



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

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.

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

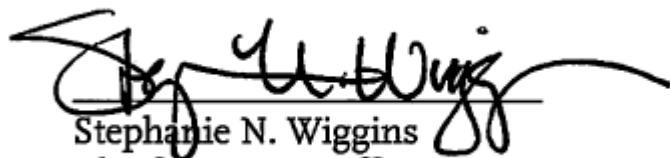
Attachment A - Board Motion #8

Attachment B - GETS Workstream Update

Attachment C - Implementation Fact Sheets

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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

Cost Area	Cost Estimate (\$ millions)
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
Total =	2,015.5

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.

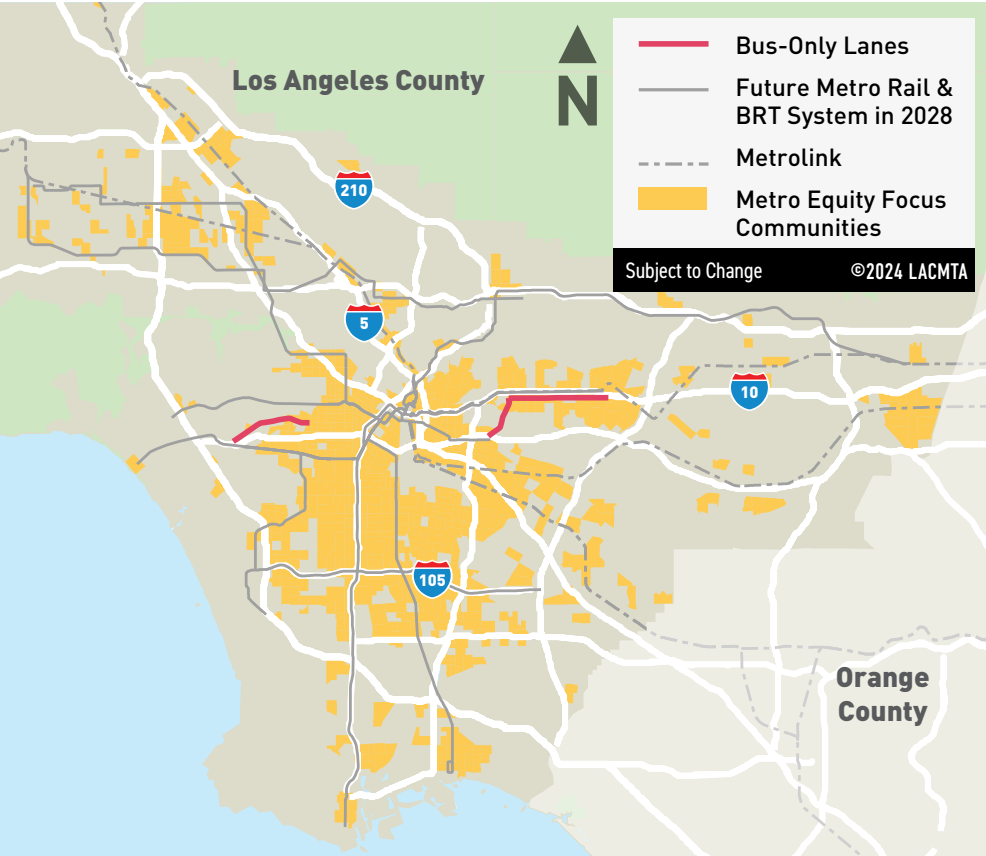
Metro, LA28, and the GME have collaborated on the GETS plan, actively seeking federal funding from the Los Angeles County Congressional Delegation, the U.S. Department of Transportation and the White House. Metro continues to actively pursue several strategies to secure the necessary funding, including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

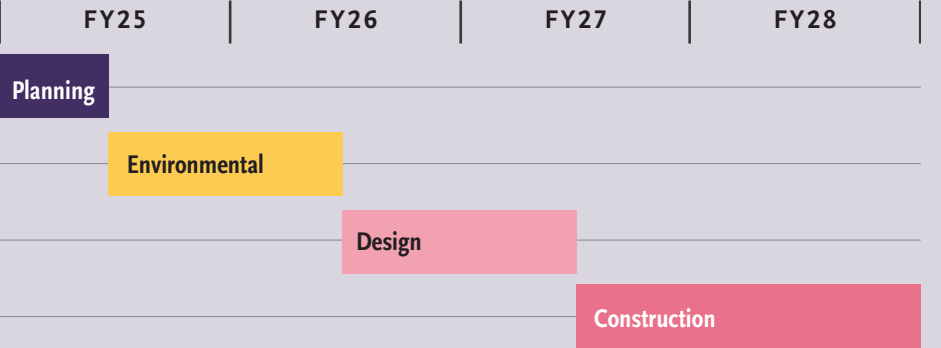

15%
IMPROVEMENT IN METRO BUS TRAVEL TIMES ON RECENTLY COMPLETED BUS-ONLY LANES


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

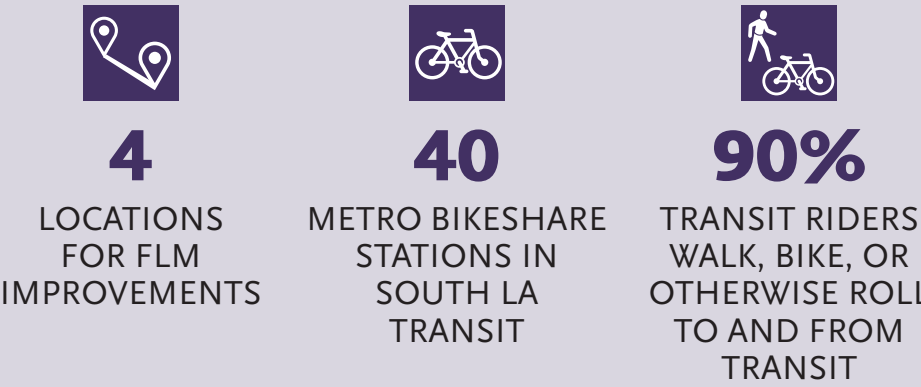
Improve access and safety between transit stations/stops and venues for spectators, workforce, and others along corridors that will be intermittently open and closed to vehicle traffic.

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)

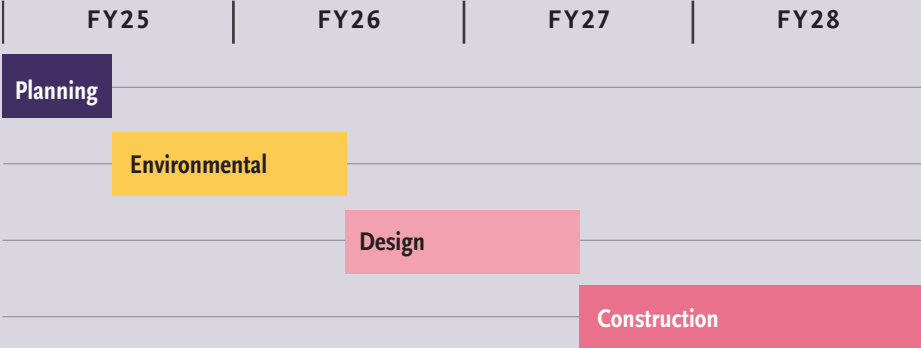
BY THE NUMBERS



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
TOTAL	\$101.7M

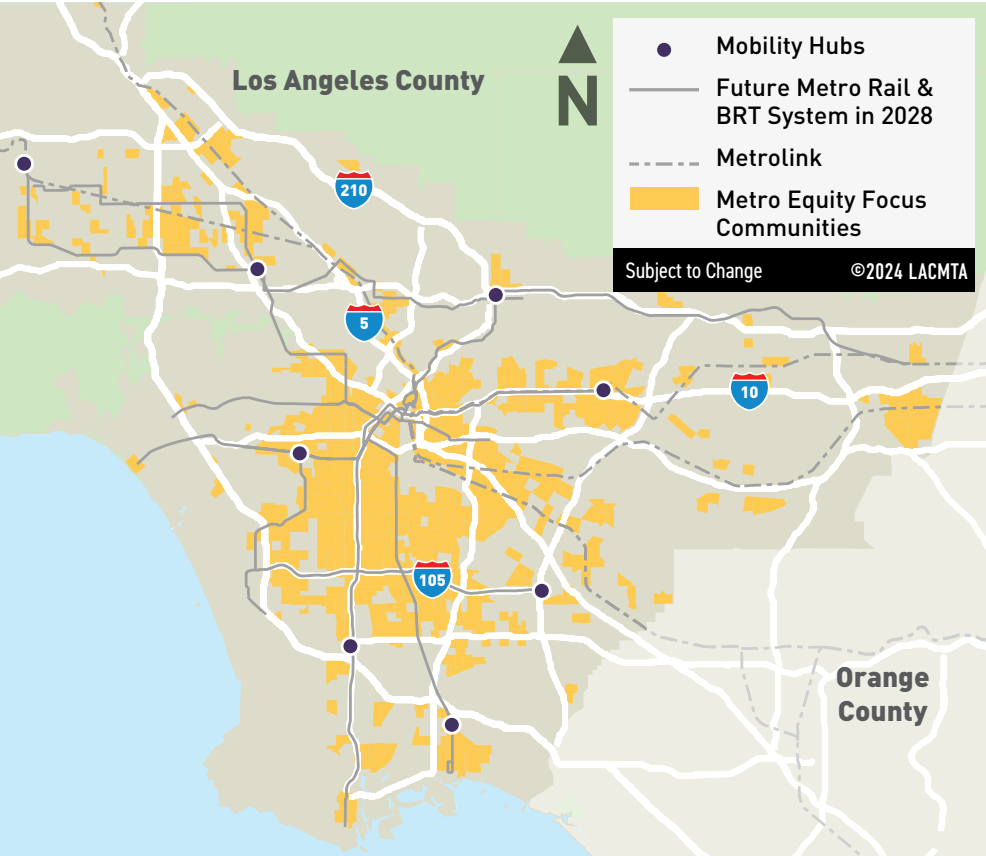
SCHEDULE



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
TOTAL	\$80.0M

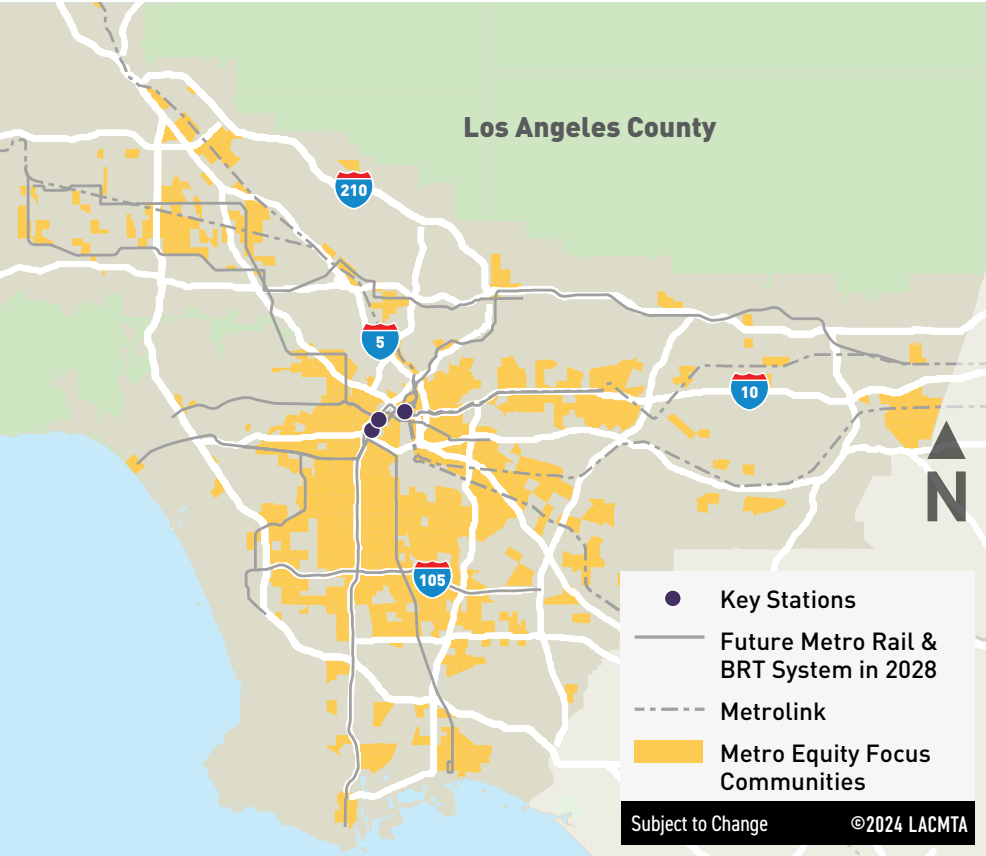
SCHEDULE

	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.

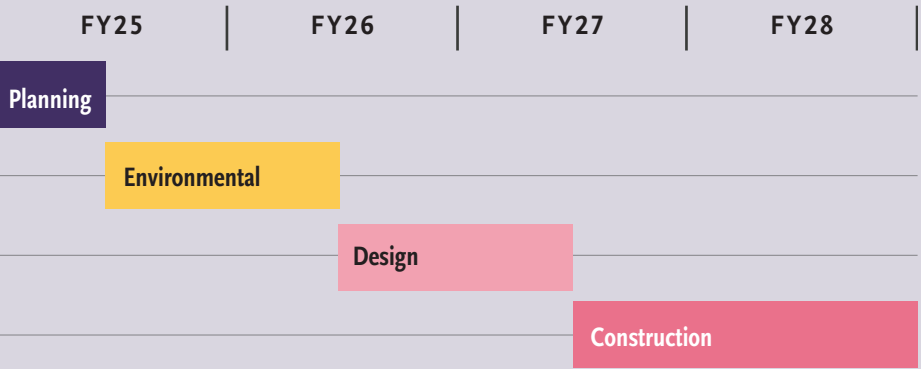
BY THE NUMBERS



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



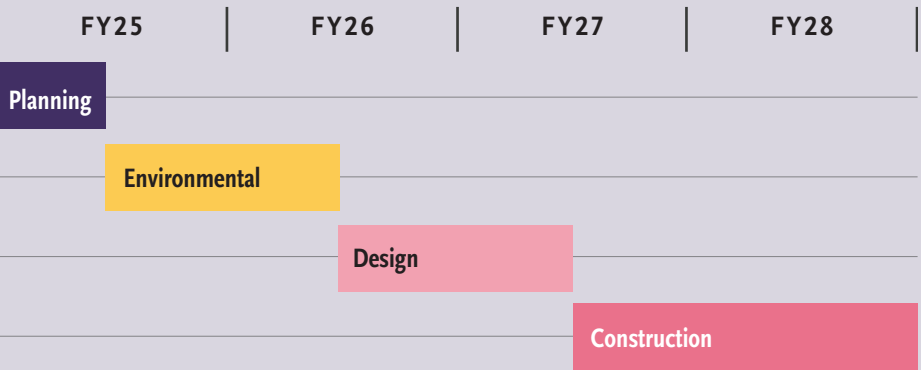
8

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

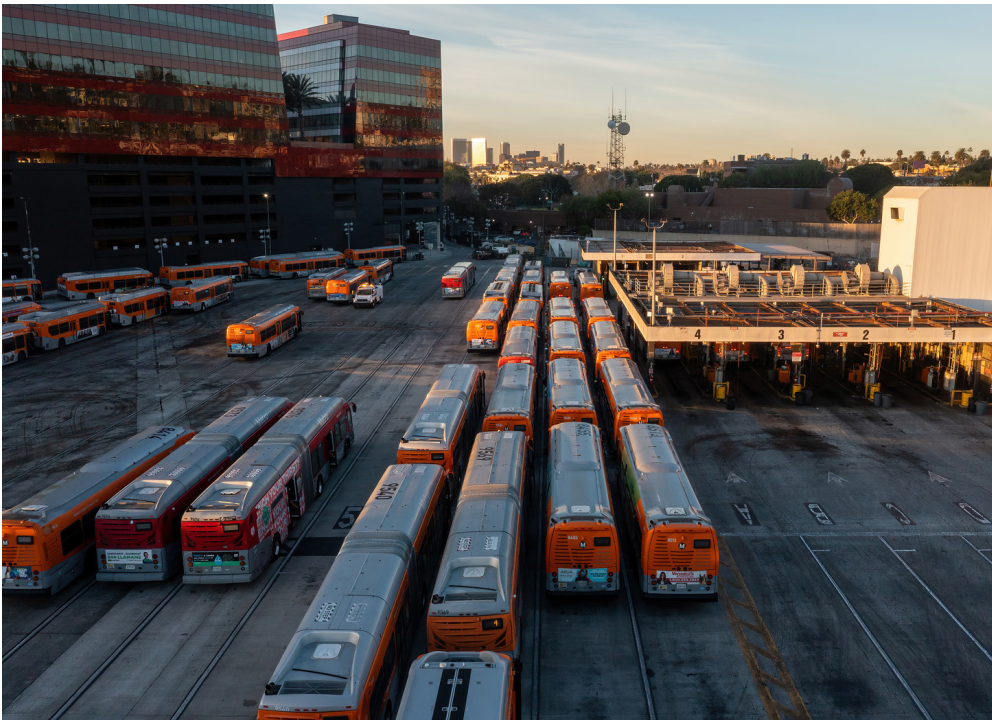
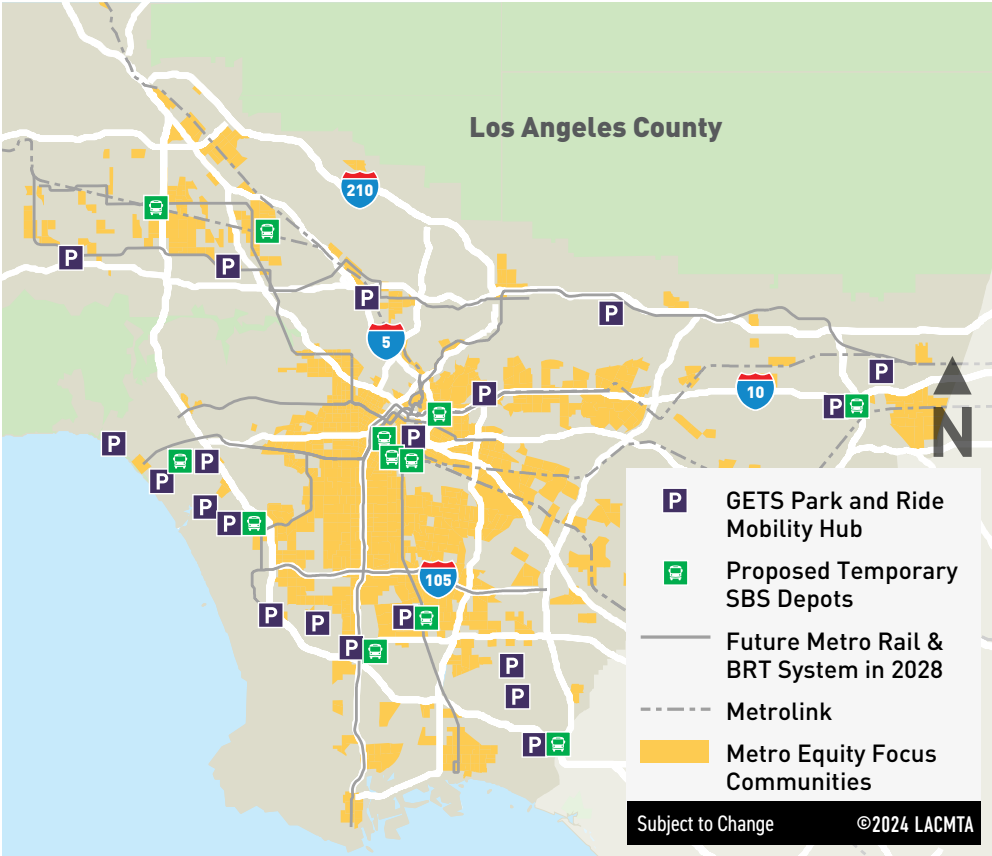
SCHEDULE



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

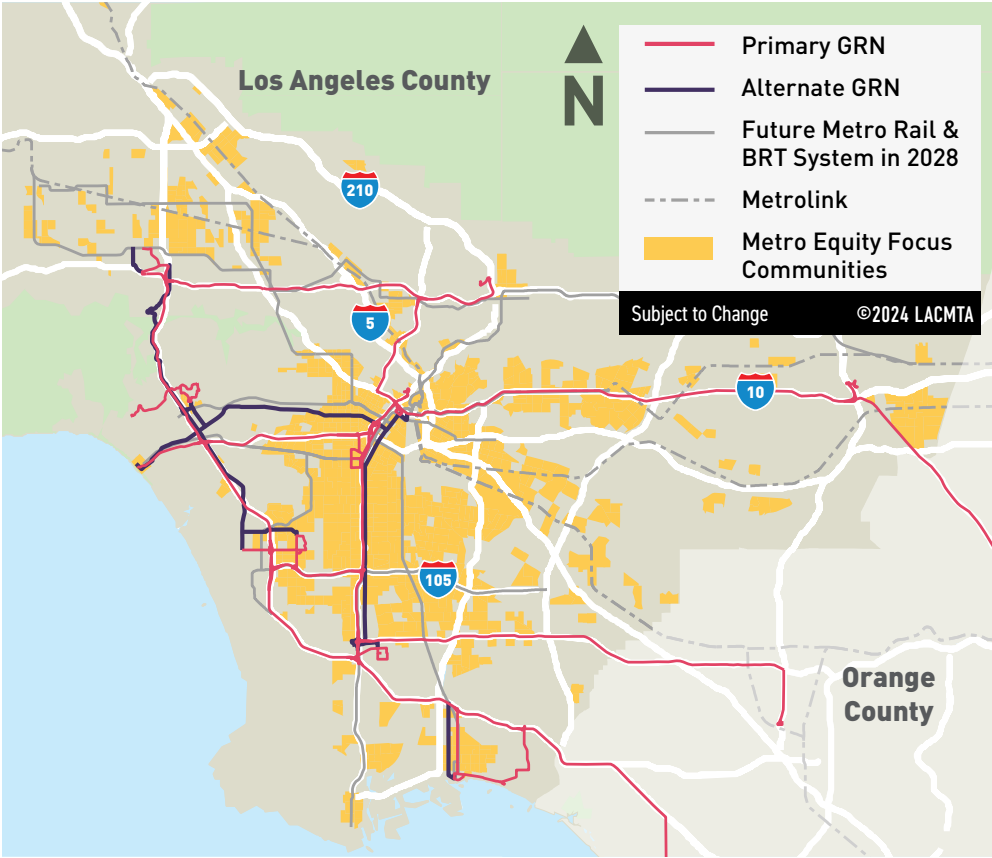
SCHEDULE

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

Los Angeles County

Map showing the location of the 2028 Summer Olympic and Paralympic Games Venues (blue dots) relative to the Future Metro Rail & BRT System in 2028 (solid grey lines) and the Metro Equity Focus Communities (yellow shaded areas). The map also displays existing MetroLink lines (dashed grey lines) and major freeways (Interstates 210, 5, 10, and 105). A north arrow is located in the bottom right corner.

Legend:

- Venues
- Future Metro Rail & BRT System in 2028
- - - MetroLink
- Metro Equity Focus Communities

Subject to Change ©2024 LACMTA



Metro 2028 Games Mobility Concept Plan / FY26 President's Budget Request / November 2024

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
Total =	~10,500

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
Total =	2,015.5

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

