



*One Gateway Plaza, Los Angeles, CA 90012*

**Agenda - Final**

**Wednesday, May 14, 2025**

**10:00 AM**

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**Ad Hoc 2028 Olympic & Paralympic Games Committee**

*Janice Hahn, Chair*

*Karen Bass, Vice Chair*

*Jacquelyn Dupont-Walker*

*Lindsey Horvath*

*Ara J. Najarian*

*Hilda Solis*

*Gloria Roberts, non-voting member*

*Stephanie Wiggins, Chief Executive Officer*

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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
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### **Written Public Comment Instruction:**

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Please include the Item # in your comment and your position of "FOR," "AGAINST," "GENERAL COMMENT," or "ITEM NEEDS MORE CONSIDERATION."

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Los Angeles, CA 90012



## CALL TO ORDER

## ROLL CALL

5. **SUBJECT: 2028 MOBILITY CONCEPT PLAN - MOTION 8 RESPONSE** [2025-0263](#)

### **RECOMMENDATION**

RECEIVE AND FILE the 2028 Mobility Concept Plan (MCP) Motion #8 Response.

**Attachments:**      [Attachment A - Board Motion #8](#)  
                                 [Attachment B - GETS Workstream Update](#)  
                                 [Attachment C - Implementation Fact Sheets](#)  
                                 [Presentation](#)

6. **SUBJECT: 2028 OLYMPIC AND PARALYMPIC PROGRESS REPORT** [2025-0265](#)

### **RECOMMENDATION**

CONSIDER:

- A. RECEIVING AND FILING the 2028 Mobility Concept Plan (MCP) Progress Report; and
- B. AMENDING the 2022 Prioritized Mobility Concept Plan (MCP) project list to include the Pomona Fairplex Metrolink Station Improvements Project as part of the Rail project mode/type.

**Attachments:**      [Attachment A - Workstreams Progress Update](#)  
                                 [Attachment B - Countywide Bus Only Lanes Prioritization](#)  
                                 [Attachment C - Bus Corridors Map](#)  
                                 [Presentation](#)

7. **SUBJECT: 2028 GAMES SUPPORT SERVICES** [2025-0247](#)

### **RECOMMENDATION**

AUTHORIZE the Chief Executive Officer to award a firm fixed unit rate, task order based Contract No. PS127282000 with Mott MacDonald Group, Inc. to provide Games Support Services to support Metro's planning for the 2028 Games for a period of four years in an amount not to exceed (NTE) \$42,043,610, subject to resolution of any properly submitted protest(s), if any.

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

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

[2025-0417](#)

**RECOMMENDATION**

APPROVE Motion by Solis and Dupont-Walker 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.

**9. SUBJECT: FEASIBILITY STUDY FOR WATER TAXI SERVICE  
BETWEEN SAN PEDRO AND LONG BEACH MOTION**

[2025-0418](#)

**RECOMMENDATION**

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

- A. Initiate conversation and coordination with Long Beach Transit and the Port of LA to assess existing services and explore the feasibility of establishing a water taxi service to connect San Pedro and Long Beach in preparation for the 2028 Summer Olympic and Paralympic Games. This study shall include:
1. Route Identification: Evaluate optimal and safe routes for operation between San Pedro and Long Beach, considering factors such as navigational safety, environmental impact, and accessibility;
  2. Infrastructure Assessment: Assess potential docking facilities, terminals, and necessary infrastructure upgrades to support the proposed water taxi/ferry service;
  3. Financial Analysis: Estimate capital and operating costs associated with extending, establishing, and maintaining the water taxi service during and after the 2028 Summer Olympic Games. Include revenue projections, and potential local, state, and federal funding sources that could be eligible for operating and capital costs;
  4. Partnership Opportunities: Identify opportunities for public and private partnerships to support the development and operation of the water taxi service;
  5. Jurisdictional Governance: Identify any maritime (e.g. Coast Guard) regulations, environmental permits (e.g. Coastal Commission), etc that would govern such service;
  6. Ridership Demand: Develop a service plan and estimate demand for service based on seasons, travel time, convenience, etc.; and
  7. Passenger Transport: Evaluate vessel type and capacity for such use that can accommodate demand, water depth, customer comfort, safety and operational requirements.
- B. Consult with local labor unions and subject matter experts- including, but not limited to, unions representing maritime workers, transportation operators, and dock personnel;

C. Recommend technical, financial, and other ways that Metro could support the establishment or expansion of a water taxi between San Pedro and the City of Long Beach; and

D. Report back on the above action items in 90 days.

**SUBJECT: GENERAL PUBLIC COMMENT**

[2025-0357](#)

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 #:** 2025-0263, **File Type:** Motion / Motion Response

**Agenda Number:** 5.

### AD HOC 2028 OLYMPIC & PARALYMPIC GAMES COMMITTEE MAY 14, 2025

**SUBJECT: 2028 MOBILITY CONCEPT PLAN - MOTION 8 RESPONSE**

**ACTION: RECEIVE AND FILE**

#### **RECOMMENDATION**

RECEIVE AND FILE the 2028 Mobility Concept Plan (MCP) Motion #8 Response.

#### **ISSUE**

In October 2024, Board Motion #8 by Directors Hahn, Solis, Butts, and Bass, as amended by Horvath and Mitchell (Attachment A), directed the CEO to update plans with additional information on the Games Enhanced Transportation Service (GETS) and regional preparations for the 2028 Games, and organize a Transportation and Mobility Summit. The updates provided in this report complement the interim update provided at the February 2025 Ad Hoc 2028 Olympic and Paralympic Games Committee.

#### **BACKGROUND**

The 2028 Olympic and Paralympic Games (Games) are anticipated to be the largest peacetime gathering in U.S. history, with over 700 ticketed events and more than 12 million tickets to be sold. The Games strive to be “transit-first,” meaning Games spectators and workforce are highly encouraged to take transit, walk, or roll to the Games venues. Parking at or adjacent to the venues will be extremely limited due to security and Games operations, and most spectators and workforce will not be able to park directly at the venues. Metro’s goal during the Games is to move spectators and the workforce via a Games Enhanced Transit Service (GETS) and a network of mobility hubs and park and ride sites which will supplement the existing transit system to ensure that the most efficient mode possible moves the greatest number of people possible, both to minimize traffic congestion and to ensure that multiple events running throughout the region can proceed safely. GETS is required to meet the substantial spectator volume going to Games events without impacting customers relying on the existing transit system.

In coordination with the Games Mobility Executives (GME), Metro will be the lead agency responsible for the coordination, planning, and operation of the GETS. In the lead-up to the Games, Metro, GME, local municipal transit operators and schools/colleges will work together to plan and deliver the GETS. The following are key objectives for the GETS:

- Augment existing and planned public transit to serve the excess demand generated by the Games.
- Provide sufficient transit capacity to successfully transport spectators and workforce.
- Support regional zero-emission and sustainability goals.

## **DISCUSSION**

The following provides a report back to the remaining items from Board Motion #8 not addressed at the February 2025 Ad Hoc Games Committee, including the report on planning efforts for the Games Enhanced Transit Service (GETS), continued outreach to Accessibility stakeholders, plans for a Transportation and Mobility Summit, LA28 Term Sheet discussions, and implementation plans for priority 2028 Mobility Concept Plan (MCP) projects.

### **Games Enhanced Transit Service (GETS)**

Metro continues to make progress towards the implementation of the GETS. Staff has developed a foundational planning report for the GETS which is currently being adjusted based on the revised list of venues announced recently by LA28. Staff is also coordinating with numerous local, regional, and national partners on the service, facility, fleet and staffing plans. Because the GETS requires a significant but temporary enhancement to Metro's current fleet and workforce, advance lead time is required to locate vehicles, real estate, and staff. Metro continues to methodically review each venue to fine tune recommendations for how to best serve each one, building off existing service provided by Metro and other municipal transit operators. Please refer to Attachment B, GETS Workstream Update, for detailed status updates regarding the GETS staffing plan, cost estimate, vehicle acquisition strategy, and funding strategy.

### **Accessibility Outreach**

The Board's motion directed Metro to use the existing Metro Aging and Disability Transportation Network (ADTN), County of Los Angeles Commission on Disabilities (LACCOD), and City of Los Angeles Commission on Disability to inform existing 2028 Games transportation plans to address the mobility needs of people with disabilities during the 2028 Games and after. At February's Ad Hoc Games Committee meeting, staff reported on outreach to the County and City Commissions focused on improving access for people with disabilities. Staff continued outreach with presentations to the ACCESS board on February 24 (the Access Board is an independent federal agency that advances accessibility through leadership in accessible design and the development of accessibility guidelines and standards) and to the County Commission on Disability April 22.

In alignment with the Board's directive, Metro will continue to engage the ADTN, LACCOD, and the City Commission on Disability to directly inform transportation planning for the 2028 Games and beyond. As part of this effort, Metro will host a workshop in Fall 2025 with disability stakeholders to help define implementation priorities through the ongoing work of the GME Accessibility Subcommittee. In addition, staff will feature an accessibility track at the June 2025 Games Mobility Summit and continue engaging stakeholders to inform the development of a public tracker on

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accessibility commitments leading up to the 2028 Games. This sustained engagement will ensure that planning efforts deliver both immediate improvements and a lasting legacy of greater accessibility across the region.

### **Transportation and Mobility Summit**

Metro is preparing to host a Regional Transportation and Mobility Summit next month, including regional transit agency partners and local jurisdictions, to focus on priority outcomes for transportation planning for the 2028 Games. Deep dive working sessions will include a focus on the Games Enhanced Transit Service, Accessibility, Wayfinding, Mobility Hubs, and other GME workstreams that will provide legacy benefits for the region beyond the 2028 Olympic and Paralympic Games. Following the confirmation of venues throughout the region, Metro plans to use this summit to gather input on any needed changes to the Mobility Concept Plan. The Regional Summit will include panels focused on universal design to continue highlighting this as a focus of preparation for the Games. Stakeholders named in the motion as well as others in the region will be invited to attend and participate.

### **Term Sheet/MOU Update**

Over the past year, Metro and LA28 have been working on a term sheet that will serve as a foundation for a Memorandum of Understanding (MOU), focused on addressing the funding issue for the GETS. The term sheet sets out to clearly define the roles and responsibilities between Metro and LA28, potential levels of service for the GETS, and reimbursement for the GETS. Metro staff will report back to the Board regarding the MOU and the reimbursement terms for the GETS once finalized.

Metro and LA28 have made significant progress in defining the assigned responsibilities for each party. Throughout the process, Metro has remained committed to ensuring that Metro avoids undue financial responsibility while still adequately meeting the challenge of providing transportation services during the Games.

### **Implementation Schedule for MCP Projects and Programs**

Metro has prepared Project Implementation Plans, as summarized in the fact sheets provided in Attachment C. These plans provide detailed descriptions for each project along with cost estimates and implementation schedules. Where applicable, maps are demonstrate the geographic extent of regional projects such as the Games Route Network and Mobility Hubs.

### **DETERMINATION OF SAFETY IMPACT**

Several projects in the MCP will positively impact safety. 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. First/Last Mile projects improve safety outcomes for people biking and walking.

### **EQUITY PLATFORM**

Staff continues to work with the Office of Equity and Race (OER) to support programs and projects identified within the Mobility Concept Plan (MCP) in considering equity in planning, design, and implementation. Staff emphasized equity in the prioritization of the project list with a weighted score of 40%. This translated into projects with higher equity scores ranking higher overall and getting included in the 2022 MCP Prioritized Project List. Over the past six months, staff worked with OER to pilot the Equity Planning & Evaluation Tool (EPET) as part of the development of implementation plans for four workstreams: Light Rail Speed & Reliability Improvements, Key Stations, Mobility Hubs and First/Last Mile. Staff have also developed a draft Universal Inclusive Design Strategy (formerly the Accessibility strategy) to inform planning for the mobility and accessibility needs of people with disabilities during the 2028 Games. This strategy serves as a foundational document to guide equitable and inclusive transportation planning, ensuring long-term benefits for the region.

### **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 benefit and further encourage transit ridership, ridesharing, and active transportation including first/last mile improvements, 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 the highway performance monitoring system 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 to advance planning for the GETS system, including coordination with LA28 as venue locations are finalized. Staff will also continue preparation for the Regional Transportation and Mobility Summit and continue to advance the various Games workstreams.



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At the next meeting, Metro will report back on the Regional Transportation and Mobility Summit and share details of the work developed and advanced during that event.

**ATTACHMENTS**

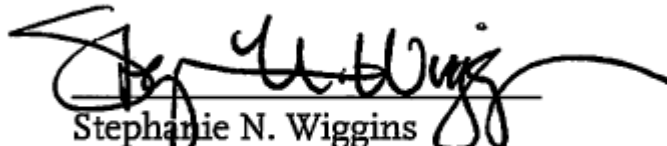
Attachment A - Board Motion #8

Attachment B - GETS Workstream Update

Attachment C - Implementation Fact Sheets

Prepared by:       Jacqueline Torres, Senior Director, Office of Strategic Innovation, (213) 547-4208  
                          Ernesto Chaves, Senior Executive Officer, Office of Strategic Innovation, (213)  
                          547- 4362  
                          Joseph Forgiarini, Senior Executive Officer, Operations, (213) 418-3400  
                          Mathew Duke, Deputy Chief, Operations, (213) 922-4061

Reviewed by:       Seleta Reynolds, Chief Innovation Officer, (213) 922-4656  
                          Conan Cheung, Chief Operations Officer, (213) 418-3034

  
Stephanie N. Wiggins  
Chief Executive Officer



Board Report

File #: 2024-0995, File Type: Motion / Motion Response

Agenda Number: 8.

**REVISED**  
**AD HOC 2028 OLYMPIC AND PARALYMPIC GAMES COMMITTEE**  
**OCTOBER 23, 2024**

**Motion by:**

**DIRECTORS HAHN, HORVATH, SOLIS, BUTTS, AND BASS, AS AMENDED BY HORVATH AND MITCHELL**

**A Transportation Plan for 2028 Olympic and Paralympic Games Venues**

In 2028, Los Angeles will host the Olympic and Paralympic Games, over a span of several weeks, with hundreds of thousands of spectators taking transit to venues from the San Fernando Valley to Long Beach to Downtown Los Angeles and Exposition Park. The games have been billed as “transit first,” and spectators traveling to venues will be encouraged to travel by bus, train, bike, or any other means other than driving themselves.

While Los Angeles adopted a similar strategy for its 1984 Olympic Games, that was a smaller event, with smaller crowds and borrowed buses. By contrast, the 2028 games will have at least twice as many competitions, with many more visitors and spectators. Transporting these people between venues and activity centers across the Los Angeles region will be a major undertaking, estimated to require thousands more borrowed buses, all of which will need to be operated and maintained, for what will be the largest sporting event in our region’s history.

To date, Metro has focused its 2028 Olympic and Paralympic Games planning around a Mobility Concept Plan, with an emphasis on moving people across the LA region. Included in this planning is a Games Enhanced Transit System. As Metro lays the groundwork now for the funding, people, and infrastructure that will be needed to serve the large numbers of visitors to the 2028 Olympic and Paralympic Games venues, the Board needs to better understand how exactly this Games Enhanced Transit System, and our broader regional transportation preparations, will serve the millions of people who will be visiting Southern California for this major event, without compromising regular service for the more than one million riders who already rely on Metro.

**SUBJECT: A TRANSPORTATION PLAN FOR 2028 OLYMPIC AND PARALYMPIC GAMES VENUES MOTION**

**RECOMMENDATION**

**APPROVE Motion by Hahn, Horvath, Solis, Butts, and Bass, as amended by Horvath and Mitchell**

that the Board direct the Chief Executive Officer to:

- A. Update plans with additional information on the Games Enhanced Transit System and regional preparations for the 2028 Olympic and Paralympic games, including:
1. A staffing plan;
  2. Estimated total costs for this system, including State and Federal funding sources that can pay for most of all these costs;
  3. Coordination of efforts with, but not limited to, the City of Los Angeles, LA28, Municipal bus operators, Metrolink, Caltrans, Passenger rail agencies, and LA County; and
  4. Organizing a Transportation and Mobility Summit, with attention to:
    - a. Safety,
    - b. Accessibility,
    - c. Wayfinding,
    - d. Community hubs,
    - e. Clean buses, and
    - f. Benefits that can last beyond LA28; and
- B. Report back on this effort and next steps at this Board's April 2025 Ad Hoc 2028 Olympic and Paralympic Games Committee, with an interim update at the January 2025 Committee meeting.

HORVATH AMENDMENT:

Report back at this Board's April 2025 Ad Hoc 2028 Olympic and Paralympic Games Committee, with an interim update at the January 2025 Committee meeting, with:

An update on the execution of a Memorandum of Understanding between LA Metro and LA28;

- A. A breakdown of each agencies roles and responsibilities;
- B. A coordinated strategy to include LA28, venue cities, LA County, and LA Metro to pursue state and federal funding to deliver Metro's Mobility Concept Plan;
- C. An implementation schedule for each of the projects and programs identified in the Mobility Concept Plan; and
- D. Key dates by which Metro should secure and program funding needed to support implementation of projects and programs for the 2028 Olympic and Paralympic Games.

MITCHELL AMENDMENT:

Utilize the existing Metro Aging and Disability Transportation Network (ADTN), County of Los Angeles Commission on Disabilities (LACCOD), and City of Los Angeles Commission on Disability to inform

existing 2028 Games transportation plans to address the mobility needs of people with disabilities during the 2028 Games and after.

## **Attachment B – Games Enhanced Transit Service (GETS) Workstream Update**

### *Preliminary Staffing Estimate*

The successful implementation of the GETS will rely on a substantial and robust workforce. During the peak operational phase of the 2028 Games, it is estimated that the GETS will require approximately 10,500 temporary individuals. This workforce estimate is based on:

- 1) Previous Olympic and Paralympic Games' spectator bus operations
- 2) A comprehensive, transit-first experience for Games spectators and workforce, necessitating a fleet of approximately 2,700 buses
- 3) Operating hours based on an assumed LA28 competition schedule and spectator/workforce arrival/departure profiles (all subject to change), obtained during the development of the 2028 Mobility Concept Plan

Due to the 2028 Games events starting early in the morning and finishing late at night, the GETS (in addition to Metro's core service) requires long operating hours each day of the Games and multiple bus drivers per bus. Metro assumed that an average of 2.2 temporary bus drivers are needed per bus. This equates to about 6,000 temporary bus drivers for the GETS.

The geographically diverse distribution of the Games venues means that over a dozen temporary bus depots will be needed to support the GETS. These temporary bus depots are projected to require approximately 1,500 temporary staff members, encompassing essential roles such as bus mechanics, facility maintenance and janitorial personnel, dispatchers, logistics coordinators, and customer experience representatives.

The GETS buses will operate between designated existing rail/BRT stations, and existing or temporary park and ride sites and venues. Approximately 25 temporary park and ride lots are needed to meet the anticipated demand for spectator travel to venues, along with temporary staffing to maintain safe and efficient parking, traffic management, and bus loading and unloading. Additionally, temporary staff will be required at bus staging areas (bus parking/waiting area during events) and bus malls (passenger loading/unloading zones) serving each competition venue or venue cluster. Based on similar bus operations at previous major events, an estimated 3,000 temporary staff will be needed to safely and efficiently manage the GETS operations at these locations.

During the next three years, key planning and design activities will need to occur such as securing necessary real estate, sourcing the GETS bus vehicle fleet, designing and implementing depots and other operating areas, recruiting the GETS temporary workforce, developing detailed operating plans, identifying housing for temporary staff, and training staff to be ready for Games operations. Based on the remaining timeframe and the scale of the GETS, and informed by past Games experience, Metro will require a ramp up of temporary staffing in areas such as maintenance, planning, recruitment, and procurement to support early actions to prepare for the GETS service delivery in FY2026 and FY2027. A rapid staff mobilization effort during the first six months of 2028 will be essential to reach the

estimated 10,500 temporary personnel needed for Games-time operations. The timing and availability of funding will also affect Metro's ability to reach this target.

Concurrent with operating Metro's extensive bus services, the GETS system will need a significant influx of temporary personnel. To facilitate this, a combination of contracting for temporary workforce, plus Metro and Municipal operators and other bus service operators supporting some of the required workforce are needed to ensure the reliability of delivering GETS operations. There will be a need to contract with various agencies and private contractors from across the state and nation for the delivery of the GETS service, through their provision of buses and/or operators.

In the 24 months leading up to the Games, many test events will be conducted at 2028 Games venues, providing valuable opportunities to refine the GETS operational strategy. The 2026 FIFA World Cup games at SoFi Stadium and associated official Fanfest activities will also give the opportunity to test GETS service options for SoFi Stadium, a major Olympic and Paralympic Games venue. The eight World Cup games in Los Angeles include large general spectator crowd sizes which will enable the testing of the GETS services under similar Games conditions with very limited general spectator and worker parking at the venue. The World Cup offers a key opportunity to achieve partnership with Municipal transit operators and contracted transit service providers working together to meet the transit challenge of moving an estimated 30,000 spectators to and from the eight World Cup games.

### *Cost Estimate*

The GETS cost estimate is presented in Table 1 and considers four main areas of expenditure described below:

- Bus Vehicles include lease costs, insurance, fuel, technology, decals, and delivery/return of vehicles
- Temporary staff Resources include salary costs, accommodation, catering, uniforms, and travel expenses for drivers/operators, depot staff, management, and operational staff at multiple park and ride sites and mobility hubs
- Infrastructure includes bus depots, park and ride sites, mobility hubs, staging areas, and a bus operations center
- Below-the-line costs include planning and design, contingency, and escalation

*Table 1: Preliminary Cost Estimate for GETS*

<b>Cost Area</b>	<b>Cost Estimate (\$ millions)</b>
Buses	668.1
Staff	264.6
Infrastructure	365.5
Planning & Design (10%)	129.8
Contingency (25%)	324.5
Escalation to Year of Expenditure (3% annually)	262.9
<b>Total =</b>	<b>2,015.5</b>

The preliminary cost estimate was based on several assumptions, including:

- GETS operational period lasting 105 days, including time to assemble the bus fleet, train temporary workforce, Games-time operations, and demobilization
- GETS vehicle requirement of 2,700 buses
- Backup vehicle requirement of 15% (based on previous Games experience)
- Approximately 10,500 temporary staff, which includes 6,000 bus drivers and 4,500 operational staff required to manage the bus operation, depots, park & ride sites, staging areas, and bus operations center
- Up to 15 extra bus depots to store, maintain, clean, and charge/fuel the GETS buses, as the existing Metro bus depots/divisions do not have the needed capacity and there should not be any impact on existing Metro operations
- Up to 13 bus staging areas, serving Games venues or venue clusters
- Up to 25 GETS park & ride sites would be required to provide the capacity and geographical coverage to serve all the venue clusters

### *GETS Service Planning Updates*

Metro staff are in the process of performing the following tasks:

- Reviewing and adjusting assumptions on arrival/departure zones.
- Conducting test trips to confirm route alignments are operationally safe and feasible.
- Confirming route paths, stopping arrangements and travel times between venues and Park and Rides/Mobility Hubs.
- Documenting bus requirements based on above work.
- Confirming the Park and Ride locations by working with the Metro Parking Management team and preparing operating and facility plans for these locations.
- Developing operational agreements with transit agencies across the country, Metro bus operating divisions, Municipal operators and private providers to provide GETS service.

- Developing operating protocols and technology plans for coordinating safe and reliable operations of multiple GETS providers.
- Working with Rail Operations to plan for maximum rail frequencies for much of each day.

### *GETS Vehicle Acquisition Strategy*

The GETS Fleet is planned to be a near zero emission fleet comprised of zero emission buses and near zero renewable natural gas buses. Metro has conducted industry outreach through industry surveys, meetings, and local site visits to determine the number of buses available from different sources. To date, Metro has received confirmation from 18 transit agencies across the country on their commitment to providing buses to Metro's GETS Fleet in support of the games. The different bus source streams are described below.

- Metro Contingency Fleet – this fleet will be made up of retired Metro buses and buses donated from transit agencies both locally and nationwide.
- Loaned Buses - buses will be loaned from transit agencies for use during the games. Some of these loaned buses will come directly from the active bus fleets of transit agencies and several newly procured buses will be delivered directly to Metro before delivery to the purchasing transit agency for use during the games.
- Lease Buses – lease buses can be provided as buses only or turnkey solutions that will include buses, operations and maintenance.
- Local school districts, colleges and universities – Metro is looking to leverage the fleets and staff of the transportation systems for public schools, colleges and universities during the games as these fleets have lower use during the summer months and have a considerable number of zero emission buses.

### *Funding Strategy*

Unlike many other nations, the United States' reliance on private funding presents a distinct challenge for hosting the Olympic and Paralympic Games, especially mobility for spectators and workforce. Historically, U.S. Games, such as Salt Lake 2002 and Atlanta 1996, have benefited from federal support for spectator transportation. LA28's initial budget planning for the 2028 Games assumed a similar level of federal commitment.

Metro, LA28, and the GME have collaborated on the GETS plan, actively seeking federal funding from the Los Angeles County Congressional Delegation, the U.S. Department of Transportation and the White House. Metro continues to actively pursue several strategies to secure the necessary funding, including continued federal



advocacy, exploration of state and local funding sources, and development of revenue generation opportunities:

- Federal
  - Budget Request: Metro has requested \$3.2 billion in the President's Fiscal Year 2026 Federal Budget which is expected to be released in late May of 2025
  - Appropriations Request: Pending the release of the President's Fiscal Year 2026 Budget, we are prepared to either support the funding being recommended or work – as we did with the Fiscal Year 2025 THUD bills – to have Congress include robust funding for mobility initiatives – including GETS – in the final Fiscal Year 2026 THUD spending bills.
- State/Local
  - 1-10/I-110 Net Toll Revenue
- Revenue Generation
  - Asset Advertising
  - Games transit pass
  - LA28 event ticket fee

Building upon the precedent set in the Games Agreements between LA28 and venue cities, where LA28 commits to reimbursing for increased municipal services, Metro is pursuing a reimbursement agreement for the Games Enhanced Transit Service (GETS). This additional service represents a financial burden for Metro that would not otherwise be needed if not for the 2028 Games. This agreement will be part of the MOU that is executed between Metro and LA28.

# Bus Priority Improvements



## PURPOSE

Move spectators, workforce, athletes, and officials efficiently to Games venues and other critical Games locations to guarantee travel times. Aligned with corridors that will continue to be essential for both large event transport and Metro’s busiest, highest ridership routes.


## DESCRIPTION


Bus priority strategies and improvements include bus only lanes, transit signal priority, queue jumpers, bus boarding islands, and enhanced bus shelters with amenities to address high-heat conditions. Corridors for these improvements include:


- > Venice Boulevard between Culver City and Arlington Heights
- > Atlantic Boulevard between East LA and Monterey Park
- > Garvey Avenue between Monterey Park and El Monte

Metro has implemented approximately 50 miles of bus priority lanes and is seeking to deliver an additional 50 miles before the 2028 Games. Federal funding will help expand and leverage the ongoing bus priority lane network to support upcoming major global sporting events (e.g., 2026 FIFA World Cup, 2027 Super Bowl, and 2028 Games) in the United States.

## BY THE NUMBERS

  
**12**  
MILES OF BUS-ONLY LANES AND BUS PRIORITY IMPROVEMENTS

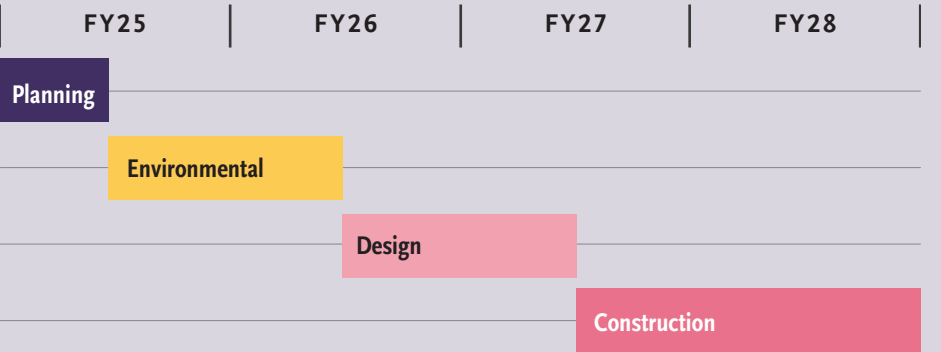
  
**15%**  
IMPROVEMENT IN METRO BUS TRAVEL TIMES ON RECENTLY COMPLETED BUS-ONLY LANES

  
**70%**  
METRO BUS RIDERS EARN APPROXIMATELY \$19K PER YEAR

## COST ESTIMATE

COST ITEM	ESTIMATED AMOUNT
Project Management & Administration	\$6.2M
Planning & Environmental	\$3.3M
Final Design	\$4.1M
Construction	\$26.6M
Community Outreach	\$0.8M
TOTAL	\$41.0M

## SCHEDULE



## LEAD AGENCIES

Metro and local jurisdictions

# First/Last Mile Improvements



## PURPOSE


Improve access and safety between transit stations/stops and venues for spectators, workforce, and others along corridors that will be intermittently open and closed to vehicle traffic.


## DESCRIPTION


To fully support the upcoming major sporting events (e.g., 2026 FIFA World Cup, 2027 Super Bowl, and 2028 Games) in Los Angeles, streets that connect venues to Metro transit must function safely for people walking, biking, and otherwise “rolling.” Approximately ninety percent of transit riders walk, bike, or roll to and from transit stations and bus stops today, and a key lesson learned from prior Games is that well designed streets lead to better crowd control along key corridors that need to move large numbers of spectators and workforce in and out of venues multiple times a day. Potential locations for these improvements include:

- > Infrastructure for walking, biking, and rolling (e.g., sidewalks, crosswalks, bike lanes, bike parking)
- > Shared use services (e.g., scooters, bike share, and car share)
- > Facilities to transfer or connect to a different mode of transportation (e.g., passenger drop-off areas and bus/rail interface improvements)
- > Information that simplifies travel, including signage, wayfinding, and technology (e.g., information kiosks and mobile apps)

## BY THE NUMBERS

  
**4**  
LOCATIONS  
FOR FLM  
IMPROVEMENTS

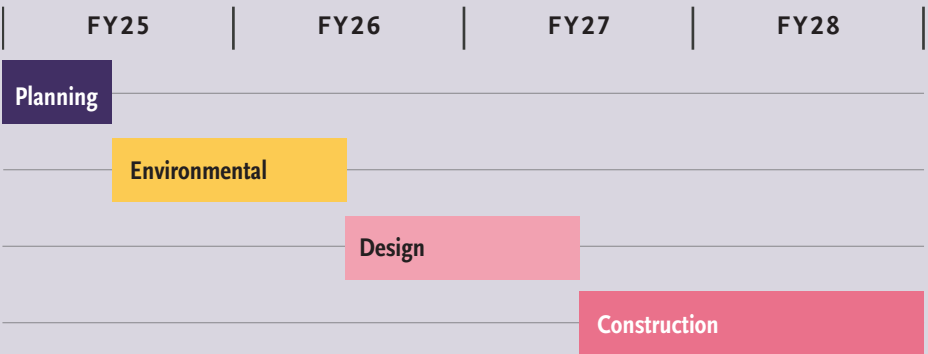
  
**40**  
METRO BIKESHARE  
STATIONS IN  
SOUTH LA  
TRANSIT

  
**90%**  
TRANSIT RIDERS  
WALK, BIKE, OR  
OTHERWISE ROLL  
TO AND FROM  
TRANSIT

## COST ESTIMATE

COST ITEM	ESTIMATED AMOUNT
Project Management & Administration	\$14.1M
Planning & Environmental	\$7.5M
Final Design	\$9.4M
Construction	\$68.8M
Community Outreach	\$1.9M
<b>TOTAL</b>	<b>\$101.7M</b>

## SCHEDULE

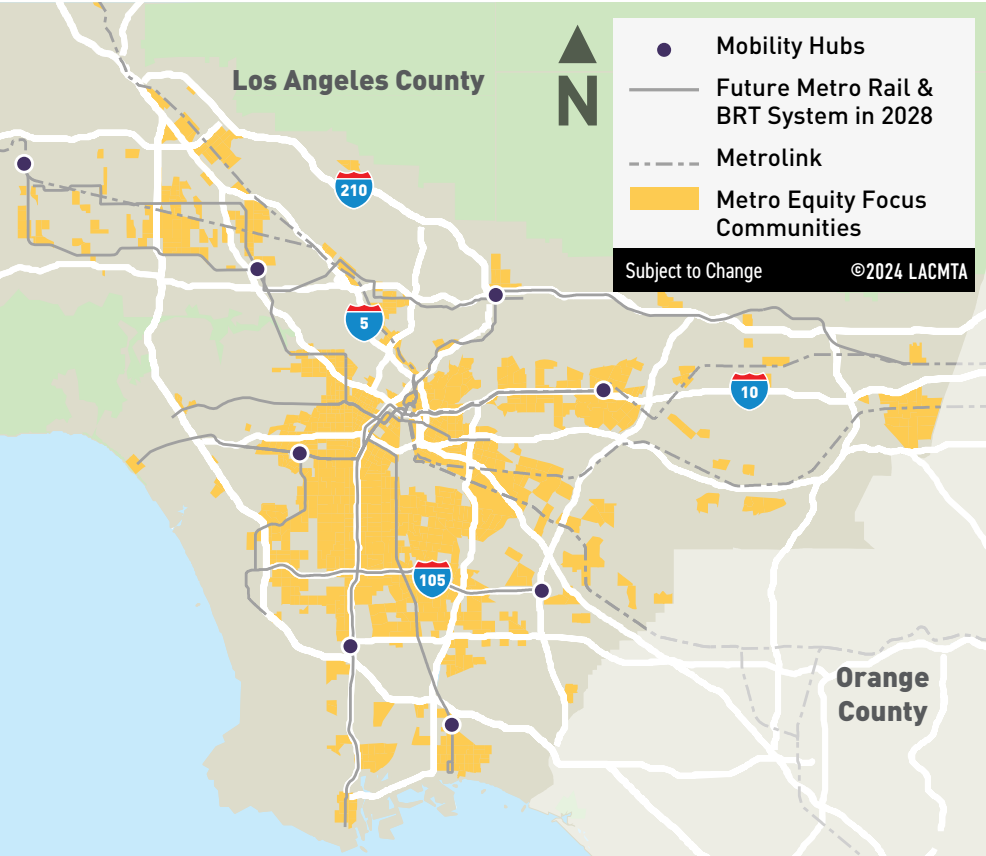


## LEAD AGENCIES

Metro and local jurisdictions



# Metro Mobility Hubs



## PURPOSE

Provide well-designed and orderly transfer points for people traveling by bus, rail, car, or other mode to the main point of connection to the bus transit to venues.

## DESCRIPTION

Metro mobility hubs will have a range of amenities that reflect global best practices and meet customer expectations at transfer points between transit modes, such as shade, seating, Wi-Fi, restrooms, ATMs, vending machines/concessions, and water bottle refill stations.

Metro will prioritize the implementation of mobility hubs at Metro BRT and rail stations with high ridership and can accommodate large crowds. During the 2028 Games, users will most likely travel by private vehicle or local transit to these mobility hubs and then take Metro or the Supplemental Bus System to the venue. In order to load and unload large numbers of buses concurrently, Metro needs to reconfigure critical hubs for the Games including:

- > Chatsworth ( Metro G Line and Metrolink)
- > El Monte Station (Metro J Line)
- > Expo/Crenshaw Station (Metro E and K Lines)
- > North Hollywood Station (Metro B and G Lines)
- > Willow Station (Metro A Line)
- > Norwalk Station (Metro C Line)
- > Harbor Gateway Transit Center (Metro J Line)
- > Memorial Park Station (Metro A Line)

## BY THE NUMBERS



**4**  
METRO  
MOBILITY HUBS



**3.5M**  
ANNUAL RIDERSHIP  
AT THESE FOUR  
MOBILITY HUBS

## COST ESTIMATE

COST ITEM	ESTIMATED AMOUNT
Project Management & Administration	\$12.0M
Planning & Environmental	\$6.4M
Final Design	\$8.0M
Construction	\$52.0M
Community Outreach	\$1.6M
<b>TOTAL</b>	<b>\$80.0M</b>

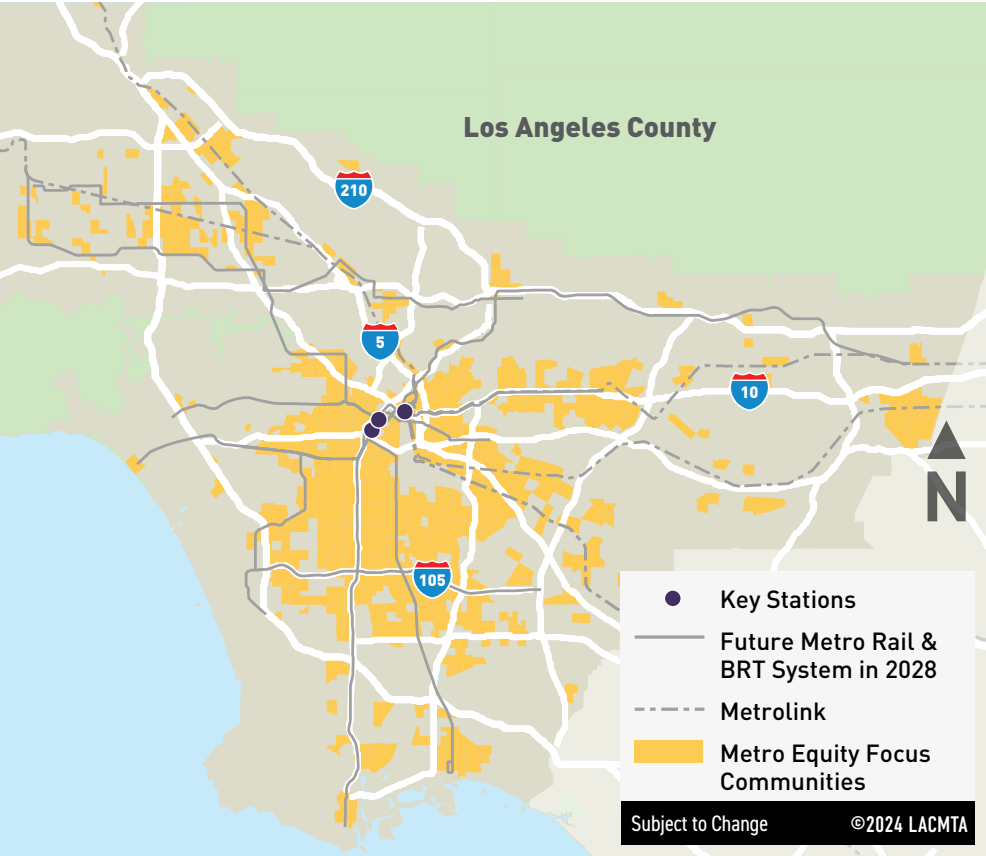
## SCHEDULE

	FY25	FY26	FY27	FY28
Planning				
Environmental				
Design				
Construction				

## LEAD AGENCIES

Metro, Caltrans, Metrolink, and local jurisdictions

# Key Stations



## PURPOSE

Safely and securely accommodate large numbers of crowds traveling on key lines in Metro’s system during the Games. Metro is expected to secure our stations and anticipate vulnerabilities for potential attacks on the system for the Games. These improvements focus on supportive infrastructure such as operational equipment and customer information systems.

## DESCRIPTION

Improve the safety, security, usability, and comfort of the station, which may include updates to architecture, operational equipment, and the overall station environment. Potential station features needing updates include lighting, security equipment, and customer information/communication equipment. The following key stations are being considered for station improvements to support the 2028 Games:

- > **Pico Station:** Improve safety and capacity at the nearest Metro station serving LA Live
- > **LA Union Station:** Enhance the user experience at this major transit hub
- > **7th/Metro Center Station:** To provide state of good repair improvements for this key transfer station

Enhancements to improve the customer experience at several older Metro B and D Line stations

- > 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 and G Lines)
- > Pomona Station (Metrolink)\* cost estimate pending

This workstream includes various accessibility improvements including mobile applications that provide audio and visual guidance for customers navigating indoor and outdoor transit stations and venues.

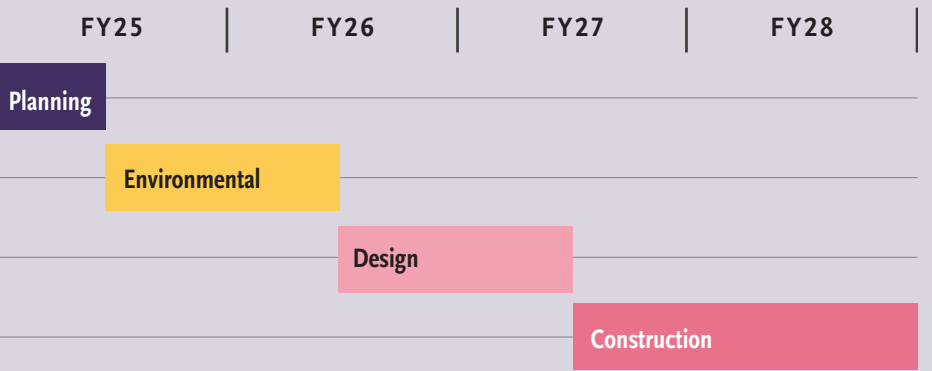
## BY THE NUMBERS



## COST ESTIMATE

COST ITEM	ESTIMATED AMOUNT
Project Management & Administration	\$32.4M
Planning & Environmental	\$17.3M
Final Design	\$21.6M
Construction	\$140.4M
Waymap Mobile App	\$3.6M
Community Outreach	\$4.3M
TOTAL	\$216.0M

## SCHEDULE



## LEAD AGENCIES

Metro



# Light Rail Improvements



## PURPOSE

Ensure the system can handle double the number of passengers it carries today. Improve recovery times for disruptions that may lead to delays or system breakdowns and support the resilience and security of the system.

## DESCRIPTION

Metro’s light rail network is the largest in the U.S. and will be vital to moving spectators to the upcoming major sports events in Los Angeles. The projects Metro seeks to fund are focused on those lines directly serving venues:

- > **A/E Lines Washington/Flower Corridor Improvements:** Improve the operations and overall efficiency at the A and E Line junction into the Downtown Los Angeles tunnel
- > **E Line Degnan/7th Siding:** Increase the E Line’s capacity to move more people to and from USC/Expo Park
- > **A Line Interlocks:** Improve service reliability in Northeast Los Angeles and Long Beach
- > **E Line Interlocks:** Improve service reliability near Santa Monica and USC/Expo Park

Federal funding will enhance and leverage recent Metro projects like the New Blue and Regional Connector to enable a safe and secure Games.

## BY THE NUMBERS



5

LRT CAPITAL  
IMPROVEMENTS  
PROJECTS



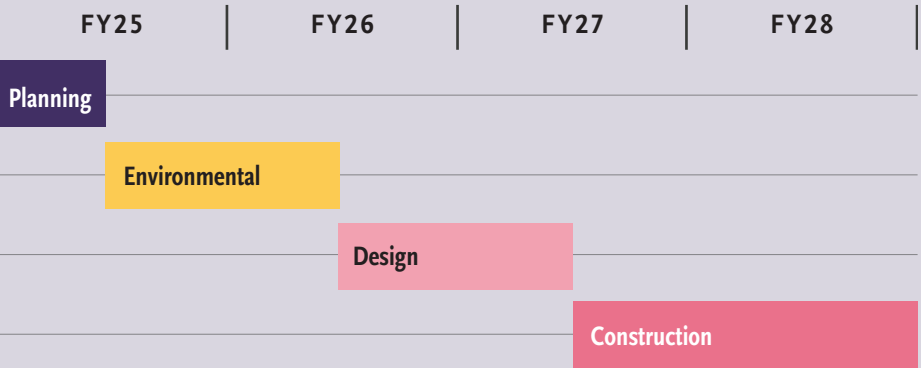
8

VENUE CLUSTERS  
ALONG THE A AND  
E LINES

## COST ESTIMATE

COST ITEM	ESTIMATED AMOUNT
Project Management & Administration	\$12.0M
Planning & Environmental	\$6.4M
Final Design	\$8.0M
Construction	\$52.0M
Community Outreach	\$1.6M
TOTAL	\$80.0M

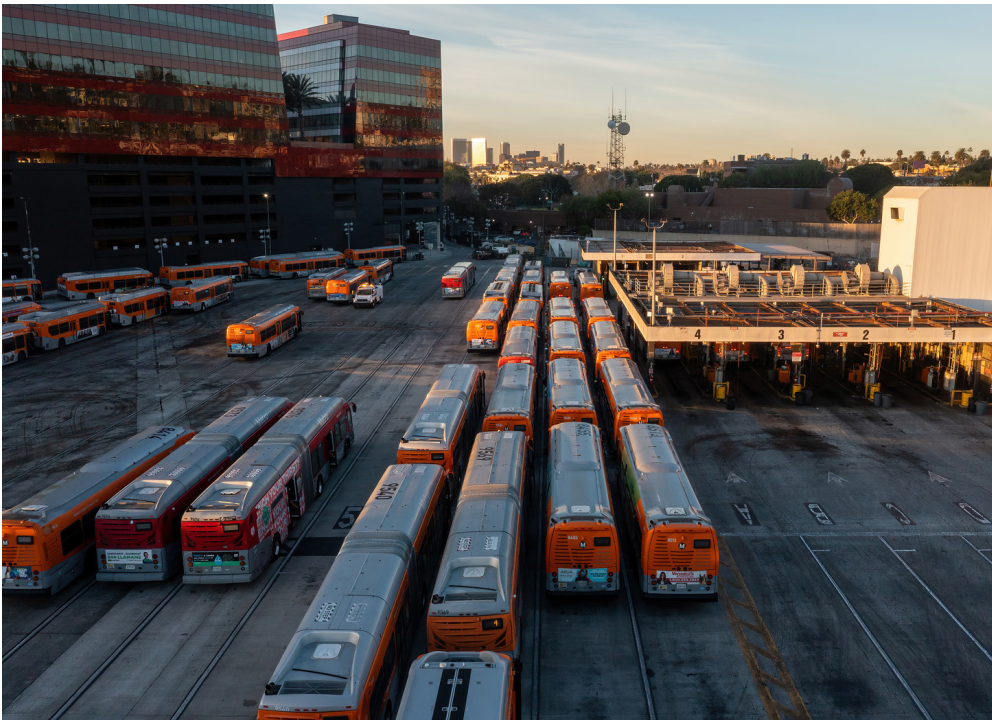
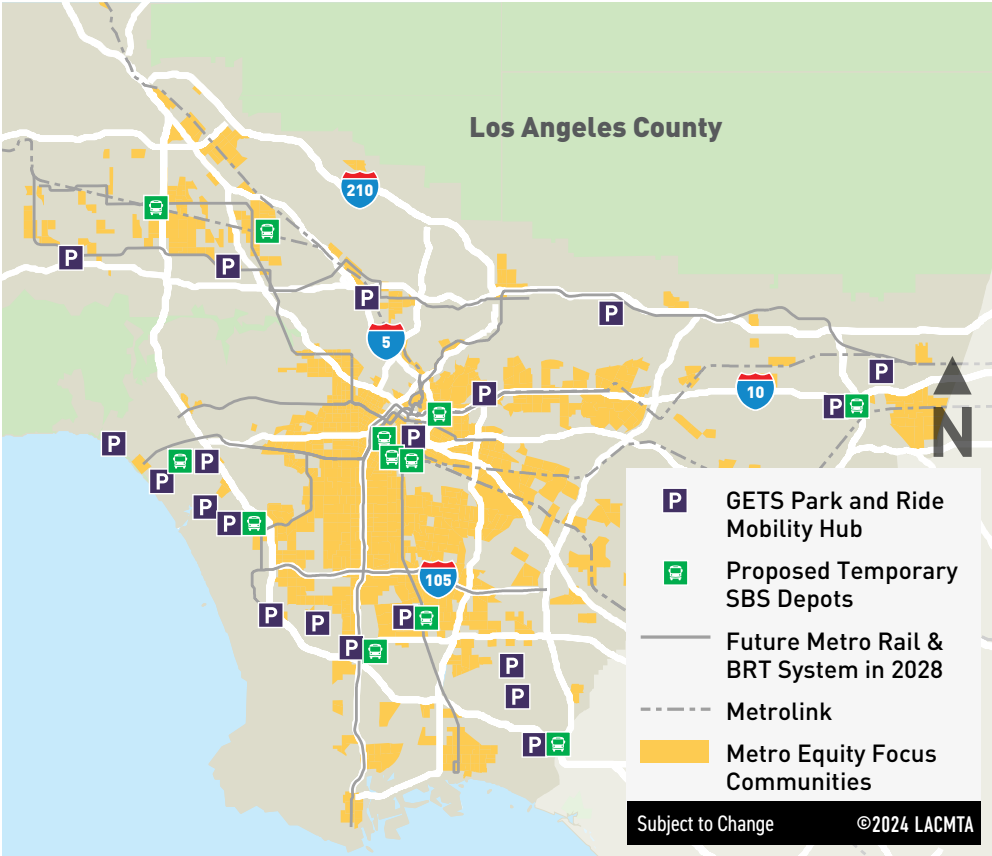
## SCHEDULE



## LEAD AGENCIES

Metro and local jurisdictions

# Games Enhanced Transit Service



## PURPOSE

To move spectators and workforce to and from event venues that will not have adequate parking to enable multiple daily events.

## DESCRIPTION

The Games Enhanced Transit Service provides additional buses from various sources to enhance transit service to venues and compliment the existing transit network to ensure the unprecedented demand is met for the 2028 Games. The GETS consists of the following elements:

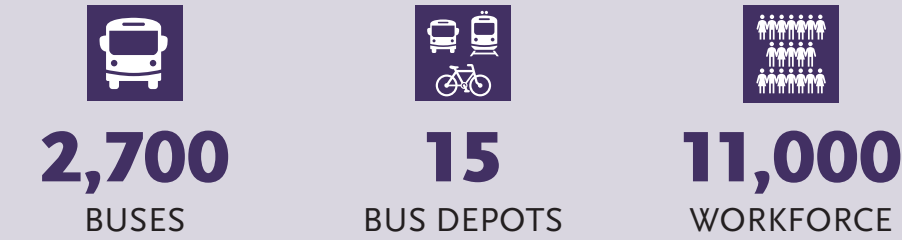
- > Bus vehicles or shuttles that are permanently or temporarily procured or borrowed
- > Bus malls at venue and park and ride lots to serve spectators and workforce
- > Bus depots to maintain, clean, fuel/charge, and support the operation of the GETS
- > Operations team that includes drivers, mechanics, supervisors, schedulers, etc.

The GETS will generally provide express bus service between venues and mobility hubs. GETS service will be strategically planned to meet the demand of the 2028 Games and complement the existing transit network.

Based on the preliminary event schedule and various operating assumptions, it is anticipated the number of GETS bus vehicles needed to support the 2028 Games is approximately 2,700 buses. The GETS for the 2028 Games will require a variety of facility types and workforce, including bus drivers, mechanics and park & ride site operators to support successful GETS operations.

Metro continues to evaluate strategies to refine the GETS plan for cost-effective solutions and update to reflect the latest LA28 venue plan.

## BY THE NUMBERS



## COST ESTIMATE

COST ITEM	ESTIMATED AMOUNT
Bus Leasing	\$597.5M
Operating Costs	\$70.6M
Workforce	\$264.6M
Infrastructure	\$365.5M
Planning & Design	\$129.8M
Contingency	\$234.5M
Escalation	\$262.9M
TOTAL	\$2,015.7M

## SCHEDULE

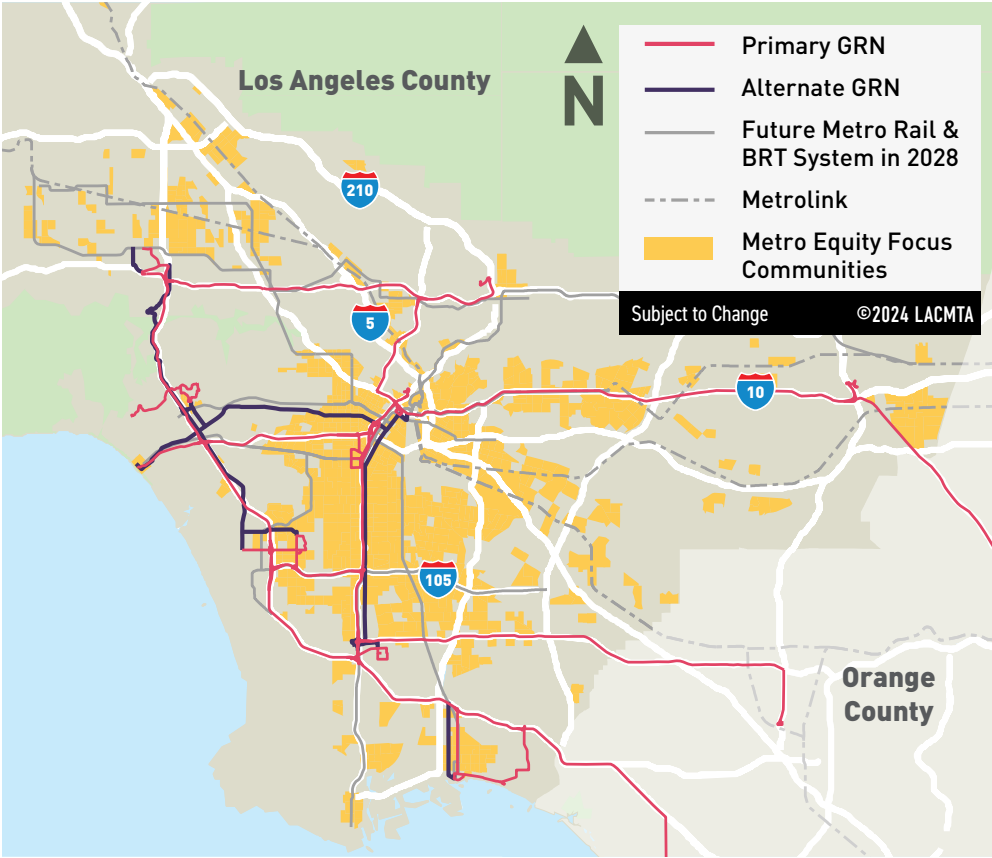
FY25	FY26	FY27	FY28
Planning			
	Design		
		Construction	

## LEAD AGENCIES

Metro, LA28, and local municipal transit agencies



# Games Route Network



## PURPOSE

Establish a dedicated network of lanes with 2028 Games designation that connect key venues to provide travel time reliability for athletes, spectators, workforce, officials, and media.

## DESCRIPTION

A Games Route Network (GRN) is a network of roads designated for the use of 2028 Games vehicles traveling between official accommodation venues, competition venues, and other key non-competition venues. In most cases, these roads will continue to be used by non-Games traffic. On some sections of the GRN, dedicated lanes will be provided for the use of Games-related vehicles and other specified vehicles, such as emergency vehicles, with general traffic prohibited. The GRN will consist of a range of strategies that may include:

- > Traffic signal infrastructure improvements
- > Intersection/roadway improvements
- > Signage and striping
- > Curb space management
- > Enhanced response times to incidents, breakdowns, and obstructions
- > Retiming of freight and deliveries to nighttime operation
- > Street officers and camera enforcement to prevent and enforce unauthorized use

The GRN for the 2028 Games will primarily use lanes on the region’s extensive existing freeway and primary arterial network. Because these facilities serve high volumes of traffic and are owned and operated by different agencies, GRN implementation will require the coordination and support of approximately a dozen local jurisdictions and agencies.

The GRN map and network will be revised to reflect the latest LA28 venue plan.

## BY THE NUMBERS



210

HIGHWAY  
MILES



100

LOCAL ARTERIAL  
MILES

## COST ESTIMATE

COST ITEM	ESTIMATED AMOUNT
Planning	\$8.9M
Design	\$30.0M
Construction/Games Time Operations	\$137.0M
Contingency/Escalation	\$35.0M
TOTAL	\$210.9M

## SCHEDULE

	FY25	FY26	FY27	FY28
Environmental				
Design				
Implementation				

## LEAD AGENCIES

Caltrans, LA28, and local jurisdictions



# Integrated Transportation Management



## PURPOSE

Integrate the two largest traffic management centers (Caltrans’ Los Angeles Regional Transportation Management Center and LADOT’s Automated Traffic Surveillance and Control Center) to better coordinate and manage traffic throughout the region for the 2028 Games and beyond.

## DESCRIPTION

The funding for this project would provide a cloud-based system, regional integration of traffic cameras and video feeds, providing real-time traffic management to ensure reliable travel. This would be accomplished by implementing eight key scope elements:

1. Regional Video Expansion and Sharing through Metro’s Regional Integration of Intelligent Transportation System (RIITS)
2. Center to Center Traffic System Data Exchange and Signal and Communication System
3. Probe-based data and analytics for real-time signal performance
4. Dynamic Ramp metering and advance queue detection
5. Transit signal priority
6. Traveler messaging and information dissemination
7. Regional Traffic Digital Twin and Decision Support System
8. Multijurisdictional Operations

## BY THE NUMBERS



4,800

TRAFFIC SIGNALS  
IN CITY OF LA



5,000

LANE-MILES OF  
FREEWAY

## COST ESTIMATE FOR UNFUNDED PROJECTS

COST ITEM	ESTIMATED AMOUNT
Cross Agency Video Feed Share	\$23.9M
Traffic Signal Operation Improvements	\$49.4M
Probe-based Traffic Data System Improvements	\$5.7M
Dynamic Ramp Metering System Implementation	\$6.3M
Transit Signal Priority Communications and Traffic Signal Control	\$23.3M
Traveler Information and Distribution	\$13.9M
Regional Decision Support System Implementation	\$4.5M
Staff Co-location	\$0.3M
Automated Traffic Signal Performance Measures	\$3.0M
<b>TOTAL</b>	<b>\$130.3M</b>

Note: Subject to change

## SCHEDULE

	FY25	FY26	FY27	FY28
Environmental				
Design				
Implementation				

Note: Schedule varies by project, subject to change

## LEAD AGENCIES

Caltrans, City of LA, Metro

# Transportation Demand Management



## PURPOSE

Develop and implement a coordinated regional approach to managing transportation during the 2028 Games related to regional transportation demand management, freight delivery strategies, and communication to the public, employers, and businesses.

## DESCRIPTION

Transportation Demand Management (TDM) is a set of strategies aimed at increasing the efficiency of the transportation system. TDM investments reduce congestion through traveler information systems and incentives Funding will help to convene regional stakeholders and integrate processes with LA28 and Games Mobility Executives Review and evaluate effectiveness to highlight policies and strategies that provide enduring benefits.

## BY THE NUMBERS



15%

BACKGROUND TRAFFIC  
REDUCTION GOAL



~1.4M

ADDITIONAL TRIPS  
FROM THE 2028 GAMES

## COST ESTIMATE

COST ITEM	ESTIMATED AMOUNT
Fare System Modernization	\$104.8M
Mobility Wallet	\$5.0M
Marketing/Trip Planner	\$5.8M
TOTAL	\$115.6M

## SCHEDULE

FY25	FY26	FY27	FY28
Planning			
		Implementation	

## LEAD AGENCIES

SCAG, Metro, LA28





# Motion 8 Response



**Metro**

*File# 2025-0263*

*May 14, 2025*

## Motion 8 Response (complementary to Feb '25 interim update)

- **Accessibility Outreach**
  - Stakeholder Presentations
  - Ongoing engagement
- **Transportation Mobility Summit**
  - Scheduled for June 2025
  - Topics to include universal design, Games mobility, wayfinding, mobility hubs, etc.
- **Term Sheet Update**
  - Defining roles/responsibilities
  - Addressing funding uncertainties
- **Implementation Schedule for Mobility Concept Plan Projects/Programs**
  - Project descriptions, cost estimates, and schedules for priority Mobility Concept Plan projects

# Definition of the Games Enhanced Transit Service (GETS)

- Temporary enhancement of existing transit services to meet the needs of spectators and Games workforce during the Olympic and Paralympic Games
- Five types of potential GETS services:
  - Venue cluster circulators such as Expo Park - Downtown Los Angeles
  - Designated Metro Rail and BRT station links to venues (similar to Dodger Stadium Express)
  - Park & Rides – large scale, temporary parking lots with GETS service to venue
  - Accessible Shuttles – parking lots for persons with disabilities with GETS service to venues
  - GETS workforce shuttle buses from operator accommodations to GETS bus depots

# Roles and Responsibilities (draft & subject to funding)

- **General**

- Metro is taking on the responsibility of being the primary coordinator for planning and delivery of the GETS.
- Metro will lead and coordinate with local transit operators, LAUSD, local universities/colleges and other providers to support the operations of the GETS.

- **Funding**

- The funding for the GETS program is required from LA28, State/Federal Government or other sources.

- **Real Estate**

- Metro will seek agreements with LAUSD, local transit operators, and local universities and colleges to use their real estate for GETS bus depots and temporary park & ride sites.

- **Temporary GETS Staff**

- The GETS will require significant additional staff for Operations, Supervision, Maintenance, etc. This in some cases may require additional resources such as local accommodations.

# Preliminary Staffing Estimate

Type of Staff	Estimated Peak Number of Staff during 2028 Games
Bus Operators	~6,000
Depot Staff (assumes 15 depots)	~1,500
Operations Staff at park & ride sites, bus malls, and staging areas (assumes 25 park and ride sites)	~3,000
<b>Total =</b>	<b>~10,500</b>

## Key Disclaimers and Assumptions

- Metro's existing services will need to continue to operate during the Games
- The majority of the GETS staff will be additional temporary staff



# Initial Rough Order of Magnitude Cost Estimate

Cost Items	Cost Estimate (\$ million)
Buses	668.1
Temporary Staff	264.6
Infrastructure (depots, park & ride sites, bus malls etc.)	365.5
Planning & Design (10%)	129.8
Contingency (25%)	324.5
Escalation to Year of Expenditure	262.9
<b>Total =</b>	<b>2,015.5</b>

## Key Disclaimers and Assumptions

- Cost estimate based on LA28's initial draft competition schedule (Spring 2024)
- Assumes all 2,700 buses are leased
- Assumes Paralympics require 50% of the buses and drivers needed for the Olympics



# GETS Next Steps

- Confirm roles and responsibilities, funding sources and reimbursement with LA28
- Develop Concept of Operations for the GETS
- Secure agreements with LAUSD, colleges/ universities, municipal operators, and other stakeholders to provide necessary real estate
- Continue discussions with other transit providers, school districts, and private vehicle brokers regarding the provision of buses and workforce to support the GETS





## Board Report

File #: 2025-0265, File Type: Plan

Agenda Number: 6.

### AD HOC 2028 OLYMPIC & PARALYMPIC GAMES COMMITTEE MAY 14, 2025

**SUBJECT: 2028 OLYMPIC AND PARALYMPIC PROGRESS REPORT**

**ACTION: APPROVE RECOMMENDATION**

#### **RECOMMENDATION**

CONSIDER:

- A. RECEIVING AND FILING the 2028 Mobility Concept Plan (MCP) Progress Report; and
- B. AMENDING the 2022 Prioritized Mobility Concept Plan (MCP) project list to include the Pomona Fairplex Metrolink Station Improvements Project as part of the Rail project mode/type.

#### **ISSUE**

This is a progress report regarding planning efforts in anticipation of the 2028 Olympic and Paralympic Games (“the Games”), and the pursuit of state and federal funds to support the transportation infrastructure and operations needed for the region to support mobility during the Games.

#### **BACKGROUND**

Metro has 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 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 2028 Games MCP project categories. Metro and the Games Mobility Executives have been actively pursuing funding and advancing the project development for each set of projects.

In March 2024, the U.S. Department of Transportation awarded Metro a \$139 million grant from the Reconnecting Communities and Neighborhoods program for the Removing Barriers and Creating Legacy - A Multimodal Approach for Los Angeles County (the Program). The Program’s projects will enhance and expand affordable, equitable, and safe multimodal connections through investment in 35 miles of bus priority enhancements, 60 Metro Bike Share stations, five first/last mile corridors that fill gaps in the active transportation network, five mobility hubs, and various supportive initiatives and operational strategies.

In October 2024, the Board authorized a \$9.67 million FY25 budget amendment, enabling the CEO to advance unfunded Metro-led GME projects. This funding is crucial for staff to progress key project development phases for timely completion before the 2028 Games. Metro has commenced conceptual design and environmental clearance for several essential MCP projects. The environmental clearance strategy will prioritize California Environmental Quality Act (CEQA) approval, with National Environmental Policy Act (NEPA) clearance contingent upon federal funding.

## **DISCUSSION**

### **GME Subcommittee and Workstream Update**

In order to implement the MCP, the GME reviewed the projects and created subcommittees comprised of implementing agencies in order to establish implementation plans for the projects in the MCP. The GME initiated two new subcommittees focused on Heat and Wayfinding, with Metro as the lead agency for both. These subcommittees are currently developing workplans that will include scope, additional members, timeline, roles and responsibilities, coordination needs with other subcommittees, governance structure, communications plans, and 2025 goals. Metro will regularly report to the Board regarding key milestones, accomplishments, risks, issues, and progress related to the Heat and Wayfinding subcommittees.

At past Ad-Hoc Committee meetings, Metro staff have provided in-depth updates on specific Games subcommittees. For this month's Ad-Hoc Committee, staff will provide an oral presentation on the Countywide Bus-Only Lanes and Games Route Network (presented by Caltrans). The following provides a summary update on these two subcommittees.

Updates on other subcommittees are summarized in Attachment A.

#### **Countywide Bus-Only Lanes**

Using the 2028 Games as an impetus, this initiative accelerates Metro's strategic goal of implementing bus-only lanes throughout Los Angeles County.

Metro staff and the Bus Speed and Reliability Working Group identified an initial pool of 26 potential corridors for detailed assessment and prioritization. The evaluation process included gathering data on existing conditions and reviewing relevant planning documents, such as Metro's BRT Vision and Principles Study, Metro's NextGen Plan, and the City of Los Angeles Mobility 2035 Plan. Subsequently, Metro formulated a prioritization framework incorporating 18 distinct factors related to speed and reliability, implementation, equity, connectivity, access, environmental, and safety. Through this structured evaluation, six corridors were selected as priorities. Attachment B summarizes the prioritization process. Additionally, the Vermont Ave and the Florence Ave/Studebaker corridors were added as they are existing and funded priorities. The complete list of eight priority corridors is detailed in Table 1. *Table 1: 2028 Games Mobility Concept Plan Unfunded Countywide Bus-Only Lane Corridors*

Corridors	Limits	Benefits and Comments
Vermont Ave	Hollywood Blvd to 120 <sup>th</sup> St	Supports Measure M expenditure plan, Metro's NextGen Plan, and venue access (USC/Expo Park)
Broadway	1 <sup>st</sup> St to Imperial Hwy	Supports Metro's NextGen Plan, BRT Vision and Principles Study, Games Route Network alternate route, and venue access (DTLA)
Venice Blvd	Figueria St to Pacific Ave	Supports Metro's NextGen Plan, Metro's BRT Vision and Principles Study, Games Route Network alternate route, and venue access (DTLA)
Olympic Blvd	Figueria St to Lincoln Blvd	Supports Metro's NextGen Plan, Metro's BRT Vision and Principles Study, Games Route Network alternate route, and venue access (DTLA)
Florence Ave/ Studebaker	Long Beach Blvd to Imperial Hwy	Extends the planning NextGen Tier 1 Corridor bus-only lanes along Florence Avenue to connect the Metro A Line to the Metro C Line
Imperial Hwy	Hoxie Ave to Bloomfield Ave	Address system connectivity gap and improve transfer experience between Metro Norwalk Station and Metrolink Norwalk/Santa Fe Springs Station for access to support venue access (Inglewood, Carson, and Long Beach)
Hawthorne/La Brea	Imperial Hwy to Florence Ave	Address system connectivity gap and improve transfer experience between Metro Downtown Inglewood Station and Metro Hawthorne/Lennox Station for access to support venue access (Inglewood)
Downtown Extensions	Sunset/Cesar Chavez, Figueria, Alvarado	Extend existing bus-only lane corridors to help support the Games Route Network

Metro has successfully secured funding for several bus-only lanes and bus improvement projects, totaling \$90 million. A \$25 million state grant will advance implementation on NextGen Tier 1 corridors within the City of Los Angeles, such as Vermont Avenue and Venice Boulevard. Additionally, a \$65 million Reconnecting Communities Grant from the U.S. Department of Transportation will fund bus improvements along Broadway, Olympic Boulevard, and the Florence/Studebaker/Imperial corridor.

Additionally, Metro leads the Countywide Bus-Only Lane Subcommittee in partnership with the GME. This effort is supported by two dedicated working groups—one focused on the City of Los Angeles and the other on Los Angeles County (non-City of LA cities and unincorporated areas). Together, these groups will drive the development of bus-only lanes outlined in the MCP and manage crucial coordination for venue access and potential legacy conversion of the Games Route Network.

Lastly, as part of Twenty-eight by '28, Metro is also committed to delivering the North Hollywood to Pasadena and the Vermont Ave Bus Rapid Transit Corridors in time for the 2028 Games. Attachment C demonstrates a full picture of the Bus Corridor work the agency has prioritized and/or will complete

in time for the 2028 Games.

### Games Route Network

The Games Route Network (GRN) is the heart of the host City and Organizing Committee's transportation commitment for the 2028 Olympic and Paralympic Games. As part of the MCP, Caltrans has taken on the responsibility of delivery of the GRN on its right-of-way and is leading local agency coordination of the improvements to local arterials. The GRN project is a substantial coordination effort and requires multiple layers of collaboration. It covers approximately 360 centerline miles (80% located on the state highway). The GRN is in four counties, spans across thirteen cities, and arterials located within unincorporated counties.

The commitment between LA28, the host city and the International Olympic Committee is to provide consistent and reliable travel time for the Games athletes, media, and key Games stakeholders. For the past year and a half, Caltrans has convened multiple team meetings to develop planning documents and to collaborate with venue cities to facilitate the required improvements. Caltrans has engaged state and federal partners to initiate the legislative and regulatory requirements.

### LA28 Olympic Venue Update

The Olympic Venue Plan updates announced by LA28 on April 15, 2025, include the addition of the Pomona Fairplex as the venue for Cricket, and the Santa Anita Racetrack for Equestrian, as well as a few other venue deletions, additions, and event location changes. Thus far, staff have determined that the existing temporary Metrolink station platform at the Pomona Fairplex will be critical for providing service at that venue. The station requires improvements to handle additional passenger flows, including providing safe accommodations for passengers with disabilities. Therefore, it is recommended that the Pomona Fairplex Station Improvements Project be added to the 2022 Prioritized MCP project list. The cost for the station accessibility improvements is estimated between \$400K-\$1.7M.

Staff is working with LA28 to obtain additional information on the schedules and spectator demand profiles for the new and revised events/venues to determine if any additional permanent infrastructure projects may be needed. Given the timeline for capital projects and the projects underway, there is a limited opportunity to add new projects. In order to add projects to the MCP, the project must be essential to Games delivery and feasible to be completed by 2028. The Pomona Fairplex Station meets these criteria.

### Twenty-eight by '28 Update

Progress continues to be made on twenty-eight by '28, which is incorporated into the MCP. Currently, six or 21.4% of the projects on the list are complete, with the remaining projects continuing to advance. Of note, significant milestones have been met on four projects since the beginning of this calendar year:

- Substantial completion of the A Line Extension from Azusa to Pomona
- Substantial completion of the Rail to Rail active transportation corridor

- Groundbreaking for the G Line Improvements Project
- Groundbreaking for the 105 ExpressLanes Project (Phase 1)

Over the next quarter, two projects are anticipated to be open: Rail to Rail and the Airport Metro Connector Station. Upon opening, this would bring the total number of projects completed to eight or 28.6%.

### **Reconnecting Communities and Neighborhoods (RCN) Program Update**

Following the environmental determinations and signed Federal Transit Administration (FTA) grant agreement in December 2024, Metro has continued to advance design and community engagement for the RCN program. Staff are working to secure agreements with local jurisdictions and project sponsors. San Gabriel Valley Council of Governments (SGVCOG) will deliver design through construction for the Valley Blvd/Santa Anita Bus Priority Enhancement project. The RCN funding supports SGVCOG's existing work for the San Gabriel Valley Bus Corridor Transit Improvements Project. Metro will be advancing the preliminary engineering and community outreach for the remaining RCN projects including three bus priority enhancement corridors, five first/last mile projects, and five mobility hubs. Metro is supporting local jurisdictions through preliminary engineering to keep the RCN program on schedule while local jurisdictions assess internal staff capacity and procurement vehicles to take over final design and construction of projects not under Metro's responsibility. Preliminary engineering and associated community outreach will be completed in 2025.

### **Funding Update**

In January 2025, Metro applied for the U.S. Department of Transportation's Better Utilizing Investments to Leverage Development (BUILD) grant funding program for two key 2028 Games Mobility Concept Plan projects - 1) 2028 Games Washington/Flower Multimodal Mobility Improvements Project and 2) Norwalk Station Mobility Hub and Multimodal Access Improvements Project. BUILD is a discretionary grant program designed to fund significant infrastructure projects with local or regional impact. Specifically, it focuses on surface transportation infrastructure, encompassing roads, rail, transit, and ports. The program aims to support projects that enhance safety, sustainability, quality of life, mobility, economic competitiveness, and state of good repair.

Simultaneously, Metro is exploring grant opportunities for various MCP projects under the Surface Transportation Block Grant, Congestion Management and Air Quality, and Low Carbon Transit Operations Program.

### **Legislative Update**

#### *Federal Discretionary Opportunities*

Metro is evaluating which MCP projects may be successfully selected to receive federal funds made available through the Surface Transportation Block Grant & Congestion Mitigation and Air Quality Improvement Program (STBG/CMAQ) which is administered by SCAG. The Metro Board approved a prioritization framework in March, which provides evaluation criteria and guidance for agencies that

wish to apply for the funds.

Specific project categories that qualify for funding and align with Metro-led GME priority workstreams include mobility hubs, dedicated bus lanes, bicycle and pedestrian infrastructure, rail and bus station improvements, and transit facility improvements.

### *Federal Budget Request Update*

Consistent with the 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. On November 21, 2024, Metro conveyed a letter unanimously signed by Metro Board members, urging then 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 Games Enhanced Transit Service (GETS), Mobility Hubs, and GRN. Funding for 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. Staff will continue to work with the Metro Board, the Los Angeles County Congressional Delegation, the U.S. Department of Transportation, and key stakeholders to support the FY2026 Budget funding request.

### *Joint Advocacy Efforts/Strategy*

Metro is working 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 is working with a 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 the 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 bill might include funding for mobility-related projects and initiatives tied to the upcoming 2028 Olympic and Paralympic Games. Staff will continue to advocate for the White House to include funding in the President's Fiscal Year 2026 Budget for the Games. As of the writing of this Board Report, it appears that Congress is in the beginning stages of crafting their spending bills for Fiscal Year 2026 - including the House and Senate's Fiscal Year 2026 Transportation, Housing, and Urban Development spending bills. Staff will continue to work with LA28 and a large number of stakeholders, including but not limited to Los Angeles County and the LA Area Chamber of Commerce, among others, to advance our goal to secure robust federal support for our mobility plans related to the Games.

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Metro continues to work with state and local level partners to advocate for funding and advance policies that will help Metro deliver projects more efficiently, while also working in partnership with LA28.

### **DETERMINATION OF SAFETY IMPACT**

Several projects in the 2028 Games MCP and the RCN program will positively impact safety. 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. First/Last Mile projects directly improve safety for people biking and walking to and from Metro's transit stops.

### **FINANCIAL IMPACT**

There is no financial impact from these actions, pending receipt of grant funding.

#### **Impact to Budget**

There is no impact to the budget, pending receipt of grant funding.

### **EQUITY PLATFORM**

Since the last report, Metro has established two new Games Mobility Executives (GME) subcommittees, Heat and Wayfinding, both led by Metro and currently developing work plans to address environmental justice concerns (such as heat vulnerability) and accessibility improvements for multi-lingual and disabled riders. Looking ahead, these investments not only aim to support Games-time mobility but will leave a lasting legacy of improved transit access, reduced travel times, and safer streets in communities that have historically been under-resourced. These projects directly align with Metro's broader equity goals of improving mobility, access to economic opportunity, and transportation justice across Los Angeles County.

Most notably, the \$139 million Reconnecting Communities and Neighborhoods (RCN) grant awarded in March 2024 is advancing to 30% design and community engagement across multiple projects located in Equity Focus Communities.

### **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



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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 Mobility Concept Plan that Metro is currently leading, including the initiation of the Environmental phase for the remaining Metro-led projects in the 2028 Games Mobility Concept Plan. 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 Games Enhanced Transit Services and Games Route Network.

## **ATTACHMENTS**

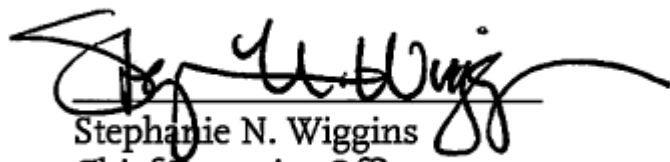
Attachment A - Workstreams Progress Update

Attachment B - Countywide Bus Only Lanes Prioritization

Attachment C - Bus Corridors Map

Prepared by: Jacqueline Torres, Senior Director, Office of Strategic Innovation, (213) 547-4208  
Kasey Shuda, Senior Director, Office of Strategic Innovation, (213) 454-6479  
Ernesto Chaves, Executive Officer, Office of Strategic Innovation, (213) 547-4362  
Marcel Porras, Deputy Chief, Office of Strategic Innovation, (213) 922-2606

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



Stephanie N. Wiggins  
Chief Executive Officer

# ATTACHMENT A - WORKSTREAMS PROGRESS UPDATE

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

## KEY STATION IMPROVEMENTS

The Key Station Improvements workstream is advancing efforts around needed maintenance, accessibility, and customer experience improvements at the 7th/Metro Center, Union Station, and Pico stations.

### *Project Development*

Metro developed draft implementation plans for Pico Station and Los Angeles Union Station (LAUS) that define scope, schedule, and budget. Improvements at Pico Station include station platform space optimization, wayfinding, and pedestrian improvements. Union Station improvements include accessibility enhancements and state-of-good-repair, such as the public address system and lighting upgrades. The LAUS project has been coordinated with Systemwide Design, Joint Development, Arts, and Real Estate. Metro's Countywide Planning and Development team is leading the 7<sup>th</sup>/Metro Center Station Improvements project and completing 30% design this summer.

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 these station improvement projects by 2028. Considering the funding and schedule constraints, Metro is exploring the potential for a phased implementation of improvements for each station.

Metro's Station Experience team is also planning for various low-cost customer experience improvements at older B/D Line Stations. These improvements could include the following: lighting, digital media panels, wayfinding, safety/security, and overall customer experience.

### *Funding*

- Metro will apply for the Surface Transportation Block Grant for up to \$100 million for the Key Stations workstream.
- As mentioned in the Board Report, Metro was planning to submit a PROTECT application until the new federal administration paused the grant.

### *Next Steps*

- Complete environmental clearance and conceptual engineering by the end of the year.
- Seek funding to continue progress and deliver the Key Station Improvements before the 2028 Games
- Continue to coordinate with multiple Metro departments (Systemwide Design, Planning, Real Estate, Operations, Wayfinding, Accessibility, Safety and Security, and Customer Experience) on planning and design efforts.

## LIGHT RAIL TRANSIT IMPROVEMENTS

The Metro A and E Lines will be critical to moving spectators and the workforce during the 2028 Games because they connect to multiple venues in Los Angeles County. Improving the capacity, reliability, speed, and safety of the A and E Lines will support the 2028 Games demand, reduce the need for temporary infrastructure, and provide legacy benefits.

### *Project Development*

The improvements for this workstream include a new siding and intersection modification along the E Line, three new crossovers along the A Line, and traffic and pedestrian improvements along the Washington Blvd and Flower St corridors. Metro has made significant progress in advancing these projects to compete for upcoming funding opportunities. Metro prepared draft implementation plans for these projects to define their scope, schedule, and budget.

Metro Operations engaged the SECOTrans team to conduct a full network analysis to assess the improvements, which validated the operational need for the Washington/Flower improvements, A Line Anaheim Street Interlock, A Line Avenue 34 Interlock, and E Line Degnan Interlock/Siding. The results also suggested a new interlock near the E Line Expo/Bundy Station.

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 staff are assessing the potential temporary effects on operations.

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*

- Metro will apply 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).
- In January 2025, Metro submitted a \$15 million USDOT BUILD application for the Washington/Flower Corridor Improvements. USDOT anticipates announcing the awards in June 2025.

### *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

The Mobility Hub workstream seeks to enhance multimodal connectivity by connecting people to the public transportation network, park-and-ride facilities, the supplemental bus system, and the 2028 Games venues.

### *Project Development*

OSI and Planning staff identified the potential types (legacy versus temporary) and locations of mobility hubs. The five priority mobility hubs (Chatsworth Station, El Monte Station, Expo/Crenshaw Station, North Hollywood Station, and Willow Station) have completed implementation plans and were included in the Reconnecting Communities and Neighborhoods (RCN) grant.

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 Norwalk and Harbor Gateway Mobility Hub projects.

Furthermore, the 2028 Games Mobility Concept Plan designated 23 potential mobility hub locations, comprised of 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 Mobility Concept Plan proposed an additional 27 neighborhood and equity-focused hub opportunity zones to be implemented by local jurisdictions. As a result, Metro is now developing a regional "kit of parts" for local cities to implement temporary mobility hubs to better support access to the 2028 Games venues.

### *Funding*

- Metro will apply 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 January 2025, Metro submitted a \$25 million USDOT BUILD application for the Norwalk Mobility Hub and Multimodal Access Improvements. USDOT anticipates announcing the awards in June 2025.

### *Next Steps*

- Complete environmental clearance and conceptual engineering by the end of the year.
- Seek funding to continue progress and deliver key mobility hubs before the 2028 Games.
- Collaborate with the GME to determine priority additional locations for mobility hubs based on the new 2028 Games venues.

## FIRST/LAST MILE

The First/Last Mile workstream advances walking, rolling, and active transportation street improvements on critical-access streets at up to ten venue clusters across Los Angeles County. These improvements will be critical to supporting a multimodal 2028 Games for spectators and the workforce while encouraging long-term behavioral change.

### *Project Development*

OSI and Planning staff continue to work with local jurisdictions to package improvements to help users walk, bike, and roll between the key transit stations and venues. Examples of such enhancements include replacing or adding new bus stops, improving crosswalks, adding street trees/landscaping, adding pedestrian lighting, traffic calming measures, wayfinding, adding street furniture, adding bike lanes (where space is available), and opportunities to pedestrianize streets. First/last mile projects in Downtown Los Angeles, Norwalk, and Carson were included in the Reconnecting Communities and Neighborhoods (RCN) grant.

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. 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.

LADOT is now taking the lead in advancing several high-value corridors within the City of Los Angeles. In parallel, Metro is developing a regional "kit of parts" to assist local cities in designating, activating, and enhancing pedestrian and cyclist pathways to better support access to the 2028 Games venues.

### *Funding*

- Encouraged local cities to apply for STBG/CMAQ funding
- Encouraged local cities to apply for Mobility Concept Plan-aligned projects for MAT Grant Cycle 2

### *Next Steps*

- Advance the regional Kit of Parts and provide technical assistance to cities.
- Continue to advance First/Last Mile projects in Reconnecting Communities and Neighborhoods

## 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.

## GAMES ENHANCED TRANSIT SERVICE

In response to unprecedented demand during the 2028 Games, the GETS will provide additional transit capacity to augment Metro’s existing bus and rail network. GETS routes will provide connectivity to venues and park and ride locations. Metro has developed preliminary staffing and cost estimates for the GETS. Work continues to identify roles and responsibilities and funding sources as well as agreements with other agencies to provide real estate, buses, and personnel.

## GAMES ROUTE NETWORK

The Games Route network is a network of dedicated lanes that enables consistent travel times between key locations for Games athletes, officials, media, and stakeholders, as required by LA28 and the International Olympic Committee. Caltrans is leading the development of the GRN, which includes both Caltrans-managed highways and local arterials across a four-county area. Caltrans is advancing the GRN through the required regulatory steps, such as approval of special signage. Metro is working with Caltrans and LA28 to facilitate access to the GRN for transit buses while it is in operation.



# Metro 2028 Games Mobility Concept Plan Bus-Only Lane Evaluation and Phasing



April 2025



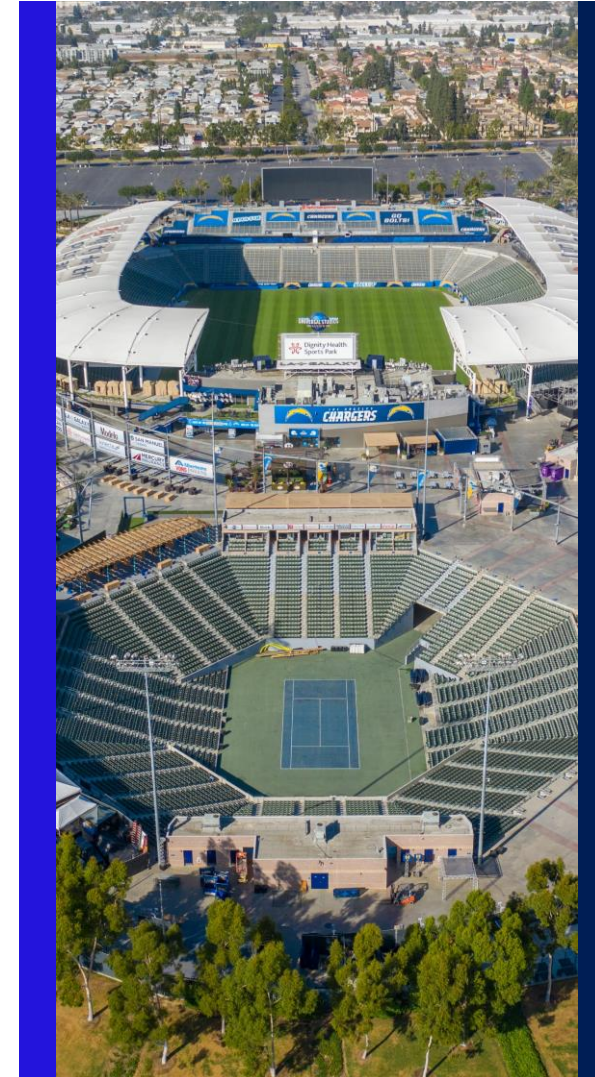
**Countywide Bus Only Lanes Purpose:**  
Prioritize bus transit and provide fast bus speeds  
along the NextGen Tier 1 and BRT Vision +  
Principles corridors by using the GRN as a catalyst





# Agenda

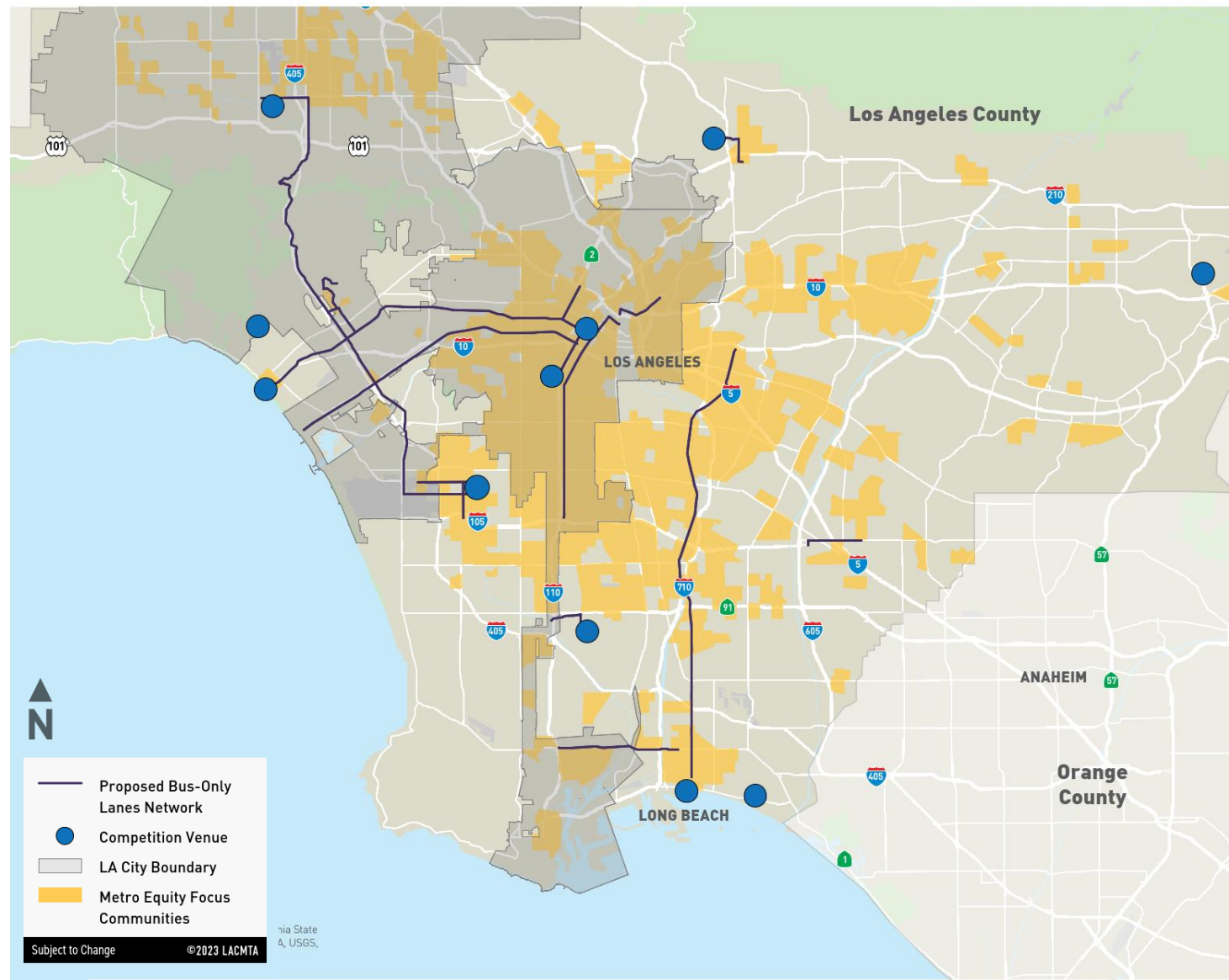
- How we arrived here
- Corridors evaluated
- Evaluation results
- Proposed phasing



## How we arrived here

- Collaborated with the Bus Speed and Reliability Working Group
- Reviewed previous plans and studies
  - Metro BRT Vision and Principles Study
  - Metro NextGen Plan
  - San Gabriel Valley Council of Governments Transit Study
  - City of LA Mobility Plan 2035
- Collected data about existing conditions (desktop and in person)
- Developed an evaluation framework in collaboration with Metro Countywide Planning & Development and Metro Operations
- Designed typical proposed cross sections based on past Metro's experience implementing the City of LA Tier 1 NextGen bus-only lane corridors
- Evaluated corridors based on 7 themes, 18 measures, and varying scenarios with different weights

# Corridors Evaluated



Jurisdiction	Corridor
Carson	Avalon
Carson	182nd/Albertoni
City of LA	Alvarado
City of LA	Cesar Chavez
City of LA	Broadway
City of LA	1st
City of LA	Figueroa
City of LA	Venice
City of LA	Victory
City of LA	Gayley
City of LA	Westwood
City of LA	Sepulveda
City of LA	Veteran
City of LA	Sunset
City of LA, Beverly Hills, Santa Monica	Wilshire
City of LA, Beverly Hills, Santa Monica	Olympic
City of LA, Inglewood	Century
Gateway Cities	Atlantic
Inglewood	La Brea/ Hawthorne
Inglewood	Arbor Vitae
Long Beach	Pacific Coast
Norwalk	Studebaker
Norwalk	Imperial
Pasadena	Holly
Pasadena	Fair Oaks
Pasadena	Seco/Mountain

# Scenario 1: Weighting from Initial Evaluation Results

ID	Theme	Evaluation Question	Scenario 1
1	Speed & Reliability	How much delay is there in the corridor?	15.00%
2	Implementation	How much of the corridor can physically accommodate bus only lanes?	5.00%
3	Implementation	How compatible would bus only lanes be with vehicular traffic demand in the corridor?	5.00%
4	Implementation	How much of the corridor is within the Metro NextGen Tier 1 bus network?	5.00%
5	Implementation	How much of the corridor is within the Los Angeles Mobility Plan 2035's Transit Enhanced Network (TEN)?	5.00%
6	Implementation	How politically viable are bus only lanes in the corridor?	5.00%
7	Equity	Does the corridor contain LA Metro Equity Focused Communities?	8.33%
8	Equity	Does the corridor contain US DOT Disadvantage Census Tracts?	8.33%
9	Equity	Is the corridor within an area of environmental justice?	8.33%
10	Connectivity	Does the corridor serve Games venues?	5.00%
11	Connectivity	Could the corridor serve as a contingency route for freeway Games Route Network travel?	5.00%
12	Connectivity	How connected is the corridor to other bus routes?	5.00%
13	Connectivity	How connected is the corridor to rail stations in 2026?	5.00%
14	Access	Does the corridor improve access to community assets?	3.00%
15	Access	How many people live in the corridor?	3.00%
16	Access	How many jobs are within the corridor?	3.00%
17	Environment	How is the air quality in the corridor?	3.00%
18	Safety	Does the corridor have a high concentration of traffic injuries?	3.00%

TOTAL = 100.00%

Scenario Rank	Scenario 1 Corridor Name
1	Alvarado
2	Cesar Chavez
3	Broadway
4	1st
5	Figueroa
6	Venice
7	Victory
8	Wilshire
9	La Brea/Hawthorne
10	Olympic
11	Studebaker
12	Century
13	Atlantic
14	Westwood
15	Sepulveda
16	Holly
17	Fair Oaks
18	Gayley
19	Veteran
20	Avalon
21	Imperial
22	Pacific Coast
23	Seco/Mountain
24	Arbor Vitae
25	Sunset
26	182nd/Albertoni

# Scenario 2: Weighting Focused on Federal Funding Priorities

ID	Theme	Evaluation Question	Scenario 2
1	Speed & Reliability	How much delay is there in the corridor?	0.00%
2	Implementation	How much of the corridor can physically accommodate bus only lanes?	0.00%
3	Implementation	How compatible would bus only lanes be with vehicular traffic demand in the corridor?	0.00%
4	Implementation	How much of the corridor is within the Metro NextGen Tier 1 bus network?	5.00%
5	Implementation	How much of the corridor is within the Los Angeles Mobility Plan 2035's Transit Enhanced Network (TEN)?	5.00%
6	Implementation	How politically viable are bus only lanes in the corridor?	0.00%
7	Equity	Does the corridor contain LA Metro Equity Focused Communities?	15.00%
8	Equity	Does the corridor contain US DOT Disadvantage Census Tracts?	15.00%
9	Equity	Is the corridor within an area of environmental justice?	15.00%
10	Connectivity	Does the corridor serve Games venues?	0.00%
11	Connectivity	Could the corridor serve as a contingency route for freeway Games Route Network travel?	0.00%
12	Connectivity	How connected is the corridor to other bus routes?	0.00%
13	Connectivity	How connected is the corridor to rail stations in 2026?	0.00%
14	Access	Does the corridor improve access to community assets?	0.00%
15	Access	How many people live in the corridor?	15.00%
16	Access	How many jobs are within the corridor?	15.00%
17	Environment	How is the air quality in the corridor?	0.00%
18	Safety	Does the corridor have a high concentration of traffic injuries?	15.00%
TOTAL =			100.00%

Scenario Rank	Scenario 2 Corridor Name
1	Alvarado
2	Broadway
3	Cesar Chavez
4	1st
5	Figueroa
6	Venice
7	La Brea/Hawthorne
8	Wilshire
9	Olympic
10	Westwood
11	Atlantic
12	Pacific Coast
13	Victory
14	Holly
15	Gayley
16	Fair Oaks
17	Sunset
18	Veteran
19	Arbor Vitae
20	Sepulveda
21	Studebaker
22	Century
23	Imperial
24	Seco/Mountain
25	182nd/Albertoni
26	Avalon

Scenario Rank	Scenario 1 Corridor Name
1	Alvarado
2	Cesar Chavez
3	Broadway
4	1st
5	Figueroa
6	Venice
7	Victory
8	Wilshire
9	La Brea/Hawthorne
10	Olympic
11	Studebaker
12	Century
13	Atlantic
14	Westwood
15	Sepulveda
16	Holly
17	Fair Oaks
18	Gayley
19	Veteran
20	Avalon
21	Imperial
22	Pacific Coast
23	Seco/Mountain
24	Arbor Vitae
25	Sunset
26	182nd/Albertoni



# Scenario 3: Weighting Focused on Implementation

ID	Theme	Evaluation Question	Scenario 3
1	Speed & Reliability	How much delay is there in the corridor?	0.00%
2	Implementation	How much of the corridor can physically accommodate bus only lanes?	20.00%
3	Implementation	How compatible would bus only lanes be with vehicular traffic demand in the corridor?	20.00%
4	Implementation	How much of the corridor is within the Metro NextGen Tier 1 bus network?	20.00%
5	Implementation	How much of the corridor is within the Los Angeles Mobility Plan 2035's Transit Enhanced Network (TEN)?	20.00%
6	Implementation	How politically viable are bus only lanes in the corridor?	20.00%
7	Equity	Does the corridor contain LA Metro Equity Focused Communities?	0.00%
8	Equity	Does the corridor contain US DOT Disadvantage Census Tracts?	0.00%
9	Equity	Is the corridor within an area of environmental justice?	0.00%
10	Connectivity	Does the corridor serve Games venues?	0.00%
11	Connectivity	Could the corridor serve as a contingency route for freeway Games Route Network travel?	0.00%
12	Connectivity	How connected is the corridor to other bus routes?	0.00%
13	Connectivity	How connected is the corridor to rail stations in 2026?	0.00%
14	Access	Does the corridor improve access to community assets?	0.00%
15	Access	How many people live in the corridor?	0.00%
16	Access	How many jobs are within the corridor?	0.00%
17	Environment	How is the air quality in the corridor?	0.00%
18	Safety	Does the corridor have a high concentration of traffic injuries?	0.00%
			100.00%

Scenario Rank	Scenario 3 Corridor Name
1	Cesar Chavez
2	Venice
3	Broadway
4	Alvarado
5	Wilshire
6	Figueroa
7	Olympic
8	Victory
9	Sepulveda
10	La Brea/Hawthorne
11	Westwood
12	Century
13	1st
14	Atlantic
15	Studebaker
16	Gayley
17	Imperial
18	Fair Oaks
	Pacific Coast
	Seco/Mountain
	Sunset
	Veteran
23	182nd/Albertoni
24	Avalon
25	Arbor Vitae
26	Holly

Scenario Rank	Scenario 1 Corridor Name
1	Alvarado
2	Cesar Chavez
3	Broadway
4	1st
5	Figueroa
6	Venice
7	Victory
8	Wilshire
9	La Brea/Hawthorne
10	Olympic
11	Studebaker
12	Century
13	Atlantic
14	Westwood
15	Sepulveda
16	Holly
17	Fair Oaks
18	Gayley
19	Veteran
20	Avalon
21	Imperial
22	Pacific Coast
23	Seco/Mountain
24	Arbor Vitae
25	Sunset
26	182nd/Albertoni

# Top Performers

Scenario 1 Rank	Corridor Name	Primary Purpose	Package
1	Alvarado	Legacy	Downtown LA
2	Cesar Chavez	Legacy	Downtown LA
3	Broadway	Legacy	Broadway
4	1st	Legacy	Broadway
5	Figueroa	Legacy	Downtown LA
6	Venice	Legacy	Venice
7	Victory	Games	Sepulveda
8	Wilshire	Games	UCLA
9	La Brea/Hawthorne	Legacy	Inglewood
10	Olympic	Legacy	Olympic
11	Studebaker	Legacy	Norwalk
12	Century	Games	Inglewood
13	Atlantic	Legacy	n/a
14	Westwood	Games	UCLA
15	Sepulveda	Games	Sepulveda
16	Holly	Games	Pasadena
17	Fair Oaks	Games	Pasadena
18	Gayley	Games	UCLA
19	Veteran	Games	UCLA
20	Avalon	Games	Carson
21	Imperial	Legacy	Norwalk
22	Pacific Coast	Games	n/a
23	Seco/Mountain	Games	Pasadena
24	Arbor Vitae	Games	Inglewood
25	Sunset	Games	UCLA
26	182nd/Albertoni	Games	Carson

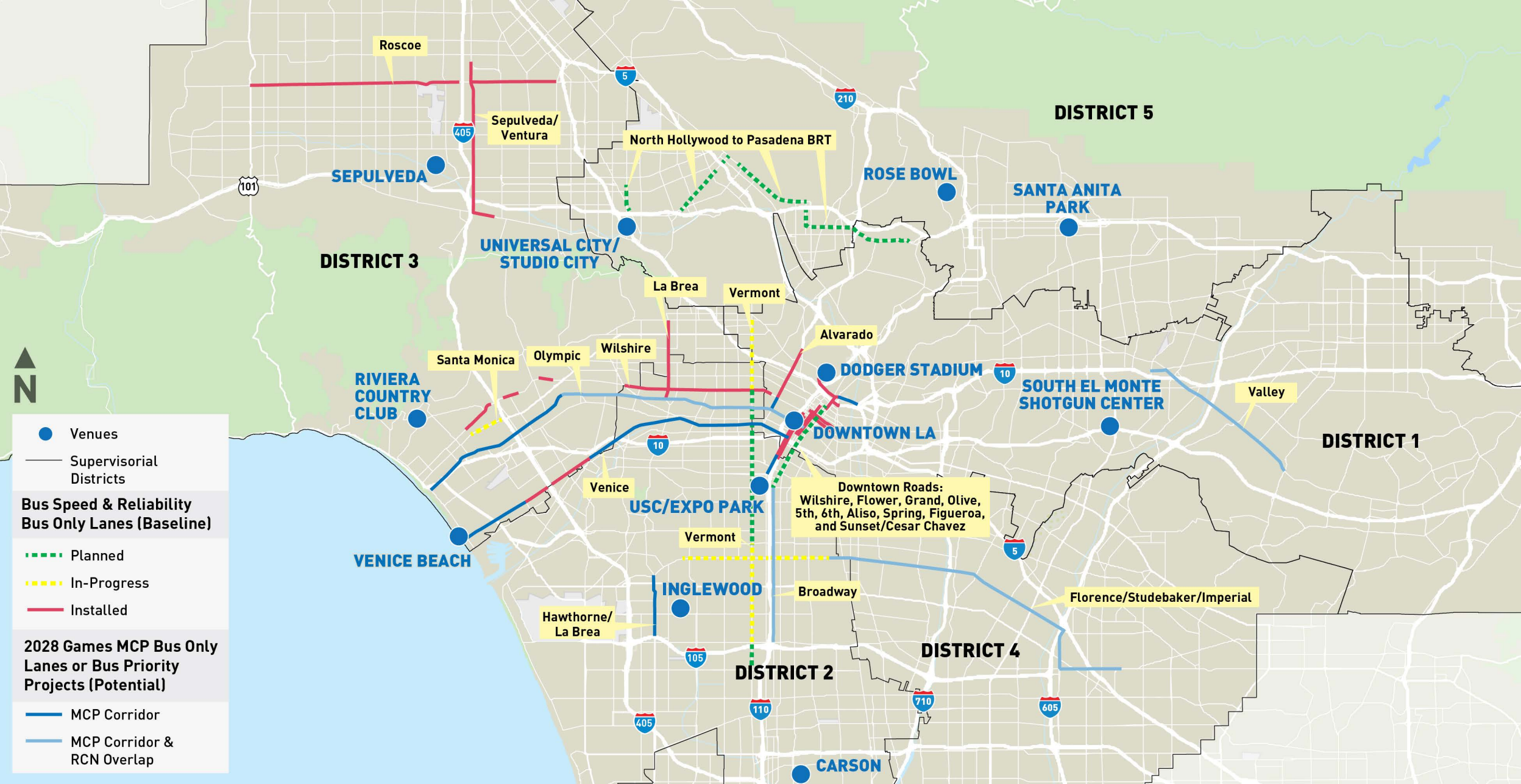
- Identified the primary purpose of each corridor to help prioritize legacy
- Three packages performed well
  - Broadway
  - Downtown LA
  - Inglewood (La Brea/Hawthorne and Century)
- Two standalone corridors ranked in the top 10
  - Venice (#6)
  - Olympic (#10)
- Additional package identified as a key link
  - Norwalk

# Map of Proposed 2028 Games MCP Bus Only Lane Corridors



- **Six Proposed Corridors**
  1. Inglewood package
  2. Broadway
  3. Downtown LA package
  4. Venice
  5. Olympic
  6. Norwalk
- **Alignment with pending and future NextGen and BRT bus-only lanes**
  - Broadway (northern segment)
  - Venice (central segment)
  - Olympic (eastern segment)
  - Hawthorne/La Brea







# 2028 Games Mobility Concept Plan Countywide Bus-Only Lanes Oral Presentation



**Metro**

*File# 2025-0265*

*May 14, 2025*



# Purpose of Bus-Only Lanes

- Declining Metro bus speeds every year due to increasing traffic congestion
  - Average bus speed is under 12 MPH
  - 13% slower bus speeds in 2017 compared to 1994
- Metro must add \$10M annually to increase Revenue Service Hours to provide the same level of service as the previous year
- Slower service becomes less competitive relative to other mobility options, which lowers transit ridership
- Ridership will not increase if bus service is more than twice as slow as driving



# Bus-Only Lane Evaluation Process

- Existing condition assessment and alignment with key plans
  - BRT Vision & Principles Study
  - NextGen
  - LA28 venues and Games Route Network
  - Mobility 2035 Plan
- Evaluation Criteria
  - Speed and Reliability
  - Implementation
  - Equity
  - Connectivity and Access
  - Environmental
  - Safety



# Mobility Concept Plan Priority Corridors

- Corridors aligning with the NextGen Tier 1 Network, BRT Vision + Principles Study, and 2028 Games Route Network
  - Vermont Ave
  - Broadway
  - Olympic Blvd
  - Venice Blvd
  - Florence Blvd/Studebaker Rd/ Imperial Hwy
  - DTLA Extensions (Figueroa, Alvarado, Cesar Chavez)
  - Inglewood (Hawthorne/La Brea)
- Funding
  - \$25 million for NextGen Tier 1 corridors in City of LA from a California Transportation Commission grant
  - \$65 million for Broadway, Olympic, Florence/Studebaker/Imperial from the Reconnecting Communities and Neighborhoods grant



# Countywide Bus Only Lane Map



# Games Mobility Executives Subcommittee

<b>Lead</b>	Metro
<b>GME Members</b>	LADOT, LA Mayor's Office, Caltrans, LA28
<b>Purpose</b>	Provide fast and reliable bus speeds that will help keep the region moving during the Games, support the Games Route Network, and create legacy benefits that address equity and disparities.
<b>Subcommittee Goals</b>	<ul style="list-style-type: none"><li>• Confirm priority corridors</li><li>• Establish a new working group for non-City of LA jurisdiction</li><li>• Deliver planning and environmental clearance phases</li><li>• Seek and secure funding</li></ul>

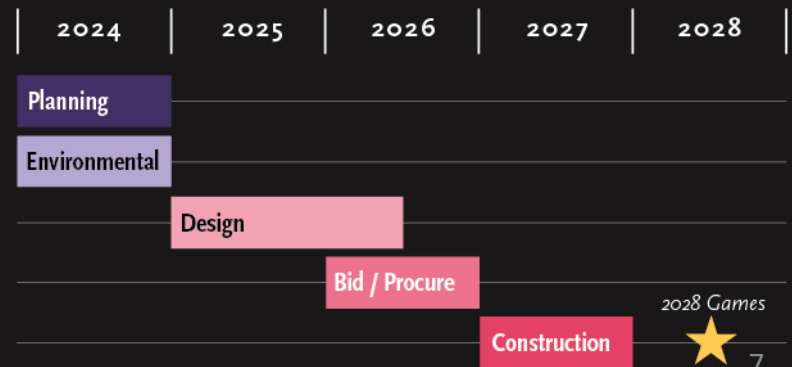
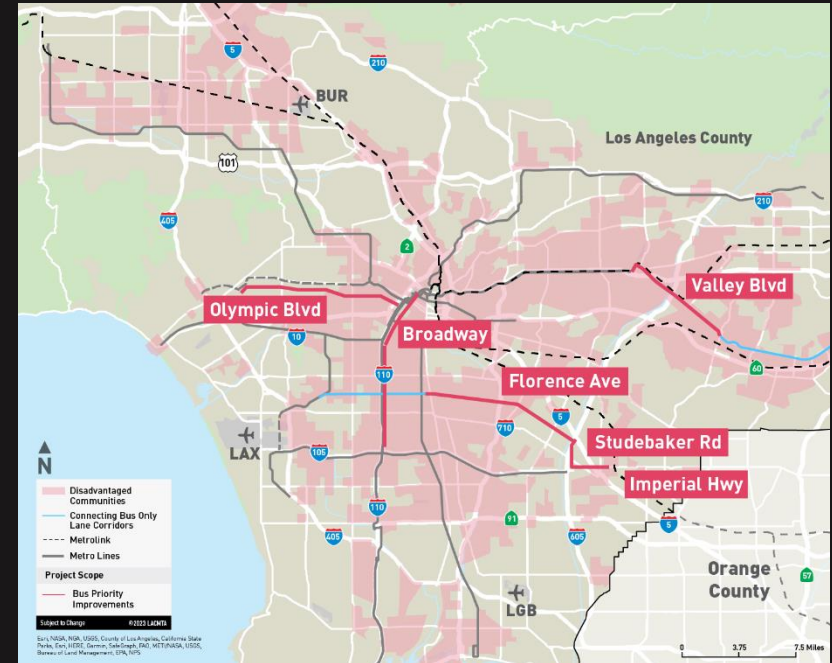
# Reconnecting Communities and Neighborhoods (RCN)

## 5 Bus Corridors Funded by RCN

- Valley Blvd
- Olympic Blvd
- Broadway
- Florence/Studebaker
- Imperial (Metro C Line to Metrolink)

## Status

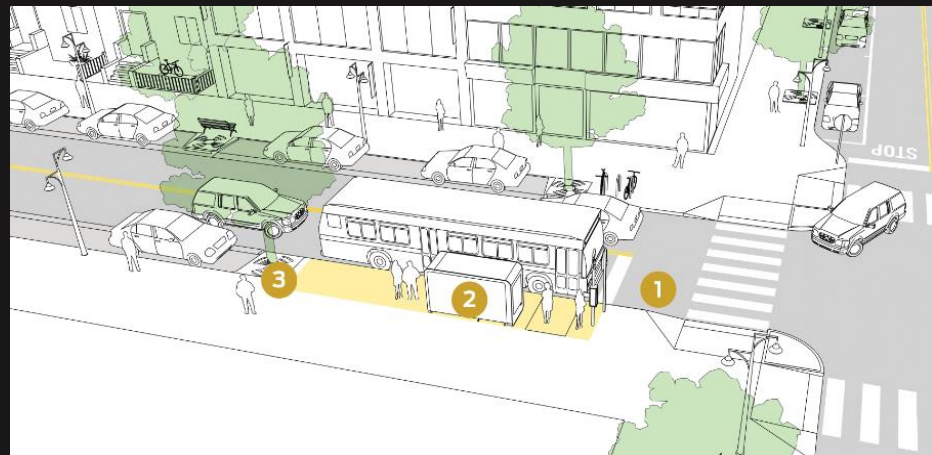
- CEQA/NEPA completed December 2024
- Defined roles and responsibilities between Metro and local jurisdictions
- Preparing preliminary engineering, community engagement plan and initiating outreach





# RCN Funded Bus Corridors - Improvements

- Transit signal priority at intersections
- Enhanced digital bus shelters and amenities
- Enhanced bus stops (e.g., lighting, sidewalk repair, curb ramp repair, bus pads, street trees, wayfinding)
- All-door boarding bus upgrades



## Next Steps

- Advance project development for priority corridors
- Continue to leverage the success of the Bus Speed Reliability Working Group to implement City of LA NextGen Tier 1 corridors
- Collaborate with Inglewood, San Gabriel Valley COG, Westside Cities COG, and Gateway Cities COG on potential bus only lane projects
- Coordinate with the GME on the Games Route Network to assess the potential to convert additional corridors after the 2028 Games





**LADOT**



**METRO  
LINK**



# GAMES ROUTE NETWORK

LA METRO – LA28 AD HOC  
COMMITTEE MEETING

CALTRANS PRESENTATION

MAY 14, 2025



Image for illustration purposes Only



# GAMES ROUTE NETWORK DEFINED

- Dedicated travel; lanes for *Games Family* of vehicles
- Ensure a consistent and reliable travel time during the Games
- Restrict public use during Games
- Promote a “Transit First” Games

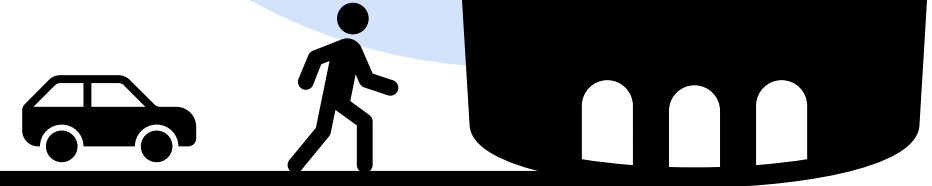


Paris 2024 Dedicated Games Lane and Signs



## GAMES ROUTE MILEAGE

**~310**  
MILES



**210**

**Highway**

Dedicated HOV/T Lanes  
Restricted Construction  
Enhanced Traffic Management

Caltrans Right-of-Way

**100**

**Local Arterials**

Bus Only Lanes  
Restricted Parking  
Revised Traffic Flow

Secured Perimeter



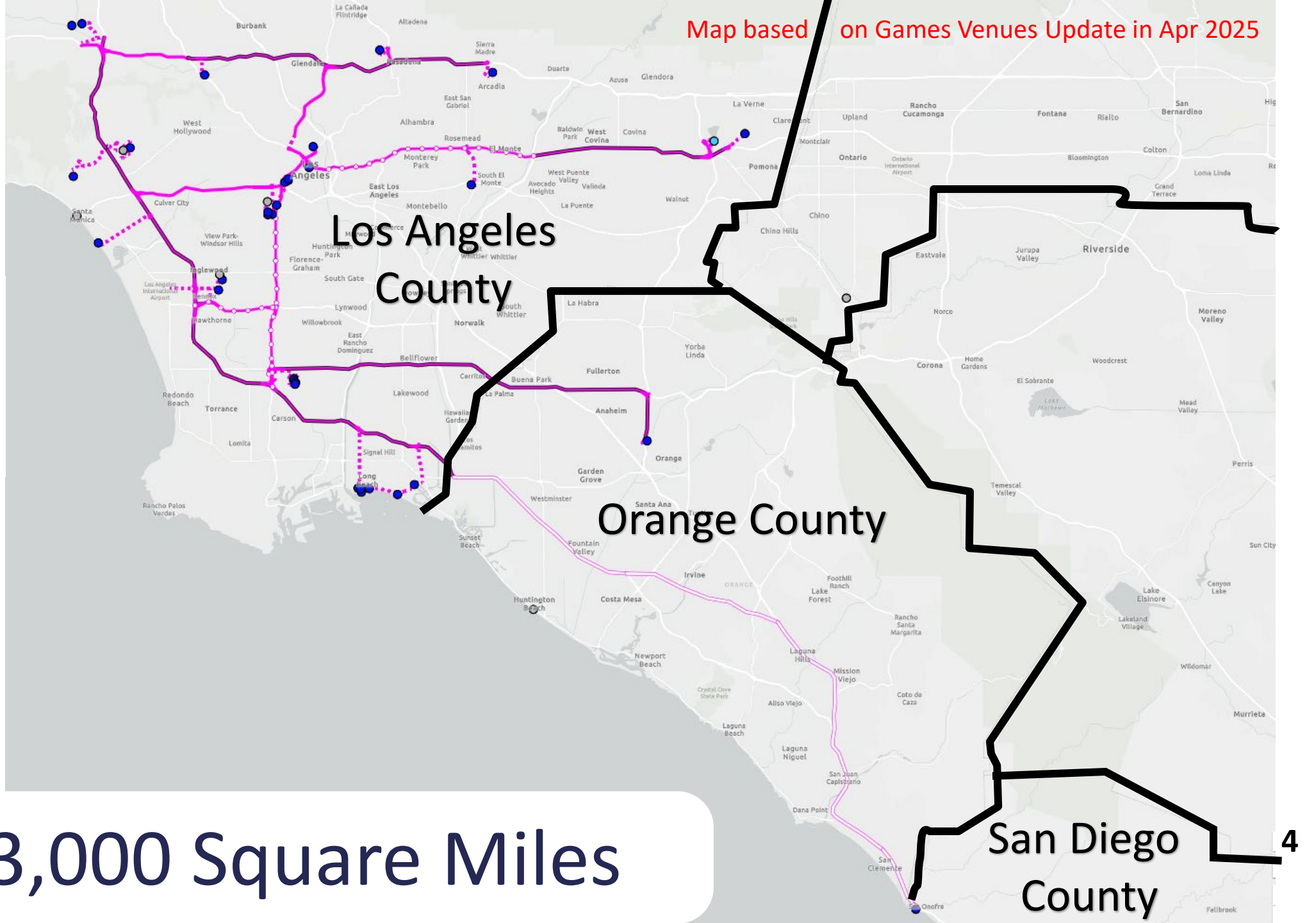
Estimates based on Games Venues Update in Apr 2025



Map based on Games Venues Update in Apr 2025

#### GRN Lane Type

- GRN Arterial
- GRN Fwy\_GP\_Only
- GRN Fwy\_w\_ExprLanes
- GRN Fwy\_w\_HOV
- Non Dedicated GRN



3,000 Square Miles





# GRN PROJECT OVERLAP

## Traffic Integration

- First/Last Mile (Open Streets)
- Mobility Hubs
- Wayfinding Signs

## Safety

- Accessibility

## Travel Demand

- Freight and
- Passenger Transportation Demand Management

## Transport

- Games Enhanced Transit Buses



**Tier 1** – Athletes, International Broadcasters, Officials, Games Stakeholders, LA28 permitted vehicles

**Tier 2** – Spectators, Volunteers, Employees - users of the Games Enhanced Transit Service (GETS)

**Tier 3**- Public Transit already using managed lanes

# LOCAL AGENCY COORDINATION

## Venue Cities

Los Angeles

Carson



Long Beach



Pasadena



Inglewood



## Toll Operators

OCTA



LA



## Counties

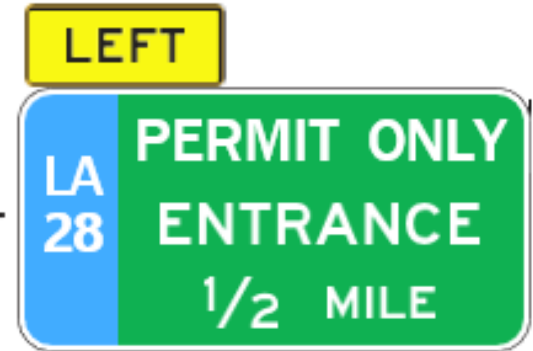
Los Angeles



# STATE AND FEDERAL ENGAGEMENT

- ❑ Grant & Funding Requests (pending approval)
  - GME Supportive partner on multiple grants
  - Federal Budget Request FY25 (planning costs - ~\$8.9M)
  - State Funding Request 4-yr ~\$202M
- ❑ State Legislation
  - Initiated trailer bill to AB971 “Transit Only Lanes” expansion for use during LA28
- ❑ Federal Legislation
  - Request to Experiment for updates to Traffic Control Devices for both highway and local streets

## FREEWAY SIGNS



## ARTERIAL SIGNS



## Construction Contracts

### Contract Specifications:

- Section 10 *“Order of Work”*
- Section 12-4.02C *“Closure Restrictions for Special Events and Venues”*





# DELIVERY SCHEDULE

Activity (Caltrans)	Target Completion	Status
Conceptual Planning (LA Metro)	Fall 2023	✓
Planning	August 2025	On Schedule
Environmental	August 2025	On Schedule
Design	Fall 2025-Summer 2026	
Procurement/Bidding	Summer 2026	
Construction/Implementation*	Fall 2026-Winter 2027/8	
Operational Readiness	Spring 2028	
Construction Moratorium	Summer 2028	
GRN Activated/Maintenance	Summer 2028	
Removal and Reconstruction	Fall 2028	

*\* Long lead construction required for sign fabrication and material purchases*





## NEXT STEPS

- ☐ Complete Planning and Environmental
- ☐ Secure Funding
- ☐ Program Project
- ☐ Engage New Venue Cities and other Stakeholders

Three concentric, light blue curved lines in the top right corner of the slide.

# THANK YOU!



## Board Report

File #: 2025-0247, File Type: Contract

Agenda Number: 7.

### AD HOC 2028 OLYMPIC & PARALYMPIC GAMES COMMITTEE MAY 14, 2025

**SUBJECT: 2028 GAMES SUPPORT SERVICES**

**ACTION: APPROVE RECOMMENDATION**

#### **RECOMMENDATION**

**WITHDRAWN:** ~~AUTHORIZE the Chief Executive Officer to award a firm fixed unit rate, task order based Contract No. PS127282000 with Mott MacDonald Group, Inc. to provide Games Support Services to support Metro's planning for the 2028 Games for a period of four years in an amount not to exceed (NTE) \$42,043,610, subject to resolution of any properly submitted protest(s), if any.~~

#### **ISSUE**

Staff require program management and a variety of other professional services on an as-needed basis to support the planning, coordination, and implementation of transportation efforts for the 2028 Olympic and Paralympic Games (2028 Games). The Games Support Services (GSS) contract 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 contract allows 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 arise and as funding is made available for this contract.

#### **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 a consultant to help advance and

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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**

Approval of this contract award 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**

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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 this contract 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 Proposed Metro Budget for these services in Project#402028 "2028 Games Planning & Development". Of the \$4.95M total, \$2.95M will reside in Cost Center#2031, Project#402028, Task#01.01 and the remaining \$2M will reside in Cost Center#3151, Project#402028, Task#03.02. Since this is a multi-year contract, the Cost Center Managers and Chief Officers will be responsible for budgeting in future years for the balance of the remaining Contract 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 foundational principle guiding Metro's planning and preparation for the 2028 Games.

The selected contractor brings proven expertise in advancing equity-centered outcomes, inclusive planning, and culturally responsive community engagement. The GSS contract is structured to allow phased implementation through task orders, offering flexibility to adapt to evolving Games-related priorities.

The solicitation included an overall thirty-one percent (31%) Disadvantaged Business Enterprise (DBE) goal for all task orders funded with federal dollars and a twenty-eight percent (28%) Small Business Enterprise (SBE) goal and a three percent (3%) Disabled Veteran Business Enterprise (DVBE) goal on all task orders funded with state and/or local, dollars. The selected contractor met the goals by making an overall 31% DBE, 28% SBE and 3% DVBE commitments.

### **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



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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 a contract for program management 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 approval, staff will execute Contract No. PS127282000 with Mott MacDonald Group, Inc. for Games Support services.

## **ATTACHMENTS**

Attachment A - Procurement Summary  
Attachment B - DEOD Summary

Prepared by: Ernesto Chaves, Executive Officer, Office of Strategic Innovation, (213) 547-4362  
Marcel Porras, Deputy Chief, Office of Strategic Innovation, (213) 922-2606  
Carolina Coppolo, Deputy Chief Vendor/Contract Management Officer, (213) 922-4471

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



Stephanie N. Wiggins  
Chief Executive Officer

## PROCUREMENT SUMMARY

## 2028 GAMES SUPPORT SERVICES / PS127282000

1.	<b>Contract Number:</b> PS127282000	
2.	<b>Recommended Vendor:</b> Mott MacDonald Group, Inc.	
3.	<b>Type of Procurement (check one):</b> <input type="checkbox"/> IFB <input type="checkbox"/> RFP <input checked="" type="checkbox"/> RFP-A&E <input type="checkbox"/> Non-Competitive <input type="checkbox"/> Modification <input type="checkbox"/> Task Order	
4.	<b>Procurement Dates:</b>	
	<b>A. Issued:</b> 11/15/24	
	<b>B. Advertised/Publicized:</b> 11/15/24	
	<b>C. Pre-Proposal Conference:</b> 11/22/24	
	<b>D. Proposals Due:</b> 1/14/25	
	<b>E. Pre-Qualification Completed:</b> 4/22/25	
	<b>F. Ethics Declaration Forms Submitted to Ethics:</b> 1/14/25	
	<b>G. Protest Period End Date:</b> 5/19/25	
5.	<b>Solicitations Downloaded:</b> 321	<b>Proposals Received:</b> 3
6.	<b>Contract Administrator:</b> Manchi Yi	<b>Telephone Number:</b> 213-413-3332
7.	<b>Project Manager:</b> Ernesto Chaves	<b>Telephone Number:</b> 213-547-4362

**A. Procurement Background**

This Board Action is to approve Contract No. PS127282000 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 resolution of any properly submitted protest(s), if any.

On November 15, 2024, Request for Proposals (RFP) No. PS127282 was issued in accordance with Metro's Acquisition Policy and the contract type is a firm fixed unit price. The Diversity and Economic Opportunity Department recommended a Disadvantaged Business Enterprise (DBE) goal of 31%, a Small Business Enterprise (SBE) goal of 28% and a Disabled Veteran Business Enterprise (DVBE) goal of 3%. Task orders will only be issued on an as-needed basis as the need for support services arises and as funding is made available for this contract.

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**

A Proposal Evaluation Team (PET) consisting of staff from the Office of Strategic Innovation, Operations, Customer Experience, Office of Management and Budget, Countywide Planning and Development, Chief of Staff, and an external member from the City of Los Angeles Department of Transportation were 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 February 13, 2025, through March 8, 2025, the PET independently evaluated and scored the technical proposals. All three proposals were determined to be within the competitive range and were invited for an interview on March 12, 2025. Each firm had the opportunity to present each team's qualifications and respond to the PET's questions. The final scoring, after interviews, determined Mott MacDonald Group, Inc. to be the highest technically qualified firm.

## **Qualifications Summary of Recommended Firm:**

The Mott MacDonald Group, Inc. (Mott) team demonstrated a wide range of relevant experience across all technical areas, 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 team also demonstrated superior experience with consensus-building and resolving issues to deliver large and time-sensitive projects, particularly for the City of Los Angeles and LA County, where most of the LA28 venues are located.

The proposed key personnel meet the required technical qualifications and training for each of the technical areas, including Games Operations, Games Governance, Program Delivery, Communications, and Project Delivery. The Games Director has vast local experience as well as deep knowledge of Metro, with leadership roles in the public and private sector and a demonstrated track record of building consensus across multiple stakeholders to advance transportation projects and initiatives. The Games Director is supported by a deputy with extensive World Games experience. The key personnel in the public relations/communications team have local and national experience as well with key expertise in strategic and crisis communications. The Games Operations team has a blend of local, national, and World Games experience with the Games Transport Operations Planning Manager bringing recent experience planning bus services in advance of the FIFA 2026 World Cup and 2028 Games. The team also benefits from key personnel and strategic advisors with expertise in human-centered design, equity and inclusion, universal access; one key personnel also served as the Head of Mobility for Paris 2024. The team comprises people who have worked together for many years, either in the City of LA or Metro, and globally at various world events like the London 2012 Olympic and Paralympic Games.

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 the use of management practices to help ensure delivery of the work and demonstrates a 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 this project.



A summary of the PET scores is provided below:

<b>1</b>	<b>Firm</b>	<b>Average Score</b>	<b>Factor Weight</b>	<b>Weighted Average Score</b>	<b>Rank</b>
<b>2</b>	<b>Mott MacDonald Group, Inc.</b>				
<b>3</b>	Experience and Capabilities of Firms on the Team	86.83	35.00%	30.40	
<b>4</b>	Experience and Capabilities of the Key Personnel	84.87	30.00%	25.46	
<b>5</b>	Project Understanding and Approach	86.54	35.00%	30.29	
<b>6</b>	<b>Total</b>		<b>100.00%</b>	<b>86.15</b>	<b>1</b>
<b>7</b>	<b>Jacobs Engineering Group, Inc.</b>				
<b>8</b>	Experience and Capabilities of Firms on the Team	83.57	35.00%	29.25	
<b>9</b>	Experience and Capabilities of the Key Personnel	84.53	30.00%	25.36	
<b>10</b>	Project Understanding and Approach	84.08	35.00%	29.43	
<b>11</b>	<b>Total</b>		<b>100.00%</b>	<b>84.04</b>	<b>2</b>
<b>12</b>	<b>Legacy 2028</b>				
<b>13</b>	Experience and Capabilities of Firms on the Team	75.82	35.00%	26.54	
<b>14</b>	Experience and Capabilities of the Key Personnel	75.13	30.00%	22.54	
<b>15</b>	Project Understanding and Approach	79.60	35.00%	27.86	
<b>16</b>	<b>Total</b>		<b>100.00%</b>	<b>76.94</b>	<b>3</b>

### **C. Cost Analysis**

The proposer submitted fully burdened hourly rates for positions necessary to perform the games support services. The key personnel rates have been determined to be fair and reasonable based on cost analysis, technical evaluation, and fact-finding. Staff successfully negotiated a reduction in profit and fee for the prime contractor and subcontractors.

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

### **D. Background on Recommended Contractor**

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. Mott's team includes a wide range of relevant experience across all technical areas, including Games Operations, Games Governance, Program Delivery, Communications, and Project Delivery. There are 27 subcontractors on the team, including 11 DBEs and SBEs, and 2 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. Their performance has been satisfactory.

## DEOD SUMMARY

## 2028 GAMES SUPPORT SERVICES / PS127282000

**A. Small Business Participation**

The Diversity and Economic Opportunity Department (DEOD) established an overall thirty-one percent (31%) Disadvantaged Business Enterprise (DBE) goal for task orders funded with federal dollars and a twenty-eight percent (28%) Small Business Enterprise (SBE) goal and a three percent (3%) Disabled Veteran Business Enterprise (DVBE) goal on task orders funded with state, local, and or Measure M dollars. Proposers were encouraged to form teams that included DBE, SBE, and DVBE firms without schedules or specific dollar commitments to designated subcontractors. Mott MacDonald Group, Inc. met the goals by making an overall 31% DBE commitment, and an overall 28% SBE and 3% DVBE commitment.

In response to a specific Task Order request with a defined scope of work, Mott MacDonald Group, Inc. will be required to identify DBE, SBE and DVBE subcontractor activity and actual dollar value commitments for that Task Order. Overall DBE, SBE and DVBE achievement in meeting the commitments will be determined based on the cumulative DBE, SBE and DVBE participation of all Task Orders issued dependent upon funding source.

<b>Small Business Goal</b>	<b>31% DBE 28% SBE 3% DVBE</b>	<b>Small Business Commitment</b>	<b>31% DBE 28% SBE 3% DVBE</b>
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	<b>DBE Subcontractor</b>	<b>Ethnicity</b>	<b>% Committed</b>
1.	Cielo Strategic Communications	Hispanic American	TBD
2.	CR Associates	Asian-Pacific American	TBD
3.	Dakota Communications	African American	TBD
4.	D'Leon Consulting Engineers	Hispanic American	TBD
5.	FPL and Associates	Asian-Pacific American	TBD
6.	Lee Andrews Group, Inc.	Hispanic American	TBD
7.	Monument ROW	Non-Minority Female	TBD
8.	Soteria Company, LLC	Hispanic American	TBD
9.	Tk / Communications, LLC	Subcontinent Asian American	TBD
10.	Transportation Management & Design, Inc.	Non-Minority Female	TBD
<b>Total DBE Commitment</b>			<b>31%</b>

	<b>SBE Subcontractor</b>	<b>% Committed</b>
1.	Cielo Strategic Communications	TBD
2.	Cityfi Advisors, LLC	TBD
3.	CR Associates	TBD
4.	Dakota Communications	TBD
5.	D'Leon Consulting Engineers	TBD
6.	FPL and Associates	TBD
7.	Lee Andrews Group, Inc.	TBD
8.	Monument ROW	TBD
9.	Soar Environmental Consulting, Inc.	TBD
10.	Soteria Company, LLC	TBD
11.	Tk / Communications, LLC	TBD
12.	Transportation Management & Design, Inc.	TBD
<b>Total SBE Commitment</b>		<b>28%</b>

	<b>DVBE Subcontractor</b>	<b>% Committed</b>
1.	Post Media Works	TBD
2.	Soar Environmental Consulting, Inc.	TBD
<b>Total DVBE Commitment</b>		<b>3%</b>

**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 contract. 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.





# 2028 Games Support Services (GSS) Award Recommendation



**Metro**

*Item #2025-0247*

*May 14, 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	Mott MacDonald Group, Inc.	Jacobs Engineering Group Inc.	Legacy 2028
Experience & Capabilities of Firms on the Team	35	30.39	29.25	26.54
Experience & Capabilities of the Key Personnel	30	25.46	25.36	22.54
Project Understanding & Approach	35	30.29	29.43	27.86
<b>Technical Score</b>	<b>100</b>	<b>86.14</b>	<b>84.04</b>	<b>76.94</b>



**Metro**

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

## Recommendation

- AUTHORIZE the Chief Executive Officer to award a firm fixed unit rate Contract No. PS127282000 with Mott MacDonald Group, Inc. to provide Games Support Services to support Metro's planning for the 2028 Games for a period of four years in an amount not to exceed \$42,043,610, subject to resolution of any properly submitted protest(s), if any.



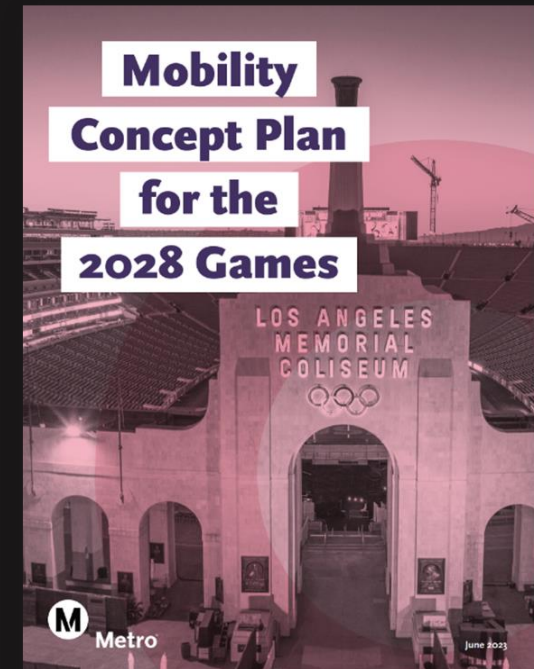
# Games Support Services Support (GSS) Structure

**The contract is structured for flexible, phased delivery through 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 the agreement with Mott MacDonald Group, Inc.
- Onboard contractor 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.
- Contract will augment and support community relations efforts to elevate Games information/engagement.