPq>](https://lacmta.sharepoint.com/:b:/s/LA28MobilityConceptPlan/EeY4J-IQDqdKkreppXUA9tsBtbo5rQCxiM4wazo_oB8ozQ?e=IrfgPq)). The City of Los Angeles' Accessibility Chief, in the Mayor's Office of Major Events, is currently leading development of this broader Accessibility Plan, which will inform and guide Games operations and services beyond transportation. Plan elements will include:

Games Accessibility Plan Elements (DRAFT TOPICS SUBJECT TO CHANGE)

- A. Policy*
- B. City Budget & Personnel Resources*
- C. Community Engagement*
- D. Transportation & Mobility*
- E. Venues & Infrastructure*
- F. Operations & Services*
- G. Public safety*
- H. Effective communication*
- I. Website and Mobile App Accessibility*
- J. Workforce, Economic and Business Development*
- K. Event Staff, Contractors, and Volunteers*
- L. Cultural Events*

While the City leads the development of the broader Games Accessibility Plan, Metro is focused on advancing internal implementation efforts that reflect its operational responsibilities and areas of influence. As part of this work, Metro has identified 18 partially funded accessibility projects to be completed between fiscal years 26 and 28 ([Attachmen <https://lacmta.sharepoint.com/:x:/s/LA28MobilityConceptPlan/EfY3-ITDp-9loWSeO5mZpKYBdXZib-c7Ym1vwUh3L6V-YA?e=iHNn2Z>t C](https://lacmta.sharepoint.com/:x:/s/LA28MobilityConceptPlan/EfY3-ITDp-9loWSeO5mZpKYBdXZib-c7Ym1vwUh3L6V-YA?e=iHNn2Z>t C)).

These projects include expanded accessibility features, including but not limited to paratransit and shuttle services, tactile guidance systems, hands-free access to intercoms and elevators, and disability-focused operator training. Each project has been evaluated based on its feasibility, alignment with Games readiness, long-term legacy potential, and funding status. While many remain unfunded, all are grounded in Metro's commitment to inclusive design, addressing gaps in usability and the removal of barriers to support delivery of long-term benefits for customers with disability across the region.

Looking ahead, Metro and the City of Los Angeles will continue to engage GME and accessibility stakeholders to shape the next phase of accessibility planning. In fall 2025, Metro and Accessibility Subcommittee members will host a workshop during the Transportation and Mobility Summit (September 4, 2025) focused on the intersection of accessibility and heat resilience, identifying cross-cutting solutions that center the needs of customers with disabilities. The Accessibility Subcommittee will continue to identify and share accessibility resources, invite additional host cities and regional stakeholders into the planning process, and support countywide coordination to uplift accessibility in

all aspects of Games transportation planning.

Key deliverables for the GME Accessibility committee include:

- Identify and share accessibility resources among GME partners.
- Invite local host cities, county agencies, and regional partners into planning discussions
- Create a policy framework to make accessibility a central planning principle across all GME workstreams
- Highlight best practices, common standards, and aligned policy goals across jurisdictions to ensure consistent, equitable access to venues and transit systems throughout the region.

Metro will work with LA28 to help inform the Paralympic Accessibility Master Plan and support the City of Los Angeles in developing its Accessibility Plan. The goal is to ensure timely coordination for all plans being developed by GME partners and to create synergistic opportunities built into every part of the 2028 Games. Together with our partners, Metro is committed to delivering Games that are fully accessible and leave a lasting, positive impact on people with disabilities across Los Angeles County.

Key Stations

The 2028 Games will be a “transit-first” event, placing Metro at the forefront of spectator and workforce mobility. With millions of visitors expected, Metro’s key rail stations will serve as critical nodes in managing passenger flow, ensuring safety, and delivering a world-class transit experience. These stations will not only facilitate movement across the city but act as gateways to our communities, often serving as the first point of contact for international guests. Recognizing the strategic importance of the rail stations, Metro has prioritized key stations as a central component of the 2028 Games mobility planning.

Metro is committed to enhancing the safety, security, usability, and comfort of all of our stations through targeted improvements. For the Games, we view a subset of our stations as critical to moving the large number of anticipated riders smoothly and safely based on the modeling, which estimates when and where the system will be tested. These may include upgrades to station architecture, operational equipment, and the overall passenger environment. Specific features under consideration for modernization include lighting, security systems, and customer information and communication technologies. The following stations have been identified for major improvements (unfunded) to support the 2028 Games:

- Pico Station (Metro A and E Lines): Improve safety and capacity at the closest Metro station to LA Live by upgrading 12th Street as a pedestrian-friendly gateway connecting the station to LA Live and the LA Convention Center.
- LA Union Station (Metro A, B, and D Lines): Enhance the user experience at this major transit hub through new programming, improved vertical circulation between platforms and concourse, overall improved accessibility, and access upgrades for people biking and walking between Alameda Street and the station entrance.
- 7th/Metro Center Station (Metro A, B, D, and E Lines): Deliver state-of-good-repair improvements, including enhanced lighting and deep cleaning, to support this key transfer station.

In addition to these major upgrades, Metro may implement improvements at several, older underground stations for the Metro B and D Lines to elevate the customer experience and improve overall safety and accessibility. These include:

- Civic Center (Metro B Line)
- Hollywood/Highland (Metro B Line)
- Universal City/Studio City (Metro B Line)
- Wilshire/Vermont (Metro B and D Lines)
- North Hollywood (Metro B Lines)

Metro is collaborating with Metrolink to upgrade the Pomona Fairplex Station, a temporary station that will play a vital role during the Games. Planned improvements include ADA compliance and increased capacity to accommodate higher passenger volumes.

Additionally, this workstream includes a focus on accessibility innovations, such as mobile applications that provide audio and visual guidance for customers navigating indoor and outdoor transit environments. These enhancements will help ensure that Metro's rail system is inclusive, intuitive, and ready to welcome the world in 2028.

Other Workstream Updates

Recognizing the limited time remaining to deliver capital projects by 2028, Metro staff have started conceptual engineering and environmental clearance efforts as approved by the Metro Board of Directors at the October 2025 Special Board Meeting . This foundational work is targeted for completion by December 2025, positioning Metro to initiate NEPA clearance and preliminary engineering. The following table outlines the status of each Metro-led MCP project by workstream.

Workstream	Project	Design Level	Environmental	Funding Requests
Key Station	7 th St/Metro Center Station	30% in progress	CEQA in progress	\$73M (STBG)
	LA Union Station	15% in progress	CEQA in progress	
Light Rail Transit + Key Station	Washington/Flower + Pico	15% in progress	CEQA in progress	\$13M (CMAQ)
Light Rail Transit	A Line Anaheim St Interlock	15% in progress	CEQA in progress	\$87M (STBG)
	A Line Avenue 34 Interlock	15% in progress	CEQA in progress	
	E Line Bundy Interlock	15% in progress	CEQA in progress	
	E Line Degnan Siding and Gramercy Interlocks	15% in progress	CEQA in progress	

Mobility Hubs	Harbor Gateway	15% in progress	CEQA in progress	\$55M (STBG) \$38M (SHOPP)
	Memorial Park	15% in progress	CEQA in progress	
	Norwalk	15% in progress	CEQA in progress	

A detailed progress report on these workstreams is provided in Attachment D.

Reconnecting Communities and Neighborhoods (RCN) Program Update

Preliminary engineering and community engagement are advancing for all 14 of the RCN grant-funded projects. Metro is leading 13 of the RCN projects, including three bus priority enhancement corridors, five first/last mile projects, and five mobility hubs. San Gabriel Valley Council of Governments (SGVCOG) is delivering design through construction for the Valley Blvd/Santa Anita bus priority enhancement project, in coordination with SGVCOG's existing work for the San Gabriel Valley Bus Corridor Transit Improvements Project. The COG plans to complete preliminary engineering and associated community outreach in 2025.

The City of Los Angeles will lead the final design and construction of the Pico Blvd and Flower Street first/last mile projects. Metro will be delivering final engineering and construction for the mobility hub projects, where improvements are largely within Metro-owned right-of-way. In addition, Metro will provide technical assistance to deliver final engineering and construction for three bus corridor enhancement projects in the cities of Bell, Bell Gardens, Downey, Huntington Park, Los Angeles, Norwalk, Santa Fe Springs, and Unincorporated Los Angeles County, as well as three first/last mile projects in the cities of Carson and Norwalk. Staff plan to have agreements with local jurisdictions by Fall 2025.

Funding Update

Securing adequate funding continues to be a significant challenge for Metro's 2028 Games MCP projects, which are essential to reducing reliance on the Games Enhanced Transportation Service (GETS) and minimizing its associated costs. Unfortunately, Metro's applications for USDOT's BUILD funding for two critical 2028 Games MCP projects, Norwalk Station Mobility Hub and Multimodal Access Improvements, and Washington/Flower Multimodal Mobility Improvements, were not selected for award.

In May 2025, Metro submitted seven grant applications for MCP projects under the Surface Transportation Block Grant (STBG) and Congestion Management and Air Quality (CMAQ) programs. These projects include:

- Mobility Wallet - Phase 4
- Metro Mobility Hubs (Norwalk, Harbor Gateway, and Memorial Park)
- Customer Experience Improvements at Downtown LA Stations
- Washington/Flower Multimodal Mobility Improvements
- A and E Lines Operational Improvements
- Transportation Demand Management Implementation
- Transit Signal Priority and Automated Traffic Signal Performance Measures

Funding decisions from the Southern California Association of Governments (SCAG) are expected in December 2025. In parallel, Caltrans has committed to seek state capital funding for two Metro Mobility Hubs located on Caltrans' right-of-way. The two priority sites are Norwalk and Harbor Gateway.

Legislative Update

Federal Budget Request Update

Consistent with our 2025 Board-approved Federal Legislative Program, Metro has and will continue to work with the federal government to include funding for the GME priority workstreams in the President's Fiscal Year 2026 Budget and the Fiscal Year 2026 spending bills being adopted by the U.S. Congress.

On November 21, 2024, Metro conveyed a letter unanimously signed by Metro Board members, urging President-elect Donald Trump to include \$3.2 billion for GME priority workstreams in his Fiscal Year 2026 Budget. The requests outlined in this correspondence and in accompanying fact sheets include funding for essential Games-specific projects, such as the GETS, Mobility Hubs, and GRN. Funding the essential Games-specific projects is currently the most significant challenge facing Metro and the GME partners. This is analogous to the challenges faced by the 2002 Winter Olympic Games. This was resolved, in part, by Congress appropriating funding identified in the FY2002 Budget released by then-President George W. Bush.

Unfortunately, despite staff's work with the Los Angeles County Congressional Delegation, the U.S. Department of Transportation, and key stakeholders urging President Trump to include \$3.2 billion for GME priority workstreams in his Fiscal Year 2026 Budget, no mobility-focused funding was included in the FY2026 Budget that was released by the White House earlier this year.

Joint Advocacy Efforts/Strategy

Metro continues to work in good faith with a broad and diverse array of federal, regional, and local stakeholders to ensure that the State and Federal Governments provide support for surface transportation projects and initiatives related to the 2028 Games.

At the Federal level, Metro has worked with a diverse number of partners to secure financial support from the Federal government for our agency's efforts related to the 2028 Games. This effort is guided and informed by our Board-approved 2025 Federal Legislative Program and the Board-approved MCP, which set forth the projects deemed necessary and how Metro will work with the White House, the U.S. Department of Transportation, and Congress to successfully coordinate the 2028 Games being held in Los Angeles County.

In 2025, staff have been working with the Los Angeles County Congressional Delegation as to how the FY2026 Transportation, Housing, and Urban Development (THUD) bill might include funding for mobility-related projects and initiatives tied to the upcoming 2028 Olympic and Paralympic Games.

Most recently, the House Committee on Appropriations adopted its Fiscal Year 2026 THUD spending bill. While this measure did not include funding for mobility-related efforts tied to the 2028 Olympic and Paralympic Games, it did include the following report language, which we view as helpful.

"Major sporting events.-The Committee directs DOT to provide a report to the House and Senate Committees on Appropriations within 90 days of enactment of this Act outlining prospective

transportation challenges and needs as they relate to North America's hosting of the FIFA World Cup 2026 and the 2028 Olympics. The Committee expects this report to provide detail on the Federal role for supporting these events and how U.S. host cities can best be supported with recommendations, including through support to State and local transportation authorities."

Soon after the House Committee on Appropriations adopted its Fiscal Year 2026 THUD spending bill, the Senate Committee on Appropriations adopted its transportation spending measure for Fiscal Year 2026. Unlike the House spending bill, the Senate bill and report did include mobility-related funding for the 2028 Olympic and Paralympic Games. Specifically, the Senate bill provides the Federal Transit Administration \$68 million for transit costs associated with the 2028 Olympic and Paralympic Games. The Senate's Fiscal Year 2026 THUD bill also includes report language that provides "appropriate relief" for transit providers on issues related to spare ratio and charter regulations that could impact the effective delivery of transit services during the 2028 Olympic and Paralympic Games.

Metro will continue to work with stakeholders to advance our goal to secure federal support for our mobility plans related to the Games in the final Fiscal Year 2026 THUD bill. At the same time, we will continue to explore every opportunity to ensure that the President's Fiscal Year 2027 Budget, which will be released early next year, will include robust funding that would allow our agency to implement a world-class mobility plan for the 2028 Olympic and Paralympic Games.

DETERMINATION OF SAFETY IMPACT

Metro's commitment to accessibility and safety is reflected in ongoing efforts to enhance key stations that will serve Olympic and Paralympic venues. These station upgrades are designed with universal access as an essential core component of design, deliverables incorporating features such as elevators with hands-free controls, blind pedestrian tactile guidance systems, multilingual accessible wayfinding mobile app, expanded platforms, and clearly marked boarding zones that support safe and intuitive movement for all customers, including those with a disability, seniors, and families with strollers.

By improving lighting, visibility, wayfinding, and emergency communication systems, these investments not only support ADA compliance but improve usability which enhances safety for all users. Upgraded stations will facilitate independent travel, be easier to navigate, reduce crowding and confusion, and provide safer transfers-especially important during high-volume Games periods. These efforts demonstrate Metro's focus on building a transportation system that is not only ready for the global stage, but safer, more accessible, and more welcoming for everyday riders across Los Angeles County.

EQUITY PLATFORM

Accessibility and key station improvements are central to Metro's equity goals and long-term vision for regional mobility. As outlined in the Mobility Concept Plan for the 2028 Games, these upgrades are not just about preparing for a one-time global event-they are strategic investments aimed at building a more connected, inclusive, and resilient transportation system. By removing physical and systemic barriers that disproportionately affect people with disabilities, older adults, and historically underserved communities, Metro is using the Games as a catalyst to accelerate system accessibility improvements that will benefit residents across Los Angeles County for many decades into the future.

Metro will be positioned to address anticipated unprecedented increases in people with disabilities, older adults and others, as well as implement mitigations to address the impacts of global warming.

These legacy-focused investments support Metro's broader mission to strengthen regional connectivity, expand equitable access to opportunity and ultimately improve quality of life. Enhanced stations and accessible infrastructure will make it easier and safer for all riders to travel between neighborhoods, job centers, resource areas, and venues- both during the Games and every day after. These improvements directly align with Metro's goals to reduce reliance on single-occupancy vehicles, increase transit ridership, and promote more walkable, multimodal communities. By embedding equity and universal / inclusive design into Games planning, Metro is ensuring that the benefits of 2028 are shared widely and help shape a more inclusive future for the region.

VEHICLE MILES TRAVELED OUTCOME

Vehicles Miles Traveled (VMT) and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.* Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. This item supports Metro's systemwide strategy to reduce VMT through investment, planning and operational activities that will improve and further encourage transit ridership, ridesharing, and active transportation including first/last mile improvements, bus priority corridors, mobility hubs, and mobility wallet support. Metro's Board-adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

**Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.*

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The development of the MCP supports:

Strategic goal 1: Provide high-quality mobility options that enable people to spend less time traveling.
Strategic Goal 2: Deliver outstanding trip experiences for all users of the transportation system.
Strategic Goal 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

Staff will continue the scoping work necessary to advance the 2028 Games MCP projects that Metro is currently leading, including the initiation of the Environmental phase for the remaining Metro-led projects. This effort will be critical to ensure these projects can continue to compete for additional state and federal funding opportunities and be delivered in time for the Games. Staff will continue to seek potential local, state, and federal funding opportunities and work with the Board to advocate for funding for both legacy projects and essential Games-specific projects, such as the GETS and GRN.

Staff will also continue to coordinate with LA28 to receive updated information related to competition schedules and security planning. Similarly, staff will continue to coordinate with other agencies through the GME subcommittees in order to ensure alignment on projects, identify funding opportunities, and avoid duplication of work.

ATTACHMENTS

Attachment A - Metro's 2028 Games Universal Inclusive Design Strategy

Attachment B - Council File 15-0989-S45 (Accessibility Plan)

Attachment C - FY26 Accessibility Projects List

Attachment D - Workstreams Progress Update (September 2025)

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2028 Games

Metro's Universal

Inclusive Design

Strategy

DRAFT



Metro®

December 2025

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Introduction

Los Angeles will host the 2028 Olympic and Paralympic Games (2028 Games or Games), marking the third time Los Angeles has hosted the Olympic Games and the first time the region will host the Paralympic Games. It will also be the first time the Games will be in Los Angeles since the landmark passage of the Americans with Disabilities Act (ADA) in 1990. The 2028 Games is committed to creating an accessible, inclusive, and equitable environment where all persons and groups are respected, welcomed, and supported. Making this happen starts with providing accessible and seamless transportation to all spectators, the Games workforce, and the host city communities.

The Games Agreement (December 2021) established the convening of the Games Mobility Executives (GME) to bring together LA28 (the Los Angeles Organizing Committee for the 2028 Games), the City of Los Angeles' Mayor's office, the Los Angeles Department of Transportation (LADOT), Los Angeles County Metropolitan Transportation Authority (Metro), Metrolink, and the California Department of Transportation (Caltrans), to plan transportation for the 2028 Games, including accessible transportation. After the Paris 2024 Games, the GME established a subcommittee focused on accessibility, which is led by the City of Los Angeles. Additionally, as the lead agency in Los Angeles County for planning and delivering transportation facilities and services in the region, Metro will provide overall leadership and be responsible for spectator and workforce transportation during the 2028 Games. Metro's goal is to create a "transit-first" Games, meaning all Games spectators and workforce have access and are empowered to walk, roll, or take transit to the venues without having to use a car.

In this role, Metro began developing a focused Universal Inclusive Design Strategy for transportation during the 2028 Games. Metro's Universal Inclusive Design Strategy serves a primary purpose: to enable people with disabilities to be safe, dignified, connected, and as independent as possible while traveling to and

from venues during the 2028 Games. The overall goal is to enhance and improve Metro's transportation system to be more inclusive and equitable for everyone and ensure this inclusivity and equity endures after the 2028 Games.

Scope of the Report: Metro's Universal Inclusive Design Strategy aims to provide accessible transportation services for spectators and the Games workforce during the 2028 Games while maintaining service levels for existing Metro riders. Its scope is limited to journeys on Metro services (rail, bus, and rideshare and Games Enhanced Transit Service (GETS) vehicles, as well as experiences at Metro and GETS facilities. However, all GME partners, including other transportation service providers and their users, may benefit from the goals, plans, and lessons this strategy shares.

The Universal Inclusive Design Strategy builds upon legislation, design guidelines, lessons learned from past Games, and the experience of industry experts. The strategy includes supporting information, recommendations, and best practices to identify opportunities to improve transportation accessibility for the 2028 Games.

This strategy presents an overview of how commitment to a transit-first approach will provide accessible transportation options for people traveling to and from the 2028 Games. The strategy includes the following:

- > Inclusive design goals
- > Accessibility requirements, policies, and guidelines
- > Assumptions about the demand for accessible transportation
- > Existing accessible transportation services
- > Stakeholder and public engagement
- > Next steps for incorporating universal inclusive design into Metro's workstreams

Inclusive Design Goals

Based on the primary goal of building an inclusive and equitable transportation system for all, several supporting goals identify specific actions Metro can initiate on the ground in Los Angeles.

GOAL 1

Provide a wide range of high-quality, accessible transportation options to ensure that people with disabilities can choose the most appropriate and comfortable mode for their specific needs.

- > Ensure that accessible modes are available to all spectators and the workforce. Metro wants everyone to have similar experiences and take similar journeys and routes when attending 2028 Games events. Providing an equitable and dignified travel experience is an important part of that. The arrival and departure experience at venues should be the same for people with disabilities as it is for other travelers and should be as integrated as possible.
- > Provide a network of accessible transportation that provides people with disabilities a choice and confidence in the service they will receive. Every effort will be made to ensure arrivals and departures at venues will aim to provide an integrated experience that is the same for all.
- > Raise the levels of awareness of the need for accessibility and inclusion.
- > Provide additional accessibility solutions that can enhance service or facilities.
- > Ensure vehicles are of a consistently high quality that meets the needs of people with disabilities.



GOAL 2

Identify opportunities in the existing environment that will improve accessibility during the Games and, where possible, a legacy value.

- > Ensure any new infrastructure maximizes the opportunities for accessibility and inclusion.

GOAL 3

Ensure transportation agencies work together to deliver the most effective and efficient accessibility solutions for passengers during the Games.

- > Provide information on accessible facilities and services in a range of formats and platforms.
- > Provide equitable service levels and schedules for accessible vehicles.

Accessibility Requirements, Policies, and Guidelines

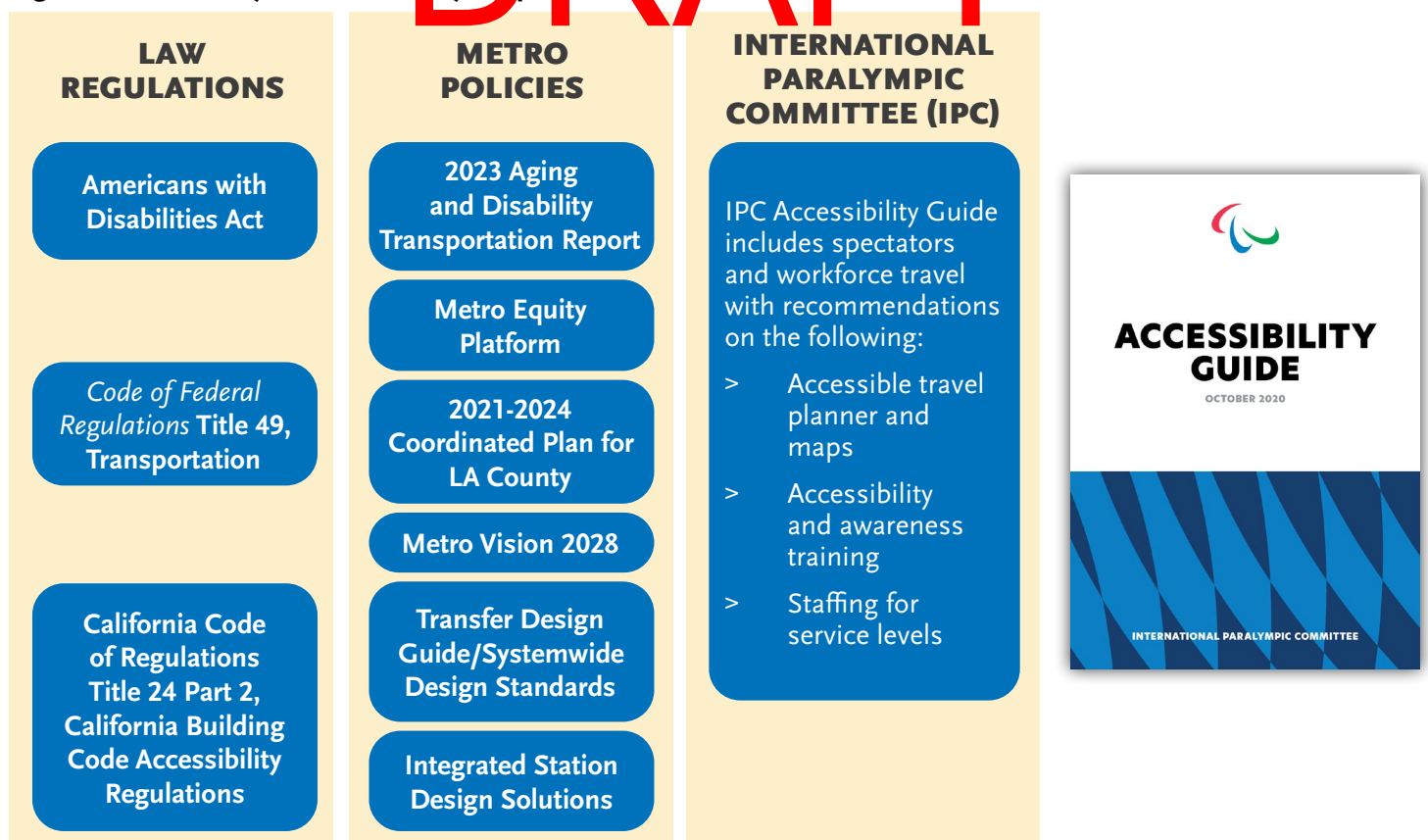
The Universal Inclusive Design Strategy follows the guidance of relevant legislation, standards, and policies provided by three sources: federal and state law, Metro policies, and the International Paralympic Committee Accessibility Guide (Figure 1).

AMERICANS WITH DISABILITIES ACT

A federal civil rights law, the ADA, establishes nondiscrimination provisions to ensure equal access and opportunities for people with disabilities. The ADA requires that people are not excluded from transportation because of their disability.

The ADA's transportation provisions benefit the general public. These provisions ensure that transportation services provide reasonable accommodations for everyone. This standard applies to all public rail and bus services. Metro and other transportation agencies are committed to not only ensuring ADA requirements are provided to riders but also going above and beyond to set the gold standard for accessible transit services and facilities for future games.

Figure 1. Summary of Accessibility Requirements, Policies, and Guidelines



CODE OF FEDERAL REGULATIONS

Metro and other transportation agencies will have specific service roles to fulfill during the 2028 Games and will continue applying the relevant elements of the *Code of Federal Regulations* (CFR) Title 49 requirements to provide accessible transportation facilities and services for people with disabilities.

CALIFORNIA BUILDING STANDARDS CODE

Metro and other transportation agencies will continue to comply with the accessibility requirements set forth in the California Code of Regulations (CCR) Title 24, California Building Standards Code, which includes public and commercial buildings.

METRO POLICIES

Specific Metro policies and procedures for passengers with disabilities will apply to all Games-related activities. Metro's Office of Civil Rights and Inclusion works to ensure agency-/systemwide compliance with the following requirements:

- > ADA
- > CFR Title 49 requirements
- > CCR Title 24 accessibility regulations
- > Municipal regulations
- > Metro policies regarding accessibility for customers with disabilities

Metro is also the primary funding source for Access Services, the federally required ADA paratransit service provider for Los Angeles County. This service is offered to people whose disabilities prevent them from independently using regular bus or rail service. It is comparable to fixed-route service and offers curb-to-curb service during hours when local bus service is provided.

Metro will consider the recommendations from the 2023 Aging and Disability Transportation Report (Metro 2023b), 2022 Gender Action Plan (Metro 2022), Metro's Equity Platform (Metro 2024), and Vision 2028 Strategic Plan (Metro 2018). Three additional relevant Metro policies aim to improve the transit experience for all:

- > Transfers Design Guide elevates the importance of the transit rider experience and builds upon Metro's First/Last Mile Strategic Plan by addressing the "complete journey" for riders.
- > Systemwide Design Standards aim to optimize the layout of station areas, operational equipment, and customer amenities.
- > Integrated Station Design Solutions (ISDS) – Accessibility – identifies potential solutions suitable for the Metro system to enable passengers with disabilities to navigate around stations independently.
- > Fostering an Inclusive Culture Policy – recognizes people from different cultures who use the Metro system.

INTERNATIONAL PARALYMPIC COMMITTEE ACCESSIBILITY GUIDE

The International Paralympic Committee (IPC) Accessibility Guide (IPC 2020) helps support the staging of the Olympic and Paralympic Games for host city authorities to successfully plan and deliver an inclusive Games experience. Providing accessible and seamless transportation is the single most important provision that creates an inclusive urban environment for the Games and legacy benefits. This includes guidance and recommendations for delivering specific transportation-related activities. Although IPC guidelines are not mandatory or contractual, they provide a benchmark for expectations and standards of service that people with disabilities should be provided.

The IPC Accessibility Guide draws upon the experience of Organizing Committees of Olympic Games (OCOGs), industry experts, legislation, and design standards. It contains supporting information, guidelines, recommendations, and previous examples to help OCOGs and their delivery partners provide a truly inclusive Games experience for all stakeholders.

The IPC Accessibility Guide focuses on transportation services, including road, rail, air, and maritime. Many elements mentioned are already covered by the ADA legislation, relevant federal and state legislation, and other transportation requirements. One of the Games-specific items for the host city or applicable transportation agency to consider is the development of an Accessible Transportation Strategy that addresses the needs of all stakeholder groups. These groups include spectators, the Games Family, media, and the Games workforce, as they travel between their accommodations and venues. The Accessible Transportation Strategy considers these important needs:

- Travel planner and maps. An accessible travel planner and maps that link transportation services across various modes to ensure seamlessness. This information should also be provided in a range of accessible formats.
- > Appropriate Staffing. Adequate numbers of staff to ensure convenient and reliable service levels.
 - > Training. Accessibility and awareness training for staff so that they can assist people with disabilities.

Appendix A provides an excerpt of the IPC Accessibility Guide (IPC 2020) applicable to the transportation modes covered in this Metro Universal Inclusive Design Strategy document.



Demand Assumptions for Accessible Transportation

Detailed plans for the 2028 Games are still under development by LA28. To properly plan for and accommodate the needs of all people with disabilities traveling to and from Games venues, assumptions need to be made regarding the scale of demand. These assumptions are based on limited available information and data and are subject to change. These assumptions are intended to be the start of the planning process. The development of these assumptions begins with understanding known local transportation factors in Los Angeles County today, then reviewing case studies of past Games to reveal how transportation functioned during Games-time demand levels. Questions to ask during assumptions development include the following:

- > During the Games, which groups of riders have specific travel patterns and needs?
- > Which transit agencies have responsibilities for each rider group?
- > How many people with disabilities reside in Los Angeles County?
- > How many accessible seats will be available at Games venues?

Together, this information helps build a working basis to inform demand assumptions for transportation during the 2028 Games.



RIDER GROUPS

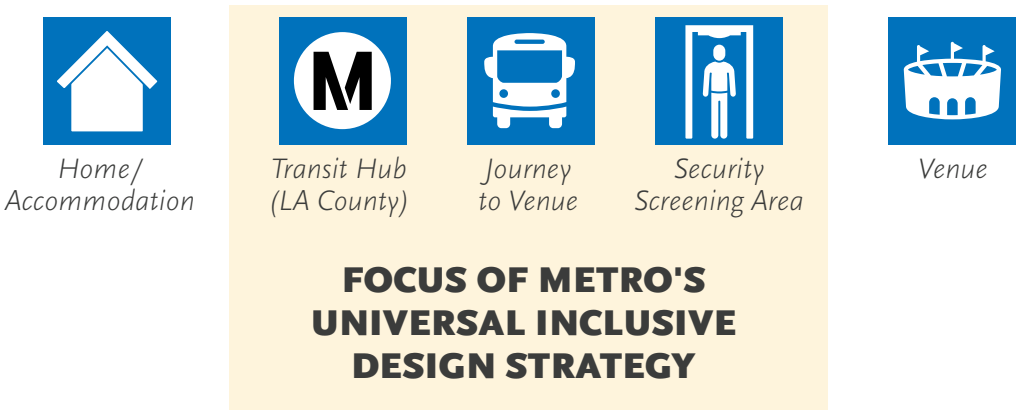
During the 2028 Games, Metro and its GME partners will need to focus on providing accessible transportation for four broad groups of riders:

- 1. Existing Metro riders. During the Games, the region must continue functioning effectively for its residents, which includes those with disabilities. The extensive public transportation network, supplemented by mobility services and transportation demand management (TDM), will ensure this happens effectively.
- 2. Spectators attending events. Spectators, not only from the U.S. but also from countries around the globe, must be able to travel to and from Games venues safely and efficiently, including those with disabilities.
- 3. The Games workforce, including volunteers, paid staff, and contractors. People with disabilities who are part of the Games workforce will need access to a wide range of Games venues, including competition venues and noncompetition venues such as the Athletes Village, Main Press Center, International Broadcast Center, and Media Village.

- 4. The Games Family, including athletes, officials, media, and marketing partners. Transportation for the Games Family is the responsibility of the LA28 Organizing Committee rather than Metro. The Games Family groups will be provided with dedicated bus and car fleet systems by LA28. However, particularly during the Paralympic Games, large numbers of athletes and officials with disabilities are anticipated to use Metro public transportation services when not competing.

Metro is responsible for continuing to deliver accessible transportation services for existing riders plus two other groups during the Games: spectators and the Games workforce. This Universal Inclusive Design Strategy focuses on a specific phase of travel to assess transportation demand: beginning at transit hubs where riders with accessibility needs arrive and ending at venue security screening areas, as illustrated on Figure 2.

Figure 2. Focus of Metro's Universal Inclusive Design Strategy



AVAILABLE INDICATORS

Forecasting how many spectators with different types of disabilities will attend Olympic and Paralympic Games events is challenging. For the purpose of developing this Universal Inclusive Design Strategy, however, several available indicators help build an informed picture that advances planning and reveals additional planning needs:

- > Census data for Los Angeles County
- > Venue capacities for people with disabilities
- > Demand assumptions from past Games

CENSUS DATA

As a starting point, the United States Census Bureau’s 2023 American Community Survey 1-Year Estimates show that approximately 11.4% of the population in Los Angeles County has a disability. Communities with some of the highest populations of people with disabilities include the Antelope Valley, San Pedro, and South Los Angeles.

Table 1 provides the percentage of the Los Angeles County population according to type of disability. This starting point does not indicate how many people with disabilities plan to attend the 2028 Games.

Table 1. 2023 American Community Survey 1-Year Estimates of Los Angeles County Population with a Disability

DISABILITY TYPE	ESTIMATED PERCENTAGE OF LA COUNTY POPULATION
Mobility disability	6.1%
Independent living disability	6.0%
Cognitive disability	4.8%
Self-care disability	3.0%
Hearing disability	2.7%
Vision disability	2.3%

Source: United States Census Bureau 2023

While Table 1 presents the estimated proportion of people with different types of disability living in Los Angeles County, the propensity to attend 2028 Games events may not be the same for all population groups. This means that applying the percentages in Table 1 may not give a realistic estimate of the number of people with each type of disability who would attend the 2028 Games.

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VENUE CAPACITIES FOR PEOPLE WITH DISABILITIES

Another area for consideration is the number of accessible seats that will be available to the general public at each venue during the Games. Based on previous Games and information from LA28, it is anticipated that approximately 1% of seats at each venue will be either wheelchair seating locations or “enhanced amenity” seats that provide improved levels of accessibility.

Table 2 provides an estimate of the number of wheelchair spaces and enhanced amenity seats that will be available per session at each venue or venue cluster during the Games. It is fully recognized that these figures do not represent the full spectrum of people with a disability attending Games venues, but they are useful to those planning the capacity that will be needed on each element of the transit networks serving different venues, including vehicle fleets and vertical circulation capacity within stations and on pedestrian routes between mobility hubs and venues.

Table 2. Estimated Wheelchair Spaces and Enhanced Amenity Seats at Each Venue Cluster

VENUE CLUSTER	INDIVIDUAL VENUES	ESTIMATED WHEELCHAIR SPACES AND ENHANCED AMENITY SEATS PER EVENT SESSION
Carson	1	938
Downtown LA	1	612
Frank G. Bonelli Park	1	112
Inglewood	2	478
Long Beach	5	534
Riviera Country Club	1	292
Rose Bowl	1	754
Santa Monica Beach	1	134
Sepulveda Basin	3	296
USC/Expo Park	5	1,030

USC = University of Southern California



Planning for the Games includes an assumption that the number of Games workforce at each competition venue will equate to approximately 5% of the seating capacity of the venue. This workforce will include people with disabilities. While the proportions of people in Los Angeles County with different types of disability could be applied to these workforce numbers as a starting point for analysis, this would not account for the likelihood that people with disabilities will work at certain Olympic venues.



DEMAND ASSUMPTIONS FROM PAST GAMES

Unfortunately, very little data exists about the actual demand on transit and attendance during past Games. For benchmarking purposes, the following identifies demand assumptions and estimates from past Games.

LONDON 2012

The Olympic Delivery Authority (ODA) produced the Accessible Transport Strategy for the London 2012 Games (ODA 2008). It estimated that, based on previous Games, about 1% of spectators attending events could not use stairs or escalators, and that 7% of spectators had difficulty using stairs or escalators.

7%

Estimated proportion of spectators who will have **some difficulty negotiating stairs and escalators** during the Games

1%

Estimated proportion of spectators who will be **unable to use stairs and escalators** during the Games



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PARIS 2024

Before the Paris 2024 Games, transport operator Île-de-France Mobilités (IDFM) estimated that about 4,000 spectators with wheelchairs would attend events each day during the 2024 Olympic Games and about 2,500 during the 2024 Paralympic Games (Berkeley 2023). IDFM anticipated that at least 40% of the estimated wheelchair users attending each day of the Paris 2024 Games would use public transit (Burke 2023).

4,000

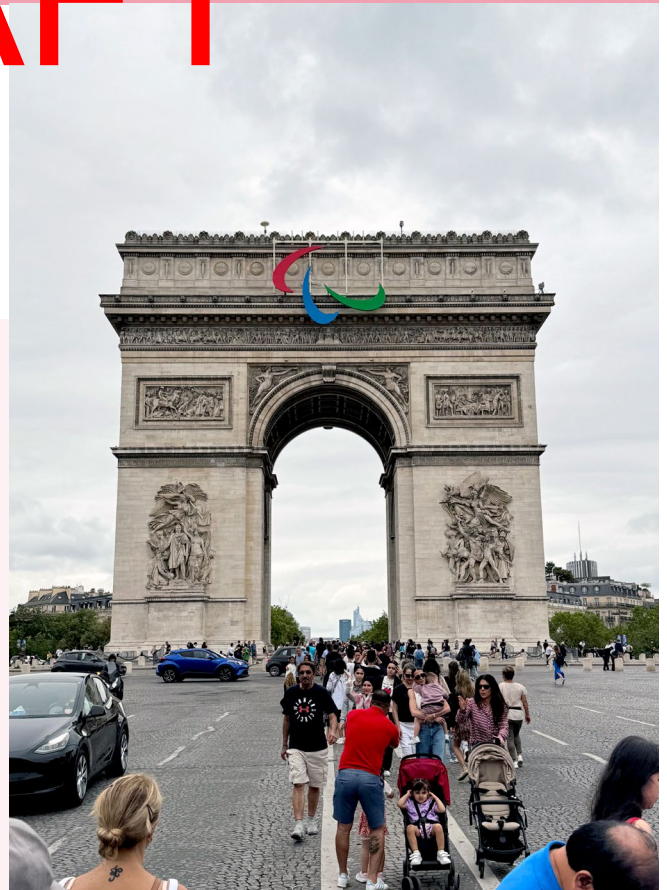
estimated **wheelchair users attending** each day of Paris 2024 Olympic Games

2,500

estimated **wheelchair users attending** each day of Paris 2024 Paralympic Olympic Games

40%

of estimated **wheelchair user attending** the Paris 2024 Games were anticipated to **use public transit**



NEEDS FOR ADDITIONAL RESEARCH

Research to date has identified some useful indicators of how many people with different disabilities might travel to and from competition venues during the Games. However, the available data do not provide a complete picture, particularly of how many people have disability types other than mobility. Further research is required to create a more complete picture of transportation demand during the Games by people with different types of disability. Such research may involve discussions with existing venue owners (in cooperation with LA28) and surveys of upcoming events in Los Angeles County, especially at locations planned as Games venues.



BEST PRACTICES FROM THE LONDON 2012 GAMES

The following best practices from the London 2012 Games offer Metro insight into ways to prepare for, plan, and serve people with disabilities who will ride Metro during the 2028 Games.

CASE STUDY 1: THE VALUE OF NETWORK DEMAND FORECASTING AND CAPACITY ANALYSIS FOR SPECTATORS WITH DISABILITIES

The ODA conducted a demand and capacity analysis to identify the volume of wheelchair users and people with mobility needs who could use the rail network to attend Games venues. This analysis helped identify, at an early stage, (1) gaps in the transportation network for spectators with disabilities and (2) the volume of additional travelers with disabilities. The findings improved the ODA's ability to provide inclusive and accessible service.

Conducting the analysis four years before the London 2012 Games provided sufficient time to act on the findings. The ODA could secure resources and implement measures to increase the capacity of key elements in the transportation systems for people with disabilities before the Games began. A similar analysis for the 2028 Games could help maximize accessible transportation services for the Games and help deliver significant legacy benefits.

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CASE STUDY 2: CAPACITY ANALYSIS TO PRIORITIZE STATION ELEVATOR IMPROVEMENTS BEFORE THE GAMES

The Docklands Light Railway services to and from the Olympic Park and ExCeL venue clusters were analyzed in detail to understand the number of passengers with disabilities who could be accommodated realistically at the stations serving these venues. The study highlighted challenges faced by travelers with disabilities at existing stations with vertical circulation. When the average daily demand from people with disabilities increased dramatically during the Games, elevator capacity was inadequate. The analysis focused on wheelchair users, but acknowledged that other users with mobility needs might require elevator access.

The ODA funded new permanent 17-person elevators at two stations, Custom House and Prince Regent, serving the ExCeL venue cluster. This funding was part of the ODA's £10.8 million contribution to the Beckton branch upgrade of the Docklands Light Railway. These

new elevators tripled the vertical circulation capacity of the stations serving the second-busiest venue cluster of the 2012 Games.

Additionally, a feasibility study examined the replacement of hydraulic elevators with electric elevators at seven stations: Canary Wharf, Custom House, Greenwich, Heron Quays, Poplar, Prince Regent, and Tower Gateway. These replacements were implemented before the Games at approximately £200,000 per replacement elevator.

Some Metro stations will likely experience similar challenges with vertical circulation capacity during the Games. Early analysis of the likely demand at key stations from spectators and the Games workforce with disabilities during the Games would help Metro address potential issues early on.

Existing Accessible Transportation Services

Metro will be the primary transportation operator for spectators and the Games workforce for the 2028 Games. Consistent with existing Metro services such as rail, bus, and rideshare services in Los Angeles County, Metro will incorporate current accessibility provisions into spectator and workforce transportation services. The following descriptions of existing accessible transportation services provide details on accessibility features and potential enhancements when applicable across all service providers in Los Angeles County:

- > Metro
- > Municipal bus services
- > Paratransit services
- > Los Angeles County Access Services
- > Cityride
- > Metrolink
- > Amtrak
- > Private transportation

METRO SERVICES

Metro is the transportation planner, coordinator, designer, builder, and operator for Los Angeles County and serves more than 10 million people within the 1,433-square-mile service area. Metro provides a range of transportation services, and for the 2028 Games, Metro rail, bus, and micro services are most likely to serve people with disabilities.



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METRO RAIL SERVICES

Description

The Metro rail system has 101 stations serving its six lines at the time of this report. Twelve of these stations are transfer stations that allow passengers to transfer between lines. Currently, 53 stations are located within the City of Los Angeles, and the other 48 stations are located in Los Angeles County.

Across all these stations, 180 elevators and 171 escalators provide vertical circulation for all users. The following are existing provisions within the Metro rail system for people with disabilities:

- > All Metro rail stations and trains are accessible to wheelchair users.
- > Every station has either a walkway/ramp or elevator from the street to the platform.
- > Every faregate entrance on an accessible route has one faregate designated for persons with disabilities, marked with the wheelchair symbol. A hands-free intercom near the faregate, ticket vending machines (TVMs), at mezzanine levels and on station platforms is available for people requiring assistance.
- > Each rail car can accommodate two to four wheelchairs.
- > The door nearest the designated wheelchair location is marked with the wheelchair symbol.
- > There is level access onto the rail cars.
- > There are no securement devices on rail cars since vehicles are traveling on a fixed rail.
- > Braille and tactile signs are posted at each station entrance.
- > Textured flooring is installed along the platform edge to warn passengers with vision impairments. Tactile guidance paths have been incorporated into the station design at newer Metro stations

- > Service animals are welcome on all Metro rail services.
- > Wheelchairs, scooters, and other mobility aids can be taken on the Metro rail cars.

Role and Relevance During the 2028 Games

Approximately 40% of the 2028 Games venues are near Metro rail stations, such as Grand Park (multiple stations), LA Live (multiple stations), USC/Expo Park (multiple stations), Downtown Long Beach (multiple stations) and Santa Monica (one station). Metro rail will be the preferred and most effective mode for a high proportion of Games spectators and the Games workforce, and it will continue to be a key mobility service for existing customers with disabilities who are not 2028 Games spectators or part of the Games workforce.

Most of Metro's planned improvements to the Metro rail system for the 2028 Games will focus on enhancing existing facilities and services that will continue to provide value after the Games. These will include key elements such as vertical circulation, boarding/alighting areas, and information provision, so that people with disabilities can feel confident using Metro rail.

The following enhancements will be provided at key Metro rail stations:

- > Upgrade elevators to enhance performance
- > Dynamic signage
- > Increase accessible wayfinding
- > Improved maintenance elevators at all stations

Measures for Metro to consider for maximizing capacity, especially for people with disabilities, during the Games include the following:

- > Increase staffing and stewarding at stations and elevators
- > Manage boarding areas at key locations

- > Conduct training to raise staff awareness of the various types of disabilities and accessibility needs
- > Test events to identify, understand, and overcome challenges facing passengers with disabilities

METRO BUS SERVICES

Description

Metro Bus serves as the primary regional fixed-route bus system for Los Angeles County. Metro's 165 current bus routes, consisting of local lines that stop every two blocks, rapid buses that stop at major intersections, express buses that travel on freeways for longer distances, and bus rapid transit (BRT) buses that run on dedicated busways, connect residents of Los Angeles County to travel destinations throughout the region, and facilitate transfers with other available transit modes.

The Metro bus system includes these provisions for people with disabilities:

- > Metro buses can accommodate all types of wheelchairs, including three-wheel scooter chairs, power chairs, and small four-wheeled wheelchairs. With the securement devices and positions on the bus, two wheelchairs can be accommodated.

- > A manual or powered boarding ramp or short-rise elevator allows wheelchair users to access the bus.
- > Bus operators are trained to securely fasten wheelchairs in the designated on-board zone and assist with securing wheelchairs.
- > Automated announcements of all upcoming stops are made to assist people with visual impairments.
- > Customers using mobility devices such as wheelchairs or scooters are to be boarded first and allowed to exit first on Metro buses whenever possible.
- > Drivers and operators are trained in disability awareness and how to provide assistance services in a dignified, respectful, and safe manner through the Safely Transporting All Customers (STAR) program.

Role and Relevance During the 2028 Games

Nearly 60% of Metro's ridership comes from bus riders. Metro bus routes will be critical for keeping the region moving during the 2028 Games. However, some changes in services may be needed during the Games, such as route modifications, street closures, temporary relocation of bus stops, changes in service frequency, and changes in operating/revenue service hours. Riders must be informed of these changes in advance.



MICRO RIDESHARE

Description

Micro is an on-demand ADA-accessible rideshare service, offering trips within several zones in Los Angeles County to connect with buses and trains. The new service is for short trips and uses small vehicles (seating up to 10 customers). Micro is part of Metro's family of services and has been designed hand-in-hand with Metro's NextGen Bus Plan. The service is meant to be a fast, safe, and convenient option for quick trips within the service area or for connections to other transit modes. The service is currently available in Watts/Compton, Los Angeles International Airport (LAX)/Inglewood, North Hollywood/Burbank, El Monte, Highland Park/Eagle Rock/Glendale, Altadena/Pasadena/Sierra Madre, Northwest San Fernando Valley, and University of California Los Angeles (UCLA)/Westwood/Veterans Administration (VA) Medical Center, with an average wait time of 15 minutes. There are currently one to two accessible vehicles serving each zone. Rides can be booked via the app, online, or by calling.

Role and Relevance During the 2028 Games

During the Games, these services can help connect riders to the transit network as a first/last mile accessibility service and support the transit-first approach for the Games. Current service areas near venues include LAX/Inglewood, Altadena/Pasadena/Sierra Madre, and UCLA/Westwood/VA Medical Center.

Expansion of Micro's service areas near other venues in Los Angeles County could include Carson, Long Beach, Santa Monica, and the Sepulveda Basin. Other expansion areas could be in parts of the region with a high percentage of hotels and accommodations that 2028 Games spectators could use.

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METRO ACCESSIBILITY INITIATIVES

Safely Transporting All Customers (STAR)

The Metro STAR program specializes in providing securement knowledge, techniques, education, and outreach to Metro customers who use wheelchairs or scooters while traveling, and the operators who assist these customers. The STAR team provides mobility device "marking and secure straps" to customers by appointment or at outreach events.

STAR provides free strapping and marking services for mobility devices as well as information on how people with disabilities can safely ride Metro bus and rail service. The STAR team also provides training to operators regarding best practices surrounding securement.

Current Accessibility Initiatives

Metro already has several ongoing rail and bus programs of work that will increase the accessibility of the public transportation network across Los Angeles County. In addition, Metro looks to go beyond the minimum requirements of legislation to deliver a more inclusive approach and outcome for people with disabilities. The following Metro programs are ongoing without a specific Games emphasis, but will provide benefits and value to Games attendees and workforce members with disabilities:

- > Updates to Metro rail facilities design criteria
- > Directive and standard design drawings
- > Metro BRT facilities design criteria
- > Reconfiguration of transit vehicle accessibility areas
- > Update and maintenance of elevators at Metro rail stations
- > Proof of concept testing for new and innovative digital solutions
- > ADA tactile guidance pathways (designed to assist blind/visually impaired customers and other customers with navigating Metro stations)
- > Hands-free access to Metro station crossings, elevators, and customer information and assistance intercoms

Innovative Solutions. Mobile app wayfinding technology pilot at Union Station. Using innovative technologies, Union Station has been mapped, and then navigation directions around the station are provided to riders with disabilities through a mobile app. This system has the benefit of not requiring physical infrastructure to be added, so there are less capital and operation and maintenance costs associated with this platform than others; for example, those that are based on quick response (QR) codes or beacons. QR code functionality may be limited by lighting levels and beacons may be out of service or vandalized, so sharing maps and navigation information through an app can provide information more directly to the rider. Metro is developing an expanded pilot of 12 stations in Downtown Los Angeles, and also Vermont/Santa Monica station (B Line) near the Braille Institute. The potential roll out in the next 12 months is dependent upon funding.

Tactile Wayfinding Pilot program at select A and E Line stations. With the support of the Braille Institute and the VA, Metro tested configurations of tactile wayfinding elements. These tests were conducted at the following stations:

- > Arcadia Station (Metro A Line)
- > Monrovia Station (Metro A Line)
- > Sepulveda Station (Metro E Line)
- > Bergamot Station (Metro E Line)

Feedback from these tests helped various Metro department groups, such as Metro Systemwide Design and Metro Civil Rights, to gain a more nuanced understanding of the way blind and partially sighted passengers use tactile systems in Metro's station environment. Accordingly, the updates to the agency's tactile wayfinding standards drew from ISDS as well as lessons learned after the implementation of ISDS standards. Tactile guidance paths wayfinding has been adopted into station design and is present at Regional Connector Stations, K Line stations, Willow brook, J Line Union Station and Chavez Pavilion.

NON-METRO SERVICES

These services include various municipal bus services, paratransit services, the Los Angeles County Access Services, Cityride, Metrolink, Amtrak, and private transportation.

MUNICIPAL BUS SERVICES

Description

Several local municipal transit operators throughout Los Angeles County complement Metro's transportation services. All the municipal transit operators except those offering only dial-a-ride (DAR) paratransit operate large kneeling and lift-equipped buses to serve passengers who use wheelchairs and related mobility devices. These municipal transit operators accommodate the visually impaired through audio bus stop announcements and safety messages, and the hearing impaired through light-emitting diode information display screens with real-time route and transfer information. The agencies operating DAR services use wheelchair-accessible minivans and mid-sized buses. All agencies welcome service animals in their vehicles.

Role and Relevance During the 2028 Games

Approximately 29 local municipal transit operators and DAR services provide paratransit services near Games venues. These local paratransit programs typically have lower fares and easier eligibility criteria than regional ADA paratransit. Furthermore, about 24 other public entities in Los Angeles County offer paratransit services.

In the venue cities, where cities host one or more venues for competition events during the Games, accessible bus services are provided by the following operators:

- > LADOT DASH transit and Cityride paratransit
- > Santa Monica Big Blue Bus (BBB)

- > Pasadena Transit and DAR paratransit
- > Long Beach Transit (LBT)
- > G-Trans (Carson and Inglewood)
- > Glendale Transit and DAR
- > Torrance Transit
- > Carson Circuit and DAR
- > Pomona Valley Transportation Authority Get About DAR

These local municipal transit operators could help provide accessible transportation services for spectators with disabilities going to venues in their service areas.

PARATRANSIT SERVICES

Description

Paratransit DAR services are operated by transit agencies and local municipalities throughout the Los Angeles County region, serving the roughly one million Angelenos with disabilities living in the county. DAR services generally allow users to schedule a wheelchair-accessible minivan or bus pickup to transport them to their desired destination (demand-response services). Trips are shared among multiple passengers and travel times are closer to those of a fixed-route bus rather than a taxi or rideshare. DAR services are staffed by drivers who are certified to attend to the specific needs of disabled riders.

Role and Relevance During the 2028 Games

DAR services could help provide additional accessible transportation services for spectators with disabilities going to venues within their service areas.

LOS ANGELES COUNTY ACCESS SERVICES

Description

Access Services provides complementary paratransit services in Los Angeles County on behalf of the County's 46 public fixed-route operators (bus and rail) to certain persons with disabilities as required by 42 *United States Code* Section 12143. Paratransit is an alternative mode of flexible shared ride passenger transportation for persons with disabilities who have difficulty using fixed-route buses and other forms of public transit to meet some or all of their mobility needs. Small buses, mini-vans, and taxis are used to provide paratransit service and do not follow fixed routes or schedules.

Access Services is available for any ADA paratransit eligible individual for any purpose and to or from any location within 0.75 mile of any fixed-route bus operated by the Los Angeles County public fixed-route bus operators and within 0.75 mile around Metro rail stations during the hours that the systems are operational. The service is available 24 hours a day in most areas of Los Angeles County. From 2022 to 2023, the system provided 2.9 million trips to more than 125,000 qualified disabled riders in a service area of over 1,950 square miles.

Role/Relevance During the 2028 Games

Access Services has pick-up and drop-off stands, similar to bus stops, at a variety of popular locations, including stands at competition venues such as SoFi Stadium, Crypto.com Arena, Los Angeles Convention Center, and Long Beach Convention Center. It is likely that these existing stands may be relocated due to the security perimeter that will be established around each venue for the Games, and these stands would need to be integrated with other Games transportation and operations.

The Access Services fleet is anticipated to grow over the next five years, in line with the projected growth in ridership, to serve approximately six million trips annually by 2028. The expansion is also partly due to the fleet being renewed with a vehicle mix that has more vans, which have slightly less capacity than current "cutaway" vehicles. While the Access Services fleet is not anticipated to serve a significant amount of Games demand, Access Services' usual riders must continue to be served during the Games.

Access Services provides reciprocal travel to riders from outside of Los Angeles County through a simplified verification process. Consideration should be given to how national and international riders will be served, such as the availability of services, the verification process, and information provision. This may need to interface with the Games Enhanced Transit Service (GETS) workstream and transportation planning in general to ensure that riders with accessible needs will be served.

CITYRIDE

Description

LADOT Cityride is a transportation assistance program for individuals aged 65 or older and qualified disabled persons in the City of Los Angeles and select areas of Los Angeles County. The program offers Cityride participants reduced costs for the purchase of City of Los Angeles permitted taxi rides or Cityride DAR services. Cityride requires an application to be approved and a monthly subsidy to be use this service.

Role and Relevance During the 2028 Games

Cityride will continue to be a critical transportation assistance program for individuals aged 65 or older and qualified disabled persons during the 2028 Games.

METROLINK

Description

Metrolink operates the nation's third-largest commuter rail system throughout Southern California with 546 total route miles and 67 stations between Los Angeles, Orange, Riverside, San Bernardino, Ventura, and San Diego Counties, serving an average of 22,693 weekday riders (Metrolink 2023). Metrolink is committed to providing safe, comfortable regional rail service to passengers with disabilities. For those transferring to and from Access Services, Metrolink offers free rides on Metrolink trains within Los Angeles County. Metrolink has the following accessible features and policies onboard their services:

> Parking

- Accessible parking spaces are provided at all Metrolink stations.

> Boarding

- Passengers requiring level boarding can access via a mini-high platform ramp on the platform or a mobile ramp can be provided at staffed stations. Wheelchairs, scooters, and motorized mobility devices can only be accommodated on the lower level of the passenger car that stops in front of the platform access ramp.
- Due to the constraints of the rolling stock, mobility devices must not exceed 32 inches by 58 inches, or weigh more than 500 pounds, including the passenger.
- Designated spaces are provided on board for mobility devices.

> On board

- Accessible restrooms and water fountains are available for people with disabilities.

> Service animals

- Service animals can ride on Metrolink free of charge. All passengers with a service animal must have a valid ticket before boarding.

- Service animals must be of a size that does not block circulation routes, cause an obstruction, or are a risk to other riders.

> Concessions

- A person with a disability can travel at a reduced rate (senior/disabled rate) if they have proof of disability eligibility.

- Acceptable proof of eligibility includes:

- Los Angeles County Transit Operators Association ID Card
- Medicare ID
- Department of Motor Vehicles placard ID
- Reduced fare ID card from other public transit systems

- A personal care attendant (PCA), accompanying a person with a disability, can travel without purchasing a ticket. The PCA must board and alight with the person with a disability.

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Role and Relevance During the 2028 Games

Metrolink will be a critical mode of travel for spectators going to venues outside of Los Angeles County as well as for those coming to Los Angeles but staying in other Southern California counties.

The Metrolink Accessibility and Affordability Study (Metrolink 2021) identified several barriers encountered by some people using the service. These barriers include affordability and limited station access (physically, culturally, and digitally). Addressing these barriers by enhancing both facilities and services across the Metrolink network will benefit the 2028 Games and create a lasting legacy.

Station Accessibility Information and Planning

During the Games, it is anticipated that Union Station will continue to be served by both Metrolink and Amtrak services and will be a key station for transfers to other modes of transportation, including metro rail, bus, municipal bus, and taxis. The platforms at Union Station are accessible, but some people will require assistance to reach the Metrolink/Amtrak platforms because of the ramp gradients leading to some of the platforms.

There is assistance available within the station and on the platform for boarding the train if needed but it is important that people with disabilities make their disability known when booking to ensure that assistance can be provided on the day of travel.

It will also be encouraged that people with disabilities check in advance of their travel to ensure station facilities such as elevators and accessible restroom facilities are available and in operation. This applies to Union Station and other stations they are using on their journey.

Due to the travel distances, gradients, and whether assistance is required at the station and for boarding the train, people with disabilities are encouraged to allow extra time for their journey. During the 2028 Games, there will be even greater demand for assistance. The traveling public will need to be reminded that they must plan for the extra time travel will take during the 2028 Games. It will also be important to provide real-time or up-to-date information on the potential congestion and queues that may impact usual service expectations for riders with disabilities.



AMTRAK

Description

Amtrak shares the same commitment as Metro to provide safe, dignified, and comfortable services for all passengers with disabilities. During the 2028 Games, Amtrak will continue operating at Union Station and providing access to the same station facilities for riders with disabilities. Amtrak services have the following extensive provisions for passengers with disabilities.

Wheelchair Specifications and Boarding

Amtrak trains accommodate most standard-sized mobility devices such as manual wheelchairs, scooters, and powered wheelchairs. At Union Station low-level platform lift are already in operation, providing train access via a station-based mobile elevator.

Passengers who require the low-level platform elevator at Union Station or other assistance with boarding will be pre-boarded and given priority service at enroute stations.

Amtrak trains have the following maximum dimensions for wheelchairs using the platform elevators and trains:

- > Not exceeding 27.5 inches wide and 48 inches long when occupied, with a minimum of 2 inches of ground clearance.
- > Weight should not exceed 600 pounds or less when occupied.
- > Specifications apply to both manually operated and battery-powered wheeled mobility devices.

Communicating these wheelchair dimensions will be especially important for international visitors and other riders who do not use Amtrak service regularly.

Wheelchairs on Board

Two onboard seating options are available for passengers who travel with wheeled mobility devices, depending on the type of device and customer preference. Accessible seats and spaces are provided in all categories of travel.

Amtrak policy requires that a passenger remains in their wheelchair unless the wheelchair can be collapsed and stored for the journey duration. Amtrak staff on board the train can assist with storing mobility devices. Amtrak strongly recommends that brakes remain on when the train is in motion. If the wheelchair is stored, the passenger can sit in an accessible seat. It will be important to ensure all users are aware of this before their journey because it may affect their decision to transfer between modes.

Reservations for Passengers with a Disability

Reservations for people with disabilities can be made through either the Amtrak website or mobile app for passengers who travel with the following needs:

- > Service animals
- > Hearing difficulty or loss
- > Loss of vision or are blind
- > Require mobility assistance, including those who have wheeled mobility devices
- > People with disabilities who require assistance

During the train journey, Amtrak staff are not able to provide personal assistance. Travelers with disabilities who require assistance must travel with an adult companion. A reduced-price ticket is available for an assisting companion.

Recommended Reservations

A limited number of spaces are available for wheeled mobility vehicles. Amtrak advises making reservations for train journeys to ensure that appropriate seating or assistance can be arranged in advance, including assistive equipment (such as ramps, elevators, and the like) for boarding or disembarking.

Traveling with Service Animals

Service animals are permitted in all areas where passengers are allowed.

Role and Relevance During the 2028 Games

Amtrak's long-distance routes are an option for spectators arriving in Los Angeles from other parts of California and the nation. Amtrak's regional trips provide a similar and complementary service to Metrolink for spectators traveling to venues outside of Los Angeles County. The same is true for those coming to Los Angeles but staying in other Southern California counties.



PRIVATE TRANSPORTATION

Description

Private providers of intercity bus services are part of a larger bus infrastructure that transports people across the country. Companies such as Greyhound/Flixbus and MegaBus operate coach style vehicles that are wheelchair accessible. These regular services offer connections to over 2,300 destinations across the country.

Transportation Network Companies (TNCs) such as Uber and Lyft provide app-based rideshare trip booking for on-demand transportation as a modern alternative to taxis. TNC vehicles are not suitable for some people with certain types of disabilities. However, TNCs continue improving their service offerings to be more accommodating to customers with disabilities and riders using mobility devices. It is possible that, by the time of the Games, TNCs will offer improved levels of service to customers with disabilities.

Role and Relevance During the 2028 Games

Private transportation companies will play an important role by offering spectators and the Games workforce with disabilities options that are less crowded than other forms of transit at peak times for travel to and from venue cities and individual venues. TNCs will be able to offer end-to-end journeys that negate the need for travelers with disabilities to transfer among different transit services during a journey.

Incorporating Universal Inclusive Design into Metro's Workstreams

The 2028 Games provide an opportunity for Metro and the region to provide accessible legacy infrastructure that would provide lasting benefits long after the Games. Metro's Universal Inclusive Design Strategy has outlined a range of strategies to address challenges for getting around Los Angeles County with the multiple public transportation systems as previously described during the

Games. Through the workstreams identified in Metro's 2028 Games Mobility Concept Plan (Metro 2023a), proposed improvements to infrastructure, information and communications, and technology could help improve accessibility on the transportation network and raise the profile of public transportation in Los Angeles.



GAMES ENHANCED TRANSIT SERVICE FOR THE GAMES

The GETS is the planned bus operation model that will work in conjunction with all modes of public transportation to support spectator and workforce mobility for the 2028 Games. The GETS will require several different types of service to meet the spectator and workforce needs of the Games. All GETS services are anticipated to be accessible to people with disabilities. GETS services are likely to include the following types of spectator-facing services:

- > GETS park & ride sites
- > Transit mobility hubs (discussed later in this chapter)
- > Circulator services
- > Accessible services

An additional GETS workforce shuttle bus service will be required to transport bus drivers and other GETS staff between their accommodation and the GETS bus depots.



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ACCESSIBILITY REQUIREMENTS

To meet the Games demand, the GETS will temporarily double the size of Metro's current bus fleet. Metro is planning on a variety of strategies to procure, acquire, lease, and borrow buses for the GETS. Accessibility will be an important feature of all buses that will be part of the GETS. The preferred GETS vehicle is ADA-compliant, has ramps, and is able to accommodate wheelchairs and other mobility devices. Because of the significant number of GETS buses required to meet the Games demand, Metro may need to exempt the use of less-than-ideal vehicle type or non-compliant infrastructure at the origin and destination. If this situation arises for a spectator or Games workforce member with disabilities, then another accommodation will be made.

One accommodation example may be a GETS bus mall at a competition venue in a parking lot where insufficient space is available for deploying the ramp, or entry angles may be too steep for people using mobility devices. In such cases, alternative transportation will be planned and provided to ensure riders needing service will be accommodated by an amenity, such as a ramp that provides compliant entry angles.

Accessibility services will also be provided when no accessible path is available to board a GETS vehicle, or no accessible way exists to get to and from GETS sites, competition venues, or other public transportation. For example, if no accessible path exists between a rail station and a competition venue, an accessible shuttle service from the rail station to the nearest convenient venue entry point will be provided.

Specialized accessible infrastructure is most likely to be temporary unless there is a strong case for permanent/legacy improvements to be constructed. Even portable equipment, like ramps, could be purchased and later distributed to venues, schools, and community centers for legacy after the Games.

Accessible shuttle services are anticipated to be offered to spectators and the Games workforce where required (that is, in areas where there are no accessible pathways, or in environments where walk distances are challenging for people with disabilities).



LOADING AND UNLOADING ACCESSIBILITY

In addition to the buses meeting ADA standards, there will also be a requirement to provide facilities and services at all locations where the GETS will load and unload passengers (transit mobility hubs, park & ride sites, stations, venues). This will be site-dependent but could include:

- > Designated accessible parking areas
- > Raised platform boarding
- > Temporary short-rise platform lifts and elevators
- > Accessible pathways
- > Even pathways
- > Ramped access routes
- > Seating and waiting areas for boarding
- > Well-lit sites without glare or shadows that can confuse and disorient travelers
- > Shelter at the boarding areas
- > Accessible toilet facilities
- > Audible and visual signage
- > A mobility assistance service



ACCESSIBLE PARKING

The GME is committed to a transit-first Games by encouraging as many spectators as possible to use public transportation to travel to the venues. However, some people with disabilities will need to use a car or van for all or part of their journey.

Designated accessible parking will be provided at all GETS park & ride sites with the appropriate accessibility facilities and services. Accessible parking placard holders will be encouraged to use their cars as little as possible where they can combine a car trip with the use of the accessible public transportation network.

A limited amount of dedicated, pre-booked accessible parking will be provided at all Games venues. The unique logistics for the Games mean it will be difficult to provide the same accessible parking locations currently used by people with disabilities attending events at a venue. The amount of accessible parking at each venue will be determined once detailed operational planning for each venue has been developed.

Additional planning will determine how accessible parking will be booked and managed. Accessible parking will be located as close as possible to venue entrances. Routes between the parking areas and the security screening areas will meet accessibility standards.

At some Games venues, there may be opportunities for people with disabilities to use designated on-street parking or other nearby parking facilities provided by third parties.



MOBILITY HUBS

As part of the transit-first approach for mobility during the Games, mobility hubs for multiple reliable and efficient connections for everyone going to and from venues, homes, or jobs are being planned throughout the region. Mobility hubs should be inclusive and accessible to all. Particular attention should be paid to the diverse needs of people with disabilities and restricted mobility, to create a service that can be relied upon to provide connected and integrated travel experiences alongside other users without additional effort or concern. Achieving this will require a consistent approach to the physical infrastructure and operations across all transportation modes and coordination among stakeholders.

The mobility hubs workstream aims to establish mobility hubs across Los Angeles County that will facilitate access to the 2028 Games and provide lasting legacy impact. Three types of mobility hubs have been identified:

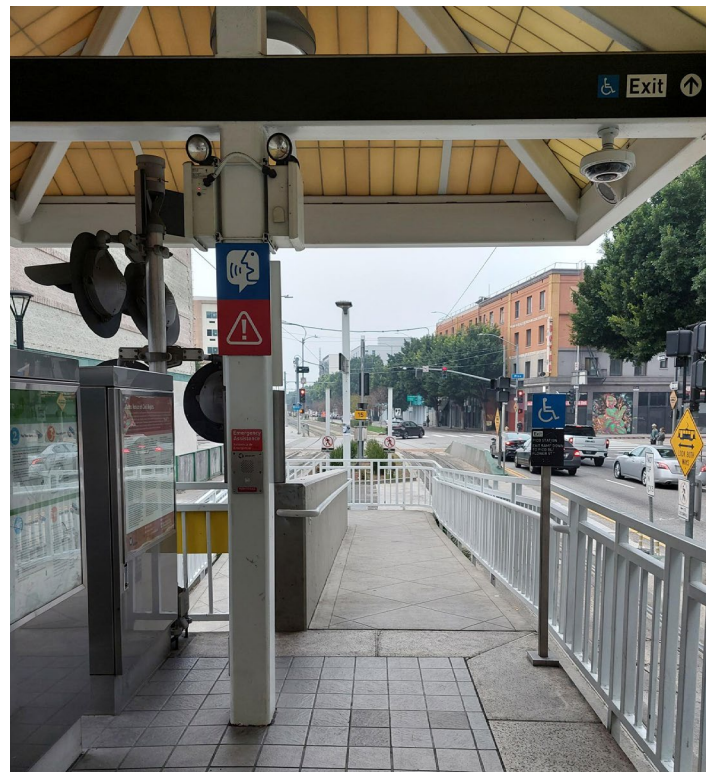
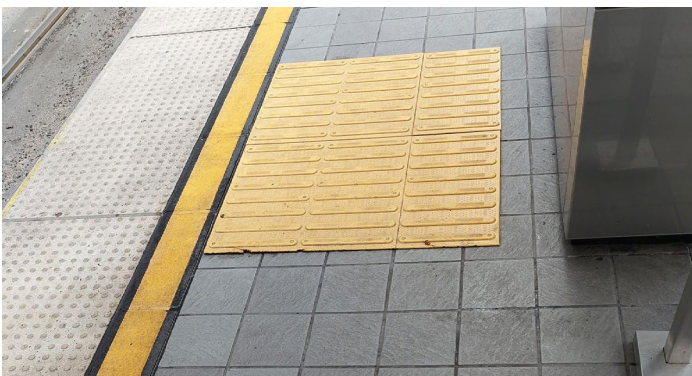
- > Venue mobility hubs, strategically located near competition venues to facilitate multimodal travel
- > Transit mobility hubs at existing Metro rail and BRT stations throughout Los Angeles County, which have been identified as having high parking capacity
- > 2028 Games park & ride temporary hubs that can accommodate large-volume parking where Games visitors will park their cars and ride the GETS to the venues.

Depending on the type of mobility hub and the space available, some of the proposed improvements include these amenities:

- > Curb ramps to connect to paths around the mobility hub
- > Rest areas with shade and seating
- > Clearly marked boarding/alighting areas with sufficient space for ramp deployment
- > Wayfinding, including tactile wayfinding and high-contrast signage where appropriate
- > Accessible restrooms

Improved crossings with signals and through high visibility crosswalks to help all users cross safely

- > Information booths, with integrated information made available in different formats for inclusive services



FIRST/LAST MILE ACCESSIBILITY MOBILITY ASSISTANCE SERVICES

At a given venue during the 2028 Games, the first/last mile route could be different from the regular or fastest route for events. Many spectators will likely find these routes unfamiliar, with the impact often higher for people with disabilities. For example, people with disabilities who typically drive to their destination and park close by will not be able to do so for the 2028 Games.

Many people with disabilities can find it particularly challenging to navigate the first/last mile between the final transportation hub and the venue security screening area. Several factors can cause this:

- > Walking distances and gradients to the venue
- > Congestion through the first/last mile areas
- > Waiting and queue times at either the transportation hub or at security screening
- > A lack of rest points or seating along a route
- > The likelihood of extreme heat conditions is high during the summer

These challenges are further increased when the event is over, and spectators depart the venue. The time window for spectators leaving the venue is far less than on arrival, and the impact of fatigue can be more apparent for passengers with a disability leading to an increase in demand for accessible mobility services.

Several key measures for infrastructure and operations should be addressed for the first/last mile routes at each venue.

- > Infrastructure:
 - Curb ramps along the route to ease access for wheelchair users and those with mobility aids or strollers.

- Tactile paving in all appropriate locations to provide warning and guidance for people with visual impairments.
- Formal and/or informal rest areas, ideally set back from the main pedestrian route, to allow people with disabilities more time or space to withdraw from crowded and lively environments.
- Access to shade and drinking water.
- Access to accessible restrooms, if this is considered appropriate for the journey time and distance of the first/last mile.
- Lighting to ensure there is no confusion or disorientation for people with disabilities from shadows or glare, especially people with visual impairments.
- Visible signage and wayfinding in contrasting colors.
- Clearly defined pickup and drop-off areas for people requiring mobility assistance services. Those areas should be staffed to offer advice and guidance and located so that connections for onward travel, such as temporary Access Services stand are seamless.
- > Operations:
 - Marshals and volunteers along the route, clearly indicating the route and providing support to people with disabilities along the most efficient and safest routes at all times
 - A mobility assistance service that provides electric mobility vehicles and supplemented by manual wheelchair assistance at peak times, if necessary
 - Mobility vehicles should be a mixed fleet, with some able to carry a wheelchair user in their own wheelchair

- Storage areas for any equipment or vehicles required along the first/last mile route
- Charging and maintenance facilities to ensure the mobility service can be maximized at all times
- Disability awareness training for all staff across the first/last mile route
- Extensive mobility assistance service training for staff specifically handling equipment or providing direct assistance for people with disabilities

Several key communication messages should also be publicly shared with spectators ahead of the Games and on event days:

- > Mobility assistance will be provided only for people with disabilities.

- > The mobility assistance service will not be able to provide shuttle seats/spaces for all spectator group members traveling with a person with a disability. The priority is to ensure that as many people with disabilities as possible can be assisted efficiently and effectively. This means some parties may be asked to split up.
- > The assistance may be delivered as a mobility shuttle or manual wheelchair, depending on the distance, environment, and expected time of the journey.
- > People with disabilities may experience wait times for the mobility assistance service, particularly at peak times and during egress.

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BUS-ONLY LANES

The Games provide an opportunity to implement bus-only lanes that allow buses on existing routes to travel in a dedicated lane, leading to improved journey times and reliability. Metro has several bus-only lane proposals at various stages of planning, design, and implementation. The Mobility Concept Plan (Metro 2023a) identified potential bus-only corridors to increase transit capacity for transit-first Games. Figure 3 provides a map of existing, in-progress, planned, and potential bus-only lanes in the Los Angeles area.

Buses operating on the bus-only lanes will be ADA-compliant, but further consideration of supporting infrastructure is needed to enable travel for all. This may include temporary or permanent infrastructure to and from high-ridership locations such as the following:

- > Curb ramps to access bus stops
- > Shade and benches
- > Clearly marked boarding/alighting areas with sufficient space for ramp deployment
- > Wayfinding, including tactile wayfinding and high-contrast signage
- > Improved crossings using high-visibility crosswalks and signalized crossings that allow all users to cross safely



Figure 3. Bus-Only Lanes



KEY RAIL STATIONS

A range of temporary and permanent infrastructure improvements is proposed at key stations where large numbers of passengers are expected or large transfer flows are expected on the Metro rail network during the Games. These proposed improvements are intended to update stations that may have met ADA standards when built but must be brought up to current ADA standards, and improved to meet inclusive design best practices.

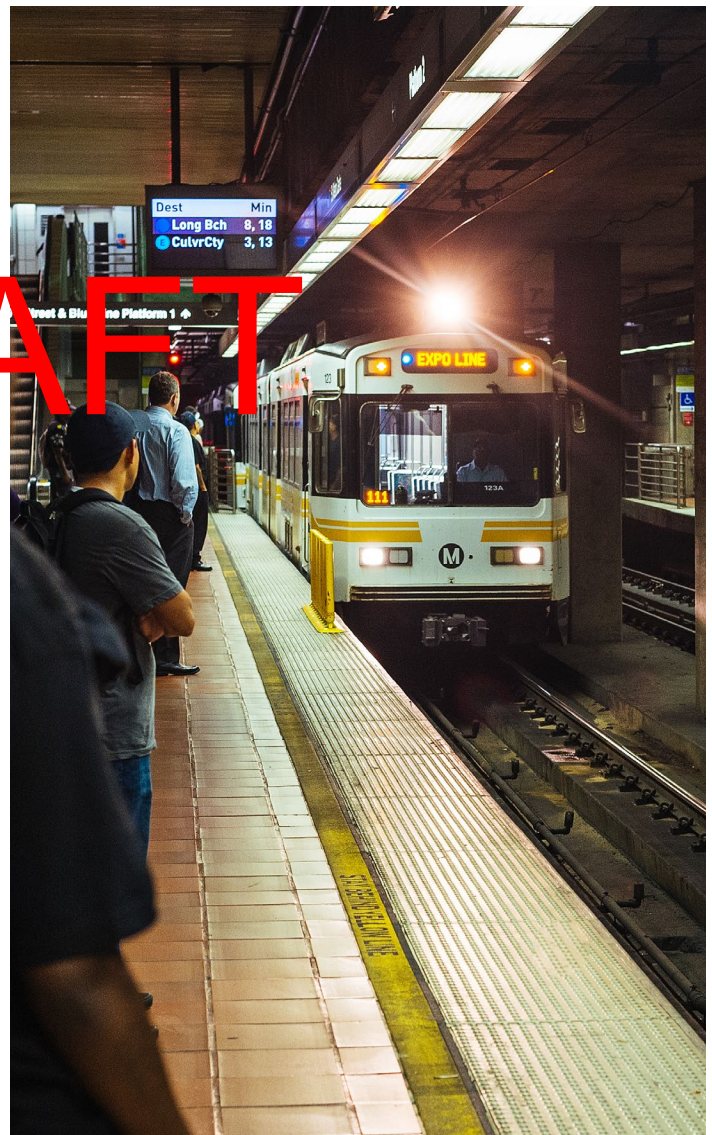
For example, at Union Station, the U.S. Department of Justice required Metro to be in compliance with Title II of the ADA and perform additional surveys at Union Station to improve accessibility. The findings of the survey revealed insufficient directional signage indicating the location of accessible entrances or paths of travel, paths that are inaccessible due to sloping issues and abrupt elevation changes, noncompliant accessible parking spaces and access aisles, and noncompliant elements in restrooms. Additional improvements identified for the 2028 Games will improve the customer experience for all passengers and include audio, visual, and mobility improvements. The following identifies potential universal inclusive design improvements at two priority stations (Union Station and Pico Station) under the Key Stations workstream:

> Union Station

- Update public announcement system
- Designate queuing spaces on platforms
- Designate spaces for queuing in front of elevators/escalators
- Improved wayfinding through station such as tactile wayfinding and digital and audio wayfinding platforms

> Pico Station

- Replace existing swing gate at crossing to increase available space for all passengers
- Move ticket vending machines to increase space on platform
- Designate queuing spaces on platforms



TRANSPORTATION DEMAND MANAGEMENT

Travelers are provided with effective choices to improve their travel reliability through TDM strategies. With millions of visitors expected for the Games, a TDM program is crucial to keeping Angelenos and visitors alike moving during the Games. Practical, multimodal, and innovative TDM strategies can achieve the “four R” strategies (reduce, re-time, re-route, and re-mode) to enable everyone to get around (Figure 4). The GME partners are committed to achieving a transit-first Games and aim to reduce traffic volumes across Los Angeles County by approximately 15% during the 2028 Games.

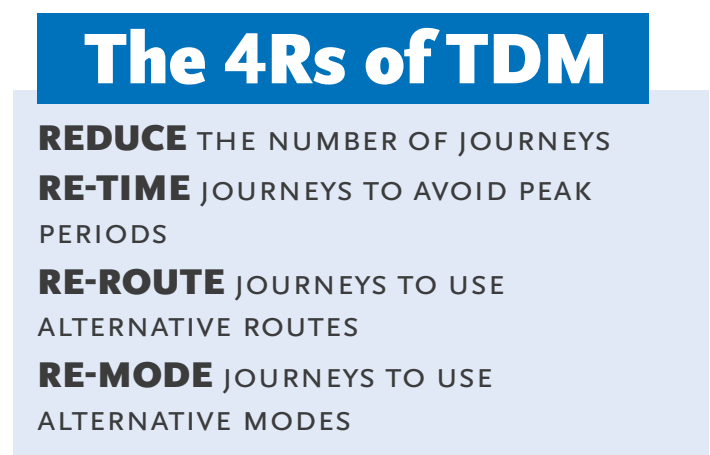
Games-related TDM strategies should include a marketing and communications campaign, which could include a journey planner to help all users on the network, especially those with additional needs. The journey planner and other strategies specifically targeted for people with disabilities, such as Games-specific connections and infrastructure, will help people with disabilities travel independently and with dignity.

> **Reduce and Re-time.** Strategies to maximize telecommuting will be an integral part of the overall TDM approach for the Games, including communication with employers to encourage and support anyone who chooses to telework or work flexible hours. This strategy can greatly reduce the number of vehicles on the road, easing traffic and emissions and allowing vehicles carrying passengers with disabilities to access the transportation network more easily.

> **Re-route and Re-mode.** Park & ride lots are places for drivers to leave their cars and access transit. They are a proven Games-related strategy to manage transportation demand and reduce congestion near Games venues. The park & ride sites can provide efficient and effective service for people with disabilities, in particular non-regional attendees, by removing the challenges of traveling on a congested road network. Making this an attractive option will require accessible and secure facilities and service levels that consider the needs of all riders.

To successfully implement these TDM strategies, coordination among people with disabilities is crucial. People with disabilities can provide input and feedback to share their knowledge about moving through the region. Transportation agencies can incorporate this information and provide access to a single source of information. This enables people with disabilities to plan their journeys and use a mode of transportation most suitable for their needs. The information may be disseminated in the form of a journey planner.

Figure 4. TDM Strategies



JOURNEY PLANNER

Based on the IPC Accessibility Guide (IPC 2020), the following elements should be included in a journey planner and made available for the 2028 Games:

INFORMATION

- > **Clear and concise instructions:** Step-by-step instructions on how to use public transportation, including different accessible options like elevators, ramps, and designated spaces for wheelchairs or assistive devices.
- > **Multimodal integration:** Details on all available transportation modes (such as bus, train, and Metro facilities) and allow users to plan trips that combine different modes seamlessly.
- > **Real-time accessibility information:** Up-to-date information on any accessibility issues or disruptions across the transportation network, including estimated repair times for elevators and elevator availability.
- > **Estimated travel times:** Realistic journey times that consider the needs of users with disabilities, factoring in potential delays due to transfers or accessibility limitations.

ACCESSIBILITY FEATURES

- > **Accessibility filter:** Allow users to filter journeys based on their specific accessibility needs, such as step-free access, availability of wheelchair spaces, or compatibility with specific assistive devices. Connections external to Metro facilities could be imported into the mobile app to provide wayfinding assistance.
- > **Alternative route options:** Offer different route options based on accessibility criteria, allowing users to choose the most suitable one based on their needs.
- > **Point-to-point navigation:** Provide detailed navigation instructions within stations, including locations of elevators, restrooms, and accessible entrances/exits.
- > **Multiple language and format support:** Be available in various languages and accessible formats, such as text, audio recordings, and screen-reader compatibility.

ADDITIONAL CONSIDERATIONS

- > **Offline access:** Allow users to download and access the journey planner information offline, ensuring availability even without an Internet connection.
- > **Feedback mechanism:** Include a user feedback mechanism that allows users to report accessibility issues, suggest improvements, and provide feedback on the planner's usability.

ADDITIONAL CONSIDERATIONS DURING GAMES-TIME OPERATIONS

Based on the IPC Accessibility Guide (IPC 2020), the following key aspects related to Games-time operations should be addressed:

INFRASTRUCTURE AND TECHNOLOGY

- > **Inclusive transportation infrastructure:** Ramps, elevators, tactile wayfinding, audio announcements, and similar amenities help enhance the accessibility of the public transportation network for all. These elements can be achieved through temporary measures during the Games or through permanent legacy infrastructure.
- > **Innovative technologies:** Mobile apps and other information platforms can help provide important up-to-date information for selecting a mode of transportation suitable to the needs of people with disabilities, and help users navigating around mobility hubs and key stations on the transportation network.

STAFF TRAINING AND AWARENESS

- > **Comprehensive training programs:** Implement training programs for all staff involved in transportation operations, including drivers, station personnel, security guards, and customer service representatives.
- > **Training focus:** The training should focus on disability awareness, sensitivity, unconscious bias, and providing excellent customer service to passengers with disabilities. This includes proper interaction techniques, etiquette, and knowledge of accessible features available within the transportation system.
- > **Ongoing training:** Schedule ongoing training sessions to ensure all staff remain updated on accessibility best practices and any changes within the system.

COMMUNICATION AND INFORMATION

- > **Clear and accessible information provision:** Provide readily available information on accessibility features, schedules, and potential disruptions in accessible formats like Braille, audio recordings, and visual aids with clear signage. Other methods of providing information include text messages and integration with transportation apps or the official Games app to provide timely information.
- > **Multilingual communication:** Ensure information is available in multiple languages to cater to diverse passenger needs.
- > **Alternative communication channels:** Offer alternative communication options like designated staff members trained in sign language or accessible communication apps to address individual needs.
- > **Information and communication platforms:** A range of platforms, such as websites, apps, signage, and information leaflets, will be used to communicate with riders, and in this way, the Games can spur the development of platforms that can meet the changing needs of riders on the public transportation system.

INCIDENT MANAGEMENT AND ASSISTANCE

- > **Procedures for handling accessibility-related incidents:** Develop clear procedures for addressing accessibility issues like equipment malfunctions, disruptions to accessible services, or passenger assistance requests.
- > **Dedicated support staff:** Allocate trained personnel to assist passengers with disabilities during their journey, such as assistance with boarding, navigating stations, or connecting to other transportation modes.
- > **Contingency plans:** Develop contingency plans to ensure continuity of accessible services in case of unforeseen circumstances.

ROLES AND RESPONSIBILITIES

For any event planning, it is imperative that clear roles and responsibilities are established to ensure that all activities are covered and to avoid duplication or any gaps. A preliminary Responsible, Accountable, Consulted, and Informed (RACI) matrix has been developed to begin identifying what items related to accessibility during the Games must be delivered and will be delivered by Metro and what will be delivered through Metro's partners and other stakeholders. Partners and other stakeholders that will have a role include LA28, Access Services, Metrolink, local municipal operators, and other public/private agencies. Because accessibility interfaces with other workstreams in the Games Mobility Concept Plan (Metro 2023), the main activities in the RACI matrix (shown as Table 3) are aligned to these workstreams and are intended to support the implementation of accessibility in those workstreams.

MONITORING AND EVALUATION

- > **Establish feedback mechanisms:** Implement methods for passengers with disabilities to provide feedback on their experience and identify areas for improvement. This can include surveys, online feedback forms, or designated hotlines.
- > **Regular data collection and analysis:** Regularly collect data on operational aspects like staff training completion, accessibility-related incidents, and passenger feedback. Analyze the data to identify trends, areas for improvement, and demonstrate the effectiveness of the strategy.

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Table 3. Preliminary RACI Matrix

LEVEL 1 ACTIVITY	LEVEL 2 ACTIVITY	LA28	METRO	ACCESS SERVICES	METRO LINK	CITY OF LA	CALTRANS	LOCAL MUNICIPAL OPERATORS (LADOT, FOOTHILL, SMBBB, ETC)	OTHER PUBLIC/ PRIVATE ENTITIES	STAKEHOLDER GROUPS REPRESENTING PEOPLE WITH DISABILITIES/ TARGET RIDERS/ COMMUNITY
Games Enhanced Transit Service (GETS)	Data collection, analysis and modeling	A	R1	C	C	C	C	C	I	NA
	Develop and provide staff training	A	R1	C	C	C	I	C	C	C
	Develop and implement additional accessible GETS infrastructure	A	R1	C	C	C	C	C	C	C
	Procure accessible vehicles	A	R1	I	I	C	C	I	I	NA
	Administer borrowed accessible GETS vehicles	A	R1	C	C	C	I	C	I	NA
	Develop and input to Readiness and Testing GETS Program on accessibility elements	A	R1	I	I	C	I	I	I	C
	Operate Accessible / Paratransit GETS	A	R1	R2/C	R2/C	R2/C	C	R2/C	I	NA
	Prepare plan for handover or disposal of temporary GETS infrastructure and equipment	A	R1	C	C	C	C	C	C*	NA
	Reverting back infrastructure/ equipment which may have been modified to meet higher accessible demands	A	R1	C	C	C	C	C	C*	NA
Mobility Hubs	Develop and implement additional accessible infrastructure at Mobility Hubs, such as ramps	A	R1	C	R2	R2	R2	C	C*	C
Bus-Only Lanes	Develop and implement additional accessible infrastructure, such as curb cuts to access key bus stops, seating, lighting, shade	A	R2/C	C	C	R1	R1	R2	C*	C
Key Stations Improvements	Data collection, analysis and modeling	A	R1	C	C	C	C	C	I	NA
	Develop and implement additional accessible infrastructure at Key Stations, such as elevator updates, ramps where identified	A	R1	C	C	C	C	C	C*	C

LEVEL 1 ACTIVITY	LEVEL 2 ACTIVITY	LA28	METRO	ACCESS SERVICES	METRO LINK	CITY OF LA	CALTRANS	LOCAL MUNICIPAL OPERATORS (LADOT, FOOTHILL, SMBBB, ETC)	OTHER PUBLIC/ PRIVATE ENTITIES	STAKEHOLDER GROUPS REPRESENTING PEOPLE WITH DISABILITIES/ TARGET RIDERS/ COMMUNITY
First/Last Mile Services	Data collection, analysis and modeling	A	R2/C	C	C	R1	C	C	I	C
	Develop and provide staff training	A	R2/C	C	C	R1	C	C	C	C
	Develop and implement additional accessible FLM infrastructure	A	R2/C	C	C	R1	C	C	C	C
	Procure accessible vehicles or administer borrowed accessible vehicles	A	R1	R2/C	C	R2/C	C	C	C	NA
	Develop and input to Readiness and Testing Program on accessibility elements	A	R1	I	I	C	C	I	I	NA
	Operate accessible buggies to connect between transit hub and security screening area	A	R1	R2/C	C	R2/C	C	C	C	NA
Payment & CX	Consider accessibility of payment methods to people with disability	A	R1	C	C	C	I	C	C	C
Transportation Demand Management (TDM)	Develop inputs to TDM strategy	A	R1	C	C	C	C	C	C	C
	Develop inputs to Games journey planner and support implementation	A/R2	R1	C	C	C	C	C	C	C
Open Streets	Consider accessible elements needed for open street events	C	A	C	C	R1	R2	C	R2	R2
Access Services	Reinstatement of infrastructure if changed during the Games e.g. Access Services stands were relocated	A	A	C	C	C	C	C	R1	C
Universal Basic Mobility	Consider accessibility of scheme to people with disability	A	R1	C	C	R2	C	C	C	C

R Responsible
R1 Lead responsibility
R2 Some responsibility depending on location

A Accountable
C Consulted
C* Consulted, owner or operator of infrastructure

I Informed
NA Not Applicable

Stakeholder Engagement

While preparing this Universal Inclusive Design Strategy, Metro engaged with the following Metro teams and stakeholders to gain input and feedback during the development of the strategy. Metro also plans on coordinating directly with the GME subcommittee on accessibility to refine this strategy and ensure alignment with the overall Games accessibility plans.

Moving forward, specifically regarding accessible transportation, stakeholder engagement is divided into three groups to focus feedback on different aspects of the strategy. Stakeholder engagement is anticipated to continue through planning, design, and implementation of any proposed improvements through the workstreams discussed in the previous chapter, *Incorporating Universal Inclusive Design into Metro's Workstreams*.

The first group is the Accessible Transportation Planning Group, which consists of staff from Metro departments and Access Services who are anticipated to deliver on support accessible transportation services, vehicles, and operations for the 2028 Games. Agencies and their departments include:

> Metro Departments

- Office of Strategic Innovation (OSI)
- Operations
 - Station Experience
 - Service Development
- Office of Civil Rights, Racial Equity & Inclusion
 - Accessibility and Title VI
 - Office of Equity and Race
- Countywide Planning

> Transit Agencies

- Los Angeles County Access Services

The second group of stakeholders are key stakeholders and community-based organizations (CBOs), an essential resource for local knowledge and practices that will ensure the goals and strategies developed are effective for persons of all abilities. As a first step, key stakeholders and CBO engagement will focus on refining Metro's Universal Inclusive Design Strategy for the 2028 Games. Future engagement efforts will be to advance and deliver efforts to make infrastructure and operational improvements to the existing transportation systems and Games mobility services like the GETS.

Through current committees and city- and countywide partners related to accessible transportation services, disability infrastructure, and other support systems, these organizations can provide valuable input to Metro's Universal Inclusive Design Strategy:

- > Accessibility Committees
 - Metro's Accessibility Advisory Committee
 - Access Services Transportation Professionals Advisory Committee
 - Access Services Community Advisory Committee (Access CAC)
 - Aging & Disability Transportation Network
- > Federal/City/County Partners
 - Los Angeles County Commission on Disabilities
 - City of Los Angeles Department of Disabilities
 - Veteran Affairs
 - U.S. Department of Transportation Access Board
- > CBOs and Non-Governmental Organizations
 - Coalition of Los Angeles County Independent Living Centers
 - FASTLink Downtown Los Angeles (DTLA)
 - Braille Institute

- > Cities General Assembly Group – Metro will convene quarterly to gather input

A third group for stakeholder engagement will focus on public outreach and coordination with LA28 and other Games organizations. This engagement is anticipated to occur throughout the design and implementation of specific workstreams.

Public outreach will seek to engage the rider groups, as discussed in a previous chapter, *Demand Assumptions for Accessible Transportation*, to inform them of potential changes to transportation services during the Games and improvements to services and infrastructure that are being proposed. Outreach can collect personable and scalable input on the accessible journey during the 2028 Games. To understand access experiences on existing transportation systems and how this will be an even greater challenge during the 2028 Games, this group will provide valuable input on the experience for persons with disabilities who want to attend the 2028 Games. Public engagement can be facilitated through pop-up events, information disseminated through transit agencies' websites and social media, and other information-gathering activities.

In addition, coordination will be conducted with LA28, International Olympic Committee, and IPC to ensure consistency with the standard of services and other event planning activities.

The development and planning of the program of work and the delivery of accessible transportation services will continue over the next four years to meet the expectations of 2028 Games partners and the aspirations of people with disabilities. Metro recognizes the important contribution that people with disabilities can make as key stakeholders by engaging with them as the strategy is developed in the next four years into operation plans and as temporary and permanent infrastructure is implemented.

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Next Steps

Metro's Universal Inclusive Design Strategy outlines approaches to address the challenges of the increased number of passengers with disabilities expected on the public transit network during the Games. As this strategy is further developed in the next four years for implementation and into operation plans, we anticipate these next steps as we move into implementation through the various workstreams:

- > Coordination with the GME subcommittee on accessibility.
- > Inform existing 2028 Games transportation plans. Use the existing Metro Aging and Disability Transportation Network, Los Angeles County Commission on Disabilities, and City of Los Angeles Commission on Disability to incorporate the mobility needs of people with disabilities during the 2028 Games and later. After the Metro Board of Director's motion at the October 2024 Ad Hoc Committee on the 2028 Games.
- > Stakeholder and public engagement. Further stakeholder engagement is ongoing through other workstreams as they move from planning to implementation.
- > Design and implementation of proposed temporary and legacy improvements. Prepare hand-off/disposal plan for temporary infrastructure.
- > Development of a Concept of Operations Plan. This will be done in conjunction with GETS planning.

> Testing:

- Accessible transportation modes and services must be embedded in test programs or events. They should be integrated regardless of whether they include a major test event, desktop exercises, or readiness tests.
 - Conduct tests with specific transportation delivery agencies on specific accessibility aspects at major spectator events in Los Angeles before the Games to assess challenges, opportunities, and coordination among partners on accessible services. It should also be an opportunity to raise awareness and understanding for both the workforce of the events and for people with disabilities to understand their likely experiences.
 - Trials are needed for the accessible shuttle bus routes and services, including monitoring the service and performance at designated parking sites and pickup zones that would not usually be operating daily.
 - It is important to ensure that disability and inclusion stakeholders and engagement groups are involved in these testing events.
- > Funding to bring proposed improvements to implementation. State and federal grants are being pursued to implement legacy projects for the 2028 Games. The successful grant application for Reconnecting Communities and Neighborhoods (known as RCN) aims to restore community connectivity by investing in high-quality multimodal transportation options that include universal inclusive design elements. Other grant opportunities for universal inclusive design improvements could include Rebuilding American Infrastructure with Sustainability and Equity (known as RAISE) and Accessible Stations for All.

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OFFICIAL ACTION OF THE LOS ANGELES CITY COUNCIL

Council File No.: 15-0989-S45

Council Meeting Date: June 11, 2025

Agenda Item No.: 2

Agenda Description: AD HOC COMMITTEE ON THE 2028 OLYMPICS AND PARALYMPIC GAMES REPORT relative to requesting the Games Mobility Executives group, City departments, and related stakeholders to work with the Department of Disability (DOD) and the Civil and Human Rights Enforcement Department (CHRED) to develop an Accessibility Plan that will ensure compliance with the Americans with Disabilities Act (ADA) and enhanced services at Games-related sites.

Council Action: AD HOC COMMITTEE ON THE 2028 OLYMPICS AND PARALYMPIC GAMES REPORT - ADOPTED

Council Vote:

YES	Blumenfield	YES	Harris-Dawson	YES	Hernandez
YES	Hutt	YES	Jurado	YES	Lee
ABSENT	McOsker	ABSENT	Nazarian	YES	Padilla
YES	Park	YES	Price Jr.	YES	Raman
YES	Rodriguez	YES	Soto-Martínez	YES	Yaroslavsky

PETTY F. SANTOS
INTERIM CITY CLERK

Adopted Report(s) Title
Ad Hoc Committee on the 2028 Olympics and Paralympic Games Report 5-21-25

#	Project title	Feasibility and Impact	Alignment with current Games workstreams	Legacy	Funded? Y/N	Funding gap	Order for implementation to provide value to Games and legacy	Proposed for FY26 budget	Proposed for FY27 budget	Proposed for FY28 budget	Proposed for FY29 budget	Agency Partners/Implementor	Budget/Funding Considerations Notes	Potential Nexus to RCN	RCN Project Area Where it could live in RCN/Project	Justification / Rationale	City / Relevant RCN Location
17	Expanded Paratransit and Shuttle Services	Y	Y, Universal inclusive design, Access Services, GETS	Y	N	\$ (20,000,000)	H	\$ 20,000,000	\$20,000,000	\$20,000,000	\$10,000,000	Access Services/Operations	Access / Metro Ops	Yes	First/Last Mile (FLM) / Mobility Hub RCN Improvements	RCN FLM and Mobility Hubs aim to enhance multimodal access. Expanded shuttles support first/last mile travel and supplement access to RCN's 5 mobility hubs and 5 FLM zones (e.g., Del Amo, Avalon, Flower St).	Countywide (including Willow, El Monte, NoHo)
1	ADA Tactile Guidance Systems Group of 12 Metro stations (first 2 FYs, 24 stations 3rd FY)	Y - Planning/design phase seems short, at 65 days	Y, Universal inclusive design	Y	N	\$ (5,200,000)	H	\$ 2,600,000	\$2,600,000	\$5,600,000	\$2,800,000	Metro OCR/SWD/Program Management/	Presidential Budget	Yes	Mobility Hub RCN Improvements	Tactile guidance supports universal accessibility at key transit centers like North Hollywood, Expo/Crenshaw, El Monte, and Union Station, aligning with RCN's hub improvements such as ADA curb ramps, wayfinding, and digital signage. FY26 1st group: 12 "DTLA" stations; FY27 2nd Group og 12 : NoHo - GLiNE, J line El Monte, Expo/ Crenshaw, selected E Line aerial, transfer and terminal stations ; FY 28 3rd group 24 stations: A-line and C-Line selected aerial, transfer and terminal stations	Los Angeles / Union Station
					N	\$ (750,000)	H		\$750,000	\$750,000	\$375,000	Metro OCR/FM / Elev mod & replacement	FM/PM	Yes	Mobility Hub RCN Improvements	RCN Mobility Hubs include vertical access infrastructure and ADA-related upgrades. Hands-free elevators improve accessibility at transfer hubs like North Hollywood, Chatsworth, and Union Station. Retrofit of elevators not covered in the replacement project	Los Angeles / Union Station, NoHo, Expo/Crenshaw
4	Hands free access to elevators	Y	Y, Universal inclusive design	Y	N	\$ (750,000)	H		\$750,000	\$750,000	\$375,000	Metro OCR/FM / Elev mod & replacement	FM/PM	Yes	Mobility Hub RCN Improvements	RCN Mobility Hubs include vertical access infrastructure and ADA-related upgrades. Hands-free elevators improve accessibility at transfer hubs like North Hollywood, Chatsworth, and Union Station. Retrofit of elevators not covered in the replacement project	Los Angeles / Union Station, NoHo, Expo/Crenshaw
2	Hands free access to intercoms – "Metro Call Point"	Y	Y, Universal inclusive design	Y	N	\$ (500,000)	H	\$ 250,000	\$250,000	\$250,000	\$125,000	Metro SWD/MOW/	Not Identified MOW/Presidential Budget	Yes	Mobility Hubs Hub RCN Improvements	Aligns with RCN hub plans for improved digital infrastructure, communications, and ADA enhancements (e.g., informational kiosks, real-time signage at Expo/Crenshaw and Willow)	Los Angeles / Union Station, NoHo, Expo/Crenshaw
13	GETS Operator Disabilities related training	Y - suggest earlier start date than 2/1/2026, to provide sufficient training by Olympic Games	Y, Universal inclusive design, GETS	N - Games only	N	\$ (200,000)	H	\$ 50,000	\$50,000	\$100,000	\$50,000	Metro OCR/	Metro Ops/Metro OCR	Yes (indirect)	Operations / Training	Supports operator preparedness for accessible service delivery across RCN bus priority corridors and hubs"consistent with RCN's emphasis on inclusive community connectivity.	Countywide (Operator-facing)
12	Disabilities Awareness & Sensitivity Training	Y	Y, Universal inclusive design	Y	N	\$ (100,000)	H	\$ 50,000	\$50,000	\$50,000	\$25,000	Metro OCR	Metro Ops/Metro OCR	Yes (indirect)	Operations / Training	Reinforces inclusive operator behavior across RCN-supported corridors, FLM routes, and mobility hub interfaces.	Countywide (Operator-facing)
16	Crowd Management & Priority Boarding	Y	Y, Universal inclusive design, Mobility hubs	Depends on whether successful and future operating costs can be funded	N	\$ (750,000)	M	\$ 100,000	\$150,000	\$500,000	\$250,000	Metro events SX	SX /events	Yes	Mobility Hubs / Bus Corridor Enhancements	Supports flow and access management at major nodes and bus stops targeted in RCN (e.g., Broadway, Olympic Blvd, Florence/Studebaker)	Countywide (Bus Corridors + Mobility Hubs)
18	Temporary Accessibility Enhancements	Y	Y, Universal inclusive design, First/last mile	Depends on whether successful and future operating costs can be funded	N	\$ (750,000)	M	\$ 50,000	\$350,000	\$350,000	\$175,000	Metro FM/Events SX	SX / FM	Yes (indirect)	Mobility Hubs	Can be deployed quickly at RCN sites such as Willow and Expo/Crenshaw hubs for improved access during Games and construction phases.	Los Angeles / El Monte / Willow / NoHo
7	Accessible Wayfinding mobile app – 12 Stations DTLA	Y	Y, Universal inclusive design	Y	N	\$ (350,000)	M	\$ 350,000	\$350,000	\$350,000	\$175,000	Presidential Budget / Metro OCRREI/OSI	OCRREI	Yes	Mobility Hubs / First-Last Mile / Technology Integration	Complements RCN wayfinding and real-time signage efforts; enhances access at mobility hubs (e.g., Chatsworth, North Hollywood) and FLM areas with pedestrian upgrades (e.g., Flower St).	Los Angeles / Downtown
3	Sound Design for Blind/Low Vision customers	Y	Y, Universal inclusive design	Y	N	\$ (350,000)	M	\$ 100,000	\$150,000	\$100,000	\$50,000	Metro OCRREI/SWD/OSI	Presidential Budget	Yes	Mobility Hubs / FLM	Aligns with RCN's commitment to ADA and sensory enhancements at hubs and along FLM corridors such as Avalon Blvd and Pico Blvd.	Countywide
10	Dedicated Accessibility Assistance Teams	Y	Y, Universal inclusive design, First/last mile	Depends on whether successful and future operating costs can be funded	N	\$ (300,000)	M	\$ 100,000	\$200,000	\$300,000	\$150,000	Metro CPO/OCRREI/SX	Presidential Budget	Yes (indirect)	Operations / Mobility Hubs	Provides on-the-ground support to implement RCN's accessibility goals, especially during Games operations at hub sites like El Monte and Willow.	Countywide (Games venues + Mobility Hubs)
5	Calming/Recovery rooms for neurodiverse and other customers with disability	Y	Y, Universal inclusive design	Y	N	\$ (250,000)	M	\$ 50,000	\$100,000	\$100,000	\$50,000	Metro OCRREI/SWD/OSI	Presidential Budget	Yes	Mobility Hubs / Station Enhancements	RCN hub scopes already include public furnishings and shaded spaces. Calming rooms would enhance comfort for neurodiverse customers at crowded sites (e.g., North Hollywood).	North Hollywood, El Monte, Union Station
11	Transit Center Station Manager Pilot	Y	Y, Universal inclusive design, First/last mile	Depends on whether successful and future operating costs can be funded	N	\$ (200,000)	M	\$ 200,000	\$200,000	\$200,000	\$100,000	Metro Ops/SX	Metro Ops/Metro SX	Yes	Mobility Hubs / Operations	Supports management and customer service enhancements at hubs undergoing major capital upgrades in RCN (e.g., Chatsworth, Expo/Crenshaw).	Chatsworth, NoHo, El Monte
8	Interpretation and Translation (web, print, signage, person-to-person)	Y	Y, Universal inclusive design	Y	N	\$ (175,000)	M	\$ 20,000	\$50,000	\$100,000	\$50,000	Metro OCRREI/CX/OSI	Presidential Budget	Yes	Mobility Hubs / Outreach	Ensures multilingual accessibility at RCN's upgraded wayfinding stations, kiosks, and signage systems.	Countywide (Multimodal Hubs)
14	Mystery Rider programs Expansion (ADA, LEP, Fare Compliance)	Y	Y, Universal inclusive design	Y	N	\$ (200,000)	L		\$50,000	\$150,000	\$75,000	Metro OCRREI	OCRREI/ Presidential Budget	Yes	Operations / Monitoring & Evaluation	Improves QA/QC of accessibility improvements across RCN corridors, bus stop enhancements, and mobility hubs.	Countywide (Corridors + Hubs)
15	Expansion of Volunteer Language Review Panel	Y	Y, Universal inclusive design	Y	N	\$ 10,000	L	\$ 2,000	\$3,000	\$5,000	\$2,500	Metro OCRREI/ERG	OCRREI/ Presidential Budget	Yes	Mobility Hubs / Outreach	Strengthens multilingual communications across Mobility Hubs and FLM signage upgrades.	Countywide (Mobility Hubs)
6	Accessible Wayfinding mobile app – Union Station complex	Y	Y, Universal inclusive design	Y	Funded	\$ 75,000						Metro OCRREI/RE	OCRREI	Yes	Mobility Hubs / Technology Integration	Union Station is a key intermodal node; app improves accessibility and user navigation in line with RCN's hub digital and ADA strategies.	Los Angeles / Union Station
9	Courtesy wheelchair transport at LAUS (Union Station)	Y	Y, Universal inclusive design, First/last mile	Depends on whether successful and future operating costs can be funded								Union Station (Contract)	Metro Ops/TBD	Yes	Mobility Hubs/First Last Mile	Supports accessible, short-distance movement within Union Station hub, aligned with RCN's emphasis on first/last connections and micro-mobility options.	Los Angeles / Union Station
Blue items Additional dollars that can be requested to expand the work in subsequent FY Budgetary Request																	

ATTACHMENT D – WORKSTREAMS PROGRESS UPDATE – September 2025

The following describes progress on key workstreams, the funding efforts to date, and the next steps needed to deliver Metro's priority 2028 Games MCP workstreams.

LIGHT RAIL TRANSIT IMPROVEMENTS

Project Development

Per the October 2024 Board approval of advancing project development for key Mobility Concept Plan projects, staff are embarking on the CEQA approval and conceptual engineering to enable the potential completion of the various A and E Line improvements by 2028. These projects have the potential to be completed by 2028 but will need considerable operational planning to accommodate construction activities. Metro Operations Engineering has identified two low-cost state-of-good-repair projects, such as cable protection and trackway intrusion detection system, for the 2028 Games. The cable protection solution will improve the system's reliability by installing copper cables inside PVC conduits and filling the conduits with concrete on A and E Line interlockings and other selected locations along the trackway. Installing the trackway intrusion detection system on the A and E Lines interlockings will monitor and provide alarms of unauthorized personnel or activities along the trackway to make the system safer.

Funding

- In May 2025, Metro submitted an application for the Surface Transportation Block Grant for up to \$130 million for the Washington/Flower Corridor Improvements and various A and E Line Improvements (e.g., interlocking, siding, cable protection, trackway intrusion detection system). Awards are expected to be announced in December 2025.
- In January 2025, Metro submitted a \$15 million USDOT BUILD application for the Washington/Flower Corridor Improvements. Unfortunately, this application was unsuccessful.

Next Steps

- Complete environmental clearance and conceptual engineering by the end of the year.
- Seek funding to continue progress and deliver the LRT Improvements before the 2028 Games

MOBILITY HUBS

Project Development

Work on the five priority mobility hubs funded through the Reconnecting Communities and Neighborhoods (RCN) grant (Chatsworth Station, El Monte Station, Expo/Crenshaw Station, North Hollywood Station, and Willow Station) is progressing, with 30% design as the next milestone.

In addition, Metro is awaiting a funding decision for mobility hubs at Harbor Gateway, Norwalk, and Memorial Park. Metro is coordinating with the City of Los Angeles on the city's own integrated mobility hubs project, including engagement on right of Right of Way (ROW) encroachment to install components at Metro properties. Staff continue to support cities and organizations within LA County to develop their Mobility Hubs where projects may overlap with nearby Metro projects. A recent example is collaborative engagement with Cal State Dominguez Hills on the development of their on-campus hub. These additional locations will add to the growing portfolio of permanent mobility hubs around the County.

ATTACHMENT D – WORKSTREAMS PROGRESS UPDATE – September 2025

In an effort to get ahead on the development of Norwalk, Harbor Gateway, and Memorial Park, Metro has begun collecting data and developing technical memos for environmental clearance of these projects.

In addition, Metro envisions temporary mobility hub infrastructure at Games Enhanced Transit Service (GETS) park and ride locations, such as shade, queuing space, and hydration stations. While these enhancements are currently unfunded, they were deployed successfully at Memorial Park for the Club World Cup. Metro will identify potential opportunities for sponsorship funding in collaboration with CX/Marketing and also align with the upcoming Kit of Parts.

Funding

- Applications were submitted for the Surface Transportation Block Grant for up to \$52 million for Harbor Gateway Mobility Hub, Norwalk Mobility Hub and Multimodal Access Improvements, and Memorial Park Mobility Hub.
- In parallel, Caltrans has committed to seek state capital funding for two Metro Mobility Hubs located on Caltrans' right-of-way, the two priority sites are Norwalk and Harbor Gateway.
- In January 2025, Metro submitted a \$25 million USDOT BUILD application for the Norwalk Mobility Hub and Multimodal Access Improvements. USDOT announced their selected projects on July 16, 2025, and unfortunately Norwalk was not selected.

Next Steps

- Complete environmental clearance and conceptual engineering for the RCN-funded hubs by the end of the year.
- Finalize contracts for park and ride locations and begin identifying criteria and opportunities for deployment of temporary mobility hub infrastructure

FIRST/LAST MILE

Coordination

LADOT leads the GME First/Last Mile and Open Streets Subcommittee, with Metro participating as co-lead. The subcommittee engages and involves all venue cities, including newly announced venue locations in Arcadia and South El Monte. Subcommittee work includes refining planning principles for FLM connections, coordination on funding opportunities, development of the Kit of Parts (discussed further below), and information sharing among participants.

Project Development

At this stage, the FLM workstream is well-defined and progressing as follows:

FLM Capital Program

RCN – the RCN grant funds FLM improvements in downtown Los Angeles (at Pico and Flower Streets), and in the cities of Norwalk and Carson. At this stage, Metro is leading early design for these projects and coordinating with local agencies on future phases. These projects will

ATTACHMENT D – WORKSTREAMS PROGRESS UPDATE – September 2025

provide an important starting point for infrastructure improvements supporting strategic locations for the Games.

MAT Cycle 2 – in the September Board cycle, staff will recommend project awards for the second cycle of the MAT program. The MAT program solicitation allowed for bonus points in the competitive selection process for Games-related projects. Pending Board action in September, MAT-funded projects will add to the portfolio new, permanent infrastructure supporting the Games.

FLM Operational Program

The above-described projects will provide a strong starting point for meeting FLM needs for the Games, and more importantly, deliver a permanent legacy of walk/bike projects. They will not, however, be sufficient to accommodate Games-time access and connectivity. To bridge the gap, Metro is coordinating activities to plan and deliver temporary and quick build interventions. As seen in Paris last year, these efforts will largely be in the form of full or partial street closures providing space for attendees to walk or roll between Games venues and nearby transit stations, stops, and mobility hubs.

In order for these temporary and quick-build interventions to be successful, Metro is leading the development of a Kit of Parts. The Kit of Parts will provide consistent features such as roadway markings, signage, seating, shade, and other transportation elements and amenities. The intent is both to provide for a comparable experience across all Games locations and to maximize flexibility to rapidly improve walk/bike connections as other site-specific details take shape. At this time, Metro is nearing completion of procurement for an initial design and development stage. Staff expects to complete this first phase by Summer of 2026. A second phase, focused on fabrication and deployment of the Kit of Parts, is currently unfunded and requires additional discussion and definition to determine roles and responsibilities.

Funding

- Encouraged local cities to apply for STBG/CMAQ funding
- Received and evaluated submittals for MAT Cycle 2; awards pending for September Board meeting
- For inclusion in federal funding request, prepared estimate for Kit of Parts fabrication and deployment phase

Next Steps

- Advance the regional Kit of Parts and provide technical assistance to cities.
- Seek funding and define roles for Kit of Parts Phase 2
- Award projects within MAT cycle 2
- Continue to advance First/Last Mile projects in Reconnecting Communities and Neighborhoods

ATTACHMENT D – WORKSTREAMS PROGRESS UPDATE – September 2025

COUNTYWIDE BUS-ONLY LANES

Metro is working to advance bus-only lane projects that will serve as a legacy of the 2028 Games. Metro has selected eight priority bus-only lane corridors. These projects will support the Mobility Concept Plan, as well as the Games Route Network and NextGen Plan. A total of \$90 million in funding for bus-only lanes and bus improvement projects has been secured to date.

Project Development

Work on three bus lane corridors funded through state LPP grant funds has begun:

Vermont Avenue Near-Term Bus Lanes

The Vermont Avenue Near-Term bus lane project aims to bring quick-build bus lane improvements to the over 37,000 daily weekday riders along the Vermont Avenue corridor ahead of the larger Vermont Transit Corridor project, which will bring comprehensive bus rapid transit (BRT) improvements ahead of the 2028 Games. Staff are closely coordinating on both Near-Term and BRT projects.

The Vermont Avenue Near-Term bus lane project is broken down into two segments, North and South. LADOT is Metro's partner agency for both design and construction of both Vermont Avenue Near-Term segments, including a portion of the southern segment in Unincorporated LA County jurisdiction.

Vermont Near-Term North proposes AM/PM hour bus lanes in both directions on Vermont Avenue between Sunset Blvd and Wilshire Blvd. Staff concluded outreach for this segment in Winter 2025. LADOT will complete design for this segment in Summer 2025, with installation to follow afterwards.

Vermont Near-Term South proposes full-time bus lanes in both directions on Vermont Avenue between Gage Street and Imperial Highway. Outreach for this segment was concluded in Winter 2025. Based on feedback received during outreach, the project team is revisiting the proposed design and may conduct additional outreach as needed. Design is expected to be complete in Fall 2025, with installation to follow afterwards.

Broadway Bus Lanes

The Broadway bus lane project proposes quick-build bus lanes on Broadway, between Cesar Chavez Avenue and Martin Luther King Jr Boulevard. The project proposes full-time bus lanes in both directions on Broadway. There are several design variations proposed for the Historic Core segment of Downtown LA, generally between 2nd and 11th Streets. A decision on which designs to advance will be made in close collaboration with LA City Council District 14 and stakeholders.

The Broadway Bus Lane project and Metro's RCN project, which is bringing new bus shelters, improved transit signal priority and other amenities to Broadway between 1st Street and Manchester Avenue, are closely coordinating. The Broadway Bus Lane project is coordinating closely with City of LA projects, including the LA Bureau of Engineering's Broadway Streetscape Improvements & Broadway Historic Theater District Ped Improvements project, as well as the nearby LADOT Vision Zero Bikeway Improvements project happening south of Martin Luther

ATTACHMENT D – WORKSTREAMS PROGRESS UPDATE – September 2025

King Jr Boulevard. LADOT is Metro's partner agency for both design and construction of the Broadway Bus Lanes project.

Initial outreach efforts for Broadway began in Spring 2025. The project team will be meeting with elected officials in Summer 2025 to discuss the project and overall outreach approach.

Community outreach and engagement are planned for Fall 2025. Design is anticipated to be complete in Winter 2026, with implementation following afterwards.

Olympic Boulevard

The Olympic Boulevard bus lane project proposes quick-build bus lanes on Olympic Boulevard, between Figueroa Street and Robertson Boulevard. The project proposes AM/PM peak-hour bus lanes in both directions. LADOT is Metro's partner agency for both design and construction.

The project team will be meeting with elected officials in Summer 2025 to discuss the project and overall outreach approach. Community outreach and engagement are planned for Fall 2025 and Winter 2026. Design is anticipated to be complete in Spring 2026, with implementation following afterwards.

Additionally, Metro has identified the Hawthorne/La Brea corridor as a vital bus priority route to close the transit gap between Inglewood venues and the Metro C and K Lines. The City of Inglewood has elected to take the lead on its delivery, ensuring local alignment and expedited progress.

GAMES ENHANCED TRANSIT SERVICE

Project Development

To date, Metro has identified several potential Park & Ride sites for each venue and is actively pursuing agreements with facility owners. A first detailed draft of GETS routings for all GETS services was developed and successfully tested for earliest confirmed venues, with planning and testing of GETS services for recently added venues well underway. Staff are factoring in updated event schedules and spectator and workforce size estimates.

Metro is coordinating with local municipal operators to support operations on designated GETS routes. These collaborative efforts will help meet overall bus and staffing requirements as well as establish operating protocols and technology to support the successful operation of the GETS network. Metro and our partners will test these during the 2026 FIFA World Cup in Los Angeles.

Metro continues to work on building up the GETS Bus Fleet in preparation for the 2028 Games. Some of these efforts include industry outreach through APTA and UITP large scale event workshops, data collection and commitments through surveys instruments, and formal and informal discussions with regional and national public and private sector leadership teams.

To date Metro has received firm commitments from over 25 transit agencies in providing donated/loaned buses and staffing. Metro has received over 650 bus commitments and roughly

ATTACHMENT D – WORKSTREAMS PROGRESS UPDATE – September 2025

300 workforce commitments and continues to receive support and inquiries from regional and national partners.

Funding

The planning focus has been on developing a GETS network with sufficient and well distributed Park & Ride and Mobility Hub facilities in closest proximity to venues and transit network connectivity to transport all general spectators and workforce while minimizing equipment requirements to ensure sufficient resources and control costs, recognizing the funding uncertainties.

Next Steps

- Finalize GETS routes for recently added venues
- Finalize updates for GETS plans to reflect latest spectator/workforce estimates and event schedules
- Update GETS plan based on above new inputs for optimized scenario with lower peak fleet need and costs
- Ongoing coordination with LA28 on other possible opportunities for optimized GETS scenarios
- Coordinate on GETS transit priority and security measures
- Secure inter-agency agreements for buses, Park and Ride locations, bus depots, and personnel

GAMES ROUTE NETWORK

The Games Route network is a network of dedicated lanes that enables consistent and reliable travel times between key competition and non-competition venues for the Games athletes, officials, media, and stakeholders, as required by LA28 and the International Olympic Committee.

Project Development

Caltrans is leading the coordination of the GRN improvements, which includes both Caltrans-managed highways and local arterials across a four-county area. Metro is working with Caltrans and LA28 to facilitate access to the GRN for the GETS and transit buses while it is in operation.

Caltrans completed the planning for the GRN, will complete the environmental phase later this year and enter design in early 2026. The implementation of the GRN will require an investment in both permanent infrastructure as well as temporary improvements. These improvements include active transportation and traffic management equipment, closed circuit televisions, signs, pavement markings, and channelizers.

Caltrans is advancing the GRN through the required legislative and regulatory steps, such as approval of special color usage and Games signage. Recently Senate Bill 128 was approved which expands the use of the high occupancy vehicle and toll lanes to be used by the permitted vehicles during the Games.

Funding

- Caltrans is funding the portion of the GRN on the state highway system

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Next Steps

- Complete environmental by end of 2025 and start design

Continue working with local municipalities on the GRN connection to the venue approach

HEAT

Project Development

Since its kickoff in early 2025, the Heat subcommittee has convened subject matter experts from across the GME, as well as other jurisdictions. Experts from nonprofit organizations and universities have also been engaged in an advisory capacity. The Heat subcommittee's goals are as follows:

- Inventory and highlight current heat mitigation efforts being led by other agencies/partners.
- Identify potential gaps in knowledge sharing, funding, and data on vulnerable populations
- Create shared plans to deploy solutions at priority locations and encourage dialogue between stakeholders
- Prepare Metro staff, volunteers, and spectators for heat events.

The subcommittee has conducted a literature review of global and local best practices for urban heat mitigation and is compiling data in order to assess heat vulnerability near Games venues.

For the Club World Cup in June 2025, the Heat subcommittee led the implementation of a no-cost-to-Metro hydration station pilot at the Memorial Park A Line station. The hydration station was well received by attendees.

Funding

While there is no dedicated funding for the Heat subcommittee, Metro and agency partners will work to secure sponsorship opportunities and additional no-cost pilots on a larger scale. Metro is developing heat intervention "packages" for FIFA26 and LA28 partners to sponsor at key locations.

Next Steps

- The Heat subcommittee is preparing to issue a Request for Information (RFI) to understand potential heat mitigation solutions in the marketplace that could be piloted for the World Cup and 2028 Games.
- Metro subject matter experts are participating in venue site visits with Metro's Operations team to understand existing heat exposure risks and opportunities for temporary improvements.

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- The Heat Subcommittee will develop a heat playbook to prepare venue organizers, staff, volunteers, spectators and partner subcommittees for heat preparedness and emergency response.

WAYFINDING

The GME Wayfinding Subcommittee, led by Metro, meets monthly to share information, learn about current and future wayfinding projects, and ensure coordination among agency partners. Members of this Subcommittee include LA28, LADOT, Metrolink, LAWA, Caltrans, City of LA Mayor's Office, SCAG, and venue cities.

Project Development

LA28 is responsible for developing the “Look of the Games” strategy, a guiding document that will convey color palettes, pictograms, typography, and other design standards for wayfinding and signage in support of the Games. LA28 expects to share this document with partners in the first quarter of 2026.

Metro is initiating a comprehensive signage audit and design effort at 12 high-priority stations—selected based on ridership, equity, asset lifecycle, and proximity to major event venues—to address outdated, non-compliant signage and improve accessibility, safety, and customer experience. This initiative will bring these stations into alignment with current Metro Signage Standards and ADA/Civil Rights requirements, while also reinforcing brand identity and delivering a consistent, intuitive customer journey.

Metro is using major sporting events to test new wayfinding concepts leading up to the Games. These events include: 2026 NBA All-Star Weekend, 2026 FIFA World Cup, and 2027 Super Bowl LVI. Metro deployed soccer-themed floor decals, wall decals, crowd-control measures, and temporary signage during the 2025 FIFA Club World Cup in June.

Metro's Civil Rights Programs team is currently partnering with Waymap, an audio turn-by-turn navigation app, to help blind and visually impaired customers navigate Union Station. If successful, Metro plans to expand the pilot to 12 stations based on an assessment of where the technology can have the greatest impact.

Funding

While there is no dedicated funding source for the Wayfinding Subcommittee, Metro and agency partners continue to seek grant funding to support the work. Metro is awaiting a grant funding decision from SCAG for multiple MCP projects that include wayfinding components within and around Metro stations. Other agencies plan to or have already initiated contracts with consultants to support the planning and eventual implementation of their wayfinding and signage system for the Games.

Next Steps

- Continue regular communication and coordination with Subcommittee members on current projects.

ATTACHMENT D – WORKSTREAMS PROGRESS UPDATE – September 2025

- Identify sites (e.g., mobility hubs, transit stations, venues, fan zones, etc.) where multi-agency coordination is needed to facilitate a seamless wayfinding system.

A stylized graphic of a person walking, composed of white, 3D rectangular blocks on a green circular base, set against a red and black background.

2028 Games Mobility Concept Plan Accessibility and Key Stations Oral Presentation



Metro

*Item #2025-0658
September 17th, 2025*

Games Mobility Executives (GME) Accessibility Subcommittee

Lead	City of Los Angeles
GME Members	LA Metro, LADOT, LA Mayor's Office, LA28
Purpose	To identify, evaluate and coordinate accessibility needs across all aspects of transportation planning for the Games.
Subcommittee Goals	• Analyze accessibility work across all GME workstreams • Identify any gaps in accessibility planning • Identify and share accessibility resources • Align accessibility strategies across different agencies • Ensure accessibility remains a core priority across all Games-related workstreams • Highlight best practices, common standards, and aligned policy goals across jurisdictions to ensure consistent, equitable access to venues and transit systems throughout the region

Accessibility Planning for the Games to date

- GME Accessibility Subcommittee established
- Identification, promotion, and coordination of accessibility planning across all GME workstreams
- Initial Games Universal Inclusive Design Strategy including a RACI matrix of roles and responsibilities
- Engagement with Metro Accessibility Advisory Committee, The Los Angeles City Commission on Disability and the Los Angeles County Commission on Disabilities



Games Universal Inclusive Design Strategy

- Rooted in the principles of human-centered design and universal accessibility
- Aims to ensure transportation planning for the Games prioritizes the diverse needs of all customers especially:
 - Those with a disability
 - Older adults
 - Families with young children
 - Others who face barriers to mobility
- Identifies practical enhancements including:
 - Accessible pathways
 - Tactile paving
 - Shade and rest/recovery areas
 - Upgraded amenities



Metro

Partnership with the wider Accessibility Plan for the Games

- Metro continues to work in partnership with the City of Los Angeles to ensure the Games Universal Inclusive Design Strategy forms a coherent part of the wider Accessibility Plan for the Games, which is expected to include the following elements (DRAFT):
 - Policy
 - City Budget & Personnel Resources
 - **Community Engagement**
 - Transportation & Mobility
 - Venues & Infrastructure
 - Operations & Services
 - Public Safety
 - Effective Communication
 - Website and Mobile App Accessibility
 - Workforce, Economic and Business Development
 - Event Staff, Contractors, and Volunteers
 - Cultural Events



LA28 Games - Host City Accessibility Commitment:



Metro

18 Accessibility Projects have been identified

18 accessibility projects identified by Metro include:

- Paratransit and shuttle services
- Tactile guidance systems
- Hands-free access to intercoms and elevators
- Disability-focused operator training

Status

- Projects evaluated based on feasibility, alignment with the Games, long term legacy and funding status
- Projects are currently unfunded

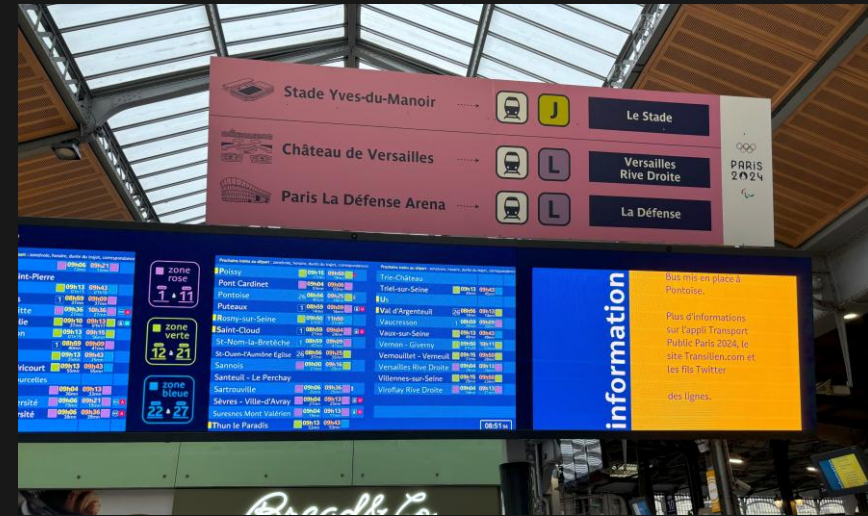


Games Mobility Executives Key Stations Subcommittee

Lead	Metro
GME Members	LA Metro, LADOT, LA Mayor's Office
Purpose	To identify and coordinate station improvements that will accommodate increased volumes of travelers, ensure accessibility needs are met, and improve overall customer experience.
Subcommittee Goals	• Confirm priority projects • Seek and secure funding • Deliver planning and environmental clearance phase

The Importance of Key Stations during the Games

- LA28 will be a "Transit First" Games
- Key stations will serve as critical nodes to the transit system used by Games visitors
- Stations will often be the first point of contact to transit services for international visitors



Key Stations identified for Improvements

Major improvements at 3 stations:

- Pico Station (A and E Lines serving Downtown LA venue zone)
- LA Union Station (A, B and D Lines providing focal point for services to multiple LA28 venues)
- 7th/Metro Center Station (A, B, D and E Lines serving Downtown LA venue zone and interchange for access to multiple venues)

Improvements at 5 older underground stations:

- Civic Center/Grand Park (B and D Lines)
- Hollywood/Highland (B Line)
- Universal City/Studio City (B Line)
- Wilshire/Vermont (B and D Lines)
- North Hollywood (B Line)

Collaboration with Metrolink to upgrade Pomona Fairplex Station



7th Street/Metro Center Station Customer Environment Update

- Work led by Countywide Planning & Development
- Improvements include major enhancements to the station's safety, security, universal accessibility, and overall customer experience
- Metro's updated design standards for subway station interiors are state of the art, developed using 7MC Station as canvas and employ best practices from the world's best transit systems
- Project Schedule
 - 30% design and detailed cost estimates complete
 - Identify capital funding in Q4 FY25/Q1 FY26
 - Construction completion: target 2028 Games
 - Phasing of most critical elements in time for 2028 Games may be necessary
- Work coordinated across departments



Before

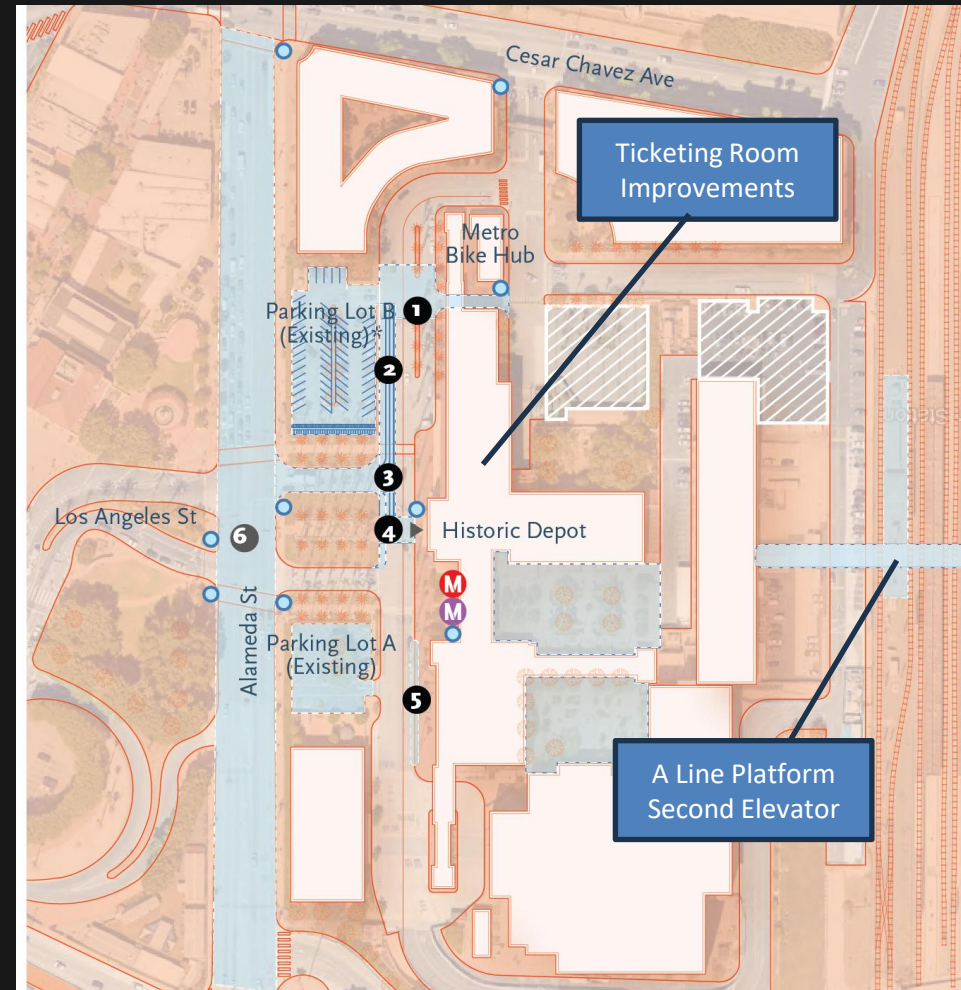


After



LA Union Station

- A Line Platform Second Elevator
- Pedestrian improvements
 - Install widened, raised, enhanced crossing that allows bicyclists to connect to bike hub entrance
 - Extend sidewalk and install protected multi-use path to connect to existing Metro Bike Hub
 - Install conflict striping in the intersection
 - Add extended crosswalk
 - Add curb ramps alongside taxi and Dodger bus pickup zone for improved ADA access
 - Enhanced crosswalks
- Ticketing Room Improvements
 - Upgrade historic wood raised floor system behind the ticket counter to enhance viability for future events
 - Install rigging systems at overhead truss system for event use
 - Renovate back of house areas for event use of "green room"



2028 Games Regional Transportation Summit Sept 4-5, 2025

- Thursday, September 4, 2025
 - Transportation Practitioners
 - 300+ attendees
 - Workshop deep dives on GETS, Wayfinding, Fan Zones and Open Streets, Accessibility, TDM, Customer Journey and Customer Journey Mapping
- Friday, September 5, 2025
 - Transportation Adjacent Stakeholders
 - 200+ attendees
 - Main Stage Panels
 - GME Principals
 - System Wide Enhancements
 - Venue Area Enhancements



Metro



Next Steps

- Advance project development for accessibility and key station projects
- Seek funding for those projects that are not yet funded
- Collaborate with GME partners and engage with accessibility stakeholders, including customers with disabilities, to iterate project designs
- Deliver an enhanced transit system that is inclusive, intuitive, and ready to welcome the world in 2028

**Board Report**

File #: 2025-0562, **File Type:** Motion / Motion Response**Agenda Number:** 19.

**SPECIAL BOARD MEETING
SEPTEMBER 17, 2025****SUBJECT: METRO'S TRANSIT-FIRST FAN ZONE APPROACH****ACTION: RECEIVE AND FILE****RECOMMENDATION**

RECEIVE AND FILE report on initial planning steps to Increasing Access to the Olympic and Paralympic Games Through Fan Zone Activations and Multi-Modal Transportation Options.

ISSUE

This report summarizes Metro's work to-date to respond to [Board approved Motion 8](#) by Directors Solis, Dupont-Walker, and Hahn at its May 2025 meeting (Attachment A). The motion directs staff to work with Los Angeles County, the City of Los Angeles, other local jurisdictions, community-based organizations, and groups to identify potential Fan Zones for the 2028 Games; and report back within 120 days on initial planning steps. This report includes coordination efforts, potential locations, community engagement strategies, and how existing and planned transit infrastructure can be leveraged to support Fan Zone access.

BACKGROUND

Los Angeles County is preparing to host two world-scale sporting events in the coming years: the 2026 FIFA World Cup, and the 2028 Olympic and Paralympic Games (the 2028 Games). As an integral part of and key connector across Los Angeles County and the Southern California region, Metro is leading spectator transportation efforts for both major events with the goal of improving our transit system to ensure safe, sustainable, and seamless access to these major events, and for Angelenos to benefit from over the decades to come.

Fan Zones are public gatherings to view major sporting events that bring communities together, often coupled with entertainment, food, and cultural or recreational programming. Fan Zones* provide an ideal opportunity to increase free public access to residents and visitors alike to these events. Fan Zones may be located proximate to venues or farther away, spreading the spirit of the major events to communities with more limited access. While Metro is not responsible for the development and implementation of Fan Zones, Metro is developing a plan to support high quality transit access to Transit-First Fan Zones, as directed in Board Motion 8.

**Fan Zones may also be referred to as Fan Fests, activations, watch parties, live sites, etc. They may be officially designated by major*

event hosts such as the Los Angeles Sports Entertainment Commission (LASEC) and LA28 or community-led events. For the purpose of this report, the term Fan Zones encompasses all these terms unless otherwise specified.

In the 2024 Paris Games, Fan Zones reflected local community culture and showcased both iconic attractions and neighborhood gathering places. Led by the City of Paris, free Fan Zones were available to neighborhoods throughout the City. Some Fan Zones catered more toward large crowds with over 10,000 attendees enjoying the festivities daily, while others were more community-focused and time limited, with just a few hundred attendees on specific days of the week. Early Fan Zone pilots were helpful in testing and shaping successful Fan Zones for the 2024 Games.

For the 2026 FIFA World Cup, LASEC developed a process for selecting Official Fan Zones, and it is anticipated that the number of Fan Zones will be limited. However, it is anticipated that a number of community activations or community watch parties, which will be similar to Fan Zones but likely smaller in scale, will be established throughout the County in celebration of the 2026 FIFA World Cup. LASEC has provided guidance for community activations. For the 2028 Olympic and Paralympic Games, LA28 anticipates releasing a Fan Zone toolkit with branding and other guidelines in late 2025, and that there will be numerous official Fan Zones varying in size and location throughout the County (and beyond).

To cultivate Fan Zones across Los Angeles County, the Board of Supervisors passed a motion introduced by Supervisor Solis in June 2025. The motion directs the County Chief Executive Office to develop a task force with multiple County departments, cities, and Metro to coordinate Fan Zones for the 2028 Games, and to develop a toolkit to share with cities across the County that includes topics such as Fan Zone quick build ideas, multi-modal access, and the engagement of arts and cultural partners. The following discussion is about how Metro can support the County as the County and local jurisdictions identify potential Fan Zone opportunities.

DISCUSSION

Metro's goal in supporting the County and Cities in identifying locations for Fan Zones is to encourage Fan Zone locations that consider Transit-First accessibility. These would be locations which are highly accessible via high-frequency transit, and, if implemented, can result in several transportation benefits. They can encourage residents and visitors alike to try Metro for the first time and reduce vehicle miles traveled (VMT) during the upcoming major events. Transit-First Fan Zones can inspire legacy improvements, such as long-term street transformations that prioritize public gathering spaces in public rights of way. Finally, Transit-First Fan Zones located adjacent to high-demand transit stations can help to meter crowds and maintain a safe station environment.

Promoting Transit-First Fan Zones is also a necessity to ensure accessibility. Given the demands related to the Games Enhanced Transit Service (GETS), which will transport workers and spectators to venues, Metro may not have significant capacity to run additional or modify existing bus service or shuttles to/from Fan Zones. Fan Zone transit access should plan to rely on existing high-capacity transit operations, which is generally available on Metro Rail, with high frequency bus lines providing more limited secondary capacity.

To identify and promote Transit-First Fan Zones and the numerous benefits as noted above, Metro staff developed preliminary criteria to evaluate Fan Zone locations (Attachment B). The criteria build

on the priorities established in Board Motion 8 and include the following criteria:

1. Transit and Multi-Modal Accessibility
2. Geographic Dispersion and Equity
3. Event Readiness
4. Reflects Local Culture
5. Cross Agency Coordination.

Metro will offer to work with potential Fan Zone hosts to evaluate location options against the scoring criteria and provide a qualitative assessment of pros and cons.

Fan Zones are considered Transit-First if they earn at least 4.5 out of a maximum of six points collectively in criteria 1a: proximity to high-capacity and high-frequency rail and/or bus service, and 1b: first-last mile and ADA accessibility of the site. In addition, Metro will award a bonus point if the Fan Zone is located in an Equity Focus Community (EFC) and will qualitatively assess criteria 2-5 for Fan Zone hosts' consideration and may integrate scores and an updated threshold related to these criteria in the future. Transit-First Fan Zones are eligible for promotion through Metro's official channels as described below in *Strategy 3*. The criteria may be adjusted over time as appropriate to most accurately identify Fan Zones that meet the intent of Board Motion 8.

Findings

Following the passage of Motion 8, staff have coordinated both internally and externally on how Metro can support Transit-First Fan Zones, including establishing and facilitating an internal working group and holding over a dozen meetings with external partners to understand their Fan Zone efforts. As a public transit agency that does not have jurisdiction over typical Fan Zone locations (parks, streets, public plazas, etc.), Metro's role can only be to encourage and support Transit-First Fan Zones. Fan Zone locations will generally be selected and led by Fan Zone hosts, such as the County and local jurisdictions potentially in coordination with consulates, Country houses, the Los Angeles Sport and Entertainment Commission (LASEC), and LA28. The countywide Fan Zone approach is being led by the Los Angeles County Chief Executive Office, per the aforementioned June 2025 Board of Supervisors motion.

Metro staff have identified three key Fan Zone strategies to support Transit-First Fan Zones.

Strategy 1: Co-hosting a Fan Zone at Union Station in partnership with Adjacent Jurisdictions
Union Station, owned by Metro, and operated by the Union Station Joint Management Council (consisting of Metro, Amtrak and Metrolink), is Southern California's transit hub in the heart of Downtown Los Angeles. During the upcoming major events it will serve as a critical connection to World Cup and Games-related activities throughout Southern California. In addition, Union Station is located in Los Angeles County Supervisorial District 1 in close proximity to La Plaza de Cultura y Artes located on County property, and in Los Angeles City Council District 14 immediately adjacent to El Pueblo De Los Angeles Historical Monument, home to Olvera Street and other cultural centers within the City of Los Angeles. Metro has been preparing to host a Fan Zone at Union Station that can be scaled based on funding available to support the event, with activations for the parking lot fronting Alameda Street. Metro is committed to submitting official Fan Zone/Fan Fest proposals to LASEC and LA28 during the open application period. In addition, Metro intends to coordinate with the City of Los Angeles and any partnering hosts that are considering a Fan Zone at El Pueblo. This collaboration is still early but has the potential to offer residents and visitors alike a vibrant, festive,

and uniquely L.A. experience in Downtown Los Angeles.

Strategy 2: Participating in up to one Fan Zone per Supervisorial District in Los Angeles County

Metro is committed to increasing access to Fan Zones and the festivities surrounding the upcoming major events for local communities, with a focus on promoting local culture. To support these benefits, Metro will invest up to \$50,000 in matching funds for one designated Transit-First County-led Fan Zone in each Supervisorial District (SD) for the World Cup. Metro will work with each interested Supervisor and County staff to identify Fan Zones that meet the Transit-First designation. In SD1, Metro is already committed to financially supporting a Fan Zone at Union Station and is investing significant resources in El Monte Transit Center (additional information below), thus no additional matching funds would be available for this district.

In addition to financial support, Metro will promote these Fan Zones through a variety of measures, such as social media, press, Metro's trip planning app, and a forthcoming Metro cultural map. Metro would not be leading any Fan Zone applications, programming, or sponsorship requests for these Fan Zones. In addition to providing a Transit-First event experience for Angelenos, Metro and partner agencies can promote transit connections to these Transit-First Fan Zones and garner lessons learned to apply to future 2028 Games Fan Zones.

Strategy 3: Identifying and promoting Transit-First Fan Zones hosted by others

Metro will cross-promote Fan Zones that have been designated as Transit-First using several marketing communications channels, including on a dedicated event website landing page, on Metro's social media and owned channels, through event-focused earned media outreach and at Metro's Customer Care Centers. Metro recognizes that some Fan Zone hosts may want to keep the event local and will always seek confirmation from the host before promoting the event. While Metro cannot support all Fan Zones financially, providing these in-kind marketing and promotional resources can support the transportation system during-and has the potential to leave a lasting Transit-First legacy beyond-the upcoming major events.

Additional Coordination and Related Support

In addition to the three strategies noted above, Metro is supporting the following activities that either directly support Fan Zones or may be leveraged to support Fan Zones:

- **El Monte Transit Center Fan Zone/Mobility Hub:** Board Motion 8 directed staff to explore applying existing funding to support a Fan Zone/Mobility Hub at the El Monte Transit Center. In response, Metro is coordinating meetings with the City of El Monte and the San Gabriel Valley Council of Governments to understand their interest in hosting a Fan Zone at the El Monte Transit Station that leverages existing Metro resources being invested in the station area for the 2028 Games. Investments include the construction of a Mobility Hub that can serve as a venue for a Fan Zone, and approximately \$1.5 million for an Open and Slow Streets Grant both funded by a Federal Reconnecting Communities and Neighborhoods (RCN) grant that can be activated in support of a Fan Zone. The group is currently considering options and will engage additional stakeholders as applicable.
- **Mobility Hubs:** As noted above, mobility hubs are ideal locations for Fan Zones, offering a transit-rich location with public space investments. Metro currently has funding to deliver five mobility hubs throughout the County for the 2028 Games and is seeking additional funding to deliver up to nine mobility hubs.

- **Station Area Activations** Metro has piloted various station area activations that include markets, arts and cultural programming, and vending/revenue generating activities to heighten excitement for transit connections to regional and community events. In 2025, Metro launched *Markets at Metro*, a program funded through a \$900,000 Visionary Seed Fund grant, which activates three transit stations with vendors, cultural programming, and other activities on a regular basis. Current stations include Leimert Park and Willowbrook/Rosa Parks, with Westlake MacArthur Park coming later in 2025 or 2026. These stations and the programming model being piloted offer a strong foundation for Fan Zones, providing existing physical and organizational infrastructure to activate the space for crowds of varying sizes. In addition, the program currently has funding to operate through the 2026 World Cup.
- **Open and Slow Streets Grant Program:** Metro has tailored Cycles 6 and 7 of the Open and Slow Streets Grant Program to support connections to venues and Fan Zones for the World Cup and the Games. \$10 million in competitive grant funds will be available to jurisdictions across the County, and an additional \$5 million in RCN federal funding will be available for connections to three Mobility Hubs (including El Monte).
- **Kit of Parts for Temporary Bike and Pedestrian Pathways and Mobility Hubs:** Metro is developing designs for a modular “kit of parts” to support local jurisdictions in implementing jurisdiction-led temporary and quick build active transportation pathways that fill first/last mile gaps and create temporary mobility hubs to improve modal transfers and access to major event venues, and could be deployed at Fan Zones that take place in public streets and right of way, or to link to Fan Zones. The kit of parts is meant to activate and enhance temporary street and lane closures to accommodate high pedestrian/bike volumes near venues, and establish a cohesive look, feel, and function to enhance the venue access experience.
- **Supporting Jurisdictions in Identifying Eligible Local Funds:** Metro can assist jurisdictions in identifying local transportation funds that may be eligible for funding street closures associated with Fan Zones and associated transportation needs.
- **General Coordination:** Metro is committed to coordinating effectively and efficiently across agencies and organizations. Metro is working with partner organizations to coordinate mapping efforts and tools in order to harness and share existing resources and not duplicate efforts. In addition, Metro organized two sessions on Fan Zones and Open Streets at the Games Regional Transportation Summit, open to jurisdictions across LA County, and has offered to partner with the County to present on transportation and Fan Zone opportunities at upcoming 88 for 28 convenings, which brings together all 88 cities across the County to provide resources and coordinate on the upcoming major events. Metro will share our interest in assessing Transit-First Fan Zones at these meetings and through other methods to invite coordination.

Official Fan Zones Guidelines and Funding Opportunities

While Metro has taken a proactive approach to evaluating Transit-First Fan Zones, formal Fan Zone guidelines have not been released by the LASEC on behalf of the 2026 FIFA World Cup, or LA28 on behalf of the 2028 Games. Once those guidelines have been released and determined, Metro and potential Fan Zone hosts will have a better understanding of requirements necessary to fully prepare for official Fan Zones. As noted above, it is anticipated that LASEC will authorize up to five official “Fan Fests” for the FIFA World Cup with the request for proposals being released in August. In

addition to official World Cup Fan Fests, community Fan Zones are expected throughout the County that will not be officially branded but will stream matches for large crowds. LA28 anticipates releasing guidelines for Fan Zones in late 2025 and has indicated that there won't be a limit on the number of Fan Zones, but official LA28 Fan Zones will have specific guidelines for marketing and branding.

In addition to the outstanding need for additional clarity on Fan Zones guidelines from major event organizers, it is anticipated that the ability to generate sponsorships to support Fan Zones will be very limited. Official LA28 or LASEC Fan Zones will have marketing restrictions that will limit sponsorships to official sponsors or potentially sponsors who will not compete with official sponsors. In addition, sponsorship dollars across Southern California during the major events will be highly sought after, and Fan Zones, especially those that are not the largest official Fan Zones, aren't likely to attract a high level of sponsorship dollars.

DETERMINATION OF SAFETY IMPACT

Transit-First Fan Zones will not have any adverse safety impacts. Transit-First Fan Zones include an evaluation of first/last-mile pedestrian and bicycle connections that will promote safe and accessible travel to and from Transit-First Fan Zones.

EQUITY PLATFORM

Prioritizing equitable access to Fan Zones is a priority for Metro. Fan Zones provide access to participate in the upcoming major events, thereby reducing barriers to participation such as ticket entries to venues. Equitable Fan Zones development should prioritize access for people living in EFCs and locations that are easily accessed by public transit, accessible for people with disabilities, and culturally welcoming and relevant. The Fan Zone criteria developed by Metro integrates all of these elements in the criteria to support Transit-First Fan Zones that promote equity. To further support equity, the County in their lead role in facilitating Fan Zones, and Fan Zone hosts should consider engaging communities in developing and delivering culturally relevant programming at Fan Zones.

VEHICLE MILES TRAVELED OUTCOME

VMT and VMT per capita in Los Angeles County are lower than national averages, the lowest in the SCAG region, and on the lower end of VMT per capita statewide, with these declining VMT trends due in part to Metro's significant investment in rail and bus transit.* Metro's Board-adopted VMT reduction targets align with California's statewide climate goals, including achieving carbon neutrality by 2045. To ensure continued progress, all Board items are assessed for their potential impact on VMT.

As part of these ongoing efforts, this item is expected to contribute to further reductions in VMT. This item supports Metro's systemwide strategy to reduce VMT through planning activities that will improve and further encourage transit ridership and active transportation. Metro's Board-adopted VMT reduction targets were designed to build on the success of existing investments, and this item aligns with those objectives.

**Based on population estimates from the United States Census and VMT estimates from Caltrans' Highway Performance Monitoring System (HPMS) data between 2001-2019.*

IMPLEMENTATION OF STRATEGIC PLAN GOALS

The recommendation advances several strategic plan goals including:

Goal #1: High-quality mobility options - supports Transit-First Fan Zones and programs that connect people from Fan Zones to high quality transit options.

Goal #3: Enhancing communities and lives - offers a strategy to engage the broader community in the upcoming major events that are accessible, culturally relevant, and free to enjoy.

Goal #4: Transform LA County through collaboration and leadership - sets out a plan to collaborate with other public agencies, communities, and organizations to support a countywide approach to Fan Zones.

ALTERNATIVES CONSIDERED

The Board could choose not to support or engage in Fan Zones, which would require less staff capacity and funding. However, Metro also benefits from playing a supportive role on Fan Zones. The benefits include supporting access to major events as a member of the community, reducing vehicle trips related to driving to less transit-accessible Fan Zones and the associated externalities, and attracting new riders to our system during the major events. Additionally, Metro could play a larger role in funding and leading Fan Zones, however, as a transportation agency, investing additional time and resources in a lead role in Fan Zones is beyond the agency's scope and funding resources, drawing capacity and resources from Metro's critical transportation role.

NEXT STEPS

Staff will continue to advance Metro's Transit-First Fan Zone work to partner with other agencies and hosts to support Transit-First Fan Zones in advance of the 2026 FIFA World Cup and 2028 Olympic and Paralympic Games, as outlined in this Board Report. Metro plans to engage consultant support to assist staff in fulfilling Metro's role in supporting Transit First Fan Zones.

Staff will report back to the Board on progress in six months.

ATTACHMENTS

Attachment A - Board Motion 8, May 2025

Attachment B - Preliminary Transit-First Fan Zone Criteria

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Board Report

File #: 2025-0417, File Type: Motion / Motion Response

Agenda Number: 8.

AD HOC 2028 OLYMPIC AND PARALYMPIC GAMES COMMITTEE MAY 14, 2025

Motion by:

DIRECTORS SOLIS, DUPONT-WALKER, AND HAHN

Increasing Access to the Olympic and Paralympic Games Through Fan Zone Activations and Multi-Modal Transportation Options Motion

The Olympic and Paralympic Games are coming to Los Angeles County. Due to ongoing advocacy and leadership from Los Angeles County Supervisor Solis, two new Olympic venues were announced including the Pomona Fairplex and Whittier Narrows. The San Gabriel Valley is now home to three Olympic venues, including the Rose Bowl. The 2028 Olympic and Paralympic Games are a fantastic opportunity for the world to be exposed to the Greater Los Angeles County, however these areas must be able to provide multi-modal transportation options that are equitable and comparable to more urban areas of the County. It is pertinent to ensure that multi-modal transportation options to and around Olympic and Paralympic venues are safe, easily accessible and plentiful for folks from our local communities and visitors from around the world.

As Los Angeles County prepares to welcome the world during the 2028 Olympic and Paralympic Games, there is a unique opportunity to connect local communities to the Olympic and Paralympic spirit in a way that is accessible, sustainable, and both culturally and geographically equitable. With the formal identification of venues for the 2028 Games now complete or near completion, the County of Los Angeles, Los Angeles County Metropolitan Transportation Authority (Metro), and our local partners should begin coordinated planning to support local jurisdictions' work to identify and develop "fan zones" - designated public spaces where residents and visitors can gather to watch competitions, celebrate, and participate in cultural and entertainment events associated with the Games.

These zones would provide free public access to Olympic and Paralympic coverage, local food, artistic engagement and music, and community-centered programming. These zones would allow residents to experience the excitement of the Games without needing tickets or traveling far from home, while connecting the beauty of an international cultural sporting event to local culture. The key to successful fan zones in Paris was proximity to high-quality transit, connection to the immediate local culture through engaging activities, and enhancing participation.

With its diverse communities and expansive transit network, Los Angeles County's unincorporated communities and 88 cities are well-positioned to replicate and expand on Paris' fan zone model.

Strategically located fan zones - in parks, civic plazas, or other community gathering spots near or at major transit hubs - could serve not only as celebration sites but also as a means of promoting our County's growing transit system and fostering a sense of regional unity.

The 2026 FIFA World Cup presents a timely and valuable opportunity to pilot transit-accessible fan zones in advance of the 2028 Games. With Los Angeles set to host multiple World Cup matches, the County, cities, and their partners can pilot fan zones, community partnerships, crowd management, transit connections, and public engagement strategies. Lessons learned can inform and strengthen the planning and implementation of fan zones for the 2028 Games. This approach follows the best practice set by Paris, where early pilots helped shape a successful Olympic and Paralympic fan experience.

With 2028 fast approaching, it is paramount that planning for the fan zones begin expeditiously in coordination with the County, local jurisdictions, and community-based organizations to ensure they reflect the culture and character of our communities while advancing our shared goals. A unified approach tailored to unique immediate culture will help ensure all fan zones are uplifted and the varying jurisdictions complement each other versus compete for fan participation.

**SUBJECT: INCREASING ACCESS TO THE OLYMPIC AND PARALYMPIC GAMES THROUGH
FAN ZONE ACTIVATIONS AND MULTI-MODAL TRANSPORTATION OPTIONS
MOTION**

RECOMMENDATION

APPROVE Motion by Solis, Dupont-Walker, and Hahn that the Board direct the Chief Executive Officer to:

- A. Work with the Los Angeles County Chief Executive Office, Los Angeles County Department of Parks and Recreation, Los Angeles County Department of Economic Opportunity, Los Angeles County Department of Arts and Culture, the City of Los Angeles and other local jurisdictions, and community-based organizations and groups to identify potential fan zones for the 2028 Games that are:
1. Geographically spread across the region;
 2. Accessible by high-quality, high-frequency transit and multi-modal options;
 3. Integrated with strong first/last mile connections;
 4. Reflective of local culture and community; and
 5. Coordinating ensuring there is no competition for the same communities.
- B. Report back within 120 days on initial planning steps, including coordination efforts, potential locations, community engagement strategies, and how existing and planned transit infrastructure can be leveraged to support fan zone access. The report back will include:

1. Recommendations on how the fan zones can support broader community goals, including the promotion of active transportation, open streets, and introducing new riders to transit - both residents and visitors alike;
2. A plan on how to implement existing funds that have been secured to make El Monte Transit Center a fan zone/mobility hub and partners that are being onboarded to support this fan zone; and
3. Opportunities for Metro to uplift or enhance local multi-modal transportation to and from fan zones and Olympic and Paralympic venues in the broader Los Angeles County community.

ATTACHMENT B: PRELIMINARY TRANSIT-FIRST FAN ZONE CRITERIA

Introduction

Staff have developed preliminary criteria for evaluating whether a Fan Zone qualifies as “Transit-First”. This document describes the criteria in detail as well as the point values assigned to the Transit and Multi-Modal Accessibility category. The criteria will be used to support staff in identifying Transit-First Fan Zones. Fan Zones are considered Transit-First if they earn at least 4.5 out of a maximum of six points collectively in criteria 1a: proximity to high-capacity and high-frequency rail and/or bus service, and 1b: first-last mile and ADA accessibility of the site. In addition, Metro will award a bonus point if the Fan Zone is located in an Equity Focus Community (EFC) and will qualitatively assess criteria 2-5 as noted below for Fan Zone hosts’ consideration and may integrate scores and an updated threshold related to these criteria in the future. Transit-First Fan Zones are eligible for promotion through Metro’s official channels.

The criteria are organized into the following categories.

1. Transit and Multi-Modal Accessibility (six points)*
2. Geographic Dispersion and Equity*
3. Event Readiness
4. Reflects Local Culture*
5. Cross Agency Coordination*

**Denotes categories requested in the original Board Motion*

In addition to the criteria outlined in Board Motion 8 (May 2025), Metro staff identified Event Readiness (defined as heat resilience and whether a site has a history of activations) as another important factor when considering a site’s suitability to host a Fan Zone. Criteria are described in detail below.

Category 1: Transit and Multi-Modal Accessibility

Criteria	Point Value
1a. Proximity to high-capacity and high-frequency rail and/or bus service	3 points**
1b. First-Last Mile and ADA accessibility of the site	3 points**

**At least 4.5 points cumulatively from criteria 1a and 1b is required to be considered a Transit-First Fan Zone. If the Fan Zone is located in an Equity Focused Community (EFC), it will be awarded one bonus point.

Category 2: Geographic Dispersion and Equity

Criteria
2a. Dispersion of site relative to Games venues and other Fan Zones

ATTACHMENT B: PRELIMINARY TRANSIT-FIRST FAN ZONE CRITERIA

2b. Equity evaluation using Metro Equity Needs Index and map of Equity Focus Communities (EFCs)

Category 3: Event Readiness

Criteria
3a. Heat resilience of site (existing or planned shade and infrastructure)
3b. History of activation at the site –have an established history of hosting events, leverages a Mobility Hub, or Station Activation location

Category 4: Reflects Local Culture

Criteria
4a. Location is culturally significant or iconic. This is meant to highlight community hubs and assets as well as internationally recognized landmarks

Category 5: Cross-Agency Coordination

Criteria
5a. Site is being planned as a coordinated effort between multiple agencies (two cities, a city and the County, etc.)



Metro's Transit-First Fan Zone Approach

2028 Olympic & Paralympic Games/Quarterly Special Board Meeting
File No. 2025-0562

Recommendation

RECEIVE AND FILE report on initial planning steps to Increasing Access to the Olympic and Paralympic Games Through Fan Zone Activations and Multi-Modal Transportation Options.



Background

Board Motion 8, May 2025

Directed staff to:

- A. **Work with the LA County CEO, Depts of Parks & Rec, Economic Opportunity, Arts and Culture, the City of Los Angeles, other local jurisdictions, and community-based organizations and groups to identify potential fan zones for the 2028 Games**
- B. **Report back within 120 days on initial planning steps, including:**
 - 1. Recommendations on how the fan zones can support broader community goals
 - 2. Making El Monte Transit Center a fan zone/mobility hub with partners
 - 3. Uplift or enhance local multi-modal transportation to and from fan zones and venues



Preliminary Transit-First Fan Zone Criteria

Criteria 1: Transit and Multi-Modal Accessibility - 6 pts

- Proximity to high-capacity transit – 3 pts
- First/Last Mile (FLM) & ADA Accessibility – 3 pts
- Bonus point awarded if the Fan Zone is in an Equity Focus Community (EFC)

Criteria 2: Geographic Dispersion and Equity

- Dispersion of site relative to Games venues and other Fan Zones
- Equity evaluation using Metro Equity Needs Index and map of EFCs

Criteria 3: Event Readiness

- Heat resilience of site
- History of activation at the site

Criteria 4: Reflects Local Culture

- Location is culturally significant or iconic.

Criteria 5: Cross Agency Coordination

- Site is being planned as a coordinated effort between multiple agencies

Transit-First =
Minimum 4.5 pts in
Criteria 1

Other categories
qualitatively
reviewed

Transit-First Fan Zones Approach

- > **Strategy 1: Co-hosting a Fan Zone at Union Station/El Pueblo in partnership with jurisdictions.** Metro will:
 - Organize Fan Zone programming at Union Station in coordination with the City of Los Angeles and Olvera Street, and potentially other adjacent cultural centers and jurisdictions.
 - Submit formal Fan Zone applications to the Los Angeles Sports Entertainment Commission for the 2026 FIFA World Cup and LA28 for the 2028 Olympic and Paralympic Games.
- > **Strategy 2: Participating in up to one Fan Zone per Supervisorial District in Los Angeles County.** Metro will:
 - Invest up to \$50,000 in matching funds for one Transit-First County-led Fan Zone in each Supervisorial District (SD) for the World Cup (for SD1, that is Union Station/Olvera Street)
 - Promote Fan Zones through a variety of measures, such as social media, the press, Metro's trip planning app, and a forthcoming cultural map.
 - Not lead applications, programming, or other funding efforts for these Fan Zones.
- > **Strategy 3: Identifying and co-promoting Transit-First Fan Zones hosted by others.** Metro will:
 - Apply Transit-First Fan Zone criteria to support hosts' identification of Fan Zone locations.
 - Co-promote Transit-First Fan Zones using several marketing communications channels.



Equity

- > Fan Zones reduce barriers to participation in upcoming major events.
- > Equitable Fan Zone development should prioritize access for people living in Equity Focus Communities (EFC) and locations that are easily accessed by public transit, accessible for people with disabilities, and culturally welcoming and relevant.
- > The Fan Zone criteria developed by Metro integrates the above elements in the criteria to support Transit-First Fan Zones that promote equity.



Next Steps

- > Staff will continue to advance Metro's Transit-First Fan Zone work to partner with other agencies and hosts to support Transit-First Fan Zones in advance of the 2026 FIFA World Cup and 2028 Olympic and Paralympic Games.
- > Staff will report back to the Board on progress in six months.

Thank you.